



# 2020-22 Approved Capital Budget

## MOVING FORWARD TOGETHER

2023-2029 APPROVED CAPITAL FORECAST

APPROVAL: February 10, 2020

**BUDGET 2020-22**

THE CITY OF  
**Waterloo**

**This page intentionally left blank**

February 10, 2020

Mayor, Finance Chair, & Members of Council,  
Waterloo, Ontario

## **2020-2022 Approved Capital Budget and 2023–2029 Capital Forecast**

### **Introduction**

Attached is the 2020-2022 Approved Capital Budget and 2023-2029 Capital Forecast for the City of Waterloo. The intent of providing a seven year forecast of capital projects and financing requirements is to facilitate long-term planning, prudent financial management, and to provide appropriate management of the City's \$2.3 billion of assets. There is no representation that any project in a future year will be approved by Council.

### **2020-2022, 2023-2029 Capital Expenditures**

In the 2020-2022 Approved Capital Budget and 2023-2029 Capital Forecast 334 projects are planned with a total value of \$655 million. For 2020-2022, 260 projects are proposed with a total value of \$275 million. From 2023 through 2029, 232 projects are proposed with a value of \$379.6 million.

### **Investment in Our Strategic Plan 2019, 2020-2028**

Early in 2019, Council undertook the development of the 2019-2022 Strategic Plan-Moving Forward Together. Through this process, Council identified six Strategic Pillars to provide a common focus for Council and staff over the next several years:

- Equity Inclusion and a Sense of Belonging
- Sustainability and the Environment
- Safe, Sustainable Transportation
- Healthy Community and Resilient Neighbourhoods
- Infrastructure Renewal
- Economic Growth and Development

In addition, Council identified seven Guiding Principles to guide decision making:

- Equity & Inclusion
- Sustainability
- Fiscal Responsibility
- Healthy & Safe Workplace
- Effective Engagement
- Personal Leadership
- Service Excellence

The 2020-2022 Approved Capital Budget and 2023-2029 Capital Forecast has been prepared in alignment with these priorities and a summary has been provided below. For a detailed listing of the capital projects by Strategic Pillar, please refer to Appendix A of the Capital Budget documents on the city's website at [Budget 2020-22](#).

### 2020-2029 Projected Capital Expenditures by Strategic Pillar

| Criteria   | 2020-2022     |                   |                               | 2023-2029     |                   |                               | Total         |                   |                           |
|--|---------------|-------------------|-------------------------------|---------------|-------------------|-------------------------------|---------------|-------------------|---------------------------|
|  | # of Projects | Total \$ ('000's) | % of 2020-2022 Budget Dollars | # of Projects | Total \$ ('000's) | % of 2023-2029 Budget Dollars | # of Projects | Total \$ ('000's) | % of Total Budget Dollars |
| EQUITY, INCLUSION and a SENSE of BELONGING       | 6             | \$1,478           | 1%                            | 4             | \$1,428           | 0.4%                          | 6             | \$2,906           | 0.4%                      |
| SUSTAINABILITY and the ENVIRONMENT               | 19            | \$21,553          | 8%                            | 14            | \$22,567          | 6%                            | 24            | \$44,120          | 7%                        |
| SAFE, SUSTAINABLE TRANSPORTATION                 | 21            | \$9,693           | 4%                            | 21            | \$18,821          | 5%                            | 25            | \$28,514          | 4%                        |
| HEALTHY COMMUNITY and RESILIENT NEIGHBOURHOODS   | 48            | \$37,541          | 14%                           | 50            | \$79,733          | 21%                           | 70            | \$117,274         | 18%                       |
| INFRASTRUCTURE RENEWAL                           | 115           | \$133,301         | 48%                           | 106           | \$231,000         | 61%                           | 149           | \$364,301         | 56%                       |
| ECONOMIC GROWTH & DEVELOPMENT                    | 12            | \$42,780          | 16%                           | 11            | \$9,352           | 2%                            | 15            | \$52,131          | 8%                        |
| SUPPORTING the STRATEGIC PLAN GUIDING PRINCIPLES | 39            | \$29,101          | 11%                           | 26            | \$16,702          | 4%                            | 45            | \$45,803          | 7%                        |
| <b>Total Capital Budget</b>                      | <b>260</b>    | <b>\$275,446</b>  | <b>100%</b>                   | <b>232</b>    | <b>\$379,603</b>  | <b>100%</b>                   | <b>334</b>    | <b>\$655,049</b>  | <b>100%</b>               |

\*Please note, while there are a total of 334 projects planned over the 10 year projection, the project count in the above chart reflects that the same project can have funding during both the 2020-2022, and 2023-2029 timeframes, and is therefore counted in both sections.

### Capital Project Approval Process

The approval of the Capital Budget allows City staff to move forward with the capital program. The Budget Strategy report approved on August 13, 2015 introduced the routine and non-routine project classification methodology and has provided significant efficiency for both staff and Council by allowing projects to proceed expeditiously. Projects that meet the following criteria, are Non-routine, and will be brought before Council again prior to commencement for specific approval:

- Financial Materiality
- High Public/Council Interest
- Request by Council

After Council's approval of the Capital Budget February 10, 2020, projects in these categories will come back to Council with a formal report outlining the rationale and funding strategy.

Capital expenditures that do not fall under one of these criteria are considered routine projects, and may proceed after Council's approval on February 10, 2020 without returning to Council. In 2020-2022 there are a total of 201 routine projects, approximately 80% of the projects budgeted, with a dollar value of \$118 million or 43% of the 2020-2022 Approved Capital Budget funding.

## 2020-2029 Projected Capital Expenditures by Reporting Criteria

| Criteria             | 2020-2022     |                    |                   |                               | 2023-2029     |                   |                               | Total         |                   |                           |
|----------------------|---------------|--------------------|-------------------|-------------------------------|---------------|-------------------|-------------------------------|---------------|-------------------|---------------------------|
|                      | # of Projects | % by # of Projects | Total \$ ('000's) | % of 2020-2022 Budget Dollars | # of Projects | Total \$ ('000's) | % of 2023-2029 Budget Dollars | # of Projects | Total \$ ('000's) | % of Total Budget Dollars |
| Non-Routine          | 59            | 23%                | \$157,156         | 57%                           | 48            | \$154,786         | 41%                           | 82            | \$311,943         | 48%                       |
| Routine              | 201           | 77%                | \$118,290         | 43%                           | 184           | \$224,816         | 59%                           | 252           | \$343,106         | 52%                       |
| Total Capital Budget | 260           | 100%               | \$275,446         | 100%                          | 232           | \$379,603         | 100%                          | 334           | \$655,049         | 100%                      |

\*Please note, while there are a total of 334 projects planned over the 10 year projection, the project count in the above chart reflects that the same project can have funding during both the 2020-2022, and 2023-2029 timeframes, and is therefore counted in both sections.

### Capital Themes

The 2020-2022 Approved Capital Budget and the 2023-2029 Capital Forecast has also been ordered by capital themes, such as Road Reconstruction and Resurfacing, Facility Expansion and Refurbishment, and Economic Development Initiatives. As supplementary information, a summary of themes by year, as well as by department and division can be found in Appendix B of the Capital Budget documents on the city's website at [Budget 2020-22](#).

### Capital Policies and Assumptions

Introductory comments and analysis have been provided at the beginning of each main section of the document, to highlight important information.

The capital policies and assumptions used in the creation of the 2020-2022 Approved Capital Budget and 2023-2029 Capital Forecast have been included for reference on the city's website at [Budget 2020-22](#).

If you have any questions about this document, please contact the appropriate implementation division, or the undersigned for clarification.

Respectfully submitted,



Keshwer Patel, CPA, CGA, CMO  
Commissioner of Corporate Services  
Chief Financial Officer & Treasurer  
[Keshwer.Patel@Waterloo.ca](mailto:Keshwer.Patel@Waterloo.ca)



Filipa Reynolds, CPA, CMA  
Deputy Chief Financial Officer and Director, Financial Planning  
[Filipa.Reynolds@Waterloo.ca](mailto:Filipa.Reynolds@Waterloo.ca)

**This page intentionally left blank**

## TABLE OF CONTENTS

Page

|  |          |
|--|----------|
| <b>1. LEGEND</b>   | <b>9</b> |
| <b>2. 2020-2029 CAPITAL PROJECTS</b>   |          |
| 2020-2022, 2023-2029 Capital Expenditures Memorandum                           | 11       |
| Summary of Capital Expenditures by Department and Division                     | 13       |
| Summary of Capital Expenditures by Funding Source                              | 15       |
| Summary of Capital Expenditures by Department, Division and Reporting Criteria | 17       |
| CAO  | 21       |
| Community Services   | 25       |
| Corporate Services   | 35       |
| Integrated Planning & Public Works   | 41       |
| Library  | 55       |
| <b>3. OVER TARGET</b>  |          |
| Investment in Our Infrastructure Memorandum                                    | 57       |
| Over Target Example Listing  | 59       |
| <b>4. OPERATING IMPACT</b>   |          |
| Operating Impact of Capital Memorandum   | 65       |
| Committed Operating Impacts  | 67       |
| Actionable Operating Impacts   | 69       |
| Forecast Operating Impacts   | 73       |
| <b>5. RESERVES and RESERVE FUNDS IMPACTED by CAPITAL</b>                       |          |
| Reserves and Reserve Funds Impacted by Capital Memorandum                      | 77       |
| Summary of Reserves and Reserve Funds Impacted by Capital                      | 79       |
| Reserve and Reserve Fund Projections   | 81       |
| <b>6. CAPITAL CHARGES and DEBENTURE INFORMATION</b>                            |          |
| Existing and Forecasted Debt Memorandum  | 89       |
| Debt Management Policy   | 91       |
| Total Existing Debt - Schedule 1   | 93       |
| Total Proposed Debt - Schedule 2   | 94       |
| Total Recoveries - Schedule 3  | 95       |
| Total Debt Graph   | 96       |
| Total Per Capita Graph   | 97       |
| Total Debt Charges   | 99       |
| Total Debt Charges Recoveries  | 100      |
| Provincial Debt Limit Calculation  | 101      |
| Existing and Proposed Debt Limit Graph   | 102      |
| Debt Management Policy Calculation   | 103      |
| Debt Management Policy Graph   | 104      |

**This page intentionally left blank**



## L E G E N D

| Source of Financing | Description   |
|---------------------|---|
| ART                 | Public Art Reserve  |
| BLD                 | Building Permit Reserve Fund                                  |
| BUS                 | Comprehensive Business Licensing Reserve                      |
| CEM                 | Cemetery Reserve Fund   |
| CIRRF               | Capital Infrastructure Reinvestment Reserve Fund (Rehab/Repl) |
| CRF                 | Capital Reserve Fund (New, Growth, Studies)                   |
| DC                  | Development Charges Reserve Funds                             |
| DebtCRF             | CRF Debenture   |
| DebtDC              | DC Debenture  |
| DebtPkg             | Parking Debenture   |
| DebtSWM             | Stormwater Debenture  |
| DEV                 | Developers  |
| DON                 | Donations   |
| ECDEV               | Economic Development Reserve                                  |
| EMPDV               | Employee Development and Capacity Building Reserve            |
| ER                  | Equipment Reserve (Fleet)                                     |
| GTR                 | Gas Tax Rebate Reserve Fund                                   |
| HER                 | Heritage Reserve  |
| ILA                 | Industrial Land Reserve Fund                                  |
| LPPC                | Library Post Period Capacity                                  |
| LXP                 | Library Expansion Reserve Fund                                |
| OCIF                | Ontario Community Infrastructure Reserve Fund                 |
| PKG                 | Parking Reserve Fund  |
| PPC                 | Post Period Capacity  |
| PUB-Gen             | Parkland Dedication Reserve Fund-General                      |
| PUB-Nrthdl          | Parkland Dedication Reserve Fund-Northdale                    |
| REG                 | Region of Waterloo  |
| RHR                 | Rental Housing Reserve  |
| SEWCAP              | Sanitary Sewer Utility Capital Reserve                        |
| SWM                 | Storm Water Utility Reserve                                   |
| TRS                 | Tax Rate Stabilization Reserve                                |
| TWP                 | Townships   |
| WATCAP              | Water Utility Capital Reserve                                 |

| Other                  | Description   |
|------------------------|---|
| AMCC                   | Albert McCormick Community Centre                     |
| AODA                   | Accessibility for Ontarians with Disabilities Act     |
| Asset Mgmt             | Asset Management                                      |
| CAO                    | Chief Administrative Office                           |
| CIP                    | Community Improvement Plan                            |
| COMM                   | Community Services Department                         |
| Comm. Prog. & Outreach | Community Programming & Outreach Division             |
| CORP                   | Corporate Services Department                         |
| Ec Dev                 | Economic Development Division                         |
| Eng. Serv.             | Engineering Services Division                         |
| H&S                    | Health and Safety                                     |
| HRMS                   | Human Resources Management System                     |
| IMTS                   | Information Management & Technology Services Division |
| IPPW                   | Integrated Planning & Public Works Department         |
| Leg                    | Legislated  |
| LIB                    | Library   |
| LRT                    | Light Rail Transit                                    |
| Nline                  | New Lines   |
| Rehab                  | Rehabilitation  |
| Strat                  | Strategic   |
| TMP                    | Transportation Master Plan                            |
| WMRC                   | Waterloo Memorial Recreation Complex                  |
| WRDSB                  | Waterloo Region District School Board                 |

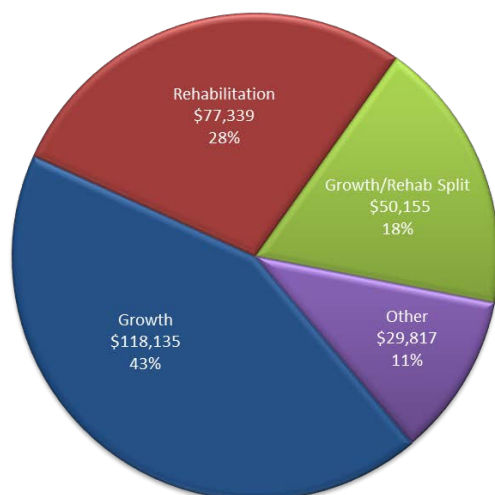
**This page intentionally left blank**

### 2020-2022, 2023-2029 Capital Expenditures

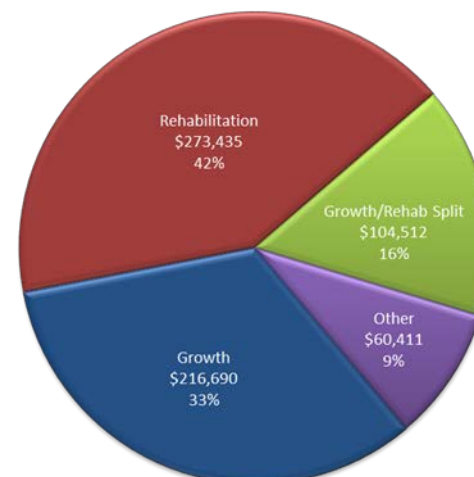
In the 2020-2022 Approved Capital Budget and 2023-2029 Capital Forecast 334 projects are planned with a total value of \$655 million. For 2020-2022, 260 projects are proposed with a total value of \$275 million. From 2023 through 2029, 232 projects are proposed with a value of \$379.6 million.

In recent years, the City of Waterloo Council has made significant changes to our financial policies and tools to better enable us to balance the often competing needs of growth and rehabilitation. These changes include a Comprehensive Asset Management Plan, the development of a Long Term Financial Plan, the redirecting of reserve contributions towards increased rehabilitation, and the consolidation and redefining of reserve funds so that growth and rehabilitation can now be tracked directly through the funding source. The impacts of these changes are not immediate but long term, and these positive actions are evident in the charts below, which reflect an increase in rehabilitation spending over the 10 year projection, while still providing for growth. Some projects contain components of both growth and rehabilitation, and have been reflected on the charts as Growth/Rehab split. All projects not related to growth or rehabilitation have been classified as Other, for example, projects to fulfill legislative requirements, or health and safety related projects.

**2020-2022 Total**



**10 Year Total**



The percentage of funding allocated to growth versus rehabilitation will continue to be influenced in the coming years by the Long Term Financial Plan, the Asset Management Plan, and policy updates.

The full listing of capital projects for the 2020-2022 Approved Capital Budget and 2023-2029 Capital Forecast has been included on the pages that follow, and is organized by department, and service delivery division.

**This page intentionally left blank**

## SUMMARY OF CAPITAL EXPENDITURES BY DEPARTMENT and DIVISION

| DEPT                               | DIVISION                  | 2020           | 2021          | 2022          | 2020-2022<br>Total |
|------------------------------------|---------------------------|----------------|---------------|---------------|--------------------|
| CAO                                | Asset Mgmt                | 130            | 134           | 138           | 403                |
| CAO                                | Ec Dev                    | 25,090         | 8,203         | 8,702         | 41,994             |
| CAO                                | Strategic Initiatives     | 508            | 509           | 645           | 1,662              |
| <b>CAO Subtotal</b>                |                           | <b>25,728</b>  | <b>8,846</b>  | <b>9,485</b>  | <b>44,059</b>      |
| COMM                               | Comm. Commissioner        | 8,000          |               |               | 8,000              |
| COMM                               | Comm. Prog. & Outreach    | 195            | 89            | 927           | 1,211              |
| COMM                               | Environment & Parks       | 12,738         | 6,431         | 6,549         | 25,718             |
| COMM                               | EPS-Cemeteries            | 1,000          | 64            | 30            | 1,094              |
| COMM                               | Fac Design & Mgmt Serv.   | 5,449          | 4,343         | 4,877         | 14,669             |
| COMM                               | Fire Rescue               | 423            | 764           | 150           | 1,338              |
| COMM                               | Municipal Enforcement     | 131            |               |               | 131                |
| COMM                               | Recreation Services       | 812            | 223           | 302           | 1,337              |
| <b>Community Services Subtotal</b> |                           | <b>28,748</b>  | <b>11,914</b> | <b>12,835</b> | <b>53,496</b>      |
| CORP                               | Communications            | 51             |               | 222           | 274                |
| CORP                               | Finance                   | 258            | 97            | 315           | 670                |
| CORP                               | Fleet & Procurement Serv. | 3,792          | 3,480         | 3,292         | 10,564             |
| CORP                               | Human Resources           | 35             | 138           | 57            | 230                |
| CORP                               | IMTS                      | 2,084          | 591           | 1,846         | 4,520              |
| CORP                               | Legislative Services      |                | 317           |               | 317                |
| <b>Corporate Services Subtotal</b> |                           | <b>6,220</b>   | <b>4,623</b>  | <b>5,733</b>  | <b>16,576</b>      |
| IPPW                               | Building Standards        | 228            | 717           | 1,131         | 2,075              |
| IPPW                               | City Utilities-Sanitary   | 2,835          | 1,572         | 3,429         | 7,835              |
| IPPW                               | City Utilities-Stormwater | 5,815          | 10,201        | 3,729         | 19,745             |
| IPPW                               | City Utilities-Water      | 7,301          | 3,078         | 4,309         | 14,687             |
| IPPW                               | Eng. Serv.-Other          | 532            |               | 538           | 1,070              |
| IPPW                               | Eng. Serv.-Parks          | 802            | 847           | 567           | 2,216              |
| IPPW                               | Eng. Serv.-Roads          | 6,115          |               | 21,464        | 27,580             |
| IPPW                               | Eng. Serv.-Sanitary       | 177            | 2,190         |               | 2,368              |
| IPPW                               | Eng. Serv.-Water          | 158            | 1,012         | 623           | 1,792              |
| IPPW                               | Planning                  | 6,754          | 6,766         | 6,831         | 20,351             |
| IPPW                               | Transportation Services   | 24,284         | 27,157        | 8,651         | 60,092             |
| <b>IPPW Subtotal</b>               |                           | <b>55,002</b>  | <b>53,540</b> | <b>51,271</b> | <b>159,813</b>     |
| LIB                                | Library                   | 393            | 441           | 667           | 1,502              |
| <b>Library Subtotal</b>            |                           | <b>393</b>     | <b>441</b>    | <b>667</b>    | <b>1,502</b>       |
| <b>TOTAL EXPENDITURES</b>          |                           | <b>116,091</b> | <b>79,364</b> | <b>79,991</b> | <b>275,446</b>     |

| 2023          | 2024          | 2025          | 2026          | 2027          | 2028          | 2029          | Grand Total    |
|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| 137           | 140           | 143           | 145           | 148           | 151           | 152           | 1,420          |
| 269           | 770           | 3,421         | 585           | 338           | 300           | 326           | 48,001         |
| 277           | 248           | 246           | 388           | 272           | 241           | 241           | 3,577          |
| <b>683</b>    | <b>1,158</b>  | <b>3,810</b>  | <b>1,119</b>  | <b>758</b>    | <b>692</b>    | <b>719</b>    | <b>52,998</b>  |
|               |               |               |               |               |               |               | 8,000          |
| 39            | 39            | 75            | 69            | 46            | 84            | 72            | 1,636          |
| 2,915         | 3,721         | 2,991         | 15,970        | 7,618         | 4,625         | 4,581         | 68,138         |
| 33            | 47            | 83            | 162           |               |               | 34            | 1,453          |
| 4,930         | 6,771         | 8,222         | 4,570         | 6,666         | 7,124         | 2,932         | 55,885         |
| 3,191         | 8,944         | 139           | 135           | 67            | 116           | 462           | 14,394         |
|               |               |               |               |               |               |               | 131            |
| 58            | 251           | 714           | 596           | 462           | 604           | 340           | 4,362          |
| <b>11,167</b> | <b>19,774</b> | <b>12,224</b> | <b>21,502</b> | <b>14,860</b> | <b>12,553</b> | <b>8,421</b>  | <b>153,999</b> |
|               |               |               | 234           |               |               |               | 508            |
| 469           | 364           |               | 498           | 100           | 441           | 668           | 3,212          |
| 5,911         | 4,329         | 3,621         | 3,784         | 4,079         | 4,053         | 5,532         | 41,874         |
| 35            | 144           |               |               | 115           | 23            |               | 546            |
| 1,048         | 1,796         | 1,479         | 1,152         | 1,296         | 1,147         | 1,547         | 13,985         |
|               |               | 337           |               |               |               |               | 655            |
| <b>7,463</b>  | <b>6,634</b>  | <b>5,437</b>  | <b>5,669</b>  | <b>5,589</b>  | <b>5,665</b>  | <b>7,747</b>  | <b>60,780</b>  |
| 119           | 364           | 1,168         |               |               |               | 488           | 4,214          |
| 1,606         | 1,992         | 1,670         | 1,887         | 1,738         | 1,964         | 2,167         | 20,859         |
| 3,824         | 5,932         | 4,266         | 3,926         | 4,737         | 3,009         | 3,311         | 48,749         |
| 3,193         | 1,965         | 2,046         | 2,383         | 2,085         | 2,127         | 2,169         | 30,656         |
|               |               |               | 96            |               |               |               | 1,166          |
| 325           | 331           | 586           | 345           | 351           | 558           | 737           | 5,448          |
| 17,589        |               |               | 1,028         |               | 82            | 674           | 46,953         |
|               |               |               |               |               |               |               | 2,368          |
| 54            | 1,151         | 56            | 57            | 59            | 60            | 61            | 3,290          |
| 862           | 2,529         | 1,294         | 3,437         | 938           | 897           | 1,112         | 31,420         |
| 19,029        | 18,079        | 20,553        | 12,349        | 16,751        | 13,942        | 25,390        | 186,186        |
| <b>46,600</b> | <b>32,342</b> | <b>31,640</b> | <b>25,508</b> | <b>26,660</b> | <b>22,638</b> | <b>36,110</b> | <b>381,310</b> |
|               |               |               |               |               |               |               |                |
| 383           | 357           | 487           | 898           | 721           | 947           | 666           | 5,962          |
| <b>383</b>    | <b>357</b>    | <b>487</b>    | <b>898</b>    | <b>721</b>    | <b>947</b>    | <b>666</b>    | <b>5,962</b>   |
|               |               |               |               |               |               |               |                |
| <b>66,297</b> | <b>60,265</b> | <b>53,598</b> | <b>54,696</b> | <b>48,587</b> | <b>42,496</b> | <b>53,664</b> | <b>655,049</b> |

**This page intentionally left blank**

## SUMMARY OF CAPITAL EXPENDITURES BY FUNDING SOURCE

| FUNDING SOURCE | TAX BASED RESERVES / RESERVE FUNDS               | 2020          | 2021          | 2022          | 2020-2022 Total |
|----------------|--|---------------|---------------|---------------|-----------------|
| CIRRF          | Capital Infrastructure Reinvestment Reserve Fund | 12,203        | 10,757        | 10,535        | 33,494          |
| CRF            | Capital Reserve Fund                             | 10,298        | 7,074         | 4,855         | 22,226          |
| ECDEV          | Economic Development Reserve                     | 67            | 69            | 124           | 260             |
| EMPDV          | Employee Development/Capacity Building Reserve   | 211           | 221           | 230           | 662             |
| ER             | Equipment Reserve                                | 3,097         | 2,702         | 2,689         | 8,487           |
| HER            | Heritage Reserve                                 | 106           | 45            | 46            | 197             |
| ART            | Public Art Reserve                               | 154           | 79            | 55            | 288             |
|                | <b>Tax Based Subtotal</b>                        | <b>26,135</b> | <b>20,946</b> | <b>18,533</b> | <b>65,615</b>   |

| FUNDING SOURCE | DEVELOPMENT CHARGES               | 2020          | 2021          | 2022          | 2020-2022 Total |
|----------------|-----------------------------------|---------------|---------------|---------------|-----------------|
| DC             | Development Charges Reserve Funds | 30,180        | 25,782        | 24,580        | 80,542          |
| LPCC           | Library Post Period Capacity      |               |               |               |                 |
|                | <b>DC Subtotal</b>                | <b>30,180</b> | <b>25,782</b> | <b>24,580</b> | <b>80,542</b>   |

| FUNDING SOURCE | CASH IN LIEU                               | 2020          | 2021         | 2022         | 2020-2022 Total |
|----------------|--|---------------|--------------|--------------|-----------------|
| PUB-Gen        | Parkland Dedication Reserve Fund-General   | 14,619        | 4,202        | 4,132        | 22,954          |
| PUB-Nrthdl     | Parkland Dedication Reserve Fund-Northdale |               | 1,854        | 2,727        | 4,581           |
|                | <b>Cash in Lieu Subtotal</b>               | <b>14,619</b> | <b>6,057</b> | <b>6,859</b> | <b>27,535</b>   |

| FUNDING SOURCE | BUSINESS ENTERPRISES                 | 2020          | 2021          | 2022          | 2020-2022 Total |
|----------------|--------------------------------------|---------------|---------------|---------------|-----------------|
| BLD            | Building Permit Reserve Fund         | 271           | 742           | 1,174         | 2,188           |
| BUS            | Comprehensive Business Licensing     | 4             | 1             | 7             | 11              |
| CEM            | Cemetery Reserve Fund                | 1,028         | 80            | 57            | 1,166           |
| PKG            | Parking Reserve Fund                 | 282           | 142           | 382           | 806             |
| RHR            | Residential Rental Housing Reserve   | 50            | 10            | 21            | 82              |
| SEWCAP         | Sanitary Utility Capital Reserve     | 7,204         | 6,470         | 3,468         | 17,142          |
| SWM            | Stormwater Reserve                   | 6,525         | 4,266         | 3,494         | 14,285          |
| WATCAP         | Water Utility Capital Reserve        | 6,776         | 4,802         | 3,875         | 15,453          |
|                | <b>Business Enterprises Subtotal</b> | <b>22,141</b> | <b>16,513</b> | <b>12,479</b> | <b>51,133</b>   |

| FUNDING SOURCE | Grants                                | 2020         | 2021         | 2022         | 2020-2022 Total |
|----------------|---------------------------------------|--------------|--------------|--------------|-----------------|
| GTR            | Gas Tax Rebate Reserve Fund           | 3,337        | 3,330        | 3,330        | 9,997           |
| OCIF           | Ontario Community Infrastructure Fund | 1,541        |              |              | 1,541           |
|                | <b>Grants Subtotal</b>                | <b>4,878</b> | <b>3,330</b> | <b>3,330</b> | <b>11,538</b>   |

| FUNDING SOURCE | ILA                     | 2020          | 2021         | 2022         | 2020-2022 Total |
|----------------|-------------------------|---------------|--------------|--------------|-----------------|
| ILA            | Industrial Land Account | 15,009        | 2,676        | 1,047        | 18,732          |
|                | <b>ILA Subtotal</b>     | <b>15,009</b> | <b>2,676</b> | <b>1,047</b> | <b>18,732</b>   |

| 2023          | 2024          | 2025          | 2026          | 2027          | 2028          | 2029          | Grand Total    |
|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| 11,203        | 14,518        | 12,013        | 11,749        | 14,654        | 13,154        | 15,796        | 126,582        |
| 3,454         | 5,600         | 5,348         | 6,465         | 5,522         | 6,162         | 4,912         | 59,690         |
| 70            | 72            | 73            | 75            | 76            | 78            | 79            | 782            |
| 218           | 216           | 212           | 212           | 209           | 212           | 218           | 2,159          |
| 2,765         | 2,916         | 3,141         | 3,341         | 3,592         | 3,592         | 3,687         | 31,522         |
|               |               |               |               |               |               |               | 197            |
| 54            | 55            | 225           | 57            | 59            | 60            | 61            | 860            |
| <b>17,765</b> | <b>23,377</b> | <b>21,012</b> | <b>21,899</b> | <b>24,112</b> | <b>23,257</b> | <b>24,754</b> | <b>221,791</b> |

| 2023          | 2024         | 2025         | 2026          | 2027          | 2028         | 2029         | Grand Total    |
|---------------|--------------|--------------|---------------|---------------|--------------|--------------|----------------|
| 20,356        | 9,122        | 9,957        | 15,996        | 10,115        | 4,449        | 8,468        | 159,005        |
|               |              | 3            | 14            | 131           | 188          | 192          | 528            |
| <b>20,356</b> | <b>9,122</b> | <b>9,960</b> | <b>16,010</b> | <b>10,246</b> | <b>4,637</b> | <b>8,660</b> | <b>159,533</b> |

| 2023       | 2024       | 2025       | 2026         | 2027       | 2028       | 2029       | Grand Total   |
|------------|------------|------------|--------------|------------|------------|------------|---------------|
| 113        | 171        | 198        | 650          | 259        | 385        | 377        | 25,105        |
|            |            |            | 2,507        |            |            |            | 7,089         |
| <b>113</b> | <b>171</b> | <b>198</b> | <b>3,157</b> | <b>259</b> | <b>385</b> | <b>377</b> | <b>32,194</b> |

| 2023          | 2024          | 2025          | 2026         | 2027          | 2028          | 2029          | Grand Total    |
|---------------|---------------|---------------|--------------|---------------|---------------|---------------|----------------|
| 148           | 408           | 1,201         | 33           | 28            | 29            | 531           | 4,565          |
| 3             | 6             | 5             | 4            | 4             | 4             | 4             |                |
| 48            | 77            | 102           | 177          | 18            | 20            | 59            | 1,667          |
| 93            | 290           | 55            | 144          | 78            | 69            | 86            | 1,623          |
| 12            | 19            | 16            | 14           | 13            | 14            | 19            | 188            |
| 6,426         | 4,711         | 2,973         | 2,429        | 3,342         | 3,259         | 5,462         | 45,743         |
| 6,032         | 4,486         | 6,497         | 4,022        | 4,350         | 4,009         | 5,227         | 48,909         |
| 6,114         | 4,478         | 3,994         | 2,552        | 2,700         | 3,377         | 4,786         | 43,454         |
| <b>18,877</b> | <b>14,475</b> | <b>14,843</b> | <b>9,375</b> | <b>10,533</b> | <b>10,781</b> | <b>16,174</b> | <b>146,191</b> |

| 2023         | 2024         | 2025         | 2026         | 2027         | 2028         | 2029         | Grand Total   |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| 3,413        | 3,361        | 3,300        | 3,302        | 3,301        | 3,301        | 3,301        | 33,276        |
|              |              |              |              |              |              |              | 1,541         |
| <b>3,413</b> | <b>3,361</b> | <b>3,300</b> | <b>3,302</b> | <b>3,301</b> | <b>3,301</b> | <b>3,301</b> | <b>34,816</b> |

| 2023      | 2024      | 2025         | 2026      | 2027      | 2028      | 2029      | Grand Total   |
|-----------|-----------|--------------|-----------|-----------|-----------|-----------|---------------|
| 27        | 28        | 1,941        | 29        | 29        | 30        | 30        | 20,846        |
| <b>27</b> | <b>28</b> | <b>1,941</b> | <b>29</b> | <b>29</b> | <b>30</b> | <b>30</b> | <b>20,846</b> |

**SUMMARY OF CAPITAL EXPENDITURES BY FUNDING SOURCE**

| FUNDING SOURCE | DEBENTURE                 | 2020 | 2021         | 2022         | 2020-2022 Total |
|----------------|---------------------------|------|--------------|--------------|-----------------|
| DebtDC         | DC Debenture              |      |              | 5,413        | 5,413           |
| DebtSWM        | Stormwater Debenture      |      | 3,497        |              | 3,497           |
| DebtPkg        | Parking Debenture         |      |              | 1,776        | 1,776           |
|                | <b>Debenture Subtotal</b> |      | <b>3,497</b> | <b>7,190</b> | <b>10,687</b>   |

| FUNDING SOURCE | OTHER                             | 2020         | 2021       | 2022         | 2020-2022 Total |
|----------------|-----------------------------------|--------------|------------|--------------|-----------------|
| DEV            | Developers                        | 3,058        |            | 5,046        | 8,104           |
| DON            | Donations                         |              | 479        |              | 479             |
| REG            | Regional Municipality of Waterloo | 71           | 84         | 926          | 1,081           |
| TWP            | Townships                         |              |            |              |                 |
|                | <b>Other Subtotal</b>             | <b>3,129</b> | <b>563</b> | <b>5,973</b> | <b>9,664</b>    |

|  |                        |                |               |               |                |
|--|------------------------|----------------|---------------|---------------|----------------|
|  | <b>TOTAL FINANCING</b> | <b>116,091</b> | <b>79,364</b> | <b>79,991</b> | <b>275,446</b> |
|--|------------------------|----------------|---------------|---------------|----------------|

| 2023 | 2024         | 2025         | 2026 | 2027 | 2028 | 2029 |
|------|--------------|--------------|------|------|------|------|
|      | 6,886        | 2,292        |      |      |      |      |
|      | 2,465        |              |      |      |      |      |
|      | <b>9,351</b> | <b>2,292</b> |      |      |      |      |

| Grand Total   |
|---------------|
| 14,591        |
| 5,962         |
| 1,776         |
| <b>22,329</b> |

| 2023         | 2024       | 2025      | 2026       | 2027       | 2028       | 2029       |
|--------------|------------|-----------|------------|------------|------------|------------|
| 5,032        |            |           | 339        |            | 27         | 312        |
| 714          | 382        | 52        | 248        | 107        | 77         | 56         |
|              |            |           | 339        |            |            |            |
| <b>5,746</b> | <b>382</b> | <b>52</b> | <b>925</b> | <b>107</b> | <b>104</b> | <b>368</b> |

| Grand Total   |
|---------------|
| 13,815        |
| 479           |
| 2,715         |
| 339           |
| <b>17,348</b> |

|               |               |               |               |               |               |               |
|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>66,297</b> | <b>60,265</b> | <b>53,598</b> | <b>54,696</b> | <b>48,587</b> | <b>42,496</b> | <b>53,664</b> |
|---------------|---------------|---------------|---------------|---------------|---------------|---------------|

|                |
|----------------|
| <b>655,049</b> |
|----------------|



**SUMMARY OF CAPITAL EXPENDITURES BY DEPARTMENT and DIVISION and REPORTING CRITERIA**

| DEPT                               | DIVISION                | REPORTING CRITERIA | 2020          | 2021          | 2022          | 2023          | 2024          | 2025          | 2026          | 2027          | 2028          | 2029         | Grand Total    |
|------------------------------------|-------------------------|--------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|----------------|
| CAO                                | Asset Mgmt              | Routine            | 130           | 134           | 138           | 137           | 140           | 143           | 145           | 148           | 151           | 152          | 1,420          |
| CAO                                | Asset Mgmt              | Non-Routine        |               |               |               |               |               |               |               |               |               |              |                |
| CAO                                | Ec Dev                  | Routine            | 1,212         | 377           | 523           | 269           | 770           | 667           | 585           | 338           | 300           | 326          | 5,364          |
| CAO                                | Ec Dev                  | Non-Routine        | 23,877        | 7,826         | 8,179         |               |               | 2,754         |               |               |               |              | 42,637         |
| CAO                                | Strategic Initiatives   | Routine            | 508           | 509           | 645           | 277           | 248           | 246           | 388           | 272           | 241           | 241          | 3,577          |
| CAO                                | Strategic Initiatives   | Non-Routine        |               |               |               |               |               |               |               |               |               |              |                |
| <b>CAO Subtotal</b>                |                         |                    | <b>25,728</b> | <b>8,846</b>  | <b>9,485</b>  | <b>683</b>    | <b>1,158</b>  | <b>3,810</b>  | <b>1,119</b>  | <b>758</b>    | <b>692</b>    | <b>719</b>   | <b>52,998</b>  |
| COMM                               | Comm. Commissioner      | Routine            |               |               |               |               |               |               |               |               |               |              |                |
| COMM                               | Comm. Commissioner      | Non-Routine        | 8,000         |               |               |               |               |               |               |               |               |              | 8,000          |
| COMM                               | Comm. Prog. & Outreach  | Routine            | 126           | 89            | 110           | 39            | 39            | 75            | 69            | 46            | 84            | 72           | 751            |
| COMM                               | Comm. Prog. & Outreach  | Non-Routine        | 68            |               | 817           |               |               |               |               |               |               |              | 886            |
| COMM                               | Environment & Parks     | Routine            | 2,022         | 1,485         | 1,785         | 1,025         | 2,921         | 1,479         | 2,839         | 3,243         | 3,510         | 2,295        | 22,603         |
| COMM                               | Environment & Parks     | Non-Routine        | 10,716        | 4,946         | 4,764         | 1,890         | 801           | 1,512         | 13,131        | 4,375         | 1,115         | 2,285        | 45,535         |
| COMM                               | EPS-Cemeteries          | Routine            |               | 64            | 30            |               |               |               |               |               |               |              |                |
| COMM                               | EPS-Cemeteries          | Non-Routine        | 1,000         |               |               | 33            | 47            | 83            | 162           |               |               | 34           | 453            |
| COMM                               | Fac Design & Mgmt Serv. | Routine            | 4,012         | 3,027         | 3,337         | 3,121         | 4,344         | 1,807         | 3,310         | 5,506         | 5,764         | 1,607        | 35,835         |
| COMM                               | Fac Design & Mgmt Serv. | Non-Routine        | 1,438         | 1,316         | 1,539         | 1,809         | 2,427         | 6,415         | 1,261         | 1,161         | 1,361         | 1,325        | 20,050         |
| COMM                               | Fire Rescue             | Routine            | 423           | 764           | 150           | 193           | 107           | 139           | 135           | 67            | 116           | 462          | 2,559          |
| COMM                               | Fire Rescue             | Non-Routine        |               |               |               | 2,998         | 8,837         |               |               |               |               |              | 11,835         |
| COMM                               | Municipal Enforcement   | Routine            | 31            |               |               |               |               |               |               |               |               |              | 31             |
| COMM                               | Municipal Enforcement   | Non-Routine        | 100           |               |               |               |               |               |               |               |               |              | 100            |
| COMM                               | Recreation Services     | Routine            | 812           | 223           | 302           | 58            | 251           | 714           | 596           | 462           | 604           | 340          | 4,362          |
| COMM                               | Recreation Services     | Non-Routine        |               |               |               |               |               |               |               |               |               |              |                |
| <b>Community Services Subtotal</b> |                         |                    | <b>28,748</b> | <b>11,914</b> | <b>12,835</b> | <b>11,167</b> | <b>19,774</b> | <b>12,224</b> | <b>21,502</b> | <b>14,860</b> | <b>12,553</b> | <b>8,421</b> | <b>153,999</b> |

All figures in \$'000s

| DEPT                               | DIVISION                  | REPORTING CRITERIA | 2020          | 2021          | 2022          |
|------------------------------------|---------------------------|--------------------|---------------|---------------|---------------|
| CORP                               | Communications            | Routine            |               |               |               |
| CORP                               | Communications            | Non-Routine        | 51            |               | 222           |
| CORP                               | Finance                   | Routine            | 258           | 97            | 315           |
| CORP                               | Finance                   | Non-Routine        |               |               |               |
| CORP                               | Fleet & Procurement Serv. | Routine            | 617           | 752           | 382           |
| CORP                               | Fleet & Procurement Serv. | Non-Routine        | 3,175         | 2,728         | 2,910         |
| CORP                               | Human Resources           | Routine            | 35            | 138           | 57            |
| CORP                               | Human Resources           | Non-Routine        |               |               |               |
| CORP                               | IMTS                      | Routine            | 2,048         | 575           | 1,561         |
| CORP                               | IMTS                      | Non-Routine        | 36            | 16            | 285           |
| CORP                               | Legislative Services      | Routine            |               | 317           |               |
| CORP                               | Legislative Services      | Non-Routine        |               |               |               |
| <b>Corporate Services Subtotal</b> |                           |                    | <b>6,220</b>  | <b>4,623</b>  | <b>5,733</b>  |
| IPPW                               | Building Standards        | Routine            | 228           | 717           | 1,131         |
| IPPW                               | Building Standards        | Non-Routine        |               |               |               |
| IPPW                               | City Utilities-Sanitary   | Routine            | 2,835         | 1,572         | 3,429         |
| IPPW                               | City Utilities-Sanitary   | Non-Routine        |               |               |               |
| IPPW                               | City Utilities-Stormwater | Routine            | 5,406         | 7,567         | 2,633         |
| IPPW                               | City Utilities-Stormwater | Non-Routine        | 409           | 2,633         | 1,096         |
| IPPW                               | City Utilities-Water      | Routine            | 7,301         | 3,078         | 4,309         |
| IPPW                               | City Utilities-Water      | Non-Routine        |               |               |               |
| IPPW                               | Eng. Serv.-Other          | Routine            | 532           |               | 538           |
| IPPW                               | Eng. Serv.-Other          | Non-Routine        |               |               |               |
| IPPW                               | Eng. Serv.-Parks          | Routine            | 802           | 847           | 567           |
| IPPW                               | Eng. Serv.-Parks          | Non-Routine        |               |               |               |
| IPPW                               | Eng. Serv.-Roads          | Routine            |               |               |               |
| IPPW                               | Eng. Serv.-Roads          | Non-Routine        | 6,115         |               | 21,464        |
| IPPW                               | Eng. Serv.-Sanitary       | Routine            | 177           | 2,190         |               |
| IPPW                               | Eng. Serv.-Sanitary       | Non-Routine        |               |               |               |
| IPPW                               | Eng. Serv.-Water          | Routine            | 51            | 53            | 623           |
| IPPW                               | Eng. Serv.-Water          | Non-Routine        | 106           | 959           |               |
| IPPW                               | Planning                  | Routine            | 1,067         | 936           | 619           |
| IPPW                               | Planning                  | Non-Routine        | 5,687         | 5,830         | 6,212         |
| IPPW                               | Transportation Services   | Routine            | 21,445        | 11,648        | 4,367         |
| IPPW                               | Transportation Services   | Non-Routine        | 2,839         | 15,509        | 4,284         |
| <b>IPPW Subtotal</b>               |                           |                    | <b>55,002</b> | <b>53,540</b> | <b>51,271</b> |

| 2023          | 2024          | 2025          | 2026          | 2027          | 2028          | 2029          | Grand Total    |
|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
|               |               |               | 234           |               |               |               | 508            |
| 92            | 364           |               | 247           | 100           | 198           | 202           | 1,872          |
| 377           |               |               | 252           |               | 244           | 467           | 1,339          |
| 433           | 442           | 450           | 459           | 469           | 478           | 489           | 4,971          |
| 5,478         | 3,888         | 3,170         | 3,325         | 3,610         | 3,575         | 5,042         | 36,902         |
| 35            | 144           |               |               | 115           | 23            |               | 546            |
| 763           | 1,511         | 1,194         | 867           | 1,011         | 863           | 1,262         | 11,656         |
| 285           | 285           | 285           | 285           | 285           | 285           | 285           | 2,330          |
|               |               | 337           |               |               |               |               | 655            |
| <b>7,463</b>  | <b>6,634</b>  | <b>5,437</b>  | <b>5,669</b>  | <b>5,589</b>  | <b>5,665</b>  | <b>7,747</b>  | <b>60,780</b>  |
| 119           | 364           | 1,168         |               |               |               | 488           | 4,214          |
| 1,606         | 1,992         | 1,670         | 1,887         | 1,738         | 1,964         | 2,167         | 20,859         |
| 2,803         | 2,723         | 993           | 3,080         | 3,875         | 2,129         | 2,414         | 33,623         |
| 1,021         | 3,209         | 3,273         | 846           | 862           | 880           | 897           | 15,126         |
| 3,193         | 1,965         | 2,046         | 2,383         | 2,085         | 2,127         | 2,169         | 30,656         |
|               |               |               | 96            |               |               |               | 1,166          |
| 325           | 331           | 586           | 345           | 351           | 359           | 366           | 4,878          |
|               |               |               |               |               | 199           | 371           | 570            |
|               |               |               | 1,028         |               | 82            | 674           | 1,785          |
| 17,589        |               |               |               |               |               |               | 45,169         |
|               |               |               |               |               |               |               | 2,368          |
| 54            | 1,151         | 56            | 57            | 59            | 60            | 61            | 2,225          |
|               |               |               |               |               |               |               | 1,065          |
| 321           | 80            | 585           | 252           | 85            | 110           | 88            | 4,143          |
| 541           | 2,449         | 709           | 3,185         | 853           | 787           | 1,024         | 27,277         |
| 15,853        | 15,263        | 15,035        | 6,437         | 11,148        | 10,640        | 22,735        | 134,572        |
| 3,176         | 2,816         | 5,518         | 5,912         | 5,603         | 3,302         | 2,655         | 51,614         |
| <b>46,600</b> | <b>32,342</b> | <b>31,640</b> | <b>25,508</b> | <b>26,660</b> | <b>22,638</b> | <b>36,110</b> | <b>381,310</b> |

All figures in \$'000s

| DEPT                      | DIVISION | REPORTING<br>CRITERIA | 2020           | 2021          | 2022          |
|---------------------------|----------|-----------------------|----------------|---------------|---------------|
| LIB                       | Library  | Routine               | 393            | 441           | 667           |
| LIB                       | Library  | Non-Routine           |                |               |               |
| <b>Library Subtotal</b>   |          |                       | <b>393</b>     | <b>441</b>    | <b>667</b>    |
|                           |          |                       |                |               |               |
| <b>TOTAL EXPENDITURES</b> |          |                       | <b>116,091</b> | <b>79,364</b> | <b>79,991</b> |

| 2023          | 2024          | 2025          | 2026          | 2027          | 2028          | 2029          | Grand Total    |
|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| 383           | 357           | 487           | 898           | 721           | 947           | 666           | 5,962          |
| <b>383</b>    | <b>357</b>    | <b>487</b>    | <b>898</b>    | <b>721</b>    | <b>947</b>    | <b>666</b>    | <b>5,962</b>   |
|               |               |               |               |               |               |               |                |
| <b>66,297</b> | <b>60,265</b> | <b>53,598</b> | <b>54,696</b> | <b>48,587</b> | <b>42,496</b> | <b>53,664</b> | <b>655,049</b> |

**This page intentionally left blank**

## Service Delivery: Asset Management

| REF                    | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar          | Project Description                 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Total |
|------------------------|----------------------------|------------------|--------------|-------------------------|---------------------------|-------------------------------------|------|------|------|------|------|------|------|------|------|------|-------|
| 101                    | Routine                    | N                | Rehab        | Asset Mgmt              | Infrastructure Management | Comprehensive Asset Management Plan | 130  | 134  | 138  | 137  | 140  | 143  | 145  | 148  | 151  | 152  | 1,420 |
| Asset Management Total |                            |                  |              |                         |                           |                                     | 130  | 134  | 138  | 137  | 140  | 143  | 145  | 148  | 151  | 152  | 1,420 |

## Service Delivery: Economic Development

| REF                        | Council Reporting Criteria | Operating Impact | Project Type       | Implementation Division | Strategic Pillar                               | Project Description   | 2020   | 2021  | 2022  | 2023 | 2024 | 2025  | 2026 | 2027 | 2028 | 2029 | Total  |
|----------------------------|----------------------------|------------------|--------------------|-------------------------|--|---|--------|-------|-------|------|------|-------|------|------|------|------|--------|
| 110                        | Routine                    | N                | Other              | Ec Dev                  | Economic Growth & Development                  | Uptown Community Improvement Plan Implementation (CIP)        | 51     | 53    | 55    | 54   | 55   | 56    | 57   | 59   | 60   | 61   | 561    |
| 111                        | Non-Routine                | N                | Rehab              | Ec Dev                  | Economic Growth & Development                  | Employment Parks Gateway Improvements                         |        |       | 53    |      |      |       |      |      |      |      | 53     |
| 112                        | Routine                    | N                | Growth             | Ec Dev                  | Healthy Community and Resilient Neighbourhoods | Festivals & Events Sound System                               |        | 21    |       |      |      | 23    |      |      |      | 30   | 74     |
| 113                        | Routine                    | Y                | Other              | Ec Dev                  | Healthy Community and Resilient Neighbourhoods | Public Art Implementation                                     | 154    | 79    | 55    | 54   | 55   |       | 57   | 59   | 60   | 61   | 634    |
| 114                        | Routine                    | Y                | Other              | Ec Dev                  | Healthy Community and Resilient Neighbourhoods | Public Art Implementation - Large Scale Initiatives           |        |       |       |      |      | 450   |      |      |      |      | 450    |
| 115                        | Routine                    | N                | Growth             | Ec Dev                  | Healthy Community and Resilient Neighbourhoods | Public Square Digital Projector & Screen                      | 41     |       |       |      |      |       |      |      |      |      | 41     |
| 116                        | Routine                    | Y                | Growth             | Ec Dev                  | Healthy Community and Resilient Neighbourhoods | Public Square Fireplace                                       |        |       |       |      |      |       | 46   |      |      |      | 46     |
| 117                        | Routine                    | N                | Growth             | Ec Dev                  | Healthy Community and Resilient Neighbourhoods | Public Square Outdoor Speakers                                | 10     |       |       |      |      |       |      |      |      |      | 10     |
| 118                        | Routine                    | N                | Rehab              | Ec Dev                  | Infrastructure Renewal                         | Public Square Furnishings and Equipment Replacement           | 11     |       | 12    |      | 13   |       | 15   |      | 16   |      | 67     |
| 119                        | Non-Routine                | Y                | Growth             | Fac Design & Mgmt Serv. | Economic Growth & Development                  | Uptown Parking Expansion General (Structure & Surface Spaces) | 5,029  | 5,177 | 7,106 |      |      |       |      |      |      |      | 17,312 |
| 120                        | Routine                    | N                | Growth/Rehab Split | Fac Design & Mgmt Serv. | Economic Growth & Development                  | Re-Purposing of the Carnegie Library - Interior               | 602    |       |       |      |      |       |      |      |      |      | 602    |
| 121                        | Non-Routine                | Y                | Growth             | Engineering Services    | Economic Growth & Development                  | East Side Employment Lands                                    | 515    | 2,649 | 1,020 |      |      |       |      |      |      |      | 4,184  |
| 122                        | Routine                    | N                | Growth             | Ec Dev                  | Economic Growth & Development                  | Industrial Land Account Minor Requests                        | 26     | 26    | 27    | 27   | 28   | 28    | 29   | 29   | 30   | 30   | 281    |
| 123                        | Non-Routine                | Y                | Growth             | Engineering Services    | Economic Growth & Development                  | West Side Employment Lands Servicing                          | 18,334 |       |       |      |      | 2,754 |      |      |      |      | 21,088 |
| 124                        | Routine                    | N                | Rehab              | Fac Design & Mgmt Serv. | Infrastructure Renewal                         | Uptown Parkade - Capital Repairs                              | 102    | 51    | 43    | 72   | 73   | 75    | 76   | 78   | 79   | 81   | 729    |
| 125                        | Routine                    | N                | Rehab              | Fac Design & Mgmt Serv. | Infrastructure Renewal                         | Uptown Parkade - Expansion Joints                             |        |       |       |      | 478  |       |      |      |      |      | 478    |
| 126                        | Routine                    | N                | Rehab              | Fac Design & Mgmt Serv. | Infrastructure Renewal                         | Uptown Parkade - Lighting Replacement                         |        |       |       |      |      |       | 282  |      |      |      | 282    |
| 127                        | Routine                    | N                | Rehab              | Fac Design & Mgmt Serv. | Infrastructure Renewal                         | Uptown Parkade - Painting                                     |        | 70    |       |      |      |       |      | 78   |      |      | 148    |
| 128                        | Routine                    | N                | Rehab              | Ec Dev                  | Infrastructure Renewal                         | Uptown Parkade Pay and Display Machines                       |        | 43    |       |      |      |       |      |      |      |      | 43     |
| 129                        | Routine                    | N                | Rehab              | Fac Design & Mgmt Serv. | Infrastructure Renewal                         | Uptown Parkade Structural Assessment                          |        |       |       | 29   |      |       |      |      | 32   |      | 60     |
| 130                        | Routine                    | N                | Rehab              | Ec Dev                  | Infrastructure Renewal                         | Dupont Lot Pay and Display Machine                            | 21     |       |       |      |      |       |      |      |      |      | 21     |
| 131                        | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Dupont Lot Resurfacing  | 140    |       |       |      |      |       |      |      |      |      | 140    |
| 132                        | Routine                    | N                | Rehab              | Ec Dev                  | Infrastructure Renewal                         | Library Lot Pay and Display Machine                           |        |       |       |      |      |       |      |      |      | 25   | 25     |
| 133                        | Routine                    | N                | Rehab              | Transportation Services | Infrastructure Renewal                         | Parking Lot Rehabilitation                                    | 20     |       | 22    |      | 22   |       | 23   |      | 24   |      | 111    |
| 134                        | Routine                    | N                | Rehab              | Ec Dev                  | Infrastructure Renewal                         | Parking Lot Sign Replacement                                  |        |       |       |      | 45   |       |      |      |      |      | 45     |
| 135                        | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Perimeter Lot Resurfacing                                     |        |       | 206   |      |      |       |      |      |      |      | 206    |
| 136                        | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Station Lot Resurfacing                                       |        |       | 70    |      |      |       |      |      |      |      | 70     |
| 137                        | Routine                    | N                | Growth             | Ec Dev                  | Economic Growth & Development                  | Parking Utilization Study                                     | 31     | 32    | 33    | 33   |      | 34    |      | 36   |      | 37   | 238    |
| Economic Development Total |                            |                  |                    |                         |  |   | 25,090 | 8,203 | 8,702 | 269  | 770  | 3,421 | 585  | 338  | 300  | 326  | 48,001 |

## Service Delivery: Strategic Initiatives

| REF                         | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                                 | Project Description                    | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Total |
|-----------------------------|----------------------------|------------------|--------------|-------------------------|--|--|------|------|------|------|------|------|------|------|------|------|-------|
| 140                         | Routine                    | N                | Other        | Strategic Initiatives   | Economic Growth & Development                    | CAO's Economic Development Initiatives | 15   | 16   | 16   | 16   | 17   | 17   | 17   | 18   | 18   | 18   | 168   |
| 141                         | Routine                    | N                | Rehab        | Strategic Initiatives   | Infrastructure Renewal                           | Grant Opportunities                    | 243  | 243  | 243  | 234  | 232  | 230  | 227  | 225  | 223  | 223  | 2,322 |
| 142                         | Routine                    | N                | Other        | Strategic Initiatives   | Supporting the Strategic Plan Guiding Principles | Lean Six Sigma                         | 250  | 250  | 250  |      |      |      |      |      |      |      | 750   |
| 143                         | Routine                    | N                | Other        | Strategic Initiatives   | Supporting the Strategic Plan Guiding Principles | Strategic Plan Renewal                 |      |      | 136  | 27   |      |      | 144  | 29   |      |      | 336   |
| Strategic Initiatives Total |                            |                  |              |                         |  |  | 508  | 509  | 645  | 277  | 248  | 246  | 388  | 272  | 241  | 241  | 3,577 |

**This page intentionally left blank**



# COMMUNITY SERVICES

All figures in \$'000s

## Service Delivery: Commissioner

| REF                                   | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                               | Project Description   | 2020  | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Total |
|---------------------------------------|----------------------------|------------------|--------------|-------------------------|--|---|-------|------|------|------|------|------|------|------|------|------|-------|
| 201                                   | Non-Routine                | N                | Other        | Comm. Commissioner      | Healthy Community and Resilient Neighbourhoods | Community Services Contribution to Post-Secondary Recreation Facility Expansion | 5,000 |      |      |      |      |      |      |      |      |      | 5,000 |
| 202                                   | Non-Routine                | Y                | Other        | Comm. Commissioner      | Healthy Community and Resilient Neighbourhoods | Community Services In Camera  | 3,000 |      |      |      |      |      |      |      |      |      | 3,000 |
| Community Services Commissioner Total |                            |                  |              |                         |  |   | 8,000 |      |      |      |      |      |      |      |      |      | 8,000 |

# COMMUNITY SERVICES

All figures in \$'000s

## Service Delivery: Community Programming and Outreach

| REF                                      | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                               | Project Description                     | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Total |
|--|----------------------------|------------------|--------------|-------------------------|--|---|------|------|------|------|------|------|------|------|------|------|-------|
| 210                                      | Non-Routine                | Y                | Growth       | Fac Design & Mgmt Serv. | Infrastructure Renewal                         | Museum Storage Facility                 |      |      | 817  |      |      |      |      |      |      |      | 817   |
| 211                                      | Routine                    | N                | Rehab        | Fac Design & Mgmt Serv. | Equity, Inclusion and a Sense of Belonging     | Accessibility Facility Upgrades (AODA)  | 39   | 74   | 94   |      | 39   | 41   | 30   | 32   | 70   | 32   | 452   |
| 212                                      | Routine                    | Y                | Other        | Comm. Prog. & Outreach  | Healthy Community and Resilient Neighbourhoods | Neighbourhood Strategy Implementation   | 63   | 15   | 15   | 14   |      | 34   | 14   | 14   | 14   | 15   | 199   |
| 213                                      | Routine                    | N                | Other        | Comm. Prog. & Outreach  | Healthy Community and Resilient Neighbourhoods | Truth and Reconciliation Implementation | 25   |      |      | 25   |      |      | 25   |      |      | 25   | 100   |
| 214                                      | Non-Routine                | Y                | Other        | Comm. Prog. & Outreach  | Infrastructure Renewal                         | Dedicated Museum Website                | 68   |      |      |      |      |      |      |      |      |      | 68    |
| Community Programming and Outreach Total |                            |                  |              |                         |  |   | 195  | 89   | 927  | 39   | 39   | 75   | 69   | 46   | 84   | 72   | 1,636 |

# COMMUNITY SERVICES

All figures in \$'000s

## Service Delivery: Environment and Parks

| REF | Council Reporting Criteria | Operating Impact | Project Type       | Implementation Division | Strategic Pillar                               | Project Description   | 2020  | 2021 | 2022  | 2023 | 2024  | 2025 | 2026  | 2027  | 2028  | 2029 | Total |
|-----|----------------------------|------------------|--------------------|-------------------------|--|---|-------|------|-------|------|-------|------|-------|-------|-------|------|-------|
| 220 | Routine                    | N                | Growth/Rehab Split | Environment & Parks     | Infrastructure Renewal                         | Forestry and Horticulture Storage Area Improvements           | 46    |      |       |      |       |      |       |       |       |      | 46    |
| 221 | Non-Routine                | Y                | Growth/Rehab Split | Engineering Services    | Healthy Community and Resilient Neighbourhoods | RIM Park Ball Diamond Upgrades                                |       | 424  | 2,092 |      |       |      |       |       |       |      | 2,516 |
| 222 | Non-Routine                | Y                | Growth             | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | West Side Recreation Facility Development                     |       |      |       |      |       |      | 8,271 |       | 258   | 631  | 9,160 |
| 223 | Routine                    | Y                | Growth/Rehab Split | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | Park Amenity Upgrades   |       | 337  |       | 344  |       | 358  |       | 372   |       | 387  | 1,798 |
| 224 | Routine                    | N                | Rehab              | Transportation Services | Infrastructure Renewal                         | Bechtel Park Bridge Removal                                   | 61    |      |       |      |       |      |       |       |       |      | 61    |
| 225 | Non-Routine                | Y                | Rehab              | Environment & Parks     | Infrastructure Renewal                         | Camelot Place Noise Wall Replacement                          |       |      |       |      |       | 195  |       |       |       |      | 195   |
| 226 | Non-Routine                | N                | Rehab              | Environment & Parks     | Infrastructure Renewal                         | Park Infrastructure Replacement and Rehabilitation Needs      | 99    | 133  | 116   | 116  | 116   | 116  | 116   | 116   | 116   | 116  | 1,158 |
| 227 | Routine                    | N                | Rehab              | Transportation Services | Infrastructure Renewal                         | Pedestrian Bridge Replacements                                | 136   | 140  | 145   | 72   | 146   | 149  | 152   | 155   | 238   | 162  | 1,495 |
| 228 | Non-Routine                | N                | Growth             | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | West Side Recreation Facility - Land Acquisition              | 5,439 |      |       |      |       |      |       |       |       |      | 5,439 |
| 229 | Non-Routine                | Y                | Growth/Rehab Split | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | Alexandra Park Expansion                                      | 750   |      |       |      |       |      |       |       |       |      | 750   |
| 230 | Non-Routine                | Y                | Growth             | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | Leash Free Dog Park   | 57    | 171  |       |      |       |      |       |       |       |      | 228   |
| 231 | Non-Routine                | Y                | Growth             | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Neighbourhood Action Sports Parks                             | 818   | 492  | 723   | 717  |       |      |       |       |       |      | 2,750 |
| 232 | Routine                    | Y                | Other              | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | Park Strategy Implementation                                  | 165   | 170  | 279   | 277  | 177   | 180  | 281   | 1,534 | 1,711 | 894  | 5,667 |
| 233 | Non-Routine                | Y                | Growth             | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | Roger Street Parks Development                                |       | 388  |       |      |       |      |       |       |       |      | 388   |
| 234 | Routine                    | N                | Growth/Rehab Split | Environment & Parks     | Equity, Inclusion and a Sense of Belonging     | Roselea Park Playground                                       | 87    |      |       |      |       |      |       |       |       |      | 87    |
| 235 | Non-Routine                | Y                | Growth             | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | Splash Pads Construction                                      | 623   | 639  | 654   |      |       |      |       |       |       |      | 1,916 |
| 236 | Non-Routine                | Y                | Growth             | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Vista Hills Programmable Soccer Field- Partnership with WRDSB |       |      |       |      |       |      |       |       |       | 452  | 452   |
| 237 | Non-Routine                | Y                | Growth             | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | Waterloo Park - New East/West Park Crossing                   |       | 954  |       |      |       |      |       |       |       |      | 954   |
| 238 | Non-Routine                | Y                | Growth             | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | Waterloo Park - Public Open Space Improvements                |       |      |       |      |       |      | 4,032 | 2,530 |       |      | 6,562 |
| 239 | Routine                    | N                | Rehab              | Fac Design & Mgmt Serv. | Infrastructure Renewal                         | Artificial Turf Replacement - RIM Park                        | 225   |      | 164   |      | 1,507 |      | 1,740 |       |       |      | 3,635 |
| 240 | Routine                    | N                | Growth/Rehab Split | Environment & Parks     | Infrastructure Renewal                         | Bechtel Park Leash Free Dog Park Improvements                 | 51    |      |       |      |       |      |       |       |       |      | 51    |
| 241 | Routine                    | Y                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Bechtel Park Stadium Rehabilitation                           | 450   |      |       |      |       |      |       |       |       |      | 450   |
| 242 | Non-Routine                | Y                | Growth/Rehab Split | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Outdoor Sports Field Strategy Implementation                  | 91    | 286  | 97    | 292  | 98    | 304  | 102   | 316   | 106   | 329  | 2,021 |
| 243 | Non-Routine                | Y                | Rehab              | Environment & Parks     | Infrastructure Renewal                         | Park Operations Yard Relocation from Bauer Lot                |       | 477  |       |      |       |      |       |       |       |      | 477   |
| 244 | Routine                    | N                | Rehab              | Environment & Parks     | Infrastructure Renewal                         | Parks Roadway and Multi-Use Pathway Upgrades-City Wide        | 89    |      | 94    |      | 177   |      | 99    |       | 104   |      | 562   |
| 245 | Routine                    | Y                | Growth/Rehab Split | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | Park Shade Structures and Washrooms                           |       |      | 164   |      | 166   |      | 172   |       | 179   |      | 681   |

# COMMUNITY SERVICES

All figures in \$'000s

## Service Delivery: Environment and Parks

| REF                                | Council Reporting Criteria | Operating Impact | Project Type       | Implementation Division | Strategic Pillar                               | Project Description  | 2020          | 2021         | 2022         | 2023         | 2024         | 2025         | 2026          | 2027         | 2028         | 2029         | Total         |
|------------------------------------|----------------------------|------------------|--------------------|-------------------------|--|--|---------------|--------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|---------------|
| 246                                | Routine                    | N                | Rehab              | Environment & Parks     | Infrastructure Renewal                         | Park Signage Replacement Program - City wide                       | 11            | 12           | 12           | 12           | 12           | 12           | 13            | 13           | 13           | 13           | 123           |
| 247                                | Routine                    | N                | Rehab              | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | Park Upgrades - City wide  | 149           | 154          | 224          |              | 132          | 163          |               | 310          | 317          | 177          | 1,626         |
| 248                                | Routine                    | N                | Rehab              | Environment & Parks     | Infrastructure Renewal                         | Playground Upgrades/Expansion-City Wide                            | 156           | 161          | 178          | 176          | 181          | 185          | 172           | 176          | 191          | 195          | 1,772         |
| 249                                | Routine                    | N                | Rehab              | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | Sportsfield Upgrades - City wide                                   | 85            | 88           | 91           | 36           | 92           | 93           | 95            | 97           | 159          | 101          | 937           |
| 250                                | Non-Routine                | Y                | Rehab              | Environment & Parks     | Infrastructure Renewal                         | Waterloo Park - Bauer Parking Lot Upgrade                          |               | 482          |              |              |              |              |               |              |              |              | 482           |
| 251                                | Non-Routine                | Y                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Waterloo Park Lake Frontage Reconstruction                         | 2,339         |              |              |              |              |              |               |              |              |              | 2,339         |
| 252                                | Non-Routine                | Y                | Growth/Rehab Split | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | Waterloo Park - Master Plan Implementation                         | 500           | 500          | 500          | 575          | 587          | 599          | 611           | 623          | 635          | 648          | 5,778         |
| 253                                | Non-Routine                | Y                | Growth             | Transportation Services | Infrastructure Renewal                         | Westmount Sports Park Pedestrian Bridge                            |               |              |              |              |              | 298          |               | 790          |              |              | 1,088         |
| 254                                | Non-Routine                | N                | Growth             | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | Park Strategy Study  |               |              |              |              |              |              |               |              |              | 109          | 109           |
| 255                                | Non-Routine                | N                | Growth/Rehab Split | Environment & Parks     | Sustainability and the Environment             | Urban Forest Strategy  |               |              | 136          |              |              |              |               |              |              |              | 136           |
| 256                                | Non-Routine                | N                | Growth             | Environment & Parks     | Infrastructure Renewal                         | Waterloo Park Master Plan Update                                   |               |              |              | 189          |              |              |               |              |              |              | 189           |
| 257                                | Non-Routine                | N                | Growth             | Environment & Parks     | Healthy Community and Resilient Neighbourhoods | West Side Recreation Facility Needs Analysis and Feasibility Study |               |              | 447          |              |              |              |               |              |              |              | 447           |
| 258                                | Routine                    | N                | Rehab              | Environment & Parks     | Sustainability and the Environment             | Emerald Ash Borer Management Plan Implementation                   | 309           | 424          | 436          | 108          | 331          | 338          | 115           | 586          | 598          | 366          | 3,610         |
| <b>Environment and Parks Total</b> |                            |                  |                    |                         |  |  | <b>12,738</b> | <b>6,431</b> | <b>6,549</b> | <b>2,915</b> | <b>3,721</b> | <b>2,991</b> | <b>15,970</b> | <b>7,618</b> | <b>4,625</b> | <b>4,581</b> | <b>68,138</b> |

# COMMUNITY SERVICES

All figures in \$'000s

## Service Delivery: EPS-Cemeteries

| REF                  | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar              | Project Description                     | 2020  | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Total |
|----------------------|----------------------------|------------------|--------------|-------------------------|-------------------------------|---|-------|------|------|------|------|------|------|------|------|------|-------|
| 260                  | Routine                    | Y                | Growth       | EPS-Cemeteries          | Economic Growth & Development | Parkview Chapel Niche Wall Additions    |       |      |      | 33   |      | 34   |      |      |      |      | 68    |
| 261                  | Routine                    | Y                | Growth       | EPS-Cemeteries          | Economic Growth & Development | Parkview Columbarium Features           |       |      | 30   |      |      |      | 74   |      |      | 34   | 138   |
| 262                  | Routine                    | N                | Rehab        | EPS-Cemeteries          | Infrastructure Renewal        | Parkview Cemetery Fence Replacement     |       |      |      |      |      |      | 88   |      |      |      | 88    |
| 263                  | Non-Routine                | N                | Rehab        | EPS-Cemeteries          | Infrastructure Renewal        | Parkview Crematorium Retort Replacement | 1,000 |      |      |      |      |      |      |      |      |      | 1,000 |
| 264                  | Routine                    | N                | Rehab        | EPS-Cemeteries          | Infrastructure Renewal        | Parkview Crematorium Maintenance        |       |      |      |      | 47   | 49   |      |      |      |      | 96    |
| 265                  | Routine                    | N                | Rehab        | Engineering Services    | Infrastructure Renewal        | Cemeteries Roadway Resurfacing          |       | 64   |      |      |      |      |      |      |      |      | 64    |
| EPS-Cemeteries Total |                            |                  |              |                         |                               |   | 1,000 | 64   | 30   | 33   | 47   | 83   | 162  |      |      | 34   | 1,453 |

# COMMUNITY SERVICES

All figures in \$'000s

## Service Delivery: Facility Design and Management

| REF   | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                                 | Project Description   | 2020         | 2021         | 2022         | 2023         | 2024         | 2025         | 2026         | 2027         | 2028         | 2029         | Total         |
|---|----------------------------|------------------|--------------|-------------------------|--|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| 270   | Routine                    | N                | Other        | Fac Design & Mgmt Serv. | Sustainability and the Environment               | Corporate Energy Management Implementation, Monitoring, and Reporting |              |              |              | 122          |              | 60           |              | 62           | 129          | 65           | 438           |
| 271   | Non-Routine                | N                | Other        | Fac Design & Mgmt Serv. | Sustainability and the Environment               | Green Building Policy Implementation                                  | 892          | 530          | 665          | 150          |              | 200          | 600          | 500          | 700          |              | 4,236         |
| 272   | Non-Routine                | N                | Rehab        | Engineering Services    | Infrastructure Renewal                           | Fuel Tank Replacement-Service Centre                                  |              |              |              |              | 110          | 559          |              |              |              |              | 669           |
| 273   | Non-Routine                | Y                | Growth       | Fac Design & Mgmt Serv. | Supporting the Strategic Plan Guiding Principles | Material Storage Implementation                                       |              | 523          |              | 586          |              |              |              |              |              | 664          | 1,773         |
| 274   | Non-Routine                | Y                | Growth       | Fac Design & Mgmt Serv. | Economic Growth & Development                    | Mini Operation Centre on the West Side                                |              |              | 214          |              |              | 4,056        |              |              |              |              | 4,269         |
| 275   | Routine                    | N                | Other        | Fac Design & Mgmt Serv. | Equity, Inclusion and a Sense of Belonging       | Accessibility and Safety Upgrades at City Facilities                  | 115          | 118          | 162          | 145          | 366          | 36           | 37           | 37           | 38           | 40           | 1,093         |
| 276   | Non-Routine                | N                | Rehab        | Fac Design & Mgmt Serv. | Infrastructure Renewal                           | Albert McCormick Community Centre (AMCC) - Upgrades & Reconfiguration |              |              |              | 162          | 1,656        | 940          |              |              |              |              | 2,758         |
| 277   | Non-Routine                | Y                | Rehab        | Fac Design & Mgmt Serv. | Equity, Inclusion and a Sense of Belonging       | Button Factory Elevator Installation and Accessible Washrooms         | 515          |              |              | 250          |              |              |              |              |              |              | 765           |
| 278   | Routine                    | N                | Rehab        | Fac Design & Mgmt Serv. | Infrastructure Renewal                           | City Centre Upkeep Maintenance  |              |              |              | 101          | 103          |              |              | 108          | 111          | 113          | 536           |
| 279   | Routine                    | N                | Other        | Fac Design & Mgmt Serv. | Supporting the Strategic Plan Guiding Principles | Corporate Space Planning  | 2,071        | 1,161        | 695          | 92           | 146          | 88           | 88           | 86           | 85           | 87           | 4,599         |
| 280   | Routine                    | N                | Other        | Fac Design & Mgmt Serv. | Healthy Community and Resilient Neighbourhoods   | Enterprise Wide Security Upgrades                                     | 89           | 94           | 98           | 92           | 90           | 88           | 88           | 86           | 89           | 91           | 905           |
| 281   | Routine                    | N                | Rehab        | Fac Design & Mgmt Serv. | Supporting the Strategic Plan Guiding Principles | Facility Condition Assessments and Re-Commissioning Services          | 52           | 119          | 175          | 115          | 117          | 115          | 117          | 120          | 61           | 61           | 1,051         |
| 282   | Non-Routine                | N                | Rehab        | Fac Design & Mgmt Serv. | Infrastructure Renewal                           | Facility Infrastructure Replacement and Rehabilitation Needs          | 31           | 264          | 661          | 661          | 661          | 661          | 661          | 661          | 661          | 661          | 5,579         |
| 283   | Routine                    | N                | Rehab        | Fac Design & Mgmt Serv. | Infrastructure Renewal                           | Heritage Buildings Maintenance Plan                                   |              |              | 400          |              |              |              |              |              |              |              | 400           |
| 284   | Routine                    | N                | Rehab        | Fac Design & Mgmt Serv. | Infrastructure Renewal                           | Large Scale Capital Repairs - Program - High Priority                 | 653          | 869          |              | 421          | 430          | 438          | 447          | 456          | 1,350        | 474          | 5,538         |
| 285   | Routine                    | N                | Rehab        | Fac Design & Mgmt Serv. | Infrastructure Renewal                           | RIM Park Parking Lot Replacement                                      |              |              | 873          | 108          | 973          |              |              |              |              |              | 1,954         |
| 286   | Routine                    | N                | Rehab        | Fac Design & Mgmt Serv. | Infrastructure Renewal                           | Roofing Replacement and Rehabilitation - Program                      | 594          | 265          | 273          | 1,101        | 1,123        |              | 1,992        | 3,868        | 2,661        | 341          | 12,218        |
| 287   | Routine                    | N                | Rehab        | Fac Design & Mgmt Serv. | Supporting the Strategic Plan Guiding Principles | Small Scale Capital Repairs - High Priority                           | 205          | 207          | 171          | 527          | 693          | 474          | 225          | 361          | 753          |              | 3,616         |
| 288   | Routine                    | N                | Other        | Fac Design & Mgmt Serv. | Supporting the Strategic Plan Guiding Principles | Maximo - Deployment and System Maintenance                            | 163          | 195          | 491          | 298          | 304          | 310          | 316          | 322          | 329          | 335          | 3,062         |
| 289   | Routine                    | N                | Other        | Fac Design & Mgmt Serv. | Supporting the Strategic Plan Guiding Principles | Maximo - Implementation and Functionality Configuration               | 68           |              |              |              |              | 199          |              |              | 159          |              | 426           |
| <b>Facility Design and Management Total</b> |                            |                  |              |                         |  |   | <b>5,449</b> | <b>4,343</b> | <b>4,877</b> | <b>4,930</b> | <b>6,771</b> | <b>8,222</b> | <b>4,570</b> | <b>6,666</b> | <b>7,124</b> | <b>2,932</b> | <b>55,885</b> |

# COMMUNITY SERVICES

All figures in \$'000s

## Service Delivery: Fire Rescue

| REF                      | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                               | Project Description                                      | 2020       | 2021       | 2022       | 2023         | 2024         | 2025       | 2026       | 2027      | 2028       | 2029       | Total         |
|--------------------------|----------------------------|------------------|--------------|-------------------------|--|--|------------|------------|------------|--------------|--------------|------------|------------|-----------|------------|------------|---------------|
| 300                      | Routine                    | N                | Rehab        | Fire Rescue             | Infrastructure Renewal                         | Defibrillator Replacement                                |            |            |            |              |              |            | 69         |           |            |            | 69            |
| 301                      | Routine                    | N                | Rehab        | Fire Rescue             | Infrastructure Renewal                         | Hazardous Materials Specialized Equipment                |            |            |            | 39           |              |            |            |           | 48         |            | 87            |
| 302                      | Routine                    | N                | Rehab        | Fire Rescue             | Infrastructure Renewal                         | Personal Protective Equipment                            | 96         | 128        | 101        | 154          | 107          | 65         | 66         | 67        | 69         | 462        | 1,315         |
| 303                      | Routine                    | N                | Rehab        | Fire Rescue             | Infrastructure Renewal                         | Self-Contained Breathing Apparatus                       |            | 636        |            |              |              |            |            |           |            |            | 636           |
| 304                      | Non-Routine                | Y                | Growth       | Fac Design & Mgmt Serv. | Healthy Community and Resilient Neighbourhoods | Fire Rescue Expansion                                    |            |            |            | 1,507        | 8,712        |            |            |           |            |            | 10,219        |
| 305                      | Non-Routine                | N                | Growth       | Fire Rescue             | Healthy Community and Resilient Neighbourhoods | Personal Protective Equipment and Uniforms-New Personnel |            |            |            | 25           | 125          |            |            |           |            |            | 150           |
| 306                      | Routine                    | N                | Growth       | Fac Design & Mgmt Serv. | Healthy Community and Resilient Neighbourhoods | Storage Facility Space                                   | 327        |            |            |              |              |            |            |           |            |            | 327           |
| 307                      | Routine                    | N                | Growth       | Fire Rescue             | Healthy Community and Resilient Neighbourhoods | Fire Prevention Officer Equipment and Vehicle            |            |            | 49         |              |              |            |            |           |            |            | 49            |
| 308                      | Non-Routine                | Y                | Growth       | Fire Rescue             | Healthy Community and Resilient Neighbourhoods | New Fire Pumper-Rescue Quint                             |            |            |            | 1,250        |              |            |            |           |            |            | 1,250         |
| 309                      | Non-Routine                | Y                | Growth       | Fire Rescue             | Healthy Community and Resilient Neighbourhoods | New Fire Pumper-Rescue Quint-Equipment                   |            |            |            | 216          |              |            |            |           |            |            | 216           |
| 310                      | Routine                    | Y                | Rehab        | Fire Rescue             | Healthy Community and Resilient Neighbourhoods | Mobile Workstations                                      |            |            |            |              |              | 75         |            |           |            |            | 75            |
| <b>Fire Rescue Total</b> |                            |                  |              |                         |  |  | <b>423</b> | <b>764</b> | <b>150</b> | <b>3,191</b> | <b>8,944</b> | <b>139</b> | <b>135</b> | <b>67</b> | <b>116</b> | <b>462</b> | <b>14,394</b> |

Service Delivery: Municipal Enforcement

| REF                         | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division   | Strategic Pillar                                 | Project Description                                      | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Total |
|-----------------------------|----------------------------|------------------|--------------|---------------------------|--|--|------|------|------|------|------|------|------|------|------|------|-------|
| 320                         | Routine                    | N                | Rehab        | Fleet & Procurement Serv. | Infrastructure Renewal                           | Rental Housing Vehicle Replacement                       | 31   |      |      |      |      |      |      |      |      |      | 31    |
| 321                         | Non-Routine                | N                | Other        | Municipal Enforcement     | Supporting the Strategic Plan Guiding Principles | External Call Centre Support- Enforcement Services Pilot | 100  |      |      |      |      |      |      |      |      |      | 100   |
| Municipal Enforcement Total |                            |                  |              |                           |  |  | 131  |      |      |      |      |      |      |      |      |      | 131   |



# COMMUNITY SERVICES

All figures in \$'000s

## Service Delivery: Recreation Services

| REF                              | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                               | Project Description   | 2020       | 2021       | 2022       | 2023      | 2024       | 2025       | 2026       | 2027       | 2028       | 2029       | Total        |
|----------------------------------|----------------------------|------------------|--------------|-------------------------|--|---|------------|------------|------------|-----------|------------|------------|------------|------------|------------|------------|--------------|
| 330                              | Routine                    | N                | Other        | Recreation Services     | Healthy Community and Resilient Neighbourhoods | Master Plan Implementation                                    | 73         | 85         | 45         |           |            | 282        | 287        | 293        | 299        |            | 1,363        |
| 331                              | Routine                    | N                | Rehab        | Recreation Services     | Infrastructure Renewal                         | Facility and Programming Equipment                            | 50         | 54         | 57         | 58        | 61         | 64         | 67         | 70         | 73         | 140        | 696          |
| 332                              | Routine                    | N                | Rehab        | Recreation Services     | Infrastructure Renewal                         | Facility Banquet and Meeting Room Furnishings and Equipment   | 44         | 52         | 56         |           | 88         | 91         | 95         | 99         | 196        | 200        | 920          |
| 333                              | Routine                    | N                | Rehab        | Recreation Services     | Infrastructure Renewal                         | Facility Bleacher and Players Bench Replacements              |            |            |            |           | 69         |            |            |            |            |            | 69           |
| 334                              | Routine                    | N                | Rehab        | Recreation Services     | Infrastructure Renewal                         | Facility Marquee Sign Purchases, Refurbishing and Replacement | 31         | 32         | 33         |           | 34         |            |            |            | 36         |            | 167          |
| 335                              | Routine                    | N                | Rehab        | Recreation Services     | Infrastructure Renewal                         | Facility Scoreclock Refurbishing and/or Replacements          | 370        |            |            |           |            |            | 146        |            |            |            | 517          |
| 336                              | Routine                    | N                | Rehab        | Recreation Services     | Infrastructure Renewal                         | Protective Covering for Athletic/Arena Surfaces               |            |            | 111        |           |            |            |            |            |            |            | 111          |
| 337                              | Routine                    | N                | Other        | Comm. Prog. & Outreach  | Healthy Community and Resilient Neighbourhoods | Master Plan and Recreational Trends Study                     | 243        |            |            |           |            | 277        |            |            |            |            | 519          |
| <b>Recreation Services Total</b> |                            |                  |              |                         |  |   | <b>812</b> | <b>223</b> | <b>302</b> | <b>58</b> | <b>251</b> | <b>714</b> | <b>596</b> | <b>462</b> | <b>604</b> | <b>340</b> | <b>4,362</b> |

**This page intentionally left blank**

Service Delivery: Communications

| REF                  | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                           | Project Description                   | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Total |
|----------------------|----------------------------|------------------|--------------|-------------------------|--|---------------------------------------|------|------|------|------|------|------|------|------|------|------|-------|
| 401                  | Non-Routine                | N                | Other        | Communications          | Equity, Inclusion and a Sense of Belonging | Public Engagement Capacity Initiative | 51   |      |      |      |      |      |      |      |      |      | 51    |
| 402                  | Non-Routine                | N                | Rehab        | Communications          | Equity, Inclusion and a Sense of Belonging | Website Refresh                       |      |      | 222  |      |      |      | 234  |      |      |      | 457   |
| Communications Total |                            |                  |              |                         |  |                                       | 51   |      | 222  |      |      |      | 234  |      |      |      | 508   |

# CORPORATE SERVICES

All figures in \$'000s

## Service Delivery: Finance

| REF                  | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                                 | Project Description                                    | 2020       | 2021      | 2022       | 2023       | 2024       | 2025 | 2026       | 2027       | 2028       | 2029       | Total        |
|----------------------|----------------------------|------------------|--------------|-------------------------|--|--|------------|-----------|------------|------------|------------|------|------------|------------|------------|------------|--------------|
| 410                  | Non-Routine                | Y                | Other        | Finance                 | Supporting the Strategic Plan Guiding Principles | PeopleSoft HRMS Vision Implementation Phases 3-4       |            |           |            | 377        |            |      | 252        |            |            |            | 629          |
| 411                  | Non-Routine                | Y                | Other        | Finance                 | Supporting the Strategic Plan Guiding Principles | PeopleSoft HRMS Vision Implementation Phases 5-6       |            |           |            |            |            |      |            |            | 244        | 467        | 710          |
| 412                  | Routine                    | N                | Growth       | Finance                 | Supporting the Strategic Plan Guiding Principles | DC Bylaw Review  |            |           | 142        |            |            |      | 149        |            |            |            | 291          |
| 413                  | Routine                    | N                | Other        | Finance                 | Supporting the Strategic Plan Guiding Principles | Peoplesoft Financials & HRMS Upgrades and Enhancements | 258        | 97        | 173        | 92         | 364        |      | 97         | 100        | 198        | 202        | 1,581        |
| <b>Finance Total</b> |                            |                  |              |                         |  |  | <b>258</b> | <b>97</b> | <b>315</b> | <b>469</b> | <b>364</b> |      | <b>498</b> | <b>100</b> | <b>441</b> | <b>668</b> | <b>3,212</b> |

# CORPORATE SERVICES

All figures in \$'000s

## Service Delivery: Fleet and Procurement Services

| REF                                  | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division   | Strategic Pillar       | Project Description         | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  | 2026  | 2027  | 2028  | 2029  | Total  |
|--------------------------------------|----------------------------|------------------|--------------|---------------------------|------------------------|-----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| 420                                  | Routine                    | Y                | Growth       | Fleet & Procurement Serv. | Infrastructure Renewal | Fleet Equipment Expansion   | 617   | 752   | 382   | 433   | 442   | 450   | 459   | 469   | 478   | 489   | 4,971  |
| 421                                  | Non-Routine                | N                | Rehab        | Fleet & Procurement Serv. | Infrastructure Renewal | Fleet Equipment Replacement | 3,175 | 2,728 | 2,910 | 5,478 | 3,888 | 3,170 | 3,325 | 3,610 | 3,575 | 5,042 | 36,902 |
| Fleet and Procurement Services Total |                            |                  |              |                           |                        |                             | 3,792 | 3,480 | 3,292 | 5,911 | 4,329 | 3,621 | 3,784 | 4,079 | 4,053 | 5,532 | 41,874 |

# CORPORATE SERVICES

All figures in \$'000s

## Service Delivery: Human Resources

| REF                   | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                                 | Project Description                            | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Total |
|-----------------------|----------------------------|------------------|--------------|-------------------------|--|--|------|------|------|------|------|------|------|------|------|------|-------|
| 430                   | Routine                    | N                | Other        | Human Resources         | Supporting the Strategic Plan Guiding Principles | Compensation and Pay Equity                    |      | 69   |      |      | 72   |      |      | 76   |      |      | 217   |
| 431                   | Routine                    | N                | Other        | Human Resources         | Supporting the Strategic Plan Guiding Principles | Employee Engagement Survey                     |      | 34   |      |      | 36   |      |      | 39   |      |      | 109   |
| 432                   | Routine                    | N                | Other        | Human Resources         | Supporting the Strategic Plan Guiding Principles | Health and Safety Audit                        |      |      | 22   |      |      |      |      |      | 23   |      | 45    |
| 433                   | Routine                    | N                | Other        | Human Resources         | Supporting the Strategic Plan Guiding Principles | Employee Traffic Demand Management Initiatives | 35   | 35   | 35   | 35   | 35   |      |      |      |      |      | 175   |
| Human Resources Total |                            |                  |              |                         |  |  | 35   | 138  | 57   | 35   | 144  |      |      | 115  | 23   |      | 546   |

# CORPORATE SERVICES

All figures in \$'000s

## Service Delivery: Information Management and Technology Services

| REF  | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar       | Project Description                                      | 2020  | 2021 | 2022  | 2023  | 2024  | 2025  | 2026  | 2027  | 2028  | 2029  | Total  |
|--|----------------------------|------------------|--------------|-------------------------|------------------------|--|-------|------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| 440  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | Corporate Relational Database Management System (RDBMS)  |       |      |       |       |       | 337   |       |       | 79    | 481   | 897    |
| 441  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | Cyber Security   | 156   | 160  | 166   | 177   | 180   | 184   | 188   | 205   | 209   | 213   | 1,837  |
| 442  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | Data Backup Device Upgrades                              | 7     | 117  | 55    | 75    | 177   |       |       | 94    |       |       | 524    |
| 443  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | Data Centres Air Conditioning                            | 123   |      |       |       |       |       |       |       |       |       | 123    |
| 444  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | Desktop and Laptop Refresh                               | 722   |      | 66    |       | 547   | 65    | 75    | 85    | 100   | 71    | 1,732  |
| 445  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | Geographical Information Systems (GIS)                   | 20    | 23   | 22    | 10    | 26    | 11    | 27    | 25    | 12    | 14    | 190    |
| 446  | Non-Routine                | N                | Rehab        | IMTS                    | Infrastructure Renewal | IMTS Infrastructure Replacement and Rehabilitation Needs | 36    | 16   | 285   | 285   | 285   | 285   | 285   | 285   | 285   | 285   | 2,330  |
| 447  | Routine                    | Y                | Rehab        | IMTS                    | Infrastructure Renewal | Infrastructure Virtualization                            | 200   |      | 355   |       |       |       |       |       |       |       | 555    |
| 448  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | Network and Core Infrastructure                          |       | 85   | 88    |       |       | 90    | 93    | 94    |       |       | 450    |
| 449  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | Print and Mail Services Automation                       | 23    |      | 27    |       | 26    |       | 29    |       | 27    |       | 131    |
| 450  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | Server and Server Hardware Replacement & Upgrades        | 285   | 31   | 77    | 109   |       | 113   |       | 118   |       | 122   | 854    |
| 451  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | Unified Communications including Telephony and Email     | 58    |      | 93    | 71    |       |       |       | 99    | 78    |       | 399    |
| 452  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | Unplanned Emergency Replacement                          | 72    | 74   | 77    | 94    | 97    | 98    | 101   | 102   | 105   | 106   | 926    |
| 453  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | WrepNet Equipment Replacement                            | 19    | 22   | 21    | 22    | 20    | 24    | 21    | 24    | 23    | 26    | 222    |
| 454  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | Technology Disaster Recovery / Business Continuity Plan  | 116   |      | 117   |       | 116   |       | 117   |       |       |       | 466    |
| 455  | Routine                    | Y                | Rehab        | IMTS                    | Infrastructure Renewal | Fibre Network Infrastructure                             | 120   |      |       |       |       |       |       |       |       |       | 120    |
| 456  | Routine                    | N                | Rehab        | IMTS                    | Infrastructure Renewal | Council Chambers and City Hall Technology                |       |      | 65    | 20    | 134   | 21    | 23    | 23    | 25    | 23    | 334    |
| 457  | Routine                    | N                | Other        | IMTS                    | Infrastructure Renewal | End User Computing Requirements                          | 62    | 64   | 66    | 62    | 65    | 66    | 66    | 69    | 70    | 70    | 661    |
| 458  | Routine                    | N                | Other        | IMTS                    | Infrastructure Renewal | Enterprise Application Backend Support                   | 64    |      | 137   | 68    | 69    | 71    | 72    | 73    | 75    | 76    | 705    |
| 459  | Routine                    | N                | Other        | IMTS                    | Infrastructure Renewal | Enterprise Application Integration Software              |       |      | 129   | 54    | 56    | 113   | 57    |       | 60    | 60    | 530    |
| Information Management and Technology Services Total |                            |                  |              |                         |                        |  | 2,084 | 591  | 1,846 | 1,048 | 1,796 | 1,479 | 1,152 | 1,296 | 1,147 | 1,547 | 13,985 |

Service Delivery: Legislative Services

| REF                        | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                   | Project Description          | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Total |
|----------------------------|----------------------------|------------------|--------------|-------------------------|------------------------------------|------------------------------|------|------|------|------|------|------|------|------|------|------|-------|
| 470                        | Routine                    | N                | Other        | Legislative Services    | Sustainability and the Environment | OpenText Upgrade Integration |      | 317  |      |      |      | 337  |      |      |      |      | 655   |
| Legislative Services Total |                            |                  |              |                         |                                    |                              |      | 317  |      |      |      | 337  |      |      |      |      | 655   |



## Service Delivery: Building Standards

| REF                             | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                                 | Project Description                     | 2020       | 2021       | 2022         | 2023       | 2024       | 2025         | 2026 | 2027 | 2028 | 2029       | Total        |
|---------------------------------|----------------------------|------------------|--------------|-------------------------|--|---|------------|------------|--------------|------------|------------|--------------|------|------|------|------------|--------------|
| 501                             | Routine                    | N                | Growth       | Building Standards      | Infrastructure Renewal                           | Technology Upgrades and Refresh         | 21         |            |              |            |            |              |      |      |      |            | 21           |
| 502                             | Routine                    | N                | Rehab        | Building Standards      | Infrastructure Renewal                           | Building Standards Vehicle Replacements | 93         |            |              | 119        | 364        |              |      |      |      | 488        | 1,064        |
| 503                             | Routine                    | N                | Growth       | Building Standards      | Infrastructure Renewal                           | Mobile Solutions                        | 49         |            |              |            |            |              |      |      |      |            | 49           |
| 504                             | Routine                    | N                | Growth       | Building Standards      | Supporting the Strategic Plan Guiding Principles | Digital Solutions                       |            | 717        | 1,131        |            |            | 1,168        |      |      |      |            | 3,015        |
| 505                             | Routine                    | N                | Other        | Building Standards      | Supporting the Strategic Plan Guiding Principles | Building Permit Fee Review              | 65         |            |              |            |            |              |      |      |      |            | 65           |
| <b>Building Standards Total</b> |                            |                  |              |                         |  |   | <b>228</b> | <b>717</b> | <b>1,131</b> | <b>119</b> | <b>364</b> | <b>1,168</b> |      |      |      | <b>488</b> | <b>4,214</b> |

# INTEGRATED PLANNING & PUBLIC WORKS

All figures in \$'000s

## Service Delivery: City Utilities-Sanitary

| REF                           | Council Reporting Criteria | Operating Impact | Project Type       | Implementation Division | Strategic Pillar       | Project Description   | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  | 2026  | 2027  | 2028  | 2029  | Total  |
|-------------------------------|----------------------------|------------------|--------------------|-------------------------|------------------------|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| 510                           | Routine                    | N                | Growth             | Engineering Services    | Infrastructure Renewal | Sanitary Master Plan Update   | 303   |       |       |       |       |       |       |       |       |       | 303    |
| 511                           | Routine                    | N                | Growth             | Engineering Services    | Infrastructure Renewal | City Wide - Development Driven Sanitary Sewer Upgrades              | 945   | 112   | 115   | 114   | 116   | 119   | 121   | 123   | 126   | 128   | 2,019  |
| 512                           | Routine                    | N                | Growth             | Engineering Services    | Infrastructure Renewal | Core Area Development Driven Upgrades-Sanitary                      | 645   | 161   | 166   | 165   | 168   | 171   | 175   | 178   | 182   | 185   | 2,197  |
| 513                           | Routine                    | N                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal | Extend Sanitary Mains to Service Private Properties                 |       | 434   | 447   | 443   | 452   | 461   | 470   | 480   | 489   | 499   | 4,177  |
| 514                           | Routine                    | N                | Growth             | Engineering Services    | Infrastructure Renewal | Frobisher Trunk Sewer - Upsizing                                    |       |       |       |       | 178   |       |       |       |       |       | 178    |
| 515                           | Routine                    | Y                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal | Sanitary Access Roads / Paths                                       |       | 201   |       | 206   |       | 214   |       | 223   |       | 232   | 1,075  |
| 516                           | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal | Sanitary Sewer Lateral Camera Inspections in conjunction with Roads |       | 85    | 87    | 87    | 88    | 90    | 92    | 94    | 96    | 98    | 816    |
| 517                           | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal | Sanitary Trunk Sewer Cleaning                                       |       |       |       |       |       |       |       |       |       | 359   | 359    |
| 518                           | Routine                    | N                | Rehab              | City Utilities          | Infrastructure Renewal | Black Pipes Rehabilitation - Proactive                              | 721   |       | 381   |       | 386   |       | 402   |       | 418   |       | 2,308  |
| 519                           | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal | Condition Assessment & Sewer Main Spot Repairs                      | 221   | 227   | 234   | 232   | 237   | 241   | 246   | 251   | 256   | 261   | 2,406  |
| 520                           | Routine                    | N                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal | Sanitary Optimization and Rehabilitation Program                    |       | 352   | 362   | 360   | 367   | 374   | 382   | 389   | 397   | 405   | 3,387  |
| 521                           | Routine                    | N                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal | Sanitary Sewer Master Plan - Implementation                         |       |       | 1,636 |       |       |       |       |       |       |       | 1,636  |
| City Utilities-Sanitary Total |                            |                  |                    |                         |                        |   | 2,835 | 1,572 | 3,429 | 1,606 | 1,992 | 1,670 | 1,887 | 1,738 | 1,964 | 2,167 | 20,859 |

# INTEGRATED PLANNING & PUBLIC WORKS

All figures in \$'000s

## Service Delivery: City Utilities-Stormwater

| REF                             | Council Reporting Criteria | Operating Impact | Project Type       | Implementation Division | Strategic Pillar                   | Project Description  | 2020  | 2021   | 2022  | 2023  | 2024  | 2025  | 2026  | 2027  | 2028  | 2029  | Total  |
|---------------------------------|----------------------------|------------------|--------------------|-------------------------|------------------------------------|--|-------|--------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| 530                             | Routine                    | N                | Growth             | Engineering Services    | Infrastructure Renewal             | Core Area Development Driven Upgrades-Stormwater               | 1,981 | 414    | 426   | 423   | 431   | 440   | 449   | 458   | 467   | 476   | 5,963  |
| 531                             | Routine                    | N                | Growth             | Engineering Services    | Infrastructure Renewal             | Development Driven Storm Sewer Upgrades - City Wide            | 398   | 91     | 94    | 93    | 95    | 97    | 99    | 101   | 103   | 105   | 1,273  |
| 532                             | Routine                    | N                | Rehab              | City Utilities          | Infrastructure Renewal             | Correction of Lot Drainage Problems                            | 57    | 58     | 60    | 60    | 61    | 62    | 63    | 64    | 66    | 67    | 617    |
| 533                             | Routine                    | N                | Rehab              | City Utilities          | Sustainability and the Environment | Creek Bank Stabilization - City Wide                           | 103   | 106    | 109   | 108   | 110   | 113   | 115   | 117   | 120   | 122   | 1,123  |
| 534                             | Routine                    | N                | Rehab              | City Utilities          | Sustainability and the Environment | Sediment Removal Creeks - City Wide                            | 51    | 53     | 55    | 54    | 55    | 56    | 57    | 59    | 60    | 61    | 561    |
| 535                             | Routine                    | N                | Rehab              | Engineering Services    | Sustainability and the Environment | SWM Pond Sediment Removal                                      | 1,132 | 636    | 1,745 | 1,191 | 221   | 225   | 2,297 | 2,343 | 1,315 | 1,341 | 12,446 |
| 536                             | Routine                    | N                | Rehab              | Engineering Services    | Sustainability and the Environment | Bechtel Park Woodlot - Creek Rehabilitation                    | 355   |        |       |       |       |       |       |       |       |       | 355    |
| 537                             | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal             | Bridge/Culvert RS-064 Rehabilitation                           |       |        |       |       | 1,750 |       |       |       |       |       | 1,750  |
| 538                             | Routine                    | N                | Growth             | Engineering Services    | Sustainability and the Environment | Cedar Creek site CDR-E4-Stormwater System Rehab2               |       |        |       |       |       |       |       | 388   |       | 242   | 630    |
| 539                             | Routine                    | N                | Growth/Rehab Split | Engineering Services    | Sustainability and the Environment | Clair Creek North Reach 1-Stormwater System Rehab2             | 34    | 3,577  |       |       |       |       |       |       |       |       | 3,611  |
| 540                             | Non-Routine                | N                | Growth/Rehab Split | Engineering Services    | Sustainability and the Environment | Forwell Creek Industrial Lands-Stormwater System Rehab         |       |        | 293   | 224   | 2,396 | 2,444 |       |       |       |       | 5,357  |
| 541                             | Non-Routine                | N                | Growth/Rehab Split | Engineering Services    | Sustainability and the Environment | Keatsway Storm Bypass & Creek Bank Stabilization               | 409   | 1,853  |       |       |       |       |       |       |       |       | 2,263  |
| 542                             | Routine                    | N                | Growth/Rehab Split | Engineering Services    | Sustainability and the Environment | Laurel Crk Functional Study & Implementation - Regina to Weber | 1,023 | 1,931  |       |       |       |       |       |       |       |       | 2,954  |
| 543                             | Routine                    | N                | Growth/Rehab Split | Engineering Services    | Sustainability and the Environment | Laurel Crk Study Implementation - Hillside Park to HWY 85      | 273   | 491    |       |       |       |       |       |       |       |       | 764    |
| 544                             | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal             | Pedestrian Bridge 72 Replacement                               |       | 211    | 145   | 875   |       |       |       |       |       |       | 1,230  |
| 545                             | Non-Routine                | Y                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal             | Stormwater Management System Master Plan Implementation        |       | 780    | 803   | 797   | 813   | 829   | 846   | 862   | 880   | 897   | 7,507  |
| 546                             | Routine                    | N                | Growth             | Engineering Services    | Infrastructure Renewal             | Storm Water Master Plan Update                                 |       |        |       |       |       |       |       | 345   |       |       | 345    |
| City Utilities-Stormwater Total |                            |                  |                    |                         |                                    |  | 5,815 | 10,201 | 3,729 | 3,824 | 5,932 | 4,266 | 3,926 | 4,737 | 3,009 | 3,311 | 48,749 |

# INTEGRATED PLANNING & PUBLIC WORKS

All figures in \$'000s

## Service Delivery: City Utilities-Water

| REF                        | Council Reporting Criteria | Operating Impact | Project Type       | Implementation Division | Strategic Pillar                                 | Project Description   | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  | 2026  | 2027  | 2028  | 2029  | Total  |
|----------------------------|----------------------------|------------------|--------------------|-------------------------|--|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| 550                        | Routine                    | N                | Rehab              | City Utilities          | Infrastructure Renewal                           | Non-potable Water Supply Well Assessment                      | 54    |       |       |       |       |       |       |       |       |       | 54     |
| 551                        | Routine                    | Y                | Growth             | Engineering Services    | Sustainability and the Environment               | Excavation Fill Pile Clean up & Storage Facility Construction | 2,583 |       |       |       |       |       |       |       |       |       | 2,583  |
| 552                        | Routine                    | Y                | Other              | City Utilities          | Supporting the Strategic Plan Guiding Principles | Advanced Metering Infrastructure Citywide Implementation      | 1,158 | 1,192 | 1,277 | 1,267 |       |       |       |       |       |       | 4,893  |
| 553                        | Routine                    | N                | Other              | City Utilities          | Infrastructure Renewal                           | City Utilities Financial Plan                                 | 38    |       |       |       |       | 42    |       |       |       |       | 80     |
| 554                        | Routine                    | N                | Growth             | Engineering Services    | Infrastructure Renewal                           | Water Master Plan Update                                      |       |       |       |       |       |       | 338   |       |       |       | 338    |
| 555                        | Routine                    | N                | Growth             | Engineering Services    | Infrastructure Renewal                           | City Wide Development Driven Upgrades - Water                 | 451   | 78    | 81    | 80    | 82    | 83    | 85    | 87    | 88    | 90    | 1,204  |
| 556                        | Routine                    | N                | Growth             | Engineering Services    | Infrastructure Renewal                           | Core Area Development Driven Upgrades - Water                 | 1,283 | 443   | 456   | 453   | 462   | 471   | 480   | 490   | 500   | 510   | 5,546  |
| 557                        | Routine                    | N                | Rehab              | City Utilities          | Infrastructure Renewal                           | Valve Replacement Program                                     | 286   | 295   | 304   | 301   | 307   | 313   | 320   | 326   | 333   | 339   | 3,124  |
| 558                        | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                           | Structurally Deficient Watermain Rehab - City Wide            | 1,448 | 1,070 | 1,101 | 1,093 | 1,115 | 1,137 | 1,160 | 1,183 | 1,206 | 1,231 | 11,743 |
| 559                        | Routine                    | N                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal                           | Water Distribution System Study Implementation                |       |       | 1,091 |       |       |       |       |       |       |       | 1,091  |
| City Utilities-Water Total |                            |                  |                    |                         |  |   | 7,301 | 3,078 | 4,309 | 3,193 | 1,965 | 2,046 | 2,383 | 2,085 | 2,127 | 2,169 | 30,656 |

## Service Delivery: Engineering Services-Other

| REF                                     | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                               | Project Description                            | 2020       | 2021 | 2022       | 2023 | 2024 | 2025 | 2026      | 2027 | 2028 | 2029 | Total        |
|---|----------------------------|------------------|--------------|-------------------------|--|--|------------|------|------------|------|------|------|-----------|------|------|------|--------------|
| 570                                     | Routine                    | Y                | Growth       | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Northdale Community Master Plan Implementation | 532        |      | 447        |      |      |      |           |      |      |      | 979          |
| 571                                     | Routine                    | N                | Other        | Engineering Services    | Infrastructure Renewal                         | Pavement Condition Data Update                 |            |      | 91         |      |      |      | 96        |      |      |      | 187          |
| <b>Engineering Services-Other Total</b> |                            |                  |              |                         |  |  | <b>532</b> |      | <b>538</b> |      |      |      | <b>96</b> |      |      |      | <b>1,166</b> |

# INTEGRATED PLANNING & PUBLIC WORKS

All figures in \$'000s

## Service Delivery: Engineering Services-Parks\*

| REF                                     | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                               | Project Description                          | 2020       | 2021       | 2022       | 2023       | 2024       | 2025       | 2026       | 2027       | 2028       | 2029       | Total        |
|---|----------------------------|------------------|--------------|-------------------------|--|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| 580                                     | Routine                    | Y                | Growth       | Engineering Services    | Healthy Community and Resilient Neighbourhoods | City Wide - Var. Neighborhood New Park Dev.  | 248        | 53         | 55         | 54         | 55         | 56         | 57         | 59         | 60         | 61         | 758          |
| 581                                     | Non-Routine                | Y                | Growth       | Engineering Services    | Healthy Community and Resilient Neighbourhoods | West Side Amphitheatre Implementation        |            |            |            |            |            |            |            |            | 199        | 371        | 570          |
| 582                                     | Routine                    | Y                | Growth       | Engineering Services    | Safe, Sustainable Transportation               | Hydro Corridor Trail - South of Columbia St. | 69         | 529        |            |            |            |            |            |            |            |            | 599          |
| 583                                     | Routine                    | Y                | Growth       | Engineering Services    | Safe, Sustainable Transportation               | Trails in New Development Areas- NW Waterloo | 257        | 265        | 273        | 271        | 276        | 282        | 287        | 293        | 299        | 305        | 2,807        |
| 584                                     | Routine                    | Y                | Growth       | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Uptown Neighbourhoods Public Space Additions | 226        |            | 240        |            |            | 248        |            |            |            |            | 714          |
| <b>Engineering Services-Parks Total</b> |                            |                  |              |                         |  |  | <b>802</b> | <b>847</b> | <b>567</b> | <b>325</b> | <b>331</b> | <b>586</b> | <b>345</b> | <b>351</b> | <b>558</b> | <b>737</b> | <b>5,448</b> |

\* The Engineering Services-Parks section is largely driven by development activity, however the projects very closely align with Environment and Parks. Staff will look to realign these projects within the Environment and Parks section of the capital budget as a part of future capital budget development.

## Service Delivery: Engineering Services-Roads

| REF                                     | Council Reporting Criteria | Operating Impact | Project Type       | Implementation Division | Strategic Pillar       | Project Description  | 2020         | 2021 | 2022          | 2023          | 2024 | 2025 | 2026         | 2027 | 2028      | 2029       | Total         |
|---|----------------------------|------------------|--------------------|-------------------------|------------------------|--|--------------|------|---------------|---------------|------|------|--------------|------|-----------|------------|---------------|
| 590                                     | Non-Routine                | Y                | Growth             | Engineering Services    | Infrastructure Renewal | Beaver Creek Road & Conservation Drive Reconstruction        |              |      | 21,464        | 17,589        |      |      |              |      |           |            | 39,053        |
| 591                                     | Routine                    | Y                | Growth             | Engineering Services    | Infrastructure Renewal | Bisch Street - Erbsville Road to City Limit - Reconstruction |              |      |               |               |      |      |              |      | 82        | 674        | 757           |
| 592                                     | Routine                    | N                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal | Country Squire Rd. - Glasgow St (township) to 500m East      |              |      |               |               |      |      | 1,028        |      |           |            | 1,028         |
| 593                                     | Non-Routine                | Y                | Growth             | Engineering Services    | Infrastructure Renewal | Ira Needles Boulevard - By-pass                              | 6,115        |      |               |               |      |      |              |      |           |            | 6,115         |
| <b>Engineering Services-Roads Total</b> |                            |                  |                    |                         |                        |  | <b>6,115</b> |      | <b>21,464</b> | <b>17,589</b> |      |      | <b>1,028</b> |      | <b>82</b> | <b>674</b> | <b>46,953</b> |

## Service Delivery: Engineering Services-Sanitary\*

| REF  | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar       | Project Description                         | 2020       | 2021         | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Total        |
|--|----------------------------|------------------|--------------|-------------------------|------------------------|---|------------|--------------|------|------|------|------|------|------|------|------|--------------|
| 600  | Routine                    | N                | Growth       | Engineering Services    | Infrastructure Renewal | Northlands Sanitary Pumping Station Upgrade | 177        | 2,190        |      |      |      |      |      |      |      |      | 2,368        |
| <b>Engineering Services-Sanitary Total</b> |                            |                  |              |                         |                        |   | <b>177</b> | <b>2,190</b> |      |      |      |      |      |      |      |      | <b>2,368</b> |

\* The Engineering Services-Sanitary section is largely driven by development activity, however the project is very closely aligned with City Utilities-Sanitary. Staff will look to realign this project within the City Utilities-Sanitary section of the capital budget as a part of future capital budget development.



## Service Delivery: Engineering Services-Water

| REF                                     | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                               | Project Description                                     | 2020       | 2021         | 2022       | 2023      | 2024         | 2025      | 2026      | 2027      | 2028      | 2029      | Total        |
|---|----------------------------|------------------|--------------|-------------------------|--|---|------------|--------------|------------|-----------|--------------|-----------|-----------|-----------|-----------|-----------|--------------|
| 610                                     | Non-Routine                | Y                | Growth       | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Completion of the Waterloo Public Square                | 106        | 959          |            |           |              |           |           |           |           |           | 1,065        |
| 611                                     | Routine                    | N                | Other        | Engineering Services    | Infrastructure Renewal                         | Infrastructure Management Initiatives                   | 51         | 53           | 55         | 54        | 55           | 56        | 57        | 59        | 60        | 61        | 561          |
| 612                                     | Routine                    | N                | Growth       | Engineering Services    | Infrastructure Renewal                         | Erbsville Road - Ira Needles to Columbia St - Watermain |            |              | 568        |           | 1,095        |           |           |           |           |           | 1,664        |
| <b>Engineering Services-Water Total</b> |                            |                  |              |                         |  |   | <b>158</b> | <b>1,012</b> | <b>623</b> | <b>54</b> | <b>1,151</b> | <b>56</b> | <b>57</b> | <b>59</b> | <b>60</b> | <b>61</b> | <b>3,290</b> |

# INTEGRATED PLANNING & PUBLIC WORKS

All figures in \$'000s

## Service Delivery: Planning

| REF | Council Reporting Criteria | Operating Impact | Project Type       | Implementation Division | Strategic Pillar                                 | Project Description                                       | 2020  | 2021  | 2022  | 2023 | 2024  | 2025 | 2026  | 2027 | 2028 | 2029 | Total |
|-----|----------------------------|------------------|--------------------|-------------------------|--|---|-------|-------|-------|------|-------|------|-------|------|------|------|-------|
| 620 | Non-Routine                | N                | Other              | Planning                | Economic Growth & Development                    | City Wide Community Improvement Plan                      |       |       |       |      |       |      |       | 115  |      |      | 115   |
| 621 | Non-Routine                | N                | Growth             | Planning                | Supporting the Strategic Plan Guiding Principles | Northdale Community Improvement Plan (CIP) Implementation | 252   |       |       |      |       |      |       |      |      |      | 252   |
| 622 | Non-Routine                | Y                | Growth             | Planning                | Supporting the Strategic Plan Guiding Principles | Northdale Priority Project                                |       | 2,674 | 2,727 |      | 1,706 | 146  |       |      |      |      | 7,253 |
| 623 | Non-Routine                | Y                | Other              | Transportation Services | Economic Growth & Development                    | University Avenue Gateway Implementation                  | 579   | 816   | 273   |      |       |      | 287   | 293  | 309  | 475  | 3,032 |
| 624 | Non-Routine                | Y                | Other              | Engineering Services    | Healthy Community and Resilient Neighbourhoods   | Uptown Public Realm Implementation                        | 1,750 |       | 545   | 541  | 552   | 563  | 391   | 445  | 478  | 549  | 5,814 |
| 625 | Routine                    | N                | Other              | Planning                | Sustainability and the Environment               | Community Climate Action Plan                             | 29    | 30    | 31    | 30   | 31    | 32   | 32    | 33   | 33   | 34   | 314   |
| 626 | Routine                    | N                | Growth             | Planning                | Sustainability and the Environment               | Corporate Climate Change Adaptation Plan Implementation   |       | 260   | 268   |      |       |      |       |      |      |      | 528   |
| 627 | Routine                    | N                | Other              | Planning                | Sustainability and the Environment               | Corporate Sustainability Office Initiatives               | 7     | 7     | 7     | 7    |       |      |       |      |      |      | 29    |
| 628 | Routine                    | N                | Other              | Planning                | Supporting the Strategic Plan Guiding Principles | Heritage Educational Programs and Materials               | 51    |       |       |      |       |      |       |      |      |      | 51    |
| 629 | Routine                    | N                | Other              | Planning                | Supporting the Strategic Plan Guiding Principles | Heritage Property Grant                                   |       | 45    | 46    |      |       |      |       |      |      |      | 91    |
| 630 | Non-Routine                | Y                | Growth             | Engineering Services    | Healthy Community and Resilient Neighbourhoods   | Future Northdale Park Works                               |       |       |       |      |       |      | 2,507 |      |      |      | 2,507 |
| 631 | Non-Routine                | Y                | Growth/Rehab Split | Transportation Services | Supporting the Strategic Plan Guiding Principles | Station Area Planning Implementation                      | 3,106 | 2,186 | 2,250 |      |       |      |       |      |      |      | 7,542 |
| 632 | Routine                    | N                | Growth             | Planning                | Supporting the Strategic Plan Guiding Principles | Census Trends   |       |       |       | 11   |       |      |       |      | 12   |      | 22    |
| 633 | Routine                    | N                | Growth             | Planning                | Sustainability and the Environment               | Community Energy Investment Strategy Implementation       |       |       |       | 159  |       |      |       |      |      |      | 159   |
| 634 | Routine                    | N                | Growth             | Planning                | Supporting the Strategic Plan Guiding Principles | Community Visioning                                       | 82    |       |       |      |       |      |       |      |      |      | 82    |
| 635 | Routine                    | N                | Other              | Planning                | Supporting the Strategic Plan Guiding Principles | Comprehensive Zoning By-law Review -Legislated Review     |       |       | 109   |      |       |      |       |      |      |      | 109   |
| 636 | Routine                    | N                | Growth             | Planning                | Supporting the Strategic Plan Guiding Principles | Community Benefits Charge Implementation                  | 157   |       |       |      |       |      |       |      |      |      | 157   |
| 637 | Routine                    | N                | Other              | Planning                | Supporting the Strategic Plan Guiding Principles | Cultural Heritage Landscape Study and Plan                | 139   |       |       |      |       |      |       |      |      |      | 139   |
| 638 | Routine                    | N                | Other              | Planning                | Supporting the Strategic Plan Guiding Principles | Cultural Heritage Landscape Study and Plan II & III       |       | 229   |       |      |       | 239  |       |      |      |      | 468   |
| 639 | Routine                    | N                | Growth             | Planning                | Supporting the Strategic Plan Guiding Principles | DC Funded Growth Studies                                  | 30    | 31    | 32    | 32   | 33    | 33   | 34    | 35   | 35   | 36   | 331   |
| 640 | Routine                    | N                | Growth             | Planning                | Supporting the Strategic Plan Guiding Principles | DC Funded Growth (Development) Studies                    |       |       |       |      |       | 56   |       |      |      |      | 56    |
| 641 | Routine                    | N                | Growth             | Planning                | Supporting the Strategic Plan Guiding Principles | DC Funded Growth (Height & Density) Studies               |       |       | 55    |      |       |      |       |      |      |      | 55    |
| 642 | Routine                    | N                | Growth             | Planning                | Supporting the Strategic Plan Guiding Principles | DC Funded Growth (Parking) Studies                        |       | 53    |       |      |       |      |       |      |      |      | 53    |
| 643 | Routine                    | N                | Growth             | Planning                | Supporting the Strategic Plan Guiding Principles | DC Funded Growth (Urban Design) Studies                   |       |       |       | 54   |       |      |       |      |      |      | 54    |
| 644 | Non-Routine                | N                | Growth             | Planning                | Supporting the Strategic Plan Guiding Principles | Erbsville Scoped Subwatershed Study                       |       |       | 417   |      |       |      |       |      |      |      | 417   |
| 645 | Routine                    | N                | Growth             | Planning                | Supporting the Strategic Plan Guiding Principles | Existing District Plan Updates                            | 15    | 16    | 16    | 16   | 17    | 17   | 17    | 18   | 18   | 18   | 168   |

# INTEGRATED PLANNING & PUBLIC WORKS

All figures in \$'000s

## Service Delivery: Planning

| REF            | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                                 | Project Description                         | 2020  | 2021  | 2022  | 2023 | 2024  | 2025  | 2026  | 2027 | 2028 | 2029  | Total  |
|----------------|----------------------------|------------------|--------------|-------------------------|--|---|-------|-------|-------|------|-------|-------|-------|------|------|-------|--------|
| 646            | Routine                    | N                | Growth       | Planning                | Sustainability and the Environment               | Flood Plain Mapping Updates                 |       |       |       |      |       |       | 169   |      |      |       | 169    |
| 647            | Routine                    | N                | Growth       | Planning                | Supporting the Strategic Plan Guiding Principles | Growth Management Policy                    | 103   |       |       |      |       |       |       |      |      |       | 103    |
| 649            | Routine                    | N                | Growth       | Planning                | Infrastructure Renewal                           | Hydro Burial Study                          | 31    |       |       |      |       |       |       |      |      |       | 31     |
| 650            | Routine                    | N                | Growth       | Planning                | Sustainability and the Environment               | Natural System Inventory and Strategy       | 340   |       |       |      |       |       |       |      |      |       | 340    |
| 651            | Non-Routine                | N                | Growth       | Planning                | Supporting the Strategic Plan Guiding Principles | New Central Residential District Plan       |       | 155   |       |      |       |       |       |      |      |       | 155    |
| 652            | Routine                    | N                | Growth       | Planning                | Supporting the Strategic Plan Guiding Principles | Official Plan Review - Background Research  |       | 159   |       |      |       | 208   |       |      |      |       | 367    |
| 653            | Routine                    | N                | Growth       | Planning                | Supporting the Strategic Plan Guiding Principles | Reurbanization Initiatives                  | 83    |       |       |      |       |       |       |      |      |       | 83     |
| 654            | Non-Routine                | N                | Growth       | Planning                | Supporting the Strategic Plan Guiding Principles | Revised Erbsville District Plan             |       |       |       |      | 191   |       |       |      |      |       | 191    |
| 655            | Routine                    | N                | Growth       | Planning                | Economic Growth & Development                    | Student Accommodation Monitoring            |       |       |       | 11   |       |       |       |      | 12   |       | 22     |
| 656            | Routine                    | N                | Growth       | Planning                | Supporting the Strategic Plan Guiding Principles | Transportation Demand Management Guidelines |       | 53    |       |      |       |       |       |      |      |       | 53     |
| 657            | Routine                    | N                | Growth       | Planning                | Supporting the Strategic Plan Guiding Principles | Urban Design Model                          |       | 53    | 55    |      |       |       |       |      |      |       | 108    |
| Planning Total |                            |                  |              |                         |  |   | 6,754 | 6,766 | 6,831 | 862  | 2,529 | 1,294 | 3,437 | 938  | 897  | 1,112 | 31,420 |

# INTEGRATED PLANNING & PUBLIC WORKS

All figures in \$'000s

## Service Delivery: Transportation Services

| REF | Council Reporting Criteria | Operating Impact | Project Type       | Implementation Division | Strategic Pillar                               | Project Description  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  | 2026  | 2027  | 2028  | 2029  | Total  |
|-----|----------------------------|------------------|--------------------|-------------------------|--|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| 660 | Routine                    | N                | Other              | Engineering Services    | Infrastructure Renewal                         | Bridge/Retaining Wall Inspection   | 89    |       | 94    |       | 95    |       | 99    |       | 103   |       | 480    |
| 661 | Routine                    | N                | Rehab              | City Utilities          | Infrastructure Renewal                         | Bridges (Road/Culvert) Rehabilitation  | 80    | 83    | 85    | 84    | 86    | 88    | 90    | 91    | 93    | 95    | 875    |
| 662 | Non-Routine                | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Transportation Infrastructure Replacement and Rehabilitation Needs                                 | 435   | 910   | 1,077 | 1,077 | 1,077 | 1,077 | 1,077 | 1,077 | 1,077 | 1,077 | 9,958  |
| 663 | Non-Routine                | Y                | Growth             | Engineering Services    | Infrastructure Renewal                         | Columbia St - King St to Marsland Dr Reconstruction  |       |       |       |       |       | 373   | 1,266 | 2,638 | 228   |       | 4,505  |
| 664 | Routine                    | N                | Rehab              | Engineering Services    | Safe, Sustainable Transportation               | Left Turn Lane Regina St @ Bridgeport Road Reconstruction  |       |       |       |       | 110   |       |       |       |       |       | 110    |
| 665 | Routine                    | Y                | Growth/Rehab Split | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Albert Street - Columbia St to University Ave - Reconstruction                                     |       |       |       |       |       |       | 266   | 4,084 | 166   |       | 4,517  |
| 666 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Alexandra Ave - Lourdes Street to Westmount Road Reconstruction                                    | 196   | 3,096 | 139   |       |       |       |       |       |       |       | 3,431  |
| 667 | Routine                    | Y                | Growth/Rehab Split | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Batavia Place - Columbia St to Cul-de-Sac Reconstruction   |       |       |       |       |       |       | 114   | 1,593 | 40    |       | 1,748  |
| 668 | Routine                    | Y                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Bowman St & Lucan St - Union St to Roger St Reconstruction   |       |       |       |       |       |       |       |       | 238   | 2,593 | 2,831  |
| 669 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | City Wide - City Road Share of Regional Projects   | 2,479 | 1,192 | 1,227 | 1,218 | 1,242 | 1,267 | 1,292 | 1,318 | 1,344 | 1,371 | 13,952 |
| 670 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | City Wide - Road Reconstruction Rehab Program  |       |       |       | 215   | 1,906 | 1,649 | 2,113 | 1,735 | 5,954 | 8,381 | 21,953 |
| 671 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Erb St - Menno to Westmount Rd Reconstruction  |       |       |       | 2,758 |       |       |       |       |       |       | 2,758  |
| 672 | Routine                    | Y                | Growth/Rehab Split | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Hazel Street - University Ave to Columbia St & Beech St Reconstruction                             |       |       |       |       |       |       |       |       | 198   | 3,388 | 3,586  |
| 673 | Routine                    | Y                | Growth/Rehab Split | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Hickory St W - Albert to Hazel St - Reconstruction   |       |       |       |       | 183   | 2,556 | 74    |       |       |       | 2,813  |
| 674 | Routine                    | Y                | Growth/Rehab Split | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Hickory St W - Hazel St to Spruce St - Reconstruction2   |       |       |       | 179   | 2,409 | 60    |       |       |       |       | 2,648  |
| 675 | Routine                    | Y                | Growth/Rehab Split | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Hickory Street West - Lester to Albert -Reconstruction2  |       |       |       |       |       |       |       |       | 118   | 1,500 | 1,618  |
| 676 | Routine                    | N                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal                         | King St. – Central St to University Ave Reconstruction   | 3,928 |       |       |       |       |       |       |       |       |       | 3,928  |
| 677 | Routine                    | Y                | Growth/Rehab Split | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Larch Street - Balsam to Hickory Reconstruction2   | 1,514 |       |       |       |       |       |       |       |       |       | 1,514  |
| 678 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Longfellow Dr - Shakespeare Dr to Westmount Rd - Reconstruction                                    | 286   | 2,451 | 99    |       |       |       |       |       |       |       | 2,836  |
| 679 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Longwood Dr - Albert St to Longwood Dr & Moccasin Dr - Greenbriar Dr to Longwood Dr Reconstruction | 143   |       |       |       |       |       |       |       |       |       | 143    |
| 680 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | MacKay Cr-Weber St to Alvin St-Reconstruction  | 262   | 2,713 | 95    |       |       |       |       |       |       |       | 3,070  |
| 681 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Neilson Ave - Margaret Ave to Bluevale St - Reconstruction   | 59    |       |       |       |       |       |       |       |       |       | 59     |
| 682 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Roosevelt Ave - Warrington Drive to Erb St Reconstruction  | 3,724 | 154   |       |       |       |       |       |       |       |       | 3,878  |
| 683 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Royal Street - Weber Street to Margaret Avenue Reconstruction                                      | 4,243 | 138   |       |       |       |       |       |       |       |       | 4,381  |
| 684 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Schaefer St - Weber St N to Cul-de-sac Reconstruction  |       |       |       | 143   | 1,294 | 69    |       |       |       |       | 1,507  |

# INTEGRATED PLANNING & PUBLIC WORKS

All figures in \$'000s

## Service Delivery: Transportation Services

| REF | Council Reporting Criteria | Operating Impact | Project Type       | Implementation Division | Strategic Pillar                               | Project Description   | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  | 2026  | 2027  | 2028  | 2029  | Total  |
|-----|----------------------------|------------------|--------------------|-------------------------|--|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| 685 | Routine                    | Y                | Growth/Rehab Split | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Sunview Street - University Ave to Hickory St - Reconstruction                  |       |       |       |       |       |       |       |       | 198   | 3,027 | 3,225  |
| 686 | Routine                    | Y                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Teakwood Drive and Thorncrest Dr between Glen Forrest & Teakwood Reconstruction |       |       | 463   | 3,182 | 120   |       |       |       |       |       | 3,766  |
| 687 | Non-Routine                | Y                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal                         | Union St - King St to Moore Ave Reconstruction                                  | 156   | 6,551 | 168   |       |       |       |       |       |       |       | 6,875  |
| 688 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | University Ave - Albert St to Westmount Rd Reconstruction                       |       |       |       |       |       | 2,941 |       |       |       |       | 2,941  |
| 689 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | University Ave - Weber St to Albert St Reconstruction                           |       |       |       | 3,118 |       |       |       |       |       |       | 3,118  |
| 690 | Non-Routine                | N                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal                         | Weber St - Blythwood to Northfield Drive Reconstruction                         |       | 5,299 |       |       |       |       |       |       |       |       | 5,299  |
| 691 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Weber St - Erb St to Forwell Creek Rd Reconstruction                            |       |       |       | 2,827 | 2,884 |       |       |       |       |       | 5,711  |
| 692 | Routine                    | Y                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal                         | Westmount Rd - Northfield Dr to Benjamin Rd Reconstruction                      |       |       |       |       | 366   | 4,253 | 201   |       |       |       | 4,820  |
| 693 | Routine                    | N                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal                         | Westmount Rd - University Ave to Columbia St. Reconstruction                    |       |       |       |       | 2,465 |       |       |       |       |       | 2,465  |
| 694 | Routine                    | N                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal                         | Young Street East - King Street to Pepper Reconstruction                        | 1,047 | 45    |       |       |       |       |       |       |       |       | 1,092  |
| 695 | Routine                    | N                | Growth/Rehab Split | Engineering Services    | Infrastructure Renewal                         | Core Area Development Driven Upgrades-Roads                                     | 92    | 13    | 13    | 13    | 13    | 13    | 14    | 14    | 14    | 14    | 213    |
| 696 | Routine                    | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Resurfacing Roads - Colonial Acres Area   |       |       | 164   | 162   | 166   | 169   | 172   | 176   | 179   | 183   | 1,371  |
| 697 | Non-Routine                | N                | Rehab              | Engineering Services    | Infrastructure Renewal                         | Resurfacing Roads - Various Locations   | 1,647 | 1,695 | 1,745 | 1,682 | 1,104 | 2,703 | 2,757 | 1,054 | 1,076 | 1,231 | 16,695 |
| 698 | Routine                    | N                | Growth/Rehab Split | Engineering Services    | Safe, Sustainable Transportation               | Road Widening & Intersection Improvements - City Wide                           | 21    | 21    | 22    | 22    | 22    | 23    | 23    | 23    | 24    | 24    | 225    |
| 699 | Non-Routine                | N                | Rehab              | Transportation Services | Sustainability and the Environment             | Decorative Streetlight LED Replacement Program                                  |       |       |       | 108   | 110   | 113   | 115   | 117   | 120   | 122   | 805    |
| 700 | Routine                    | N                | Rehab              | Transportation Services | Infrastructure Renewal                         | Retaining Wall Replacement - City Wide  | 154   | 52    | 54    | 53    | 54    | 55    | 56    | 57    | 59    | 60    | 655    |
| 701 | Routine                    | N                | Rehab              | Transportation Services | Safe, Sustainable Transportation               | Streetlighting Maintenance in Conjunction with Roads                            | 51    | 52    | 54    | 53    | 54    | 55    | 56    | 57    | 59    | 60    | 551    |
| 702 | Routine                    | N                | Rehab              | Transportation Services | Safe, Sustainable Transportation               | Streetlighting Retrofit, Pole Replacement, & Hydro Conduits - City Wide         | 278   | 286   | 294   | 292   | 298   | 221   | 310   | 316   | 235   | 329   | 2,859  |
| 703 | Non-Routine                | N                | Growth             | Engineering Services    | Safe, Sustainable Transportation               | Active Transportation Crossing of Hwy. 85                                       |       | 212   |       |       |       |       |       |       |       |       | 212    |
| 704 | Routine                    | N                | Growth             | Transportation Services | Safe, Sustainable Transportation               | Active Waterloo Report  |       | 12    |       | 13    |       | 13    |       | 14    |       | 14    | 67     |
| 705 | Routine                    | N                | Rehab              | Transportation Services | Healthy Community and Resilient Neighbourhoods | Asphalt Walkways - City Wide  |       | 21    |       | 22    |       | 23    |       | 23    |       | 24    | 113    |
| 706 | Routine                    | N                | Growth             | Transportation Services | Safe, Sustainable Transportation               | Bicycle Parking   | 31    | 32    | 33    | 32    | 33    | 34    | 34    | 35    | 36    | 36    | 337    |
| 707 | Routine                    | N                | Growth             | Transportation Services | Safe, Sustainable Transportation               | Installation of Trail Counters  |       | 11    |       | 11    |       | 11    |       | 12    |       | 12    | 57     |
| 708 | Non-Routine                | Y                | Growth             | Transportation Services | Healthy Community and Resilient Neighbourhoods | Laurel Creek Trail around Conservation Area Construction                        |       |       | 109   | 108   | 431   | 563   |       |       |       |       | 1,211  |
| 709 | Non-Routine                | N                | Growth/Rehab Split | Engineering Services    | Safe, Sustainable Transportation               | Market Trail Stage 2 Construction   |       | 710   | 360   |       |       |       |       |       |       |       | 1,070  |

# INTEGRATED PLANNING & PUBLIC WORKS

All figures in \$'000s

## Service Delivery: Transportation Services

| REF | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                               | Project Description  | 2020  | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Total |
|-----|----------------------------|------------------|--------------|-------------------------|--|--|-------|------|------|------|------|------|------|------|------|------|-------|
| 710 | Routine                    | Y                | Growth       | Engineering Services    | Safe, Sustainable Transportation               | Municipal Trail - Former Waterloo Inn Lands Construction                 | 1,580 |      |      |      |      |      |      |      |      |      | 1,580 |
| 711 | Routine                    | Y                | Growth       | Transportation Services | Healthy Community and Resilient Neighbourhoods | Northfield Dr Multi-use Trail - Bridge St to University Ave Construction |       |      | 293  |      |      |      |      |      |      |      | 293   |
| 712 | Routine                    | N                | Growth       | Transportation Services | Safe, Sustainable Transportation               | Pedestrian Crossing Facilities - Level 2                                 | 20    | 21   |      | 21   |      | 44   |      | 46   |      |      | 152   |
| 713 | Routine                    | Y                | Growth       | Transportation Services | Safe, Sustainable Transportation               | Refuge Islands - City Wide -TMP  | 51    | 52   | 54   | 53   | 54   | 55   | 56   | 57   | 59   | 60   | 551   |
| 714 | Routine                    | N                | Rehab        | Transportation Services | Safe, Sustainable Transportation               | Sidewalk Replacement - City Wide   | 124   | 127  | 131  | 130  | 132  | 135  | 138  | 141  | 143  | 146  | 1,347 |
| 715 | Routine                    | Y                | Rehab        | Transportation Services | Safe, Sustainable Transportation               | Sidewalks and Trails associated with LRT                                 |       |      |      | 205  | 209  | 213  | 217  | 222  | 226  | 238  | 1,530 |
| 716 | Routine                    | Y                | Growth       | Transportation Services | Safe, Sustainable Transportation               | Sidewalks - New Construction - City Wide                                 | 303   | 312  | 321  | 319  | 325  | 332  | 338  | 345  | 352  | 359  | 3,306 |
| 717 | Non-Routine                | N                | Other        | Transportation Services | Safe, Sustainable Transportation               | TMP Implementation Sign Replacement                                      | 500   |      |      |      |      | 200  | 600  | 500  | 700  |      | 2,500 |
| 718 | Routine                    | Y                | Growth       | Transportation Services | Safe, Sustainable Transportation               | Traffic Calming Implementation - City Wide                               | 127   | 131  | 135  | 134  | 136  | 139  | 142  | 145  | 148  | 151  | 1,388 |
| 719 | Routine                    | Y                | Growth       | Transportation Services | Safe, Sustainable Transportation               | Trails and Bikeways Master Plan Implementation - City Wide               | 412   | 424  | 436  | 433  | 442  | 450  | 459  | 469  | 478  | 488  | 4,491 |
| 720 | Non-Routine                | Y                | Growth       | Transportation Services | Safe, Sustainable Transportation               | Trail Lighting Retrofit Program  |       | 26   | 65   | 65   | 66   | 68   | 69   | 70   | 72   | 73   | 575   |
| 721 | Non-Routine                | N                | Growth       | Transportation Services | Safe, Sustainable Transportation               | Wayfinding and Signed Bike Routes  |       |      |      | 27   | 28   | 28   | 29   | 29   | 30   | 30   | 201   |
| 722 | Non-Routine                | Y                | Growth       | Engineering Services    | Healthy Community and Resilient Neighbourhoods | Caroline St Decorative Street Lighting                                   | 50    |      | 759  |      |      |      |      |      |      |      | 809   |
| 723 | Routine                    | N                | Growth       | Transportation Services | Sustainability and the Environment             | Future Snow Dump Study   |       | 53   |      |      |      |      |      |      |      |      | 53    |
| 724 | Routine                    | N                | Rehab        | Engineering Services    | Infrastructure Renewal                         | Geotechnical - Various Locations   | 51    | 53   | 55   | 54   | 55   | 56   | 57   | 59   | 60   | 61   | 561   |
| 725 | Non-Routine                | N                | Other        | Engineering Services    | Safe, Sustainable Transportation               | Transportation Master Plan Update and Review                             |       |      |      |      |      | 282  |      |      |      |      | 282   |
| 726 | Non-Routine                | N                | Rehab        | Transportation Services | Safe, Sustainable Transportation               | Intersection Collision Review and Implementation                         | 51    | 106  |      | 108  |      | 113  |      | 117  |      | 122  | 617   |
| 727 | Routine                    | N                | Other        | Transportation Services | Safe, Sustainable Transportation               | Traffic Calming Studies - TMP  | 101   | 104  | 107  | 106  | 108  | 111  | 113  | 115  | 117  | 120  | 1,102 |

## Service Delivery: Library

| REF           | Council Reporting Criteria | Operating Impact | Project Type | Implementation Division | Strategic Pillar                               | Project Description                               | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Total |
|---------------|----------------------------|------------------|--------------|-------------------------|--|---|------|------|------|------|------|------|------|------|------|------|-------|
| 801           | Routine                    | N                | Rehab        | Library                 | Healthy Community and Resilient Neighbourhoods | Furnishing, Signage and Shelving Replacement      |      |      |      |      |      | 127  | 172  | 163  | 239  |      | 701   |
| 802           | Routine                    | N                | Growth       | Library                 | Healthy Community and Resilient Neighbourhoods | Additional Library Growth - Non Book Collection   |      |      |      | 9    |      |      |      |      |      |      |       |
| 803           | Routine                    | N                | Growth       | Library                 | Healthy Community and Resilient Neighbourhoods | Book Collection                                   | 172  | 180  | 190  | 189  | 193  | 197  | 201  | 205  | 209  | 213  | 1,951 |
| 804           | Routine                    | N                | Growth       | Library                 | Healthy Community and Resilient Neighbourhoods | Library Growth - Non Book Collection              | 50   | 52   | 53   | 53   | 54   | 55   | 56   | 57   | 58   | 59   | 547   |
| 805           | Routine                    | N                | Other        | Library                 | Healthy Community and Resilient Neighbourhoods | Job Evaluation                                    |      |      | 10   | 3    |      |      |      |      |      |      | 13    |
| 806           | Routine                    | N                | Other        | Library                 | Healthy Community and Resilient Neighbourhoods | Strategic Plan Implementation                     |      | 16   | 75   |      |      | 17   | 79   |      |      |      | 187   |
| 807           | Routine                    | N                | Other        | Library                 | Healthy Community and Resilient Neighbourhoods | Study - Library Technology Study                  |      | 55   |      |      |      |      | 62   |      |      |      | 117   |
| 808           | Routine                    | N                | Rehab        | Library                 | Healthy Community and Resilient Neighbourhoods | Computer and Communications Upgrades/Replacements | 104  | 102  | 109  | 109  | 110  | 86   | 108  | 120  | 441  | 323  | 1,612 |
| 809           | Routine                    | N                | Rehab        | Library                 | Healthy Community and Resilient Neighbourhoods | Computer Server Replacement                       | 31   |      |      |      |      |      |      |      |      |      | 31    |
| 810           | Routine                    | N                | Other        | Library                 | Healthy Community and Resilient Neighbourhoods | Ontarians with Disabilities Act                   |      |      | 11   | 21   |      | 6    |      |      |      |      | 37    |
| 811           | Routine                    | N                | Rehab        | Library                 | Healthy Community and Resilient Neighbourhoods | Replacement of RFID System                        | 36   | 37   | 218  |      |      |      | 219  | 176  |      |      | 687   |
| Library Total |                            |                  |              |                         |  |   | 393  | 441  | 667  | 383  | 357  | 487  | 898  | 721  | 947  | 666  | 5,962 |

**This page intentionally left blank**



### **Investment in Our Infrastructure**

Not unlike other Canadian municipalities, the City of Waterloo has infrastructure needs that exceed available funding. On November 14, 2016, Council approved the city's first Corporate Asset Management Plan (AMP). This plan was comprehensive and contained recommendations to further advance the City of Waterloo's asset management activities.

The City of Waterloo's Asset Management Analytical System (AM System) was then used to inform the City's Long Term Financial Plan (LTFP). The AM system contains corporate asset inventories and conditions and allows for the illustration of how planned expenditures for asset renewal affect the performance of the asset over the next 25 years. On April 16, 2018, Council approved the LTFP, a living document, which provided revenue and expenditure projections over a long-term period while using various assumptions relevant to the city. The LTFP is a tool for Council and staff to consider future scenarios and their impacts, to help guide the strategic planning and budget processes.

Most recently, CAO2019-032-Asset Management Update, identified that the City has an annual estimated infrastructure funding gap of \$20 to \$23 million for all infrastructure assets. The Tax Base portion is calculated at \$17 million. An updated LTFP has been included as part of the 2020-2022 Budget documents.

For illustrative purposes, a listing of projects that could not be funded within the 10 year capital program (over target) is being provided, by major asset areas. The over target list is not an exhaustive list, but rather meant to highlight some of the projects that have been identified by the AMP but could not be funded within the current funding envelopes.

**This page intentionally left blank**

# Over Target Examples

All figures in \$'000s

| REF  | Project Type       | Service Delivery Division  | Implementation Division    | Theme                         | Project Description                                  | Source of Financing | Amount |
|------|--------------------|----------------------------|----------------------------|-------------------------------|--|---------------------|--------|
| OT1  | Other              | Comm. Prog. & Outreach     | Comm. Prog. & Outreach     | Studies                       | Diversity, Equity and Inclusion Strategy Development | OT-CRF              | 102    |
| OT2  | Rehab              | Environment & Parks        | Environment & Parks        | Park Rehabilitation / Upgrade | Silver Lake Amenities to Support Programming         | OT-CIRRF            | 650    |
| OT3  | Rehab              | Facility Design Management | Facility Design Management | Facility Refurbishment        | Bechtel #2 Soccer Field & Tennis Court Lighting      | OT-CIRRF            | 200    |
| OT4  | Rehab              | Facility Design Management | Facility Design Management | Facility Refurbishment        | Button Factory Front Porch Replacement               | OT-CIRRF            | 100    |
| OT5  | Rehab              | Facility Design Management | Facility Design Management | Facility Refurbishment        | Canadian Clay & Glass Gallery Window Replacement     | OT-CIRRF            | 275    |
| OT6  | Rehab              | Facility Design Management | Facility Design Management | Facility Refurbishment        | Space Planning and Building Renovation - City Hall   | OT-CIRRF            | 6,671  |
| OT7  | Rehab              | Facility Design Management | Facility Design Management | Facility Refurbishment        | City Centre Upkeep Maintenance                       | OT-CIRRF            | 700    |
| OT8  | Rehab              | Facility Design Management | Facility Design Management | Facility Refurbishment        | Eby Farmhouse Renovation and Expansion               | OT-CIRRF            | 2,600  |
| OT9  | Growth/Rehab Split | Facility Design Management | Facility Design Management | Facility Refurbishment        | Fire Station #1 Building Renovation                  | OT-CIRRF            | 622    |
| OT10 | Rehab              | Facility Design Management | Facility Design Management | Facility Refurbishment        | Fleet Shop Upkeep and Fleet Accessories              | OT-CIRRF            | 910    |
| OT11 | Other              | Facility Design Management | Facility Design Management | Energy Management             | Green Building Policy Implementation                 | OT-CRF              | 1,106  |
| OT12 | Rehab              | Facility Design Management | Facility Design Management | Facility Refurbishment        | Heritage Building Renovations                        | OT-CIRRF            | 273    |
| OT13 | Rehab              | Facility Design Management | Facility Design Management | Facility Refurbishment        | Ice Rink Upgrades                                    | OT-CIRRF            | 3,000  |
| OT14 | Rehab              | Facility Design Management | Facility Design Management | Facility Refurbishment        | Waterloo Service Centre Renovation                   | OT-CIRRF            | 374    |
| OT15 | Rehab              | Facility Design Management | Facility Design Management | Facility Refurbishment        | Waterloo Service Centre Greenhouse Upgrades          | OT-CIRRF            | 850    |
| OT16 | Rehab              | Facility Design Management | Facility Design Management | Road Resurfacing              | Bechtel Roadway & Lighting                           | OT-CIRRF            | 125    |
| OT17 | Rehab              | Facility Design Management | Facility Design Management | Road Resurfacing              | Parking Lot Paving                                   | OT-CIRRF            | 1,150  |
| OT18 | Rehab              | Fire Rescue                | Fire Rescue                | Equipment Replacement         | Pump 3   | OT-CIRRF            | 857    |
| OT19 | Rehab              | IMTS                       | IMTS                       | Equipment Replacement         | Fibre Network Infrastructure                         | OT-CIRRF            | 700    |
| OT20 | Rehab              | Transportation Services    | Engineering Services       | Road Reconstruction           | Albert St Reconstruction-Columbia St to Phillip St   | OT-CIRRF            | 2,037  |
| OT20 | Rehab              | Transportation Services    | Engineering Services       | Road Reconstruction           | Albert St Reconstruction-Columbia St to Phillip St   | OT-WAT              | 647    |
| OT20 | Rehab              | Transportation Services    | Engineering Services       | Road Reconstruction           | Albert St Reconstruction-Columbia St to Phillip St   | OT-SEW              | 772    |

# Over Target Examples

All figures in \$'000s

| REF  | Project Type | Service Delivery Division | Implementation Division | Theme               | Project Description  | Source of Financing | Amount |
|------|--------------|---------------------------|-------------------------|---------------------|--|---------------------|--------|
| OT20 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Albert St Reconstruction-Columbia St to Phillip St           | OT-SWM              | 495    |
| OT21 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Avondale Ave S Reconstruction-Erb St to William S            | OT-CIRRF            | 1,154  |
| OT21 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Avondale Ave S Reconstruction-Erb St to William S            | OT-WAT              | 1,026  |
| OT21 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Avondale Ave S Reconstruction-Erb St to William S            | OT-SEW              | 659    |
| OT21 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Avondale Ave S Reconstruction-Erb St to William S            | OT-SWM              | 335    |
| OT22 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Cedarbrae Ave Reconstruction-Glen Forrest to Glen Manor Blvd | OT-CIRRF            | 877    |
| OT22 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Cedarbrae Ave Reconstruction-Glen Forrest to Glen Manor Blvd | OT-WAT              | 377    |
| OT22 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Cedarbrae Ave Reconstruction-Glen Forrest to Glen Manor Blvd | OT-SEW              | 438    |
| OT22 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Cedarbrae Ave Reconstruction-Glen Forrest to Glen Manor Blvd | OT-SWM              | 463    |
| OT23 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Central St Reconstruction-West End to King St                | OT-CIRRF            | 941    |
| OT23 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Central St Reconstruction-West End to King St                | OT-WAT              | 335    |
| OT23 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Central St Reconstruction-West End to King St                | OT-SEW              | 386    |
| OT23 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Central St Reconstruction-West End to King St                | OT-SWM              | 243    |
| OT24 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Dixie Cres Reconstruction-Marshall to Willowdale Ave         | OT-CIRRF            | 613    |
| OT24 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Dixie Cres Reconstruction-Marshall to Willowdale Ave         | OT-WAT              | 252    |
| OT24 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Dixie Cres Reconstruction-Marshall to Willowdale Ave         | OT-SEW              | 319    |
| OT24 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Dixie Cres Reconstruction-Marshall to Willowdale Ave         | OT-SWM              | 234    |
| OT25 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Dorset St Reconstruction-Albert St to Brideport Rd           | OT-CIRRF            | 341    |
| OT25 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Dorset St Reconstruction-Albert St to Brideport Rd           | OT-WAT              | 155    |
| OT25 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Dorset St Reconstruction-Albert St to Brideport Rd           | OT-SEW              | 221    |
| OT25 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Dorset St Reconstruction-Albert St to Brideport Rd           | OT-SWM              | 65     |
| OT26 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Dorset St Reconstruction-Brideport Rd to Central St          | OT-CIRRF            | 490    |

# Over Target Examples

All figures in \$'000s

| REF  | Project Type | Service Delivery Division | Implementation Division | Theme               | Project Description   | Source of Financing | Amount |
|------|--------------|---------------------------|-------------------------|---------------------|---|---------------------|--------|
| OT26 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Dorset St Reconstruction-Brideport Rd to Central St           | OT-WAT              | 259    |
| OT26 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Dorset St Reconstruction-Brideport Rd to Central St           | OT-SEW              | 294    |
| OT26 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Dorset St Reconstruction-Brideport Rd to Central St           | OT-SWM              | 122    |
| OT27 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Euclid Ave Reconstruction-Erb St to William St                | OT-CIRRF            | 1,043  |
| OT27 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Euclid Ave Reconstruction-Erb St to William St                | OT-WAT              | 490    |
| OT27 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Euclid Ave Reconstruction-Erb St to William St                | OT-SEW              | 661    |
| OT27 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Euclid Ave Reconstruction-Erb St to William St                | OT-SWM              | 403    |
| OT28 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Greenbrier Drive Reconstruction-Albert St to Longwood Dr      | OT-CIRRF            | 697    |
| OT28 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Greenbrier Drive Reconstruction-Albert St to Longwood Dr      | OT-WAT              | 302    |
| OT28 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Greenbrier Drive Reconstruction-Albert St to Longwood Dr      | OT-SEW              | 455    |
| OT28 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Greenbrier Drive Reconstruction-Albert St to Longwood Dr      | OT-SWM              | 134    |
| OT29 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Harvard Pl Reconstruction-Bluevale End of cul-de-sac          | OT-CIRRF            | 391    |
| OT29 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Harvard Pl Reconstruction-Bluevale End of cul-de-sac          | OT-WAT              | 127    |
| OT29 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Harvard Pl Reconstruction-Bluevale End of cul-de-sac          | OT-SEW              | 158    |
| OT29 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Harvard Pl Reconstruction-Bluevale End of cul-de-sac          | OT-SWM              | 215    |
| OT30 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Hemlock St Reconstruction-University Ave to End of cul-de-sac | OT-CIRRF            | 1,241  |
| OT30 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Hemlock St Reconstruction-University Ave to End of cul-de-sac | OT-WAT              | 475    |
| OT30 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Hemlock St Reconstruction-University Ave to End of cul-de-sac | OT-SEW              | 687    |
| OT30 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Hemlock St Reconstruction-University Ave to End of cul-de-sac | OT-SWM              | 308    |
| OT31 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Herbert St Reconstruction-Union St to Allen St                | OT-CIRRF            | 475    |
| OT31 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Herbert St Reconstruction-Union St to Allen St                | OT-WAT              | 264    |
| OT31 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Herbert St Reconstruction-Union St to Allen St                | OT-SEW              | 505    |

# Over Target Examples

All figures in \$'000s

| REF  | Project Type | Service Delivery Division | Implementation Division | Theme               | Project Description  | Source of Financing | Amount |
|------|--------------|---------------------------|-------------------------|---------------------|--|---------------------|--------|
| OT31 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Herbert St Reconstruction-Union St to Allen St                           | OT-SWM              | 341    |
| OT32 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | John St E Reconstruction-Herbert St to Moore Ave                         | OT-CIRRF            | 950    |
| OT32 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | John St E Reconstruction-Herbert St to Moore Ave                         | OT-WAT              | 424    |
| OT32 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | John St E Reconstruction-Herbert St to Moore Ave                         | OT-SEW              | 495    |
| OT32 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | John St E Reconstruction-Herbert St to Moore Ave                         | OT-SWM              | 389    |
| OT33 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Lester St Reconstruction-University Ave to Columbia St                   | OT-CIRRF            | 1,283  |
| OT33 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Lester St Reconstruction-University Ave to Columbia St                   | OT-WAT              | 554    |
| OT33 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Lester St Reconstruction-University Ave to Columbia St                   | OT-SEW              | 869    |
| OT33 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Lester St Reconstruction-University Ave to Columbia St                   | OT-SWM              | 795    |
| OT34 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Longwood Dr Reconstruction-South on Longwood to Longwood                 | OT-CIRRF            | 1,270  |
| OT34 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Longwood Dr Reconstruction-South on Longwood to Longwood                 | OT-WAT              | 494    |
| OT34 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Longwood Dr Reconstruction-South on Longwood to Longwood                 | OT-SEW              | 851    |
| OT34 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Longwood Dr Reconstruction-South on Longwood to Longwood                 | OT-SWM              | 462    |
| OT35 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Quickfall & Langford Place Reconstruction-Mayfield to End of cul-de-sacs | OT-CIRRF            | 1,003  |
| OT35 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Quickfall & Langford Place Reconstruction-Mayfield to End of cul-de-sacs | OT-WAT              | 327    |
| OT35 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Quickfall & Langford Place Reconstruction-Mayfield to End of cul-de-sacs | OT-SEW              | 421    |
| OT35 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Quickfall & Langford Place Reconstruction-Mayfield to End of cul-de-sacs | OT-SWM              | 245    |
| OT36 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Roger St Reconstruction-Moore Ave to Weber St                            | OT-CIRRF            | 1,195  |
| OT36 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Roger St Reconstruction-Moore Ave to Weber St                            | OT-WAT              | 504    |
| OT36 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Roger St Reconstruction-Moore Ave to Weber St                            | OT-SEW              | 534    |
| OT36 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Roger St Reconstruction-Moore Ave to Weber St                            | OT-SWM              | 589    |
| OT37 | Rehab        | Transportation Services   | Engineering Services    | Road Reconstruction | Spring St Reconstruction-Albert St to King St                            | OT-CIRRF            | 507    |

# Over Target Examples

All figures in \$'000s

| REF  | Project Type       | Service Delivery Division | Implementation Division | Theme               | Project Description   | Source of Financing | Amount |
|------|--------------------|---------------------------|-------------------------|---------------------|---|---------------------|--------|
| OT37 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Spring St Reconstruction-Albert St to King St               | OT-WAT              | 246    |
| OT37 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Spring St Reconstruction-Albert St to King St               | OT-SEW              | 232    |
| OT37 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Spring St Reconstruction-Albert St to King St               | OT-SWM              | 247    |
| OT38 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Tennyson PI Reconstruction-Shakespeare to End of cul-de-sac | OT-CIRRF            | 445    |
| OT38 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Tennyson PI Reconstruction-Shakespeare to End of cul-de-sac | OT-WAT              | 160    |
| OT38 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Tennyson PI Reconstruction-Shakespeare to End of cul-de-sac | OT-SEW              | 269    |
| OT38 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Tennyson PI Reconstruction-Shakespeare to End of cul-de-sac | OT-SWM              | 239    |
| OT39 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Terrystone Walk Reconstruction-Cardinal Cres to Erb St      | OT-CIRRF            | 367    |
| OT39 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Terrystone Walk Reconstruction-Cardinal Cres to Erb St      | OT-WAT              | 151    |
| OT39 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Terrystone Walk Reconstruction-Cardinal Cres to Erb St      | OT-SEW              | 258    |
| OT39 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Terrystone Walk Reconstruction-Cardinal Cres to Erb St      | OT-SWM              | 211    |
| OT40 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Winfield Ave Reconstruction-Bellehaven to Carter Ave        | OT-CIRRF            | 980    |
| OT40 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Winfield Ave Reconstruction-Bellehaven to Carter Ave        | OT-WAT              | 381    |
| OT40 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Winfield Ave Reconstruction-Bellehaven to Carter Ave        | OT-SEW              | 693    |
| OT40 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Winfield Ave Reconstruction-Bellehaven to Carter Ave        | OT-SWM              | 325    |
| OT41 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Young St W Reconstruction-Albert St to King St              | OT-CIRRF            | 410    |
| OT41 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Young St W Reconstruction-Albert St to King St              | OT-WAT              | 202    |
| OT41 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Young St W Reconstruction-Albert St to King St              | OT-SEW              | 235    |
| OT41 | Rehab              | Transportation Services   | Engineering Services    | Road Reconstruction | Young St W Reconstruction-Albert St to King St              | OT-SWM              | 149    |
| OT42 | Growth/Rehab Split | Library                   | Library                 | Facility Expansion  | Main Library Expansion and Re-development                   | OT-DC               | 9,725  |
| OT42 | Growth/Rehab Split | Library                   | Library                 | Facility Expansion  | Main Library Expansion and Re-development                   | OT-CRF              | 275    |

**This page intentionally left blank**



### Operating Impact of Capital

The 2020-2022 Approved Capital Budget and 2023-2029 Capital Forecast contains projects for the rehabilitation, expansion, and replacement of existing assets, as well as the purchase, construction, and development of new assets. When considering the merits of an expansion project, or new asset purchase or construction, it is also important to consider the impact that these projects will have on future operating costs.

The operating impact of a new facility for example, would include upkeep and maintenance of the building and furniture and fixtures, additional staffing needs, utility costs, and many other costs in order for the facility to provide services on a day to day basis. These new costs, not yet included in the city's base operating budget, are an operating pressure and need to be considered in conjunction with the capital cost.

To assist in this decision making, below is a summary of the estimated operating impact of capital projects by three categories; Committed, Actionable and Forecast. A project listing has for each category has been included on the pages that follow. Actionable and Forecast impacts relate to capital projects in the current 10 year projection. Committed impacts are a result of projects approved in the prior capital budget and for which the impacts are now being realized.

Operating impacts from prior capital approvals total \$1.1M. Operating impacts of projects budgeted in 2020-2022 total \$2.6M and operating impacts of projects in the forecast have been estimated at \$6.2M.

### SUMMARY OF OPERATING IMPACT OF CAPITAL EXPENDITURES

| Operating Impact of Prior Capital Approvals-COMMITTED | 2020       | 2021       | 2022      | 2020-2022<br>Total |
|---|------------|------------|-----------|--------------------|
| Operating Impact of projects approved in 2019         | 200        | 819        | 82        | 1,101              |
| <b>Committed Subtotal</b>                             | <b>200</b> | <b>819</b> | <b>82</b> | <b>1,101</b>       |

| 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Grand Total  |
|------|------|------|------|------|------|------|--------------|
|      |      |      |      |      |      |      | 1,101        |
|      |      |      |      |      |      |      | <b>1,101</b> |

| Operating Impact of 2020-2022 Proposed Capital-ACTIONABLE | 2020       | 2021       | 2022       | 2020-2022<br>Total |
|---|------------|------------|------------|--------------------|
| Operating Impact of projects budgeted in 2020-2022        | 168        | 291        | 429        | 888                |
| <b>Actionable Subtotal</b>                                | <b>168</b> | <b>291</b> | <b>429</b> | <b>888</b>         |

| 2023       | 2024       | 2025       | 2026 | 2027 | 2028 | 2029 | Grand Total  |
|------------|------------|------------|------|------|------|------|--------------|
| 798        | 615        | 284        |      |      |      |      | 2,585        |
| <b>798</b> | <b>615</b> | <b>284</b> |      |      |      |      | <b>2,585</b> |

| Operating Impact of 2023-2029 Proposed Capital-FORECAST | 2020 | 2021 | 2022 | 2020-2022<br>Total |
|---|------|------|------|--------------------|
| Operating Impact of projects budgeted in 2023-2029      |      |      |      |                    |
| <b>Forecast Subtotal</b>                                |      |      |      |                    |

| 2023         | 2024         | 2025         | 2026         | 2027       | 2028       | 2029       | Grand Total  |
|--------------|--------------|--------------|--------------|------------|------------|------------|--------------|
| 1,129        | 1,197        | 1,290        | 1,272        | 760        | 409        | 151        | 6,208        |
| <b>1,129</b> | <b>1,197</b> | <b>1,290</b> | <b>1,272</b> | <b>760</b> | <b>409</b> | <b>151</b> | <b>6,208</b> |

|                                |            |              |            |              |
|--------------------------------|------------|--------------|------------|--------------|
| <b>TOTAL OPERATING IMPACTS</b> | <b>368</b> | <b>1,110</b> | <b>511</b> | <b>1,989</b> |
|--------------------------------|------------|--------------|------------|--------------|

|              |              |              |              |            |            |            |              |
|--------------|--------------|--------------|--------------|------------|------------|------------|--------------|
| <b>1,927</b> | <b>1,812</b> | <b>1,574</b> | <b>1,272</b> | <b>760</b> | <b>409</b> | <b>151</b> | <b>9,894</b> |
|--------------|--------------|--------------|--------------|------------|------------|------------|--------------|

**This page intentionally left blank**

# Committed Operating Impact

All figures in \$'000s

| REF      | Council Reporting Criteria | Service Delivery Division                | Project Description   | Type of Impact | Source of Financing | 2020       | 2021       | 2022         | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | Total        |
|----------|----------------------------|--|---|----------------|---------------------|------------|------------|--------------|------|------|------|------|------|------|------|--------------|
| 2019-225 | Non-Routine                | Environment & Parks                      | Northdale Parkland & Public Space Redevelopment               | Committed      | OP                  |            | 58         |              |      |      |      |      |      |      |      | 58           |
|          |                            | <b>Environment &amp; Parks Committed</b> |   |                |                     |            | <b>58</b>  |              |      |      |      |      |      |      |      | <b>58</b>    |
| 2019-341 | Non-Routine                | Recreation Services                      | Waterloo Memorial Recreation Complex Addition and Repurposing | Committed      | OP                  | 194        | 98         | (269)        |      |      |      |      |      |      |      | 22           |
|          |                            | <b>Recreation Services Committed</b>     |   |                |                     | <b>194</b> | <b>98</b>  | <b>(269)</b> |      |      |      |      |      |      |      | <b>22</b>    |
| 2019-728 | Routine                    | Transportation Services                  | Refuge Islands - City Wide -TMP                               | Committed      | OP                  | 1          |            |              |      |      |      |      |      |      |      | 1            |
| 2019-729 | Routine                    | Transportation Services                  | Sidewalks - New Construction - City Wide                      | Committed      | OP                  | 1          |            |              |      |      |      |      |      |      |      | 1            |
| 2019-732 | Routine                    | Transportation Services                  | Traffic Calming Implementation - City Wide                    | Committed      | OP                  | 1          |            |              |      |      |      |      |      |      |      | 1            |
| 2019-733 | Routine                    | Transportation Services                  | Trails and Bikeways Master Plan Implementation - City Wide    | Committed      | OP                  | 3          |            |              |      |      |      |      |      |      |      | 3            |
|          |                            | <b>Transportation Services Committed</b> |   |                |                     | <b>6</b>   |            |              |      |      |      |      |      |      |      | <b>6</b>     |
| 2019-801 | Non-Routine                | Library                                  | East Side Library Branch                                      | Committed      | OP                  |            | 663        | 351          |      |      |      |      |      |      |      | 1,015        |
|          |                            | <b>Library Committed</b>                 |   |                |                     |            | <b>663</b> | <b>351</b>   |      |      |      |      |      |      |      | <b>1,015</b> |
|          |                            | <b>Total Committed</b>                   |   |                |                     | <b>200</b> | <b>819</b> | <b>82</b>    |      |      |      |      |      |      |      | <b>1,101</b> |

**This page intentionally left blank**

# Actionable Operating Impact

All figures in \$'000s

| REF | Council Reporting Criteria | Service Delivery Division                            | Project Description   | Type of Impact | Source of Financing | 2020     | 2021 | 2022      | 2023       | 2024       | 2025 | 2026 | 2027 | 2028 | 2029 | Total      |
|-----|----------------------------|--|---|----------------|---------------------|----------|------|-----------|------------|------------|------|------|------|------|------|------------|
| 113 | Routine                    | Ec Dev   | Public Art Implementation                                     | Actionable     | OP                  |          |      | 1         | 1          | 1          |      |      |      |      |      | 3          |
| 119 | Non-Routine                | Ec Dev   | Uptown Parking Expansion General (Structure & Surface Spaces) | Actionable     | OP                  |          |      |           |            | 208        |      |      |      |      |      | 208        |
| 121 | Non-Routine                | Ec Dev   | East Side Employment Lands                                    | Actionable     | OP                  |          |      |           | 50         |            |      |      |      |      |      | 50         |
| 123 | Non-Routine                | Ec Dev   | West Side Employment Lands Servicing                          | Actionable     | OP                  |          |      | 69        |            |            |      |      |      |      |      | 69         |
|     |                            | <b>Economic Development Actionable</b>               |   |                |                     |          |      | <b>70</b> | <b>51</b>  | <b>209</b> |      |      |      |      |      | <b>330</b> |
| 202 | Non-Routine                | Comm. Commissioner                                   | Community Services In Camera                                  | Actionable     | OP                  |          |      |           | 250        |            |      |      |      |      |      | 250        |
|     |                            | <b>Community Services Commissioner Actionable</b>    |   |                |                     |          |      |           | <b>250</b> |            |      |      |      |      |      | <b>250</b> |
| 210 | Non-Routine                | Comm. Prog. & Outreach                               | Museum Storage Facility                                       | Actionable     | OP                  |          |      |           | 5          |            |      |      |      |      |      | 5          |
| 212 | Routine                    | Comm. Prog. & Outreach                               | Neighbourhood Strategy Implementation                         | Actionable     | OP                  |          |      |           | 1          |            |      |      |      |      |      | 1          |
| 214 | Non-Routine                | Comm. Prog. & Outreach                               | Dedicated Museum Website                                      | Actionable     | OP                  | 5        |      |           |            |            |      |      |      |      |      | 5          |
|     |                            | <b>Community Programming and Outreach Actionable</b> |   |                |                     | <b>5</b> |      |           | <b>6</b>   |            |      |      |      |      |      | <b>11</b>  |
| 221 | Non-Routine                | Environment & Parks                                  | RIM Park Ball Diamond Upgrades                                | Actionable     | OP                  |          |      |           | 30         |            |      |      |      |      |      | 30         |
| 223 | Routine                    | Environment & Parks                                  | Park Amenity Upgrades   | Actionable     | OP                  |          |      | 5         |            |            |      |      |      |      |      | 5          |
| 229 | Non-Routine                | Environment & Parks                                  | Alexandra Park Expansion                                      | Actionable     | OP                  |          | 37   |           |            |            |      |      |      |      |      | 37         |
| 230 | Non-Routine                | Environment & Parks                                  | Leash Free Dog Park   | Actionable     | OP                  |          |      | 10        |            |            |      |      |      |      |      | 10         |
| 231 | Non-Routine                | Environment & Parks                                  | Neighbourhood Action Sports Parks                             | Actionable     | OP                  |          | 15   | 15        | 80         | 15         |      |      |      |      |      | 125        |
| 233 | Non-Routine                | Environment & Parks                                  | Roger Street Parks Development                                | Actionable     | OP                  |          |      | 16        |            |            |      |      |      |      |      | 16         |
| 235 | Non-Routine                | Environment & Parks                                  | Splash Pad Construction                                       | Actionable     | OP                  |          | 25   | 65        | 25         |            |      |      |      |      |      | 115        |
| 237 | Non-Routine                | Environment & Parks                                  | Waterloo Park - New East/West Park Crossing                   | Actionable     | OP                  |          |      | 28        |            |            |      |      |      |      |      | 28         |
| 241 | Routine                    | Environment & Parks                                  | Bechtel Park Stadium Rehabilitation                           | Actionable     | OP                  |          | 3    |           |            |            |      |      |      |      |      | 3          |
| 242 | Non-Routine                | Environment & Parks                                  | Outdoor Sports Field Strategy Implementation                  | Actionable     | OP                  |          |      | 10        | 5          |            |      |      |      |      |      | 15         |

# Actionable Operating Impact

All figures in \$'000s

| REF | Council Reporting Criteria | Service Delivery Division                                   | Project Description   | Type of Impact | Source of Financing | 2020       | 2021       | 2022       | 2023       | 2024      | 2025 | 2026 | 2027 | 2028 | 2029 | Total      |
|-----|----------------------------|---|---|----------------|---------------------|------------|------------|------------|------------|-----------|------|------|------|------|------|------------|
| 243 | Non-Routine                | Environment & Parks   | Park Operations Yard Relocation from Bauer Lot                | Actionable     | OP                  |            |            |            | 40         |           |      |      |      |      |      | 40         |
| 245 | Routine                    | Environment & Parks   | Park Shade Structures and Washrooms                           | Actionable     | OP                  |            |            |            | 3          |           |      |      |      |      |      | 3          |
| 250 | Non-Routine                | Environment & Parks   | Waterloo Park - Bauer Parking Lot Upgrade                     | Actionable     | OP                  |            |            |            | 40         |           |      |      |      |      |      | 40         |
| 251 | Non-Routine                | Environment & Parks   | Waterloo Park Lake Frontage Reconstruction                    | Actionable     | OP                  |            | 50         |            |            |           |      |      |      |      |      | 50         |
| 252 | Non-Routine                | Environment & Parks   | Waterloo Park - Master Plan Implementation                    | Actionable     | OP                  |            | 10         | 10         | 10         |           |      |      |      |      |      | 30         |
|     |                            | <b>Environment and Parks Actionable</b>                     |   |                |                     |            | <b>140</b> | <b>159</b> | <b>233</b> | <b>15</b> |      |      |      |      |      | <b>547</b> |
| 261 | Routine                    | EPS-Cemeteries  | Parkview Columbarium Features                                 | Actionable     | OP                  |            |            |            | 1          |           |      |      |      |      |      | 1          |
|     |                            | <b>EPS-Cemeteries Actionable</b>                            |   |                |                     |            |            |            | <b>1</b>   |           |      |      |      |      |      | <b>1</b>   |
| 273 | Non-Routine                | Fac Design & Mgmt Serv.                                     | Material Storage Implementation                               | Actionable     | OP                  |            |            | 14         |            |           |      |      |      |      |      | 14         |
| 277 | Non-Routine                | Fac Design & Mgmt Serv.                                     | Button Factory Elevator Installation                          | Actionable     | OP                  |            |            |            | 1          |           |      |      |      |      |      | 1          |
|     |                            | <b>Facilities Design and Management Services Actionable</b> |   |                |                     |            |            | <b>14</b>  | <b>1</b>   |           |      |      |      |      |      | <b>14</b>  |
| 420 | Routine                    | Fleet & Procurement Serv.                                   | Fleet Equipment Expansion                                     | Actionable     | OP                  | 50         | 50         | 50         |            |           |      |      |      |      |      | 150        |
|     |                            | <b>Fleet and Procurement Services Actionable</b>            |   |                |                     | <b>50</b>  | <b>50</b>  | <b>50</b>  |            |           |      |      |      |      |      | <b>150</b> |
| 447 | Routine                    | IMTS  | Infrastructure Virtualization                                 | Actionable     | OP                  | 82         |            |            |            |           |      |      |      |      |      | 82         |
| 455 | Routine                    | IMTS  | Fibre Network Infrastructure                                  | Actionable     | OP                  | 31         |            |            |            |           |      |      |      |      |      | 31         |
|     |                            | <b>IMTS Actionable</b>                                      |   |                |                     | <b>113</b> |            |            |            |           |      |      |      |      |      | <b>113</b> |
| 513 | Routine                    | City Utilities-Sanitary                                     | Extend Sanitary Mains to Service Private Properties           | Actionable     | OP                  |            |            |            | 2          | 2         |      |      |      |      |      | 4          |
|     |                            | <b>City Utilities-Sanitary Actionable</b>                   |   |                |                     |            |            |            | <b>2</b>   | <b>2</b>  |      |      |      |      |      | <b>4</b>   |
| 545 | Non-Routine                | City Utilities-Stormwater                                   | Stormwater Management System Master Plan Implementation       | Actionable     | OP                  |            |            |            | 1          | 1         |      |      |      |      |      | 2          |
|     |                            | <b>City Utilities-Stormwater Actionable</b>                 |   |                |                     |            |            |            | <b>1</b>   | <b>1</b>  |      |      |      |      |      | <b>2</b>   |
| 551 | Routine                    | City Utilities-Water  | Excavation Fill Pile Clean up & Storage Facility Construction | Actionable     | OP                  |            | 40         |            |            |           |      |      |      |      |      | 40         |

# Actionable Operating Impact

All figures in \$'000s

| REF | Council Reporting Criteria | Service Delivery Division                       | Project Description                                      | Type of Impact | Source of Financing | 2020 | 2021      | 2022       | 2023       | 2024       | 2025       | 2026 | 2027 | 2028 | 2029 | Total      |
|-----|----------------------------|---|--|----------------|---------------------|------|-----------|------------|------------|------------|------------|------|------|------|------|------------|
| 552 | Routine                    | City Utilities-Water                            | Advanced Metering Infrastructure Citywide Implementation | Actionable     | OP                  |      |           |            |            | 263        |            |      |      |      |      | 263        |
|     |                            | <b>City Utilities-Water Actionable</b>          |  |                |                     |      | <b>40</b> |            |            | <b>263</b> |            |      |      |      |      | <b>303</b> |
| 570 | Routine                    | Eng. Serv.-Other                                | Northdale Community Master Plan Implementation           | Actionable     | OP                  |      | 4         |            | 4          |            |            |      |      |      |      | 8          |
|     |                            | <b>Engineering Services-Other Actionable</b>    |  |                |                     |      | <b>4</b>  |            | <b>4</b>   |            |            |      |      |      |      | <b>8</b>   |
| 580 | Routine                    | Eng. Serv.-Parks                                | City Wide - Var. Neighborhood New Park Dev.              | Actionable     | OP                  |      | 7         | 2          | 2          |            |            |      |      |      |      | 10         |
| 582 | Routine                    | Eng. Serv.-Parks                                | Hydro Corridor Trail - South of Columbia St.             | Actionable     | OP                  |      |           | 3          |            |            |            |      |      |      |      | 3          |
| 583 | Routine                    | Eng. Serv.-Parks                                | Trails in New Development Areas-NW Waterloo              | Actionable     | OP                  |      | 2         | 2          | 2          |            |            |      |      |      |      | 5          |
| 584 | Routine                    | Eng. Serv.-Parks                                | Uptown Neighbourhoods Public Space Additions             | Actionable     | OP                  |      | 8         |            | 8          |            |            |      |      |      |      | 15         |
|     |                            | <b>Engineering Services-Parks Actionable</b>    |  |                |                     |      | <b>16</b> | <b>7</b>   | <b>11</b>  |            |            |      |      |      |      | <b>34</b>  |
| 590 | Non-Routine                | Eng. Serv.-Roads                                | Beaver Creek Road & Conservation Drive Reconstruction    | Actionable     | OP                  |      |           |            |            |            | 284        |      |      |      |      | 284        |
|     |                            | <b>Engineering Services-Roads Actionable</b>    |  |                |                     |      |           |            |            |            | <b>284</b> |      |      |      |      | <b>284</b> |
| 593 | Non-Routine                | Eng. Serv.-Sanitary                             | Ira Needles Boulevard - By-pass                          | Actionable     | OP                  |      |           |            | 79         |            |            |      |      |      |      | 79         |
|     |                            | <b>Engineering Services-Sanitary Actionable</b> |  |                |                     |      |           |            | <b>79</b>  |            |            |      |      |      |      | <b>79</b>  |
| 610 | Non-Routine                | Eng. Serv.-Water                                | Completion of the Waterloo Public Square                 | Actionable     | OP                  |      |           | 12         |            |            |            |      |      |      |      | 12         |
|     |                            | <b>Engineering Services-Water Actionable</b>    |  |                |                     |      |           | <b>12</b>  |            |            |            |      |      |      |      | <b>12</b>  |
| 622 | Non-Routine                | Planning  | Northdale Priority Project                               | Actionable     | OP                  |      |           | 20         | 142        |            |            |      |      |      |      | 163        |
| 623 | Non-Routine                | Planning  | University Avenue Gateway Implementation                 | Actionable     | OP                  |      |           |            | 10         |            |            |      |      |      |      | 10         |
| 624 | Non-Routine                | Planning  | Uptown Public Realm Implementation                       | Actionable     | OP                  |      | 17        | 31         |            |            |            |      |      |      |      | 49         |
| 631 | Non-Routine                | Planning  | Station Area Planning Implementation                     | Actionable     | OP                  |      |           | 60         |            | 125        |            |      |      |      |      | 185        |
|     |                            | <b>Planning Actionable</b>                      |  |                |                     |      | <b>17</b> | <b>111</b> | <b>152</b> | <b>125</b> |            |      |      |      |      | <b>406</b> |
| 677 | Routine                    | Transportation Services                         | Larch Street - Balsam to Hickory                         | Actionable     | OP                  |      | 10        |            |            |            |            |      |      |      |      | 10         |

# Actionable Operating Impact

All figures in \$'000s

| REF | Council Reporting Criteria | Service Delivery Division                 | Project Description   | Type of Impact | Source of Financing | 2020       | 2021       | 2022       | 2023       | 2024       | 2025       | 2026 | 2027 | 2028 | 2029 | Total        |
|-----|----------------------------|---|---|----------------|---------------------|------------|------------|------------|------------|------------|------------|------|------|------|------|--------------|
| 687 | Non-Routine                | Transportation Services                   | Union St - King St to Moore Ave                             | Actionable     | OP                  |            |            | 1          |            |            |            |      |      |      |      | 1            |
| 710 | Routine                    | Transportation Services                   | Municipal Trail - Former Waterloo Inn Lands                 | Actionable     | OP                  |            | 10         |            |            |            |            |      |      |      |      | 10           |
| 711 | Routine                    | Transportation Services                   | Northfield Dr Multi-use Trail - Bridge St to University Ave | Actionable     | OP                  |            |            |            | 2          |            |            |      |      |      |      | 2            |
| 716 | Routine                    | Transportation Services                   | Sidewalks - New Construction - City Wide                    | Actionable     | OP                  |            | 1          | 1          | 2          |            |            |      |      |      |      | 4            |
| 718 | Routine                    | Transportation Services                   | Traffic Calming Implementation - City Wide                  | Actionable     | OP                  |            |            | 1          |            |            |            |      |      |      |      | 1            |
| 719 | Routine                    | Transportation Services                   | Trails and Bikeways Master Plan Implementation - City Wide  | Actionable     | OP                  |            | 3          | 3          | 3          |            |            |      |      |      |      | 9            |
| 720 | Non-Routine                | Transportation Services                   | Trail Lighting Retrofit Program                             | Actionable     | OP                  |            |            | 1          | 1          |            |            |      |      |      |      | 1            |
|     |                            | <b>Transportation Services Actionable</b> |   |                |                     |            | <b>24</b>  | <b>7</b>   | <b>8</b>   |            |            |      |      |      |      | <b>38</b>    |
|     |                            | <b>Total Actionable</b>                   |   |                |                     | <b>168</b> | <b>291</b> | <b>429</b> | <b>798</b> | <b>615</b> | <b>284</b> |      |      |      |      | <b>2,585</b> |



# Forecast Operating Impact

All figures in \$'000s

| REF | Council Reporting Criteria | Service Delivery Division                          | Project Description   | Type of Impact | Source of Financing | 2020 | 2021 | 2022 | 2023 | 2024      | 2025      | 2026      | 2027       | 2028       | 2029      | Total      |
|-----|----------------------------|--|---|----------------|---------------------|------|------|------|------|-----------|-----------|-----------|------------|------------|-----------|------------|
| 113 | Routine                    | Ec Dev   | Public Art Implementation                                     | Forecast       | OP                  |      |      |      |      |           | 1         | 1         | 1          | 1          | 1         | 5          |
| 114 | Routine                    | Ec Dev   | Public Art Implementation - Large Scale Initiatives           | Forecast       | OP                  |      |      |      |      |           |           | 4         |            |            |           | 4          |
| 116 | Routine                    | Ec Dev   | Public Square Fireplace                                       | Forecast       | OP                  |      |      |      |      |           |           |           | 1          |            |           | 1          |
| 123 | Non-Routine                | Ec Dev   | West Side Employment Lands Servicing                          | Forecast       | OP                  |      |      |      |      |           |           | 21        |            |            |           | 21         |
|     |                            | <b>Economic Development Forecast</b>               |   |                |                     |      |      |      |      |           | <b>1</b>  | <b>26</b> | <b>2</b>   | <b>1</b>   | <b>1</b>  | <b>31</b>  |
| 212 | Routine                    | Comm. Prog. & Outreach                             | Neighbourhood Strategy Implementation                         | Forecast       | OP                  |      |      |      |      |           | 2         | 1         | 1          | 1          | 1         | 6          |
|     |                            | <b>Community Programming and Outreach Forecast</b> |   |                |                     |      |      |      |      |           | <b>2</b>  | <b>1</b>  | <b>1</b>   | <b>1</b>   | <b>1</b>  | <b>6</b>   |
| 222 | Non-Routine                | Environment & Parks                                | West Side Recreation Facility Development                     | Forecast       | OP                  |      |      |      |      |           |           |           | 304        |            |           | 304        |
| 223 | Routine                    | Environment & Parks                                | Park Amenity Upgrades   | Forecast       | OP                  |      |      |      |      | 5         |           | 5         |            | 5          | 5         | 20         |
| 225 | Non-Routine                | Environment & Parks                                | Camelot Place Noise Wall Replacement                          | Forecast       | OP                  |      |      |      |      |           |           | 3         |            |            |           | 3          |
| 232 | Routine                    | Environment & Parks                                | Park Strategy Implementation                                  | Forecast       | OP                  |      |      |      |      |           | 5         | 5         | 20         | 15         | 15        | 60         |
| 236 | Non-Routine                | Environment & Parks                                | Vista Hills Programmable Soccer Field- Partnership with WRDSB | Forecast       | OP                  |      |      |      |      |           |           |           |            |            | 15        | 15         |
| 238 | Non-Routine                | Environment & Parks                                | Waterloo Park - Public Open Space Improvements                | Forecast       | OP                  |      |      |      |      |           |           |           | 150        | 90         |           | 240        |
| 242 | Non-Routine                | Environment & Parks                                | Outdoor Sports Field Strategy Implementation                  | Forecast       | OP                  |      |      |      |      | 15        | 5         | 15        | 5          | 15         | 20        | 75         |
| 245 | Routine                    | Environment & Parks                                | Park Shade Structures and Washrooms                           | Forecast       | OP                  |      |      |      |      |           | 3         |           | 3          |            | 3         | 9          |
| 252 | Non-Routine                | Environment & Parks                                | Waterloo Park - Master Plan Implementation                    | Forecast       | OP                  |      |      |      |      | 10        | 10        | 10        | 10         | 10         | 10        | 60         |
| 253 | Non-Routine                | Environment & Parks                                | Westmount Sports Park Pedestrian Bridge                       | Forecast       | OP                  |      |      |      |      |           |           |           |            | 42         |           | 42         |
|     |                            | <b>Environment and Parks Forecast</b>              |   |                |                     |      |      |      |      | <b>30</b> | <b>23</b> | <b>38</b> | <b>492</b> | <b>177</b> | <b>68</b> | <b>827</b> |
| 260 | Routine                    | EPS-Cemeteries                                     | Parkview Chapel Niche Wall Additions                          | Forecast       | OP                  |      |      |      |      | 1         |           | 1         |            |            |           | 2          |
| 261 | Routine                    | EPS-Cemeteries                                     | Parkview Columbarium Features                                 | Forecast       | OP                  |      |      |      |      |           |           |           | 1          |            | 1         | 2          |
|     |                            | <b>EPS-Cemeteries Forecast</b>                     |   |                |                     |      |      |      |      | <b>1</b>  |           | <b>1</b>  | <b>1</b>   |            | <b>1</b>  | <b>4</b>   |

# Forecast Operating Impact

All figures in \$'000s

| REF | Council Reporting Criteria | Service Delivery Division                                 | Project Description                                     | Type of Impact | Source of Financing | 2020 | 2021 | 2022 | 2023         | 2024         | 2025         | 2026         | 2027       | 2028      | 2029      | Total        |
|-----|----------------------------|---|---|----------------|---------------------|------|------|------|--------------|--------------|--------------|--------------|------------|-----------|-----------|--------------|
| 274 | Non-Routine                | Fac Design & Mgmt Serv.                                   | Mini Operation Centre on the West Side                  | Forecast       | OP                  |      |      |      |              |              |              | 56           |            |           |           | 56           |
| 277 | Non-Routine                | Fac Design & Mgmt Serv.                                   | Button Factory Elevator Installation                    | Forecast       | OP                  |      |      |      |              | 1            | 1            | 1            | 1          | 1         | 1         | 3            |
|     |                            | <b>Facilities Design and Management Services Forecast</b> |   |                |                     |      |      |      |              | <b>1</b>     | <b>1</b>     | <b>56</b>    | <b>1</b>   | <b>1</b>  | <b>1</b>  | <b>59</b>    |
| 304 | Non-Routine                | Fire Rescue   | Fire Rescue Expansion                                   | Forecast       | OP                  |      |      |      | 1,074        | 1,074        | 1,074        | 1,074        |            |           |           | 4,296        |
| 308 | Non-Routine                | Fire Rescue   | New Fire Pumper-Rescue Quint                            | Forecast       | OP                  |      |      |      |              | 24           |              |              |            |           |           | 24           |
| 309 | Non-Routine                | Fire Rescue   | New Fire Pumper-Rescue Quint-Equipment                  | Forecast       | OP                  |      |      |      |              | 4            |              |              |            |           |           | 4            |
| 310 | Routine                    | Fire Rescue   | Mobile Workstations                                     | Forecast       | OP                  |      |      |      |              |              | 25           |              |            |           |           | 25           |
|     |                            | <b>Fire Rescue Forecast</b>                               |   |                |                     |      |      |      | <b>1,074</b> | <b>1,102</b> | <b>1,099</b> | <b>1,074</b> |            |           |           | <b>4,349</b> |
| 410 | Non-Routine                | Finance   | PeopleSoft HRMS Vision Implementation Phases 3-4        | Forecast       | OP                  |      |      |      |              |              |              |              | 198        |           |           | 198          |
| 411 | Non-Routine                | Finance   | PeopleSoft HRMS Vision Implementation Phases 5-6        | Forecast       | OP                  |      |      |      |              |              |              |              |            | 60        |           | 60           |
|     |                            | <b>Finance Forecast</b>                                   |   |                |                     |      |      |      |              |              |              |              | <b>198</b> | <b>60</b> |           | <b>258</b>   |
| 420 | Routine                    | Fleet & Procurement Serv.                                 | Fleet Equipment Expansion                               | Forecast       | OP                  |      |      |      | 50           | 50           | 50           | 50           | 50         | 50        | 50        | 350          |
|     |                            | <b>Fleet and Procurement Services Forecast</b>            |   |                |                     |      |      |      | <b>50</b>    | <b>50</b>    | <b>50</b>    | <b>50</b>    | <b>50</b>  | <b>50</b> | <b>50</b> | <b>350</b>   |
| 513 | Routine                    | City Utilities-Sanitary                                   | Extend Sanitary Mains to Service Private Properties     | Forecast       | OP                  |      |      |      |              |              | 2            | 2            | 2          | 2         | 2         | 9            |
| 515 | Routine                    | City Utilities-Sanitary                                   | Sanitary Access Roads / Paths                           | Forecast       | OP                  |      |      |      |              | 1            |              | 1            |            | 1         |           | 4            |
|     |                            | <b>City Utilities-Sanitary Forecast</b>                   |   |                |                     |      |      |      |              | <b>1</b>     | <b>2</b>     | <b>3</b>     | <b>2</b>   | <b>3</b>  | <b>2</b>  | <b>13</b>    |
| 545 | Non-Routine                | City Utilities-Stormwater                                 | Stormwater Management System Master Plan Implementation | Forecast       | OP                  |      |      |      |              |              | 1            | 1            | 1          | 1         | 1         | 5            |
|     |                            | <b>City Utilities-Stormwater Forecast</b>                 |   |                |                     |      |      |      |              |              | <b>1</b>     | <b>1</b>     | <b>1</b>   | <b>1</b>  | <b>1</b>  | <b>5</b>     |
| 580 | Routine                    | Eng. Serv.-Parks  | City Wide - Var. Neighborhood New Park Dev.             | Forecast       | OP                  |      |      |      |              | 2            | 2            | 2            | 2          | 2         | 2         | 11           |
| 581 | Non-Routine                | Eng. Serv.-Parks  | West Side Amphitheatre Implementation                   | Forecast       | OP                  |      |      |      |              |              |              |              |            |           | 8         | 8            |
| 583 | Routine                    | Eng. Serv.-Parks  | Trails in New Development Areas-NW Waterloo             | Forecast       | OP                  |      |      |      |              | 2            | 2            | 2            | 2          | 2         |           | 9            |

# Forecast Operating Impact

All figures in \$'000s

| REF | Council Reporting Criteria | Service Delivery Division                  | Project Description  | Type of Impact | Source of Financing | 2020 | 2021 | 2022 | 2023 | 2024     | 2025      | 2026      | 2027     | 2028      | 2029      | Total      |
|-----|----------------------------|--|--|----------------|---------------------|------|------|------|------|----------|-----------|-----------|----------|-----------|-----------|------------|
| 584 | Routine                    | Eng. Serv.-Parks                           | Uptown Neighbourhoods Public Space Additions                     | Forecast       | OP                  |      |      |      |      |          |           | 8         |          |           |           | 8          |
|     |                            | <b>Engineering Services-Parks Forecast</b> |  |                |                     |      |      |      |      | <b>4</b> | <b>4</b>  | <b>11</b> | <b>4</b> | <b>4</b>  | <b>10</b> | <b>35</b>  |
| 591 | Routine                    | Eng. Serv.-Roads                           | Bisch Street - Erbsville Road to City Limit - Reconstruction     | Forecast       | OP                  |      |      |      |      |          |           |           |          |           | 1         | 1          |
|     |                            | <b>Engineering Services-Roads Forecast</b> |  |                |                     |      |      |      |      |          |           |           |          |           | <b>1</b>  | <b>1</b>   |
| 622 | Non-Routine                | Planning                                   | Northdale Priority Project                                       | Forecast       | OP                  |      |      |      |      |          | 54        |           |          |           |           | 54         |
| 623 | Non-Routine                | Planning                                   | University Avenue Gateway Implementation                         | Forecast       | OP                  |      |      |      |      |          |           |           |          | 46        |           | 46         |
| 624 | Non-Routine                | Planning                                   | Uptown Public Realm Implementation                               | Forecast       | OP                  |      |      |      |      |          | 40        |           |          |           |           | 40         |
| 630 | Non-Routine                | Planning                                   | Future Northdale Park Works                                      | Forecast       | OP                  |      |      |      |      |          |           |           |          | 43        |           | 43         |
|     |                            | <b>Planning Forecast</b>                   |  |                |                     |      |      |      |      |          | <b>94</b> |           |          | <b>89</b> |           | <b>183</b> |
| 663 | Non-Routine                | Transportation Services                    | Columbia St - King St to Marsland Dr                             | Forecast       | OP                  |      |      |      |      |          |           |           |          | 5         |           | 5          |
| 665 | Routine                    | Transportation Services                    | Albert Street - Columbia St to University Ave - Reconstruction   | Forecast       | OP                  |      |      |      |      |          |           |           |          | 5         |           | 5          |
| 667 | Routine                    | Transportation Services                    | Batavia Place - Columbia St to Cul-de-Sac                        | Forecast       | OP                  |      |      |      |      |          |           |           |          | 1         |           | 1          |
| 668 | Routine                    | Transportation Services                    | Bowman St & Lucan St - Union St to Roger St                      | Forecast       | OP                  |      |      |      |      |          |           |           |          |           | 1         | 1          |
| 672 | Routine                    | Transportation Services                    | Hazel Street - University Ave to Columbia St & Beech St          | Forecast       | OP                  |      |      |      |      |          |           |           |          |           | 2         | 2          |
| 673 | Routine                    | Transportation Services                    | Hickory St W - Albert to Hazel St - Reconstruction               | Forecast       | OP                  |      |      |      |      |          | 3         |           |          |           |           | 3          |
| 674 | Routine                    | Transportation Services                    | Hickory St W - Hazel St to Spruce St - Reconstruction            | Forecast       | OP                  |      |      |      |      |          | 4         |           |          |           |           | 4          |
| 675 | Routine                    | Transportation Services                    | Hickory Street West - Lester to Albert -Reconstruction           | Forecast       | OP                  |      |      |      |      |          |           |           |          |           | 4         | 4          |
| 685 | Routine                    | Transportation Services                    | Sunview Street - University Ave to Hickory St - Reconstruction   | Forecast       | OP                  |      |      |      |      |          |           |           |          |           | 3         | 3          |
| 686 | Routine                    | Transportation Services                    | Teakwood Drive and Thorncrest Dr between Glen Forrest & Teakwood | Forecast       | OP                  |      |      |      |      |          | 1         |           |          |           |           | 1          |
| 692 | Routine                    | Transportation Services                    | Westmount Rd - Northfield Dr to Benjamin Rd                      | Forecast       | OP                  |      |      |      |      |          |           |           |          |           | 1         | 1          |
| 708 | Non-Routine                | Transportation Services                    | Laurel Creek Trail around Conservation Area                      | Forecast       | OP                  |      |      |      |      |          |           | 2         | 2        | 3         | 3         | 10         |
| 713 | Routine                    | Transportation Services                    | Refuge Islands - City Wide -TMP                                  | Forecast       | OP                  |      |      |      |      | 1        |           | 1         |          |           |           | 2          |

# Forecast Operating Impact

All figures in \$'000s

| REF | Council Reporting Criteria | Service Delivery Division               | Project Description  | Type of Impact | Source of Financing | 2020 | 2021 | 2022 | 2023         | 2024         | 2025         | 2026         | 2027       | 2028       | 2029       | Total        |
|-----|----------------------------|---|--|----------------|---------------------|------|------|------|--------------|--------------|--------------|--------------|------------|------------|------------|--------------|
| 715 | Routine                    | Transportation Services                 | Sidewalks and Trails associated with LRT                   | Forecast       | OP                  |      |      |      |              | 2            | 2            | 2            | 2          | 2          |            | 8            |
| 716 | Routine                    | Transportation Services                 | Sidewalks - New Construction - City Wide                   | Forecast       | OP                  |      |      |      |              | 2            | 2            | 2            | 2          | 2          |            | 10           |
| 718 | Routine                    | Transportation Services                 | Traffic Calming Implementation - City Wide                 | Forecast       | OP                  |      |      |      |              | 1            |              | 1            |            | 1          |            | 3            |
| 719 | Routine                    | Transportation Services                 | Trails and Bikeways Master Plan Implementation - City Wide | Forecast       | OP                  |      |      |      |              | 3            | 3            | 3            | 3          | 3          | 3          | 18           |
| 720 | Non-Routine                | Transportation Services                 | Trail Lighting Retrofit Program                            | Forecast       | OP                  |      |      |      |              | 1            | 1            | 1            | 1          | 1          | 1          | 3            |
| 722 | Non-Routine                | Transportation Services                 | Caroline St Decorative Street Lighting                     | Forecast       | OP                  |      |      |      | 5            |              |              |              |            |            |            | 5            |
|     |                            | <b>Transportation Services Forecast</b> |  |                |                     |      |      |      | <b>5</b>     | <b>9</b>     | <b>15</b>    | <b>11</b>    | <b>9</b>   | <b>23</b>  | <b>16</b>  | <b>87</b>    |
|     |                            | <b>Total Forecast</b>                   |  |                |                     |      |      |      | <b>1,129</b> | <b>1,197</b> | <b>1,290</b> | <b>1,272</b> | <b>760</b> | <b>409</b> | <b>151</b> | <b>6,208</b> |

### **Reserves and Reserve Funds Impacted by Capital**

The primary funding sources for capital expenditures are the City's Reserves and Reserve Funds. While the City has many Reserves and Reserve Funds, only those funds that are impacted by capital expenditures have been included in the 2020-2022 Approved Capital Budget and 2023-2029 Capital Forecast. The Reserve and Reserve Fund Forecasts include all known projected revenues and projected expenditures.

Reserves and Reserve Funds are important long-term financial planning tools for municipalities, and are used to set aside funds for a future purpose. Many of the Reserve Funds and Reserves have funding allocations included in the annual operating budget. The detailed Reserves and Reserve Funds Annual Update report has been included as a part of the budget documentation as additional information for Council, and to consider alongside the approved capital budget.

The DC Background Study was reopened in 2019, to align the background study with the development of the 3 year capital budget. By aligning the DC Background Study with the budget process, Council is in a better position to consider all parts of the budget, including growth, rehabilitation, and other strategic projects, as well as the operating impacts of those projects decisions, all at the same time.

The Consolidated Development Charges Reserve Funds are currently projected to enter a negative position initially, mainly due to the Beaver Creek Road and Conservation Drive Reconstruction (2022-2023), and the Uptown Parking Expansion General (2020-2022) projects. The timing of these projects is not yet fixed however, as these projects are both dependent upon various factors, including the timing of development. The City needs to be prepared and have the funds available for these projects when development warrants moving forward, but this timing is difficult to predict. The projects have therefore been budgeted in 2020-2022, and the status of these projects will be reviewed regularly. As indicated in the study, while initial spending may draw DC Reserve Funds into a negative position, these balances are projected to be recovered over the projection period of the study, by 2041.

The Development Charges (DC) Reserve Fund policy requires a management review of projects requesting funding release when DC revenues are not achieving cumulative revenue thresholds. These thresholds differ depending upon whether the Reserve balance is in a positive or negative position. Finance monitor's the DC reserve balances, DC collections, and DC capital funding on a quarterly basis and reviews with CMT to ensure growth targets are being met, and potentially recommend changes to the timing of budgeted projects if anticipated revenues are not achieved. In addition, Finance staff will continue working with the implementation divisions of the larger DC projects on the timing of funding release/cash flow as the projects progress, to minimize reserve fund deficits.

Bill 108 will have a significant impact on how the City collects development charges for discounted (soft) services, such as Parks/Indoor Rec, Parking, Library, Cemeteries, and Growth Studies. The implementation of the new Community Benefits Charge (CBC), once the process has been established and put into practice, will be reported on through future budget iterations. For the purposes of the 2020-2022 Approved Capital Budget and 2023-2029 Capital Forecast, DC soft services have continued to be presented under the current framework.

**This page intentionally left blank**

**SUMMARY OF RESERVES AND RESERVE FUNDS IMPACTED by CAPITAL**

| RESERVE FUNDS                                      | 2019            | 2020            | 2021             | 2022              | 2023              | 2024              | 2025              | 2026              | 2027              | 2028             | 2029            |
|--|-----------------|-----------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-----------------|
| Building Permit Reserve Fund                       | 8,535           | 8,069           | 7,114            | 5,698             | 5,285             | 4,600             | 3,093             | 2,732             | 2,367             | 1,992            | 1,099           |
| Capital Infrastructure Reinvestment Reserve Fund   | 4,753           | 1,466           | 1,027            | 1,104             | 2,235             | 1,173             | 1,600             | 2,848             | 1,700             | 2,605            | 1,431           |
| Capital Reserve Fund                               | 14,599          | 8,115           | 4,786            | 4,952             | 5,528             | 3,539             | 3,522             | 2,591             | 2,813             | 2,620            | 3,918           |
| Cemetery Reserve Fund                              | 1,214           | 275             | 228              | 240               | 303               | 290               | 295               | 278               | 469               | 785              | 1,126           |
| Consolidated Development Charges Reserve Funds     | 16,091          | (5,070)         | (22,062)         | (36,268)          | (47,966)          | (47,428)          | (47,189)          | (53,067)          | (51,959)          | (44,834)         | (41,289)        |
| Gas Tax Reserve Fund                               | 152             | 1               | 1                |                   | 62                | 3                 | 4                 | 3                 | 3                 | 2                | 2               |
| Industrial Land Reserve Fund                       | (23,621)        | (21,606)        | (7,515)          | 6,122             | 9,726             | 13,419            | 15,267            | 19,097            | 23,023            | 27,046           | 31,170          |
| Library Expansion Reserve Fund                     | 719             | 737             | 756              | 775               | 794               | 814               | 834               | 855               | 876               | 898              | 921             |
| Ontario Community Infrastructure Reserve Fund      | 1,541           |                 |                  |                   |                   |                   |                   |                   |                   |                  |                 |
| Parking Reserve Fund                               | 1,306           | 1,265           | 1,371            | 1,263             | 1,288             | 1,140             | 1,164             | 1,072             | 1,066             | 1,079            | 1,094           |
| Parkland Dedication Reserve Fund (Combined)        | 23,797          | 12,559          | 9,710            | 5,977             | 6,519             | 7,015             | 7,496             | 4,994             | 5,363             | 5,614            | 5,879           |
| <b>Total Reserve Funds Ending Balance</b>          | <b>\$49,086</b> | <b>\$5,812</b>  | <b>\$(4,584)</b> | <b>\$(10,137)</b> | <b>\$(16,227)</b> | <b>\$(15,435)</b> | <b>\$(13,913)</b> | <b>\$(18,595)</b> | <b>\$(14,278)</b> | <b>\$(2,193)</b> | <b>\$5,351</b>  |
| RESERVES   | 2019            | 2020            | 2021             | 2022              | 2023              | 2024              | 2025              | 2026              | 2027              | 2028             | 2029            |
| Comprehensive Business Licensing                   | 37              | 53              | 71               | 84                | 101               | 114               | 120               | 126               | 133               | 139              | 145             |
| Economic Development Reserve                       | 1,236           | 1,324           | 1,410            | 1,441             | 1,621             | 1,799             | 1,976             | 2,151             | 2,325             | 2,498            | 2,669           |
| Employee Development and Capacity Building Reserve | 974             | 957             | 939              | 893               | 855               | 819               | 787               | 755               | 726               | 694              | 657             |
| Equipment Reserve                                  | 1,655           | 1,006           | 829              | 793               | 818               | 873               | 872               | 990               | 1,050             | 1,045            | 973             |
| Heritage Reserve                                   | 548             | 473             | 458              | 441               | 471               | 501               | 531               | 561               | 591               | 621              | 651             |
| Public Art Reserve                                 | 154             | 98              | 118              | 197               | 180               | 231               | 65                | 162               | 152               | 116              | 81              |
| Rental Housing Reserve                             | 10              | 19              | 60               | 95                | 135               | 171               | 163               | 161               | 155               | 138              | 117             |
| Sanitary Utility Capital Reserve                   | 15,942          | 12,454          | 9,303            | 8,873             | 5,690             | 4,310             | 4,807             | 4,654             | 4,089             | 4,264            | 3,458           |
| Stormwater Utility Reserve                         | 3,133           | 956             | 1,218            | 2,438             | 1,479             | 2,361             | 1,449             | 1,679             | 1,749             | 2,282            | 2,386           |
| Water Utility Capital Reserve                      | 10,536          | 6,634           | 5,108            | 4,778             | 2,587             | 2,124             | 2,608             | 3,958             | 4,528             | 4,805            | 4,420           |
| <b>Total Reserves Ending Balance</b>               | <b>\$34,225</b> | <b>\$23,972</b> | <b>\$19,514</b>  | <b>\$20,035</b>   | <b>\$13,936</b>   | <b>\$13,306</b>   | <b>\$13,379</b>   | <b>\$15,198</b>   | <b>\$15,498</b>   | <b>\$16,602</b>  | <b>\$15,556</b> |
| <b>Grand Total</b>                                 | <b>\$83,311</b> | <b>\$29,784</b> | <b>\$14,930</b>  | <b>\$9,898</b>    | <b>\$(2,290)</b>  | <b>\$(2,130)</b>  | <b>\$(534)</b>    | <b>\$(3,397)</b>  | <b>\$1,220</b>    | <b>\$14,410</b>  | <b>\$20,907</b> |

**This page intentionally left blank**



**RESERVE AND RESERVE FUND FORECASTS**

| <b>BUILDING PERMIT RESERVE FUND (BLD) - 860030</b> |              |              |              |              |              |              |              |              |              |              |              |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|  | 2019         | 2020         | 2021         | 2022         | 2023         | 2024         | 2025         | 2026         | 2027         | 2028         | 2029         |
| OPENING BALANCE                                    | 10,856       | 8,535        | 8,069        | 7,114        | 5,698        | 5,285        | 4,600        | 3,093        | 2,732        | 2,367        | 1,992        |
| <b>EXPENDITURES</b>                                | 1,417        | 271          | 742          | 1,174        | 148          | 408          | 1,201        | 33           | 28           | 29           | 531          |
| Credit Balance Reissue                             | 489          |              |              |              |              |              |              |              |              |              |              |
| Transfer to Operating                              | 654          | 400          | 400          | 400          | 400          | 400          | 400          | 400          | 400          | 400          | 400          |
| SUBTOTAL   | 8,296        | 7,864        | 6,927        | 5,540        | 5,150        | 4,478        | 2,998        | 2,660        | 2,304        | 1,938        | 1,061        |
| INTEREST ALLOCATION                                | 239          | 205          | 187          | 158          | 136          | 122          | 95           | 72           | 63           | 54           | 38           |
| <b>CLOSING BALANCE</b>                             | <b>8,535</b> | <b>8,069</b> | <b>7,114</b> | <b>5,698</b> | <b>5,285</b> | <b>4,600</b> | <b>3,093</b> | <b>2,732</b> | <b>2,367</b> | <b>1,992</b> | <b>1,099</b> |

| <b>CAPITAL INFRASTRUCTURE REINVESTMENT RESERVE FUND (CIRRF) - 860035</b> |              |              |              |              |              |              |              |              |              |              |              |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|  | 2019         | 2020         | 2021         | 2022         | 2023         | 2024         | 2025         | 2026         | 2027         | 2028         | 2029         |
| OPENING BALANCE  | 6,923        | 4,753        | 1,466        | 1,027        | 1,104        | 2,235        | 1,173        | 1,600        | 2,848        | 1,700        | 2,605        |
| <b>REVENUE</b>   | 5,619        | 8,240        | 8,964        | 8,448        | 10,155       | 11,277       | 10,268       | 10,804       | 11,312       | 11,868       | 12,435       |
| Additional Infrastructure Funding  |              | 600          | 1,322        | 2,138        | 2,138        | 2,138        | 2,138        | 2,138        | 2,138        | 2,138        | 2,138        |
| Other Revenue  | 326          |              |              |              |              |              |              |              |              |              |              |
| Overhead Surplus, additional trsf from TRS                               | 843          |              |              |              |              |              |              |              |              |              |              |
| <b>EXPENDITURES</b>  | 9,103        | 11,603       | 9,434        | 8,397        | 9,065        | 12,380       | 9,875        | 9,611        | 12,516       | 11,016       | 13,658       |
| Additional Infrastructure Expenditures                                   |              | 600          | 1,322        | 2,138        | 2,138        | 2,138        | 2,138        | 2,138        | 2,138        | 2,138        | 2,138        |
| SUBTOTAL   | 4,608        | 1,390        | 996          | 1,078        | 2,193        | 1,131        | 1,566        | 2,793        | 1,643        | 2,551        | 1,381        |
| INTEREST ALLOCATION  | 144          | 77           | 31           | 26           | 41           | 42           | 34           | 55           | 56           | 53           | 50           |
| <b>CLOSING BALANCE</b>   | <b>4,753</b> | <b>1,466</b> | <b>1,027</b> | <b>1,104</b> | <b>2,235</b> | <b>1,173</b> | <b>1,600</b> | <b>2,848</b> | <b>1,700</b> | <b>2,605</b> | <b>1,431</b> |

Expenses and Revenues are shown as positives. Where a negative number appears the account is overdrawn.

**RESERVE AND RESERVE FUND FORECASTS**

| <b>CAPITAL RESERVE FUND (CRF) - 860001</b> | <b>2019</b>   | <b>2020</b>  | <b>2021</b>  | <b>2022</b>  | <b>2023</b>  | <b>2024</b>  | <b>2025</b>  | <b>2026</b>  | <b>2027</b>  | <b>2028</b>  | <b>2029</b>  |
|--|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| OPENING BALANCE                            | 12,359        | 14,599       | 8,115        | 4,786        | 4,952        | 5,528        | 3,539        | 3,522        | 2,591        | 2,813        | 2,620        |
| <b>REVENUE</b>                             | 6,549         | 3,533        | 3,585        | 4,901        | 3,901        | 3,500        | 5,244        | 5,459        | 5,678        | 5,901        | 6,130        |
| Debtenture Proceeds                        | 3,453         |              |              |              |              |              |              |              |              |              |              |
| <b>EXPENDITURES</b>                        | 8,095         | 10,298       | 7,074        | 4,855        | 3,454        | 5,600        | 5,348        | 6,465        | 5,522        | 6,162        | 4,912        |
| SUBTOTAL                                   | 14,266        | 7,835        | 4,627        | 4,831        | 5,398        | 3,427        | 3,435        | 2,516        | 2,747        | 2,553        | 3,838        |
| INTEREST ALLOCATION                        | 333           | 280          | 159          | 120          | 129          | 112          | 87           | 75           | 67           | 67           | 81           |
| <b>CLOSING BALANCE</b>                     | <b>14,599</b> | <b>8,115</b> | <b>4,786</b> | <b>4,952</b> | <b>5,528</b> | <b>3,539</b> | <b>3,522</b> | <b>2,591</b> | <b>2,813</b> | <b>2,620</b> | <b>3,918</b> |

| <b>CEMETERY RESERVE FUND (CEM) - 860090</b> | <b>2019</b>  | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b>  |
|---|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| OPENING BALANCE                             | 1,258        | 1,214       | 275         | 228         | 240         | 303         | 290         | 295         | 278         | 469         | 785          |
| <b>OP SURPLUS (DEFICIT)</b>                 | 192          | 71          | (72)        | (36)        | 4           | (43)        | ( )         | 53          | 100         | 220         | 277          |
| Estimated Tax-based Support                 |              |             | 100         | 100         | 100         | 100         | 100         | 100         | 100         | 100         | 100          |
| <b>EXPENDITURES</b>                         | 267          | 1,028       | 80          | 57          | 48          | 77          | 102         | 177         | 18          | 20          | 59           |
| SUBTOTAL                                    | 1,183        | 256         | 222         | 234         | 296         | 283         | 288         | 271         | 460         | 769         | 1,102        |
| INTEREST ALLOCATION                         | 31           | 18          | 6           | 6           | 7           | 7           | 7           | 7           | 9           | 15          | 24           |
| <b>CLOSING BALANCE</b>                      | <b>1,214</b> | <b>275</b>  | <b>228</b>  | <b>240</b>  | <b>303</b>  | <b>290</b>  | <b>295</b>  | <b>278</b>  | <b>469</b>  | <b>785</b>  | <b>1,126</b> |

| <b>COMPREHENSIVE BUSINESS LICENSING<br/>RESERVE (BUS)- 870042</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b> |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| OPENING BALANCE   | 95          | 37          | 53          | 71          | 84          | 101         | 114         | 120         | 126         | 133         | 139         |
| <b>OP SURPLUS (DEFICIT)</b>                                       |             | 20          | 20          | 20          | 20          | 20          | 10          | 10          | 10          | 10          | 10          |
| <b>EXPENDITURES</b>   | 58          | 4           | 1           | 7           | 3           | 6           | 5           | 4           | 4           | 4           | 4           |
| <b>CLOSING BALANCE</b>  | <b>37</b>   | <b>53</b>   | <b>71</b>   | <b>84</b>   | <b>101</b>  | <b>114</b>  | <b>120</b>  | <b>126</b>  | <b>133</b>  | <b>139</b>  | <b>145</b>  |

Expenses and Revenues are shown as positives. Where a negative number appears the account is overdrawn.

**RESERVE AND RESERVE FUND FORECASTS**

| <b>CONSOLIDATED DEVELOPMENT CHARGES<br/>(DC) - 860039-860048</b> |               |                |                 |                 |                 |                 |                 |                 |                 |                 |                 |
|--|---------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|  | <b>2019</b>   | <b>2020</b>    | <b>2021</b>     | <b>2022</b>     | <b>2023</b>     | <b>2024</b>     | <b>2025</b>     | <b>2026</b>     | <b>2027</b>     | <b>2028</b>     | <b>2029</b>     |
| OPENING BALANCE  | 36,158        | 16,091         | (5,070)         | (22,062)        | (36,268)        | (47,966)        | (47,428)        | (47,189)        | (53,067)        | (51,959)        | (44,834)        |
| <b>REVENUE</b>   | 13,036        | 10,848         | 11,088          | 11,563          | 11,818          | 12,079          | 12,348          | 12,621          | 13,900          | 14,208          | 14,519          |
| Forecast Debt Proceeds   |               |                |                 | 5,413           |                 | 6,886           | 2,292           |                 |                 |                 |                 |
| <b>EXPENDITURES</b>  | 29,616        | 30,180         | 25,782          | 28,505          | 20,356          | 16,008          | 12,252          | 16,010          | 10,246          | 4,637           | 8,660           |
| Credit Balance Reissue   | 1,998         |                |                 |                 |                 |                 |                 |                 |                 |                 |                 |
| Debenture Payments   | 1,963         | 1,964          | 1,963           | 1,957           | 2,120           | 1,242           | 982             | 1,250           | 1,250           | 1,250           | 1,250           |
| SUBTOTAL   | 15,617        | (5,206)        | (21,727)        | (35,548)        | (46,926)        | (46,250)        | (46,021)        | (51,829)        | (50,663)        | (43,639)        | (40,226)        |
| INTEREST ALLOCATION  | 474           | 136            | (335)           | (720)           | (1,040)         | (1,178)         | (1,168)         | (1,238)         | (1,297)         | (1,195)         | (1,063)         |
| <b>CLOSING BALANCE</b>   | <b>16,091</b> | <b>(5,070)</b> | <b>(22,062)</b> | <b>(36,268)</b> | <b>(47,966)</b> | <b>(47,428)</b> | <b>(47,189)</b> | <b>(53,067)</b> | <b>(51,959)</b> | <b>(44,834)</b> | <b>(41,289)</b> |

| <b>ECONOMIC DEVELOPMENT RESERVE<br/>(ECDEV) - 870040</b> |              |              |              |              |              |              |              |              |              |              |              |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|  | <b>2019</b>  | <b>2020</b>  | <b>2021</b>  | <b>2022</b>  | <b>2023</b>  | <b>2024</b>  | <b>2025</b>  | <b>2026</b>  | <b>2027</b>  | <b>2028</b>  | <b>2029</b>  |
| OPENING BALANCE  | 1,136        | 1,236        | 1,324        | 1,410        | 1,441        | 1,621        | 1,799        | 1,976        | 2,151        | 2,325        | 2,498        |
| <b>REVENUE</b>   | 325          | 325          | 325          | 325          | 325          | 325          | 325          | 325          | 325          | 325          | 325          |
| <b>EXPENDITURES</b>                                      | 15           | 67           | 69           | 124          | 70           | 72           | 73           | 75           | 76           | 78           | 79           |
| Transfer to Operating                                    | 210          | 170          | 170          | 170          | 75           | 75           | 75           | 75           | 75           | 75           | 75           |
| <b>CLOSING BALANCE</b>                                   | <b>1,236</b> | <b>1,324</b> | <b>1,410</b> | <b>1,441</b> | <b>1,621</b> | <b>1,799</b> | <b>1,976</b> | <b>2,151</b> | <b>2,325</b> | <b>2,498</b> | <b>2,669</b> |

| <b>EMPLOYEE DEVELOPMENT and CAPACITY<br/>BUILDING RESERVE (EMPDV) - 870032</b> |             |             |             |             |             |             |             |             |             |             |             |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|  | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b> |
| OPENING BALANCE  | 904         | 974         | 957         | 939         | 893         | 855         | 819         | 787         | 755         | 726         | 694         |
| <b>REVENUE</b>   | 779         | 712         | 726         | 726         | 726         | 726         | 726         | 726         | 726         | 726         | 726         |
| <b>OP EXPENDITURES</b>   | 489         | 518         | 523         | 541         | 546         | 546         | 546         | 546         | 546         | 546         | 546         |
| <b>CAPITAL EXPENDITURES</b>  | 221         | 211         | 221         | 230         | 218         | 216         | 212         | 212         | 209         | 212         | 218         |
| <b>CLOSING BALANCE</b>   | <b>974</b>  | <b>957</b>  | <b>939</b>  | <b>893</b>  | <b>855</b>  | <b>819</b>  | <b>787</b>  | <b>755</b>  | <b>726</b>  | <b>694</b>  | <b>657</b>  |

Expenses and Revenues are shown as positives. Where a negative number appears the account is overdrawn.

**RESERVE AND RESERVE FUND FORECASTS**

| <b>EQUIPMENT RESERVE-FLEET (ER) - 870017</b> | <b>2019</b>  | <b>2020</b>  | <b>2021</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b>  | <b>2028</b>  | <b>2029</b> |
|--|--------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|--------------|-------------|
| OPENING BALANCE                              | 1,741        | 1,655        | 1,006       | 829         | 793         | 818         | 873         | 872         | 990          | 1,050        | 1,045       |
| <b>REVENUE</b>                               |              | 75           | 75          | 75          | 75          | 75          | 75          | 75          | 75           | 75           | 75          |
| Capital Cost Recovery                        | 2,186        | 2,372        | 2,450       | 2,578       | 2,715       | 2,896       | 3,065       | 3,384       | 3,577        | 3,512        | 3,540       |
| <b>EXPENDITURES</b>                          | 2,272        | 3,097        | 2,702       | 2,689       | 2,765       | 2,916       | 3,141       | 3,341       | 3,592        | 3,592        | 3,687       |
| <b>CLOSING BALANCE</b>                       | <b>1,655</b> | <b>1,006</b> | <b>829</b>  | <b>793</b>  | <b>818</b>  | <b>873</b>  | <b>872</b>  | <b>990</b>  | <b>1,050</b> | <b>1,045</b> | <b>973</b>  |

| <b>GAS TAX REBATE RESERVE FUND (GTR) - 870034</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b> |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| OPENING BALANCE                                   | 2,700       | 152         | 1           | 1           |             | 62          | 3           | 4           | 3           | 3           | 2           |
| <b>REVENUE</b>                                    | 6,390       | 3,185       | 3,330       | 3,330       | 3,474       | 3,301       | 3,301       | 3,301       | 3,301       | 3,301       | 3,301       |
| <b>EXPENDITURES</b>                               | 7,373       | 3,337       | 3,330       | 3,330       | 3,413       | 3,361       | 3,300       | 3,302       | 3,301       | 3,301       | 3,301       |
| Credit Balance Reissue                            | 1,600       |             |             |             |             |             |             |             |             |             |             |
| SUBTOTAL  | 116         | (1)         | 1           |             | 61          | 2           | 4           | 3           | 3           | 2           | 2           |
| INTEREST ALLOCATION                               | 35          | 2           |             |             | 1           | 1           |             |             |             |             |             |
| <b>CLOSING BALANCE</b>                            | <b>152</b>  | <b>1</b>    | <b>1</b>    |             | <b>62</b>   | <b>3</b>    | <b>4</b>    | <b>3</b>    | <b>3</b>    | <b>2</b>    | <b>2</b>    |

| <b>HERITAGE RESERVE (HER) - 870024</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b> |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| OPENING BALANCE                        | 610         | 548         | 473         | 458         | 441         | 471         | 501         | 531         | 561         | 591         | 621         |
| <b>REVENUE</b>                         |             | 30          | 30          | 30          | 30          | 30          | 30          | 30          | 30          | 30          | 30          |
| <b>EXPENDITURES</b>                    | 62          | 106         | 45          | 46          |             |             |             |             |             |             |             |
| <b>CLOSING BALANCE</b>                 | <b>548</b>  | <b>473</b>  | <b>458</b>  | <b>441</b>  | <b>471</b>  | <b>501</b>  | <b>531</b>  | <b>561</b>  | <b>591</b>  | <b>621</b>  | <b>651</b>  |

Expenses and Revenues are shown as positives. Where a negative number appears the account is overdrawn.

**RESERVE AND RESERVE FUND FORECASTS**

| <b>INDUSTRIAL LAND RESERVE FUND (ILA)-<br/>860052</b> |                 |                 |                |              |              |               |               |               |               |               |               |
|---|-----------------|-----------------|----------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|
|   | 2019            | 2020            | 2021           | 2022         | 2023         | 2024          | 2025          | 2026          | 2027          | 2028          | 2029          |
| OPENING BALANCE                                       | (19,973)        | (23,621)        | (21,606)       | (7,515)      | 6,122        | 9,726         | 13,419        | 15,267        | 19,097        | 23,023        | 27,046        |
| <b>REVENUE</b>  |                 |                 |                |              |              |               |               |               |               |               |               |
| Recovery  | 426             | 17,582          | 17,127         | 14,702       | 3,435        | 3,435         | 3,435         | 3,435         | 3,435         | 3,435         | 3,435         |
| <b>EXPENDITURES</b>                                   | 3,536           | 15,009          | 2,676          | 1,047        | 27           | 28            | 1,941         | 29            | 29            | 30            | 30            |
| SUBTOTAL  | (23,083)        | (21,048)        | (7,155)        | 6,139        | 9,530        | 13,133        | 14,913        | 18,673        | 22,503        | 26,428        | 30,451        |
| INTEREST ALLOCATION                                   | (538)           | (558)           | (360)          | (17)         | 196          | 286           | 354           | 424           | 520           | 618           | 719           |
| <b>CLOSING BALANCE</b>                                | <b>(23,621)</b> | <b>(21,606)</b> | <b>(7,515)</b> | <b>6,122</b> | <b>9,726</b> | <b>13,419</b> | <b>15,267</b> | <b>19,097</b> | <b>23,023</b> | <b>27,046</b> | <b>31,170</b> |

| <b>LIBRARY EXPANSION RESERVE FUND (LXP) -<br/>860026 *</b> |            |            |            |            |            |            |            |            |            |            |            |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
|  | 2019       | 2020       | 2021       | 2022       | 2023       | 2024       | 2025       | 2026       | 2027       | 2028       | 2029       |
| OPENING BALANCE  | 3,549      | 719        | 737        | 756        | 775        | 794        | 814        | 834        | 855        | 876        | 898        |
| <b>REVENUE</b>   |            |            |            |            |            |            |            |            |            |            |            |
| <b>EXPENDITURES</b>  | 525        |            |            |            |            |            |            |            |            |            |            |
| Post Period Capacity                                       | 2,358      |            |            |            |            |            |            |            |            |            |            |
| SUBTOTAL   | 667        | 719        | 737        | 756        | 775        | 794        | 814        | 834        | 855        | 876        | 898        |
| INTEREST ALLOCATION  | 53         | 18         | 18         | 19         | 19         | 20         | 20         | 21         | 21         | 22         | 22         |
| <b>CLOSING BALANCE</b>                                     | <b>719</b> | <b>737</b> | <b>756</b> | <b>775</b> | <b>794</b> | <b>814</b> | <b>834</b> | <b>855</b> | <b>876</b> | <b>898</b> | <b>921</b> |

\* originally established through transfers from CRF

| <b>ONTARIO COMMUNITY INFRASTRUCTURE<br/>RESERVE FUND (OCIF) - 860034</b> |              |       |      |      |      |      |      |      |      |      |      |
|--|--------------|-------|------|------|------|------|------|------|------|------|------|
|  | 2019         | 2020  | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
| OPENING BALANCE  | 1,672        | 1,541 |      |      |      |      |      |      |      |      |      |
| <b>REVENUE</b>   | 2,534        |       |      |      |      |      |      |      |      |      |      |
| <b>EXPENDITURES</b>  | 2,624        | 1,541 |      |      |      |      |      |      |      |      |      |
| Transfer to Operating  | 80           |       |      |      |      |      |      |      |      |      |      |
| SUBTOTAL   | 1,501        |       |      |      |      |      |      |      |      |      |      |
| INTEREST ALLOCATION  | 40           |       |      |      |      |      |      |      |      |      |      |
| <b>CLOSING BALANCE</b>   | <b>1,541</b> |       |      |      |      |      |      |      |      |      |      |

Expenses and Revenues are shown as positives. Where a negative number appears the account is overdrawn.

**RESERVE AND RESERVE FUND FORECASTS**

| <b>PARKING RESERVE FUND (PKG) - 860020</b> | <b>2019</b>  | <b>2020</b>  | <b>2021</b>  | <b>2022</b>  | <b>2023</b>  | <b>2024</b>  | <b>2025</b>  | <b>2026</b>  | <b>2027</b>  | <b>2028</b>  | <b>2029</b>  |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| OPENING BALANCE                            | 1,505        | 1,306        | 1,265        | 1,371        | 1,263        | 1,288        | 1,140        | 1,164        | 1,072        | 1,066        | 1,079        |
| REVENUE                                    | 8            | 8            | 8            | 8            | 8            | 8            | 8            | 8            | 8            | 8            | 8            |
| OP SURPLUS (DEFICIT)                       | 160          | 202          | 207          | 235          | 79           | 105          | 43           | 17           | 38           | 49           | 66           |
| Debtenture Proceeds                        |              |              |              | 1,776        |              |              |              |              |              |              |              |
| EXPENDITURES                               | 401          | 282          | 142          | 2,159        | 93           | 290          | 55           | 144          | 78           | 69           | 86           |
| SUBTOTAL                                   | 1,271        | 1,233        | 1,338        | 1,230        | 1,256        | 1,110        | 1,135        | 1,044        | 1,039        | 1,053        | 1,067        |
| INTEREST ALLOCATION                        | 35           | 32           | 33           | 33           | 31           | 30           | 28           | 28           | 26           | 26           | 27           |
| <b>CLOSING BALANCE</b>                     | <b>1,306</b> | <b>1,265</b> | <b>1,371</b> | <b>1,263</b> | <b>1,288</b> | <b>1,140</b> | <b>1,164</b> | <b>1,072</b> | <b>1,066</b> | <b>1,079</b> | <b>1,094</b> |

| <b>PARKLAND DEDICATION RESERVE FUND-<br/>General (PUB-Gen) - 860010</b> | <b>2019</b>   | <b>2020</b>  | <b>2021</b>  | <b>2022</b>  | <b>2023</b>  | <b>2024</b>  | <b>2025</b>  | <b>2026</b>  | <b>2027</b>  | <b>2028</b>  | <b>2029</b>  |
|---|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| OPENING BALANCE   | 14,110        | 16,510       | 5,090        | 3,931        | 2,815        | 3,278        | 3,693        | 4,091        | 4,042        | 4,387        | 4,614        |
| REVENUE   | 5,068         | 2,933        | 2,933        | 2,933        | 500          | 500          | 500          | 500          | 500          | 500          | 500          |
| EXPENDITURES  | 3,046         | 14,619       | 4,202        | 4,132        | 113          | 171          | 198          | 650          | 259          | 385          | 377          |
| SUBTOTAL  | 16,132        | 4,823        | 3,820        | 2,732        | 3,202        | 3,607        | 3,995        | 3,942        | 4,283        | 4,503        | 4,737        |
| INTEREST ALLOCATION   | 378           | 267          | 111          | 83           | 75           | 86           | 96           | 100          | 104          | 111          | 117          |
| <b>CLOSING BALANCE</b>  | <b>16,510</b> | <b>5,090</b> | <b>3,931</b> | <b>2,815</b> | <b>3,278</b> | <b>3,693</b> | <b>4,091</b> | <b>4,042</b> | <b>4,387</b> | <b>4,614</b> | <b>4,854</b> |

| <b>PARKLAND DEDICATION RESERVE FUND-<br/>Northdale (PUB-Nrthdl) - 860010</b> | <b>2019</b>  | <b>2020</b>  | <b>2021</b>  | <b>2022</b>  | <b>2023</b>  | <b>2024</b>  | <b>2025</b>  | <b>2026</b> | <b>2027</b> | <b>2028</b>  | <b>2029</b>  |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|-------------|--------------|--------------|
| OPENING BALANCE  | 10,112       | 7,287        | 7,469        | 5,779        | 3,162        | 3,241        | 3,322        | 3,405       | 952         | 976          | 1,000        |
| REVENUE  |              |              |              |              |              |              |              |             |             |              |              |
| Credit Balance Reissue   | 2,761        |              |              |              |              |              |              |             |             |              |              |
| EXPENDITURES   | 278          |              | 1,854        | 2,727        |              |              |              | 2,507       |             |              |              |
| SUBTOTAL   | 7,073        | 7,287        | 5,615        | 3,052        | 3,162        | 3,241        | 3,322        | 898         | 952         | 976          | 1,000        |
| INTEREST ALLOCATION  | 215          | 182          | 164          | 110          | 79           | 81           | 83           | 54          | 24          | 24           | 25           |
| <b>CLOSING BALANCE</b>   | <b>7,287</b> | <b>7,469</b> | <b>5,779</b> | <b>3,162</b> | <b>3,241</b> | <b>3,322</b> | <b>3,405</b> | <b>952</b>  | <b>976</b>  | <b>1,000</b> | <b>1,025</b> |

Expenses and Revenues are shown as positives. Where a negative number appears the account is overdrawn.

**RESERVE AND RESERVE FUND FORECASTS**

| <b>PUBLIC ART RESERVE (ART) - 870012</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b> |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| OPENING BALANCE                          | 141         | 154         | 98          | 118         | 197         | 180         | 231         | 65          | 162         | 152         | 116         |
| REVENUE                                  | 352         | 99          | 100         | 133         | 37          | 107         | 59          | 155         | 48          | 24          | 27          |
| CAPITAL EXPENDITURES                     | 340         | 154         | 79          | 55          | 54          | 55          | 225         | 57          | 59          | 60          | 61          |
| <b>CLOSING BALANCE</b>                   | <b>154</b>  | <b>98</b>   | <b>118</b>  | <b>197</b>  | <b>180</b>  | <b>231</b>  | <b>65</b>   | <b>162</b>  | <b>152</b>  | <b>116</b>  | <b>81</b>   |

| <b>RENTAL HOUSING RESERVE (RHR) - 870038</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> | <b>2028</b> | <b>2029</b> |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| OPENING BALANCE                              | 103         | 10          | 19          | 60          | 95          | 135         | 171         | 163         | 161         | 155         | 138         |
| OP SURPLUS (DEFICIT)                         | 3           | 60          | 50          | 57          | 52          | 55          | 8           | 12          | 7           | (3)         | (3)         |
| Returned from previously funded projects     | 25          |             |             |             |             |             |             |             |             |             |             |
| CAPITAL EXPENDITURES                         | 121         | 50          | 10          | 21          | 12          | 19          | 16          | 14          | 13          | 14          | 19          |
| <b>CLOSING BALANCE</b>                       | <b>10</b>   | <b>19</b>   | <b>60</b>   | <b>95</b>   | <b>135</b>  | <b>171</b>  | <b>163</b>  | <b>161</b>  | <b>155</b>  | <b>138</b>  | <b>117</b>  |

| <b>SANITARY UTILITY CAPITAL RESERVE (SEW-CAP) - 870048</b> | <b>2019</b>   | <b>2020</b>   | <b>2021</b>  | <b>2022</b>  | <b>2023</b>  | <b>2024</b>  | <b>2025</b>  | <b>2026</b>  | <b>2027</b>  | <b>2028</b>  | <b>2029</b>  |
|--|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| OPENING BALANCE  | 16,381        | 15,942        | 12,454       | 9,303        | 8,873        | 5,690        | 4,310        | 4,807        | 4,654        | 4,089        | 4,264        |
| RATE REVENUE   | 3,772         | 3,821         | 3,427        | 3,148        | 3,354        | 3,446        | 3,586        | 3,896        | 4,199        | 4,609        | 5,034        |
| Other Revenue  | 13            | 13            | 13           | 13           | 13           | 13           | 13           | 13           | 13           | 13           | 13           |
| CAPITAL EXPENDITURES                                       | 2,724         | 7,322         | 6,590        | 3,591        | 6,551        | 4,838        | 3,103        | 4,061        | 4,727        | 4,397        | 5,852        |
| Trsf to Sewer Stabilization                                | 1,500         |               |              |              |              |              |              |              | 50           | 50           |              |
| <b>CLOSING BALANCE</b>                                     | <b>15,942</b> | <b>12,454</b> | <b>9,303</b> | <b>8,873</b> | <b>5,690</b> | <b>4,310</b> | <b>4,807</b> | <b>4,654</b> | <b>4,089</b> | <b>4,264</b> | <b>3,458</b> |

| <b>STORMWATER UTILITY RESERVE (SWM) - 870045</b> | <b>2019</b>  | <b>2020</b> | <b>2021</b>  | <b>2022</b>  | <b>2023</b>  | <b>2024</b>  | <b>2025</b>  | <b>2026</b>  | <b>2027</b>  | <b>2028</b>  | <b>2029</b>  |
|--|--------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| OPENING BALANCE                                  | 2,811        | 3,133       | 956          | 1,218        | 2,438        | 1,479        | 2,361        | 1,449        | 1,679        | 1,749        | 2,282        |
| RATE REVENUE                                     | 4,631        | 4,915       | 5,302        | 5,692        | 6,050        | 6,492        | 6,852        | 7,019        | 7,187        | 7,356        | 7,530        |
| Debenture Proceeds                               | 372          |             | 3,497        |              |              | 2,465        |              |              |              |              |              |
| CAPITAL EXPENDITURES                             | 4,114        | 6,525       | 7,763        | 3,494        | 6,032        | 6,951        | 6,497        | 5,522        | 5,850        | 6,009        | 6,727        |
| Debenture Repayment                              | 567          | 568         | 773          | 978          | 977          | 1,124        | 1,267        | 1,268        | 1,267        | 814          | 699          |
| <b>CLOSING BALANCE</b>                           | <b>3,133</b> | <b>956</b>  | <b>1,218</b> | <b>2,438</b> | <b>1,479</b> | <b>2,361</b> | <b>1,449</b> | <b>1,679</b> | <b>1,749</b> | <b>2,282</b> | <b>2,386</b> |

Expenses and Revenues are shown as positives. Where a negative number appears the account is overdrawn.

**RESERVE AND RESERVE FUND FORECASTS**

| <b>WATER UTILITY CAPITAL RESERVE (WAT-CAP) - 870046</b> | <b>2019</b>   | <b>2020</b>  | <b>2021</b>  | <b>2022</b>  | <b>2023</b>  | <b>2024</b>  | <b>2025</b>  | <b>2026</b>  | <b>2027</b>  | <b>2028</b>  | <b>2029</b>  |
|---|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| OPENING BALANCE   | 11,360        | 10,536       | 6,634        | 5,108        | 4,778        | 2,587        | 2,124        | 2,608        | 3,958        | 4,528        | 4,805        |
| <b>RATE REVENUE</b>                                     | 2,919         | 3,047        | 3,452        | 3,724        | 4,107        | 4,203        | 4,669        | 4,923        | 5,045        | 5,158        | 5,159        |
| Other Revenue   | 1,013         | 13           | 13           | 13           | 13           | 13           | 13           | 13           | 13           | 13           | 13           |
| <b>CAPITAL EXPENDITURES</b>                             | 3,755         | 6,961        | 4,991        | 4,067        | 6,310        | 4,678        | 4,198        | 3,511        | 4,413        | 4,843        | 5,507        |
| Trsf to Water Stabilization                             | 1,000         |              |              |              |              |              |              | 75           | 75           | 50           | 50           |
| <b>CLOSING BALANCE</b>                                  | <b>10,536</b> | <b>6,634</b> | <b>5,108</b> | <b>4,778</b> | <b>2,587</b> | <b>2,124</b> | <b>2,608</b> | <b>3,958</b> | <b>4,528</b> | <b>4,805</b> | <b>4,420</b> |

Expenses and Revenues are shown as positives. Where a negative number appears the account is overdrawn.



### Existing and Forecasted Debt

In order to ensure that the City of Waterloo plans for and uses debt appropriately, the Debt Management Policy FC-009 was established. The policy limits the amortization period of any new debt to a 10 year period and no more than 30% of a project's total funding. It also requires that the City remain within the 25% limit of net operating revenues as legislated within the Municipal Act, and in addition that the City's net debt charges not exceed the annual budgeted contributions to the Capital Reserve Fund (CRF) and the Capital Infrastructure Reinvestment Reserve Fund (CIRRF). City staff are committed to reviewing this policy during 2020-2021, to ensure the debt policy continues to have the correct parameters and guidelines for today's financial environment.

As detailed on the pages that follow, over the course of the full 10 year projection debt is projected to decline, reflecting Council's judicious decision making. Outstanding debt is forecasted to be 4.83% or less of our net operating revenues over the 10 years, which is well within the provincial limit. It is also anticipated that net debt charges will not exceed the contributions to CRF and CIRRF over the next 10 years.

In 2020-2022, total debt is expected to range between \$55.5 million (2020) to \$51.7 million (2022), with approximately \$10.8 million (2020) to \$12.6 million (2022) projected to be fully recovered through future Development Charges and Enterprise rates, resulting in total non-recoverable tax-based debt of \$44.7 million (2020) to \$39.2 million (2022). Debt Charges approved to be recoverable through Development Charges or through Enterprises are exempt from the Debt Management Policy, however are still used in the calculation of the legislated 25% limit.

### **2020-2029 Total Projected Debt, net of Recoveries**

| Debt                                 | 2020       | 2021       | 2022       | 2023      | 2024       | 2025       | 2026       | 2027       | 2028       | 2029      |
|--------------------------------------|------------|------------|------------|-----------|------------|------------|------------|------------|------------|-----------|
| Total Existing Debt (see Schedule 1) | \$55,495   | \$50,546   | \$45,311   | \$39,767  | \$34,759   | \$30,483   | \$25,878   | \$20,920   | \$16,042   | \$10,884  |
| Total Proposed Debt (see Schedule 2) | \$         | \$3,497    | \$6,456    | \$5,857   | \$14,591   | \$15,432   | \$13,737   | \$11,992   | \$10,194   | \$8,343   |
| Total Recoveries (see Schedule 3)    | \$(10,838) | \$(12,018) | \$(12,605) | \$(9,579) | \$(16,691) | \$(16,933) | \$(14,624) | \$(12,251) | \$(10,268) | \$(8,343) |
| Total Net Projected Debt (Tax-based) | \$44,657   | \$42,025   | \$39,161   | \$36,045  | \$32,659   | \$28,982   | \$24,991   | \$20,662   | \$15,969   | \$10,884  |

**This page intentionally left blank**

# CORPORATE POLICY



Policy Title:

**Debt Management Policy**

Policy Category:

**Financial Control**

Policy No.:

FC-009

Department:

Corporate Services

Approval Date:

April 20, 2009

Revision Date:

January 21, 2019

Author:

Brad Witzel

Attachments:

Related Documents/Legislation: Ontario *Municipal Act* Regulation 403/02

Key Word(s): Debt

## **POLICY STATEMENT:**

The Council for the City of Waterloo is committed to demonstrating financial leadership and sustainability. This policy assists in formalizing a defined and transparent process for managing debt.

## **PURPOSE:**

The purpose of this policy is to outline the procedures and steps undertaken to ensure the City of Waterloo plans for and uses debt appropriately.

## **DEFINITIONS:**

### **Municipal Act**

The *Municipal Act* is the statute governing the powers, duties, internal organization, and structure of Ontario municipalities.

### **Capital Reserve Fund (CRF)**

The capital reserve fund is the primary source of funding for the purchase, construction, or development of new capital assets and studies.

### **Capital Infrastructure Reinvestment Reserve Fund (CIRRF)**

The capital infrastructure reinvestment reserve fund is the primary source of funding for expenditures associated with the rehabilitation or replacement of all existing tax-based capital infrastructure.

**Mandatory Policy, *Municipal Act*: No**  
**Policy Administration Team, Review Date: November 6, 2018**  
**Corporate Management Team, Review Date November 14, 2018**

**Net Debt Charges (NDC)**

Net Debt Charges are calculated as existing debt charges, less recoveries from user rates.

**Annual Repayment Limit (ARL)**

Is the legislated limit that caps principal and interest payments for municipalities based on net operating revenues.

**Total Capital Charges**

Is the relationship between the financial support required from the capital reserve fund and the capital infrastructure reinvestment reserve fund compared to the total payments from Net Debt Charges. The calculation used to determine Total Capital Charges is

Annual Net Debt Charges + The annual budgeted contribution to CRF and  
CIRRF = Total Capital Charges

**User Rates**

Fees charges for services that can be measures and costs recovered.

**SCOPE:**

This policy applies to all members of the City's organization including members of Council, full, part-time and contract staff.

**POLICY COMMUNICATION:**

Council will receive this policy for approval. If approved, the policy will be posted on the city's intranet. Staff will be advised of the policy via distribution to the Operational Leadership Team and Corporate Management Team.

**POLICY:****Debt Limits**

1. ARL is limited to 25% of net operating revenues based on regulations established within the Municipal Act.
2. Annual NDC will not exceed the annual budgeted contribution to CRF and CIRRF.
3. Capital projects will have  $\leq 30\%$  of total funding, from debenture funding.

**Debenture Terms**

1. Amortization periods of debentures may not exceed 10 years.

**Policy Exemptions**

1. Projects included in the most recent approved Development Charges By-Law that have anticipated debenture financing that will be recoverable through Development Charges.
2. Projects included in the Council Approved Capital Budget that have anticipated debenture financing that will be recoverable from Enterprise Funding (examples include but are not limited to; City Utilities and Cemetery Services).

**COMPLIANCE:**

In cases of policy violation, the City may investigate and determine appropriate corrective action.

## TOTAL EXISTING DEBT - SCHEDULE 1

All balances shown as end of year

| EXISTING DEBT   | 2019          | 2020          | 2021          | 2022          | 2023          | 2024          | 2025          | 2026          | 2027          | 2028          | 2029          |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Existing Tax-Based Debt</b>                                      |               |               |               |               |               |               |               |               |               |               |               |
| RIM Park Capital Lease  | 44,288        | 42,127        | 39,754        | 37,154        | 34,307        | 31,195        | 27,798        | 24,093        | 20,056        | 15,662        | 10,884        |
| Waterloo Memorial Recreation Complex Addition and Repurposing       | 2,784         | 2,530         | 2,271         | 2,008         | 1,738         | 1,464         | 1,184         | 898           | 605           | 306           |               |
| Re-Purposing of the Carnegie Library - Interior                     | 669           | 608           | 546           | 482           | 418           | 352           | 285           | 216           | 146           | 74            |               |
| <b>Total Existing Tax-Based Debt</b>                                | <b>47,741</b> | <b>45,265</b> | <b>42,571</b> | <b>39,644</b> | <b>36,463</b> | <b>33,011</b> | <b>29,267</b> | <b>25,207</b> | <b>20,807</b> | <b>16,042</b> | <b>10,884</b> |
| <b>Existing DC Debt</b>   |               |               |               |               |               |               |               |               |               |               |               |
| Columbia Street Extension   | 307           | 233           | 158           | 80            | -             | -             | -             | -             | -             | -             | -             |
| Woolwich Street   | 1,226         | 933           | 631           | 320           | -             | -             | -             | -             | -             | -             | -             |
| Beaver Crk Rd.(from approx 625 m north of Laurelwood to Conservatic | 1,027         | 831           | 630           | 424           | 214           | -             | -             | -             | -             | -             | -             |
| Conservation Dr- from Beaver Crk Rd to W Limit Snowcrest Pl.        | 2,062         | 1,667         | 1,263         | 851           | 430           | -             | -             | -             | -             | -             | -             |
| Beaver Creek Pumping Station Upgrades-Phase 3A                      | 1,677         | 1,276         | 864           | 438           | -             | -             | -             | -             | -             | -             | -             |
| SPS#2 on Conservation Drive @ BeaverCreek Culvert                   | 898           | 726           | 550           | 371           | 187           | -             | -             | -             | -             | -             | -             |
| SPS #3 on Beaver Crk Rd @ Laurel Crk culvert                        | 983           | 794           | 602           | 406           | 205           | -             | -             | -             | -             | -             | -             |
| <b>Total Existing DC Debt</b>                                       | <b>8,179</b>  | <b>6,461</b>  | <b>4,698</b>  | <b>2,890</b>  | <b>1,036</b>  | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      |
| <b>Existing Enterprise Debt</b>                                     |               |               |               |               |               |               |               |               |               |               |               |
| Silver Lake Study - EA Addendum                                     | 3,352         | 2,957         | 2,556         | 2,150         | 1,737         | 1,316         | 887           | 448           | -             | -             | -             |
| Maple Hill Creek Rehab-Westvale Pond to University Ave              | 901           | 812           | 721           | 627           | 531           | 432           | 329           | 223           | 113           | -             | -             |
| <b>Total Existing Enterprise Debt</b>                               | <b>4,253</b>  | <b>3,769</b>  | <b>3,277</b>  | <b>2,777</b>  | <b>2,268</b>  | <b>1,748</b>  | <b>1,216</b>  | <b>671</b>    | <b>113</b>    | <b>-</b>      | <b>-</b>      |
| <b>TOTAL EXISTING DEBT</b>  | <b>60,173</b> | <b>55,495</b> | <b>50,546</b> | <b>45,311</b> | <b>39,767</b> | <b>34,759</b> | <b>30,483</b> | <b>25,878</b> | <b>20,920</b> | <b>16,042</b> | <b>10,884</b> |

| Summary of Split                | 2019          | 2020          | 2021          | 2022          | 2023          | 2024          | 2025          | 2026          | 2027          | 2028          | 2029          |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Tax Supported (Existing)        | 47,741        | 45,265        | 42,571        | 39,644        | 36,463        | 33,011        | 29,267        | 25,207        | 20,807        | 16,042        | 10,884        |
| DC Supported (Existing)         | 8,179         | 6,461         | 4,698         | 2,890         | 1,036         | -             | -             | -             | -             | -             | -             |
| Enterprise Supported (Existing) | 4,253         | 3,769         | 3,277         | 2,777         | 2,268         | 1,748         | 1,216         | 671           | 113           | -             | -             |
| <b>Total Debt (Existing)</b>    | <b>60,173</b> | <b>55,495</b> | <b>50,546</b> | <b>45,311</b> | <b>39,767</b> | <b>34,759</b> | <b>30,483</b> | <b>25,878</b> | <b>20,920</b> | <b>16,042</b> | <b>10,884</b> |

| Split Percentage                | 2019        | 2020        | 2021        | 2022        | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Tax Supported (Existing)        | 79%         | 82%         | 84%         | 87%         | 92%         | 95%         | 96%         | 97%         | 99%         | 100%        | 100%        |
| DC Supported (Existing)         | 14%         | 12%         | 9%          | 6%          | 3%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          |
| Enterprise Supported (Existing) | 7%          | 7%          | 6%          | 6%          | 6%          | 5%          | 4%          | 3%          | 1%          | 0%          | 0%          |
| <b>Split Total</b>              | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> |

| Split per Capita                                | 2019          | 2020          | 2021          | 2022          | 2023          | 2024          | 2025          | 2026          | 2027          | 2028          | 2029         |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|
| Tax Supported Debt per Capita (Existing)        | \$ 369        | \$ 334        | \$ 309        | \$ 285        | \$ 260        | \$ 233        | \$ 205        | \$ 175        | \$ 144        | \$ 110        | \$ 74        |
| DC Supported Debt per Capita (Existing)         | \$ 63         | \$ 48         | \$ 34         | \$ 21         | \$ 7          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -         |
| Enterprise Supported Debt per Capita (Existing) | \$ 33         | \$ 28         | \$ 24         | \$ 20         | \$ 16         | \$ 12         | \$ 9          | \$ 5          | \$ 1          | \$ -          | \$ -         |
| <b>Debt per Capita (Existing)</b>               | <b>\$ 465</b> | <b>\$ 409</b> | <b>\$ 367</b> | <b>\$ 326</b> | <b>\$ 284</b> | <b>\$ 246</b> | <b>\$ 214</b> | <b>\$ 180</b> | <b>\$ 144</b> | <b>\$ 110</b> | <b>\$ 74</b> |

|  |         |         |         |         |         |         |         |         |         |         |         |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Population-as per 2019 DC Background Study</b><br>(includes students) | 129,460 | 135,673 | 137,903 | 139,056 | 140,218 | 141,390 | 142,572 | 143,765 | 144,861 | 145,966 | 147,079 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|

## TOTAL PROPOSED (NEW) DEBT - SCHEDULE 2

All balances shown as end of year

| PROPOSED DEBT   | 2019 | 2020 | 2021         | 2022         | 2023         | 2024          | 2025          | 2026          | 2027          | 2028          | 2029         |
|---|------|------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|--------------|
| <b>Proposed Tax-Based Debt</b>                                |      |      |              |              |              |               |               |               |               |               |              |
| <b>Total Proposed Tax-Based Debt</b>                          |      |      |              |              |              |               |               |               |               |               |              |
| <b>Proposed DC Debt</b>                                       |      |      |              |              |              |               |               |               |               |               |              |
| Fire Rescue Expansion   |      |      |              |              |              | 6,886         | 6,285         | 5,667         | 5,029         | 4,373         | 3,697        |
| Mini Operation Centre on the West Side                        |      |      |              |              |              |               | 2,292         | 2,092         | 1,886         | 1,674         | 1,456        |
| Uptown Parking Expansion General (Structure & Surface Spaces) |      |      |              | 1,488        | 1,358        | 1,225         | 1,087         | 945           | 799           | 648           | 493          |
| <b>Total Proposed DC Debt</b>                                 |      |      |              | <b>1,488</b> | <b>1,358</b> | <b>8,110</b>  | <b>9,664</b>  | <b>8,704</b>  | <b>7,714</b>  | <b>6,695</b>  | <b>5,646</b> |
| <b>Proposed Enterprise Debt</b>                               |      |      |              |              |              |               |               |               |               |               |              |
| Clair Creek North Reach 1                                     |      |      | 1,621        | 1,480        | 1,334        | 1,184         | 1,029         | 870           | 706           | 538           | 364          |
| Forwell Creek Industrial Lands                                |      |      |              |              |              | 1,917         | 1,750         | 1,578         | 1,400         | 1,217         | 1,029        |
| Keatsway Storm Bypass & Creek Bank Stabilization              |      |      | 1,483        | 1,354        | 1,220        | 1,083         | 942           | 796           | 646           | 492           | 333          |
| Laurel Crk Study Implementation - Hillside Park to HWY 85     |      |      | 393          | 359          | 323          | 287           | 250           | 211           | 171           | 130           | 88           |
| Uptown Parking Expansion General (Structure & Surface Spaces) |      |      |              | 1,776        | 1,621        | 1,462         | 1,297         | 1,128         | 954           | 774           | 589          |
| Westmount Rd - University Ave to Columbia St.                 |      |      |              |              |              | 548           | 500           | 451           | 400           | 348           | 294          |
| <b>Total Proposed Enterprise Debt</b>                         |      |      | <b>3,497</b> | <b>4,968</b> | <b>4,499</b> | <b>6,481</b>  | <b>5,768</b>  | <b>5,034</b>  | <b>4,278</b>  | <b>3,499</b>  | <b>2,697</b> |
| <b>TOTAL PROPOSED DEBT</b>                                    |      |      | <b>3,497</b> | <b>6,456</b> | <b>5,857</b> | <b>14,591</b> | <b>15,432</b> | <b>13,737</b> | <b>11,992</b> | <b>10,194</b> | <b>8,343</b> |

| Summary of Split                       | 2019 | 2020 | 2021         | 2022         | 2023         | 2024          | 2025          | 2026          | 2027          | 2028          | 2029         |
|--|------|------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|--------------|
| Tax Supported (Proposed)               |      |      |              |              |              |               |               |               |               |               |              |
| DC Supported (Proposed)                |      |      |              | 1,488        | 1,358        | 8,110         | 9,664         | 8,704         | 7,714         | 6,695         | 5,646        |
| Enterprise Supported (Proposed)        |      |      | 3,497        | 4,968        | 4,499        | 6,481         | 5,768         | 5,034         | 4,278         | 3,499         | 2,697        |
| <b>Proposed Increase to Total Debt</b> |      |      | <b>3,497</b> | <b>6,456</b> | <b>5,857</b> | <b>14,591</b> | <b>15,432</b> | <b>13,737</b> | <b>11,992</b> | <b>10,194</b> | <b>8,343</b> |

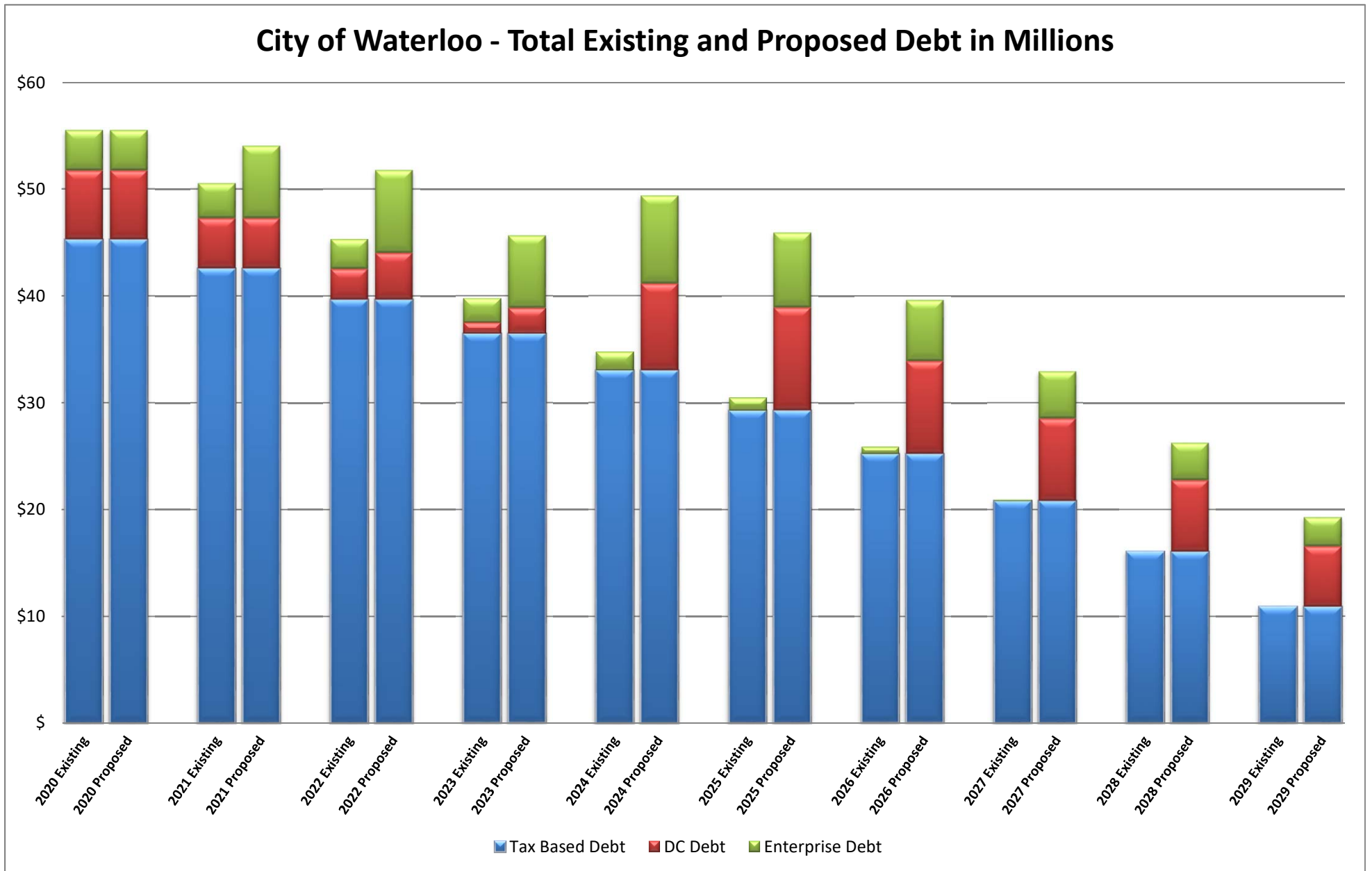
| Split Percentage                | 2019      | 2020      | 2021        | 2022        | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        |
|---------------------------------|-----------|-----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Tax Supported (Proposed)        | 0%        | 0%        | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          | 0%          |
| DC Supported (Proposed)         | 0%        | 0%        | 0%          | 23%         | 23%         | 56%         | 63%         | 63%         | 64%         | 66%         | 68%         |
| Enterprise Supported (Proposed) | 0%        | 0%        | 100%        | 77%         | 77%         | 44%         | 37%         | 37%         | 36%         | 34%         | 32%         |
| <b>Split Total</b>              | <b>0%</b> | <b>0%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> | <b>100%</b> |

| Split per Capita  | 2019        | 2020        | 2021         | 2022         | 2023         | 2024          | 2025          | 2026         | 2027         | 2028         | 2029         |
|---|-------------|-------------|--------------|--------------|--------------|---------------|---------------|--------------|--------------|--------------|--------------|
| Increased Tax Supported Debt per Capita (Proposed)        | \$ -        | \$ -        | \$ -         | \$ -         | \$ -         | \$ -          | \$ -          | \$ -         | \$ -         | \$ -         | \$ -         |
| Increased DC Supported Debt per Capita (Proposed)         | \$ -        | \$ -        | \$ -         | \$ 11        | \$ 10        | \$ 57         | \$ 68         | \$ 61        | \$ 53        | \$ 46        | \$ 38        |
| Increased Enterprise Supported Debt per Capita (Proposed) | \$ -        | \$ -        | \$ 25        | \$ 36        | \$ 32        | \$ 46         | \$ 40         | \$ 35        | \$ 30        | \$ 24        | \$ 18        |
| <b>Proposed Increase to Debt per Capita</b>               | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 25</b> | <b>\$ 46</b> | <b>\$ 42</b> | <b>\$ 103</b> | <b>\$ 108</b> | <b>\$ 96</b> | <b>\$ 83</b> | <b>\$ 70</b> | <b>\$ 57</b> |

|   |         |         |         |         |         |         |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Population-as per 2019 DC Background Study<br>(includes students) | 129,460 | 135,673 | 137,903 | 139,056 | 140,218 | 141,390 | 142,572 | 143,765 | 144,861 | 145,966 | 147,079 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|

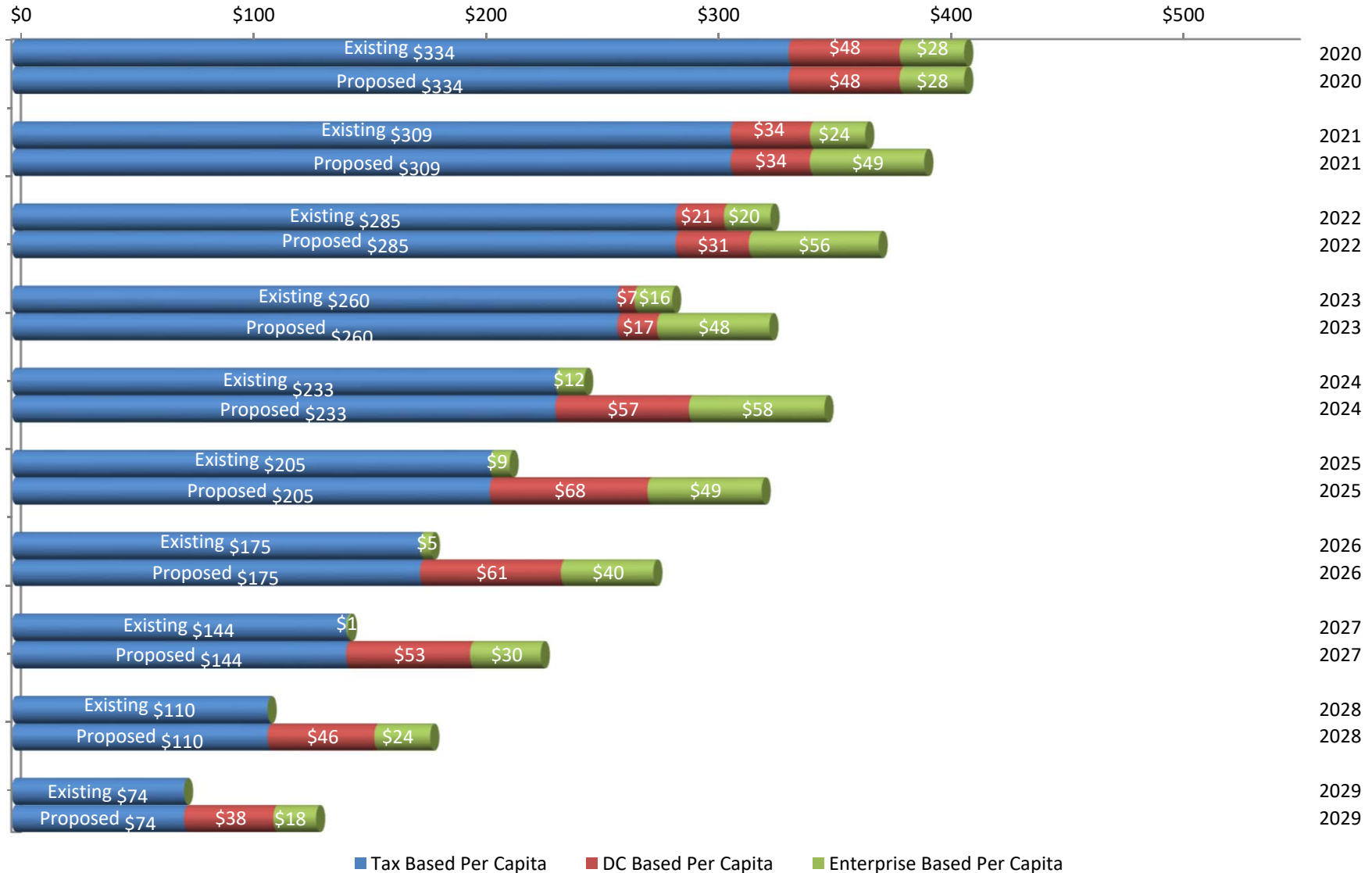
**TOTAL DEBT NET of USER FEE and TAX-BASED RECOVERIES - SCHEDULE 3**

|   | 2019            | 2020            | 2021            | 2022            | 2023           | 2024            | 2025            | 2026            | 2027            | 2028            | 2029           |
|---|-----------------|-----------------|-----------------|-----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|
| <b>TOTAL DEBT (EXISTING and PROPOSED) BEFORE RECOVERIES</b>                         | <b>60,173</b>   | <b>55,495</b>   | <b>54,043</b>   | <b>51,766</b>   | <b>45,624</b>  | <b>49,350</b>   | <b>45,915</b>   | <b>39,615</b>   | <b>32,912</b>   | <b>26,237</b>   | <b>19,227</b>  |
| <b>Projected Recoveries of Existing Tax-Based Debt</b>                              |                 |                 |                 |                 |                |                 |                 |                 |                 |                 |                |
| Re-Purposing of the Carnegie Library - Interior                                     | (669)           | (608)           | (546)           | (482)           | (418)          | (352)           | (285)           | (216)           | (146)           | (74)            |                |
| <b>Total Projected Recoveries of Existing Tax-Based Debt</b>                        | <b>(669)</b>    | <b>(608)</b>    | <b>(546)</b>    | <b>(482)</b>    | <b>(418)</b>   | <b>(352)</b>    | <b>(285)</b>    | <b>(216)</b>    | <b>(146)</b>    | <b>(74)</b>     |                |
| <b>Projected Recoveries of Existing DC Debt</b>                                     |                 |                 |                 |                 |                |                 |                 |                 |                 |                 |                |
| Columbia Street Extension   | (307)           | (233)           | (158)           | (80)            | -              | -               | -               | -               | -               | -               | -              |
| Woolwich Street   | (1,226)         | (933)           | (631)           | (320)           | -              | -               | -               | -               | -               | -               | -              |
| Beaver Crk Rd.(from approx 625 m north of Laurelwood to Conservation Dr)            | (1,027)         | (831)           | (630)           | (424)           | (214)          | -               | -               | -               | -               | -               | -              |
| Conservation Dr- from Beaver Crk Rd to W Limit Snowcrest Pl.                        | (2,062)         | (1,667)         | (1,263)         | (851)           | (430)          | -               | -               | -               | -               | -               | -              |
| Beaver Creek Pumping Station Upgrades-Phase 3A                                      | (1,677)         | (1,276)         | (864)           | (438)           | -              | -               | -               | -               | -               | -               | -              |
| SPS#2 on Conservation Drive @ BeaverCreek Culvert                                   | (898)           | (726)           | (550)           | (371)           | (187)          | -               | -               | -               | -               | -               | -              |
| SPS #3 on Beaver Crk Rd @ Laurel Crk culvert  | (983)           | (794)           | (602)           | (406)           | (205)          | -               | -               | -               | -               | -               | -              |
| <b>Total Projected Recoveries of Existing DC Debt</b>                               | <b>(8,179)</b>  | <b>(6,461)</b>  | <b>(4,698)</b>  | <b>(2,890)</b>  | <b>(1,036)</b> | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>       |
| <b>Projected Recoveries of Existing Enterprise Debt</b>                             |                 |                 |                 |                 |                |                 |                 |                 |                 |                 |                |
| Silver Lake Study - EA Addendum   | (3,352)         | (2,957)         | (2,556)         | (2,150)         | (1,737)        | (1,316)         | (887)           | (448)           |                 |                 |                |
| Maple Hill Creek Rehab-Westvale Pond to University Ave                              | (901)           | (812)           | (721)           | (627)           | (531)          | (432)           | (329)           | (223)           | (113)           |                 |                |
| <b>Total Projected Recoveries of Existing Enterprise Debt</b>                       | <b>(4,253)</b>  | <b>(3,769)</b>  | <b>(3,277)</b>  | <b>(2,777)</b>  | <b>(2,268)</b> | <b>(1,748)</b>  | <b>(1,216)</b>  | <b>(671)</b>    | <b>(113)</b>    |                 |                |
| <b>Total Projected Recoveries of Existing Debt from User Fees and other sources</b> | <b>(13,101)</b> | <b>(10,838)</b> | <b>(8,521)</b>  | <b>(6,149)</b>  | <b>(3,722)</b> | <b>(2,100)</b>  | <b>(1,501)</b>  | <b>(887)</b>    | <b>(259)</b>    | <b>(74)</b>     |                |
| <b>Projected Recoveries of Proposed DC Debt</b>                                     |                 |                 |                 |                 |                |                 |                 |                 |                 |                 |                |
| Fire Rescue Expansion   |                 |                 |                 |                 |                | (6,886)         | (6,285)         | (5,667)         | (5,029)         | (4,373)         | (3,697)        |
| Mini Operation Centre on the West Side  |                 |                 |                 |                 |                |                 | (2,292)         | (2,092)         | (1,886)         | (1,674)         | (1,456)        |
| Uptown Parking Expansion General (Structure & Surface Spaces)                       |                 |                 |                 | (1,488)         | (1,358)        | (1,225)         | (1,087)         | (945)           | (799)           | (648)           | (493)          |
| <b>Total Projected Recoveries of Proposed DC Debt</b>                               |                 |                 |                 | <b>(1,488)</b>  | <b>(1,358)</b> | <b>(8,110)</b>  | <b>(9,664)</b>  | <b>(8,704)</b>  | <b>(7,714)</b>  | <b>(6,695)</b>  | <b>(5,646)</b> |
| <b>Projected Recoveries of Proposed Enterprise Debt</b>                             |                 |                 |                 |                 |                |                 |                 |                 |                 |                 |                |
| Clair Creek North Reach 1   |                 |                 | (1,621)         | (1,480)         | (1,334)        | (1,184)         | (1,029)         | (870)           | (706)           | (538)           | (364)          |
| Forwell Creek Industrial Lands  |                 |                 |                 |                 |                | (1,917)         | (1,750)         | (1,578)         | (1,400)         | (1,217)         | (1,029)        |
| Keatsway Storm Bypass & Creek Bank Stabilization                                    |                 |                 | (1,483)         | (1,354)         | (1,220)        | (1,083)         | (942)           | (796)           | (646)           | (492)           | (333)          |
| Laurel Crk Study Implementation - Hillside Park to HWY 85                           |                 |                 | (393)           | (359)           | (323)          | (287)           | (250)           | (211)           | (171)           | (130)           | (88)           |
| Uptown Parking Expansion General (Structure & Surface Spaces)                       |                 |                 |                 | (1,776)         | (1,621)        | (1,462)         | (1,297)         | (1,128)         | (954)           | (774)           | (589)          |
| Westmount Rd - University Ave to Columbia St.                                       |                 |                 |                 |                 |                | (548)           | (500)           | (451)           | (400)           | (348)           | (294)          |
| <b>Total Projected Recoveries of Proposed Enterprise Debt</b>                       |                 |                 | <b>(3,497)</b>  | <b>(4,968)</b>  | <b>(4,499)</b> | <b>(6,481)</b>  | <b>(5,768)</b>  | <b>(5,034)</b>  | <b>(4,278)</b>  | <b>(3,499)</b>  | <b>(2,697)</b> |
| <b>Total Projected Recoveries of Proposed Debt from User Fees</b>                   |                 |                 | <b>(3,497)</b>  | <b>(6,456)</b>  | <b>(5,857)</b> | <b>(14,591)</b> | <b>(15,432)</b> | <b>(13,737)</b> | <b>(11,992)</b> | <b>(10,194)</b> | <b>(8,343)</b> |
| <b>Total Projected Recoveries from User Fees and other sources</b>                  | <b>(13,101)</b> | <b>(10,838)</b> | <b>(12,018)</b> | <b>(12,605)</b> | <b>(9,579)</b> | <b>(16,691)</b> | <b>(16,933)</b> | <b>(14,624)</b> | <b>(12,251)</b> | <b>(10,268)</b> | <b>(8,343)</b> |
| <b>Net Debt Total (Tax Based)</b>   | <b>47,072</b>   | <b>44,657</b>   | <b>42,025</b>   | <b>39,161</b>   | <b>36,045</b>  | <b>32,659</b>   | <b>28,982</b>   | <b>24,991</b>   | <b>20,662</b>   | <b>15,969</b>   | <b>10,884</b>  |





## City of Waterloo - Total Existing and Proposed Debt per Capita



2017 Provincial Average of Debt per Capita for population over 50,000 was \$291.

**This page intentionally left blank**

**TOTAL EXISTING and PROPOSED DEBT CHARGES by SOURCE**

| EXISTING DEBT CHARGES  | 2019             | 2020             | 2021             | 2022             | 2023             | 2024             | 2025             | 2026             | 2027             | 2028             | 2029             |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Existing Tax-Based Debt Charges</b>                                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| RIM Park Capital Lease   | 5,160,228        | 5,209,941        | 5,260,648        | 5,312,369        | 5,365,125        | 5,418,935        | 5,473,822        | 5,529,807        | 5,586,911        | 5,645,158        | 5,704,569        |
| Re-Purposing of the Carnegie Library - Interior                        |                  | 75,268           | 75,241           | 75,191           | 75,280           | 75,148           | 75,154           | 75,258           | 75,295           | 75,263           | 75,353           |
| Waterloo Memorial Recreation Complex Addition and Repurposing          |                  | 313,225          | 313,110          | 312,900          | 313,271          | 312,723          | 312,747          | 313,182          | 313,335          | 313,200          | 313,577          |
| <b>Total Existing Tax-Based Debt Charges</b>                           | <b>5,160,228</b> | <b>5,598,434</b> | <b>5,648,998</b> | <b>5,700,460</b> | <b>5,753,676</b> | <b>5,806,806</b> | <b>5,861,723</b> | <b>5,918,248</b> | <b>5,975,542</b> | <b>6,033,621</b> | <b>6,093,499</b> |
| <b>Existing DC Debt Charges</b>  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Columbia Street Extension  | 83,741           | 83,880           | 83,868           | 83,595           | 83,183           | -                | -                | -                | -                | -                | -                |
| Woolwich Street  | 334,727          | 335,282          | 335,233          | 334,140          | 332,496          | -                | -                | -                | -                | -                | -                |
| Beaver Crk Rd.(from approx 625 m north of Laurelwood to Conservation I | 224,657          | 224,630          | 224,445          | 223,657          | 222,348          | 220,604          | -                | -                | -                | -                | -                |
| Conservation Dr- from Beaver Crk Rd to W Limit Snowcrest Pl.           | 450,809          | 450,757          | 450,385          | 448,804          | 446,176          | 442,677          | -                | -                | -                | -                | -                |
| Beaver Creek Pumping Station Upgrades-Phase 3A                         | 457,834          | 458,593          | 458,526          | 457,032          | 454,783          | -                | -                | -                | -                | -                | -                |
| SPS#2 on Conservation Drive @ BeaverCreek Culvert                      | 196,344          | 196,321          | 196,160          | 195,471          | 194,326          | 192,802          | -                | -                | -                | -                | -                |
| SPS #3 on Beaver Crk Rd @ Laurel Crk culvert                           | 214,874          | 214,849          | 214,672          | 213,918          | 212,665          | 210,997          | -                | -                | -                | -                | -                |
| <b>Total Existing DC Debt Charges</b>                                  | <b>1,962,986</b> | <b>1,964,313</b> | <b>1,963,288</b> | <b>1,956,616</b> | <b>1,945,977</b> | <b>1,067,080</b> | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Existing Enterprise Debt Charges</b>                                |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Silver Lake Study - EA Addendum  | 454,925          | 454,920          | 455,445          | 454,188          | 454,122          | 454,300          | 453,691          | 454,357          | 453,264          | -                | -                |
| Maple Hill Creek Rehab-Westvale Pond to University Ave                 | 111,872          | 113,011          | 112,895          | 113,558          | 113,040          | 113,358          | 114,479          | 114,422          | 115,181          | 114,752          | -                |
| <b>Total Existing Enterprise Debt Charges</b>                          | <b>566,797</b>   | <b>567,930</b>   | <b>568,340</b>   | <b>567,746</b>   | <b>567,162</b>   | <b>567,658</b>   | <b>568,169</b>   | <b>568,779</b>   | <b>568,445</b>   | <b>114,752</b>   | <b>-</b>         |
| <b>TOTAL EXISTING DEBT CHARGES</b>                                     | <b>7,690,011</b> | <b>8,130,677</b> | <b>8,180,626</b> | <b>8,224,823</b> | <b>8,266,815</b> | <b>7,441,544</b> | <b>6,429,892</b> | <b>6,487,026</b> | <b>6,543,986</b> | <b>6,148,372</b> | <b>6,093,499</b> |
| <b>PROPOSED DEBT CHARGES</b>   | <b>2019</b>      | <b>2020</b>      | <b>2021</b>      | <b>2022</b>      | <b>2023</b>      | <b>2024</b>      | <b>2025</b>      | <b>2026</b>      | <b>2027</b>      | <b>2028</b>      | <b>2029</b>      |
| <b>Proposed Tax-Based Debt Charges</b>                                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>Total Proposed Tax-Based Debt Charges</b>                           | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| <b>Proposed DC Debt Charges</b>  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Fire Rescue Expansion  | -                | -                | -                | -                | -                | -                | 807,234          | 807,234          | 807,234          | 807,234          | 807,234          |
| Mini Operation Centre on the West Side                                 | -                | -                | -                | -                | -                | -                | -                | 268,692          | 268,692          | 268,692          | 268,692          |
| Uptown Parking Expansion General (Structure & Surface Spaces)          | -                | -                | -                | -                | 174,439          | 174,439          | 174,439          | 174,439          | 174,439          | 174,439          | 174,439          |
| <b>Total Proposed DC Debt Charges</b>                                  | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>174,439</b>   | <b>174,439</b>   | <b>981,673</b>   | <b>1,250,366</b> | <b>1,250,366</b> | <b>1,250,366</b> | <b>1,250,366</b> |
| <b>Proposed Enterprise Debt Charges</b>                                |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Clair Creek North Reach 1  | -                | -                | -                | 190,031          | 190,031          | 190,031          | 190,031          | 190,031          | 190,031          | 190,031          | 190,031          |
| Forwell Creek Industrial Lands   | -                | -                | -                | -                | -                | -                | 224,731          | 224,731          | 224,731          | 224,731          | 224,731          |
| Keatsway Storm Bypass & Creek Bank Stabilization                       | -                | -                | -                | 173,853          | 173,853          | 173,853          | 173,853          | 173,853          | 173,853          | 173,853          | 173,853          |
| Laurel Crk Study Implementation - Hillside Park to HWY 85              | -                | -                | -                | 46,072           | 46,072           | 46,072           | 46,072           | 46,072           | 46,072           | 46,072           | 46,072           |
| Uptown Parking Expansion General (Structure & Surface Spaces)          | -                | -                | -                | -                | 208,201          | 208,201          | 208,201          | 208,201          | 208,201          | 208,201          | 208,201          |
| Westmount Rd - University Ave to Columbia St.                          | -                | -                | -                | -                | -                | -                | 64,242           | 64,242           | 64,242           | 64,242           | 64,242           |
| <b>Total Proposed Enterprise Debt Charges</b>                          | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>409,955</b>   | <b>618,156</b>   | <b>618,156</b>   | <b>907,130</b>   | <b>907,130</b>   | <b>907,130</b>   | <b>907,130</b>   | <b>907,130</b>   |
| <b>TOTAL PROPOSED DEBT CHARGES</b>                                     | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>409,955</b>   | <b>792,595</b>   | <b>792,595</b>   | <b>1,888,803</b> | <b>2,157,495</b> | <b>2,157,495</b> | <b>2,157,495</b> | <b>2,157,495</b> |
| <b>TOTAL DEBT CHARGES BEFORE RECOVERIES *</b>                          | <b>7,690,011</b> | <b>8,130,677</b> | <b>8,180,626</b> | <b>8,634,778</b> | <b>9,059,410</b> | <b>8,234,140</b> | <b>8,318,695</b> | <b>8,644,521</b> | <b>8,701,482</b> | <b>8,305,868</b> | <b>8,250,995</b> |

\*This figure is used in Provincial Limit Calculations

**TOTAL EXISTING and PROPOSED RECOVERIES of DEBT CHARGES**

|   | 2019               | 2020               | 2021               | 2022               | 2023               | 2024               | 2025               | 2026               | 2027               | 2028               | 2029               |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>TOTAL DEBT CHARGES BEFORE RECOVERIES</b>   | <b>7,690,011</b>   | <b>8,130,677</b>   | <b>8,180,626</b>   | <b>8,634,778</b>   | <b>9,059,410</b>   | <b>8,234,140</b>   | <b>8,318,695</b>   | <b>8,644,521</b>   | <b>8,701,482</b>   | <b>8,305,868</b>   | <b>8,250,995</b>   |
| <b>Projected Recoveries of Existing Tax-Based Debt</b>                              |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Re-Purposing of the Carnegie Library - Interior                                     | -                  | (75,268)           | (75,241)           | (75,191)           | (75,280)           | (75,148)           | (75,154)           | (75,258)           | (75,295)           | (75,263)           | (75,353)           |
| <b>Total Projected Recoveries of Existing Tax-Based Debt</b>                        | <b>-</b>           | <b>(75,268)</b>    | <b>(75,241)</b>    | <b>(75,191)</b>    | <b>(75,280)</b>    | <b>(75,148)</b>    | <b>(75,154)</b>    | <b>(75,258)</b>    | <b>(75,295)</b>    | <b>(75,263)</b>    | <b>(75,353)</b>    |
| <b>Projected Recoveries of Existing DC Debt</b>                                     |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Columbia Street Extension   | (83,741)           | (83,880)           | (83,868)           | (83,595)           | (83,183)           | -                  | -                  | -                  | -                  | -                  | -                  |
| Woolwich Street   | (334,727)          | (335,282)          | (335,233)          | (334,140)          | (332,496)          | -                  | -                  | -                  | -                  | -                  | -                  |
| Beaver Crk Rd. (from approx 625 m north of Laurelwood to Conservation Dr)           | (224,657)          | (224,630)          | (224,445)          | (223,657)          | (222,348)          | (220,604)          | -                  | -                  | -                  | -                  | -                  |
| Conservation Dr- from Beaver Crk Rd to W Limit Snowcrest Pl.                        | (450,809)          | (450,757)          | (450,385)          | (448,804)          | (446,176)          | (442,677)          | -                  | -                  | -                  | -                  | -                  |
| Beaver Creek Pumping Station Upgrades-Phase 3A                                      | (457,834)          | (458,593)          | (458,526)          | (457,032)          | (454,783)          | -                  | -                  | -                  | -                  | -                  | -                  |
| SPS#2 on Conservation Drive @ BeaverCreek Culvert                                   | (196,344)          | (196,321)          | (196,160)          | (195,471)          | (194,326)          | (192,802)          | -                  | -                  | -                  | -                  | -                  |
| SPS #3 on Beaver Crk Rd @ Laurel Crk culvert  | (214,874)          | (214,849)          | (214,672)          | (213,918)          | (212,665)          | (210,997)          | -                  | -                  | -                  | -                  | -                  |
| <b>Total Projected Recoveries of Existing DC Debt</b>                               | <b>(1,962,986)</b> | <b>(1,964,313)</b> | <b>(1,963,288)</b> | <b>(1,956,616)</b> | <b>(1,945,977)</b> | <b>(1,067,080)</b> | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           |
| <b>Projected Recoveries of Existing Enterprise Debt</b>                             |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Silver Lake Study - EA Addendum   | (454,925)          | (454,920)          | (455,445)          | (454,188)          | (454,122)          | (454,300)          | (453,691)          | (454,357)          | (453,264)          | -                  | -                  |
| Maple Hill Creek Rehab-Westvale Pond to University Ave                              | (111,872)          | (113,011)          | (112,895)          | (113,558)          | (113,040)          | (113,358)          | (114,479)          | (114,422)          | (115,181)          | (114,752)          | -                  |
| <b>Total Projected Recoveries of Existing Enterprise Debt</b>                       | <b>(566,797)</b>   | <b>(567,930)</b>   | <b>(568,340)</b>   | <b>(567,746)</b>   | <b>(567,162)</b>   | <b>(567,658)</b>   | <b>(568,169)</b>   | <b>(568,779)</b>   | <b>(568,445)</b>   | <b>(114,752)</b>   | <b>-</b>           |
| <b>Total Projected Recoveries of Existing Debt from User Fees and other sources</b> | <b>(2,529,783)</b> | <b>(2,607,512)</b> | <b>(2,606,868)</b> | <b>(2,599,553)</b> | <b>(2,588,419)</b> | <b>(1,709,886)</b> | <b>(643,323)</b>   | <b>(644,037)</b>   | <b>(643,740)</b>   | <b>(190,014)</b>   | <b>(75,353)</b>    |
| <b>Projected Recoveries of Proposed DC Debt</b>                                     |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Fire Rescue Expansion   | -                  | -                  | -                  | -                  | -                  | -                  | (807,234)          | (807,234)          | (807,234)          | (807,234)          | (807,234)          |
| Mini Operation Centre on the West Side  | -                  | -                  | -                  | -                  | -                  | -                  | -                  | (268,692)          | (268,692)          | (268,692)          | (268,692)          |
| Uptown Parking Expansion General (Structure & Surface Spaces)                       | -                  | -                  | -                  | -                  | (174,439)          | (174,439)          | (174,439)          | (174,439)          | (174,439)          | (174,439)          | (174,439)          |
| <b>Total Projected Recoveries of Proposed DC Debt</b>                               | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>(174,439)</b>   | <b>(174,439)</b>   | <b>(981,673)</b>   | <b>(1,250,366)</b> | <b>(1,250,366)</b> | <b>(1,250,366)</b> | <b>(1,250,366)</b> |
| <b>Projected Recoveries of Proposed Enterprise Debt</b>                             |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |                    |
| Clair Creek North Reach 1   | -                  | -                  | -                  | (190,031)          | (190,031)          | (190,031)          | (190,031)          | (190,031)          | (190,031)          | (190,031)          | (190,031)          |
| Forwell Creek Industrial Lands  | -                  | -                  | -                  | -                  | -                  | -                  | (224,731)          | (224,731)          | (224,731)          | (224,731)          | (224,731)          |
| Keatsway Storm Bypass & Creek Bank Stabilization                                    | -                  | -                  | -                  | (173,853)          | (173,853)          | (173,853)          | (173,853)          | (173,853)          | (173,853)          | (173,853)          | (173,853)          |
| Laurel Crk Study Implementation - Hillside Park to HWY 85                           | -                  | -                  | -                  | (46,072)           | (46,072)           | (46,072)           | (46,072)           | (46,072)           | (46,072)           | (46,072)           | (46,072)           |
| Uptown Parking Expansion General (Structure & Surface Spaces)                       | -                  | -                  | -                  | -                  | (208,201)          | (208,201)          | (208,201)          | (208,201)          | (208,201)          | (208,201)          | (208,201)          |
| Westmount Rd - University Ave to Columbia St.                                       | -                  | -                  | -                  | -                  | -                  | -                  | (64,242)           | (64,242)           | (64,242)           | (64,242)           | (64,242)           |
| <b>Total Projected Recoveries of Proposed Enterprise Debt</b>                       | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>(409,955)</b>   | <b>(618,156)</b>   | <b>(618,156)</b>   | <b>(907,130)</b>   | <b>(907,130)</b>   | <b>(907,130)</b>   | <b>(907,130)</b>   | <b>(907,130)</b>   |
| <b>Total Projected Recoveries of Proposed Debt from User Fees</b>                   | <b>-</b>           | <b>-</b>           | <b>-</b>           | <b>(409,955)</b>   | <b>(792,595)</b>   | <b>(792,595)</b>   | <b>(1,888,803)</b> | <b>(2,157,495)</b> | <b>(2,157,495)</b> | <b>(2,157,495)</b> | <b>(2,157,495)</b> |
| <b>Total Projected Recoveries from User Fees and other sources</b>                  | <b>(2,529,783)</b> | <b>(2,607,512)</b> | <b>(2,606,868)</b> | <b>(3,009,508)</b> | <b>(3,381,014)</b> | <b>(2,502,481)</b> | <b>(2,532,126)</b> | <b>(2,801,532)</b> | <b>(2,801,235)</b> | <b>(2,347,510)</b> | <b>(2,232,849)</b> |
| <b>Net Debt Charges *</b>   | <b>5,160,228</b>   | <b>5,523,165</b>   | <b>5,573,758</b>   | <b>5,625,270</b>   | <b>5,678,396</b>   | <b>5,731,658</b>   | <b>5,786,570</b>   | <b>5,842,989</b>   | <b>5,900,247</b>   | <b>5,958,358</b>   | <b>6,018,146</b>   |

\*This figure is used in Debt Management Policy

**PROVINCIAL DEBT LIMIT CALCULATION**

City of Waterloo Debt Management Policy: Debt Limits, Item 1-ARL is limited to 25% of net operating revenues based on regulations established within the Municipal Act. (Ontario Regulation 403/02).

**2018 Net Revenue Calculation:**

|   | Actuals 2018          | Budget 2019           | Budget 2020           | Budget 2021           | Budget 2022           | Budget 2023           | Budget 2024           | Budget 2025           | Budget 2026           | Budget 2027           | Budget 2028           | Budget 2029           |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Total Revenues                                | \$ 187,788,279        |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| Less: Deferred Revenue                        | -5,521,999            |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| Less: Ontario Conditional Grants              | -8,597,132            |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| Gain or Loss: Sale of Land and Capital Assets | 1,552,262             |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| Less: Business Enterprise Equity              | -5,618,824            |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| Less: Other Revenue                           | -3,272,710            |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| Less: Other Municipalities                    | -3,177,236            |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |
| <b>Net Operating Revenues*</b>                | <b>\$ 163,152,640</b> | <b>\$ 167,166,195</b> | <b>\$ 171,278,483</b> | <b>\$ 175,491,934</b> | <b>\$ 179,809,036</b> | <b>\$ 184,232,338</b> | <b>\$ 188,764,453</b> | <b>\$ 193,408,059</b> | <b>\$ 198,165,897</b> | <b>\$ 203,040,778</b> | <b>\$ 208,035,581</b> | <b>\$ 213,153,257</b> |

\* Budgeted Net Operating Revenues based on 2.5% increase annually.

**2018 Actual, 2019-2029 Proposed Debt Charges:**

|  | Actuals 2018        | Budget 2019         | Budget 2020         | Budget 2021         | Budget 2022         | Budget 2023         | Budget 2024         | Budget 2025         | Budget 2026         | Budget 2027         | Budget 2028         | Budget 2029         |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Existing RIM Park Capital Lease Payment                                | 5,111,490           | 5,160,228           | 5,209,941           | 5,260,648           | 5,312,369           | 5,365,125           | 5,418,935           | 5,473,822           | 5,529,807           | 5,586,911           | 5,645,158           | 5,704,569           |
| Existing Waterloo Square Debenture                                     | 345,056             | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |
| Silver Lake Study - EA Addendum  | 455,582             | 454,925             | 454,920             | 455,445             | 454,188             | 454,122             | 454,300             | 453,691             | 454,357             | 453,264             | -                   | -                   |
| Maple Hill Creek Rehab-Westvale Pond to University Ave                 | 13,366              | 111,872             | 113,011             | 112,895             | 113,558             | 113,040             | 113,358             | 114,479             | 114,422             | 115,181             | 114,752             | -                   |
| Re-Purposing of the Carnegie Library - Interior                        | -                   | -                   | 75,268              | 75,241              | 75,191              | 75,280              | 75,148              | 75,154              | 75,258              | 75,295              | 75,263              | 75,353              |
| Waterloo Memorial Recreation Complex Addition and Repurposing          | -                   | -                   | 313,225             | 313,110             | 312,900             | 313,271             | 312,723             | 312,747             | 313,182             | 313,335             | 313,200             | 313,577             |
| Development Charges-Road Projects                                      | 985,212             | 988,396             | 989,024             | 988,492             | 985,128             | 979,750             | 559,646             | -                   | -                   | -                   | -                   | -                   |
| Development Charges-Sanitary Projects                                  | 866,175             | 869,052             | 869,763             | 869,357             | 866,420             | 861,775             | 403,800             | -                   | -                   | -                   | -                   | -                   |
| Development Charges-Stormwater Projects                                | 105,236             | 105,538             | 105,526             | 105,439             | 105,068             | 104,453             | 103,634             | -                   | -                   | -                   | -                   | -                   |
| <b>(Future) Other Proposed Debt Charges</b>                            | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 409,955</b>   | <b>\$ 792,595</b>   | <b>\$ 792,595</b>   | <b>\$ 1,888,803</b> | <b>\$ 2,157,495</b> | <b>\$ 2,157,495</b> | <b>\$ 2,157,495</b> | <b>\$ 2,157,495</b> |
| <b>Total Existing &amp; Proposed Debt Charges for City of Waterloo</b> | <b>\$ 7,882,116</b> | <b>\$ 7,690,011</b> | <b>\$ 8,130,677</b> | <b>\$ 8,180,626</b> | <b>\$ 8,634,778</b> | <b>\$ 9,059,410</b> | <b>\$ 8,234,140</b> | <b>\$ 8,318,695</b> | <b>\$ 8,644,521</b> | <b>\$ 8,701,482</b> | <b>\$ 8,305,868</b> | <b>\$ 8,250,995</b> |

**Remaining Debt Charges Capacity:**

|   | Actual 2018          | Budget 2019          | Budget 2020          | Budget 2021          | Budget 2022          | Budget 2023          | Budget 2024          | Budget 2025          | Budget 2026          | Budget 2027          | Budget 2028          | Budget 2029          |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Net Operating Revenues  | \$ 163,152,640       | \$ 167,166,195       | \$ 171,278,483       | \$ 175,491,934       | \$ 179,809,036       | \$ 184,232,338       | \$ 188,764,453       | \$ 193,408,059       | \$ 198,165,897       | \$ 203,040,778       | \$ 208,035,581       | \$ 213,153,257       |
| Maximum Allowable Under Regulation For Total Debt Charges<br>(25% of Net Revenue Fund Revenues) | \$ 40,788,160        | \$ 41,791,549        | \$ 42,819,621        | \$ 43,872,984        | \$ 44,952,259        | \$ 46,058,084        | \$ 47,191,113        | \$ 48,352,015        | \$ 49,541,474        | \$ 50,760,195        | \$ 52,008,895        | \$ 53,288,314        |
| <b>Total Existing &amp; Proposed Debt Charges for City of Waterloo</b>                          | <b>\$ 7,882,116</b>  | <b>\$ 7,690,011</b>  | <b>\$ 8,130,677</b>  | <b>\$ 8,180,626</b>  | <b>\$ 8,634,778</b>  | <b>\$ 9,059,410</b>  | <b>\$ 8,234,140</b>  | <b>\$ 8,318,695</b>  | <b>\$ 8,644,521</b>  | <b>\$ 8,701,482</b>  | <b>\$ 8,305,868</b>  | <b>\$ 8,250,995</b>  |
| <b>Remaining Debt Capacity</b>  | <b>\$ 32,906,044</b> | <b>\$ 34,101,538</b> | <b>\$ 34,688,944</b> | <b>\$ 35,692,358</b> | <b>\$ 36,317,481</b> | <b>\$ 36,998,674</b> | <b>\$ 38,956,974</b> | <b>\$ 40,033,319</b> | <b>\$ 40,896,953</b> | <b>\$ 42,058,713</b> | <b>\$ 43,703,027</b> | <b>\$ 45,037,319</b> |

**Debt Charges as a % of Net Operating Revenues:**

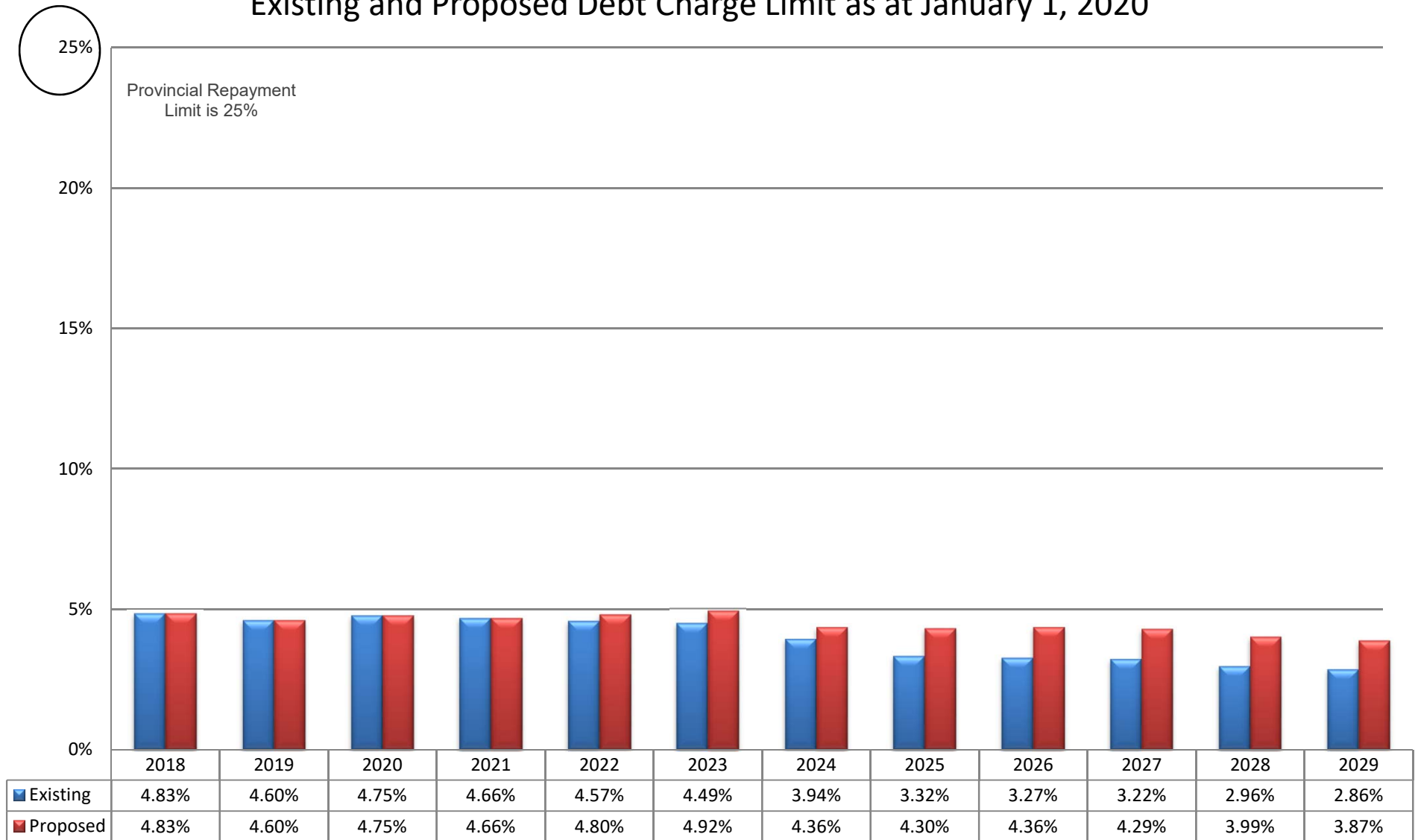
| Based on FIR for Year  | 2018                  | 2019                  | 2020                  | 2021                  | 2022                  | 2023                  | 2024                  | 2025                  | 2026                  | 2027                  | 2028                  | 2029                  |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>Provincial Calculation</b>  | <b>Effective 2020</b> | <b>Effective 2021</b> | <b>Effective 2022</b> | <b>Effective 2023</b> | <b>Effective 2024</b> | <b>Effective 2025</b> | <b>Effective 2026</b> | <b>Effective 2027</b> | <b>Effective 2028</b> | <b>Effective 2029</b> | <b>Effective 2030</b> | <b>Effective 2030</b> |
| <b>(Proposed) Debt Charges shown as a Percentage of Net Operating Revenues</b> | <b>4.83%</b>          | <b>4.60%</b>          | <b>4.75%</b>          | <b>4.66%</b>          | <b>4.80%</b>          | <b>4.92%</b>          | <b>4.36%</b>          | <b>4.30%</b>          | <b>4.36%</b>          | <b>4.29%</b>          | <b>3.99%</b>          | <b>3.87%</b>          |
| <b>(Existing) Debt Charges shown as a Percentage of Net Operating Revenues</b> | <b>4.83%</b>          | <b>4.60%</b>          | <b>4.75%</b>          | <b>4.66%</b>          | <b>4.57%</b>          | <b>4.49%</b>          | <b>3.94%</b>          | <b>3.32%</b>          | <b>3.27%</b>          | <b>3.22%</b>          | <b>2.96%</b>          | <b>2.86%</b>          |

\* FIR = Financial Information Returns from Annual Financial Statements

The Municipal Act regulation permits a maximum of 25% of net operating revenues to be used to fund principal and interest charges for debt. In 2018, the City of Waterloo paid principal and interest charges totalling \$7,882,116. As a percentage of net operating revenues as defined under the Provincial regulation this represents 4.83%, which is well within the limit.

## Debt Limit Calculation

Existing and Proposed Debt Charge Limit as at January 1, 2020



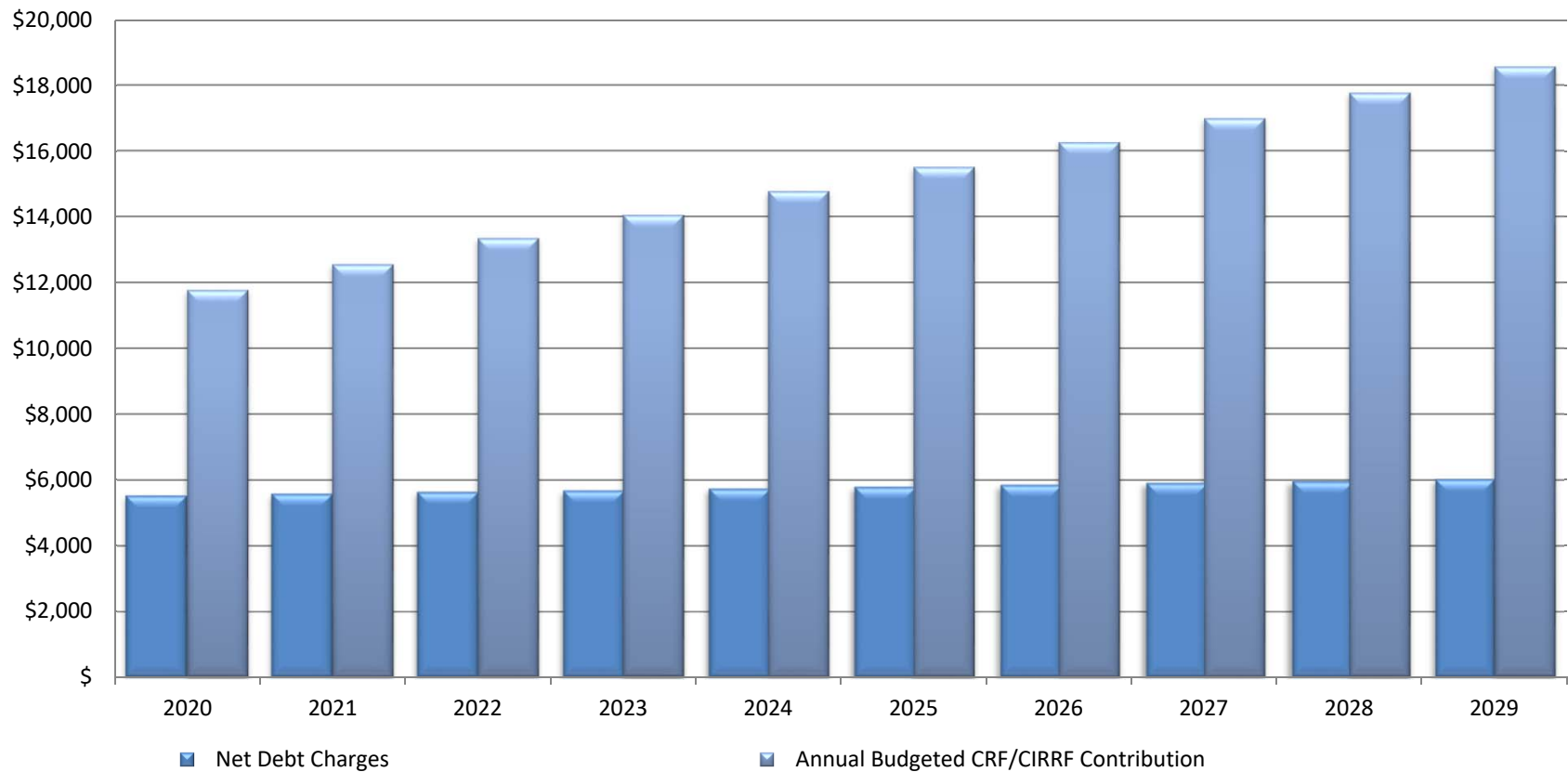
Waterloo's net debt charges as a percentage of net operating revenues, at 4.83% based on the 2018 FIR, is also lower than the provincial average for similar size cities, which for 2018 is 5.89%.

**DEBT MANAGEMENT POLICY CALCULATION**

|  |            | 2019        | 2020        | 2021       | 2022        | 2023        | 2024       | 2025        | 2026       | 2027       | 2028       | 2029       |
|--|------------|-------------|-------------|------------|-------------|-------------|------------|-------------|------------|------------|------------|------------|
|  |            |             |             |            |             |             |            |             |            |            |            |            |
| Capital Reserve Fund Baseline                            | prior year | 7,324,359   | 5,406,550   | 3,532,981  | 3,585,218   | 4,900,647   | 3,900,660  | 3,499,673   | 5,243,667  | 5,458,540  | 5,677,712  | 5,901,266  |
| Budgeted Increases for Growth                            |            | 119,098     | 196,416     | 110,000    | 110,000     | 110,000     | 110,000    | 110,000     | 110,000    | 110,000    | 110,000    | 111,100    |
| Budgeted Increases by Inflation                          |            | 216,775     | 158,953     | 101,237    | 101,429     | 98,013      | 78,013     | 69,993      | 104,873    | 109,171    | 113,554    | 118,025    |
| Budgeted Increase for Contribution Reallocation          |            | 165,000     |             |            |             |             |            |             |            |            |            |            |
| Incremental Difference for Change in Debt                |            | 296,318     | (362,937)   | (0)        | 0           | (0)         | 0          | (0)         | 0          | 0          | 0          | 0          |
| Transfer to Operating Library Reserve Fund Contribution  |            |             |             |            |             |             |            |             |            |            |            |            |
| Reduction-Projects moving to operating budget            |            |             |             |            |             |             |            |             |            |            |            |            |
| Reduction in Transfer to Capital Reserve Fund            |            | (760,000)   |             |            |             |             |            |             |            |            |            |            |
| Contribution Realignment with CIRRF                      |            | (1,955,000) | (1,866,000) | (159,000)  | 1,104,000   | (1,208,000) | (589,000)  | 1,564,000   |            |            |            |            |
| Capital Reserve Fund (CRF) Contribution                  |            | 5,406,550   | 3,532,981   | 3,585,218  | 4,900,647   | 3,900,660   | 3,499,673  | 5,243,667   | 5,458,540  | 5,677,712  | 5,901,266  | 6,130,392  |
|  |            |             |             |            |             |             |            |             |            |            |            |            |
|  |            | 2019        | 2020        | 2021       | 2022        | 2023        | 2024       | 2025        | 2026       | 2027       | 2028       | 2029       |
| Capital Infrastructure Reinvestment Reserve Fund         |            |             |             |            |             |             |            |             |            |            |            |            |
| Baseline   | prior year | 2,654,368   | 5,619,220   | 8,239,671  | 8,964,342   | 8,447,590   | 10,154,542 | 11,276,633  | 10,268,165 | 10,803,529 | 11,311,599 | 11,867,831 |
| Budgeted Increases for Growth                            |            | 357,287     | 589,246     | 330,000    | 330,000     | 330,000     | 330,000    | 330,000     | 330,000    | 330,000    | 330,000    | 330,000    |
| Budgeted Increases by Inflation                          |            | 119,009     | 165,205     | 235,506    | 257,248     | 168,952     | 203,091    | 225,533     | 205,363    | 216,071    | 226,232    | 237,357    |
| Budgeted Increase for Contribution Reallocation          |            | 899,656     |             |            |             |             |            |             |            |            |            |            |
| Budgeted Decrease for Contribution Reallocation          |            | (171,000)   |             |            |             |             |            |             |            | (38,000)   |            |            |
| Reduction-Projects moving to operating budget            |            | (195,100)   |             | 165        |             |             |            |             |            |            |            |            |
| Contribution Realignment with CRF                        |            | 1,955,000   | 1,866,000   | 159,000    | (1,104,000) | 1,208,000   | 589,000    | (1,564,000) |            |            |            |            |
| Transfer from Op   |            |             |             |            |             |             |            |             |            |            |            |            |
| Capital Infrastructure Reinvestment Reserve Fund (CIRRF) |            |             |             |            |             |             |            |             |            |            |            |            |
| Contribution   |            | 5,619,220   | 8,239,671   | 8,964,342  | 8,447,590   | 10,154,542  | 11,276,633 | 10,268,165  | 10,803,529 | 11,311,599 | 11,867,831 | 12,435,188 |
|  |            |             |             |            |             |             |            |             |            |            |            |            |
|  |            | 2019        | 2020        | 2021       | 2022        | 2023        | 2024       | 2025        | 2026       | 2027       | 2028       | 2029       |
| Net Debt Charges   |            | 5,160,228   | 5,523,165   | 5,573,758  | 5,625,270   | 5,678,396   | 5,731,658  | 5,786,570   | 5,842,989  | 5,900,247  | 5,958,358  | 6,018,146  |
| Annual Budgeted CRF/CIRRF Contribution                   |            | 11,025,770  | 11,772,652  | 12,549,560 | 13,348,237  | 14,055,201  | 14,776,306 | 15,511,832  | 16,262,069 | 16,989,311 | 17,769,097 | 18,565,579 |

**\*City of Waterloo Debt Management Policy: Debt Limits, Item 2-Net Debt Charges will not exceed the annual budgeted contribution to CRF and CIRRF.**

### Comparison of Net Debt Charges to Contribution to CRF and CIRRF



As per FC-006 Debt Management Policy, annual NDC will not exceed the annual budgeted contribution to the Capital Reserve Fund (CRF) and the Capital Infrastructure Reinvestment Reserve Fund (CIRRF).