

Media Release: Friday, December 11, 2015, 4:30 p.m.

Regional Municipality of Waterloo

Budget Committee

Agenda

Wednesday, December 16, 2015

Closed Session 1:30 p.m.

Waterloo County Room

Regular Meeting 2:00 p.m.

Regional Council Chambers

150 Frederick Street, 2nd Floor, Kitchener

1. Motion to go into Closed Session

That closed meetings for the Budget Committee and Regional Council be held on Wednesday December 16, 2015 at 1:30 p.m. in the Waterloo County Room in accordance with Section 239 of the “Municipal Act, 2001”, for the purposes of considering the following subject matters:

- a) labour relations or employee negotiations
- b) proposed or pending acquisition of property in the City of Kitchener and potential litigation

2. Motion to Reconvene into Open Session

3. Declarations of Pecuniary Interest under “The Municipal Conflict of Interest Act”

4. Opening Remarks (S. Strickland/M. Murray)

5. Presentation

Grand River Conservation Authority (GRCA) Budget

2025572

- 6. 2016 User Rate Budgets**
- Presentation (C. Dyer)**
- 2016 Council Resolutions – [User Rate Budgets](#) 3
- 7. 2016 Tax Supported Budget Update**
- [COR-FSD-15-23](#), Executive Summary – Budget 2016 5
- Tax Supported Budget Update (C. Dyer)**
- 8. Information Papers**
- [Electricity Rates](#) 22
 - [Region of Waterloo International Airport](#) 28
 - [2016-2025 Transportation Capital Plan](#) 38
 - [Fees & Charges By-Law](#) 105
 - [Assessment Growth](#) 111
 - [Reserves and Reserve Funds](#) 116
 - [Waterloo Region Police Service](#) 127
- 9. Presentation**
- Waterloo Regional Police Service (WRPS) Budget
- 10. Other Business**
- 11. Next Meeting - January 13, 2016**
- 12. Adjourn**

REGION OF WATERLOO
2016 COUNCIL RESOLUTIONS – USER RATE BUDGETS
WHOLESALE WATER AND WASTEWATER
DECEMBER 16, 2015

The 2016 wholesale Water and Wastewater budget and rate recommendations are as follows:

Water Supply

THAT the Regional Municipality of Waterloo approve the 2016 Water Supply Operating Budget inclusive of the two user rate related Budget Issue Papers found in the Budget Issue Paper package on pages 21 and 25, the 2016 Water Supply Capital Budget and the 2017-2025 Water Supply Capital Forecast.

THAT the Regional Municipality of Waterloo approve a Regional Wholesale Water Rate of \$1.0060 per cubic metre effective March 1, 2016 and that the necessary by-law be introduced.

Wastewater Treatment

THAT the Regional Municipality of Waterloo approve the 2016 Wastewater Treatment Operating Budget inclusive of the two user rate related Budget Issue Papers found in the Budget Issue Paper package on pages 21 and 25, the 2016 Wastewater Treatment Capital Budget as amended and the 2017-2025 Wastewater Treatment Capital Forecast as amended.

THAT the Regional Municipality of Waterloo approve a Regional Wholesale Wastewater Rate of \$1.0092 per cubic metre effective March 1, 2016 and that the necessary by-law be introduced.

REGION OF WATERLOO
2016 COUNCIL RESOLUTIONS – USER RATE BUDGETS
RETAIL WATER AND WASTEWATER
DECEMBER 16, 2015

RETAIL WATER AND WASTEWATER

The 2016 retail Water and Wastewater budget recommendations and rate recommendations for customers in Wellesley and North Dumfries are as follows:

Water Distribution

THAT the Regional Municipality of Waterloo approve the 2016 Water Distribution Operating Budget inclusive of the user rate related Budget Issue Paper found in the Budget Issue Package on page 25, the 2016 Water Distribution Capital Budget and the 2017-2025 Water Distribution Capital Forecast.

THAT the Regional Municipality of Waterloo approve a Retail Water Rate of \$2.37 per cubic metre effective March 1, 2016 and that the necessary by-law be introduced.

THAT the Regional Municipality of Waterloo approve a monthly maintenance fee of \$8.00 per account (unchanged from 2015) for the customers connected to the Retail Water Distribution System effective March 1, 2016 and that the necessary by-law be introduced.

Wastewater Collection

THAT the Regional Municipality of Waterloo approve the 2016 Wastewater Collection Operating Budget, the 2016 Wastewater Collection Capital Budget and the 2017-2025 Wastewater Collection Capital Forecast.

THAT the Regional Municipality of Waterloo approve a Retail Wastewater Rate of \$1.90 per cubic metre effective March 1, 2016 and that the necessary by-law be introduced.

THAT the Regional Municipality of Waterloo approve a monthly maintenance fee of \$6.00 per account (unchanged from 2015) for the customers connected to the Retail Wastewater Collection System effective March 1, 2016 and that the necessary by-law be introduced.

THAT the Regional Municipality of Waterloo approve an increase of 9.9% effective March 1, 2016 to the flat annual rate upon every owner of a property in the Township of Wellesley and the Township of North Dumfries that is connected to the Regional Municipality of Waterloo's wastewater collection system but is not connected to the Regional Municipality of Waterloo's water distribution system, and that the necessary by-law be introduced.



Report: COR-FSD-15-23

Region of Waterloo

Corporate Services

Financial Services & Development Financing

To: Chair Sean Strickland and Members of the Budget Committee

Date: December 16, 2015 **File Code:** F05-30

Subject: **Executive Summary – Budget 2016**

Recommendation:

THAT the Region of Waterloo take the following action with respect to the Preliminary 2016 Tax Supported Operating Budget and the Preliminary 2016-2025 Tax Supported Capital Program:

1. Approve an increase in Provincial Offences Administration and Red Light Camera revenue in the amount of \$200,000;
2. Approve an increase in Grand River Transit fare revenue in the amount of \$500,000;
3. Approve a fuel price strategy for 2016 as follows:
 - a. Adjust the budget savings allocation in the 2016 base budget from 45% tax levy/55% vehicle reserve transfer to 50%/50%, resulting in a 2016 property tax levy reduction of \$35,000;
 - b. Establish 2016 fuel budgets for direct Regional services based on a price of \$0.95/litre for diesel and unleaded gas resulting in a 2016 operating expenditure reduction of \$635,000 to be allocated as follows:
 - i. \$317,000 reduction to the 2016 property tax levy,
 - ii. \$245,500 to be transferred to the Transit Vehicle Replacement Reserve to reduce future debenture financing requirements for Grand River Transit bus replacements, and

- iii. \$71,500 to be transferred to the Fuel Equipment Reserve to reduce future debenture financing requirements for fuel infrastructure replacement.
4. Amend the 2016 Waste Management Operating Budget to include the following costs and revenues associated with the operation of the Woolwich Transfer Station until May 31, 2016 with a net 2016 property tax levy impact of \$0:
 - a. Increase operating expenditures by \$60,000;
 - b. Increase operating revenues by \$10,000; and
 - c. Increase the contribution from the Waste Management Capital Reserve by \$50,000.
5. Amend the 2016 Airport Capital Budget as set out in **Appendix A** and as further detailed in the attached Budget Information Paper.
6. Amend the 2016-2025 Roads Capital Program by deferring \$190,000 in expenditures and related funding for the North Dumfries Yard Renewal (project 73004) to 2017.

Summary: Nil

Report:

The objectives of the third 2016 Budget Committee meeting are to:

1. Seek approval of the 2016 Water and Wastewater (wholesale and retail) user rates, operating budgets, budget issue papers and capital budgets and forecasts;
2. Provide Committee members with updated and new information with respect to the 2016 Property Tax Supported Operating Budget and 2016-2025 Tax Supported Capital Program;
3. Seek approval of various adjustments to the 2016 Property Tax Supported Operating and Capital Budgets;
4. Review proposed 2016 Budget Issue Papers; and
5. Receive presentations from the Grand River Conservation Authority and the Waterloo Regional Police Service regarding their respective budgets.

Details of the proposed 2016 Tax Supported and User Rate Operating Budgets and Capital Programs were provided at the last meeting in the form of the 2016 Preliminary Program Budget Book, the Budget Issue Paper package, Budget Information Papers, and through staff presentations at Budget Committee. Additional information papers are included on this agenda.

2016 User Rate Budgets

Staff recommends that the 2016 wholesale and retail Water and Wastewater Budgets and respective user rates be approved on December 16, 2015. This will allow area municipalities to incorporate new rate information into their 2016 budgets on a timely basis and allow for sufficient communication to rate payers prior to rate changes coming into effect on March 1, 2016. Resolutions to approve the 2016 User Rates budgets can be found on pages 3 & 4 of this agenda package.

The proposed 2016 user rate increase of 2.9% for Water is lower than projected in the 2015 budget. The proposed 6.9% increase for Wastewater mirrors the increase in 2015 and is in keeping with the rate model projection from last year. The recommended 2016 retail rate increase of 8.9% for Water Distribution is in keeping with the projection provided during last year's budget process. The monthly service charge is recommended to remain the same as the fee in 2015 at \$8.00 per month. The service charge assists with covering fixed costs. The 2016 Wastewater Collection rate is recommended to increase by 6.9% and is the same as was projected in last year's budget. The monthly service charge is recommended to also remain the same as 2015 at \$6.00 per month. One of the significant factors impacting water and wastewater operating costs is increasing utility costs. As requested by Committee, an information paper on electricity costs and procurement has been included in this agenda package on page 22.

There are two user rate related Budget Issue Papers for 2016:

- Temporary staff resources to support components of the Water capital program including Water Distribution System upgrades and assessing changes and trends in hydrogeology and source water monitoring, including 2 student positions (see page 25 of the Budget Issue Paper package in Section 4 of the Budget Binder).
- Conversion of a temporary staff resource to permanent for Water Efficiency Technology initiatives (see page 21 of the Budget Issue Paper package in Section 4 of the Budget Binder).

The resolutions relating to the 2016 user rate operating and capital budgets are included within this budget package. Supporting documentation (Information Papers and the Program Budget Book) along with a staff presentation were provided at the November 18, 2015 Budget Committee meeting.

The proposed 2016 User Rate Budgets are summarized as follows:

	Water Supply	Wastewater Treatment	Water Distribution	Wastewater Collection
2015 Operating expenditure	\$33.682 m	\$44.464 m	\$1.582 m	\$0.877 m
2016 Operating expenditure	\$34.145 m	\$44.716 m	\$1.678 m	\$0.926 m
\$ Change	\$0.463 m	\$0.252 m	\$0.097 m	\$0.049 m
Proposed % change in user rate per m ³ effective March 1, 2016	2.9%	6.9%	8.9%	5.9%
2016-2025 Capital Budget	\$419 m	\$734 m	\$9 m	\$4 m
2016-2025 User Rate Debenture Requirement	-	\$114 m	-	-
2016-2025 Development Charges Debenture Requirement	\$54 m	\$236 m	-	-

The proposed 2016-2025 Water Capital Program is \$419 million, which is approximately \$21 million lower than the 2015-2024 Capital Program. The Capital Program remains stable and continues to reflect the Master Plan recommendations by focusing on the water supply and distribution program of optimizing and sustaining existing systems.

The proposed 2016-2025 Wastewater Capital Program has decreased by \$34 million. There are two major wastewater treatment plant upgrade projects currently underway (Waterloo and Kitchener). There is one amendment to the proposed 2016-2025 Wastewater capital program. A minor reallocation of funding is required in 2016 and 2017 relating to the Cambridge Infrastructure Upgrades project to support infrastructure upgrades in the East Side lands, with no impact to either total expenditure or financing in either year.

Regional Development Charge (RDC) funding in the 10 year capital program is based on the current RDC by-law which came into effect on August 1, 2014. As a result of lower than anticipated Regional Development Charge (RDC) collections, staff has undertaken a detailed analysis of capital plan financing options. Details of this analysis were provided in the staff report Annual Adequacy of Regional Development Charge Collections Review (COR-FSD-15-17) presented to Administration and Finance Committee on October 27, 2015. The current financing plan for the water and wastewater capital program provides for certain growth related projects to be debt financed in order to spread the cost over a longer period and better match costs to anticipated RDC revenues. Capital financing plans are reviewed annually and adjusted to reflect any changes in cost estimates, project timing, funding sources and financing methods.

2016 Preliminary Property Tax Supported Operating Budget

1. 2016 Base Budget

The 2016 base budget is the amount of funding required to deliver the Council approved level of service. Details regarding the 2016 Base Budget are contained in the 2016 Preliminary Budget Book.

Assessment growth has been finalized at 1.41%. This growth figure was used in the development of the Preliminary Budget Book. A budget information paper has been included with this agenda that provides further analysis regarding the factors influencing assessment growth.

At the November 18, 2015 Committee meeting, staff presented a base budget for Regional programs with a tax impact of 2.4% (excluding new budget issues and the Waterloo Regional Police Services Budget). At that time, staff identified a number of items that were being monitored and for which further adjustments may be recommended. Staff has completed the analysis based on year to date trends and recommend certain adjustments be made to the base budget:

- **Provincial Offences Administration (POA) fines & Red Light Camera (RLC) revenues:** In 2014, POA/Red Light Camera revenues experienced a \$1.5 million shortfall and the 2015 budget for these revenues was adjusted downward by \$750,000. In 2015, POA/Red Light Camera revenues are expected to be approximately \$110,000 above budget. The Ministry of the Attorney General recently announced an increase in late filing fees for POA fines from \$20 to \$40. This additional revenue will assist in offsetting increasing Justice of the Peace and court administration costs being charged by the Province. These costs are already reflected in the base budget for POA. Staff estimates the 2016 impact of this additional revenue to be \$50,000. Based on this announcement and on recent trends in fine revenue, staff recommends that budgeted revenues for POA and RLC be adjusted upward by \$200,000, with a corresponding decrease to the 2016 tax levy.
- **Grant River Transit (GRT) fare revenue:** The base budget included an adjustment to fare revenues of \$1.750 million to reflect the 2015 variance that is attributed to:
 - the Waterloo District School Board decision to adjust bell times in order to redeploy its own fleet of buses on a second route at the beginning and end of the school day
 - the impact of service level reductions approved and implemented in 2014
 - and ION construction detour routing.

2015-2016 Budgeted GRT fare revenue analysis (\$000's)					
2015 fare Budget	Plus: annualization of 2015 service expansion	Plus: annualization of 2015 fare increase	Plus: proposed 4% fare increase on July 1, 2016	Less: adjustment to reflect 2015 revenue variance	2016 fare revenue budget
\$32,539	\$552	\$450	\$600	(\$1,750)	\$32,391

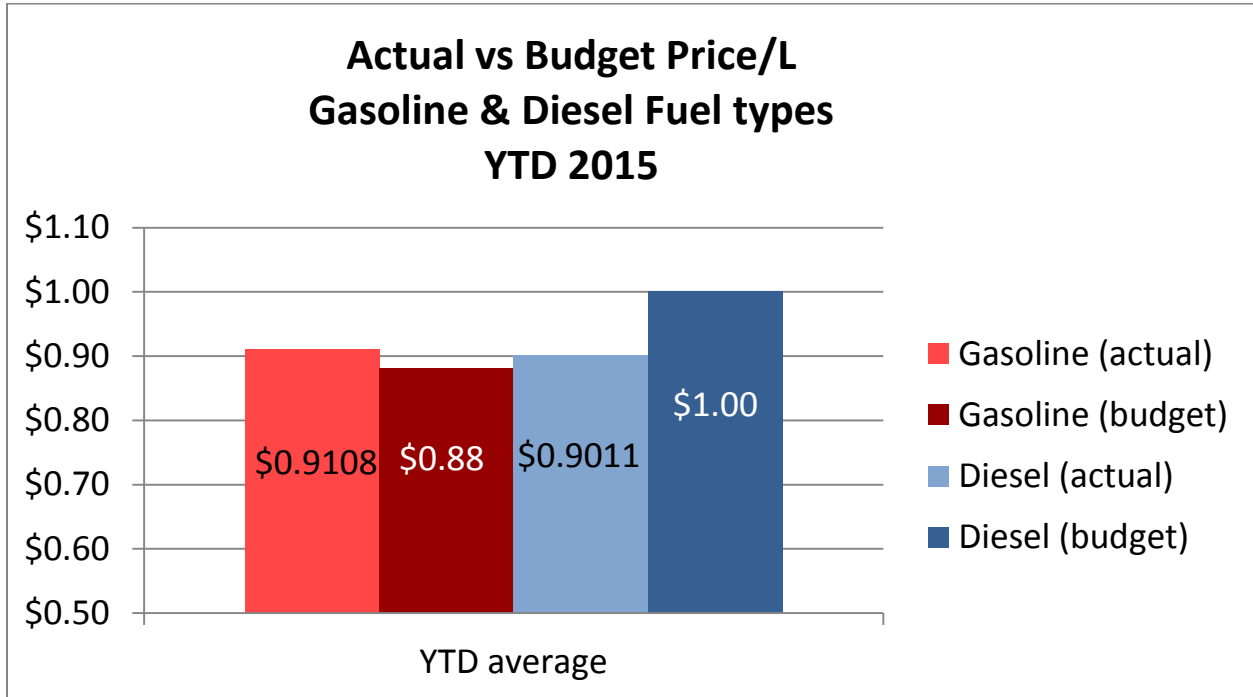
Based on an analysis GRT ridership and fare revenue to the end of November, 2015, staff is recommending that this revenue adjustment be changed to \$1.250 million, providing a decrease of \$500,000 to the 2016 tax levy.

- Fuel price strategy:**

During the 2015 budget cycle, staff introduced a fuel price strategy whereby the budgeted price of fuel was lowered from \$1.08/L for all fuel types to \$1.00/L for diesel and \$0.88/L for gasoline. The resulting savings were allocated such that 45% of the savings (\$486,000) was used to reduce the 2015 property tax levy and 55% of the savings (\$556,000) was transferred to the Transit Vehicle Replacement Reserve. This mitigation strategy achieved a modest savings to the levy while preserving budget capacity when fuel prices rebound. In addition, by transferring a portion of the savings to the Transit Vehicle Replacement Reserve, additional funding is available for bus replacements thereby reducing future debenture financing and debt servicing costs.

The price of crude oil has fluctuated between \$40-\$70 USD/barrel during 2015 and is currently in the \$40 USD/barrel range. Staff developed the 2015 fuel price strategy at a time when the price of crude was below \$60 USD/barrel. Gasoline prices have been above budgeted levels throughout most of 2015, creating minor variances for fuel budgets in areas using this fuel type. Diesel prices, on the other hand, have largely remained below budget throughout 2015.

The following graph depicts the 2015 average year to date price of gasoline and diesel paid per litre in comparison to budgeted prices.



Staff recommends changing the allocation of the savings from 45% tax levy/55% vehicle reserve to 50%/50% in 2016. Recasting the current provision with this revised split results in an additional \$35,000 being allocated to tax levy savings in 2016.

Given the trend in oil and fuel prices, staff has reviewed several budget price scenarios for the fuel price strategy in 2016:

Region of Waterloo
Regional Services excluding Police
Fuel Options

2014 budget price = \$1.07625 for both fuel types

2015 budget price = \$1.00 diesel; \$0.88 gasoline

Budget Price Scenario		Savings			Proposed Strategy		Future Budget Savings	
		Region (excl Police)	Waste Mgmt Contracts	Total Savings	50%	50%	Avoided Annual Debt Servicing	Ten Year Total Interest Savings
Diesel	Gasoline				Tax levy	Contribution to capital		
\$0.95	\$1.00	\$501,000	\$110,000	\$611,000	\$306,000	\$305,000	\$34,849	\$43,489
\$0.95	\$0.95	\$525,000	\$110,000	\$635,000	\$318,000	\$317,000	\$36,220	\$45,200
\$0.93	\$0.93	\$758,000	\$154,000	\$912,000	\$456,000	\$456,000	\$52,102	\$65,020

* Staff recommended.

Staff is recommending that budgeted fuel prices be changed to \$0.95/L in 2016 for both fuel types (see the second row in the table above). The flexibility of the strategy would allow diesel prices to increase to \$1.02/L before negatively impacting the fuel budget. This change results in an expenditure savings of \$635,000 over 2015, the majority of which (\$491,000) relates to Transit Services.

In summary, staff recommends the following adjustments be made for the fuel price strategy in 2016:

- a. Reduce the 2016 property tax levy by \$353,000 (\$318,000 from price adjustment plus the \$35,000 reallocation);
- b. Adjust the transfer to the Transit Vehicle Replacement Reserve be to \$766,500 (\$556,000 in 2015 less \$35,000 reallocation plus 50% of \$491,000), which will reduce the amount of debenture financing needed for future bus purchases; and
- c. transfer the balance of the savings of \$71,500 to the Fuel Equipment Reserve to replace debt financing for future fuel infrastructure.

The combined transfer to the Transit Vehicle Replacement and Fuel Equipment reserves of \$838,000 will finance bus replacements and fuel handling equipment that would otherwise be debenture financed, thereby avoiding associated debt servicing costs. This strategy also reduces the 2016 tax rate impact by 0.08%.

• **Waste Management – Woolwich Transfer Station:**

At its meeting on December 8, 2015, the Planning and Works Committee passed the following motion:

THAT the Regional Municipality of Waterloo approve to continue operating the Woolwich Transfer Station on the current schedule until the end of May 2016;

AND THAT this be the final financial contribution and will be funded from the existing Waste Management budget.

The base 2016 Waste Management Operating Budget does not include any funding for rural transfer stations. The costs and revenues associated with operating the Woolwich Transfer Station until the end of May 2016 on an every-other-Saturday basis are as follows:

Operating expenditure	\$60,000
Operating revenue	\$10,000
Net cost	\$50,000

Staff recommends that given the final nature of this operating extension, the 2016 Waste Management Operating Budget be amended to reflect the figures above, with the net cost to be funded from the Waste Management Capital Reserve. This reserve has an estimated year end 2015 balance of \$2.7 million. Staffing requirements related to keeping the Woolwich Transfer Station open for the first five months of 2016 equate to approximately 0.4 FTEs and would be handled through scheduled overtime of existing staff.

The base budget position for Regional programs, inclusive of the foregoing recommended adjustments, represents a tax levy of \$319.741 million and a tax rate impact of 2.17%. An updated 2016 Tax Supported Budget Continuity is provided in the following table:

	2016 Property Tax Levy (\$million)	2016 Tax Rate Impact
Opening Base Budget Position, 2016 Preliminary Budget	\$320.794	2.40%
Adjustments for:		
POA fines/RLC revenue	(0.200)	(0.04%)
GRT fare revenue	(0.500)	(0.11%)
Fuel price strategy	(0.353)	(0.08%)
Woolwich Transfer Station	(0.000)	(0.00%)
Preliminary 2016 Budget position – Direct Regional Programs	\$319.741	2.17%

The figures above exclude the impact of any approved Budget Issue Papers and the Waterloo Regional Police Services (WRPS) Budget. Details of the WRPS budget can be found further in this report and in an information paper found on page 127 of today’s agenda package. A 2.17% increase for Direct Regional Programs would add approximately \$40 to the Regional tax bill for a residential property assessed at \$302,000.

2. 2016 Regional Budget Issues

Appendix B provides a summary of proposed 2016 budget issue papers, including tax levy and staffing impacts. A number of the tax supported budget issues have no impact on the property tax levy as a result of reserve funding, recoveries from the capital program or offsetting expenditure savings, and these are as follows (with the page number of the Budget Issue Paper package found in Section 4 of the budget binder indicated for each):

- Facilities project management/capital plan delivery (pg.1)
- Facilities maintenance efficiency (pg. 5)
- Facilities asset planning (pg. 8)
- Convert temporary contract Solicitor to permanent (pg. 12)
- Convert two temporary contract Property Agents to permanent (pg. 17)

Several of the proposed BIPs impact the 2016 property tax levy. If approved, these budget issue papers would add \$2.1 million to the 2016 property tax levy and add \$1.3 million in annualization in 2017. These proposed budget issue papers are as follows:

- Facilities Maintenance and Reliability Planning Engineer (pg. 27)
- Provincial Offences Administration temporary Prosecutions Clerk (pg. 30)
- Community Wide Climate Adaptation Plan (pg. 34)
- Privacy/information Management Training Program (pg. 38)
- Seniors' Services Quality and Risk Management Coordinator (pg. 42)
- Addition of 1 - 24 hour Ambulance (pg. 45)
- Implement MobilityPlus Business Plan (Year 2 from 2015 BIP) (pg. 52)
- Conestoga College UPASS (pg. 57)
- Transit Service to Family & Children's Services on Hanson Avenue (pg. 61)
- Capital Financing - increase the contribution to the Capital Levy Reserve Fund (CLRF) for non-debenturable projects and reduce future debt servicing costs (pg. 63)

3. Staff Complement

The continuity of tax supported Regional permanent staff complement is as follows, with all figures shown as full time equivalents:

	Permanent	Temporary	Total
2015 Final Budget	2,782.1	120.1	2,902.2
2016 Base budget	2,782.1	108.2	2,890.3
Net change	0.0	-11.9	-11.9
Proposed Budget Issue Papers			
No Levy Impact	8.0	-5.0	3.0
Levy Impact	24.3	3.0	27.3
User Rate Impact	1.0	1.7	2.7
Subtotal Budget Issue Papers	33.3	-0.3	33.0

At the November 18, 2015 meeting, the Committee requested additional information with respect to potential staff complement changes relating to Budget Issue Papers. This information is provided in summary form in the table above and in more detail in **Appendix B** to this report.

4. Tax Supported 2016-2025 Capital Plan

As described in the staff report to Budget Committee COR-FSD-15-20 on November 18, 2015, there are limited sources of funding for the tax supported capital program: property taxes, development charges, grants and subsidies, and third party recoveries. In order to address 2016 and future budget challenges given this funding limitation, staff undertook a detailed review of capital programs in the development of the 2016-2025 capital plan. This review resulted in an overall reduction of 13% or \$39.3 million in 2016 tax supported capital expenditures (excluding carryforwards) from \$310 million to \$271 million. These expenditure reductions have resulted in a corresponding reduction in long term financing requirements.

Deferred projects or works within projects were of a non-urgent or non-essential nature and/or related to works where the timing was flexible. Two areas, Airport and Transportation, were of particular interest to Budget Committee and at its most recent meeting, the Committee requested staff to provide further information related to these capital programs. An information paper has been prepared for each and can be found on pages 28 and 38 of this agenda package, respectively.

Staff is recommending a small number of proposed amendments to both the Airport and Transportation capital programs. Within the Airport capital plan, certain projects would be amended to better reflect anticipated timing and/or revised expenditure estimates, resulting in an overall capital expenditure reduction of \$500,000 in 2016 with no tax levy impact. In the Transportation capital program, \$190,000 of the North Dumfries Yard Renewal project (73004) is being deferred to 2017. The details of these proposed amendments can be found in **Appendix A** to this report and in the related budget information papers.

5. Waterloo Regional Police Service (WRPS) Budget

Preliminary budget information relating to the WRPS Budget was presented to the Police Services Board (PSB) on November 4, 2015. On December 2, 2015, the PSB again met to review and approve in principle the 2016 WRPS Budget. At that time, the 2016 WRPS budget had a property tax levy of \$150,893,344 which equates to a 3.63% year-to-year increase and a 0.71% tax rate impact, based on the updated assessment growth figure of 1.41%. The Board will further discuss the impact of reduced provincial funding and the

addition of 10 civilian positions prior to final approval of the 2016 operating and 2016-2025 capital plan at its meeting on January 6, 2016. Additional information is provided in the budget information paper attached on page 127 of this agenda package.

Budget Information Papers

The December 16, 2015 Budget Committee agenda includes the following budget information papers:

- Electricity rates
- ROW International Airport
- 2016-2025 Transportation Capital Plan
- Fees & Charges By-Law
- Assessment Growth
- Reserve and Reserve Fund Projections
- Waterloo Regional Police Services Budget

Budget Presentations

The December 16, 2015 Budget Committee meeting will include presentations on the following issues:

1. Grand River Conservation Authority
2. User Rate Budgets (for final approval)
3. 2016 Property Tax Budget overview and update
4. Waterloo Regional Police Service

Budget Schedule

Appendix C provides a full calendar of meeting dates related to the 2016 Budget Process.

Corporate Strategic Plan:

The 2016 budget supports the 2015-2018 Corporate Strategic Plan.

Financial Implications:

The purpose of this report is to assist the Budget Committee in establishing the 2016 budget. A 1% change in the tax rate results in an \$18.27 annual change to the average residential property owner, based on a house assessed at \$302,000 in 2015. A 1% tax rate increase generates an additional \$4.575 million in tax revenue.

Other Department Consultations/Concurrence:

All departments and the Waterloo Regional Police Service are involved in the development of the Region of Waterloo Budget.

Attachments:

Appendix A – 2016 Capital Program Changes

Appendix B – Proposed Budget Issue Papers

Appendix C – 2016 Budget Schedule

Prepared By: Cheryl Braan, Manager, Budgets and Performance Measurement

Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer

Approved By: Mike Murray, Chief Administrative Officer

Appendix A – Proposed Amendments to the 2016-2025 Tax Supported Capital Plan

Project	In \$000s			
	2016 Budget in 2015- 2024 Capital Plan	Preliminary Budget*	Amended Budget*	Preliminary to Amended Increase/ (Decrease)
Airport:				
03518 Property Acquisition/Obstacle Removal	\$ 804	\$ 140	\$ 140	\$ -
03540 Minor Airside Construction Projects	105	360	360	-
03544 Sanitary Forcemain Servicing	50	115	115	-
03547 Airport Business Plan Update	-	100	100	-
03548 Rehabilitation 08/26	250	-	-	-
03551 Airfield Lighting Upgrade	-	150	210	60
03557 Equipment Replacements	716	-	-	-
03561 WRA Terminal Building Upgrades	700	-	-	-
03571 Sanitation and Watermain Upgrades	-	73	84	11
03579 Parking Lot Expansion	450	481	799	318
03581 Storm Sewer Upgrades	260	272	541	269
03582 Entrance Road Resurfacing	800	862	565	(297)
03584 Fury Court Construction	1,000	1,068	1,279	211
03586 Air Traffic Control/New Germany Lane	1,700	1,943	814	(1,129)
03587 Silver Dart Place Reconstruction	420	19	76	57
70500 Airport Renewal	30	184	184	-
Subtotal Airport	\$ 7,285	\$ 5,767	\$ 5,267	\$ (500)
Transportation:				
73004 North Dumfries Yard Renewal	\$ 75	\$ 200	\$ 10	\$ (190)
Subtotal Transportation	\$ 75	\$ 200	\$ 10	\$ (190)

*Includes estimated carryforwards from 2015 approved budget

Appendix B – Proposed Budget Issue Papers

**Region of Waterloo
Proposed 2016 Budget Issue Papers**

Dept/Div	Description	Annualized Levy Impact (\$000s)	2016 operating budget impact		2016 sources of funding - capital budget			2016 Staffing Impact (FTEs)	
			Property taxes	Reserves Capital Other	Property taxes	RDC	User Rates	Perm	Temp
Budget Issue Papers - No Levy Impact									
COR/Facilities Management	Capital plan delivery - convert 2 temporary project managers to permanent	\$0						2.0	(2.0)
COR/Facilities Management	Facilities maintenance efficiency - replace external contractors with 2 permanent FTEs	\$0			\$90			2.0	
COR/Facilities Management	Facilities Asset Planning - add 1.0 permanent FTE	\$0						1.0	
PDL/Legal Services	Convert temporary contract Solicitor, Rapid transit to Permanent Solicitor, Real Property	\$0						1.0	(1.0)
PDL/Legal Services	Convert two temporary contract Property Agent positions to permanent	\$0		\$146				2.0	(2.0)
TES/Water Services	Convert Technologist, Water Efficiency from temporary to permanent	\$0					\$94	1.0	
TES/Water Services	Water capital program - temporary positions	\$0		\$150					1.7
Budget Issue Papers - 2016 Levy Impact									
COR/Facilities Management	Facilities Maintenance and Reliability Planning Engineer	\$143	\$84					1.0	
PDL/POA Court	Prosecutions Clerk II, 1 year extension	\$0	\$63						1.0
PDL/Community Planning	Community wide Climate adaptation plan	\$0	\$80						1.0
PDL/Council & Administrative Services	Develop a privacy/information management training program for corporate staff	\$0	\$75						
CSD/Seniors' Services	Quality and Risk Management Coordinator	\$125	\$96					1.0	
PHE/Paramedic Services	Addition of 1 - 24 hour Ambulance	\$811	\$441		\$63	\$566		10.5	
TES/Transit Services	Implement MobilityPlus Business Plan (Year 2 from 2015 BIP)	\$309	\$150		\$220			1.3	
TES/Transit Services	Implement Conestoga College U-PASS Service	\$1,108	\$339		\$3,681	\$819		10.5	1.0
TES/Transit Services	Transit Service to Family & Children's Services on Hanson Avenue	\$156	\$52						
Corporate Financial	Capital Financing - increase contribution to CLRF for non-debenturable projects	\$750	\$750						
Subtotal		\$3,402	\$2,130	\$296	\$4,054	\$1,385	\$94	33.3	(0.3)

Appendix B – Proposed Budget Issue Papers (continued)

Operating Impacts & Capital Financing Summary		Annualized Levy Impact	2016 Budget Impact (\$000s)				
			Operating		Capital		
Dept/Div	Description	(\$000s)	Property taxes	Reserves / Capital/ Other	Property taxes	RDC	User Rates
Contemplated Budget Issue Papers total		\$3,402	\$2,130	\$296	\$4,054	\$1,385	\$94
2016 incremental levy impact		\$2,130					
2017 incremental levy impact		\$1,339					
2018 incremental levy impact		(\$67)					
Subtotal		\$3,402					
Capital Financing:							
Property tax levy							
Debentures					\$3,681	\$819	
Reserves					\$373	\$566	\$94
Subtotal					\$4,054	\$1,385	\$94

Appendix C – 2016 Budget Schedule

PURPOSE OF THE BUDGET SESSION	DATE and TIME
2016 Budget Process and Timetable	June 16, 2015 Administration and Finance Committee
Budget Overview Session <ul style="list-style-type: none"> • Preliminary Operating Budget and Capital Program 	October 21, 2015 4:00pm – 6:00pm
Detailed Budget Review – Day One <ul style="list-style-type: none"> • User Rate Operating Budget and Capital Program • Tax Supported Operating Budget and Capital Program 	November 18, 2015 2:15pm – 5:00pm
Public Input Session #1	November 18, 2015 6:00pm
Detailed Budget Review – Day Two <ul style="list-style-type: none"> • Police Services Budget • GRCA Budget • Approval of User Rate Operating Budget and Capital Program • Update Tax Supported Operating Budget and Capital Program 	December 16, 2015 1:30pm – 5:30pm
Public Input Session #2	December 16, 2015 6:00pm
Approval Tax Supported Operating Budget and Capital Program Approval of 2016 User Fees and Charges	January 13, 2016 3:00pm – 6:00pm



**Region of Waterloo
Corporate Services
Financial Services & Development Financing**

2016 Budget

Information Paper

Electricity Rates

Budget Committee Date: December 16, 2015

This information paper provides background information relating to projected 2016 hydro rate increases, an overview of the procurement process for electricity, a summary of electricity purchases over the past three years, a table of comparisons of rates charged by Local Distribution Companies (LDCs) and Hydro One to the Region, and the payback of co-generation; all as requested by Budget Committee on November 18, 2015.

1. Electricity Budgets

A 6.9% overall hydro rate increase has been used in the development of 2016 operating budgets and reflects the legislated removal of the Debt Retirement Charge which is estimated at 4.6%, estimated non-commodity increases of 1.5% (increase to transmission fees, service fees etc.) and the forecasted market electricity cost increase of 10%. These increases are based on a combination of estimates from external energy advisors, local distribution companies, reports from the Independent Electricity System Operator (IESO) and analysis of the Region of Waterloo's (ROW's) utility accounts and their historical increases.

Additionally, for residential accounts, the 10% Ontario Clean Energy Rebate will be eliminated effective January 1, 2016. The elimination of this rebate negatively affects 2016 Housing Services electricity budgets, in particular.

Due to energy conservation efforts, offsetting consumption adjustments have been made across the organization where applicable. The net result of rate and consumption adjustments within the 2016 Property Tax and User Rate supported budgets are as follows:

\$ millions	2015 Budget	2016 Budget	2016 increase (decrease)	% increase (decrease)
Property Tax	\$7.458	\$8.083	\$0.493	8%
User Rates	\$12.196	\$12.689	\$0.625	4%
Total	\$19.654	\$20.772	\$1.118	6%

2. Overview of the procurement process

ROW has a number of electricity accounts that are administered by the three LDCs and Hydro One. These accounts fall into one of four different rate structures and are subject to a number of different charges such as commodity price, global adjustment, and transmission charges which are determined by the IESO, the Ontario Energy Board (OEB) as well as the LDCs. The following table provides a history of energy purchases from each of the Region's electricity suppliers (in millions of kWh):

Millions of kWh	2012	2013	2014
Hydro One	0.013	0.022	0.023
Kitchener Wilmot Hydro	63.518	66.523	65.685
Cambridge North Dumfries Hydro	45.492	46.480	48.499
Waterloo North Hydro	24.737	26.483	28.743

Electricity Account Types

The ROW's electricity accounts fit into one of four different electricity rate structures:

Rate Structure	Applicable to	Examples of Regional Building Type/Facility	% of total consumption
Spot market/ Hourly Ontario Energy Price (HOEP)	accounts with a smart meter, power demand greater than 50kW and electricity consumption greater than 250,000kWh annually	Mannheim WTP, 150 Frederick, Waterloo WWTP, Airport Terminal, GRT North	69%
Regulated Price Plan (RPP) Tiered Price	accounts with annual peak power demand greater than 50kW and electricity consumption less than 250,000kWh annually	St. Andrews booster station, Ayr pumping station, bulk metered residential (e.g. 119 College, Sunnyside Home)	19%
Regulated Price Plan (RPP) Time of Use	accounts with power demand less than 50kW	Individual residential units, libraries, EMS stations, small pumping stations and well houses (P16, H3, H4, H5)	7%
Spot average/ Weighted Average Price (WAP)	accounts without a smart meter, power demand greater than 50kW and electricity consumption greater than 250,000 kWh annually	Pinebush WTP, St Jacobs PS, some well houses (G4, G5, P11, P17)	5%

The Region's electricity procurement approach is reviewed periodically by Finance and Corporate Energy Office staff in consultation with an independent energy advisory consultant with no ties to any of the energy suppliers. The approach is revised as required based on developments in the electricity sector and is generally selected to balance cost savings with price stability. Presently the Region does not purchase any electricity through negotiated contracts.

Rate comparison of LDCs and Hydro One

	Cambridge/ North Dumfries Hydro	Kitchener/ Wilmot Hydro	Waterloo North Hydro	Hydro One
Number of regional accounts	244	228	194	2
2013 Rate (\$/kWh)	\$0.13	\$0.13	\$0.13	\$0.17
2014 Rate (\$/kWh)	\$0.13	\$0.14	\$0.14	\$0.18
2015 Rate (\$/kWh)	\$0.15	\$0.15	\$0.14	\$0.22

3. Summary of electricity purchases over past three years:

Program	2012			2013			2014			2015 (until Sept)		
	kWh (millions)	Cost (\$ m)	Avg \$/kWh	kWh (millions)	Cost (\$ m)	Avg \$/kWh	kWh (millions)	Cost (\$ m)	Avg \$/kWh	kWh (millions)	Cost (\$ m)	Avg \$/kWh
Corporate Resources	9.060	\$1.175	\$0.130	8.711	\$1.255	\$0.144	8.212	\$1.191	\$0.145	6.197	\$0.996	\$0.161
Housing	13.592	\$1.601	\$0.118	14.329	\$1.828	\$0.128	14.603	\$1.955	\$0.134	9.742	\$1.309	\$0.134
Social Services	4.575	\$0.569	\$0.124	4.883	\$0.590	\$0.121	4.730	\$0.612	\$0.129	3.633	\$0.501	\$0.138
Waterloo Regional Police	4.682	\$0.582	\$0.124	4.798	\$0.677	\$0.141	4.993	\$0.726	\$0.145	3.782	\$0.578	\$0.153
Traffic and Street Lights	9.138	\$1.328	\$0.145	9.537	\$1.565	\$0.164	9.136	\$1.551	\$0.170	7.853	\$1.236	\$0.157
Grand River Transit (excluding rapid transit)	4.098	\$0.501	\$0.122	4.969	\$0.673	\$0.135	5.278	\$0.731	\$0.138	4.219	\$0.630	\$0.149
Waste Management	4.020	\$0.512	\$0.127	3.950	\$0.550	\$0.139	3.799	\$0.538	\$0.142	2.919	\$0.457	\$0.157
Wastewater	30.742	\$3.671	\$0.119	34.985	\$4.638	\$0.133	37.728	\$5.107	\$0.135	26.967	\$3.879	\$0.144
Water	45.358	\$5.646	\$0.124	41.061	\$5.668	\$0.138	41.892	\$5.674	\$0.135	28.123	\$4.337	\$0.154
Other	8.496	\$1.057	\$0.124	12.285	\$1.664	\$0.135	12.578	\$1.689	\$0.134	8.360	\$1.235	\$0.148
Region	133.761	\$16.642	\$0.124	139.508	\$19.109	\$0.137	142.951	\$19.774	\$0.138	101.796	\$15.157	\$0.149

4. Cost avoidance of cogeneration

Water Services is currently investigating the cost savings associated with implementing several cogeneration electricity projects at three of its major facilities with biosolid digestion processes: Cambridge, Kitchener, and Waterloo. The energy savings are projected to save approximately 10.5 million KWH and \$1.348 million as follows:

Facility	Estimated Annual Energy generated (KWH)	Estimated Annual Cost Avoidance
Cambridge	3,000,000	\$385,000
Kitchener	4,500,000	\$578,000
Waterloo	3,000,000	\$385,000
Total	10,500,000	\$1,348,000

The above figures are very preliminary and exclude any capital outlays or ongoing operating and maintenance costs associated with the equipment involved in the cogeneration process. Base on very early and conservative estimates, payback periods for these projects are expected to be in the 15-20 year range. More precise estimates will be determined once consultation and design is completed and staff anticipates this phase of work to be accomplished by the end of 2017. Full implementation is expected to occur by 2020, at which time the full value of potential savings could be realized.

5. Other energy saving initiatives

Since 2005, the Energy Conservation Office (ECO) has delivered on its mandate to lead and support energy management functions at the Region. Primarily focused on the Region's buildings, the team's efforts have resulted in significant energy savings and cost avoidances currently valued at approximately \$2.1 million each year. These projects have included heat recovery projects, variable frequency drives, lighting upgrades, solar photovoltaic systems and facility recommissioning. Facilities Management and the ECO are currently working on a large scale LED lighting upgrade at various Regional facilities. This upgrade project, with a budget of \$3.5 million is scheduled to be completed in late 2016 and is estimated to result in a reduction of 2,400 MWh and approximately \$400,000 in savings annually.



**Region of Waterloo
Corporate Services
Treasury Services**

2016 Budget

Information Paper

Region of Waterloo International Airport

Budget Committee Date: December 16, 2015

At the November 18, 2015 Budget Committee meeting, additional information was requested relating to the 2016 Airport Capital Plan and Airport user fees. The Region of Waterloo International Airport is responsible for operating the airport in accordance with Transport Canada regulations. It provides all season facilities for airlines, ground handlers and Canada Customs and Security to process passengers. It is also the landlord for about 50 privately owned and operated buildings on the airport campus (land leases).

User Fees

The airport charges a \$15.00 fee for each departing passenger called a Passenger Facilitation Fee. This fee is governed under an agreement that the Region signed with the Air Transport Association of Canada in 2007. The proceeds of this fee are much less restrictive than the larger airports and their Airport Improvement Fee. While Airport Improvement fees must be used for capital purposes only, the Passenger Facilitation Fee can be used to fund operating initiatives and capital projects as required. The Region has the ability to raise or lower this fee at anytime, and is currently imposing a very competitive fee to help attract new business. This strategy has already facilitated new WestJet Service to Orlando. The proposed 2016 budget includes \$1,200,000 for Airport Passenger Facilitation Fee Revenue.

2016 Capital Projects

The 2016 expenditures in the proposed 2016-2025 Airport Capital Plan are \$5.8 million which is approximately \$1.5 million (21%) lower than the 2016 expenditures projected in the 2015-2024 Capital Plan.

A number of projects are currently in the design stage, and this stage is 60% complete. As such, more accurate cost estimates than those presented in the 2016 Preliminary

Budget Book are now available, and result in an additional proposed overall decrease of \$500,000 in expenditure in 2016. Staff is recommending (through Budget Committee report COR-FSD-15-23) that the preliminary 2016 Airport capital budget be amended to reflect new cost estimates as summarized in the following table:

Project	In \$000s			
	2016 Budget in 2015-2024 Capital Plan	Preliminary 2016 Capital Budget*	Amended 2016 Capital Budget*	Preliminary to Amended Increase/ (Decrease) Note 1
03518 Property Acquisition/ Obstacle Removal	\$ 804	\$ 140	\$ 140	\$ -
03540 Minor Airside Construction Projects	105	360	360	-
03544 Sanitary Forcemain Servicing	50	115	115	-
03547 Airport Business Plan Update	-	100	100	-
03548 Rehabilitation 08/26	250	-	-	-
03551 Airfield Lighting Upgrade	-	150	210	60
03557 Equipment Replacements	716	-	-	-
03561 WRA Terminal Building Upgrades	700	-	-	-
03571 Sanitation and Watermain Upgrades	-	73	84	11
03579 Parking Lot Expansion	450	481	799	318
03581 Storm Sewer Upgrades	260	272	541	269
03582 Entrance Road Resurfacing	800	862	565	(297)
03584 Fury Court Construction	1,000	1,068	1,279	211
03586 Air Traffic Control/ New Germany Lane	1,700	1,943	814	(1,129)
03587 Silver Dart Place Reconstruction	420	19	76	57
70500 Airport Renewal	30	184	184	-
Total	\$ 7,285	\$ 5,767	\$ 5,267	\$ (500)

*Includes estimated carryforwards from 2015 approved budget

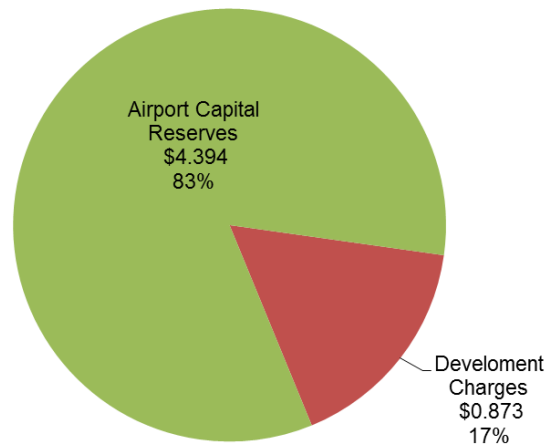
Note 1: All amended 2016 capital expenditures are funded by the Airport Capital Reserve with the exception of project 03579 Parking Lot Expansion, which is funded 10% from the Airport Capital Reserve and 90% from Regional Development Charges (RDCs).

Appendix A provides details by project including a description of the project, the 2016 capital budget expenditure, source(s) of financing, a short justification for the project and the impact of deferral.

Capital Financing

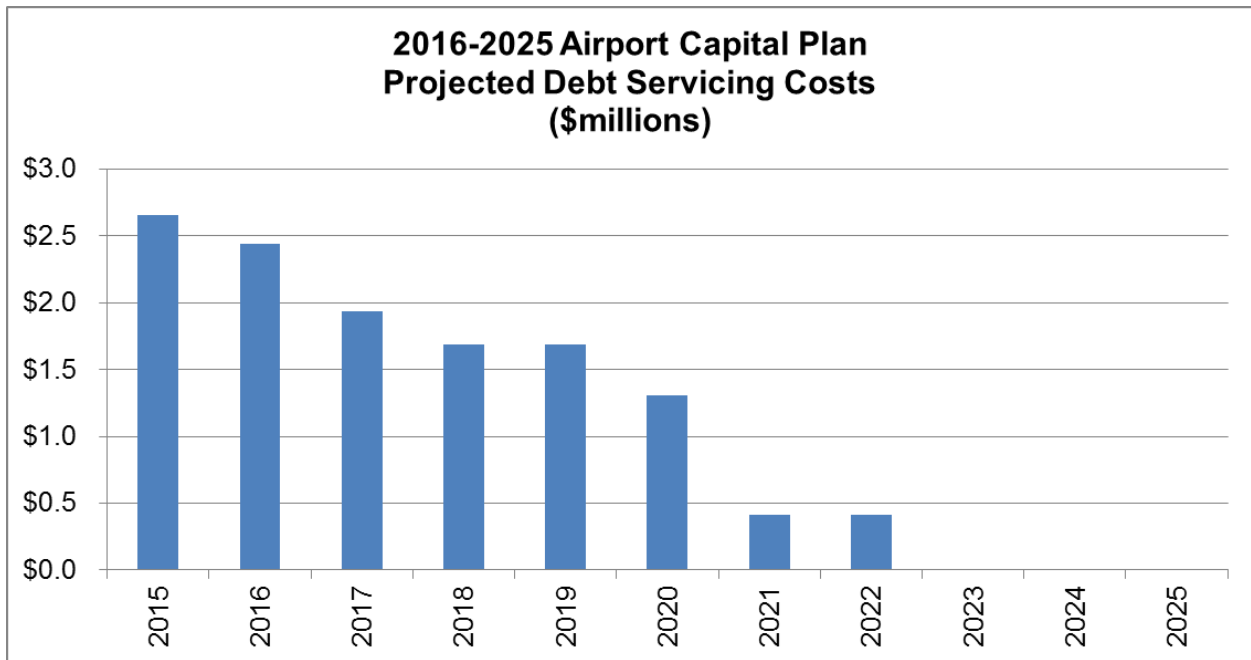
The 2016 Airport Capital Plan has a limited number of funding sources and the relative proportion of each is shown in the following chart.

**2016 Airport Capital Budget
Revised Sources of Financing (\$5.3 m)
(\$millions)**



As outlined in the Annual Adequacy of Regional Development Charge Collections Review report (COR-FSD-15-17 dated October 27, 2015), staff has undertaken a detailed analysis of capital plan financing options as a result of lower than anticipated RDC collections. This included a review of all RDC reserve funds, projected collections in order to assess capital program affordability over the next 10 years, and the timing of growth-related capital projects. Although the RDC reserve for the airport is currently in a deficit position, it is expected that the reserve will return to a positive position by the end of 2016. Based on current projections, staff anticipates that no growth related debt will be required for Airport capital over the next 10 years.

Likewise, staff anticipates that no new non-growth debt for Airport capital will be required over the next 10 years (i.e. costs can be fully funded from the Airport Capital Reserve Fund). Debentures were issued in 2006, 2007, 2009, 2010 and 2012 and the associated debt servicing costs are reflected in the operating budget. The following chart depicts a projection of debt servicing costs based on the current 2016-2025 Capital Plan, which again, does not anticipate any additional growth or non-growth debt being required to finance the Airport Capital Plan:



As indicated in the chart above, significant debt retirements will be occurring in 2016 and 2020. By 2023 it is projected that there will be no debt servicing payments for Airport capital work. This projection is premised on 50% of annual debt servicing cost savings being redirected to the Airport Capital Reserve Fund to avoid the need for debenture financing for the renewal and replacement of infrastructure. An information paper on Reserves and Reserve Funds that has been included in this agenda package provides a projection of this and other capital reserves, taking into account any funding strategies that have been put in place.

The transfer to the Airport Capital Reserve Fund in 2016 is \$1,306,910. Due to debt retirements in 2015, \$218,000 in 2016 debt servicing cost savings have been repurposed in 2016 such that 50% of the savings reduced the property tax levy (\$109,000) and the remaining 50% of the savings was transferred to the Airport Capital Reserve Fund.

Appendix A – Airport 2016 Capital Project Details

03518 Property Acquisition/Obstacle Removal		\$140,000
Description	Removal of the natural growth of trees which protrude through air space surfaces.	
Financing	Airport Capital Reserve Fund (91%) RDC Reserve Fund (9%)	
Justification/ Rationale	Assessment of existing vegetation in runway approach areas has identified extensive trees and shrubs, which will require trimming and removal to maintain the federal certification for the airport's runways.	
Impact of Deferral	<ul style="list-style-type: none"> Restriction or loss of runway certification and operation. 	

03540 Minor Airside Construction Projects		\$360,000
Description	Localized repair of asphalt on Runway 08/26 and Taxiway Alpha.	
Financing	Airport Capital Reserve Fund (100%)	
Justification/ Rationale	Asphalt on the centre section of Runway 26 at touchdown points is failing as a result of two hard winters, and increased large aircraft use (e.g. WestJet is now flying larger aircraft to Calgary).	
Impact of Deferral	<ul style="list-style-type: none"> Continued deterioration may cause foreign object damage to aircraft utilizing the runway resulting in loss of service or legal liability. Closure of Taxiway A east of Taxiway F. Increased maintenance costs to keep the runway operational. Higher costs in the future to under take repairs if failure continues (e.g. freeze-thaw effects). 	

03544 Sanitary Forcemain Servicing		\$115,000
Description	Engineering design of the sanitary forcemain along Fountain Street.	
Financing	Airport Capital Reserve Fund (55%) RDC Reserve Fund (45%)	
Justification/ Rationale	Design for sewer service to the airport is being completed in conjunction with the Fountain Street Reconstruction project scheduled for 2018/19. Approximately \$1,000,000 in savings is estimated as a result of undertaking this work at the same time as the road reconstruction. Approximately \$80,000 in annual trucking costs would be eliminated with this connection, as there are currently no sanitary sewers to the Airport. The City of Cambridge has agreed to allow connection to its existing collection system.	
Impact of Deferral	<ul style="list-style-type: none"> Increased cost to construct if not built in conjunction with Fountain Street Reconstruction project. Continued need to haul effluent by truck. 	

03547 Airport Master Plan/Business Plan Update		\$100,000
Description	Completion of the Airport Master Plan/Business Plan.	
Financing	Airport Capital Reserve Fund (10%) RDC Reserve Fund (90%)	
Justification/ Rationale	The Airport Master Plan/Business Plan is scheduled to be completed by the end of 2016 per Council's direction as part of the 2014/2015 Corporate Service Review. Additional Public Meetings are to be scheduled in 2016 as part of the process.	
Impact of Deferral	<ul style="list-style-type: none"> The Airport Master Plan/Business Plan will not be completed. 	

03551 Airfield Lighting Upgrade		\$210,000
Description	Lifecycle replacement of two airport visual aids – Precision Approach Path Indicators (PAPI) systems.	
Financing	Airport Capital Reserve Fund (100%)	
Justification/ Rationale	Two PAPI systems, installed in 1992 and 1995, have reached the end of their life cycles and need to be replaced. These PAPI systems allow pilots to follow the correct glideslope when landing without sophisticated equipment and are a regulatory requirement for the Airport's size of runway. Maintenance costs have increased, and with new LED technology now available, power consumption will also be lowered with new units.	
Impact of Deferral	<ul style="list-style-type: none"> Visual aid unserviceability resulting in some aircraft being unable to use the runway. Higher maintenance and operating costs to support existing equipment 	

03571 Sanitation and Watermain Upgrades		\$84,000
Description	Replacement of airport fire hydrants.	
Financing	Airport Capital Reserve Fund (100%)	
Justification/ Rationale	Removal and replacement of 11 fire hydrants located in hangar areas which occasionally freeze during extreme cold winter conditions and make the hydrants in-operative.	
Impact of Deferral	<ul style="list-style-type: none"> There is a potential risk that some fire hydrants will not be available during winter conditions if required. 	

03579 Parking Lot Expansion		\$799,000
Description	Addition of 267 parking stalls and one additional entrance/exit gate and pay station.	
Financing	Airport Capital Reserve Fund (10%) RDC Reserve Fund (90%)	
Justification/ Rationale	Parking capacity is almost exhausted during peak travel times (winter season). Increases in air service such as WestJet's new service to Orlando beginning on December 10, 2015 will result in increased parking needs.	
Impact of Deferral	<ul style="list-style-type: none"> • Parking is already at capacity during the winter months and therefore no available parking could result in loss of revenues should the number of passengers increase. • Negative impact on existing and potential customers and the Airport's commitment to service excellence. 	

03581 Storm Sewer Upgrades		\$541,000
Description	Enlarging the capacity of the existing trunk storm sewer system between the terminal apron and the storm water management pond including groundside areas in parking lots.	
Financing	Airport Capital Reserve Fund (100%) The airside portion of the work, estimated at 20% of the cost, may be funded by the Federal Government through the ACAP program. Regional staff are discussing funding potential with Federal representatives.	
Justification/ Rationale	The existing system was built in the early 2000s and is undersized during significant rain events because it was not increased with the substantial increase in pavement at the airport. Localized flooding occurs on Airport Road in the vicinity of the terminal and on the airside main apron where airlines park. Significant flooding occurs on Tiger Moth Court which is a major hangar access.	
Impact of Deferral	<ul style="list-style-type: none"> • Negative impact on customer service walking through ponding water to access the terminal building. • Airline ramp area continues to flood during heavy rains. • Premature asphalt failure due to standing water and inadequate subsurface drainage. 	

03582 Entrance Road Resurfacing		\$565,000
Description	<ul style="list-style-type: none"> • Reconstruction of the roadway, including drainage upgrades and curbing, as the road bed has been assessed by Engineers and deemed needing to be reconstructed. • Realignment of Canuck Road North and additional tenant parking, requested by the Waterloo Wellington Flight Centre (WWFC), as they are at capacity and often block emergency access routes. • Reconfiguration of the intersection of Apron I, Apron II, Taxiway A & Taxiway C. 	
Financing	Airport Capital Reserve Fund (100%) The additional tenant parking, estimated at 5% of the cost, could be recovered from the WWFC. The WWFC has run out of parking and are interested in leasing more space and contributing financially to this project.	
Justification/ Rationale	The main airport entrance road was assessed during the asset management pilot project in 2014 and was found to be in poor condition by Regional engineers. Portions of the road were constructed in 1967 and are at the end of their life cycle. There is improper drainage on the roadway structure. This project also includes: <ul style="list-style-type: none"> • Servicing of the 1.5 acre future potential development lot at the corner of Airport Road and Fountain Street. • Servicing the area with water to provide fire protection and potable water to hangars where there is none. • Minor modification of Aircraft movement area to accommodate operational requirements and regulatory changes. 	
Impact of Deferral	<ul style="list-style-type: none"> • The road has not been designed for heavier vehicles and could restrict their access to the airport. • Higher costs to maintain the roadway on an interim basis. • Continued tenant parking issues with WWFC students. 	

03584 Fury Court Construction		\$1,279,000
Description	Reconstruction of the roadway, including drainage, fire protection, watermain and sewer.	
Financing	Airport Capital Reserve Fund (100%) The hangar servicing portion, estimated at 10% of the cost, could be recovered from the affected tenants.	
Justification/ Rationale	The road was constructed in 1991 and is at the end of its life cycle as significant asphalt failure is occurring. Additionally, the area needs to be serviced with water to provide fire protection to hangars where there currently is none. Tenants have requested that, while this work is being done, domestic water and sanitary sewer servicing be extended to their hangars (cost recovery).	
Impact of Deferral	<ul style="list-style-type: none"> • Road condition continues to fail, resulting in increasing maintenance costs (e.g. freeze-thaw impacts). • If tenants' servicing timelines are not met, a potential, undesirable interim solution is drilled wells and holding tanks. 	

03586 Air Traffic Control/New Germany Lane		\$814,000
Description	Reconstruction of New Germany Lane including drainage upgrades, road extension and paving to serve the new Air Traffic Control Tower and the Combined Services Facility plus the funding of upgrading Cober Road through the Township's existing contract.	
Financing	Airport Capital Reserve Fund (100%)	
Justification/ Rationale	New Germany Lane will be acquired from the Township of Woolwich in 2016 (now approved by Woolwich Council), and requires road upgrades as it is currently a narrow gravel lane with no drainage. A road extension to the new control tower site is required.	
Impact of Deferral	<ul style="list-style-type: none"> • Compromised all season access to new Nav Canada Air Traffic Control Tower. 	

03587 Silver Dart Place		\$76,000
Description	Design work to reconstruct the roadway including drainage and fire protection.	
Financing	Airport Capital Reserve Fund (100%)	
Justification/ Rationale	The road was constructed in 1992 and is at the end of its life cycle, as significant asphalt failure is occurring. Additionally, the area needs to be serviced with water to provide fire protection to hangars where there currently is none.	
Impact of Deferral	<ul style="list-style-type: none"> • Project deferred 	

70500 Airport Renewal		\$184,000
Description	Complete building capital renewal work identified for 2016 and work carried forward from 2015.	
Financing	Airport Capital Reserve Fund (100%)	
Justification/ Rationale	End of asset life capital renewal replacement requirements.	
Impact of Deferral	<ul style="list-style-type: none"> • Capital renewal work is to avoid increased maintenance costs and reduced passenger service levels due to equipment failure. Projects continue from 2015 with work that has already been tendered and commitments are in place. 	



**Region of Waterloo
Corporate Services
Financial Services & Development Financing**

2016 Budget

Information Paper

2016-2025 Transportation Capital Plan

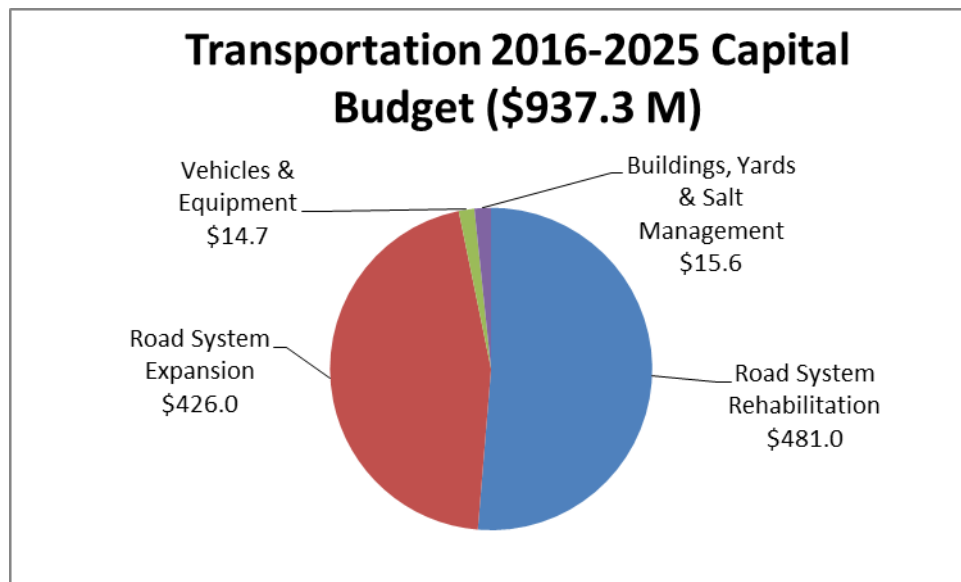
Budget Committee Date: December 16, 2015

The Region's Transportation Division designs, operates and maintains the Regional road network and all traffic signals, pavement markings, road signs and street lighting on Regional roads including:

- 1,726 lane kilometres of roadway
- 170 bridge structures
- 8,175 street lights
- 484 signalized intersections and 20 roundabouts

The proposed 2016-2025 Transportation capital program (TCP) is comprised of \$481 million for road system rehabilitation, \$426 million for road system expansion, \$14.7 million for vehicles and equipment and \$15.6 million for yards, buildings and salt management for a total proposed capital program of \$937.3 million over the 10 year period. The 2016-2025 TCP in detail, including a listing by proposed project of capital budget and timing, can be found in **Appendix C** of this information paper.

The chart below shows the transportation capital program by major category.



Major system rehabilitation projects in the proposed 2016-2025 capital plan include:

Project	Budget (\$M)	Construction Timing
Fountain St (Blair Bridge at Grand River), Cambridge	\$12.3	2017-2018
Swan Street (Hilltop to Stanley), North Dumfries	\$10.2	2018-2019
King Street (Bishop to Eagle), Cambridge	\$9.7	2019-2020
Ottawa Street (Lackner to Hwy 7), Kitchener	\$8.2	2016 & 2019
Bleams Road (Fischer Hallman to Trussler), Kitchener	\$7.4	2021

As requested at the November 18, 2015 Budget Committee meeting, further information regarding the King Street reconstruction project can be found in **Appendix A**.

Major system expansion projects in the proposed 2016-2025 capital plan include:

Project	Budget (\$M)	Construction Timing
River Rd extension (King to Manitou), Kitchener	\$69.4	2020-2021
Franklin Blvd. (Myers to Hwy 401), Cambridge	\$31.7	2016-2021
South Boundary Road (Water to Dundas), Cambridge	\$31.0	2017-2022
Maple Grove Rd (Hespeler to Fountain), Cambridge	\$24.0	2020-2024
King St. Grade Separation (GEXR Crossing)*, Kitchener	\$24.0	2016
Fischer Hallman Rd. (Plains to Bleams), Kitchener	\$22.6	2018-2024

*The primary construction budget has shifted from 2015 to 2016 due to the timing of GrandLinq’s construction staging for ION.

As requested at the November 18, 2015 Budget Committee meeting, further information regarding the River Road Extension project can be found in **Appendix B**.

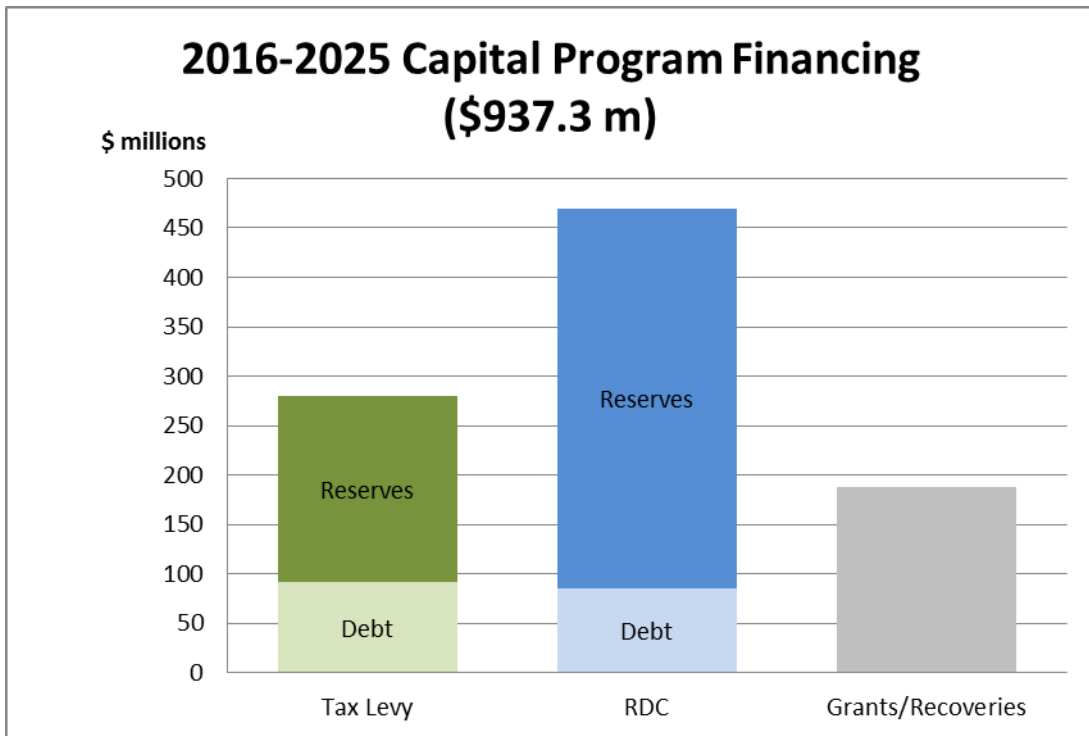
The proposed 2016-2025 program is approximately \$17 million higher than the 2015-2024 program to address resurfacing needs in a timely fashion and maintain the road system in a serviceable condition.

Transportation - Capital Program Financing

The transportation capital program is funded from the property tax levy, federal gas taxes, Regional Development Charges (RDCs) and recoveries. Financing is from the applicable Transportation Capital Reserves (previous and current year contributions) and from debentures (to be funded by future property taxes and development).

The Ten Year Transportation Capital financing plan is summarized as follows:

2016-2025 Transportation Capital Program		(\$ m)
Capital funding and financing sources	Tax Levy supported capital reserves (including Equipment/Vehicle reserves)	\$187.8
	Debt recovered from future taxes	\$92.2
	Grants, subsidies & recoveries	\$187.5
	Development charge reserve funds	\$384.8
	Debt recovered from future development charges	\$85.0
TOTAL		\$937.3



As outlined in the Annual Adequacy of Regional Development Charge Collections Review report (COR-FSD-15-17 dated October 27, 2015), staff has undertaken a detailed analysis of capital plan financing options as a result of lower than anticipated RDC collections. This included a review of all RDC reserve funds, projected collections in order to assess capital program affordability over the next 10 years, and the timing of growth-related capital projects.

On the road system expansion side in particular, there are significant capital costs being incurred in the early years of the capital program (e.g. River Rd., Franklin Blvd., Fischer Hallman Rd., South Boundary Rd. and Fountain St.). While these system expansions provide for long term capacity, the benefitting growth will take place over an extended period of time, as will the RDC collections. Accordingly, the proposed financing plan for the transportation capital program provides for certain growth-related projects to be debt financed in order to spread the cost over a longer period and better match costs to anticipated RDC revenues. Growth related debenture financing is proposed for the following projects:

Growth Related Transportation Capital Works	Growth Related Debt (\$ m)	Years of Debt Issuance
River Rd.	\$47.9	2016-2022
Franklin Blvd.	\$22.3	2016-2018
Fischer Hallman Rd.	\$7.4	2016-2018
South Boundary Rd.	\$5.6	2016-2018
Fountain St.	\$1.8	2016-2017
TOTAL	\$85.0	

As indicated in the table above, a total of \$85 million in growth related debt will be required over the Ten Year period representing 20% of the ten year capital costs for system expansion.

This proposed financing plan will spread the cost of significant infrastructure projects over a broader group of benefitting users. One of the major risks associated with borrowing for DC funded projects is creating a future liability to be funded from an uncertain and variable revenue source.

Staff will continue to explore a number of additional strategies in the first half of 2016 and will report back to Committee with recommendations for financing future capital program updates.

Appendix A - KING STREET RECONSTRUCTION, BISHOP STREET TO EAGLE STREET, CAMBRIDGE – CONSTRUCTION SCHEDULE

The Region's Draft 2016 Transportation Capital Program (TCP) includes the reconstruction of King Street from Bishop Street to Eagle Street in Cambridge over two years in 2019 and 2020. The recommended design concept for this project was approved by Council in 2014 and detailed design is currently underway. The purpose of this project is to reconstruct this section of King Street due its poor condition, construct on-road cycling lanes, replace the aged sanitary sewer and watermain beneath the roadway on behalf of the City of Cambridge and provide enhanced boulevard streetscaping. Although the road and underground infrastructure require replacement due to age and condition, there are currently no significant ongoing maintenance requirements for this infrastructure.

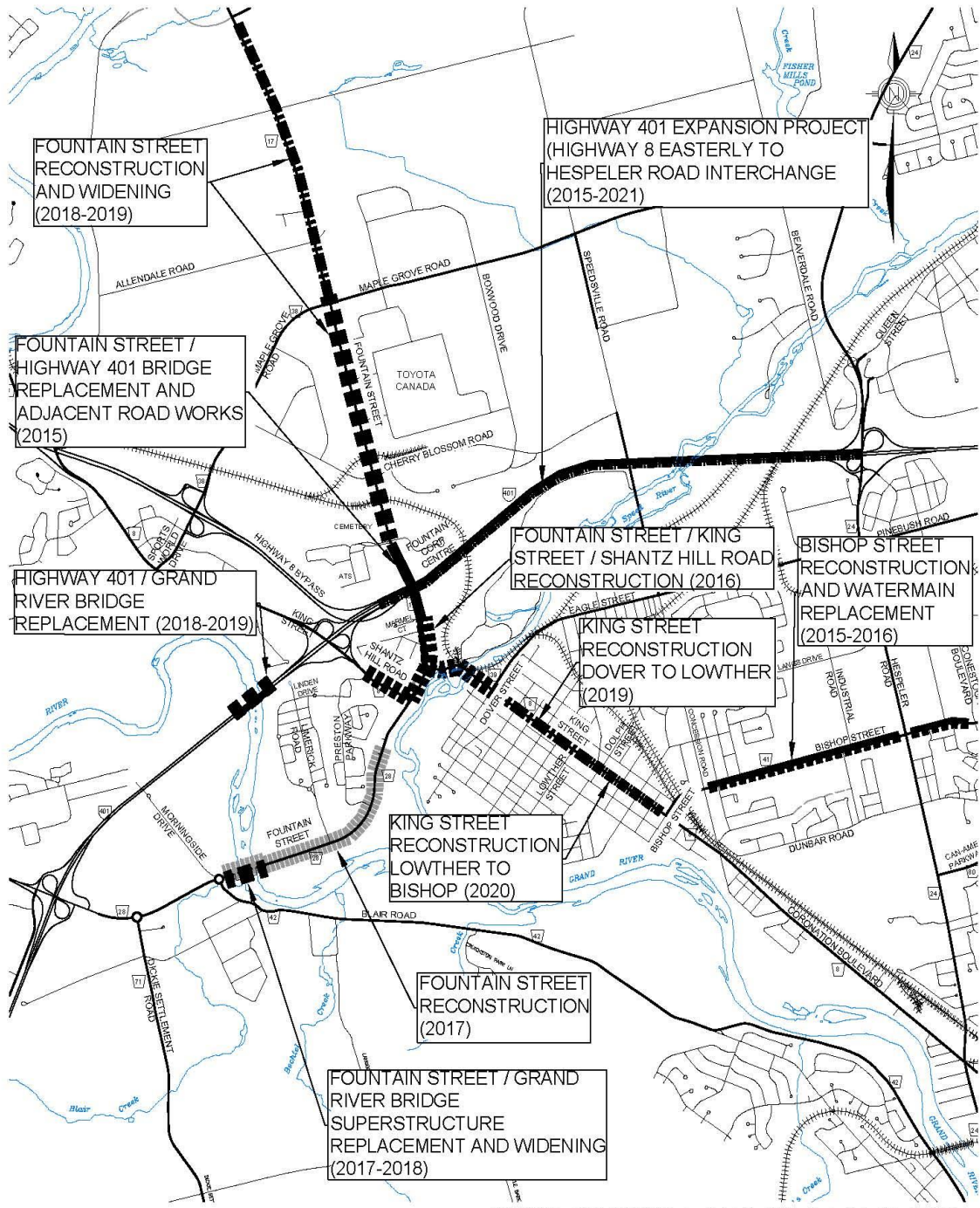
In order to implement the project, the Region needs to acquire approximately sixty-two (62) small parcels of property from properties abutting King Street. Legal plans for the required property are currently being prepared and are expected to be complete by the end of 2015.

Setting aside property acquisition and traffic considerations, the detailed design and technical approvals for this project are currently underway and are expected to be completed by early 2017, allowing construction to proceed as early as 2017 and 2018. The proposed 2019 and 2020 construction timing identified in the Draft 2016 Transportation Capital Program is predicated on managing area traffic disruption due to several planned construction projects as well as the projected time required to acquire property from several property owners on King Street. These aspects are discussed in further detail below.

Preston-Area Transportation Projects

There are a number of large scale transportation projects planned for construction over the next five (5) years in the Preston-area of Cambridge. Please refer to the Key Plan below for a drawing of these planned transportation projects.

Preston Area Key Plan



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1. Considerations in Advancing the Timing of the King Street Reconstruction

The key factors in developing the proposed construction timing for the King Street reconstruction and other Preston-area transportation projects include:

- Current stage of the project design, property acquisition required and technical approvals
- Impacts to area traffic congestion
- Maintenance costs

The three (3) projects in the Preston-area south of Highway 401 noted below are all located in the same general vicinity. These projects have been planned to occur in a staged manner to manage traffic congestion in this area of Cambridge.

PROJECT	CURRENT STATUS	CONSTRUCTION TIMING (As per the Draft 2016 TCP)	TRAFFIC RESTRICTIONS DURING CONSTRUCTION
King Street, Fountain Street and Shantz Hill Road reconstruction	Nearly tender ready, property acquisition being concluded	2016 and 2017	Two-way traffic maintained with periodic lane restrictions in effect
Fountain Street reconstruction from Shantz Hill Road to Blair Road including replacement of the Fountain Street Bridge across the Grand River	Design, property acquisition and technical approvals underway. Tender planned for late 2016	2017 and 2018	Full road closure for 18-24 months. Traffic detoured via Shantz Hill Road, Highway 401 and Fountain Street (between Blair Road and Highway 401)
King Street reconstruction from Bishop Street to Eagle Street	Design underway, property acquisition to commence in 2016	2019 and 2020	Two-way traffic maintained with periodic lane restrictions in effect

The reconstruction of King Street, Fountain Street and Shantz Hill is planned to be tendered in early 2016 with construction completed during 2016 and 2017. This project is required to improve traffic operations along this corridor and to provide enhanced pedestrian, cycling facilities and transit facilities. This project is tender-ready, property acquisition is nearing completion and there is public expectation that it will proceed in 2016 and 2017. Rescheduling this project to a later time would not facilitate advancement of the King Street reconstruction from Bishop Street to Eagle Street.

The reconstruction of Fountain Street from Shantz Hill Road to Blair Road, including replacement of the Fountain Street Bridge across the Grand River, is scheduled to occur in 2017 and 2018. The replacement of the Fountain Street bridge across the Grand River is a high priority as the condition of the bridge continues to deteriorate. The Region incurred costs of approximately \$130,000 in 2015 to make required interim repairs to the bridge deck. Delaying the timing of this project will result in additional maintenance costs to the Region and will require that the bridge be posted for vehicular load limits. The full closure of Fountain Street from Shantz Hill Road to Blair Road is expected to result in additional traffic volumes on King Street through the Preston area.

The reconstruction of King Street from Bishop Street to Eagle Street requires that approximately sixty-two (62) small parcels of property be acquired from property owners abutting King Street. Legal plans for these properties will be prepared by the end of 2015 and the property acquisition process will commence in early 2016. Based on the Region's past experience, it can take up to two years to acquire property once the legal plans are available. Since the property acquisition process will not commence until early 2016, once the legal plans have been prepared, it is unlikely that all required properties will be obtained until 2018 at the earliest. Once the required property has been obtained, there are some overhead utility poles that require relocation in advance of the road construction. These utility pole relocations are planned to occur in 2018.

2. Options for Advancing the King Street reconstruction

Subject to property acquisition, the reconstruction of King Street from Bishop Street to Eagle could potentially be advanced by one year to commence in 2018 rather than 2019. To meet this schedule, property from sixty-two (62) abutting owners on King Street would need to be obtained by mid-2017 in order to allow for overhead utility poles to be relocated in late 2017 in advance of the road reconstruction in 2018. This would only be possible if all properties can be acquired through negotiation and no expropriations are necessary. Given the number of properties required, this is not likely and therefore property acquisition will not likely be complete by mid-2017. If the King Street reconstruction is advanced to 2018 from 2019, it would coincide with the scheduled replacement of the Fountain Street

Bridge across the Grand River and associated full closure of Fountain Street, resulting in significant traffic congestion on King Street. Deferral of the Fountain Street bridge replacement project is not recommended as it would result in the Region incurring additional maintenance costs and increase the possibility of localized bridge deck failures, as well as requiring the bridge to be posted for reduced vehicle loads.

Appendix B – RIVER ROAD EXTENSION PROJECT PREPARATION SCHEDULE

The primary construction budget for the River Road Extension project has shifted from 2017/2018 to 2020/2021 in the proposed capital plan due to the significant property acquisitions required for this project. Property acquisitions have been significantly delayed because the Environmental Assessment Study has not yet been approved by the Ministry of Environment and Climate Change. The deferral will not impact development in the area and construction may be advanced in the TCP should the property acquisitions be completed earlier than currently anticipated. The proposed capital budget for River Road in the 2016-2025 capital plan is as follows:

River Road Budget (\$m)	2016	2017	2020	2021	2022	Total
Design, Land & Utilities	\$3.2	\$12.1				\$15.3
Construction			\$28.3	\$24.0		52.3
Surface Asphalt					\$1.8	1.8
Total	\$3.2	\$12.1	\$28.3	\$24.0	\$1.8	\$69.4

The steps required in preparation of construction of the River Road Extension are:

STEP #	ITEM	ANTICIPATED SCHEDULE	COMMENT
1	MOE Review and Approval	April 2016	Approval is assumed but actual approval is in hands of MOECC with currently no expected approval date provided.
2	Complete Property Impacts Plans for project	May 2016	Cannot complete plans until item 1 above is approved
3	Complete 35 Property Acquisitions (excluding MTO & Hydro One)	Jan-May 2018	(Excludes Hydro One & MTO as Region cannot expropriate and must negotiate)
4	Relocate Utilities	Summer – Winter 2018	Hydro One Tower relocation, KW Hydro, Bell, Gas, etc.
5	Construction	2019-2021	Construction anticipated to go in 2 phases PH 1 – Manitou/Bleams to east of Wabanki – 2019 PH 2 – East of Wabanaki to River Road/King Street – 2020-2021

The draft 2016 budget is based on a 2020 start for construction. The earliest possible construction start if everything proceeds based on a reasonable schedule as described above is 2019, subject to MOECC approval.

The schedule presented above assumes that expropriation will be required for some of the 35 required properties. If all of the properties can be acquired relatively quickly and easily by negotiation, then it is possible that some time could be saved; however, it is unlikely that all 35 properties can be acquired with no expropriations.

(\$000'S)	CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10 YEAR TOTAL
EXPENDITURES:												
TRANSPORTATION CAPITAL BASE PROGRAM												
URBAN RESURFACING	0	1,350	3,250	4,105	1,545	3,435	3,985	3,885	2,205	940	0	24,700
RURAL RESURFACING	10	5,545	4,105	8,865	6,605	25,855	16,775	1,940	6,230	6,070	1,000	83,000
RECONSTRUCTION AND MAJOR REHABILITATION	11,640	26,970	33,545	38,310	44,535	31,735	28,410	24,485	21,670	17,625	17,000	295,925
INTERSECTION IMPROVEMENTS (NON-GROWTH)	0	220	50	150	1,300	50	0	0	0	0	0	1,770
BRIDGE AND DRAINAGE WORKS	80	7,945	9,285	7,160	1,080	1,950	5,425	465	2,435	265	265	36,355
SYSTEM MANAGEMENT / OTHER	500	2,680	3,380	1,630	1,480	1,480	1,630	1,480	1,480	1,630	1,480	18,850
TRAFFIC SIGNAL MODERNIZATIONS	50	310	310	310	310	310	310	310	310	310	310	3,150
TRAFFIC ENGINEERING GENERAL	220	4,640	540	540	540	540	540	540	540	540	540	9,720
INFILL SIDEWALK AND CYCLING FACILITIES	225	895	1,260	2,470	30	150	500	500	500	500	500	7,530
TRANSPORTATION CAPITAL SYSTEM EXPANSION PROGRAM												
INTERSECTION IMPROVEMENTS (GROWTH-RELATED)	30,115	9,475	10,145	9,475	3,475	4,725	1,985	3,375	2,175	2,000	2,045	78,990
DEVELOPMENT RELATED LEFT AND RIGHT TURN LANES	1,000	605	1,195	670	580	470	750	650	400	400	400	7,120
TRAFFIC SIGNAL INSTALLATIONS	70	0	0	0	0	0	0	0	0	0	0	70
ROAD WIDENINGS	1,300	39,790	25,140	29,795	18,570	31,305	3,990	21,390	9,930	24,115	18,540	223,865
ROAD SYSTEM EXPANSION	2,605	4,415	27,225	6,475	3,850	29,000	27,055	14,355	600	200	200	115,980
TOTAL	47,815	104,840	119,430	109,955	83,900	131,005	91,355	73,375	48,475	54,595	42,280	907,025
REVENUES:												
SUBSIDY (FEDERAL GAS TAX)	0	25,417	25,417	16,151	16,151	16,151	16,151	16,151	16,151	16,151	16,151	180,042
DEVELOPMENT CHARGE RESERVE FUND	20,752	41,215	43,297	42,482	31,329	51,945	38,660	43,185	21,215	28,720	21,960	384,760
ROADS REHABILITATION CAPITAL RESERVE FUND	12,250	19,450	21,342	30,166	14,791	13,306	10,941	8,436	10,506	9,121	3,566	153,875
CYCLING FACILITY CAPITAL RESERVE FUND	0	603	603	603	603	603	603	603	603	603	603	6,030
ROAD CAPITAL LEVY RESERVE FUND	2,513	2,090	691	543	26	0	0	0	0	0	0	5,863
MUNICIPAL COST SHARING	0	65	2,080	10	0	0	0	0	0	0	0	2,155
THIRD PARTY - CP RAIL	1,700	0	0	0	0	0	0	0	0	0	0	1,700
THIRD PARTY - OTHER	3,600	0	0	0	0	0	0	0	0	0	0	3,600
DEBENTURES - RDC	0	16,000	26,000	11,000	0	22,000	5,000	5,000	0	0	0	85,000
DEBENTURES	7,000	0	0	9,000	21,000	27,000	20,000	0	0	0	0	84,000
TOTAL	47,815	104,840	119,430	109,955	83,900	131,005	91,355	73,375	48,475	54,595	42,280	907,025

LEGEND:
 AG = ABOVE GROUND; BG = BELOW GROUND; CF = CYCLING FACILITY; CG = CURB & GUTTER; CIP = COLD-IN-PLACE RESURFACING; D = DRAINAGE IMPROVEMENTS; DE = DESIGN; DK = BRIDGE DECK REPAIR; DSA = DEEP STRENGTH ASPHALT; EA = ENVIRONMENTAL ASSESSMENT; EXP = EXPANDED ASPHALT; IPS = PEDESTRIAN SIGNAL INSTALLATION; L = LAND PURCHASE; LA = LANDSCAPING; MOD = TRAFFIC SIGNAL MODERNIZATION; MUT = MULTI USE TRAILS; NC = CONSTRUCTION; PAD = PADDING; PL = PLANING; REC = RECONSTRUCTION; RH = REHABILITATION; RSS = RECONSTRUCTION WITH STORM SEWERS; RW = ROAD WIDENING; R1 = RESURFACE - SINGLE LIFT; R2 = RESURFACE - DOUBLE LIFT; RM = RESURFACE - MAJOR; SA = SURFACE ASPHALT; SI = INTERSECTION IMPROVEMENT; SIG = TRAFFIC SIGNAL INSTALLATION; SL = STREET LIGHTING; SS = SURFACE SEAL; ST = STORM SEWER INSTALLATION; SW = SIDEWALK INSTALLATION; U = UTILITY RELOCATION

SUMMARY

(\$000'S)	CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10 YEAR TOTAL
EXPENDITURES:												
TRANSPORTATION CAPITAL BASE PROGRAM												
URBAN RESURFACING	-	1,350	3,250	4,105	1,545	3,435	3,985	3,885	2,205	940	-	24,700
RURAL RESURFACING	10	5,545	4,105	8,865	6,605	25,855	16,775	1,940	6,230	6,070	1,000	83,000
RECONSTRUCTION AND MAJOR REHABILITATION	11,640	26,970	33,545	38,310	44,535	31,735	28,410	24,485	21,670	17,625	17,000	295,925
INTERSECTION IMPROVEMENTS (NON-GROWTH)	-	220	50	150	1,300	50	-	-	-	-	-	1,770
BRIDGE AND DRAINAGE WORKS	80	7,945	9,285	7,160	1,080	1,950	5,425	465	2,435	265	265	36,355
SYSTEM MANAGEMENT / OTHER	500	2,680	3,380	1,630	1,480	1,480	1,630	1,480	1,480	1,630	1,480	18,850
TRAFFIC SIGNAL MODERNIZATIONS	50	310	310	310	310	310	310	310	310	310	310	3,150
TRAFFIC ENGINEERING GENERAL	220	4,640	540	540	540	540	540	540	540	540	540	9,720
INFILL SIDEWALK AND CYCLING FACILITIES	225	895	1,260	2,470	30	150	500	500	500	500	500	7,530
TOTAL	12,725	50,555	55,725	63,540	57,425	65,505	57,575	33,605	35,370	27,880	21,095	481,000
REVENUES:												
SUBSIDY (FEDERAL GAS TAX)	-	25,417	25,417	16,151	16,151	16,151	16,151	16,151	16,151	16,151	16,151	180,042
DEVELOPMENT CHARGE RESERVE FUND	475	5,020	6,283	7,610	4,880	8,445	9,880	8,415	8,110	2,005	775	61,898
ROADS REHABILITATION CAPITAL RESERVE FUND	12,250	19,450	21,342	30,166	14,791	13,306	10,941	8,436	10,506	9,121	3,566	153,875
CYCLING FACILITY CAPITAL RESERVE FUND	-	603	603	603	603	603	603	603	603	603	603	6,030
MUNICIPAL COST SHARING	-	65	2,080	10	-	-	-	-	-	-	-	2,155
DEBENTURES	-	-	-	9,000	21,000	27,000	20,000	-	-	-	-	77,000
TOTAL	12,725	50,555	55,725	63,540	57,425	65,505	57,575	33,605	35,370	27,880	21,095	481,000

LEGEND:
 AG = ABOVE GROUND; BG = BELOW GROUND; CF = CYCLING FACILITY; CG = CURB & GUTTER; CIP = COLD-IN-PLACE RESURFACING; D = DRAINAGE IMPROVEMENTS; DE = DESIGN; DK = BRIDGE DECK REPAIR; DSA = DEEP STRENGTH ASPHALT; EA = ENVIRONMENTAL ASSESSMENT; EXP = EXPANDED ASPHALT; IPS = PEDESTRIAN SIGNAL INSTALLATION; L = LAND PURCHASE; LA = LANDSCAPING; MOD = TRAFFIC SIGNAL MODERNIZATION; MUT = MULTI USE TRAILS; NC = CONSTRUCTION; PAD = PADDING; PL = PLANING; REC = RECONSTRUCTION; RH = REHABILITATION; RSS = RECONSTRUCTION WITH STORM SEWERS; RW = ROAD WIDENING; R1 = RESURFACE - SINGLE LIFT; R2 = RESURFACE - DOUBLE LIFT; RM = RESURFACE - MAJOR; SA = SURFACE ASPHALT; SI = INTERSECTION IMPROVEMENT; SIG = TRAFFIC SIGNAL INSTALLATION; SL = STREET LIGHTING; SS = SURFACE SEAL; ST = STORM SEWER INSTALLATION; SW = SIDEWALK INSTALLATION; U = UTILITY RELOCATION

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
URBAN RESURFACING																
5968	REG. RD. 5 (NAFZIGER ROAD), ERB'S RD. TO 150 M N. OF ERB'S ROAD (RR9)	WIL	0.15									20 DE	170 DE PL R2 SW			190
5749	REG. RD. 5 (QUEEN'S BUSH ROAD) NAFZIGER RD. (RR5) TO FIRELLA CRK BRIDGE	WELL	0.33								20 DE	230 DE PL R2 CF			IN CONJUNCTION WITH THE REHABILITATION OF NAFZIGER RD. FROM GERBER RD. TO QUEEN'S BUSH RD. (PROJ. NO. 5682) AND THE REHABILITATION OF QUEEN'S BUSH RD. FROM FIRELLA CREEK BRIDGE TO HUTCHISON RD. (PROJ. NO. 5683).	250
5969	REG. RD. 8 (SHANTZ HILL RD.), FOUNTAIN ST. (RR 17) TO HWY 401 EAST BOUND RAMP	CAM	0.43		600 DE PL R2 SW										IN CONJUNCTION WITH THE ROAD WIDENING OF REG. RD. 8 (KING ST.), EAGLE TO FOUNTAIN AND FOUNTAIN ST, KING ST. TO SHANTZ HILL RD. (PROJ. NO. 5337)	600
6904	REG. RD. 8 (KING STREET), FREEPORT BRIDGE TO RIVER RD. E (RR56)	KIT	0.79		280 PL R1											280
5959	REG. RD. 8 (WEBER STREET W), QUEEN ST. N. TO COLLEGE ST.	KIT	0.41						20 DE	425 DE PL R2 MOD						445
5949	REG. RD. 8 (WEBER STREET W), UNION ST. TO ERB ST. E. (RR9)	WAT	0.58					10 DE	565 DE PL R2						INSTALLATION OF REGION WATERMAIN IN ADVANCE OF RESURFACING.	575
6475	REG. RD. 8 (WEBER STREET), ERB ST. (RR9) TO UNIVERSITY AVE. (RR57)	WAT	1.28		25 DE	700 PL R1										725
6919	REG. RD. 9 (BRIDGEPORT ROAD), LANCASTER ST. (RR29) TO HWY 86 NB RAMP	KIT	0.59		285 PL R1											285
5765	REG. RD. 9 (ERB STREET E) MARGARET AVE. TO KING ST.	WAT	1.70				40 DE	20 DE	1250 DE PL R2 MOD						INCLUDES RE-STRIPING FOR CYCLING FACILITY	1,310

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5941	REG. RD. 24 (HESPELER ROAD), EAGLE ST. N./PINEBUSH RD. (RR39) TO HWY 401 EB RAMP	CAM	0.30			10 DE	545 DE PL R2									555
6900	REG. RD. 41 (BISHOP STREET), CONCESSION ST. TO THE RAILWAY TRACKS	CAM	0.26			95 PL R1										95
5792	REG. RD. 42 (BLAIR ROAD), BLAIR SETTLEMENT LIMITS (~120M EAST OF LANGDON DR.) TO 125M SOUTHEAST OF FOUNTAIN ST. (RR28)	CAM	0.97				20 DE		545 DE PL R2							565
5972	REG. RD. 50 (WESTMOUNT ROAD), OTTAWA STREET (RR 4) TO GREENBROOK DRIVE	KIT	0.98								20 DE	1915 DE PL R2				1,935
5956	REG. RD. 50 (WESTMOUNT ROAD W), GLASGOW ST. TO JOHN ST.	KIT WAT	0.61				20 DE		575 DE PL R2							595
5657	REG. RD. 50 (WESTMOUNT ROAD S), JOHN ST. TO ERB ST. W. (RR9)	WAT	1.02		20 DE	800 DE PL R2 MOD									INCLUDES STORM SEWER REPAIRS. IN CONJUNCTION WITH NB LEFT TURN LANE EXTENSION AT ERB ST. (PROJ. NO. 7090) AND INFILL SIDEWALK ON WESTMOUNT RD. FROM UNION ST. TO FORSYTH DR. (PROJ. NO. 5730).	820
5974	REG. RD. 53 (FAIRWAY ROAD SOUTH), KING ST. (RR8) TO HWY 8 SB RAMP	KIT	0.51						20 DE	60 DE U	610 DE PL R2 SW				COST SHARING WITH THE MTO.	690

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5750	REG. RD. 53 (COURTLAND AVENUE E), HAYWARD AVE. TO HWY 7/8 EB RAMP	KIT	0.34				20 DE	535 DE PL R2 MOD SW							CITY/ REGION DUAL WATERMAIN TO BE REPLACED IN ADVANCE. IN CONJUNCTION WITH THE REHABILITATION OF FAIRWAY RD. FROM WILSON AVE. TO RT CROSSING NW OF BALZER RD. (PROJ. NO. 5699), AND EB AND WB DUAL LEFT TURN LANES AT WILSON AVE. (PROJ. NO. 7331)	555
6582	REG. RD. 54 (LACKNER BOULEVARD), FAIRWAY RD. (RR53) TO OTTAWA ST. (RR4)	KIT	2.19						20 DE	2690 DE PL R2 SW						2,710
5658	REG. RD. 55 (VICTORIA STREET N), LANCASTER ST. (RR29) TO MARGARET AVE.	KIT	0.57			20 DE	1115 DE PL R2 MOD SL									1,135
5957	REG. RD. 55 (VICTORIA STREET S), EASTFOREST TRAIL/WESTFOREST TRAIL TO HIGHGATE RD./BRAMBLEWOOD ST.	KIT	0.87						20 DE	750 DE PL R2						770
5751	REG. RD. 56 (BLEAMS ROAD) HOMER WATSON BLVD. (RR28) TO STRASBURG RD.	KIT	1.16						20 DE	20 DE U	1625 DE PL R2 SW				IN CONJUNCTION WITH THE REHABILITATION OF BLEAMS RD. FROM MANITOU DR TO HOMER WATSON BLVD. (PROJ. NO. 5703), AND INTERSECTION IMPROVEMENTS AT HOMER WATSON BLVD. (PROJ. NO. 7165).	1,665
7218	REG. RD. 57 (UNIVERSITY AVENUE), WESTMOUNT RD. N (RR50) TO KEATS WAY	WAT	0.19			20 DE	220 DE PL R2								IN CONJUNCTION WITH WIDENING OF UNIVERSITY AVE. FROM KEATS WAY TO ERB ST. (PROJ. NO. 7259)	240
5975	REG. RD. 57 (UNIVERSITY AVENUE), BELGREEN WAY/STONEHAVEN DR. TO RESURRECTION DR.	WAT	0.78							20 DE	1120 DE PL R2 SW					1,140

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5664	REG. RD. 5 (NAFZIGER ROAD), BERLETTS RD. TO GERBER RD. (RR12)	WIL	2.12		1500 DE EXP CF										IN CONJUNCTION WITH THE REHABILITATION OF THE NAFZIGER ROAD BRIDGE OVER THE NITH RIVER (PROJ.NO. 5619)	1,500
5748	REG. RD. 5 (HUTCHISON ROAD) WEIMAR LINE TO CROSSHILL S. LIMITS	WELL	3.68				20 DE	1980 DE EXP CF								2,000
5945	REG. RD. 6 (GINGERICH ROAD), SANDHILLS RD. TO FOUNDRY ST. (RR51)	WIL	1.34					10 DE	1085 DE EXP MUT						NEW REGION WATERMAIN INSTALLATION IN ADVANCE OF THIS PROJECT	1,095
5958	REG. RD. 7 (HUTCHISON ROAD), QUEEN'S BUSH RD. (RR5) TO PERTH 107	WELL	5.91						10 DE	2015 DE EXP CF					COST SHARING WITH PERTH COUNTY	2,025
6258	REG. RD. 8 (WEBER STREET), BENJAMIN RD. TO KING ST. (RR15)	WOOL	1.03		10											10
5977	REG. RD. 9 (ERB'S RD.), SANDHILLS RD. TO BRIDGE #0903 OVER THE NITH RIVER	WIL	3.49								10 DE	1880 DE EXP CF				1,890
5758	REG. RD. 10 (HERRGOTT ROAD) N. LIMITS OF ST. CLEMENTS TO AMENT LINE (RR17)	WELL	3.39			10 DE	1855 DE EXP CF									1,865
5978	REG. RD. 11 (WILLIAM HASTING LINE), MANSER RD. (RR5) TO LICHTY RD.	WELL	1.85						40 DE	885 DE EXP						925
5952	REG. RD. 12 (NEW DUNDEE ROAD), REIDEL DR./CAMERON RD. TO FISCHER-HALLMAN RD. (RR58)	KIT ND	2.37		10 DE	595 DE PL R1										605
5937	REG. RD. 12 (QUEEN STREET), WATER ST. TO BETHEL RD.	WIL	1.13				10 DE		610 DE EXP CF							620
5936	REG. RD. 12 (QUEEN STREET), WITMER RD. TO HWY 7/8 EB.	WIL	3.21						10 DE	1730 DE EXP CF						1,740
5935	REG. RD. 12 (NOTRE DAME DRIVE), ST. ANN AVE. N. TO MOSER-YOUNG RD. (RR14)	WELL WIL	6.49						10 DE	3485 DE EXP CF						3,495

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
7350	REG. RD. 43 (BRANCHTON RD.), MORRISON RD. TO CAMBRIDGE/NORTH DUMFRIES BOUNDARY	ND	0.75				10 DE	435 DE EXP								445
5673	REG. RD. 46 (ROSEVILLE ROAD), DICKIE SETTLEMENT RD. (RR71) TO MTO/REGION BOUNDARY	ND	2.31						10 DE	1380 DE EXP CF SW						1,390
5944	REG. RD. 46 (ROSEVILLE ROAD), MTO/REGION BOUNDARY TO ROSEVILLE SETTLEMENT LIMITS	ND	4.36								10 DE	2400 DE EXP CF				2,410
5674	REG. RD. 49 (WRIGLEY ROAD), DUMFRIES RD. (RR47) TO 190 M EAST OF HILLTOP ROAD	ND	3.99				10 DE	2280 DE EXP CF SW							INCLUDES SIDEWALK AND CYCLING FACILITEIS IN THE HAMLET OF WRIGLEY	2,290
5979	REG. RD. 51 (FOUNDRY STREET), HWY 7/8 WESTBOUND RAMP TO GINGERICH ROAD	WIL	0.38								10 DE	215 DE EXP CF				225
6506	REG. RD. 52 (BRIDGE STREET), EASTBRIDGE BLVD. TO NORTHFIELD DR. (RR22)	WAT	1.34		20 DE	20 DE	1535 DE PL R2									1,575
5973	REG. RD. 52 (BRIDGE STREET), LEXINGTON RD.TO EASTBRIDGE BLVD.	WAT	0.71							20 DE	60 DE	695 DE PL R2				775
5931	REG. RD. 70 (TRUSSLER ROAD), BRANT/WATERLOO RD. TO GREENFIELD RD.	ND	3.72		10 DE	1000 DE EXP CF									COST SHARING WITH OXFORD COUNTY. IN CONJUNCTION WITH THE REHABILITATION OF TRUSSLER ROAD, FROM 110M N. OF HWY 401 TO CEDAR CREEK RD. (PROJ.NO. 5930) AND THE N. AND S. NITH RIVER BRIDGE REHABILITATIONS (PROJ.NO. 5926 AND 5925).	1,010

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5678	REG. RD. 86 (LINE 86), LISTOWEL RD. (RR85) TO SLOMAN LN.	WELL	3.69			10 DE	600 DE EXP CF								PROJECT MANAGED BY WELLINGTON COUNTY AND COST SHARED WITH THE REGION.	610
5980	REG. RD. 97 (OLD BEVERLY ROAD), WATERLOO-HAMILTON BDRY TO 50M WEST OF SHELLARD SIDEROAD	ND	4.56					10 DE	2275 DE EXP							2,285
6565	REG. RD. 97 (MAIN STREET), 1070 MAIN ST. TO FRANKLIN BLVD.	CAM	0.69				10 DE	440 DE EXP CF							CITY OF CAMBRIDGE WATERMAIN AND SANITARY SEWERS REPLACEMENT IN ADVANCE OF RESURFACING	450
5679	REG. RD. 97 (CEDAR CREEK ROAD), CAMBRIDGE/NORTH DUMFRIES BDRY. TO EDWORTHY SIDE RD. (RR71)	ND	2.34					10 DE	1260 DE EXP CF							1,270
5174	VARIOUS SPOT RESURFACINGS				1200	1200	1200	1000	1000	1000	1000	1000	1000	1000		10,600
TOTAL RURAL RESURFACING			148.51	10	5,545	4,105	8,865	6,605	25,855	16,775	1,940	6,230	6,070	1,000		83,000

RECONSTRUCTION AND MAJOR REHABILITATION

5766	REG. RD. 1 (SNYDER'S ROAD E) CHRISTIAN ST. TO GINGERICH RD. (RR6)	WIL	2.73		240 DE	170 DE L U	4640 DE REC CF SW	400 SA							SIDEWALK INSTALLATION FROM GINGERICH RD. TO SCHNELLER DR.	5,450
5680	REG. RD. 4 (OTTAWA STREET N), LACKNER BLVD. (RR54) TO HIGHWAY 7 EB RAMP	KIT	2.61		3810 DE RM	20 DE	20 DE	3675 DE RM MOD SL CF SW	690 SA						IN CONJUNCTION WITH INTERSECTION IMPROVEMENTS AT OTTAWA ST. AND HICKSON DR. (PROJ. NO. 7286).	8,215

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5163	REG. RD. 4 (OTTAWA STREET N) HIGHWAY 7 WB RAMP TO KING ST. (RR15)	KIT	0.86		440 DE L	90 DE U	2600 DE REC MOD CF	400 SA LA							INCLUDES CITY OF KITCHENER WATERMAIN AND SANITARY SEWER REPLACEMENT. IN CONJUNCTION WITH THE INTERSECTION IMPROVEMENTS ON OTTAWA ST. BETWEEN KING ST. AND CHARLES ST. (PROJ. NO. 7332)	3,530
5377	REG. RD. 4 (OTTAWA STREET), PATTANDON AVE. TO IMPERIAL DR.	KIT	0.59	370	450 DE L REC	100 DE SA	2300 DE REC MOD CF SW	175 SA							INCLUDES CITY OF KITCHENER WATERMAIN INSTALLATION AND SANITARY SEWER REPLACEMENTS IN CONJUNCTION WITH WITH THIS PROJECT AND GAS MAIN (IN ADVANCE OF RECON)	3,395
5796	REG. RD. 4 (OTTAWA STREET), ALPINE RD. TO WESTMOUNT RD. (RR50)	KIT	1.63		40 DE	40 DE	40 DE	160 DE L U	2295 DE RM MOD MUT						INCLUDES CITY OF KITCHENER WATERMAIN INSTALLATION BETWEEN HOWLAND DR. AND ELMSDALE DR.	2,575
5681	REG. RD. 4 (OTTAWA STREET S), WESTMOUNT RD. (RR50) TO PROSPERITY DR.	KIT	2.43			120 DE	80 DE	80 DE	205 DE L U	3550 DE RM MOD MUT SW SL					IN CONJUNCTION WITH INTERSECTION IMPROVEMENTS AT OTTAWA ST. AND WESTMOUNT RD. (PROJ. NO. 7323). INCLUDES INSTALLATION OF EB LTL ON OTTAWA ST. AT HOWE DR. AND REGION WATERMAIN REPLACEMENT	4,035
5955	REG. RD. 4 (OTTAWA STREET S), PROSPERITY DR. TO TRUSSLER RD. (RR70)	KIT WIL	1.61		200 DE	200 DE	2220 DE REC MUT	140 SA							REGION WATERMAIN INSTALLATION IN ADVANCE OF RESURFACING	2,760

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5566	REG. RD. 6 (HIGHLAND ROAD), FISCHER-HALLMAN RD. (RR58) TO HIGHLAND HILLS MALL ENTRANCE	KIT	0.18		40 DE	70 DE U	645 DE REC CF	45 SA							IN CONJUNCTION WITH THE WIDENING OF HIGHLAND RD. FROM HIGHLAND HILLS MALL ENTRANCE TO IRA NEEDLES BLVD. (PROJ. NO. 5752)	800
5428	REG. RD. 6 (SNYDERS ROAD), 0.32KM E. OF NOTRE DAME DR. (RR12) TO 0.23KM W. OF NOTRE DAME DR. (RR12)	WIL	0.55		130 DE L	1670 DE L RSS MOD CG CF SW	130 SA								INCLUDES URBANIZATION AND STREETSCAPING THROUGH PETERSBURG. IN CONJUNCTION WITH THE REHABILITATION OF (RR12) NOTRE DAME DR. FROM HWY 7/8 TO THE CP RAIL CROSSING (PROJ.NO. 5493)	1,930
5948	REG. RD. 8 (DUNDAS STREET), FRANKLIN BLVD. (RR36) TO ELGIN ST.	CAM	1.15			30 DE	30 DE	30 DE	130 DE L U	2140 DE RM MOD CF						2,360
5367	REG. RD. 8 (DUNDAS STREET), ELGIN ST. TO HESPELER RD. (RR24)	CAM	2.13		180 DE	250 DE	2580 DE RSS MOD CF	1955 DE RSS MOD CF	170 SA						INCLUDES REPLACEMENT OF EXISTING REGION/CITY WATERMAIN AND A PORTION OF SANITARY SEWER FROM ELGIN ST. TO CAMBRIDGE ST. IN CONJUNCTION WITH EASTBOUND AND WEST BOUND LEFT TURN LANES AT GORE ST./CHALMERS ST. N. (PROJ.NO. 7333) AND THE BRIDGE REHABILITATION AT CPR (PROJ.NO. 5997)	5,135
5684	REG. RD. 8 (KING STREET/CORONATION BOULEVARD), WATER ST. N. (RR24) TO HIGHLAND PARK	CAM	1.39			20 DE	100 DE	100 DE L	100 DE	2370 DE RM MUT	500 SA				INCLUDES A MULTI USE TRAIL BETWEEN WATER ST. AND BISHOP ST.	3,190
5384	REG. RD. 8 (KING STREET), BISHOP ST. (RR41) TO EAGLE ST. (RR39)	CAM	1.64		400 DE L	925 DE L	125 DE L U	5300 DE RSS MOD	2400 DE RSS MOD	540 SA LA					INCLUDES CITY OF CAMBRIDGE SANITARY SEWER, REGION/CITY WATERMAIN AND SIDEWALK REPLACEMENTS	9,690
5487	REG. RD. 8 (KING STREET), HWY. 401 TO SPORTSWORLD DR. (RR38)	KIT	1.44			40 DE	40 DE	50 DE U	4225 DE REC MOD SW	410 SA						4,765

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5932	REG. RD. 8 (KING STREET E), SPORTSWORLD DR. (RR38) TO FREEPORT BRIDGE	KIT	1.93						60 DE	200 DE	2245 DE					2,505
7361	REG. RD. 8 (KING STREET E), FREEPORT BRIDGE TO RIVER RD. E (RR56)	KIT	0.79						20 DE	20 DE	20 DE	700 DE				760
5648	REG. RD. 8 (KING STREET E), FAIRWAY RD. N. (RR53) TO WEBER ST. E. (RR8) / HWY 8 ON RAMP	KIT	0.37		100 DE U	800 DE RM MOD SL									INCLUDES REHABILITATION OF THE INTERSECTIONS AT KING ST. AND FAIRWAY RD. (PROJ.NO.7325) AND AT KING ST. AND WEBER ST. (PROJ.NO.7326)	900
5981	REG. RD. 8 (WEBER ST. E.), HWY 8 ON RAMP. TO FERGUS AVE.	KIT	0.58						60 DE	140 DE	785 DE					985
5649	REG. RD. 8 (WEBER STREET E), MONTGOMERY RD. TO OTTAWA ST. N. (RR4)	KIT	1.00		100 DE	100 DE	50 DE	60 DE	1615 DE REC	230 SA					INCLUDES CITY OF KITCHENER WATERMAIN AND SANITARY SEWERS REPLACEMENT FROM MONTGOMERY RD. TO OTTAWA ST. INCLUDES INTERSECTION IMPROVEMENTS AT WEBER ST. AND MONTGOMERY RD. IN CONJUNCTION WITH SIDEWALK INSTALLATION FROM WILFRED AVE. TO MONTGOMERY RD. (PROJ. NO. 5715).	2,155
6134	REG. RD. 8 (WEBER STREET), BORDEN AVE. TO QUEEN ST.	KIT	1.52	30	50 DE	50 DE	2080 DE REC MOD	2080 DE REC	340 SA						CITY OF KITCHENER TO INCLUDE SIDEWALK, SANITARY SEWER AND WATERMAIN REPLACEMENT. RESURFACING ONLY FROM SCOTT ST. TO QUEEN ST. IN CONJUNCTION WITH INTERSECTION IMPROVEMENTS AT WEBER ST. AND FREDERICK ST. (PROJ. NO. 7246).	4,630

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5387	REG. RD. 8 (WEBER STREET), ERB ST. (RR9) TO FORWELL CREEK RD.	WAT	2.14					40 DE	60 DE	60 DE	460 DE L U	4975 DE REC MOD CF	385 SA		INCLUDES POSSIBLE CITY OF WATERLOO SANITARY SEWER AND WATERMAIN REPLACEMENTS IN CONJUNCTION WITH RECONSTRUCTION.	5,980
5489	REG. RD. 8 (WEBER STREET), FORWELL CREEK RD. TO BLYTHWOOD RD.	WAT	0.74	240	365 DE U	2640 DE REC MOD CF SW	225 SA								IN CONJUNCTION WITH CITY OF WATERLOO WATERMAIN, SANITARY SEWER, AND STORM SEWER REPAIRS. COORDINATION WITH DEVELOPMENT- INCLUDES CHANNELIZED WB RT TURN LANE AT KING ST./WEBER ST. AND PEDESTRIAN REFUGE ISLAND AT BLYTHWOOD RD.	3,470
7307	REG. RD. 8 (WEBER STREET), BLYTHWOOD PL. TO ALBERT ST.	WAT	0.60		100 DE	100 DE	140 DE L U	1095 DE RM CF SW							IN CONJUNCTION WITH THE RECONSTRUCTION OF WEBER ST. FROM ALBERT ST. TO NORTHFIELD DR. (PROJ.NO.5386)	1,435
5386	REG. RD. 8 (WEBER STREET), ALBERT ST. TO NORTHFIELD DR. (RR 50)	WAT	1.13		305 DE	230 DE	180 DE L U	2600 DE REC MOD CF	430 SA LA						IN CONJUNCTION WITH RECONSTRUCTION AND NB LEFT TURN LANE AT GLEN FORREST BLVD. (PROJ. NO. 7247).	3,745
5430	REG. RD. 8 (WEBER STREET), BENJAMIN RD. TO KING ST. (RR15)	WOOL	1.03				50 DE	100 DE	150 DE L	200 DE L U	3425 DE RM MOD CF SW				CONVERSION FROM RURAL TO URBAN CROSS SECTION. CULVERT REPLACEMENT IN ADVANCE OF RECONSTRUCTION. IN CONJUNCTION WITH RECONSTRUCTION OF KING ST. FROM RAIL TRACKS TO LOBSINGER LINE (PROJ.NO. 5164)	3,925

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5431	REG. RD. 8 (KING STREET), PRINTERY RD. TO SAWMILL RD. (RR17)	WOOL	1.91		3300 DE REC CG SL CF SW	2150 DE REC CG SL CF SW	240 SA								INCLUDES ILLUMINATION IMPROVEMENTS AT KING ST / SAWMILL RD. INCLUDES TWP. OF WOOLWICH WATERMAIN REPLACEMENT AND SANITARY REPAIRS IN CONJUNCTION WITH RECONSTRUCTION.	5,690
7353	REG. RD. 9 (BRIDGEPORT ROAD), LANCASTER ST. (RR29) TO HWY 86 NB RAMP	KIT	0.59				10 DE	20 DE	20 DE	20 DE U	1145 DE RM CF SW					1,215
7352	REG. RD. 9 (BRIDGEPORT ROAD E), HWY 86 SB RAMP TO MARGARET AVENUE	WAT	0.62			10 DE	20 DE	20 DE	20 DE U	965 DE RM CF						1,035
6510	REG. RD. 9 (BRIDGEPORT RD./CAROLINE ST.), KING ST. (RR15) TO ERB ST. (RR9) AND REG. RD. 9 (ERB STREET), KING ST. (RR15) TO 100M EAST OF CAROLINE ST. (RR9)	WAT	0.53		280 DE L	300 DE L U	2460 DE REC MOD CF SW	190 SA								3,230
5687	REG. RD. 9 (ERB STREET), MENNO ST. TO WESTMOUNT RD. (RR50)	WAT	0.77					20 DE	20 DE	20 DE	145 DE U L	1395 DE RM CF MOD			CITY OF WATERLOO STORM AND SANITARY SEWER REPLACEMENT IN ADVANCE OF RESURFACING. INCLUDES SIDEWALK REPAIRS.	1,600
5390	REG. RD. 9 (ERB STREET), FISCHER-HALLMAN RD. (RR58) TO GATEVIEW DR.	WAT	0.46	60	20 DE	100 DE L U	1475 DE REC MOD CF SW	115 SA							INCLUDES CITY OF WATERLOO WATERMAIN VALVE AND HYDRANT REPLACEMENTS. IN CONJUNCTION WITH THE WIDENING OF ERB ST FROM GATEVIEW DR/BEECHWOOD DR TO ERBSVILLE CT. (PROJ. NO. 7297) AND WIDENING OF ERB ST. FROM IRA NEEDLES BLVD. TO WILMOT LN. (PROJ. NO. 7327). INCLUDES BUS PAD AND SHELTER INSTALLATION.	1,770

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5688	REG. RD. 10 (HERRGOTT ROAD), LOBSINGER LN. (RR15) TO ST. CLEMENTS N. LIMITS	WELL	0.74						40 DE	70 DE U	550 DE RM CF SW					660
5493	REG. RD. 12 (NOTRE DAME DRIVE), HWY. 7/8 TO CP RAIL - PETERSBURG	WIL	1.34		210 DE	2840 DE RSS MOD CG CF SW	230 SA								INCLUDES URBANIZATION AND STREETSCAPING THROUGH PETERSBURG. IN CONJUNCTION WITH THE REHABILITATION OF SNYDERS RD. FROM 0.32KM EAST OF NOTRE DAME DR. TO 0.23KM WEST OF NOTRE DAME DR. (PROJ.NO. 5428)	3,280
5650	REG. RD. 15 (KING STREET E), DIXON ST. / MONTGOMERY RD. TO OTTAWA ST. (RR4)	KIT	1.17		30 DE	2400 DE RSS MOD	400 SA								IN CONJUNCTION WITH CITY OF KITCHENER SANITARY SEWER AND WATERMAIN REPLACEMENT	2,830
5041	REG. RD. 15 (KING STREET), VICTORIA ST. (RR55) TO CENTRAL MARKET	KIT	0.86		305 SA										WORK TO BE COMPLETED BY LRT	305
6206	REG. RD. 15 (KING STREET), CENTRAL MARKET TO UNION ST.	KIT WAT	0.67		295 SA										WORK TO BE COMPLETED BY LRT	295
6265	REG. RD. 15 (KING ST), RAILWAY TRACKS TO CENTRAL ST.	WAT	0.61		660 DE CF	2825 DE U RSS SL MOD CF									RECONSTRUCTION FROM BRIDGEPORT RD. TO CENTRAL ST. REMOVAL OF BRICK CROSSWALKS. INCLUDES CITY OF WATERLOO WATERMAIN AND SANITARY SEWER REPLACEMENTS BETWEEN RAILWAY TRACKS AND ERB ST. IN CONJUNCTION WITH LIGHT RAIL TRANSIT.	3,485
5494	REG. RD. 15 (KING STREET), CENTRAL ST. TO UNIVERSITY AVE. (RR57)	WAT	0.73		40 DE	80 DE	365 DE L U SL	3280 DE RSS MOD CF	180 SA LA						INCLUDES CITY OF WATERLOO WATERMAIN AND SANITARY SEWER REPAIRS. POSSIBLE REGION WATERMAIN REPLACEMENT FROM NOECKER ST. TO UNIVERISTY AVE.	3,945

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5391	REG. RD. 15 (KING STREET), HWY 85 NB. RAMP (WATERLOO) TO NORTHFIELD DR. (RR50)	WAT	0.74	1680											INCLUDES CITY OF WATERLOO WATERMAIN VALVE AND HYDRANT REPLACEMENTS. IN CONJUNCTION WITH LIGHT RAIL TRANSIT.	1,680
5983	REG. RD. 15 (KING STREET), NORTHFIELD DR. (RR50) TO HWY 85 NB RAMP (WOOLWICH)	WAT WOOL	1.35							40 DE	40 DE	1535 DE			RM SW IN CONJUNCTION WITH INTERSECTION IMPROVEMENT ON KING ST. AT BRIDGE ST. (PROJ.NO. 7217).	1,615
5164	REG. RD. 15 (KING STREET), RAIL TRACKS TO LOBSINGER LN. (RR15)	WOOL	0.57				50 DE	50 DE	100 DE	200 DE	2280 DE		150 SA		REPAIRS TO BOX CULVERT AND UPGRADE TO ILLUMINATION AT KING ST / LOBSINGER LN. IN CONJUNCTION WITH THE RECONSTRUCTION OF WEBER ST FROM BENJAMIN RD TO KING ST. SIDEWALK ON THE SOUTH SIDE ONLY	2,830
5689	REG. RD. 15 (LOBSINGER LINE), ANITA ST. TO 0.8 KM W. OF HERRGOTT RD. (RR10)	WELL	1.31		140 DE	100 DE	270 DE	1970 DE	130 SA						IN CONJUNCTION WITH RECONSTRUCTION OF KRESSLER RD FROM LOBSINGER LINE TO APOLLO DR. (PROJ.NO. 5568)	2,610
5568	REG. RD. 16 (KRESSLER ROAD), LOBSINGER LINE (RR15) TO APOLLO DR.	WELL WOOL	0.38		60 DE	70 DE	100 DE	650 DE	40 SA						INCLUDES TWP. OF WOOLWICH/REGION WATERMAIN REPLACEMENT. IN CONJUNCTION WITH REHABILITATION OF LOBSINGER LINE FROM ANITA ST. TO 0.8 KM W. OF HERRGOTT RD. (PROJ. NO. 5689)	920
5393	REG. RD. 17 (FOUNTAIN STREET), KING ST. (RR8) TO HIGHWAY 401	CAM	0.61		1000 DE										INCLUDES RETAINING WALL REPLACEMENTS AND DRAINAGE IMPROVEMENTS IN CONJUNCTION WITH KING ST/FOUNTAIN ST WIDENING (PROJ.NO. 5337),	1,000

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST	
5927	REG. RD. 17 (FOUNTAIN STREET N), HIGHWAY 401 TO MAPLE GROVE RD. (RR38)	CAM	2.22		180 DE L U	900 DE L U	3100 DE RM CF SW MUT	300 SA LA	30 LA						IN CONJUNCTION WITH FOUNTAIN ST. ROAD WIDENING FROM MAPLE GROVE RD TO KOSSUTH RD. (PROJ.NO. 7303)	4,510	
5495	REG. RD. 17 (SAWMILL ROAD), RIVER ST. TO SNYDERS FLATS RD.	WOOL	0.65	95		50 DE	1245 DE REC CF SW	30 SA							IN CONJUNCTION WITH THE INSTALLATION OF NB AND SB LT LANES AT ST. CHARLES ST. (PROJ.NO. 7248)	1,420	
5392	REG. RD. 17 (SAWMILL ROAD), CONESTOGO BRIDGE TO MUSSELMAN CR. AND REG. RD. 22 (NORTHFIELD DRIVE)-S.LIMITS OF CONESTOGO TO COUNTRY SPRING WALK	WOOL	1.49		400 DE U	4000 DE RSS CG CF SW	310 SA								REGION/TOWNSHIP OF WOOLWICH WATERMAIN TO BE INSTALLED IN CONJUNCTION WITH THIS PROJECT	4,710	
5603	REG. RD. 17 (SAWMILL ROAD), KING ST. (RR8) TO WATERLOO/ST. JACOBS TRACKS	WOOL	0.74	60	50 DE	20 DE	1270 DE RSS CG SW	290 SA									1,690
5190	REG. RD. 20 (BLOOMINGDALE ROAD), KRAFT DR. TO BRIDGE ST. (RR52)	KIT	1.22		10												10
5690	REG. RD. 21 (ARTHUR STREET S), WHIPPOORWILL DR. TO FIRST ST.	WOOL	0.88						50 DE	50 DE	50 DE	1685 DE RM MOD CF SW			INSTALLATION OF TWP. OF WOOLWICH SANITARY SEWER AND WATERMAIN AND REGION WATERMAIN IN ADVANCE OF RESURFACING.	1,835	
5394	REG. RD. 21 (ARTHUR STREET), SOUTH ST. TO ARTHUR ST. BRIDGE	WOOL	0.75				30 DE	800 DE RM MOD							IN CONJUNCTION WITH THE RECONSTRUCTION OF CHURCH ST. FROM SPRUCE LANE TO ARTHUR ST. (PROJ.NO. 5417)	830	
5798	REG. RD. 22 (NORTHFIELD DRIVE), KRAUS DR. TO DAVENPORT RD.	WAT	0.24		150 SA LA										IN CONJUNCTION WITH INTERSECTION IMPROVEMENTS AT NORTHFIELD DR. BETWEEN KING ST. AND KRAUS DR. (PROJ.NO. 7316).	150	
5799	REG. RD. 23 (KATHERINE STREET), LUNDY RD. TO BRIDGE #2301 (COX CREEK)	WOOL	0.91						60 DE	100 DE	1410 DE RM CF SW						1,570

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5692	REG. RD. 24 (AINSLIE STREET S), WALNUT ST. TO PARKHILL RD. (RR77)	CAM	0.92		20 DE	20 DE	20 DE	30 DE	605 DE RM MOD CF						IN CONJUNCTION WITH RESURFACING PARKHILL ROAD, AINSLIE ST. TO WATER ST. (PROJ.NO. 5582). REGION/CITY WATERMAIN REPLACEMENT AND CITY OF CAMBRIDGE SANITARY SEWER REPLACEMENT IN CONJUNCTION WITH RESURFACING.	695
5789	REG. RD. 24 (WATER STREET N), MAIN ST. TO PARKHILL RD. (RR77)	CAM	0.48				20 DE	1160 DE REC MOD								1,180
5654	REG. RD. 25 (MARYHILL ROAD), BRIDGE 2501 TO ST CHARLES ST. W. (RR26)	WOOL	0.63								20 DE	20 DE	1240 DE RM SW CF SL			1,280
5459	REG. RD. 28 (FOUNTAIN STREET), SHANTZ HILL RD. TO BLAIR RD.	CAM	2.19		140 DE	2250 DE RSS MUT CG SL SW	340 SA LA								INCLUDES INFILL SIDEWALK INSTALLATION ON THE SOUTH SIDE AND RETAINING WALLS REPLACEMENT. IN CONJUNCTION WITH INSTALLATION OF AN EB LEFT TURN LANE AND WB RIGHT TURN LANE AT LIMERICK RD. (PROJ.NO. 7309) AND FOUNTAIN ST. BRIDGE SUPERSTRUCTURE REPLACEMENT (PROJ.NO. 5590)	2,730

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5694	REG. RD. 41 (BISHOP STREET N), CONCESSION RD. TO KING ST. E. (RR8)	CAM	0.37							60 DE	100 DE	590 DE RM MOD CF SW			CITY OF CAMBRIDGE WATERMAIN REPLACEMENT IN ADVANCE OF RESURFACING	750
5498	REG. RD. 43 (MYERS ROAD), BRANCHTON RD. (RR43) TO WATER ST. (RR24)	CAM	3.36		220 DE	150 DE	230 DE U	6965 DE RSS MOD SW CF	425 SA						INCLUDES REGION WATERMAIN REPLACEMENT. CONVERSION TO AN URBANIZED CROSS SECTION	7,990
5986	REG. RD. 46 (ROSEVILLE ROAD), ROSEVILLE EAST SETTLEMENT LIMIT TO 500M WEST OF FISCHER HALLMAN RD.	ND	0.46					20 DE	40 DE	160 DE L	1295 DE RM SW					1,515
5695	REG. RD. 49 (SCOTT ST./MAIN ST./STANLEY ST.), 190 M. E. OF HILLTOP DR. TO ST. ANDREWS ST.	ND	1.33					50 DE	350 DE	200 DE L	3000 DE RM SW CF	300 LA SA				3,900
5675	REG. RD. 50 (WESTMOUNT ROAD E), FISCHER-HALLMAN RD. (RR58) TO BLOCKLINE RD.	KIT	0.62				120 DE	40 DE	40 DE	160 DE U	1785 DE RSS CG CF SW	125 SA				2,270
5656	REG. RD. 50 (WESTMOUNT ROAD W), SOUTH OF VICTORIA ST. (RR55) TO GLASGOW ST.	KIT	1.15		50 DE	50 DE	20 DE	150 DE L U	3230 DE RM MOD SL CF						IN CONJUNCTION WITH INTERSECTION IMPROVEMENTS AT WESTMOUNT RD. AND VICTORIA ST. (PROJ. NO. 7329).	3,500
5696	REG. RD. 50 (NORTHFIELD DRIVE W), WEBER ST. N. (RR8) TO WATERLOO/ST. JACOBS TRACKS	WAT	0.49	1320											IN CONJUNCTION WITH LIGHT RAIL TRANSIT	1,320
5407	REG. RD. 50 (NORTHFIELD DRIVE), WATERLOO/ST. JACOBS TRACKS TO KING ST. (RR15)	WAT	0.92	1865	135 SA										INCLUDES THE CITY OF WATERLOO WATERMAIN AND SANITARY SEWER REPLACEMENTS AND RAILWAY CROSSING IMPROVEMENTS. IN CONJUNCTION WITH LIGHT RAIL TRANSIT.	2,000

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5987	REG. RD. 51 (FOUNDRY STREET), GINGERICH ROAD TO SNYDER'S ROAD	WIL	0.91							60 DE	100 DE	620 DE RM SW				780
5576	REG. RD. 52 (BRIDGE STREET W.), WOOLWICH ST. TO UNIVERSITY AVE. E. (RR57)	KIT WAT	1.05	40		180 DE L	120 DE U	2200 DE REC MOD CF SW	190 SA						CITY OF KITCHENER WATERMAIN REPLACEMENT IN CONJUNCTION WITH RECONSTRUCTION.	2,730
5697	REG. RD. 53 (FAIRWAY ROAD N), BRIARMEADOW DR. TO KING ST. E. (RR8)	KIT	1.60			140 DE	40 DE	40 DE	300 DE L U	4705 DE REC CF SW	370 SA				IN CONJUNCTION WITH CITY OF KITCHENER SANITARY SEWER AND WATERMAIN REPLACEMENTS.	5,595
5699	REG. RD. 53 (FAIRWAY ROAD S/COURTLAND AVE.), WILSON AVE. TO RT CROSSING NW OF BALZER RD.	KIT	1.05		40 DE	40 DE	150 DE L U	1430 DE RM MOD SL SW							CITY OF KITCHENER WATERMAIN REPLACEMENT AT COURTLAND AVE. AND MANITOU DR. IN ADVANCE OF RESURFACING. IN CONJUNCTION WITH THE RESURFACING OF COURTLAND AVE. FROM HAYWARD AVE. TO HWY 7/8 EB RAMP (PROJ.NO. 5750) AND INTERSECTION IMPROVEMENTS AT FAIRWAY RD. AND WILSON AVE. (PROJ.NO. 7331)	1,660
5700	REG. RD. 55 (VICTORIA STREET N), FREDERICK ST. (RR6) TO BRUCE ST. (RR61)	KIT	0.99			80 DE	40 DE	200 DE	2755 DE RM SW MOD SL						CITY OF KITCHENER WATERMAIN REPLACEMENT IN ADVANCE OF RESURFACING.	3,075

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5702	REG. RD. 55 (VICTORIA STREET S), LAWRENCE AVE. TO FISCHER-HALLMAN RD. (RR58)	KIT	1.31		100 DE	300 DE	300 DE	300 DE L U	2830 DE RM MOD CF						CITY OF KITCHENER WATERMAIN AND SANITARY SEWER REPLACEMENT IN CONJUNCTION WITH ROAD REHABILITATION. IN CONJUNCTION WITH INTERSECTION IMPROVEMENTS AT HAZELGLEN DR. (PROJ. NO. 7345), AT MONTE CARLO ST. (PROJ. NO. 7346) AND AT FISHER HALLMAN RD. (PROJ. NO. 7344).	3,830
5703	REG. RD. 56 (BLEAMS ROAD), MANITOU DR. (RR69) TO HOMER WATSON BLVD. (RR28)	KIT	1.01						50 DE	100 DE U	1395 DE RM MOD SW				IN CONJUNCTION WITH INTERSECTION IMPROVEMENTS AT HOMER WATSON BLVD. (PROJ. NO. 7165) AND RESURFACING OF BLEAMS RD. FROM HOMER WATSON BLVD. TO STRASBURG RD. (PROJ. NO. 5751).	1,545
5705	REG. RD. 56 (BLEAMS ROAD), FISCHER-HALLMAN RD. (RR58) TO TRUSSLER RD. (RR70)	KIT	3.12			20 DE	50 DE	100 DE	200 DE L	6685 DE REC MOD SL MUT	300 SA				IN CONJUNCTION WITH INTERSECTION IMPROVEMENTS AT BLEAMS RD AND NYLES RD. (PROJ. NO. 7225).	7,355
5706	REG. RD. 57 (UNIVERSITY AVENUE E), BRIDGE ST. W. (RR52) TO LINCOLN RD.	WAT	1.30		40 DE	150 DE	70 DE	250 DE L U	1620 DE RM CF SW	170 SA						2,300
5501	REG. RD. 57, (UNIVERSITY AVENUE), HWY 85 SB RAMP TO WEBER ST. (RR8)	WAT	1.95		15											15
6759	REG. RD. 57 (UNIVERSITY AVENUE E), KING ST. N (RR15) TO WEBER ST. N (RR8)	WAT	0.46	50			150 DE	100 DE	100 DE L U	1295 DE RM CF						1,695

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5636	REG. RD. 58 (SWAN STREET), HILLTOP DR. TO STANLEY ST. AND REG. RD. 58 (NORTHUMBERLAND STREET/STANLEY STREET), ST. ANDREWS ST. TO CP RAILWAY CROSSING	ND	1.83		475 DE L	385 DE L U	5435 DE REC CF SW	3345 DE REC CF SW	600 SA LA						INCLUDES REGION WATERMAIN REPLACEMENT, IN CONJUNCTION WITH INTERSECTION IMPROVEMENTS AT HILLTOP DR. (PROJ.NO. 7198), INGLIS ST. (PROJ.NO. 7280) AND SWAN ST.	10,240
5579	REG. RD. 69 (MANITOU DRIVE), HOMER WATSON BLVD. (RR28) TO BLEAMS RD. (RR56)	KIT	1.52		5275 DE U REC MOD CF SW	330 SA									IN CONJUNCTION WITH CITY OF KITCHENER SANITARY SEWER SPOT REPAIRS	5,605
6353	REG. RD. 69 (MANITOU DRIVE), WEBSTER RD. TO FAIRWAY RD. (RR53)	KIT	0.38		10										IN CONJUNCTION WITH THE WIDENING OF MANITOU DR. FROM BLEAMS RD. TO WEBSTER RD. (PROJ. NO. 5340).	10
5471	REG. RD. 75 (SPRAGUES ROAD), BRANT/WATERLOO BDRY. TO WRIGLEY RD.	ND	1.12		10											10
5416	REG. RD. 75 (ST. ANDREWS STREET), CAMBRIDGE BDRY. TO GRAND AVE. (RR76)	CAM	2.77		245 DE U	4835 DE L RSS CF SW	420 SA								IN CONJUNCTION WITH THE INSTALLATION OF LT TURN LANES ON ST. ANDREWS ST AT GRAND RIDGE DR, FOURTH AVE AND SOUTHWOOD AVE. (PROJ.NO. 7252)	5,500
5582	REG. RD. 77 (PARKHILL ROAD), AINSLIE ST. (RR24) TO WATER ST. (RR24)	CAM	0.11			20 DE	40 DE	80 DE L U	220 DE RM MOD CF						CITY OF CAMBRIDGE WATERMAIN AND SANITARY SEWER REPLACEMENTS IN CONJUNCTION WITH RESURFACING. IN CONJUNCTION WITH RESURFACING OF AINSLIE ST. FROM WALNUT ST. TO PARKHILL RD. (PROJ. NO. 5692).	360

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5417	REG. RD. 86 (CHURCH STREET), SPRUCE LANE TO ARTHUR ST. (RR21)	WOOL	0.76	60	50 DE	125 DE	125 DE L U	1215 DE REC SW	90 SA						INCLUDES TOWNSHIP OF WOOLWICH WATERMAIN AND SANITARY SEWER REPLACEMENTS. IN CONJUNCTION WITH RESURFACING OF ARTHUR ST. FROM SOUTH ST. TO ARTHUR ST. BRIDGE. (PROJ.NO. 5394)	1,665
5855	REG. RD. 86 (CHURCH STREET W), ARTHUR ST. (RR21) TO WEIGEL AVE.	WOOL	0.55						20 DE	60 DE	415 DE RM					495
5933	REG. RD. 97 (MAIN STREET E), FRANKLIN BLVD. (RR36) TO CHALMERS ST.	CAM	1.03				20 DE	20 DE	120 DE L	200 DE L	1970 DE RM MOD CF SW					2,330
6504	REG. RD. 97 (CEDAR STREET), OSBORNE ST. TO CAMBRIDGE BDRY.	CAM	1.18		2565 DE RSS CF SW	220 SA									CITY OF CAMBRIDGE WATERMAIN REPLACEMENT IN CONJUNCTION WITH RECONSTRUCTION.	2,785
7367	RECONSTRUCTION AND MAJOR REHABILITATION PROJECTS TO BE IDENTIFIED											1500	16000	17000		34,500
TOTAL RECONSTRUCTION AND MAJOR REHABILITATION			111.00	11,640	26,970	33,545	38,310	44,535	31,735	28,410	24,485	21,670	17,625	17,000		295,925

INTERSECTION IMPROVEMENTS (NON-GROWTH)

6903	REG. RD. 8 (CORONATION BLVD.) AT CAMBRIDGE MEMORIAL HOSPITAL	CAM			80 DE REC										REMOVAL OF RIGHT TURN LANE	80
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PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5505	REG. RDS. 17 AND 23 SAWMILL RD. AT KATHERINE ST.	WOOL			140 DE	50 DE	150 DE L U	1300 DE REC SL	50 SA						COST SHARING WITH TWP. OF WOOLWICH. CONSIDERATION OF REALIGNING KATHERINE ST AT CROWSFOOT RD / SAWMILL RD INTERSECTION OR CUTTING BACK THE HILL ON THE SOUTHEAST CORNER FOR IMPROVED VISIBILITY- OR INSTALLATION OF ROUNDABOUT.	1,690
TOTAL INTERSECTION IMPROVEMENTS (NON-GROWTH)				0	220	50	150	1,300	50	0	0	0	0	0		1,770

BRIDGE AND DRAINAGE WORKS

7363	REG. RD. 1 (WILMOT EASTHOPE ROAD) AT WILMOT CREEK (#0102)	WIL			100 RH										COST SHARING WITH PERTH COUNTY	100
5619	REG. RD. 5 (NAFZIGER ROAD), AT NITH RIVER (N) (#0502)	WIL			1100 DE RH	10 RH									IN CONJUNCTION WITH RESURFACING OF NAFZIGER RD FROM BERTLETTS RD TO GERBER RD. (PROJ.NO. 5664)	1,110
7358	REG. RD. 5 (MANSER ROAD), AT WELLESLEY CREEK (#0552)	WELL									10 DE	750 DE RH			IN CONJUNCTION WITH THE REHABILITATION OF NAFZIGER RD. FROM GERBER RD. TO QUEEN'S BUSH RD. (PROJ. NO. 5682) AND THE URBAN RESURFACING OF REG. RD. 5 (QUEEN'S BUSH ROAD) NAFZIGER RD. (RR5) TO FIRELLA CRK BRIDGE (PROJ. NO. 5749)	760
5893	REG. RD. 5 (MANSER ROAD), AT BOOMER CREEK S. (#0505)	WELL						20 DE	220 DE RH							240
5901	REG. RD. 5 (MANSER ROAD), AT BOOMER CREEK N. (#0506)	WELL						30 DE	540 DE RH							570

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5621	REG. RD. 17 (HAWKESVILLE ROAD), AT CONESTOGO RIVER (E) (#1703)	WOOL			1450 DE RH	10 RH									IN CONJUNCTION WITH THE REHABILITATION OF STRUCTURE #1704 (PROJ.NO 5622 - HAWKESVILLE RD AT CONESTOGO RIVER W)	1,460
5622	REG. RD. 17 (HAWKESVILLE ROAD), AT CONESTOGO RIVER (W) (#1704)	WOOL			1450 DE RH	10 RH									IN CONJUNCTION WITH THE REHABILITATION OF STRUCTURE #1703 (PROJ.NO. 5621 - HAWKESVILLE RD AT CONESTOGO RIVER E)	1,460
7349	REG. RD. 17 (AMENT LINE) , AT BOOMER CREEK (#1705)	WELL							20 DE	100 DE RH						120
6998	REG. RD. 21 (ARTHUR STREET), AT CANAGAGIGUE CREEK (#2101)	WOOL					20 DE	120 DE RH							IN CONJUNCTION WITH THE RECONSTRUCTION OF ARTHUR ST, FROM SOUTH ST. TO ARTHUR ST. BRIDGE (PROJ. NO. 5394)	140
5954	REG. RD. 22 (NORTHFIELD DRIVE), SCHEIFELE BRIDGE AT CONESTOGO RIVER (#2201)	WOOL						50 DE	120 DE	4500 DE RH					REPLACEMENT OF SUPERSTRUCTURE	4,670
7187	REG. RD. 25 (MARYHILL ROAD), AT HOPEWELL CREEK (#2501)	WOOL					20 DE	110 DE RH							IN CONJUNCTION WITH THE RURAL RESURFACING OF MARYHILL RD.FROM WATERLOO/WELLINGTON BDRY. TO BRIDGE 2501 (PROJ. NO. 5761)	130
5992	REG. RD. 27 (MAIN STREET), GRAND RIVER BRIDGE (#2703)	CAM						10 RH			10 RH				SCHEDULED BRIDGE COATINGS	20

PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5926	REG. RD. 70 (TRUSSLER ROAD), NITH RIVER BRIDGE (SOUTH) (#7003)	ND			55 DE	1250 DE RH	10 RH								COST SHARING WITH OXFORD COUNTY. IN CONJUNCTION WITH THE REHABILITATION OF STRUCTURE #7004 (PROJ.NO. 5925 - TRUSSLER RD AT NITH RIVER N) AND RESURFACING OF TRUSSLER RD FROM BRANT/WATERLOO RD TO CEDAR CREEK RD (PROJ.NO. 5930 AND 5931)	1,315
5925	REG. RD. 70 (TRUSSLER ROAD), NITH RIVER BRIDGE (NORTH) (#7004)	ND			55 DE	1250 DE RH	10 RH								COST SHARING WITH OXFORD COUNTY. IN CONJUNCTION WITH THE REHABILITATION OF STRUCTURE #7003 (PROJ.NO. 5926 - TRUSSLER RD AT NITH RIVER S) AND RESURFACING OF TRUSSLER RD FROM BRANT/WATERLOO RD TO CEDAR CREEK RD (PROJ.NO. 5930 AND 5931)	1,315
5554	REG. RD. 86 (LINE 86), CONESTOGO RIVER BRIDGE (#8605)	WELL			770 RH DE CF										PROJECT MANAGED BY WELLINGTON COUNTY AND COST SHARED WITH THE REGION.	770
6831	ALLEN STREET STORM SEWER REPLACEMENT			70	100 ST											170
5914	BRIDGE 0091 WEST MONTROSE COVERED BRIDGE AT GRAND RIVER (#0091)	WOOL			110	385	190	310	15	65	15	15	15	15		1,135
5178	CULVERT REPLACEMENTS IN ADVANCE OF ROAD REHABILITATION PROJECTS				100	100	100	100	100	100	100	100	100	100		1,000
5375	MINOR BRIDGE REPAIRS				150	150	150	150	150	150	150	150	150	150		1,500
TOTAL BRIDGE AND DRAINAGE WORKS			0.14	80	7,945	9,285	7,160	1,080	1,950	5,425	465	2,435	265	265		36,355

SYSTEM MANAGEMENT / OTHER

7053	ASSET MANAGEMENT PROGRAM			500	1600	2300	400	400	400	400	400	400	400	400		7,600
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PROJ. NO	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5865	BRIDGE TESTING AND EVALUATION PROGRAM				125	125	125	125	125	125	125	125	125	125		1,250
5529	DEVELOPER RELATED PROJECTS				100	100	100	100	100	100	100	100	100	100		1,000
5647	DIGITAL PHOTO LOG						150			150			150			450
6485	LAND DEDICATION SURVEYS AND PURCHASES				65	65	65	65	65	65	65	65	65	65		650
9035	MUNICIPAL DRAINAGE WORKS AND STORM SEWER ASSESSMENTS				50	50	50	50	50	50	50	50	50	50		500
5265	NOISE ATTENUATION WALL RETROFITS/REPAIRS				50	50	50	50	50	50	50	50	50	50		500
5555	PRELIMINARY DESIGN AND POST CONSTRUCTION EXPENDITURES				200	200	200	200	200	200	200	200	200	200		2,000
5264	RAILWAY CROSSING ASSESSMENTS / IMPROVEMENTS				50	50	50	50	50	50	50	50	50	50		500
5778	RESEARCH AND DEVELOPMENT				20	20	20	20	20	20	20	20	20	20		200
5528	RETAINING WALL REPAIRS				50	50	50	50	50	50	50	50	50	50		500
5611	STORM WATER MANAGEMENT POND REHABILITATION				50	50	50	50	50	50	50	50	50	50		500
9359	STREET LIGHTING MODERNIZATIONS / INSTALLATIONS				200	200	200	200	200	200	200	200	200	200		2,000
5521	TRAFFIC COUNT PROGRAM				120	120	120	120	120	120	120	120	120	120		1,200
TOTAL SYSTEM MANAGEMENT / OTHER				500	2,680	3,380	1,630	1,480	1,480	1,630	1,480	1,480	1,630	1,480		18,850

TRAFFIC SIGNAL MODERNIZATIONS

9561	0% MINOR TRAFFIC SIGNAL MODERNIZATIONS				275	275	275	275	275	275	275	275	275	275		2,750
9635	100% PEDESTRIAN COUNTDOWN SIGNAL UPGRADES			50												50
9551	100% UPS INSTALLATIONS				35	35	35	35	35	35	35	35	35	35		350
TOTAL TRAFFIC SIGNAL MODERNIZATIONS				50	310	310	310	310	310	310	310	310	310	310		3,150

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
TRAFFIC ENGINEERING GENERAL																	
9415	100%	BARRIER FREE SIGNAL REQUESTS				25	25	25	25	25	25	25	25	25	25		250
7370	0%	LED STREETLIGHTING IMPLEMENTATION PROGRAM				4100											4,100
9646	0%	PEDESTRIAN AND CYCLING COUNTERMEASURES				100	100	100	100	100	100	100	100	100	100		1,000
9474	0%	TRAFFIC CONTROLLER REPLACEMENTS			20	200	200	200	200	200	200	200	200	200	200		2,020
9423	100%	TRAFFIC COUNTERMEASURES				60	60	60	60	60	60	60	60	60	60		600
9256	100%	TRAFFIC SIGNAL SUPPORT PROGRAM			200	155	155	155	155	155	155	155	155	155	155		1,750
TOTAL TRAFFIC ENGINEERING GENERAL						220	4,640	540	540	540	540	540	540	540	540		9,720

INFILL SIDEWALK AND CYCLING FACILITIES

5715	100%	REG. RD. 8 (WEBER STREET), WILFRED AVE. TO MONTGOMERY RD.	KIT	0.51		30 DE			30 DE	150 DE SW						IN CONJUNCTION WITH URBAN RESURFACING ON WEBER ST FROM MONTGOMERY RD TO OTTAWA ST. (PROJ. NO. 5649).	210
6762	100%	REG. RD. 28 (HOMER WATSON BLVD.), OTTAWA ST. S. (RR4) TO BLEAMS RD (RR56)	KIT	2.55		50 DE	50 DE	2100 DE MUT									2,200
5730	100%	REG. RD. 50 (WESTMOUNT ROAD), UNION BLVD. TO FORSYTH DR.	KIT	0.20		10 DE	165 DE SL SW									IN CONJUNCTION WITH INTERSECTION IMPROVEMENTS, ERB ST. AT WESTMOUNT RD. (PROJ. NO. 7090) AND RESURFACING ON WESTMOUNT RD. S. FROM JOHN ST. TO ERB ST. W. (PROJ. NO. 5657).	175
6811	100%	REG. RD. 50 (WESTMOUNT ROAD), UNIVERSITY AVE. (RR57) TO COLUMBIA ST. SIDEWALK STUDY	WAT	1.59	50	10 DE										STUDY TO DETERMINE THE FEASIBILITY OF THE SIDEWALK	60

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
6753	100%	REG. RD. 52 (BRIDGE STREET), LEXINGTON RD. TO EASTBRIDGE BLVD.	WAT	0.70		10											10
6745	100%	REG. RD. 52 (BRIDGE STREET), FROM 550M SOUTH OF NORTHFIELD DR. TO NORTHFIELD DR. (RR22)	WAT	0.55	25	75 DE	600 DE									STORM SEWERS AND CURB AND GUTTER ARE REQUIRED DUE TO SIDEWALK INSTALLATION.	700
6744	100%	REG. RD. 53 (FAIRWAY ROAD), HWY 8 SB RAMP TO WILSON AVE.	KIT	0.81			5 DE	120 DE								DEVELOPMENT RELATED SIDEWALK INSTALLATION	125
6757	100%	REG. RD. 53 (FAIRWAY ROAD), WILSON AVE. TO KING ST. DRAINAGE AND SIDEWALK STUDY	KIT	1.29	75												75
7365	100%	REG. RD. 54 (LACKNER BOULEVARD), FAIRWAY RD. (RR53) TO ZELLER DR. MULTI-USE TRAIL STUDY	KIT	1.11		50 DE										STUDY TO DETERMINE FEASIBILITY AND LOCATION OF THE MULTI-USE TRAIL	50
6758	100%	REG. RD. 55 (VICTORIA STREET), FREDERICK ST. (RR6) TO SHIRLEY DR. DRAINAGE AND SIDEWALK STUDY	KIT	2.95	75												75
6773	100%	REG. RD. 55 (VICTORIA STREET S.), FISHER-HALLMAN RD. (RR58) TO EASTFOREST TRAIL	KIT	0.86		500 DE										CURB AND GUTTER AND STORM SEWER REQUIRED DUE TO MULTI-USE TRAIL INSTALLATION ON SOUTH SIDE OF VICTORIA ST. INCLUDES INSTALLATION OF PEDESTRIAN REFUGE ISLAND AT OPRINGTON DR./STOKE DR.	500
5743	100%	REG. RD. 64 (CHARLES STREET), STIRLING AVE. S. TO PANDORA AVE.	KIT	0.13		60 SW										IN CONJUNCTION WITH LIGHT RAIL TRANSIT	60
6812	100%	REG. RD. 80 (CAN-AMERA PARKWAY), HESPELER RD. (RR24) TO CONESTOGA BLVD. (RR36)	CAM	0.85			40 DE	250 DE								MUT	290
6826	100%	INFILL SIDEWALK AND CYCLING FACILITIES TO BE IDENTIFIED									500	500	500	500	500		2,500

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
7338		100% NEW PEDESTRIAN BRIDGE OVER SPEED RIVER (PRESTON) STUDY				100 DE EA	400 DE EA									NEW TRAIL BRIDGE ACROSS SPEED RIVER	500
TOTAL INFILL SIDEWALK AND CYCLING FACILITIES						895	1,260	2,470	30	150	500	500	500	500	500		7,530

(\$000'S)	CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10 YEAR TOTAL
EXPENDITURES:												
TRANSPORTATION CAPITAL SYSTEM EXPANSION PROGRAM												
INTERSECTION IMPROVEMENTS (GROWTH-RELATED)	30,115	9,475	10,145	9,475	3,475	4,725	1,985	3,375	2,175	2,000	2,045	78,990
DEVELOPMENT RELATED LEFT AND RIGHT TURN LANES	1,000	605	1,195	670	580	470	750	650	400	400	400	7,120
TRAFFIC SIGNAL INSTALLATIONS	70	-	-	-	-	-	-	-	-	-	-	70
ROAD WIDENINGS	1,300	39,790	25,140	29,795	18,570	31,305	3,990	21,390	9,930	24,115	18,540	223,865
ROAD SYSTEM EXPANSION	2,605	4,415	27,225	6,475	3,850	29,000	27,055	14,355	600	200	200	115,980
TOTAL	35,090	54,285	63,705	46,415	26,475	65,500	33,780	39,770	13,105	26,715	21,185	426,025
REVENUES:												
DEVELOPMENT CHARGE RESERVE FUND	20,277	36,195	37,014	34,872	26,449	43,500	28,780	34,770	13,105	26,715	21,185	322,862
ROAD CAPITAL LEVY RESERVE FUND	2,513	2,090	691	543	26	-	-	-	-	-	-	5,863
THIRD PARTY - CP RAIL	1,700	-	-	-	-	-	-	-	-	-	-	1,700
THIRD PARTY - OTHER	3,600	-	-	-	-	-	-	-	-	-	-	3,600
DEBENTURES - RDC	-	16,000	26,000	11,000	-	22,000	5,000	5,000	-	-	-	85,000
DEBENTURES	7,000	-	-	-	-	-	-	-	-	-	-	7,000
TOTAL	35,090	54,285	63,705	46,415	26,475	65,500	33,780	39,770	13,105	26,715	21,185	426,025

LEGEND:
 AG = ABOVE GROUND; BG = BELOW GROUND; CF = CYCLING FACILITY; CG = CURB & GUTTER; CIP = COLD-IN-PLACE RESURFACING; D = DRAINAGE IMPROVEMENTS; DE = DESIGN; DK = BRIDGE DECK REPAIR; DSA = DEEP STRENGTH ASPHALT; EA = ENVIRONMENTAL ASSESSMENT; EXP = EXPANDED ASPHALT; IPS = PEDESTRIAN SIGNAL INSTALLATION; L = LAND PURCHASE; LA = LANDSCAPING; MOD = TRAFFIC SIGNAL MODERNIZATION; MUT = MULTI USE TRAILS; NC = CONSTRUCTION; PAD = PADDING; PL = PLANING; REC = RECONSTRUCTION; RH = REHABILITATION; RSS = RECONSTRUCTION WITH STORM SEWERS; RW = ROAD WIDENING; R1 = RESURFACE - SINGLE LIFT; R2 = RESURFACE - DOUBLE LIFT; RM = RESURFACE - MAJOR; SA = SURFACE ASPHALT; SI = INTERSECTION IMPROVEMENT; SIG = TRAFFIC SIGNAL INSTALLATION; SL = STREET LIGHTING; SS = SURFACE SEAL; ST = STORM SEWER INSTALLATION; SW = SIDEWALK INSTALLATION; U = UTILITY RELOCATION

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
INTERSECTION IMPROVEMENTS (GROWTH-RELATED)																	
7362	100%	REG. RD. 1 (WATERLOO STREET) AT NAFZIGER RD. (RR5)	WIL			50 DE	50 DE	50 DE	100 DE L U	1800 DE REC						POSSIBLE ROUNDABOUT	2,050
7286	100%	REG. RD. 4 (OTTAWA STREET) AT HICKSON DR.	KIT			40 DE L U	150 DE REC									IN CONJUNCTION WITH REHABILITATION OF OTTAWA ST. FROM LACKNER BLVD. TO HIGHWAY 7 EB RAMP (PROJ. NO. 5680).	190
7332	85%	REG. RD. 4 (OTTAWA STREET), KING ST. (RR15) TO CHARLES ST. (RR64)	KIT	0.09		40 DE	6640 DE L U	1000 DE REC	170 SA							INCLUDES CITY OF KITCHENER WATERMAIN AND SANITARY SEWER REPLACEMENT. IN CONJUNCTION WITH THE RECONSTRUCTION OF OTTAWA ST. FROM HWY 7 WB RAMP TO KING ST. (PROJ.NO. 5163)	7,850
7294	100%	REG. RD. 4 (OTTAWA STREET), HOMER WATSON BLVD (RR28) TO ALPINE RD.	KIT		335	6230 DE U REC MUT										ROUNDABOUTS AT OTTAWA ST./HOMER WATSON BLVD. AND OTTAWA ST./ALPINE RD.	6,565
7323	100%	REG. RD. 4 (OTTAWA STREET) AT WESTMOUNT RD. (RR50)	KIT							5 DE	35 DE REC					INSTALLATION OF WB RT ON OTTAWA AT WESTMOUNT AND STORAGE EXTENSION FOR WB AND NB LTLS. IN CONJUNCTION WITH RESURFACING OF OTTAWA STREET S, FROM WESTMOUNT RD. TO WILSONS RD. (PROJ. NO. 5681).	40
7246	100%	REG. RDS. 6 & 8, FREDERICK ST. AT WEBER ST.	KIT				150 DE L U	200 DE REC								EB LT TURN LANE. IN CONJUNCTION WITH THE RECONSTRUCTION OF WEBER ST. FROM BORDEN AVE. TO QUEEN ST. (PROJ. NO. 6134) IN 2018.	350

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
7333	100%	REG. RD. 8 (DUNDAS STREET NORTH) AT CHALMERS ST. N/GORE ST.	CAM			5 DE	5 DE	290 DE REC								OPPOSING EB AND WB LEFT TURN LANES IN CONJUNCTION WITH THE RECONSTRUCTION OF DUNDAS ST. FROM HESPELER RD. TO ELGIN ST. N. (PROJ.NO. 5367)	300
7342	100%	REG. RD. 8 (KING STREET) AT DEER RIDGE DR.	KIT			230 DE REC										EXTENSION OF THE EXISTING RIGHT TURN LANE	230
7325	100%	REG. RD. 8 (KING STREET E) AT FAIRWAY RD. (RR53)	KIT											100 DE L U	100 DE REC	INCLUDES EXTENSION OF THE STORAGE OF EB AND NB DUAL LEFT TURN LANES. IN CONJUNCTION WITH IMPROVEMENTS AT KING ST AND WEBER ST. E./ HWY 8 ON RAMP (PROJ. NO. 7326) .	200
7326	100%	REG. RD. 8 (KING STREET E) AT WEBER ST E (RR8)	KIT											100 DE L U	145 DE REC SW	INCLUDES SIDEWALK ON SOUTH SIDE. INSTALLATION OF CHANNELIZED SB RIGHT TURN. IN CONJUNCTION WITH INTERSECTION IMPROVEMENTS AT KING ST. AND FAIRWAY RD. (PROJ. NO. 7325).	245
7247	100%	REG. RD. 8 (WEBER STREET) AT GLEN FORREST BLVD.	WAT				20 DE	100 DE L U	150 DE REC							INSTALLATION OF A NB LEFT TURN LANE IN CONJUNCTION WITH THE RECONSTRUCTION OF WEBER ST. FROM ALBERT ST. TO NORTHFIELD DR. (PROJ. NO. 5386).	270

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
6269	100%	REG. RD. 9 (BRIDGEPORT ROAD) AT LANCASTER ST. (RR29)	KIT			50 DE	50 DE	50 DE	350 DE U L	1000 DE REC MOD	100 SA					INCLUDES RESURFACING OF LANCASTER ST. FROM BRIDGEPORT RD. TO GENERAL DR. IN CONJUNCTION WITH THE RECONSTRUCTION OF LANCASTER ST. FROM VICTORIA ST, TO BRIDGEPORT RD. (PROJ.NO. 5497) AND INTERSECTION IMPROVEMENTS AT LANCASTER ST. AND LOUISA ST. (PRO. NO. 7283) AND AT LANCASTER ST. AND ELIZABETH ST. (PROJ. NO. 7249).	1,600
5389	85%	REG. RD. 9 (ERB STREET), 100M EAST OF CAROLINE ST. (RR9) TO MENNO ST.	WAT		1320		65 DE RSS MOD CF SA LA									LIGHT RAIL TRANSIT WORK IN 2016	1,385
7090	100%	REG. RDS. 9 AND 50, ERB ST. AT WESTMOUNT RD.	WAT			10 DE	210 DE REC MOD	10 SA								INCLUDES EXTENSION OF NORTHBOUND LT TURN LANE AT ERB ST. IN CONJUNCTION WITH RESURFACING OF WESTMOUNT RD. FROM JOHN ST. TO ERB ST. (PROJ. NO. 5657) AND SIDEWALK ON WESTMOUNT RD. FROM UNION ST. TO FORSYTH DR. (PROJ. NO. 5730)	230
7343	100%	REG. RD. 12 (NEW DUNDEE ROAD) AT BLAIR VALLEY DRIVE, STAUFFER WOODS SUBDIVISION	ND			900 DE REC										INSTALLATION OF A LEFT TURN LANE	900
7315	100%	REG. RD. 12 (NEW DUNDEE ROAD) AT STRASBURG RD. EXTENSION	KIT ND					10 DE	2000 DE REC							POSSIBLE ROUNDABOUT. TO BE CONSTRUCTED AS PART OF THE CITY OF KITCHENER'S STRASBURG ROAD EXTENSION PROJECT	2,010

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
7364	100%	REG. RD. 51 (FOUNDRY STREET) AT GINGERICH RD. (RR6)	WIL			50 DE	100 DE L U	450 DE REC SIG								TEMPORARY SIGNALS MAY BE REQUIRED PRIOR TO COMPLETION OF PERMANENT SIGNALS.	600
7331	100%	REG. RD. 53 (FAIRWAY ROAD) AT WILSON AVE.	KIT				15 DE	515 DE U	225 DE REC SW							INSTALLATION OF EB AND WB DUAL LEFT TURN LANES. IN CONJUNCTION WITH THE RESURFACING OF FAIRWAY ROAD S, WILSON AVE. TO RT CROSSING NW OF BALZER RD. (PROJ. NO. 5699), AND COURTLAND AVENUE FROM HAYWARD AVE. TO HWY 7/8 EB RAMP (PROJ. NO. 5750).	755
7318	100%	REG. RD. 53 (FAIRWAY ROAD), AT LACKNER BLVD.	KIT							50 DE	50 DE L	1550 DE REC		75 LA		POSSIBLE ROUNDABOUT	1,725
7345	100%	REG. RD. 55 (VICTORIA STREET) AT HAZELGLEN DR.	KIT						20 DE	120 DE REC						INSTALLATION OF EB LEFT TURN LANE ON VICTORIA ST. AT HAZELGLEN DR. IN CONJUNCTION WITH REHABILITATION OF VICTORIA ST. FROM LAWRENCE AVE. TO FISHER HALLMAN RD. (PROJ. NO. 5702).	140
7346	100%	REG. RD. 55 (VITORIA STREET) AT MONTE CARLO ST.	KIT						20 DE	70 DE REC						INSTALLATION OF WB LEFT TURN LANE IN CONJUNCTIONS WITH REHABILITATION OF VICTORIA ST. FROM LAWRENCE AVE. TO FISHER HALLMAN RD. (PROJ. NO. 5702).	90
7344	100%	REG. RD. 55 (VICTORIA STREET) AT FISHER HALLMAN RD. (RR58)	KIT						20 DE	205 DE REC						INSTALLATION OF SB RIGHT TURN LANE IN CONJUNCTION WITH REHABILITATION OF VICTORIA ST. FROM LAWRENCE AVE. TO FISHER HALLMAN RD. (PROJ. NO. 5702).	225

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
7145	100%	REG. RD. 56 (BLEAMS ROAD) AT FISCHER HALLMAN RD.	KIT		1700	800 DE L	1900 DE L U	3460 DE REC MUT SA LA								ROUNDAABOUT INSTALLATION.	7,860
7366	100%	REG. RD. 70 (TRUSSLER ROAD) AT BRIDGE ST. (RR12)	ND WIL			50 DE	100 DE L U	450 DE REC SIG								TEMPORARY SIGNALS MAY BE REQUIRED PRIOR TO COMPLETION OF PERMANENT SIGNALS.	600
7321	100%	REG. RD. 70 (ERBSVILLE ROAD) AT COLUMBIA ST.	WAT			660 DE REC										INCLUDES NB RIGHT TURN AND SB LEFT TURN LANE EXTENSIONS; COST SHARING WITH CITY OF WATERLOO, TO BE CONSTRUCTED BY CITY AS PART OF THE CITY'S COLUMBIA ST. WIDENING PROJECT FROM FISHER-HALLMAN RD TO ERBSVILLE RD.	660
7252	100%	REG. RD. 75 (ST. ANDREWS STREET) AT GRAND RIDGE DR., FOURTH AVE., AND SOUTHWOOD DR.	CAM				20 DE	400 DE REC								INSTALLATION OF LT TURN LANES. IN CONJUNCTION WITH THE RECONSTRUCTION OF ST. ANDREWS ST. FROM CAMBRIDGE BDRY TO GRAND AVE. (PROJ.NO. 5416)	420
7186	50%	REG. RD. 86 (CHURCH STREET), HEBERT ST. TO BARNSWALLOW DR.	WOOL			10											10
7256	100%	INTERSECTION IMPROVEMENTS TO BE IDENTIFIED								1800	1800	1800	1800	1800			9,000
7178	50%	ROUNDAABOUT EDUCATION PROGRAM				50	50	50									150
TOTAL INTERSECTION IMPROVEMENTS (GROWTH-RELATED)				0.09	30,115	9,475	10,145	9,475	3,475	4,725	1,985	3,375	2,175	2,000	2,045		78,990

DEVELOPMENT RELATED LEFT AND RIGHT TURN LANES

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
7309	100%	REG. RD. 28 (FOUNTAIN STREET) AT LIMERICK DR.	CAM			5 DE	100 DE REC	20 SA LA								IN CONJUNCTION WITH THE RECONSTRUCTION OF FOUNTAIN ST. FROM PRESTON PKWY. TO DICKIE SETTLEMENT RD. (PROJ.NO. 5459), FOUNTAIN ST. BRIDGE WORK (PROJ.NO. 5590) AND FOUNTAIN ST. SIDEWALK INSTALLATION FROM PRESTON PARKWAY TO 250M EAST OF PRESTON PKWY. (PROJ.NO. 5726)	125
7165	100%	REG. RDS. 28 & 56, HOMER WATSON BLVD. AT BLEAMS RD.	KIT							50 DE	150 DE L U	250 DE REC				INSTALLATION OF EB AND WB RIGHT TURN LANES. IN CONJUNCTION WITH REHABILITATION OF BLEAMS RD. FROM MANITOU DR. TO HOMER WATSON BLVD. (PROJ. NO. 5703) AND RESURFACING OF BLEAMS RD. FROM HOMER WATSON BLVD. TO STARBURG RD. (PROJ. NO. 5751).	450
7171	100%	REG. RD. 53 (COURTLAND AVENUE) AT BLOCKLINE RD.	KIT		1000											IN CONJUNCTION WITH LIGHT RAIL TRANSIT.	1,000
5291	50%	REG. RD. 53 (COURTLAND AVENUE) AT HAYWARD AVE.	KIT			200 DE L	645 DE REC SIG									INSTALLATION OF A SB RIGHT TURN LANE.	845
7225	100%	REG. RD. 56 (BLEAMS ROAD), AT NYLES RD.	KIT							20 DE	200 DE REC					IN CONJUNCTION WITH THE RECONSTRUCTION OF BLEAMS RD. FROM FISCHER HALLMAN RD. TO TRUSSLER RD. (PROJ. NO. 5705).	220

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
7198	100%	REG. RD. 58 (SWAN STREET) AT HILLTOP DR.	ND					100 DE U	180 DE REC							INSTALLATION OF SB LEFT TURN LANE IN CONJUNCTION WITH RECONSTRUCTION OF SWAN ST/ NORTHUMBERLAND ST/ STANLEY ST. FROM HILLTOP DR. TO THE CP RAIL CROSSING (PROJ.NO. 5636) AND INSTALLATION OF A SB LEFT TURN LANE AT INGLIS ST. (PROJ.NO. 7280)	280
7280	100%	REG. RD. 58 (NORTHUMBERLAND STREET) AT INGLIS ST.	ND				50 DE	150 DE REC								INSTALLATION OF A SB LEFT TURN LANE IN CONJUNCTION WITH THE RECONSTRUCTION OF NORTHUMBERLAND ST./SWAN ST./STANLEY ST. FROM HILLTOP DR. TO CP RAIL CROSSING (PROJ.NO. 5636) AND SB LEFT TURN LANE AT HILLTOP ST. (PROJ.NO. 7198)	200
7173	100%	DEVELOPMENT RELATED BOULEVARD AND SHOULDER GRADINGS				100	100	100	100	100	100	100	100	100	100		1,000
7097	100%	DEVELOPMENT RELATED LEFT AND RIGHT TURN LANES TO BE IDENTIFIED				100	100	100	100	100	100	100	100	100	100		1,000
7180	100%	PRELIMINARY DESIGN AND POST CONSTRUCTION EXPENDITURES				200	200	200	200	200	200	200	200	200	200		2,000
TOTAL DEVELOPMENT RELATED LEFT AND RIGHT TURN LANES						1,000	605	1,195	670	580	470	750	650	400	400	400	7,120

TRAFFIC SIGNAL INSTALLATIONS

9655	100%	REG.RD. 50 (WESTMOUNT ROAD W.) AT UNION BOULEVARD			70												70
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TOTAL TRAFFIC SIGNAL INSTALLATIONS						70	0	0	0	0	0	0	0	0	0	0	70
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ROAD WIDENINGS

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5752	100%	REG. RD. 6 (HIGHLAND ROAD W) HIGHLAND HILLS MALL ENTRANCE. TO IRA NEEDLES BLVD. (RR 70)	KIT	2.22	150	200 DE	300 DE	5765 DE	365 SA							IN CONJUNCTION WITH THE REHABILITATION OF HIGHLAND RD. FROM FISCHER HALLMAN RD. TO HIGHLAND HILLS MALL ENTRANCE (PROJ. NO. 5566).	6,780
5337	85%	REG. RD. 8 (KING STREET), EAGLE ST. (RR39) TO FOUNTAIN ST. (RR8) AND FOUNTAIN ST.- KING ST. (RR8) TO SHANTZ HILL (RR8)	CAM	0.85		12005 DE RW L U MOD SW CF	2000 RW LA	750 SA								WIDENING OF EXISTING 2 LANES AND OTHER INTERSECTION IMPROVEMENTS. IN CONJUNCTION WITH FOUNTAIN ST. FROM KING ST. TO 401 (PROJ. NO. 5393) AND SHANTZ HILL FROM FOUNTAIN ST. TO 401 (PROJ. NO. 5969). INCLUDES REGION WATERMAIN REPLACEMENT.	14,755
7101	85%	REG. RD. 8 (WEBER STREET), COLLEGE AVE. TO GUELPH ST.	KIT	1.08		10											10
7297	85%	REG. RD. 9 (ERB STREET), GATEVIEW DR./BEECHWOOD DR. TO ERBSVILLE CT.	WAT	0.67		100 DE L	225 DE L	2705 DE RW MOD SW CF	175 SA							WIDENING OF EXISTING 3 LANES. IN CONJUNCTION WITH THE RECONSTRUCTION OF ERB ST FROM FISCHER-HALLMAN RD TO GATEVIEW DR. (PROJ. NO. 5390), AND WIDENING OF ERB ST. FROM IRA NEEDLES BLVD. TO WILMOT LN. (PROJ. NO. 7327). INCLUDES INSTALLATION OF EB LEFT TURN LANE AT BEECHWOOD PL.	3,205

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
7327	100%	REG. RD. 9 (ERB STREET), IRA NEEDLES BLVD. TO WILMOT LN.	WAT WIL	1.16	200	3800 DE L U REC	1390 DE L U	2700 DE RW CF SW	205 SA							CONSTRUCTION OF 2 ROUNDABOUTS IN 2016 AT THE WASTE MANAGEMENT GATES 1 AND 2. WIDENING OF EXISTING 2 LANES, IN CONJUNCTION WITH THE RECONSTRUCTION OF ERB ST. FROM FISHER-HALLMAN RD. TO GATEVIEW DR. (PROJ. NO. 5390), AND WIDENING OF ERB ST. FROM GATEVIEW DR. / BEECHWOOD DR. TO ERBSVILLE CT. (PROJ. NO. 7297). HYDRO TOWER RELOCATION .	8,295
7284	100%	REG. RD. 12 (NEW DUNDEE ROAD), HOMER WATSON BLVD. (RR28) TO FISCHER HALLMAN RD. (RR58)	KIT ND	7.74							200 EA	300 EA DE	500 DE L U	500 DE L U	16505 DE		18,005
7303	100%	REG. RD. 17 (FOUNTAIN STREET), MAPLE GROVE RD. TO KOSSUTH RD. (RR31)	CAM	2.27		500 DE	1300 DE L U	3000 DE RW MOD CF MUT	8300 DE RW MOD CF MUT	750 SA LA						WIDENING OF EXISTING 2 LANES. POSSIBLE ROUNDABOUT INSTALLATION AT FOUNTAIN ST./MIDDLEBLOCK RD. INCLUDES INSTALLATION OF A ROUNDABOUT AT FOUNTAIN ST./MAPLEGROVE RD. IN CONJUNCTION WITH RECONSTRUCTION OF FOUNTAIN ST FROM HIGHWAY 401 TO MAPLE GROVE RD. (PROJ.NO. 5927). IN CONJUNCTION WITH REGION/CITY WATERMAIN AND CITY SANITARY SEWER INSTALLATIONS.	13,850

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
7257	100%	REG. RD. 22 (NORTHFIELD DRIVE), DAVENPORT RD. TO UNIVERSITY AVE.	WAT	1.86		100 DE L	3970 DE RW CF MUT SW	360 SA LA				2250 RW CF MUT SW	200 SA LA			WIDENING OF EXISTING 2 LANES. WIDENING OF NORTHFIELD DR. FROM DAVENPORT RD. TO BRIDGE ST. IN 2017 AND WIDENING OF NORTHFIELD DR. FROM BRIDGE ST. TO UNIVERSITY AVE. IN 2022.	6,880
7111	100%	REG. RD. 28 (HOMER WATSON BOULEVARD), CONESTOGA COLLEGE BLVD. TO DOON SOUTH DR.	KIT	0.84		200 DE	220 DE L U	4375 DE RW SW	300 SA							WIDENING OF EXISTING 4 LANES. INCLUDES REHABILITATION OF BRIDGE # 2804_1 AND MINOR REHAB WORK FOR BRIDGE # 2804_2.	5,095
5204	85%	REG. RD. 33 (TOWNLINER ROAD), SAGINAW PKWY. TO CANAMERA PKWY.	CAM	1.90		10											10
5549	100%	REG. RD. 36 (FRANKLIN BOULEVARD), MYERS RD. (RR43) TO HWY. 401	CAM	8.03	605	9750 DE L U RW SA LA	11000 DE U RW MUT SA	980 DE L U SA LA								IMPROVEMENTS AT VARIOUS LOCATIONS ALONG THE CORRIDOR INCLUDING ROUNDABOUTS, RAISED CENTRE MEDIANS AND MULTI USE TRAILS. EXCLUDES SECTION FROM AVENUE RD. TO BISHOP ST. (PROJ.NO. 6416)	22,335
6416	100%	REG. RD. 36 (FRANKLIN BOULEVARD), 200M N OF AVENUE RD. TO 325M S OF BISHOP ST. (RR41)	CAM	1.51			100 DE	380 DE L U	1600 DE L U	6500 DE L U RW MUT	770 DE SA LA						9,350
7116	100%	REG. RD. 38 (MAPLE GROVE ROAD), HESPELER RD. (RR24) TO FOUNTAIN ST. (RR17)	CAM	4.33		30 DE	510 DE	210 DE	1000 DE U	5000 DE RW CF SW MOD	1300 DE U SA LA	8700 DE RW CF MOD	980 DE U SA LA	5700 DE RW CF MOD	600 SA LA	WIDENING OF EXISTING 2 LANES AND POSSIBLE ROUNDABOUT INSTALLATION AT SPEEDSVILLE RD., HESPELER RD. AND BEAVERDALE RD. REHABILITATION OF BRIDGE #3801.	24,030
5110	100%	REG. RD. 55 (VICTORIA STREET), HWY 7 BRIDGE TO EDNA ST. (RR62)	KIT	0.37	100	200 DE	1200 DE U RW SW LA									POSSIBLE INSTALLATION OF A CONTINUOUS LT TURN LANE. IN CONJUNCTION WITH MTO HWY 7 PROJECT	1,500

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
7258	100%	REG. RD. 56 (BLEAMS ROAD), STRASBURG RD. TO FISCHER-HALLMAN RD. (RR58)	KIT	1.84		150 DE	150 DE	150 DE	3500 DE L U	5380 DE RW SW	300 SA					WIDENING OF EXISTING 2 LANES	9,630
7259	100%	REG. RD. 57 (UNIVERSITY AVENUE), KEATS WAY TO ERB ST. (RR9)	WAT	0.58		20 DE	200 DE L U	2470 DE RW SW	300 SA							WIDENING OF EXISTING 2 LANES	2,990
7122	100%	REG. RD. 58 (FISCHER-HALLMAN ROAD), PLAINS RD. TO BLEAMS RD. (RR56)	KIT	3.14		750 DE	1200 DE L U	5400 DE L U RW MUT	1225 DE L U SA LA	5760 DE RW ST MUT	670 DE SA LA	2440 DE RW ST MUT	450 DE SA LA	4110 DE RW ST MUT	600 SA LA	WIDENING OF EXISTING 2 LANES OVER FOUR CONSTRUCTION STAGES. INCLUDES DRAINAGE IMPROVEMENTS, REGION WATERMAIN INSTALLATION, CHANNELIZED SB RIGHT TURN LANE AT SEABROOK DR., AND TWO NEW ROUNDABOUTS	22,605
7121	100%	REG. RD. 58 (FISCHER-HALLMAN ROAD), BLEAMS RD. (RR56) TO OTTAWA ST.	KIT	2.08		5680 DE MOD RW SW MUT	750 SA LA									WIDENING OF EXISTING 2 LANES. INSTALLATION OF TWO NEW ROUNDABOUTS AND NEW CITY OF KITCHENER WATERMAIN AND SANITARY SEWERS	6,430
5709	100%	REG. RD. 58 (FISCHER-HALLMAN ROAD), HWY. 7/8 TO COLUMBIA ST.	KIT WAT	6.96	50	50 DE EA		450 EA	100 DE EA	100 DE	150 DE L	7400 DE RW U	7000 RW	900 SA		WIDENING FOR TRANSIT WAY. INCLUDES PORTIONS OF CITY OF KITCHENER WATERMAIN REPLACEMENT.	16,200
7221	100%	REG. RD. 58 (FISCHER-HALLMAN ROAD / BEARINGER ROAD), COLUMBIA ST. TO WESTMOUNT RD. (RR50)	WAT	2.13		100 EA DE	100 EA DE	100 DE	1500 DE L U	7415 DE RW ST CG CF SW	200 SA					WIDENING OF EXISTING 2 LANES. POSSIBLE INSTALLATION OF A ROUNDABOUT AT LAURELWOOD DR. AND FISCHER HALLMAN RD. AND AT BEARINGER RD./WESTMOUNT RD. INCLUDES REGION WATERMAIN INSTALLATION.	9,415

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
5340	100%	REG. RD. 69 (MANITOU DRIVE), BLEAMS RD. (RR56) TO WEBSTER RD.	KIT	0.48		940 DE L RW MOD CF SW SA										WIDENING OF EXISTING 2 LANES. INCLUDES REPLACEMENT OF BRIDGE OVER SCHNEIDER CREEK AND REGION WATERMAIN RELOCATION. SIDEWALK AND CYCLING LANES AND IN CONJUNCTION WITH THE RECONSTRUCTION OF MANITOU DR. FROM WEBSTER RD. TO FAIRWAY RD. (PROJ. NO. 6353).	940
5616	100%	REG. RD. 70 (TRUSSLER ROAD), BLEAMS RD. (RR56) TO HWY. 7/8	WIL	1.63						200 EA DE	200 DE L	100 DE	100 DE	5000 DE RW SW	235 SA	INCLUDES ROUNDABOUT INSTALLATION AT TRUSSLER RD. AND OTTAWA ST.	5,835
7282	100%	REG. RD. 70 (IRA NEEDLES BOULEVARD), HIGHVIEW DR. TO ERB ST. (RR9)	KIT WAT	4.01	195	5195 DE RW	525 SA									WIDENING OF EXISTING 2 LANES TO 4 LANES FROM HIGHVIEW DR. TO UNIVERSITY AVE. IN 2014 AND UNIVERSITY AVE. TO ERB ST. IN 2016.	5,915
7104	100%	REG. RD. 70 (ERBSVILLE ROAD), ERB ST. (RR9) TO COLUMBIA ST.	WAT	2.06						100 EA	100 EA DE	100 DE	500 DE L U	5050 DE RW MOD CF SW MUT	490 SA	WIDENING OF EXISTING 2 LANES. INCLUDES REGION WATERMAIN INSTALLATION.	6,340
7194	100%	REG. RD. 80 (CANAMERA PARKWAY), CONESTOGA BLVD. TO FRANKLIN BLVD (RR36)	CAM	0.94						100 EA	100 EA DE	100 DE	200 DE L U	2855 DE RW MUT	110 SA	WIDENING OF EXISTING 2 LANES.	3,465
TOTAL ROAD WIDENINGS				60.67	1,300	39,790	25,140	29,795	18,570	31,305	3,990	21,390	9,930	24,115	18,540		223,865

ROAD SYSTEM EXPANSION

7131	100%	REG. RD. 17 (FOUNTAIN STREET EXTENSION), VICTORIA ST. (RR55) TO 1.0 KM. N. OF VICTORIA ST. (RR55)	WOOL	1.00			40 DE	40 DE	3620 NC CF SW DE							COST SHARING WITH MTO	3,700
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PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
6433	100%	REG. RD. 24 (AINSLIE STREET) EXTENSION	CAM			200 DE	400 D									INCLUDES SITE REMEDIATION COSTS AT THE GALT FURNITURE PROPERTY	600
7132	100%	REG. RD. 36 (FRANKLIN BOULEVARD), MYERS RD. (RR43) TO CAMBRIDGE S.E. BOUNDARY RD.	CAM	0.62		700 DE U	3460 DE NC MUT SA LA	1450 DE NC MUT SA LA								INCLUDES ROUNDABOUT AT FRANKLIN BLVD. AND MYERS RD. IN CONJUCTION WITH SOUTH BOUNDARY RD.	5,610
7339	100%	REG. RD. 36 (FRANKLIN BOULEVARD) MULTI-USE TRAIL (MUT) CONNECTION OVER HIGHWAY 401	CAM	0.41		500 DE	1500 DE MUT									IN CONJUCTION WITH MTO PROJECT.	2,000
5274	100%	REG. RD. 53 (FAIRWAY ROAD EXTENSION), W. OF ZELLER DR. TO FOUNTAIN ST.(RR17)	CAM KIT	1.90	300												300
7087	100%	REG. RD. 56 (RIVER ROAD EXTENSION), KING ST. (RR8) TO MANITOU DR.(RR69)	KIT	3.76	1700	1500 DE L	12100 DE L U			28300 DE NC MUT SW U	24000 DE NC MUT SW	1800 SA				INCLUDES CITY OF KITCHENER SANITARY FORCEMAIN AND WATERMAIN INSTALLATION AND MULTI-USE TRAIL ON BOTH SIDES.	69,400
7129	100%	S. BOUNDARY ROAD, FRANKLIN BLVD.(RR36) TO DUNDAS ST.(RR8)	CAM ND	2.11					30 DE	500 DE L	2855 DE L U	12355 DE L U NC SIG MUT SW	400 SA			MULTI USE TRAIL ON THE NORTH SIDE OF THE ROAD AND SIDWALK ON THE SOUTH SIDE OF THE ROAD	16,140
7192	100%	S. BOUNDARY ROAD, WATER ST. (RR24) TO FRANKLIN BLVD.(RR36)	CAM ND	2.37		830 DE L U	9300 DE NC SIG MUT SW	4770 DE NC SIG MUT SW SA LA								MULTI USE TRAIL ON THE NORTH SIDE OF THE ROAD AND SIDWALK ON THE SOUTH SIDE OF THE ROAD	14,900
7299	100%	EAST BOUNDARY ROAD CORRIDOR PROTECTION STUDY			380												380
7253	100%	GROWTH RELATED LAND DEDICATION SURVEYS AND PURCHASES				100	100	100	100	100	100	100	100	100	100		1,000

PROJ. NO	RDC	PROJECT DESCRIPTION	AREA MUN	PROJ. LEN (KM)	EST. CFWD	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	REMARKS	TOTAL COST
7074	100%	GROWTH RELATED STUDIES AND DESIGN			125	125	100	100	100	100	100	100	100	100	100		1,150
7341	100%	INTER-REGIONAL TRANSPORTATION STUDY			100												100
7066	100%	REGIONAL TRANSPORTATION MASTER PLAN				400	150										550
7158	100%	TRANSPORTATION TOMORROW SURVEY				60	75	15									150
TOTAL ROAD SYSTEM EXPANSION					12.18	2,605	4,415	27,225	6,475	3,850	29,000	27,055	14,355	600	200	200	115,980



**Region of Waterloo
Corporate Services
Financial Services & Development Financing**

2016 Budget

Information Paper

Fees & Charges By-Law

Budget Committee Date: December 16, 2015

Background

Section 391 of the Municipal Act permits municipalities to establish and maintain a list of services subject to fees or charges. By-law Number 15-019, a By-law to Establish Fees and Charges for the Regional Municipality of Waterloo, has been adopted to fulfill this requirement. This by-law is reviewed annually to incorporate new or revised fees adopted by Regional Council.

2016 Budget

As part of the 2016 budget process, all service areas have reviewed their fees and charges and, where appropriate, are proposing changes to certain fees. **Appendix A** provides a list of fees that are proposed to be changed during 2016. Fee increases identified in the appendix have been used in the preparation of the 2016 Preliminary Operating Budget.

1. Grand River Transit Fares

The proposed 2016 Transit Services base budget includes the estimated impact of a fare increase to be implemented effective July 1, 2016 as set out in the approved Regional Transportation Master Plan. On average, the proposed fare increase is 4.5%, which is projected to achieve the 2016 revenue budget target increase of \$600,000.

2. Transportation Services

The addition of a new fee to recover costs of sound barriers being moved for access to private property is being proposed and is included in **Appendix A**. Services will be provided by Region-approved contractors with approved equipment. The Region will be billed and will then invoice individuals. A 5% administration fee will be applied to the invoice for Regional staff time and costs.

3. Other service areas

Other service areas are proposing changes to fees and charges as follows:

- Airport: parking fees, fuel surcharge, and lease rates
- Cultural sites: advanced ticket sales for workshops, lectures and special events
- Design & Construction: remove all plotter fees from the By-law Schedule as these services are no longer provided to external users
- Seniors' Services: Community Alzheimer Program fees, facility rental charges, telephone/television and meals fees
- Children's Services: child care fees at Regionally owned child care centres
- Supportive Housing: addition of fee for meals for visitors – these fees are already in place and are being added to the by-law
- Public Health: file searches and vaccine preventable diseases
- Paramedic Services: cost recovery of special event coverage and requested reports

The estimated incremental revenue in 2016 by division is outlined in the table below:

Division	Incremental 2016 revenue (\$000s)	Included in base budget (Y/N)
Airport	\$143	Y
Cultural Sites	\$0	n.a.
Design & Construction	\$0	n.a.
Transportation	\$0	n.a.
Transit Services	\$600	Y
Seniors' Services	\$0	n.a.
Children's Services	\$34	Y
Public Health	\$0	n.a.
Paramedic Services	\$1	Y
Total	\$778	

For areas where the incremental revenues are indicated as \$0, it is anticipated that the increases will either result in negligible increases on total revenues or are designed to recover cost increases.

Should Council decide to change any other fee or charge listed under the by-law during the budget process, proposed changes listed herein would be updated.

As user rates for Water and Wastewater are approved by separate by-laws, they are not included in this schedule.

A resolution to repeal the current Fees and Charges By-law and pass a new Fees and Charges By-law will be included along with the General Budget Resolutions for Budget Committee on January 13, 2016.

Appendix A – Proposed Changes to the Fees and Charge By-Law

Description	Current Fee	Effective Date	Proposed Fee
PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES			
Airport Services (Region of Waterloo International Airport)			
Automobile Parking (Includes H.S.T.)			
Tenant Parking (monthly)	\$35.00 / month	Feb 1 - 16	\$40.00 / month
Car Rental Agencies - Reserved Spots	\$65.00 / month	Feb 1 - 16	\$70.00 / month
Special Events Parking Permit	\$3.50 / vehicle	Jan 14 - 16	\$4.00 / vehicle
Regular Parking - Hourly	\$3.50	Jan 14 - 16	\$4.00
Regular Parking - Daily	\$7.00	Jan 14 - 16	\$8.00
Regular Parking - Weekly	\$49.00	Jan 14 - 16	\$56.00
Aviation Fuel Surcharge			
Jet Fuel	\$0.04 / litre	Jan 14 - 16	\$0.045 / litre
Landing Fees per 1,000 kg or part thereof (3,000 kg and up)			
3,000 - 21,000 kg.	\$6.25 / 1,000 kg.	Jan 14 - 16	\$6.50 / 1,000 kg.
21,001 - 45,000 kg.	\$6.25 / 1,000 kg.	Jan 14 - 16	\$6.50 / 1,000 kg.
Greater than 45,000 kg.	\$6.25 / 1,000 kg.	Jan 14 - 16	\$6.50 / 1,000 kg.
Helicopters	\$6.25 / 1,000 kg.	Jan 14 - 16	\$6.50 / 1,000 kg.
Land Lease Development Fees			
Airport Sewage User Charge	\$5.00 / cubic metre	Jan 14 - 16	\$6.00 / cubic metre
Lease Rates			
Hangar Rent	\$4.50 / sq. ft.	Jan 14 - 16	\$4.60 / sq. ft.
Joseph Schneider Haus			
Advanced Ticket Sales			
Lifelong Learning Workshops and Lectures - Prices vary depending on program, supplies, etc.	New	Jan 14 - 16	Varies
Special Events - Some special events are priced differently than general admission	New	Jan 14 - 16	Varies
McDougall Cottage			
Advanced Ticket Sales			
Lifelong Learning Workshops and Lectures - Prices vary depending on program, supplies, etc.	New	Jan 14 - 16	Varies
Special Events - Some special events are priced differently than general admission	New	Jan 14 - 16	Varies
TRANSPORTATION AND ENVIRONMENTAL SERVICES			
Design & Construction			
Plotter Fees			
Regular monochrome plot on bond	\$0.40 per sq. ft.	Jan 14 - 16	Delete
Colour plot	\$0.90 per sq. ft.	Jan 14 - 16	Delete
Plot on mylar	\$1.40 per sq. ft.	Jan 14 - 16	Delete
Plot an image up to 36" wide	\$50.00	Jan 14 - 16	Delete
Transportation			
Removal and replacement of sound barrier and associated structures	New	Jan 14 - 16	Cost plus 5% admin fee

Appendix A – Proposed Changes to the Fees and Charge By-Law (continued)

Description	Current Fee	Effective Date	Proposed Fee
Transit Services - Grand River Transit (G.R.T.)			
Cash			
Cash Fare (exact change only)	\$3.00	Jul 1 - 16	\$3.25
Tickets			
Adult Tickets - strip of 5	\$12.85 (\$2.57 each)	Jul 1 - 16	\$13.30 (\$2.66 each)
Reduced Tickets - strip of 5 Seniors (65+), elementary and high school students	\$11.15 (\$2.23 each)	Jul 1 - 16	\$11.55 (\$2.31 each)
Passes			
Adult Monthly Pass (Note: 1)	\$79.00	Jul 1 - 16	\$82.00
College Pass (per 4 month term)	\$267.00	Jul 1 - 16	\$280.00
Conestoga College Pass (Per 4 month term) includes Photo I.D. (Note: 3)	\$227.00	Jul 1 - 16	\$238.00
Day Pass/Sunday/Holiday Family Pass	\$7.50	Jul 1 - 16	\$7.75
Reduced Monthly Pass: (Notes: 1, 2) Seniors, elementary and high school students	\$67.00	Jul 1 - 16	\$70.00
Student Summer Pass (July and August) (Note: 1)	\$113.00	Jul 1 - 16	\$118.00
UPass (Universal Transit Pass) for undergraduate and graduate students at Wilfred Laurier University and University of Waterloo undergraduate students, as per signed agreements (Note: 5)	\$81.15	Jul 1 - 16	\$85.20
Notes:			
(1) Photo I.D. charge of \$5.00 required - one-time fee for Adult and Senior Reduced Monthly			
(2) Reduced fares are available to seniors, elementary and high school students.			
(3) 15% discount from regular College Pass - would be in effect until U-Pass approved			
(4) Assumes subsidy increases by \$1 to \$38/pass - requires TRIP budget increase			
(5) Prices set in 2015-2020 Agreement (TES-TRS-15-07)			
COMMUNITY SERVICES			
Seniors' Services - Sunnyside Home			
Community Alzheimer Program (income based)			
Regular Day Program	\$15.00	Apr 1 - 16	\$15.50
Extended Day Program	\$20.00	Apr 1 - 16	\$20.50
Lunch Visit (meal)	\$7.25	Apr 1 - 16	\$7.75
Facility Rental			
Family Celebration Room - Supportive Housing	\$22.50	Apr 1 - 16	\$23.00
Classroom rental - Supportive Housing	\$32.50	Apr 1 - 16	\$33.00
Wellness Meeting Room	\$16.50	Apr 1 - 16	\$17.00
Franklin Meeting Room	\$16.50	Apr 1 - 16	\$17.00
Kenneth Meeting Room	\$16.50	Apr 1 - 16	\$17.00
Kenneth Administration Room	\$16.50	Apr 1 - 16	\$17.00
Kenneth Classroom/Boardroom	\$22.50	Apr 1 - 16	\$23.00
Chapel	\$22.50	Apr 1 - 16	\$23.00
Chapel - Meeting Room	\$22.50	Apr 1 - 16	\$23.00
Heritage Hall - up to 50 people	\$32.50	Apr 1 - 16	\$33.00
Heritage Hall - 51 to 100 people	\$56.00	Apr 1 - 16	\$57.00
Telephone/Television			
Telephone - Residents	\$30.00 / month + long distance	Apr 1 - 16	\$30.50 / month + long distance
Telephone - Convalescent Care per month	\$41.00 / month + long distance	Apr 1 - 16	\$41.50 / month + long distance
Telephone - Convalescent Care (less than 30 days)	\$2.50/day + long distance	Apr 1 - 16	Delete
Telephone - Convalescent Care (less than 15 days)	New \$3.00/day + long distance	Apr 1 - 16	\$3.00/day + long distance
Cable Television - Residents	\$29.50 / month	Apr 1 - 16	\$30.00 / month
Cable Television - Convalescent Care per month	\$41.00 / month	Apr 1 - 16	\$41.50 / month
Miscellaneous			
Seniors Day Program (meal)	\$7.40 / meal	Apr 1 - 16	\$7.75 / meal
Loaves & Fishes Program	\$7.40 / meal	Apr 1 - 16	\$7.75 / meal

Appendix A – Proposed Changes to the Fees and Charge By-Law (continued)

Description	Current Fee	Effective Date	Proposed Fee
Children's Services			
Region of Waterloo Children's Centres			
Infant (6+ hours)			
One Day	\$67.30	Feb 1 - 16	\$69.30
Three Days	\$201.90	Feb 1 - 16	\$207.90
Four Days	\$269.20	Feb 1 - 16	\$277.30
Five Days	\$336.50	Feb 1 - 16	\$346.60
Toddler (6+ hours)			
One Day	\$45.75	Feb 1 - 16	\$47.10
Three Days	\$137.20	Feb 1 - 16	\$141.30
Four Days	\$183.00	Feb 1 - 16	\$188.40
Five Days	\$228.75	Feb 1 - 16	\$235.50
Toddler (<6 hours)			
One Day	\$35.00	Feb 1 - 16	\$36.05
Three Days	\$105.00	Feb 1 - 16	\$108.15
Four Days	\$140.00	Feb 1 - 16	\$144.20
Five Days	\$175.00	Feb 1 - 16	\$180.25
Preschool (6+ hours)			
One Day	\$42.40	Feb 1 - 16	\$43.70
Three Days	\$127.20	Feb 1 - 16	\$131.10
Four Days	\$169.60	Feb 1 - 16	\$174.80
Five Days	\$212.00	Feb 1 - 16	\$218.50
Preschool (<6 hours)			
One Day	\$31.95	Feb 1 - 16	\$32.90
Three Days	\$95.85	Feb 1 - 16	\$98.70
Four Days	\$127.80	Feb 1 - 16	\$131.60
Five Days	\$159.75	Feb 1 - 16	\$164.50
Supportive Housing			
Lunch Visit (meal)	New	Apr 1 - 16	\$6.00
PUBLIC HEALTH & EMERGENCY SERVICES			
Infectious Diseases, Dental & Sexual Health			
Vaccine Preventable Diseases			
Thermometer (cold chain)	\$76.60	Feb 1 - 16	\$85.00
Health Protection Division			
File Searches (Payable in Advance)			
Food Premise File Search	\$88.00	Feb 1 - 16	\$96.00
Food Premise File Search and Inspection	\$165.00	Feb 1 - 16	\$180.00
Septic System File Search	\$88.00	Feb 1 - 16	\$96.00
Paramedic Services			
Special Event Coverage			
Single Paramedic plus vehicle	\$81.00 / hour, \$323.00 minimum	Apr 1 - 16	\$82.00 / hour, \$329.00 minimum
Two Paramedics plus vehicle	\$138.00 / hour, \$552.00 minimum	Apr 1 - 16	\$141.00 / hour, \$563.00 minimum
Special Event Coverage - short notice (OT) - or Full Time Staff			
Single Paramedic	\$109.00 / hour, \$437.00 minimum	Apr 1 - 16	\$112.00 / hour, \$446.00 minimum
Two Paramedics	\$198.00 / hour, \$791.00 minimum	Apr 1 - 16	\$202.00 / hour, \$807.00 minimum
Request for Information			
Ambulance Call Reports (Fee is per Request; not hourly)	\$87.75	Apr 1 - 16	\$89.50



**Region of Waterloo
Corporate Services
Treasury Services**

2016 Budget

Information Paper

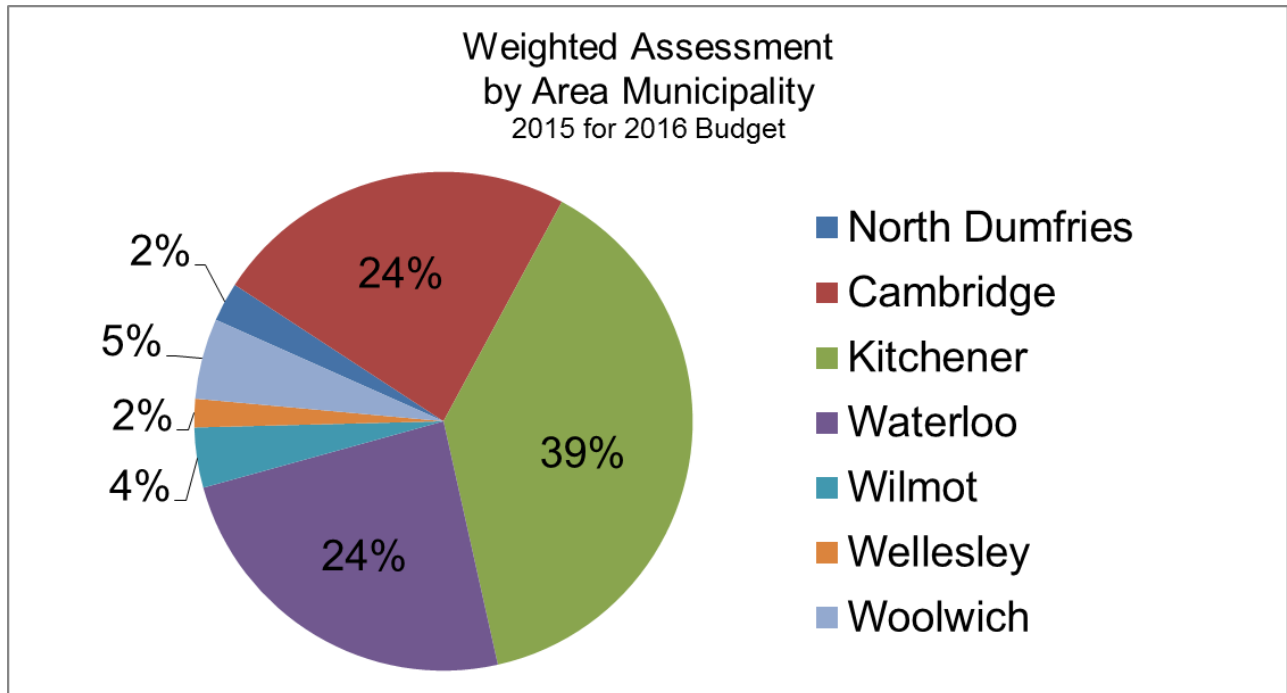
Assessment Growth

Budget Committee Date: December 16, 2015

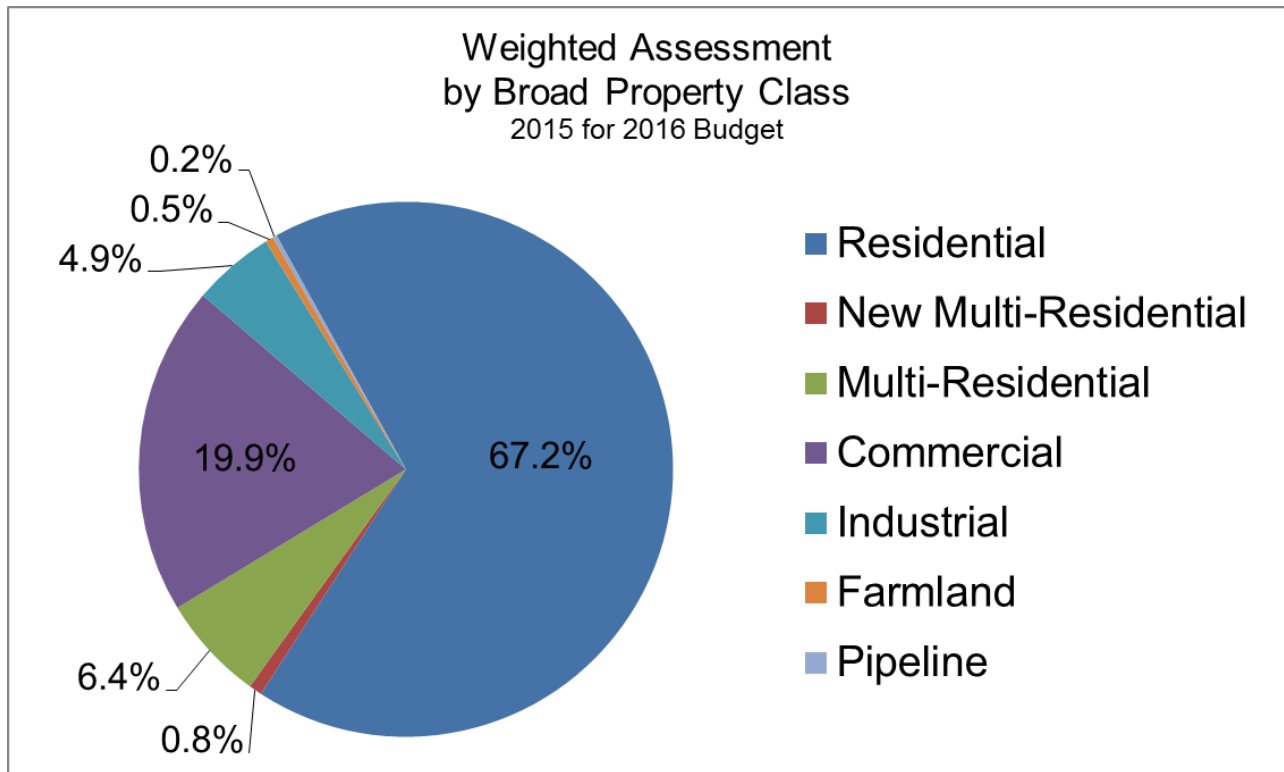
This information paper provides general information regarding the Region’s assessment base and assessment growth. The 2016 preliminary property tax budget includes weighted assessment growth of 1.41% which was confirmed in late November.

Weighted Assessment by Area Municipality and Broad Property Class

The following chart shows the distribution of weighted assessment by municipality, based on year end 2015 values:



The next chart shows the distribution of weighted assessment by property class, again based on year end 2015 values:



2015 Assessment Growth for the 2016 Budget

Year to year weighted assessment growth is determined by a number of factors including:

- increases to the assessment roll resulting from the addition of new properties or increased assessment arising from changes to an existing property;
- reductions to the assessment roll for Minutes of Settlement; Assessment Review Board appeal decisions; Requests for Reconsideration; and property demolitions;
- classification changes (properties moving from one property class to another);

As previously indicated, net weighted assessment growth in 2015 is 1.41%. Weighted assessment growth varies by Area Municipality as shown in the following table.

2015 Assessment Growth for 2016 Budget by Area Municipality

	Weighted Assessment *		\$ Change	% Change
	2015 Roll 2012 Base - Yr 3	Roll Based MCP 2012 Base - Yr 3		
N. Dumfries	1,885,555,259	1,922,683,204	37,127,946	1.97%
Cambridge	17,730,030,611	17,899,028,044	168,997,434	0.95%
Kitchener	28,824,090,408	29,194,867,307	370,776,899	1.29%
Waterloo	17,990,714,551	18,305,946,829	315,232,278	1.75%
Wilmot	2,880,950,415	2,944,615,983	63,665,567	2.21%
Wellesley	1,374,098,005	1,393,142,627	19,044,622	1.39%
Woolwich	3,873,514,799	3,950,415,377	76,900,579	1.99%
Total Region	74,558,954,048	75,610,699,372	1,051,745,324	1.41%

* Excludes Exempt and PIL properties / Year 3 Phase-in values

Assessment growth across the Region was particularly strong in the residential and commercial property classes while the multi-residential, and industrial and farmland property classes had negative assessment growth as shown in the following table which shows weighted assessment growth by broad property class.

2015 Assessment Growth for 2016 Budget by Broad Property Class

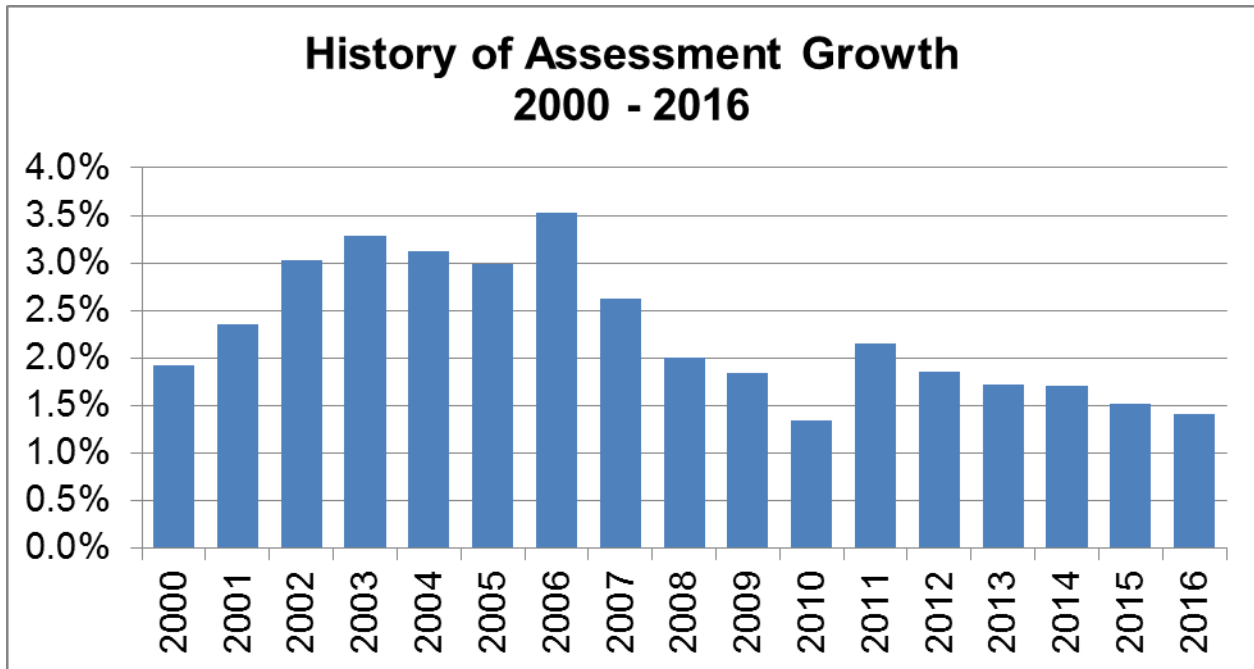
	Weighted Assessment *		\$ Change	% Change
	2015 Roll 2012 Base - Yr 3	Roll Based MCP 2012 Base - Yr 3		
Residential	49,962,455,774	50,806,436,626	843,980,852	1.69%
New Multi res	515,440,458	596,857,910	81,417,452	15.80%
Multi-Res	4,968,144,972	4,846,092,980	(122,051,992)	-2.46%
Commercial	14,796,809,414	15,063,750,666	266,941,252	1.80%
Industrial	3,748,619,778	3,736,361,322	(12,258,456)	-0.33%
Farmland	382,875,977	373,290,913	(9,585,064)	-2.50%
Pipelines	181,682,899	184,866,568	3,183,669	1.75%
Managed Forests	2,924,776	3,042,387	117,611	4.02%
Total Region	74,558,954,048	75,610,699,372	1,051,745,324	1.41%

* Excludes Exempt and PIL properties / Year 3 Phase-in values

The decline in value in the multi-residential class is mainly due to demolitions of existing multi-residential properties and the transfer of multi-residential properties to the residential class as rental condominiums. Requests for Reconsideration (RFR) and Assessment Review Board (ARB) hearing settlements also contribute to the decline. Additionally, there is very little real growth in the multi-residential property class as growth in the rental housing sector is assessed and classified as either residential (if 6 units or less) or as new multi-residential property.

The lower assessed values for the industrial property class are due in part to class changes as properties were transferred from the industrial class to the commercial class as manufacturing processes cease. RFR and ARB settlements also impact the value of the industrial class. It should be noted that industrial to commercial property class changes do not affect the amount of municipal taxes collected as the industrial and commercial classes have the same tax ratio. The decline in farmland assessment is due to the development of those lands.

A history of assessment growth for the budget years 2000 through 2015 plus the growth for 2016 is shown in the table below. During that time, assessment growth has ranged from a low of 1.34% for 2010 to a high of 3.53% for 2006. Assessment growth for 2015 was 1.52%.



Reassessment Impacts

All properties in Ontario were reassessed at January 1, 2012 values for the 2013-2016 taxation years. Reassessment increases are being phased-in over four (4) years while reassessment decreases occurred immediately for the 2013 taxation year. The fourth year of the phase-in will take effect in 2016. There may be some minor shifts between property classes and the value of the average residential property will be recalculated accordingly.

Financial Implications

The 2016 base budget reflects assessment growth of 1.41% which equates to approximately \$6.5 million of additional property tax revenue.



**Region of Waterloo
Corporate Services
Financial Services & Development Financing**

2016 Budget

Information Paper

Reserves and Reserve Funds

Budget Committee Date: December 16, 2015

Definitions

A reserve is an allocation of accumulated net revenue (from property taxes or other sources) set aside for a designated purpose. Funds held in a reserve can be utilized at the discretion of Council. Reserves do not earn interest on their own, although interest may be allocated to reserves if desired.

A reserve fund is established based on a statutory requirement or defined liability payable in the future and is usually prescriptive as to the basis for collection and use of monies in the fund. All earnings derived from reserve fund investments form part of the reserve fund. There are two types of reserve funds: obligatory reserve funds and discretionary reserve funds.

- Obligatory reserve funds: created whenever a statute or legislation requires that revenue received for special purposes is to be segregated from the general revenues of the municipality. Obligatory reserve funds are created solely for the purpose prescribed for them, i.e., Regional Development Charge (RDC) Reserve Funds.
- Discretionary reserve funds: established whenever Council wishes to set aside a certain portion of any year's revenues to finance a future expenditure for which it has the authority to spend money, or to provide for a specific contingent liability.

Reserves and reserve funds are established for specific purposes. Some may serve, in part, a "contingency" purpose, that is, as a source of funds for future events, the timing and/or magnitude of which is uncertain. However, most Regional reserves and reserve funds are earmarked for specific purposes over the near term. Reserve and reserve fund assets should be invested such that they are available for their intended use when required.

Legislative Provisions

Section 289(4) of the *Municipal Act* provides that “In preparing the annual budget, an upper-tier municipality may provide for such reserves as the municipality considers necessary.”

Purpose of Reserves and Reserve Funds

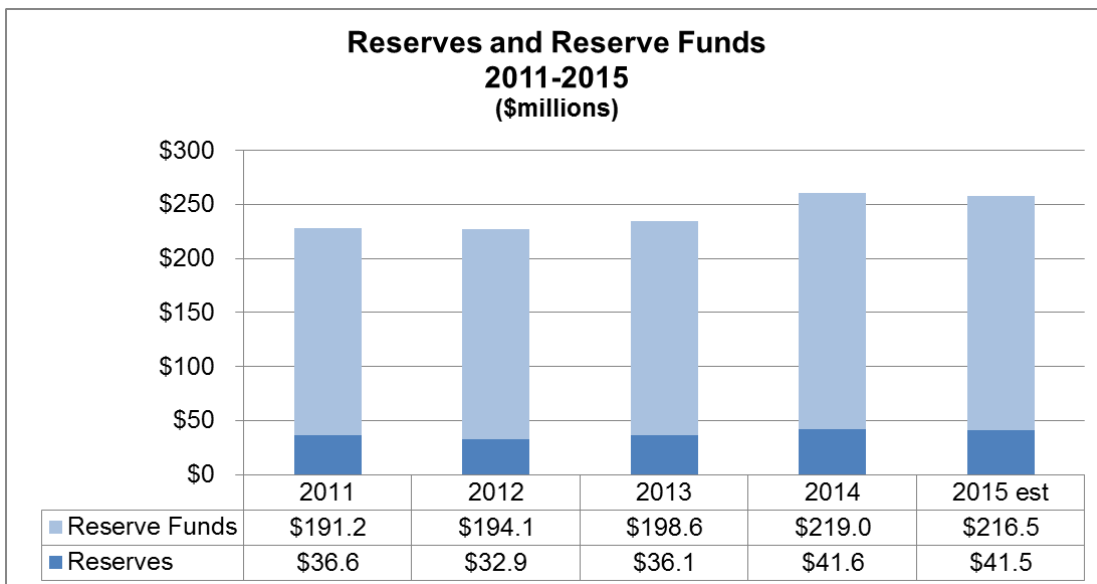
Reserves and reserve funds are an essential component of municipal long term financial planning. A strong Reserve and Reserve Fund policy provides the Region with:

- A source of funding to mitigate significant fluctuations in tax rates and user rates caused by one time or emerging issues;
- A source of funding for major capital projects, thereby reducing the need for long term borrowing or significant levy and user rate increases; and
- Flexibility to deal with fluctuating cash flows.

Reserves play an important role in funding the Region’s capital projects, including water, wastewater and roads. On the operating side, reserves have assisted with mitigating tax rate and user rate fluctuations (e.g. use of Tax Rate Stabilization Reserve Fund to offset increased costs due to the higher Ontario Works caseload).

Historic and Projected Reserve and Reserve Fund Balances

Reserve and reserve fund balances have remained relatively flat over the past few years. The following chart depicts the Region’s reserve and reserve fund balances over the last five years:



Commentary on a variety of reserves and reserve funds is provided in **Appendix A**. **Appendix B** outlines historical year end balances, and provides projected amounts for 2015 year end balances, 2016 activity and 2016 year end balances for the Region’s reserves and reserve funds. At current contribution levels, it is expected that a number of capital reserve funds will decline over the next few years in order to assist with funding the expanded capital program.

Capital Program Financing

The proposed 2016-2025 Ten Year Capital Program includes \$3.3 billion in proposed capital works and is comprised of \$2.1 billion of tax supported capital and \$1.2 billion of user rate supported capital. Property tax and user rate reserves are a source of financing for 24% of the ten-year tax supported plan and 47% for user rates plans.

As previously indicated, the Region has established a number of reserves and reserve funds for particular purposes. For example, all programs utilize a reserve to finance the replacement of vehicles and equipment as required. The following table identifies the proposed 2016 non-growth related capital expenditure (i.e. excluding all expenditures funded from development charges) and proportionate sources of financing:

2016 Capital Budget						
\$ millions	Non-Growth Expenditure	Grant and Subsidies	Property Tax		User Rates	
			Reserves/ Revenue	Debt	Reserves	Debt
Transportation ¹	\$83.1	37%	49%	14%		
Water & Wastewater	\$66.5				78%	22%
Grand River Transit	\$17.3		36%	64%		
Facilities Management	\$18.8		11%	89%		
Waste Management	\$16.6		15%	85%		
Housing Services ²	\$11.6	35%	65%			
Airport ¹	\$4.4		100%	0%		

¹ as amended

² based on the current ten year capital plan, the Housing Reserve Fund will be fully depleted in 2025

Transportation, Water and Wastewater have significant reserve and reserve fund contributions in the operating budget, and these reserves are in turn used to fund significant investment in renewal of capital assets. In Grand River Transit and Airport, capital financing strategies have been put in place to repurpose budget capacity resulting from debt retirements to a transfer to capital reserves. In contrast, program areas such as Waste Management and Facilities Management continue to rely heavily on debt to finance their renewal projects since adequate funding has not been set aside in annual budgets.

It is clear that investments in capital renewal works and asset replacements currently being undertaken by Region will require additional financing. At current funding levels, reserves and reserve funds will be insufficient to support these investments

Sufficiency of Reserves and Reserve Funds

The Region regularly looks to the other five regions in Ontario as municipal comparators for reserves and debt. While there are differences in services provided by some regions (e.g. Halton and Peel do not deliver public transit services) and services have different characteristics or delivery models (e.g. Waterloo has a water supply system that is predominantly well-based, unlike other regions), there is a great deal of similarity in the services provided by these regions. As previously reported, Waterloo Region has the lowest level of reserves per capita within its comparator group, as shown below:

Reserve balances per capita*	
Municipal Comparators	
2014 Financial Information Return data	
Region	Reserves per capita
York	\$1,596
Halton	\$1,511
Durham	\$1,382
Peel	\$1,099
Niagara	\$621
Waterloo	\$416
* excluding Development Charges reserves	

Staff intends to report back in 2016 with an updated reserve and reserve fund policy. In the interim, one year's worth of property tax and user rate revenue is suggested as an overall reserve and reserve fund target balance. Estimated balances relative to this target are shown in the table below:

Reserve and Reserve Fund balance analysis	Levy	User Rates
Estimated reserve and reserve funds as at December 31, 2015	\$206.8	\$51.2
2015 Budgeted property tax levy	\$451.1	
2016 Budgeted water and wastewater revenue		\$132.4
Reserves as a % of property tax levy and water/wastewater	46%	39%
Target balance for reserves and reserve funds	\$451.1	\$132.4
Shortfall	\$244.3	\$81.2

Appendix A

Commentary on various Regional Reserves and Reserve Funds

1. Tax Stabilization Reserve Fund (TSRF)

In 1999 Council approved By-law 99-017 which established the Tax Stabilization Reserve Fund Policy. The policy places certain limits on withdrawals from the TSRF:

- “Withdrawals be used to smooth tax rate increases by funding expenditures that otherwise would be financed by the tax levy;
- The annual contribution to the operating budget shall not exceed 1.5% of the previous year’s tax levy
- Any use of the Tax Stabilization Reserve Fund for operating budget purposes must have an accompanying exit strategy to reduce future dependency on the Reserve Fund
- Other uses of the Reserve Fund to finance one time capital expenditures or other non-recurring expenditure which would result in tax increases in subsequent years require Council approval.”

The Fund’s only source of revenue is the annual operating budget surplus and the Reserve Fund has an upper limit of \$10 million.

Since the TSRF was established, Council has approved its use in several instances:

- In 2009 as bridge funding for the establishment of the Green Bin Program, the Waterloo Region Museum and Arts & Culture funding,
- To fund the Region’s share of increased Social Assistance costs resulting from the economic recession during the period of the Provincial upload (2011-2018),
- As one-time funding in 2013 and 2014 for Discretionary Benefits costs for Social Assistance recipients, and
- In 2013 to fund one-time expenses related to the establishment of schedulers for Paramedic Services.

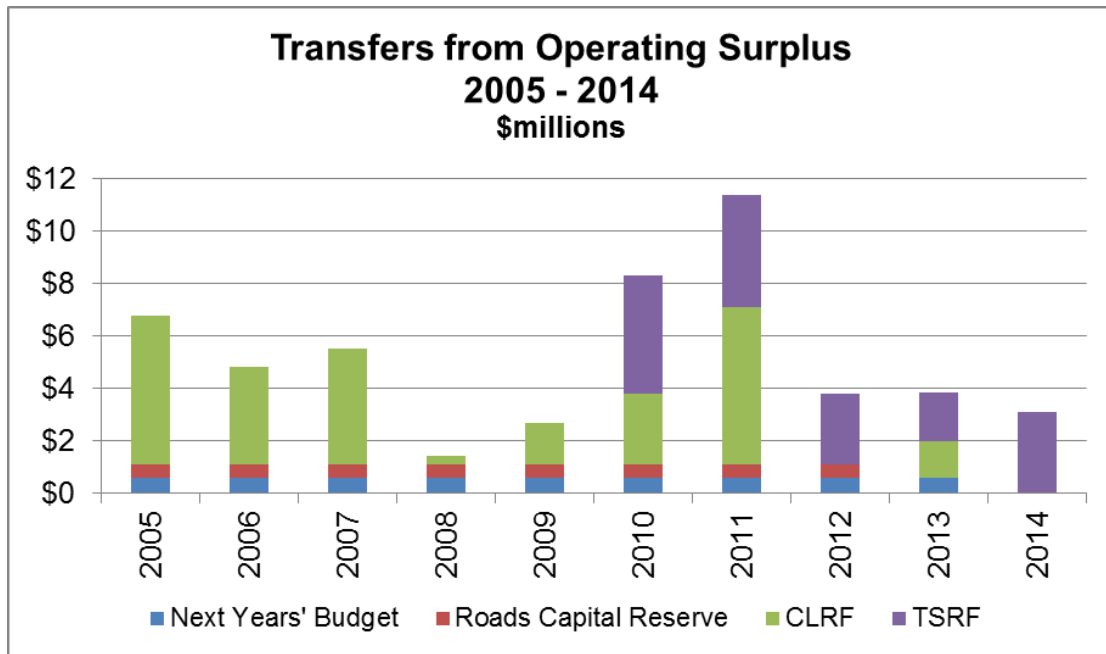
As of December 31, 2014, the balance in the TSRF was \$7.8 million. The TSRF is not expected to return to its upper limit (\$10 million) until after 2018 due to anticipated draws for Ontario Works expenditures and smaller anticipated operating surpluses available to top up the fund. Should unexpected corporate deficits occur, the amount in the TSRF may be inadequate.

The 2016 Budget Information Paper titled *2016 Ontario Works Allowances & Benefits and Tax Stabilization Reserve Fund Projection* from the November 18, 2015 Budget Committee meeting provides additional information on this reserve fund. At that meeting some discussion took place regarding potential uses of the TSRF as the Ontario Works upload comes to a conclusion in 2018. Staff would suggest that no new uses of this reserve be identified at this time, as staff intends to report back in 2016 with an updated reserve and reserve fund policy.

2. Capital Levy Reserve Fund (CLRF)

The CLRF is used as a source of financing for capital projects which can not be debentured or for which debenture financing is undesirable. Contributions to the CLRF have been from two main sources:

2.1. Transfers from Operating Surplus: Several years of operating budget reductions across all departments have had the impact of reducing the Region’s annual surplus. At the same time, operating surplus has been used to replenish the Tax Stabilization Reserve Fund (TSRF) to fund additional Ontario Works (OW) caseload expenditures. This has resulted in lower surplus transfers to the CLRF, as shown in the following chart:



2.2. Transfers from the tax supported operating budget: The current annual contribution to the CLRF is \$2,290,000 (approximately ½ of 1% the property tax levy) which is not sufficient to fund a reasonable portion of the Region’s capital plan. Increased transfers from the operating budget have been requested each year since 2007. The requested and approved amounts are summarized in the table below.

Operating Budget Contributions to Capital Levy Reserve Fund

Budget Year	Proposed Increase	Council Approval	Annual Contribution from Operating Budget
2007	\$1,000,000	\$250,000	\$250,000
2008	\$750,000	\$0	\$250,000
2009	\$750,000	\$0	\$250,000
2010	\$750,000	\$190,000	\$440,000
2011	\$390,000	\$100,000	\$540,000
2012	\$365,000	\$100,000	\$640,000
2013	\$380,000	\$250,000	\$890,000
2014	\$750,000	\$750,000	\$1,640,000
2015	\$750,000	\$650,000	\$2,290,000
2016	\$750,000*		\$3,040,000

* proposed in 2016 budget issue paper

2.3. CLRF reserve projection: A number of smaller projects in the proposed 2016 capital budget are to be financed from the CLRF. These projects total \$5.4 million and are listed in Appendix B. Projects are generally financed from the CLRF if they have no other source of financing, are not eligible for debenture financing or if debenture financing is not desirable. The projected balance in the CLRF will be insufficient unless the transfer to the reserve is increased, projects are delayed or deferred, or some combination of both. Staff will mitigate insufficient balances by closely monitoring project expenditures and if necessary by leaving certain projects unfinanced at the end of 2016 until the fund is replenished in 2017.

	2016	2017	2018
CLRF opening balance	\$1,610	\$0	\$0
Contributions	2,290	3,040	3,790
Proposed increase (budget issue paper)	750	750	750
Subtotal funds available	4,650	3,790	4,540
Less commitments	5,635	3,758	4,963
Less transfers to capital (to replace debt)		32	
CLRF ending balance	\$0	\$0	\$0

Annual contributions are premised on \$750,000 being added annually in 2016, 2017 and 2018. There are still a number of smaller projects that are planned to be debenture financed in certain service areas, i.e., Waste Management and Cultural sites. It is noted that increasing the contribution to the CLRF can result in replacing debt financing with CLRF financing as soon as 2017, and to a greater extent starting

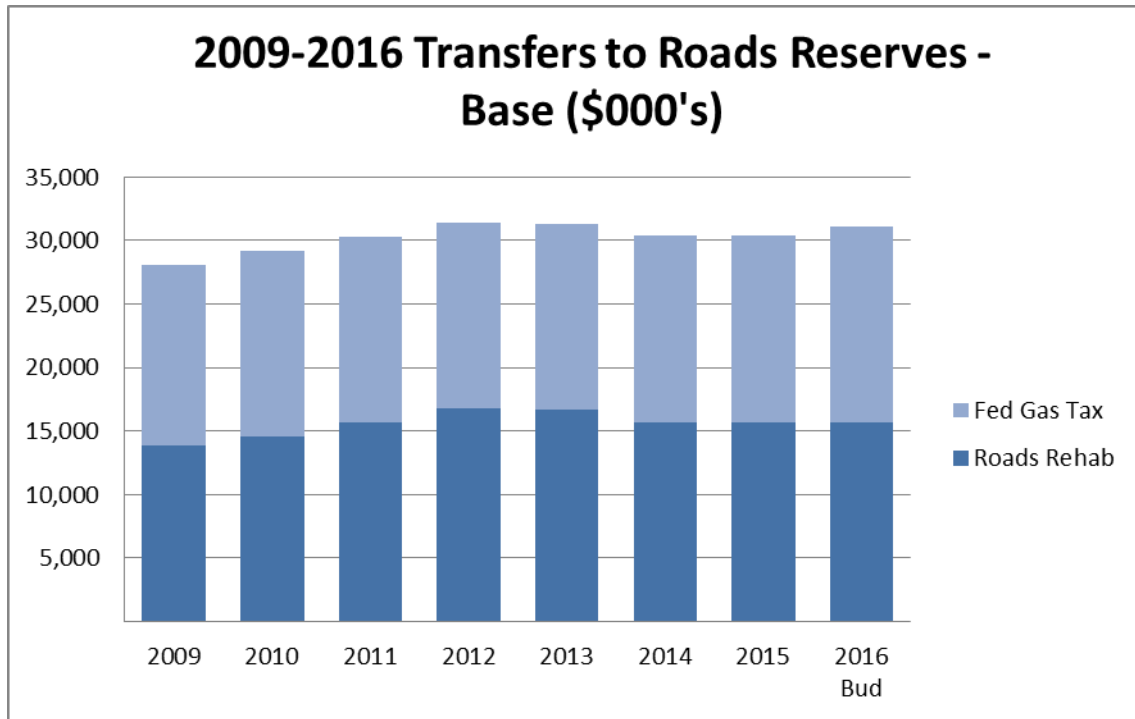
in 2019. This of course would result in future debt servicing cost savings.

3. Transportation Capital Program

Roads Rehabilitation capital projects are predominantly funded from the Roads Rehabilitation and Federal Gas Tax reserve funds. Roads expansion capital projects are predominantly funded from the Roads Capital Levy and Development Charge reserve funds. Debenture financing is projected in those instances where it is estimated that there will not be sufficient funding in the reserves in a given year to support the capital projects identified in the Transportation Capital Plan.

3.1 Roads Base (Rehabilitation) Reserves

The Roads Rehabilitation Reserve currently receives \$15.7 million annually from the tax levy. In addition, all funds received under the Federal Gas Tax Transfer (estimated \$15.4 million in 2016) are used for roads rehabilitation purposes. Total transfers to the roads reserves to fund the base capital program from 2009 to 2016 (preliminary budget) are highlighted in the chart below:



The Roads Rehabilitation and Federal Gas Tax reserves are projected to have a combined balance of \$55 million at the fiscal close of 2015.

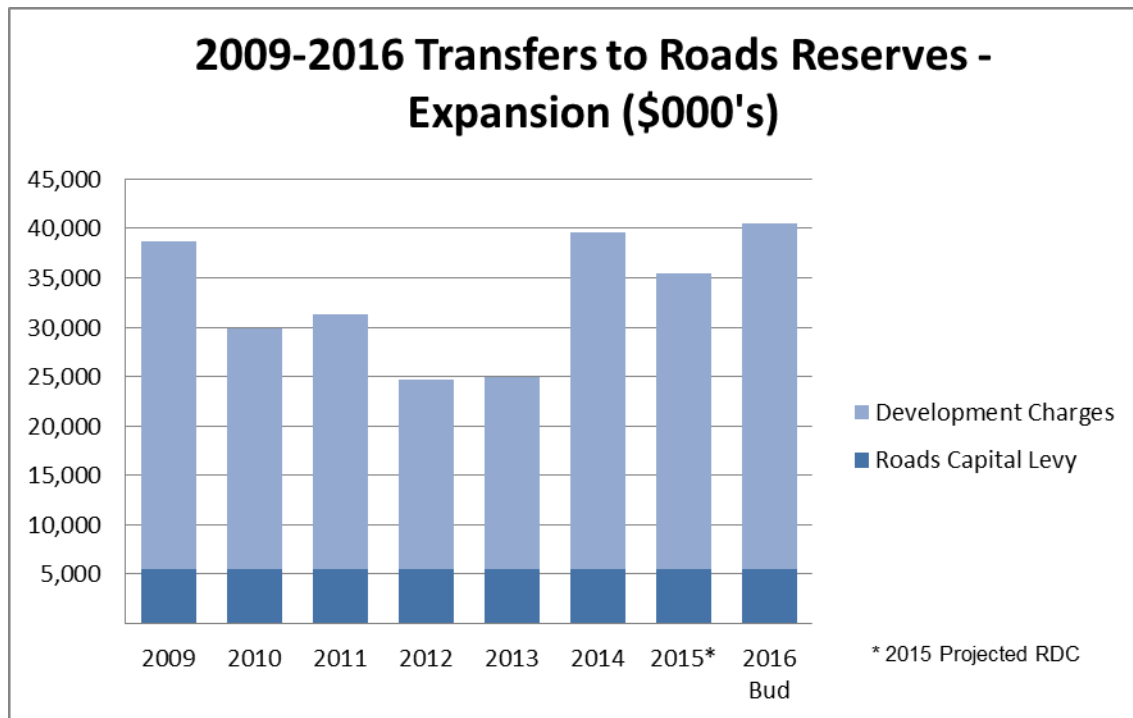
The current budgeted transfers to the Roads Rehabilitation reserve, combined with the federal gas tax funding, would require the issuance of approximately \$77 million (16% of total funding) in debentures over the 10 year program.

3.2 Roads Expansion Reserves

Regional Development Charges (RDCs) are an important source of funding for the growth related portion of the Roads capital expansion program. The purpose of RDCs is to recover growth-related capital costs from those segments of the community (namely residential and non-residential development) which give rise to the need for additional growth-related capital works. The collection of development charges is governed by a Regional by-law that must be updated every 5 years. The Region’s current RDC by-law came into effect on August 1, 2014. Annual transfers to the Roads RDC Reserve are dependent upon, and fluctuate with, development activity in the Region.

The Roads Capital Levy Reserve Fund (RCLRF) provides funding for the Roads capital expansion projects that are not 100% eligible for development charge funding. The RCLRF currently receives \$5.5 million annually from the tax levy.

Total transfers to the Roads Reserves Funds to fund the expansion capital program for 2009-2016 (preliminary budget) are highlighted in the chart below:



The RCLRF and Roads RDC reserves are projected to have a combined balance of \$15 million at the fiscal close of 2015.

The current budgeted transfers to the RCLRF, combined with the estimated development charge collections applicable to roads, would require the issuance of approximately \$92 million (22% of total funding) in debentures over the 10 year program.

Debentures are required largely due to the timing of infrastructure construction versus the collection of development charges. Approximately \$85 million of the total \$92 million in projected debenture requirements are RDC related with debt servicing costs funded from development charges. The remaining debt servicing costs are funded from the RCLRF (tax levy).

Appendix B – Reserve and Reserve Fund Projections (\$000s)

	Dec 31/13	Dec 31/14	Projected			
			2016 Dec 31/15	Contributions / Revenues	2016 Transfers Out / Commitments	2016 Dec 31/16
Reserves:						
Vehicle & Equipment Replacement Lifecycle	\$19,958	\$21,833	\$20,345	\$14,758	(\$12,115)	\$22,987
Working Funds	-	-	-	2,018	(2,018)	-
Police General & Equipment	9,400	9,400	9,400	-	-	9,400
Brownfield Incentive Program	3,763	7,181	8,213	816	(2,693)	6,336
Regional Council Information Technology	2,699	2,771	2,805	35	-	2,840
Other	136	147	162	25	(25)	162
	170	295	546	252	-	799
Total Reserves	\$36,127	\$41,627	\$41,471	\$17,904	(\$16,851)	\$42,524
Reserve Funds:						
Future Capital Expenditures						
Airport Capital	\$2,722	\$3,644	\$4,291	\$1,322	(\$4,394)	\$1,219
Building	2,195	2,156	2,069	90	181	2,340
Capital Levy	3,711	3,540	1,282	3,040	(4,322)	-
Federal Gas Tax	15,677	24,307	22,000	15,953	(30,000)	7,953
Transit Capital	11,237	11,855	8,922	11,709	(16,391)	4,240
Heritage Resources	154	178	155	4	(8)	151
Housing	50,257	51,409	52,127	1,182	(4,862)	48,447
Library Capital	878	981	927	56	(192)	791
Noise Barriers	1,160	1,191	1,000	-	(100)	900
Public Art	453	456	473	68	(315)	225
RTMP	6,789	3,911	8,627	30,455	(31,138)	7,944
Roads Capital Levy	6,417	3,237	2,565	5,539	(7,930)	174
Roads Rehabilitation Capital	20,444	27,169	33,000	16,710	(27,850)	21,860
Cycling System Capital	2,282	2,706	-	-	-	-
Wastewater Capital	21,428	22,419	11,521	65,568	(63,499)	13,590
Water Capital	20,581	26,901	34,767	55,977	(49,820)	40,924
Water Distribution	662	326	229	2,122	(2,099)	252
Wastewater Collection	2,630	2,642	2,979	1,136	(1,177)	2,938
Waste Management	2,318	2,779	2,718	68	-	2,786
Insurance - General	4,609	4,620	4,055	4,069	(4,480)	3,645
Sick Leave	2,138	1,634	1,824	1,718	(1,527)	2,014
Sick Leave- Library	105	108	59	1	-	60
Tax Stabilization	7,547	7,832	7,210	1,611	(1,660)	7,161
Winter Maintenance	792	813	813	-	-	813
Workplace Safety & Insurance Board	11,407	12,221	12,886	2,850	(2,107)	13,629
Total Reserve Funds	\$198,594	\$219,034	\$216,497	\$221,247	(\$253,688)	\$184,056
Total Reserves & Reserve Funds	\$234,721	\$260,661	\$257,968	\$239,151	(\$270,539)	\$226,580



Region of Waterloo

Region of Waterloo

2016 Budget

Information Paper

Waterloo Region Police Services

Budget Committee: December 16, 2015

Preliminary information relating to the Waterloo Regional Police Service (WRPS) 2016 budget was presented to the Police Services Board (PSB) on November 4, 2015. At that time, the preliminary budget was \$151.457 million, which represented an increase of \$5.848 million or 4.02% over the 2015 levy for Police Services. On December 2, 2015, the PSB approved in principle the draft 2016 operating budget of \$150.893 million, which represented an increase of \$5.284 million or 3.63% over the 2015 levy for Police Services. Based on assessment growth of 1.41%, the tax rate impact of this levy increase for Police Services is 0.71%. The Board will further discuss Provincial Anti-Violence Intervention Strategy (PAVIS) funding and the addition of 10 civilian hires prior to final approval of the 2016 operating and 2016-2025 capital plan at its meeting on January 6, 2016.

The following table summarizes the impact of the preliminary 2016 WRPS operating budget as compared to the 2015 approval.

Waterloo Regional Police Services Budget Summary				
	2015 Approved Operating Budget	Proposed 2016 Operating Budget (December 2)	\$ Change	% Change
Expenditure	\$158,696,385	\$165,713,973	\$7,017,588	4.42%
Revenue	13,086,829	14,820,629	1,733,800	(13.25)%
Property Tax Requirement	\$145,609,556	\$150,893,344	\$5,283,788	3.63%
Tax Rate Impact	0.58%	0.71%	--	--

A copy of the December 2, 2015 PSB report is attached to this Information Paper.

Regional Council Authority

Subsection 4(1) of the Police Services Act (the “Act”) requires every municipality to provide “adequate and effective police services in accordance with its needs.”

Subsection 31(1) of the Act requires the municipality’s police services board to be responsible for “the provision of adequate and effective police services” including the responsibility to “generally determine, after consultation with the chief of police, objectives and priorities with respect to police services in the municipality.”

Subsection 4(3) of the Act requires a municipality to be responsible for “providing all the infrastructure and administration necessary for providing such services, including vehicles, boats, equipment, communication devices, buildings and supplies.”

Section 39 of the Act provides as follows:

Estimates

- (1) The board shall submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required,
- (a) to maintain the police force and provide it with equipment and facilities; and
 - (b) to pay the expenses of the board’s operation other than the remuneration of board members.

Same

- (2) The format of the estimates, the period that they cover and the timetable for their submission shall be as determined by the council.

Budget

- (3) Upon reviewing the estimates, the council shall establish an overall budget for the board for the purposes described in clauses (1) (a) and (b) and, in doing so, the council is not bound to adopt the estimates submitted by the board.

Same

- (4) In establishing an overall budget for the board, the council does not have the authority to approve or disapprove specific items in the estimates.

Commission hearing in case of dispute

- (5) If the board is not satisfied that the budget established for it by the council is sufficient to maintain an adequate number of police officers or other employees of the police force or to provide the police force with adequate equipment or facilities, the board may request that the Commission determine the question and the Commission, shall, after a hearing, do so.

Of particular significance above is Subsection 39(4) of the Act, which provides that Council does not have authority to approve or disapprove specific items in the budget

estimates submitted by the Police Services Board. Rather, Council may only approve or disapprove the entirety of the overall budget for the Board, or some lesser or greater global budget amount. In the event that the Board is not satisfied that this overall budget amount is sufficient for it to meet its obligations to maintain an adequate number of police officers and other staff as well as adequate equipment and facilities, then the Board may request that the Ontario Civilian Police Commission, a provincial independent quasi-judicial tribunal, conduct a hearing, with an opportunity for evidence to be presented by both the Municipality and the Board, and render a decision on the Board's budget including any particular proposed expenditures that are in dispute. The Municipality and the Board are then bound by the Commission's decision.

**WATERLOO REGIONAL POLICE SERVICES BOARD***People Helping People***HEADQUARTERS
Finance**

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: December 2, 2015

Subject: Proposed 2016 Budget – Waterloo Regional Police Service

Recommendation:

For Information.

Summary:

The 2016 Proposed Budget report provides the Police Services Board (PSB) a budget position, as of this date. The Senior Leadership Team (SLT) have performed comprehensive reviews of their initial branch and program submissions, acknowledging that, not unlike 2014 and 2015, 2016 will be another challenging year.

As at November 4th, the proposed 2016 Operating Budget included a net levy base budget increase of 3.56% inclusive of \$4.5 million in staffing costs for projected cost of living adjustments, benefits, contractual progressions, and the annualization of four additional civilian positions. Staffing costs account for 92.0% of the proposed 2016 base net levy. The base budget also included an increase in other operating expenses of approximately \$1.5 million. These tax supported increases include but are not limited to sick leave, staff training, firearm and arsenal supplies, body armour and equipment replacement, licensing, legal and consulting fees as well as Regional interdepartmental charges for facilities and fleet maintenance and insurance coverage.

Revenue depicts a net increase of \$846,486 however \$297,850 of this amount is a proposed reserve funding offset to budgeted operating expenditures. The true net revenue increase totals \$548,636. On a gross basis, revenue would have been higher by \$545,000, however, due to the Ministry of Community Safety and Correctional Services (MCSCS) reviewing its grant funding, with a plan to develop an outcomes-based model, the previously approved Provincial Anti-Violence Intervention Strategy (PAVIS) funding has been reduced for 2015, effectively ending December 31st with no commitment to renewed funding for 2016. \$545,000 of PAVIS funding has been removed from base revenue for 2016.

To effectively support areas of identified operational and administrative shortcomings,

the Service’s SLT recommended the addition of 10 civilian staff at the cost of \$664,317, effective April 1, 2016. These additional staff positions have been vetted by Senior Command from an original list of 20. The requested personnel are comprised of five Communicators, a Financial Analyst, a Health and Safety Coordinator, an Occupational Health Nurse, an IT Project/Business Manager and a Mobile Workstation Technician.

The addition of 10 civilian positions increased the net levy budget to 4.02% from a base of 3.56%. With a projected assessment growth rate of 1.5%, at that time, the tax levy impact was calculated to be 0.81%. At the Board’s request, staff was asked to see what could be done to achieve a 0.1% reduction in the tax rate impact.

The most recent information from MPAC is pointing to assessment growth at 1.41% therefore increasing the tax rate impact as at November 4th to 0.83% from 0.81%. To achieve a reduction to a tax rate impact of 0.71%, the budget has been reduced by an additional \$564,146 from the budget presented on November 4th.

Report:

The 2016 base budget is the amount of funding required to deliver the Board’s objectives and priorities with respect to the previously approved level of service for 2015. It does not include funding for new initiatives or expansion requests that could not be found within the current base. Adjustments to the base budget include a proposed COLA increase for salaries inclusive of contractual grade and step advancements, the annualization of prior years’ approved hires, changes to benefit costs, sick leave, training requirements, licensing, legal and consulting fees, and Regional interdepartmental charges for facilities and fleet maintenance and insurance coverage.

The Police Service has successfully utilized base budget reviews to bring forward budget increases that allow for the legislative provision of adequate and effective police services. The annual intent and challenge is to identify sustainable reductions of non-essential items and services. This can prove to be difficult with an emergency services budget whose staffing costs are 92% of the base net levy total. The base budget has been vetted through a comprehensive review process that involved analyzing all expense and revenue categories for the past three years plus current as compared to actuals, including additions for mandatory and non-discretionary expenses. To effectively reduce the base budget could require consideration of service level reductions. The result of the base budget review is depicted in Appendix A, which identifies the expense and revenue categories by object code level and the corresponding adjustments being proposed. Each object code consists of numerous separate expense accounts. Appendix A1 identifies a summary of the main expense code cost drivers.

The following table depicts the summary transition of the 2016 base and expansion budget as of December 2, 2015:

Budget Position January 1, 2015 (Approved)	\$145,609,556
Add: Base Budget Expenditure Adjustments to date	6,030,103
Deduct: Projected Revenue Increase Adjustment for 2016	<u>(846,486)</u>

Total Preliminary Net Levy Base Budget Increase of 3.56%	\$150,793,173
Add: Expansion Requests (10 Civilians)	<u>\$ 664,317</u>
Net Levy Budget Increase at November 4 th of 4.02%	\$151,457,490
Deduct: Net of Deferrals, Equipment Cuts and Reserve Funding	<u>(564,146)</u>
Net Levy Budget Increase at December 2 nd of 3.63%	<u>\$150,893,344</u>

In comparison, the following are the final approved net levy budget increases for the last four years:

Year to Year	Net Levy Budget Increase	Net Tax Rate Impact
2011 to 2012	6.10%	1.30%
2012 to 2013	7.31%	1.74%
2013 to 2014	4.26%	0.81%
2014 to 2015	3.23%	0.58%
<i>2015 to 2016</i>	<i>3.63%</i>	<i>0.71%</i>

The Waterloo Regional Police Service (WRPS) continues to utilize analytics to measure the demands of our community on our ability to provide services and make responsive adjustments to meet performance goals and expectations. Quantifiable measures allow the Service to respond in the most effective and efficient manner, to meet or improve upon performance goals with transparency and accountability.

During 2015 the WRPS, in partnership with the Waterloo Regional Police Association, undertook a second analytical study of its recently implemented front-line deployment model and accompanying shift schedule. The intent was to create a model / schedule that was more conducive to ensuring the community is provided with the optimal level of police services that best reflects the needs of the community and promotes officer wellness. The new shift schedule and zone deployment model will be implemented January 3, 2016 and will continue to be monitored for effectiveness. Accordingly, there are no requests for additional police officers in 2016. A master staffing and facilities plan is to be tabled mid-2016 that will speak to proposed requirements for 2017 forward.

Staffing expansion requests for 2016 are limited to 10 civilian personnel deemed a priority in support of Communications, Human Resources, Information Technology and Finance. These 10 were vetted from a list of 20 proposed additions to operations and support staff.

The Ten Year Capital Budget Forecast has been extensively reviewed with all affected areas within the Service and meetings have been had with Regional Finance personnel to plan adjustments and deferrals. Discussions centered around planned investments in IT infrastructure, facilities renewal, equipment and fleet replacements and how best to finance the proposed expenditures. Even though long term interest (borrowing) rates remain at near historical lows, we continue to review which funding methodology is most efficient and cost effective given the current economic environment. The Ten Year Capital Budget is shown in Appendix B.

Strategic Business Plan:

To ensure the Service's vision of financial budgeting is aligned with accountability and responsible spending.

Financial Implications:

The budget report as presented proposes a preliminary 3.63% net levy increase. The net tax rate impact is 0.71% based on information from MPAC of assessment growth estimated to be 1.41%.

Attachments:

Appendix A – 2016 Base and Expansion Budget Summary
Appendix A1 – Summary of Major Cost Drivers
Appendix A2 – Grant and Secondment Contributions and Recovery
Appendix B – Ten Year Capital Budget Forecast

Prepared By: Joseph A. Steiner, Director of Finance
Susan Wilson, Finance Manager

Approved By: Bryan M. Larkin, Chief of Police

WATERLOO REGIONAL POLICE SERVICE
Base Budget
2016

Appendix A

	2015 Approved Budget	2016 Base Budget	2016 Expansion Requests	2016 Proposed Budget	2016 \$ Change	% Budget Change
EXPENDITURES						
Salaries & Wages	107,188,772	108,358,139	378,619	108,736,758	1,547,986	1.44%
Wages - Grant or Secondment		1,870,734		1,870,734	1,870,734	
Benefits	27,070,069	27,990,874	106,284	28,097,158	1,027,089	3.79%
Benefits - Grant or Secondment		469,178		469,178	469,178	
Staffing Costs	134,258,841	138,688,925	484,903	139,173,828	4,914,987	3.66%
Other Allow & Benefits	1,731,020	2,178,711		2,178,711	447,691	25.86%
Office Supplies	183,850	178,650		178,650	(5,200)	(2.83%)
Materials & Supplies	2,890,713	3,161,779		3,161,779	271,066	9.38%
Maintenance & Repairs	2,055,365	1,887,547		1,887,547	(167,818)	(8.16%)
Small Equipment	2,512,233	1,978,349		1,978,349	(533,884)	(21.25%)
Services	1,022,960	857,115		857,115	(165,845)	(16.21%)
Fees	1,227,368	1,875,046		1,875,046	647,678	52.77%
Rents	853,600	912,376		912,376	58,776	6.89%
Financial Expenses	4,209,960	3,863,071		3,863,071	(346,889)	(8.24%)
Communication Costs	1,598,947	1,537,681		1,537,681	(61,266)	(3.83%)
Meetings & Travel	405,375	458,038		458,038	52,663	12.99%
Grant Recoverable Expenses	7,970	295,710		295,710	287,740	
Interdept'l Charges From	3,467,306	3,820,441		3,820,441	353,135	10.18%
Interfund Trfs (Vehicle Reserve)	1,514,721	2,140,252		2,140,252	625,531	41.30%
Interfund Trfs (RDC)		601,414		601,414	601,414	
Interfund Trfs (Insurance)	756,156	793,965		793,965	37,809	5.00%
Other Operating	24,437,544	26,540,145	0	26,540,145	2,102,601	8.60%
Total Expenditures	158,696,385	165,229,070	484,903	165,713,973	7,017,588	4.42%
REVENUES						
General Police Revenue	3,130,500	3,038,300		3,038,300	(92,200)	2.95%
CPP/Ministry Grants	6,095,339	6,750,364		6,750,364	655,025	(10.75%)
Grant Recoverable Funding	2,072,148	1,898,762		1,898,762	(173,386)	8.37%
PRIDE Revenue	1,696,342	1,730,539		1,730,539	34,197	(2.02%)
Miscellaneous Revenue	92,500	97,500		97,500	5,000	(5.41%)
Interfund Contributions (RDC)		601,414		601,414	601,414	
Interfund Contributions (Reserves)		703,750		703,750	703,750	
Total Revenue	13,086,829	14,820,629		14,820,629	1,733,800	(13.25%)
NET LEVY	145,609,556	150,408,441	484,903	150,893,344	5,283,788	3.63%

Waterloo Regional Police Service

Appendix A1

2016 Budget – Major Cost DriversSalaries, Wages & Benefits:

Salaries, Wages (inclusive of 2015 / 2016 COLA projection) \$3,418,720

Benefits (statutory and contractual retiree coverage) 1,496,267

Other Allowances:

Sick Leave (potential of 22 Uniform / Civilian retirements) 400,000

Staff Training (Mandated and / or Legislated) 48,961

Materials & Supplies:

Firearm and Arsenal Supplies 152,804

Uniforms and Clothing (Body Armour Replacement) 75,418

Janitorial, Materials and Investigative Supplies 42,345

Fees:

License & Communication Fees – Net of Equipment Maintenance Adjustment 406,483

Consulting Fees 238,250

Meetings & Travel:

52,663

Interdepartmental Charges From Region:

Facilities Management Overhead Allocation 127,128

Fleet Management Overhead Allocation 4,373

Fleet Maintenance 62,823

Facilities Rent Allocation 104,997

Lifecycle Provision for Facilities 51,699

Interfund Transfers: Vehicle & Insurance Reserve Funds 37,809**Total of Major Cost Drivers** **\$6,720,740**

Waterloo Regional Police Service
Grant & Secondment Recovery
2016

Appendix A2

<u>Grant / Secondment</u>	<u>Position</u>	<u>Salary & Benefits & Allowances</u>	<u>Grant Recoverable Expenses</u>	<u>Grant Recoverable Funding</u>	<u>Funding Shortfall</u>
Ontario Police College Training Ministry of Public Safety & Security	SECONDMENT	\$ 128,002		\$ (128,002)	\$ -
Ontario Police College Training Ministry of Public Safety & Security	SECONDMENT	\$ 158,886		\$ (148,392)	\$ 10,494
Ontario Police College Training Ministry of Public Safety & Security	SECONDMENT	\$ 129,578		\$ (129,578)	\$ -
Ministry of Community Safety & Correctional Services	SECONDMENT	\$ 183,271		\$ (183,271)	\$ -
		\$ 599,737		\$ (589,243)	\$ 10,494
ROPE (Repeat Offender Parole Enforcement) - OPP & MCSCS	SURVEILLANCE CST.	\$ 132,855		\$ (76,696)	\$ 56,159
PATS (Provincial Anti Terrorism) - OPP & MCSCS	INTELLIGENCE CST.	\$ 139,639		\$ (89,116)	\$ 50,523
CISO - System Refresh			\$ 87,000	\$ (87,000)	\$ -
		\$ 272,494	\$ 87,000	\$ (252,812)	\$ 106,682
HCEIT (Hate Crime Extremism Investigative Team)	N/A		\$ 199,510	\$ (199,510)	\$ -
		\$ -	\$ 199,510	\$ (199,510)	\$ -
PAVIS (Provincial Anti-Violence Intervention Strategy)	INTELLIGENCE SGT.				
	INTELLIGENCE CST.				
	INTELLIGENCE CST.				
	Electronic Surv Analyst Social Media Investigative Assistant	\$ 564,077			\$ 564,077
		\$ 564,077	\$ -	\$ -	\$ 564,077
Sexual Exploitation - OPP & MCSCS ICSE-VI	VICTIM IDENT/CHILD EXPLOIT CST	\$ 136,247	\$ 9,200	\$ (111,935)	\$ 33,512
		\$ 136,247	\$ 9,200	\$ (111,935)	\$ 33,512
Sexual Exploitation - OPP & MCSCS ICSE-Tech	VICTIM IDENT/CHILD EXPLOIT CST				
Sexual Exploitation - OPP & MCSCS ICSE-Tech	VICTIM IDENT/CHILD EXPLOIT CST	\$ 137,095		\$ (115,000)	\$ 22,095
		\$ 137,095		\$ (115,000)	\$ 22,095
TOTAL Misc Provincial Grants		\$ 1,709,650	\$ 295,710	\$ (1,268,500)	\$ 736,860
AFO (Provincial Firearms Officer)	FIREARMS/SEIZED PROPERTY CST	\$ 137,800		\$ (137,800)	\$ -
AFO (Provincial Firearms Officer)		\$ 137,800	\$ -	\$ (137,800)	\$ -
GRT	SECONDMENT	\$ 158,886		\$ (158,886)	\$ -
WRPA President	WRPA PRESIDENT	\$ 174,690		\$ (174,690)	\$ -
University of Waterloo Police	SECONDMENT	\$ 158,886		\$ (158,886)	\$ -
TOTAL Misc Secondments		\$ 492,462	\$ -	\$ (492,462)	\$ -
GRAND TOTAL		\$ 2,339,912	\$ 295,710	\$ (1,898,762)	\$ 736,860



Waterloo Regional Police

Appendix B

Ten Year Capital Forecast (\$000's)
2016 - 2025

	2016	Total											2016 - 2025
	Carryforwa	Request	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
EXPENDITURES													
PROGRAM AREA CAPITAL													
50000 Police Vehicles and Equipment		2,260	2,260	2,143	2,107	2,296	2,267	2,575	2,483	2,680	2,671	2,700	24,182
50003 PRIDE V		1,150	1,150	3,609	4,400	2,650	2,300	3,850	3,000	4,500	2,000	2,500	29,959
50004 Police Vehicles-Growth				144			144		144		144		576
50011 Voice Radio HW and SW Upgrades	253	917	1,170	1,082					1,219				3,471
50012 Training and Range Facilities	264	566	830				699						1,529
50013 Mobile Workstations	750		750			1,561							2,311
50015 Central Communications Centre	1,269		1,269	1,643									2,912
50022 Replacement of North Division	510		510										510
50032 Pistol Replacement						292	292						584
50034 Specialty Vehicle						697							697
50036 Central Division Renovations	1,196		1,196										1,196
50037 Expand/Renov Reporting Centre	210		210	200	50			100					560
50039 Central Division					2,040								2,040
50040 Expansion of Reporting Centre					663								663
50043 Renovation of Investigative Service Unit				750	1,500								2,250
50044 HQ Renovations		250	250	750									1,000
TOTAL PROGRAM AREA CAPITAL	4,451	5,144	9,595	10,177	10,903	7,495	5,002	7,224	6,845	7,180	4,814	5,200	74,435
FACILITIES MANAGED CAPITAL RENEWAL													
75011 Police Central Division Renewal		85	85	250	75	50	25						485
75012 Firearms Training Facility Renewal					43				29	23			95
75013 Police South Division Renewal				144	64	87	139	425	283	133	121	173	1,569
75014 Police North Division Renewal				12		17	12	75	248	167	98	231	860
75016 Police Headquarters Renewal	218	46	264	710	912	369	104	179	554	124	202	289	3,707
75017 Police Investigative Services Renewal		6	6	12			12	75	248	167	98	116	734
75018 Police Reporting Centre Renewal				364	179	75	17	64		46			745
TOTAL FACILITIES MANAGED CAPITAL RENEWAL	218	137	355	1,492	1,273	598	309	818	1,362	660	519	809	8,195
TOTAL EXPENDITURES	4,669	5,281	9,950	11,669	12,176	8,093	5,311	8,042	8,207	7,840	5,333	6,009	82,630



Waterloo Regional Police

Appendix B

Ten Year Capital Forecast (\$000's)
2016 - 2025

	2016 Carryforwa	2016 Request	Total 2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016 - 2025 Total
SOURCES OF FINANCING													
Grants and Subsidies		460	460	1,444	1,760	1,060	920	1,540	1,200	1,800	800	1,000	11,984
Reserve and Reserve Funds													
3980065 Facility Lifecycle Reserve	218	137	355	218	361	229	309	818	1,362	660	519	809	5,640
3980111 Debentures 10 yrs (RDC)					2,507								2,507
3981300 Police Equipment Reserve	750		750										750
3981310 Police General Reserve	210	690	900	450	450	450	450	550	450	450			4,150
3982340 Police Vehicles & Equipment Reserve		2,260	2,260	2,143	2,107	2,296	2,267	2,575	2,483	2,680	2,671	2,700	24,182
3985400 RDC RF Police	204		204	263	144		144		144		144		1,043
Debentures	3,288	1,733	5,021	7,152	4,848	4,059	1,222	2,559	2,569	2,250	1,200	1,500	32,380
TOTAL SOURCES OF FINANCING	4,669	5,281	9,950	11,669	12,176	8,093	5,311	8,042	8,207	7,840	5,333	6,009	82,630