

Capital Investment Strategy

2017-2026 recommended Capital Budget and Forecast



City of Guelph: 2017 recommended Tax-supported
Capital Budget and Forecast

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Introduction

The 2017-2026 recommended Capital Budget and Forecast is the City of Guelph's plan to enable the City to live within its means while taking care of what it owns and planning for the future.

Through the capital budget, the City is investing capital funds into Guelph's infrastructure, ensuring current and future generations will be able to enjoy all the opportunities Guelph has to offer.

The budget is focused on taking care of existing infrastructure, systems and programs to ensure the community's health and safety, and meeting legislative requirements. It strives to balance affordability for the community with current capital and infrastructure needs.

However, due to the historical underfunding of the capital program, the City is unable to meet its current and future infrastructure needs through the recommended budget. Through the Dedicated Infrastructure Renewal Levy report, the City will present its plan to reduce the in-year infrastructure gap as it works to eliminating the infrastructure backlog.

Building the budget

The recommended budget incorporates direction from City Council, including its Council Shared Agenda where projects are categorized by Infrastructure Renewal, Growth and City Building, continued input from community members and the City's Corporate Administrative Plan.

The following elements were considered by the City when prioritizing capital investments for 2017 and forecasting investments for 2018 through 2026.

- Take care of existing assets - investing in City's assets protects the health and safety of people in Guelph, and ensures the City meets its regulatory requirements
- Invest in new, critical projects to ensure the health and safety of the community
- Ensure there is capacity to successfully execute complex capital projects
- Sources of funding - within the capital budget there are three main sources of funding: development charges (DCs), grants and direct tax support. Each source of funding may have specific and limited requirements for their use which can impact the decision to include or exclude a project in a given year.
- An evolving budget approach - the City is open to partnerships that will provide alternate funding sources and enable the City to complete projects that deliver excellent services while creating efficiencies that benefit tax payers and reducing pressure on the capital budget

Finally, the City is mindful of the challenge of transitioning from our current approach of 'cash flow' budgeting to full project approvals as it considers the sources of funding available for individual projects and ensures that existing corporate and financial policies are adhered to.

Challenges

The capital budget strives to ensure the right assets (facilities and infrastructure) are in place to serve our community while maintaining the balance between tax payer affordability and the City's strong financial position.

In order to remain affordable and be responsive to the changing needs of Guelph, the City is required to recommend deferring projects that do not address health and safety or legislative requirements, and/or do not align with corporate or Council priorities, beyond 2017.

The 2017 recommended budget is fully funded, meaning if approved, there would be enough funding to start, continue or finish the programs of work noted in this document. However, the 2017 recommended budget is still significantly inadequate to address the City's infrastructure gap and backlog.

In addition, these challenges have resulted in a 2018-2026 capital forecast which is not fully funded. Based on the current funding, the nine year forecast shortfall is \$191million.

Guelph is not alone. The City's 2015 BMA Financial Condition Assessment noted that all municipalities are facing a growing infrastructure challenge—a funding gap and backlog.

Guelph has two challenges with respect to its infrastructure assets.

- 1) Maintain, replace and build roads, pipes, parks, buildings and other infrastructure in a way that is affordable
- 2) Further fund preventative maintenance in order to avoid the costlier impact of 'break-down' maintenance

Each year the infrastructure backlog grows and puts additional strain on future budgets, passing the financial burden to future generations of Guelph residents.

This is supported by the Canadian Infrastructure Report Card (2016), which highlights that 35 per cent of municipal assets across Canada are in need of attention, and that investment rates are below minimum standards.

The historical underfunding of the City's tax-supported capital program has resulted in funds that are significantly inadequate to cover future needs in areas of infrastructure renewal, growth and city building. Over the past few years, the operating transfer to reserves amount has been lower than the Council-approved guideline of 20 per cent. This decision has been intentional. A lower transfer to reserve amount helps to keep the net operating levy low. However, it has negatively impacted the capital program. Over this same period of time, there has only been enough capital funding to cover that year's capital expenditures which has limited the City's ability to grow its reserves.

The City, through its Dedicated Infrastructure Renewal Levy report (CS-2016-80), is recommending a 0.5 per cent dedicated levy based on the current year's net levy, compounded annually for 10 years. For the 2017 recommended budget, this amount is approximately equal to \$1,117,400.

Introduction

Funding collected through a dedicated infrastructure renewal levy would be placed into a reserve fund. Through the annual budget process, City Council would approve the infrastructure programs of work which would then draw from the reserve.

The City forecasts that the funds collected through a 0.5 per cent, 10-year levy will significantly improve the City's ability to renew and replace aging infrastructure based on Asset Management best practices. If Council chooses to increase the levy amount, the duration of the levy could be reduced. At this time, the City does not recommend a higher levy amount recognizing that residents are facing other financial pressures.

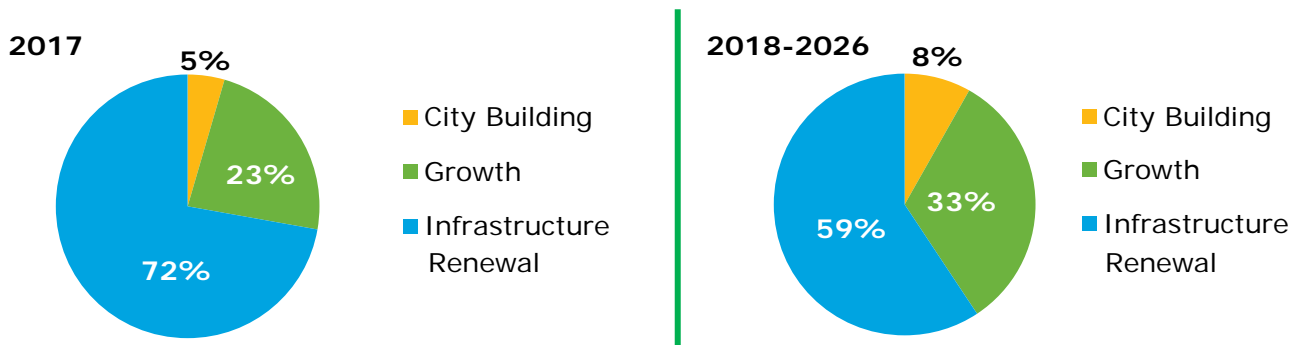
In addition to reviewing the specific capital programs of work to which the levy will fund, Council will reconsider and approve the levy amount on an annual basis to ensure the long-range goals of the City are achievable.

By reviewing the levy amount (or per cent) annually, the City and Council acknowledge that other sources of funding may emerge, such as an increase in dividends from City owned assets or tangible savings from changes in service delivery. At the discretion of Council, a portion of those other sources of funding could be directed into a reserve such as the Infrastructure Reserve.

Financial summary

The recommended 2017 Capital Budget includes a tax-supported operating contribution of 12.68 per cent of last year's net tax levy (less than the Council-approved guideline of 20 per cent). The City will be debt financing \$1.3 million of its capital program in 2017.

The Council Shared Agenda groups capital projects into three areas: City Building Growth and Infrastructure Renewal. The City's capital expenditures for 2017 and the 2018-2026 forecast are heavily focused on infrastructure — ensuring the projects need to maintain the City's structures and systems are funded. The breakdown of capital expenditures by project type is shown in the two charts below.



The funding breakdown of the total capital budget of \$65.877 million includes the following revenue sources: Grants (32 per cent), Development Charges (16 per cent) and transfers from capital reserves (49 per cent) and other (3 per cent).

Programs of work

Over the past two years, the City has been shifting the way it looks at delivering services to the community. As the needs and expectations of the community evolve, the corporation needs to evolve alongside. Changing how we approach capital planning and financing will help the City modernize our service delivery and create more transparency, accountability and participation in that process.

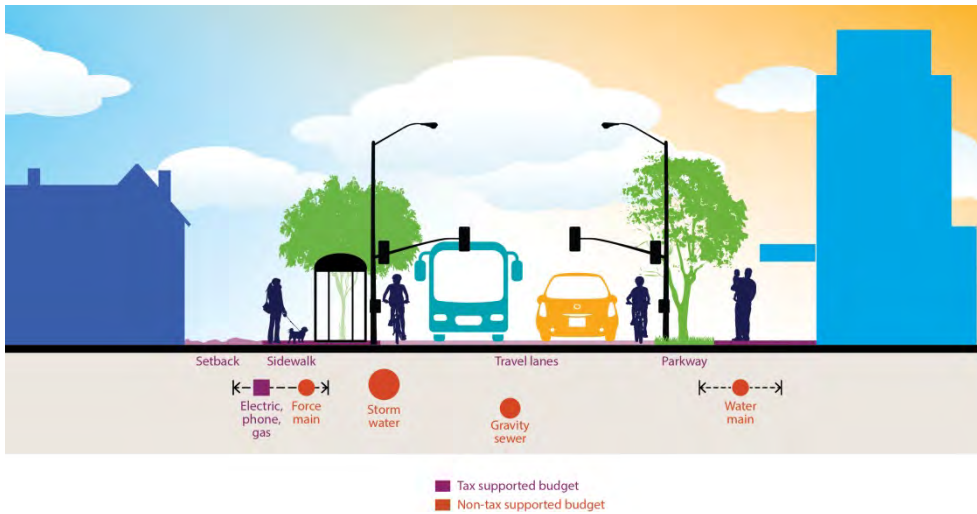
In 2016, projects recommended within the capital program supported the City's broader capital asset program. In 2017, we continue this work by presenting the capital budget through integrated programs of work.

These programs of work enable the City, Council and the community to recognize the connection between multiple projects and across multiple budgets. Further, the information provided through these programs highlights the impacts to the community. As the City works to fix its financial foundation, these programs of work will provide clarity, transparency and accountability for the entire capital program (tax-supported and non-tax-supported).

Connecting non-tax-supported and tax-supported budgets

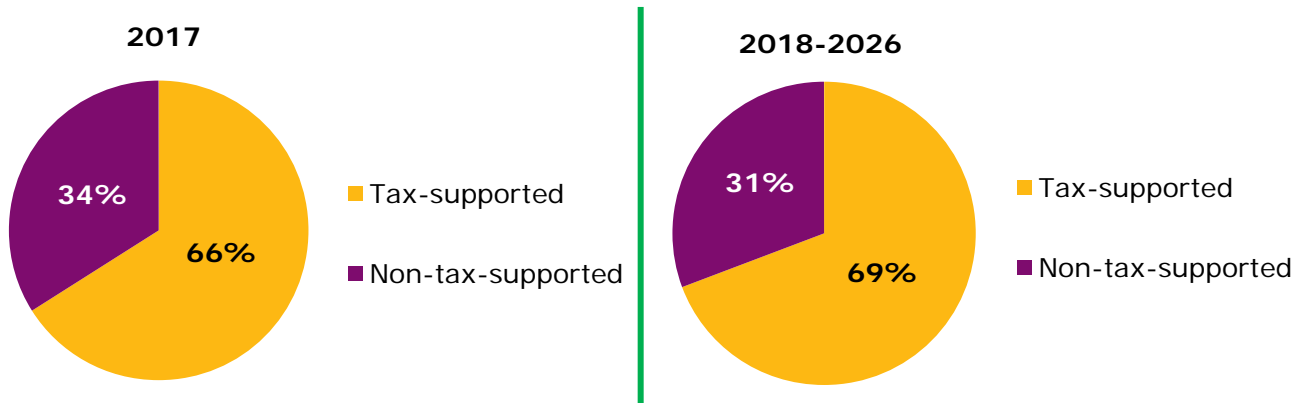
While approved separately, the work undertaken by departments under the non-tax-supported budget and the tax-supported budget are linked.

For example, York Road (Victoria Street to East City limits) requires lifecycle upgrades as well as expansions to accommodate future growth. The City will undertake road repairs using tax-supported capital funds, and water and wastewater repairs using non-tax-supported funds. Should one project be delayed, the City could opt to delay all projects to limit the impact to the community (road closures) or proceed as scheduled which may result in multiple road closures. The following is a representation of tax-supported and non-tax-supported infrastructure.



Introduction

The following charts show the breakdowns the total funding requirements for the all programs of work by budget (tax-supported or non-tax-supported) for the recommended budget and forecast.



Connecting to tax-supported operating budget

The capital budget is focused on funding the construction and/or replacement of assets where the Operating Budget is focused, in part, on funding the day-to-day work that maintains City assets. If we consider the creation of new parks, the City cannot add parks that require maintenance without considering departments have the capacity to take that additional work on within their current staffing levels. As some point, the City will need to invest additional funds into its operating budget to maintain the assets generated through the capital program.

A detailed explanation on how to read a Program of Work, has been included Tab 2, page 21.

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Funding the budget

When evaluating and prioritizing capital plans and projects, the City considers several different kinds of financing options including but not limited to tax-funded capital reserves, Development Charges, debt, grants or subsidies from other levels of government, partnerships, user fees, special taxes or levies etc.

Different funds can be used for certain types of projects and, in preparing the recommended capital budget, the City balances and combines several financing options to make the best use of all available resources.

Throughout 2017 the Corporate Asset Management division will be working to establish improved metrics and guidelines for the City's assets. The guidelines below focus on historical costs as opposed to best practice of using current replacement costs. The difference between historical and current replacement costs on aging assets can be greater than five times the historical value of the asset. As current replacement costs are established, annual spending will be measured using revised targets appropriate for this new methodology.

The following chart outlines the City's current guideline for investing in existing infrastructure. This chart shows the annual capital investment as a percentage of historical and replacement cost.

('000s)							For	Forecast
	2012	2013	2014	2015	2016	Approval	2018	
Buildings (target =2%)	\$3,252,000	\$5,483,400	\$5,191,000	\$5,205,500	\$5,979,500	\$5,341,800	\$7,330,190	
Historical Cost	2.35%	3.38%	3.14%	2.88%	3.23%	2.83%	3.89%	
Replacement Cost	0.47%	0.68%	0.63%	0.58%	0.65%	0.57%	0.78%	
Transportation & Storm Water (target =2-3%)	\$8,598,000	\$8,716,000	\$9,535,000	\$4,275,000	\$8,554,000	\$18,961,000	\$14,138,000	
Historical Cost	3.26%	3.01%	2.95%	1.29%	2.53%	5.50%	4.10%	
Replacement Cost	0.65%	0.60%	0.59%	0.26%	0.51%	1.10%	0.82%	
Vehicle & Equipment (target=10%)	\$9,548,140	\$11,191,010	\$9,106,400	\$11,500,000	\$16,342,800	\$14,080,700	\$13,487,600	
Historical Cost	13.97%	18.26%	12.19%	14.15%	18.36%	14.78%	14.16%	
Replacement Cost	6.99%	9.13%	6.09%	7.07%	9.18%	7.39%	7.08%	

Note: Replacement cost for Buildings, Transportation and Stormwater is estimated to be 5 times historical cost, for Vehicle & Equipment 2 times historical cost. The 2018 forecast is not currently fully funded as per the Dedicated Infrastructure Renewal Levy Report.

Funding the budget

Reserve funds

Reserve funds play a critical role in financing current and future capital projects. According to the City of Guelph's capital financing guideline, the City can use an amount up to but not exceeding 20 per cent of the previous year's net tax levy to fund capital projects; allocating these funds to capital reserves or using them to pay back debt (debt servicing).

The City plans to allocate 12.68 per cent of last year's net tax levy to its capital budget. These calculations are provided in the 2017-2026 Tax-supported Capital Financing Guideline Calculation table on the following page.

There has been an adjustment to the calculation due to two changes undertaken in 2016: Provincial Gas Tax moved from Transit Operating to Capital, and Stormwater moved from the tax-supported to non-tax-supported budget.

- Moving the Provincial Gas tax funding of \$2.7 million for the Transit operations to Transit capital funding required an equal reduction in the tax funding transferred to capital reserves annually in order to not have an impact on the overall net tax levy. This adjustment equates to a 1.26 per cent reduction in the 20 per cent guideline amount.
- Moving Stormwater to the non-tax-supported budget required a reduction of \$1.2 million in the annual tax funding transferred to capital reserves in order to not have an impact on the overall net tax levy. This adjustment equates to a 0.60 per cent reduction in the 20 per cent guideline amount.

The balance of the adjustment is due to adjusting for overall City debt financing.

Funding the budget

2017-2026 Tax-supported Capital Financing Guideline Calculation

('000s)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Assumptions											
Levy Rate Increase %		3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Growth Rate Increase		1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Total		5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Prior Year Net Tax Levy											
	A	\$214,511	\$225,237	\$236,498	\$248,323	\$260,739	\$273,776	\$287,465	\$301,839	\$316,930	\$332,777
Approved Levy											
Increase \$		7,508	7,883	8,277	8,691	9,126	9,582	10,061	10,564	11,093	11,647
Growth Increase \$ (prior year sup)		3,218	3,379	3,547	3,725	3,911	4,107	4,312	4,528	4,754	4,992
Net Taxation Requirement		\$225,237	\$236,498	\$248,323	\$260,739	\$273,776	\$287,465	\$301,839	\$316,930	\$332,777	\$349,416
% of Prior Year Net Tax Levy for Capital	B	12.68%	12.68%	12.68%	12.68%	12.68%	12.68%	12.68%	12.68%	12.68%	12.68%
Capital Funding /Debt Servicing (Max 20% of Prior Yr Net Tax Levy)	C=A*B	\$27,207	\$28,568	\$29,996	\$31,496	\$33,071	\$34,724	\$36,460	\$38,283	\$40,198	\$42,207
Debt Servicing (P&I)	D	\$12,560	\$13,079	\$11,600	\$13,183	\$15,108	\$13,731	\$17,322	\$14,548	\$14,547	\$18,613
Capital Funding Available for Projects & Reserves	=C-D	\$14,648	\$15,488	\$18,396	\$18,313	\$17,963	\$20,993	\$19,138	\$23,736	\$25,650	\$23,595
Annual Impact to Tax Levy (approximation)			0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%

Note: Levy increase and growth rate assumptions are based on historical amounts and do not indicate actual future results.

Funding the budget

The total recommended budget for debt financing and capital reserve contributions is \$ 27.2 million. Of this funding \$ 14.6 million is a direct capital reserve contribution which has been allocated between the three categories highlighted below to show the nature of the expenditure.

2017 Reserve Fund Contributions ('000s)	
Infrastructure Renewal	\$10,021
Growth	\$1,134
City Building	\$3,493
Total Reserve Contributions	\$14,648

10-year capital reserve forecast

As mentioned earlier the City's current capital forecast (2018-2026) is underfunded by \$191 million, this is reflected in the Reserve Schedule forecast in Tab 4.

Discretionary Reserve Funds

The forecasted balances vary from those contained in the Dedicated Infrastructure Renewal Levy report for three reasons:

1. Interest charged to reserves with a negative balance,
2. Partial funding of City Building activities, and
3. Inclusion of reserves not funded by the tax levy (Industrial land and Capital Asset Renewal).

For purposes of the Infrastructure Renewal Levy report both interest and 100 per cent of city building costs were removed and only the infrastructure renewal and growth were included. In these continuity schedules it is assumed that a portion of city building will continue for items such as accessibility, sidewalk infill, contaminated sites obligations and school speed zone activates. This forecast does not assume any additional funding beyond the current 12.68 per cent of the prior year's net levy currently in place. As we move into the 2018 capital budget and beyond, significant shifting of projects will need to occur to ensure tax funded reserves are maintained in a positive position.

Obligatory Reserve Funds

Federal and Provincial Gas Tax reserve funds make up the Miscellaneous Obligatory group; no increase in transfers from either levels of government has been factored in. Currently the final two years of the forecast go into a negative position. This will be addressed as the timeframe approaches and the City have clarity about transfer amounts and capital needs.

Funding the budget

The Development Charge (DC) Reserve Funds (tax-supported areas) are forecasting to continue moving into a negative position over the next 10 years. A portion of this negative balance is funded through debt already issued; as well a portion of future spending will be cash flowed through additional DC funded debt. It is expected that some DC reserve funds will enter into a negative position as key infrastructure is required prior to growth occurring. In 2017, the City will work to develop metrics to measure the degree to which this is acceptable and will make adjustments to the forecasted capital budgets accordingly.

Development Charges

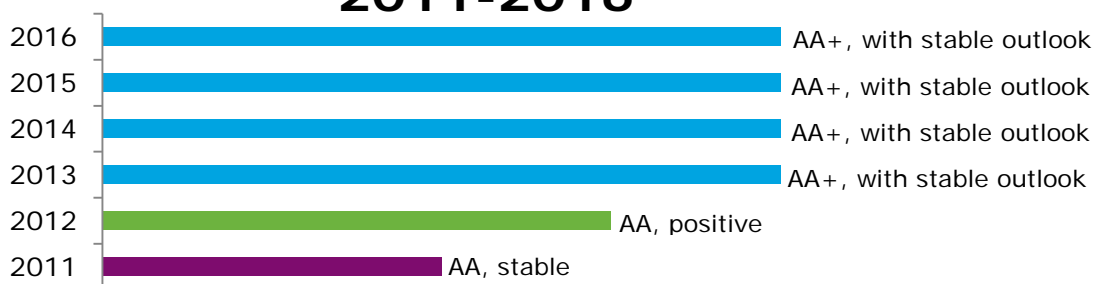
In January 2014, the City approved a Development Charges (DC) bylaw following the completion of DC background study.

The chart in Tab 3 identifies the projects that have been budgeted for in the DC Background Study and are either not budgeted or are not fully budgeted for in the recommended 2017–2026 Capital Budget and Forecast. These differences may be due to a change in development activity location, rate of growth or cost of work. All changes will be incorporated into the next Background Study which is scheduled to commence in 2017.

Dealing with debt

In 2016, the City's credit rating was reaffirmed at AA+ with a stable outlook. This reflects the City's strong financial management framework and policies that drive transparent and accountable financial decisions, including debt management. This solid financial foundation provides a platform on which to maintain quality core services while looking to enhancing quality of life for residents through new services and facilities.

Guelph's credit rating: 2011-2016

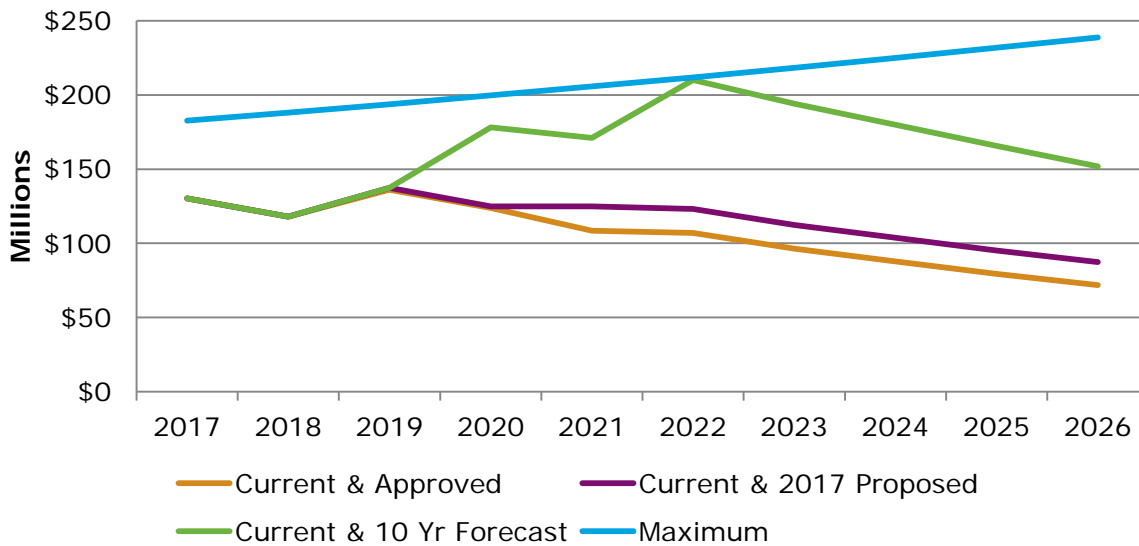


Funding the budget

In 2017, \$1.3 million of tax-supported debt is being recommended. Over the nine year forecast (2018-2026) an additional \$107.9 million is included to fund specific projects.

The following graph compares the City's total current and recommended **debt** to the maximum set out in Guelph's Council-approved Debt Policy. While this graph shows there is room to issue debt for major infrastructure projects, it does not reflect the City's capacity for debt repayment while continuing with the capital program as forecasted. The more debt issued for any type of capital project i.e. infrastructure, city building or growth, the less capital funding will be able to fund new projects.

Total debt to operating fund revenue



Note: The City has not forecasted the issuance of additional debt until 2020; therefore, current, approved, proposed and forecasted outstanding debt amounts are equal until 2020.

Funding the budget

The following chart details the projects, current and recommended, funded through debt.

Current Approved and Proposed Debt Funding ('000s)									
Project # & Description	Current Approved Obligations			2017 Recommended			2018-2026 Forecast		
	Year of Issue	Amount	Tax, DC or Other Funded Debt	Year of Issue	Amount	Tax, DC or Other Funded Debt	Year of Issue	Amount	Tax, DC or Other Funded Debt
Previously Issued Debt	Various	\$133,495.9	Various						
Tax Increment Based Grants	2016-2018	\$7,148.9	Tax						
Baker St. Redevelopment (SS0018, SS0019, SS0020)	2016	\$3,224.0	Tax						
Police Headquarters Renovations (PS0033)	2017	\$8,124.3	Tax						
Police Headquarters Renovations (PS0033)	2017	\$7,000.2	DC						
Wilson Parkade (PG0078)	2018	\$3,740.0	Tax						
Wilson Parkade (PG0078)	2018	\$5,200.0	DC						
Transit Farebox (TC0049)	2017	\$1,300.0	Tax						
Road & Storm (RD0280, RD0286, RD0321, SW0071)	2017	\$3,800.0	Tax						
Fuel Tank Replacement (GG0246)				2019	\$1,300.0	Tax			
Transit Bus Expansions (TC0052)							2021	\$10,482.0	Tax
Neeve Parkade (PG0079)							2020	\$10,000.0	Tax
Wellington Park (PK0071)							2022	\$9,000.0	Tax
Southend Rec Centre (RP0290)							2020	\$11,400.0	Tax
Southend Rec Centre (RP0290)							2020	\$32,000.0	DC
Downtown Library (LB0028)							2022	\$35,000.0	Tax
Total		\$173,033.3			\$1,300.0			\$107,882.0	

Funding the budget

The following is the City's complete debt continuity schedule.

(000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Opening Balance										
Tax Supported	\$87,334	\$81,776	\$74,449	\$85,344	\$98,052	\$95,249	\$136,502	\$123,210	\$111,896	\$100,531
Industrial Development	\$10,000	\$10,000	\$9,000	\$8,000	\$7,000	\$6,000	\$5,000	\$4,000	\$3,000	\$2,000
Elliott	\$8,722	\$7,251	\$5,725	\$4,143	\$2,505	\$850	\$602	\$354	\$106	\$0
Enterprise	\$4,091	\$3,905	\$3,710	\$3,505	\$3,288	\$3,061	\$2,833	\$2,580	\$2,314	\$2,048
Development Charges	\$32,353	\$28,938	\$25,559	\$34,290	\$64,226	\$61,044	\$57,769	\$54,395	\$51,317	\$48,144
Total Opening Debt Outstanding	\$142,500	\$131,870	\$118,444	\$135,283	\$175,071	\$166,204	\$202,706	\$184,539	\$168,634	\$152,724
New Issues										
Tax Supported	\$5,483	\$4,446	\$21,489	\$24,521	\$10,482	\$52,566	\$0	\$0	\$0	\$0
Development Charges	\$0	\$0	\$12,200	\$32,000	\$0	\$0	\$0	\$0	\$0	\$0
Total New Debt Issued	\$5,483	\$4,446	\$33,690	\$56,521	\$10,482	\$52,566	\$0	\$0	\$0	\$0
Principal Repayment										
Tax Supported	\$11,042	\$11,772	\$10,594	\$11,814	\$13,284	\$11,314	\$13,292	\$11,314	\$11,365	\$10,231
Industrial Development	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Elliott	\$1,471	\$1,526	\$1,582	\$1,639	\$1,655	\$248	\$248	\$248	\$106	\$0
Enterprise	\$185	\$195	\$205	\$216	\$228	\$228	\$253	\$266	\$266	\$266
Development Charges	\$3,415	\$3,379	\$3,469	\$2,064	\$3,182	\$3,275	\$3,374	\$3,078	\$3,173	\$3,281
Total Principal Repayment	\$16,113	\$17,872	\$16,850	\$16,733	\$19,349	\$16,065	\$18,166	\$15,906	\$15,910	\$14,778
Ending Balance										
Tax Supported	\$81,776	\$74,449	\$85,344	\$98,052	\$95,249	\$136,502	\$123,210	\$111,896	\$100,531	\$90,300
Industrial Development	\$10,000	\$9,000	\$8,000	\$7,000	\$6,000	\$5,000	\$4,000	\$3,000	\$2,000	\$1,000
Elliott	\$7,251	\$5,725	\$4,143	\$2,505	\$850	\$602	\$354	\$106	\$0	\$0
Enterprise	\$3,905	\$3,710	\$3,505	\$3,288	\$3,061	\$2,833	\$2,580	\$2,314	\$2,048	\$1,782
Development Charges	\$28,938	\$25,559	\$34,290	\$64,226	\$61,044	\$57,769	\$54,395	\$51,317	\$48,144	\$44,863
Total Ending Debt Outstanding (A)	\$131,870	\$118,444	\$135,283	\$175,071	\$166,204	\$202,706	\$184,539	\$168,634	\$152,724	\$137,946
Annual Interest Paid	\$3,977	\$3,582	\$3,098	\$4,134	\$5,734	\$5,683	\$6,996	\$6,498	\$6,061	\$5,705
Annual Principal Paid	\$16,113	\$17,872	\$16,850	\$16,733	\$19,349	\$16,065	\$18,166	\$15,906	\$15,910	\$14,778
Annual Debt Servicing (B)	\$20,090	\$21,454	\$19,949	\$20,867	\$25,082	\$21,748	\$25,162	\$22,404	\$21,971	\$20,483
Operating Fund Revenue - S&P (C)	\$332,129	\$342,122	\$352,431	\$363,068	\$374,043	\$385,368	\$397,053	\$409,112	\$421,556	\$434,398
Uncommitted Reserve Balance (D)	\$100,054	\$74,584	\$22,194	(\$22,104)	(\$22,104)	(\$22,104)	(\$22,104)	\$16,344	\$26,241	\$39,573

Funding the budget

Debt ratios

Including all approved, recommended and forecasted debt, the City is projecting to stay within its Debt Servicing to Operating Fund and Total Debt to Operating Fund ratios.

Based on current reserve balances and forecasted contributions, as noted below, the City will exceed its Debt to Reserve ratio in 2017. This is primarily due to the historical underfunding of the capital program and depletion of reserves. As the City continues work on its long-range financial plan and the development of its asset management program, this ratio will be monitored, addressed and updated. This work will also address the not fully funded capital forecast.

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Debt Servicing/Operating Fund Revenue (B/C) (Max 10%)	6.0%	6.3%	5.7%	5.7%	6.7%	5.6%	6.3%	5.5%	5.2%	4.7%
Total Debt/Operating Fund Revenue (A/C) (Max 55%)	39.7%	34.6%	38.4%	48.2%	44.4%	52.6%	46.5%	41.2%	36.2%	31.8%
Debt to Total Reserve Ratio (A/D) (Max 1:1)	1.32	1.59	6.10	N/A	N/A	N/A	N/A	10.32	5.82	3.49

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Capital Programs of work

As mentioned in the introduction and introduced through the non-tax-supported capital budget, the purpose of presenting capital projects within a program of work it is to highlight the connection between individual projects, the connection between various budgets and the impacts these projects have on the operating budget.

In previous years, Council may have approved a water capital project through the non-tax-supported budget and not approved a road project under the tax-supported budget. This could have resulted in the delayed execution of the water project or multiple road closures for the public due to uncoordinated work.

The intent of the program of work is to seek Council's endorsement for the entire program of work. With that said, Council will continue to approve the budget each year when the programs of work are updated and brought forth through the capital budget.

Program of work content

Each program of work contains the same basic information:

- Description of the program
- Benefits, and risks associated with doing or not doing the work
- Highlights for coming year
- Financial investment summary
- Given year's budget request and related funding sources
- Operating impact (for the given year or future years)

Some programs of work are complex and will be further broken down into sub-programs. In this case the same basic information, with the exception of financial information, will be included. The City has chosen not to include the financial information for sub-programs as this information has been accounted for in the program of work. Sub-programs are intended to provide further clarification on the description of work, risks and work planned for the upcoming year.

Fully funded and not fully funded budgets

Similar to the 2016 budget, the City is presenting a fully funded budget for approval (2017) and a not fully funded forecast (2018-2026) for receipt. Based on historical trends and the City's current financial status, the City projects there will not be enough funding available to fully implement or complete all the Capital Programs of Work as described in the budget document.

The City has provided Council with an information report titled *Financial Implications of City Building Projects on the Capital Budget* detailing the background, status and financial implications of the major capital programs of work under City Building which are not fully funded in the forecast: South End Community Centre and Downtown Secondary Plan, including the library. These programs of work do not have associated projects or funding requirements for 2017.

Capital Programs of Work

The City, through this report and the budget, will seek Council's direction on the inclusion or exclusion, and related funding sources for these programs. Should Council choose to not proceed with the forecast, in 2017, the City will provide options for Council to consider with respect to certain projects (i.e., library). In some cases, while Council may choose not to spend the forecasted amount (i.e., \$47 million), it may still be necessary for the City to spend money on the project. For example, in absence of constructing a new library building, funds will be required for the renewal of the current building.

Capital Programs of Work

Program title	2017 tax-supported budget impact ('000s)	Total program budget impact ('000s)	Page
Active Transportation	\$2,199	\$24,841	25
Bridges & Structures	\$855	\$17,486	28
Building Expansion, Renewal & Upgrade	\$5,322	\$56,786	31
Contaminated Sites	\$2,075	\$20,025	34
Downtown Implementation	\$2,145	\$102,834	37
Downtown Infrastructure Renewal	\$2,472	\$42,970	40
Total Downtown Work	\$4,617	\$145,804	
Sub-program - Wilson Street: Gordon St to Macdonell St			43
Sub-program - Arthur St. Wastewater Trunk Capacity Upgrades			44
Full Corridor Reconstruction, Growth	\$1,400	\$131,182	45
Sub-program - Bristol St Wastewater Trunk Capacity Upgrades			48
Sub-program - Niska Rd: City Boundary to Downey Rd			49
Sub-program - Speedvale Ave E Water Transmission and Wastewater Trunk Capacity Upgrades			50
Full Corridor Reconstruction, Renewal	\$2,398	\$46,750	51
Sub-program - Metcalfe St: Speedvale Ave E to Eramosa Rd			54
Sub-program - Wheeler Ave: Elizabeth St to Ferguson St			55
Sub-program - Woodlawn Rd W: Silver Creek Pkwy N to Regal Rd			56
Hanlon Creek Business Park	\$404	\$19,453	57

Capital Programs of Work

Program title	2017 tax-supported budget impact ('000s)	Total program budget impact ('000s)	Page
IT Innovation	\$3,081	\$28,532	60
Outdoor Spaces	\$2,688	\$45,592	63
Planning & Studies	\$3,951	\$18,620	66
Road & Right of Way	\$3,404	\$46,672	69
South End Community Centre	\$0	\$60,365	72
Traffic Signals & Intersection Improvements	\$1,755	\$17,811	75
Transit Growth Strategy	\$0	\$13,666	78
Tree Canopy	\$555	\$5,090	80
Vehicle & Equipment	\$19,745	\$188,306	83
Wastewater Collection	\$0	\$18,316	87
Water Distribution Network	\$0	\$2,0746	90

Active Transportation

Lead Service Area

**Public Services
and
Engineering and Capital
Infrastructure Services**

Lead Department

Parks & Recreation

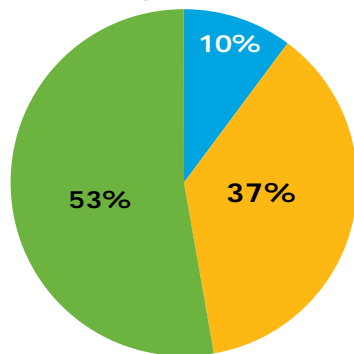
Total Capital Investment

2017 \$2,198,800

Tax-supported Investment

2017 \$2,198,800

**Capital expenditure
type**



■ Infrastructure Renewal

■ City Building

■ Growth

Description

This program results from the findings of the approved transportation master plan, cycling master plan trails master plan and sidewalk need assessment. Funding provides for the continuation of work along Woodlawn road on the multi-use trail, significant sidewalk infill as identified in the needs assessment and extension of the City's trail network.

Benefits and associated risks

This program aims to improve accessibility for non-motorized transportation throughout the City. This has benefits toward transportation demand management (mode shifting) and greenhouse gas emission reductions. In addition overall accessibility is improved through the connection of the various networks to limit the number of barriers to movement.

This work is key to ensuring the City eliminates gaps in the cycling and pedestrian networks that may place people in unsafe situations where facilities suddenly end, with the potential of contributing to a higher collision rate, and reduced mobility and recreational opportunity throughout the community.

2017 highlights

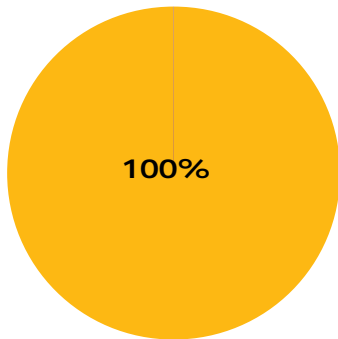
Outdoor Spaces \$1,183,800

- Speed River Trail West
- Guelph Lake/Nima Trail
- Royal City Park Trail

Road Allowance \$1,015,000

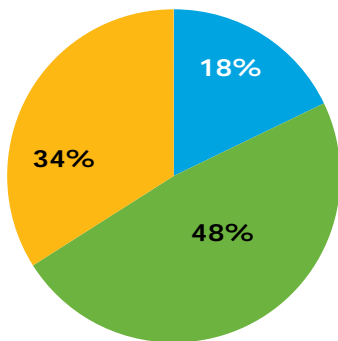
- Woodlawn Road multi-use trail
- Sidewalk Connectivity Improvements

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Grant
- DC
- Tax

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Outdoor Spaces	\$1,184	\$1,416	\$1,649	13,370	17,618
Road Allowance	\$1,015	\$907	\$1,791	\$3,510	\$7,223
Total	\$2,199	\$2,323	\$3,440	\$16,880	\$24,841

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$2,199	Tax	\$748
		Grants	\$392
		DC	\$1059
Non-tax-supported budget	\$0		
Total	\$2,199		\$2,199

Operating impacts

There are no known operating impacts at this time.

Capital Programs of Work

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Active Transportation**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Development Charges	Tax Funded	Rate Funding
Outdoor Spaces											
PK0002 GUELPH TRAILS	1,010,000	750,000	1,350,000	1,500,000	2,100,000	6,275,000	12,985,000		11,686,500	1,298,500	
PK0099 SPEEDVALE AVE. UNDERPASS TRAIL	50,000	550,000					600,000			600,000	
PO0028 TRAIL LIFECYCLE	123,800	115,900	298,500	491,900	190,000	2,812,900	4,033,000			4,033,000	
Total Outdoor Spaces	1,183,800	1,415,900	1,648,500	1,991,900	2,290,000	9,087,900	17,618,000		11,686,500	5,931,500	
Road Allowance											
RD0283 NEW SIDEWALK CONSTRUCTION	490,000	240,000	240,000	240,000	240,000	240,000	1,690,000	1,352,000		338,000	
RD0321 ACTIVE TRANSPORTATION	300,000	412,000	1,326,000	300,000	300,000	1,500,000	4,138,000		2,069,000	2,069,000	
RD0333 RIGHTOFWAY INFR SUSTAIN	50,000	50,000	50,000	50,000	100,000	540,000	840,000			840,000	
RD0334 SIDEWALK ACCESSIBILITY IMPROVE	175,000	185,000					360,000			360,000	
SW0077 STORM WATER - ACTIVE TRANSPORTATION		20,000	175,000				195,000				195,000
Total Road Allowance	1,015,000	907,000	1,791,000	590,000	640,000	2,280,000	7,223,000	1,352,000	2,069,000	3,607,000	195,000
Total Active Transportation	2,198,800	2,322,900	3,439,500	2,581,900	2,930,000	11,367,900	24,841,000	1,352,000	13,755,500	9,538,500	195,000

Bridges & Structures

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

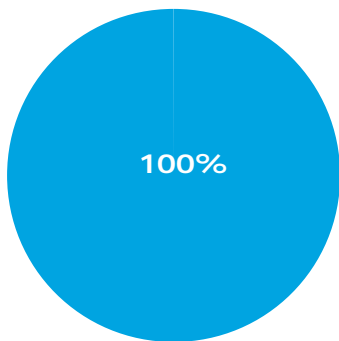
Total Capital Investment

2017 \$855,000

Tax-supported Investment

2017 \$855,000

**Capital expenditure
type**



■ Infrastructure Renewal

Description

Provincial regulations require all bridges to be inspected at least once every two years. The 2009 replacement value for the Bridge and Structure inventory was \$65M. The City owns and maintains a number of bridges, culverts, retaining walls, and stairs. Many of these structures are over 50 years old and require ongoing maintenance to ensure public safety. Capital projects are based on the recommended life cycle rehabilitation work as reported in the structure inspection reports. The suggested projects align with the reconstruction of streets, underground infrastructure improvements and incorporation of bicycle lane initiatives.

Benefits and associated risks

Pedestrian and vehicle bridges are a substantial and vital part of the City's transportation infrastructure system. In many cases, the bridges span over watercourses and roadways, and require regular maintenance, rehabilitation, and eventual replacement to minimize the risk of failure, and ensure levels of service.

2017 highlights

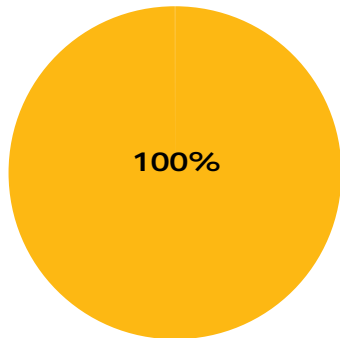
Pedestrian

- 100 Steps: Elizabeth St to Grange St

Vehicle

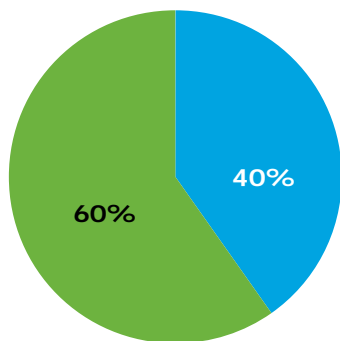
- Edinburg Rd S Bridge Waterproofing and Resurfacing

Capital budget approval allocation



- Tax-supported
- Non-tax support

Funding sources



- Grants
- Tax

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Pedestrian	\$250	\$0	\$600	\$4,530	\$5,380
Vehicle	\$605	\$2,227	\$275	\$8,999	\$12,106
Total	\$855	\$2,227	\$875	\$13,529	\$17,486

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$855	Tax	\$511
		Grants	\$344
Non-tax-supported budget	\$0		
Total	\$855		\$855

Operating impacts

There are no known operating impacts at this time.

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Bridges & Structures**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Tax Funded
Bridges & Structures									
Pedestrian									
RB0006 PEDESTRIAN BRIDGE RECONSTRUCT	250,000		500,000	500,000	500,000	2,500,000	4,250,000		4,250,000
RD0330 EMMA/EAR PEDESTRIAN BRIDGE			100,000	1,030,000			1,130,000		1,130,000
Total Pedestrian	250,000		600,000	1,530,000	500,000	2,500,000	5,380,000		5,380,000
Vehicle									
RB0003 BRIDGE RECONSTRUCTION	175,000	152,000		175,000	200,000	5,574,000	6,276,000		6,276,000
RB0005 SPEEDVALE AVE BRIDGE		1,800,000					1,800,000	1,440,000	360,000
RD0284 STRUCTURE REHABILITATION	430,000	275,000	275,000	275,000	275,000	2,500,000	4,030,000	3,224,000	806,000
Total Vehicle	605,000	2,227,000	275,000	450,000	475,000	8,074,000	12,106,000	4,664,000	7,442,000
Total Bridges & Structures	855,000	2,227,000	875,000	1,980,000	975,000	10,574,000	17,486,000	4,664,000	12,822,000
Total Bridges & Structures	855,000	2,227,000	875,000	1,980,000	975,000	10,574,000	17,486,000	4,664,000	12,822,000

Building Renewal

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

Facilities Management

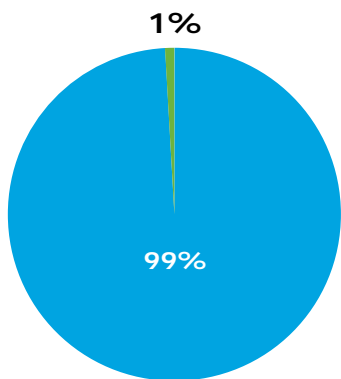
Total Capital Investment

2017 \$5,341,800

Tax-supported Investment

2017 \$5,322,000

Capital expenditure type



■ Infrastructure Renewal

■ Growth

Description

This program accomplishes a variety of functions; renovations and maintenance of the City's facilities, building condition assessments, structural repairs to ensure integrity of all facilities and minor upgrades and expansions.

Benefits and associated risks

Maintaining the buildings in good working condition ensures that the City is able to provide services without interruption. Facilities may be inwards-facing or open to the public directly. It is essential to ensure they provide the functions needed, at the right levels of comfort, so that staff is able to maintain the levels of service that they are required to and the community has a positive and enjoyable experience.

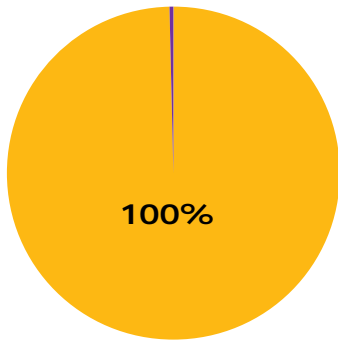
Elimination of funding from this program will impact the ability to maintain the overall condition of the City's buildings at a suitable level. It may not perform at the level the services and programs operating out of it require, or may require closure of a facility, and potentially significant future investment to restore the facilities to the appropriate condition as dictated by the desired service level.

2017 highlights

- McCrae House – renovations to Coach house
- Civic Museum – repointing of exterior walls
- Goldie Mills – renovation of washroom facilities
- Evergreen Centre – washroom renovation and parking lot resurfacing

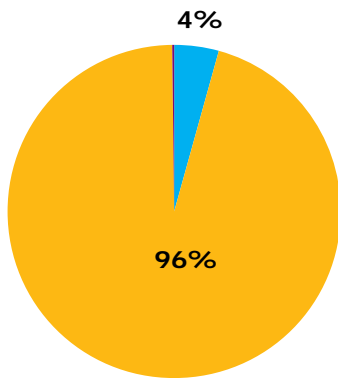
Capital Programs of Work

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Grant
- Tax
- Partner

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Expansions & Upgrades	\$850	\$365	\$875	\$7,105	\$9,195
Renewal	\$4,211	\$6,450	\$6,958	\$28,376	\$45,995
Structural	\$281	\$515	\$100	\$700	\$1,596
Total	\$5,342	\$7,330	\$7,933	\$36,181	\$56,786

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$5,322	Tax	\$5,092
		Grants	\$230
Non-tax-supported budget	\$20	Own Revenue	\$10
		Partner	\$10
Total	\$5,342		\$5,342

Operating impacts

There are no known operating impacts at this time.

Capital Programs of Work

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Building Expansion, Renewal & Upgrades**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	Tax Funded
Building Expansion, Renewal & Upgrades												
Expansion & Upgrades												
GG0180 ACCESSIBILITY IMPROVEMENTS	200,000	200,000	200,000	200,000	200,000	800,000	1,800,000					1,800,000
GG0208 MUNICIPAL ST BLDG EXPANSION					1,350,000		1,350,000				1,066,500	283,500
GG0231 45 MUNICIPAL BUILDING UPGRADES						200,000	200,000					200,000
LB0020 MAIN LIBRARY UPGRADES	160,000		60,000			470,000	690,000					690,000
LB0021 BRANCH EXPANSION- BULLFROG					310,000		310,000					310,000
LB0025 LIBRARY - BULLFROG - ACCESSIBILITY IMPROVEMENTS				50,000			50,000					50,000
LB0033 BRANCH UPGRADES & SUSTAINABILI	30,000	65,000	15,000	35,000		215,000	360,000					360,000
MU0013 MCCRAE COACH HOUSE RENOS	460,000				25,000		485,000	230,000				255,000
WM0040 HOUSEHOLD HAZARDOUS WASTE EXPANSION		100,000					100,000					100,000
WR0001 MRF BUILDING UPGRADE						3,250,000	3,250,000					3,250,000
WR0002 REUSE CENTRE			600,000				600,000					600,000
Total Expansion & Upgrades	850,000	365,000	875,000	285,000	1,885,000	4,935,000	9,195,000	230,000			1,066,500	7,898,500
Building Renewal												
FS0054 FIRE FACILITY RENEWAL	135,000	358,000	95,000	492,000	260,500	1,602,500	2,943,000					2,943,000
GG0158 COURTS FACILITY RENEWAL	20,000		25,000	14,000	20,000	139,900	218,900		109,450	109,450		
GG0233 OPERATIONS AND TRANSIT FACILITY RENEWAL	462,000	10,000		2,523,000	415,000	2,048,500	5,458,500					5,458,500
GG0245 ADMINISTRATINO FACILITY RENEWAL	480,000	762,330	1,762,500	700,000	475,000	2,137,075	6,316,905					6,316,905
LB0034 LIBRARY FACILITY RENEWAL	339,000	74,000				363,000	776,000					776,000
PO0021 PARKS FACILITY RENEWAL	559,800	1,161,860	531,870	451,100	294,600	836,486	3,835,716					3,835,716
PS0068 POLICE FACILITIES RENEWAL						2,213,800	2,213,800					2,213,800
RF0080 RECREATION FACILITY RENEWAL	1,665,000	3,884,000	1,844,100	3,014,500	1,137,800	6,111,850	17,657,250					17,657,250
WC0002 TRANSFER STATION UPGRADES	50,000	200,000	2,700,000	700,000			3,650,000					3,650,000
WC0003 SOLID WASTE ADMIN UPGRADES				225,000	2,000,000		2,225,000					2,225,000
WC0012 SOLID WASTE BUILDING RENEWAL						100,000	100,000					100,000
WC0014 SOLID WASTE ASPHALT RENEWAL	500,000						500,000					500,000
WN0002 SNOW DISPOSAL FACILITY RENEWAL						100,000	100,000					100,000
Total Building Renewal	4,210,800	6,450,190	6,958,470	8,119,600	4,602,900	15,653,111	45,995,071		109,450	109,450		45,776,171
Structural												
GG0234 FACILITY STRUCTURAL RENEWAL	281,000	515,000	100,000	100,000	100,000	500,000	1,596,000					1,596,000
Total Structural	281,000	515,000	100,000	100,000	100,000	500,000	1,596,000					1,596,000
Total Building Expansion, Renewal & Upgrades	5,341,800	7,330,190	7,933,470	8,504,600	6,587,900	21,088,111	56,786,071	230,000	109,450	109,450	1,066,500	55,270,671

Contaminated Sites

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

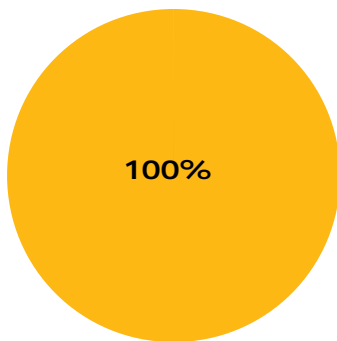
Total Capital Investment

2017 \$3,075,000

Tax-supported Investment

2017 \$2,075,000

**Capital expenditure
type**



- Infrastructure Renewal
- City Building
- Growth

Description

Consists of the activities required to manage the City's liabilities associated with city-owned environmentally contaminated sites. There are at least 43 City owned properties, roads and/or right-of-ways (ROW) that are known to be contaminated or are potentially contaminated based on their historical usage (e.g. as former industrial or commercial uses or historical landfill sites). The financial liability associated with these sites was identified and accounted for under the Public Sector Accounting Board (PSAB) Standard- PS 3260- Liability for Contaminated Sites in 2015 and the City estimates it could cost up to \$30 million to maintain, mitigate, or remediate these properties based on current information. Main focus is to manage the City's contaminated site liabilities from an engineering perspective.

In May 2016, Council directed BDE to establish a partnership with two non-governmental entities for the purpose of redeveloping the former IMICO property. BDE's component of the requested 2017 budget is intended to be used to further advance pre-planning activities, which will support applications to anticipated provincial and/or federal government infrastructure, social and/or brownfield remediation funding programs. It is the intent to use these funds to also leverage funding with the noted non-governmental entities and the Council approved development partners.

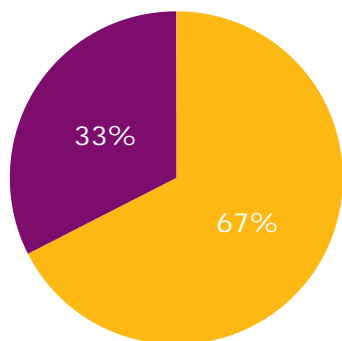
Benefits and associated risks

The benefits to managing these sites include: investing in our assets to prepare them for potential divestiture or redevelopment, working towards revitalizing neighborhoods, reducing the city's liability for contaminated sites (thereby maintaining or improving the City's credit rating), protecting the city's groundwater, managing public health/safety, compliance with the MOECC Order, avoidance of future MOECC Orders (i.e., maintaining control of scope and cost), and ensuring environmental issues are not exacerbated due to lack of management (resulting in increased costs in the future).

The risks of not managing the contaminated site portfolio include: fines for non-compliance with MOECC Orders, issuance of future Orders (loss of control of scope, schedule, and cost), stalling redevelopment, exacerbation of contamination (i.e., making the problem worse), continued liability (published through PSAB), and risk to public health/safety and environmental protection will not be managed. Lack of funding for BDE's activities may impede the City's ability to respond in a business-like manner with the Council approved development partners. It may also put at risk the ability of the City to re-act quickly to

Provincial/Federal funding program announcements which may benefit the remediation of this brownfield property.

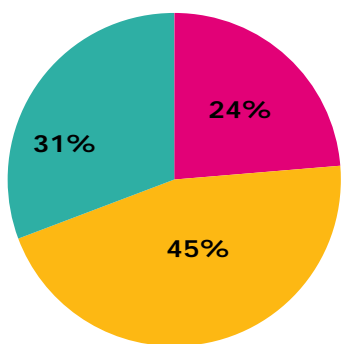
Capital budget approval allocation



■ Tax-supported

■ Non-tax-supported

Funding sources



■ Rate ■ Tax ■ Debt

2017 highlights

- Continued investigation and remediation of former IMICO site, Fountain Street Site and retired landfill sites
- Development of partnership for redevelopment of former IMICO site
- Removal, remediation and replacement of Operations Fuel System

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Fountain St.	\$175	\$175	\$175	\$10,825	\$11,350
IMICO Site	\$1,250	\$1,150	\$950	\$1,300	\$4,650
45 Municipal St.	\$1,300	\$0	\$0	\$0	\$1,300
Retired Landfills	\$350	\$595	\$1,315	\$5,465	\$7,725
Total	\$3,075	\$1,920	\$2,440	\$17,590	\$25,025

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$2,075	Tax	\$625
		Debt	\$1,300
Non-tax-supported budget	\$1,000	Rate	\$1,000
Total	\$3,075		\$3,075

Operating impacts

There are no known operating impacts at this time.

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Contaminated Sites**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Tax Funded	Debt	Rate Funding
Fountain St Parking Lot										
PL0058 SITE MONITORING & REMEDIATION	175,000	175,000	175,000	1,075,000	1,050,000	8,700,000	11,350,000	11,350,000		
Total Fountain St Parking Lot	175,000	175,000	175,000	1,075,000	1,050,000	8,700,000	11,350,000	11,350,000		
IMICO Site										
PL0040 SITE MONITORING & REMEDIATION	150,000	1,150,000	950,000	550,000	100,000	650,000	3,550,000			
PL0064 IMICO PLANNING	100,000						100,000	100,000		
ST0022 IMICO SITE MONITORING & REMEDIATION	500,000						500,000			500,000
WT0036 IMICO SITE MONITORING & REMEDIATION	500,000						500,000			500,000
Total IMICO Site	1,250,000	1,150,000	950,000	550,000	100,000	650,000	4,650,000	100,000		1,000,000
45 Municipal St.										
GG0246 MUNICIPAL ST FUEL TANK REPLACEMENT	1,300,000						1,300,000		1,300,000	
Total 45 Municipal St.	1,300,000						1,300,000		1,300,000	
Retired Landfill Sites										
PL0059 2016 - 2018 HISTORICAL LANDFILL INVESTIGATION	350,000	595,000					945,000	945,000		
PL0060 2019 - 2021 HISTORICAL LANDFILL INVESTIGATION			1,315,000	1,400,000	1,800,000	2,265,000	6,780,000	6,780,000		
Total Retired Landfill Sites	350,000	595,000	1,315,000	1,400,000	1,800,000	2,265,000	7,725,000	7,725,000		
Total Contaminaited Sites	3,075,000	1,920,000	2,440,000	3,025,000	2,950,000	11,615,000	25,025,000	19,175,000	1,300,000	1,000,000

Downtown Implementation

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Business Development
and Enterprise**

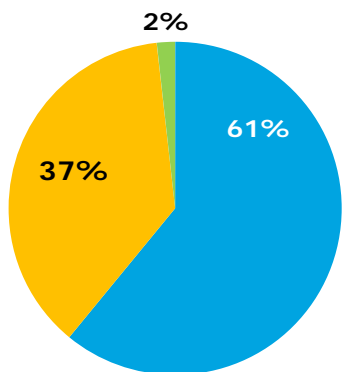
Total Capital Investment

2017 \$2,145,000

Tax-supported Investment

2017 \$2,145,000

**Capital expenditure
type**



■ Infrastructure Renewal

■ City Building

■ Growth

Description

The Downtown Secondary Plan is a comprehensive vision for revitalizing downtown Guelph up to 2031. It addresses the requirements of both municipal and provincial growth plans by planning for increased residential development to complement continued commercial and employment growth and cultural activities in the downtown core. The implementation of the Secondary Plan is complex, requiring the alignment of projects and partnerships between the City, private landowners, institutions, downtown businesses and others.

Benefits and associated risks

Significant private sector development momentum has been created around the Downtown Secondary Plan since 2012. There are over 1,000 housing units and over 100,000sqft of commercial space has been approved, in development or constructed over the past five years. This addresses approximately a third of the growth targets in the 2031 planning horizon and the creation of significant new assessment growth and economic activation into the downtown area.

Parking infrastructure has not had significant renewal over the last decades but is now the focus of the Parking Master Plan adopted by Council in 2015. Addressing parking needs in the evolving urban area is fundamental to growing the economic vitality and value of downtown and to continue to attract and maintain additional employment sector investment activity.

Addressing aging infrastructure is not easy. The projects can be complex with multiple stakeholders impacted and needing to be managed during project delivery. However, delaying the investment simply defers escalating costs and has the potential to stall ongoing development activities and future interests.

2017 highlights

Parking **\$2,070,000**

Structure repairs at existing parkades

Installation of on street paid parking machines

Open Spaces **\$75,000**

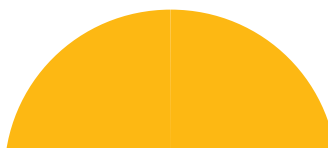
Design of pedestrian railway bridge

Financial investment (\$000s)

City of Guelph: 2017 recommended Tax-supported

Capital budget

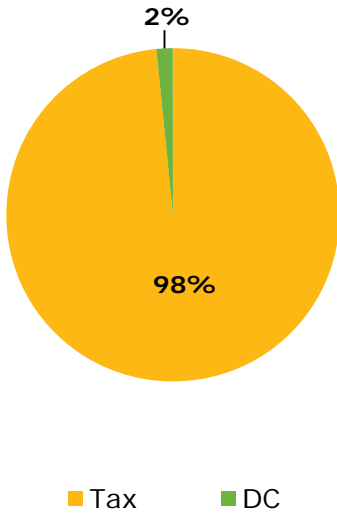
approval allocation



Capital Programs of Work

	2017	2018	2019	2020-2026	Total
Land	\$0	\$3,800	\$0	\$16,575	\$20,375
Library	\$0	\$0	\$0	\$55,200	\$55,200
Open Spaces	\$75	\$1,700	\$100	\$1,612	\$3,487
Parking	\$2,070	\$1,800	\$10,490	\$9,212	\$23,572
Strategy	\$0	\$200	\$0	\$0	\$200
Total	\$2,145	\$7,500	\$10,590	\$82,599	\$102,834

Funding sources



2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$2,145	Tax	\$2,111
		DC	\$34
Non-tax-supported budget	\$0		
Total	\$2,145		\$2,145

Operating impacts

There are no known operating impacts at this time.

Capital Programs of Work

**2017 Non-Tax Supported Capital Budget
2018 to 2026 Non-Tax Supported Capital Forecast
Downtown Implementation**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Developer & Partner	Development Charges	Tax Funded
Downtown Land										
PK0071 WELLINGTON PARK-LAND AQUISION					75,000	16,500,000	16,575,000	7,575,000		9,000,000
SS0018 BAKER ST REDEVELOPMENT PH2		3,800,000					3,800,000		1,750,700	2,049,300
Total Downtown Land		3,800,000			75,000	16,500,000	20,375,000	7,575,000	1,750,700	11,049,300
Downtown Library										
LB0028 MAIN BRANCH LIBRARY				55,200,000			55,200,000		6,668,400	48,531,600
Total Downtown Library				55,200,000			55,200,000		6,668,400	48,531,600
Downtown Open Spaces										
PK0060 RIVERWALK		100,000		100,000		600,000	800,000		720,000	80,000
PK0072 DOWNTOWN RIVER SYSTEMS				212,000			212,000		190,800	21,200
PK0075 PEDESTRIAN RAILWAY BRIDGE	75,000	1,500,000					1,575,000		708,750	866,250
PO0029 DOWNTOWN TREES		100,000	100,000	100,000	100,000	500,000	900,000			900,000
Total Downtown Open Spaces	75,000	1,700,000	100,000	412,000	100,000	1,100,000	3,487,000		1,619,550	1,867,450
Downtown Parking										
PG0059 PARKING EQUIPMENT REPLACEMENT	220,000				460,000		680,000			680,000
PG0066 PARKADE FACILITY LIFECYCLE	1,050,000	1,700,000	490,000	650,000	1,180,000	5,642,000	10,712,000			10,712,000
PG0075 PARKING SYSTEM STUDY		100,000				280,000	380,000		171,000	209,000
PG0077 PARKING SELF PAY MACHINES	800,000					1,000,000	1,800,000			1,800,000
PG0079 DOWNTOWN PARKADE 2			10,000,000				10,000,000			10,000,000
Total Downtown Parking	2,070,000	1,800,000	10,490,000	650,000	1,640,000	6,922,000	23,572,000		171,000	23,401,000
Downtown Strategy										
SS0025 BAKER STREET		100,000					100,000			100,000
SS0026 DOWNTOWN IMPLEMENTATION STRATEGY		100,000					100,000			100,000
Total Downtown Strategy		200,000					200,000			200,000
Total Downtown Implementation	2,145,000	7,500,000	10,590,000	56,262,000	1,815,000	24,522,000	102,834,000	7,575,000	10,209,650	85,049,350

Downtown Infrastructure Renewal

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

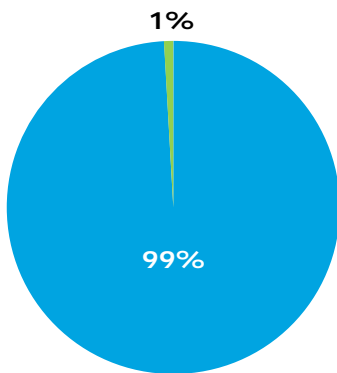
Total Capital Investment

2017 \$6,598,000

Tax-supported Investment

2017 \$2,472,000

**Capital expenditure
type**



■ Infrastructure Renewal

■ City Building

■ Growth

Description

The Downtown Secondary Plan is a comprehensive vision for revitalizing downtown Guelph up to 2031. It addresses the requirements of both municipal and provincial growth plans by planning for increased residential development, continued commercial and employment growth and cultural activities in the downtown core. The implementation of the Secondary Plan is complex, requiring the alignment of projects and partnerships between the City, private landowners, institutions, downtown businesses and others. This work addresses infrastructure renewal needs to ensure foundational services are maintained and ready for subsequent phases.

Benefits and associated risks

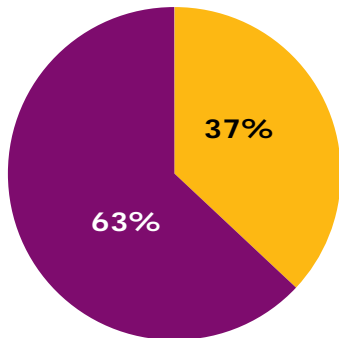
Linear infrastructure downtown is some of the oldest in Guelph, and there is a continued need to address renewal to maintain and support the redevelopment of properties in the area.

Addressing aging infrastructure is not easy. The projects can be complex with multiple stakeholders impacted and needing to be managed during project delivery. However, delaying the investment simply defers escalating costs and has the potential to stall ongoing development activities and future interests.

2017 highlights

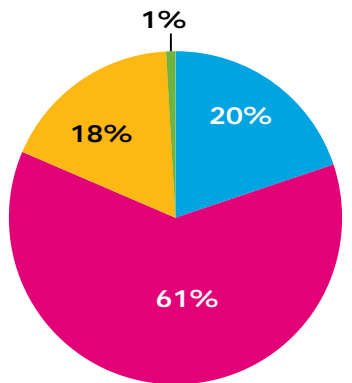
- Arthur Trunk Phase 2 – Neeve St **\$4,701,000**
- Wilson St: Gordon to Macdonell **\$1,600,000**
- Servicing Studies **\$210,000**

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Grant
- Rate
- Tax
- DC

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Roads & Bridges	\$2,472	\$3,701	\$588	\$24,619	\$31,380
Stormwater	\$319	\$2,058	\$25	\$948	\$3,350
Wastewater	\$2,121	\$1,047	\$45	\$1,235	\$4,448
Water	\$1,686	\$573	\$50	\$1,483	\$3,792
Total	\$6,598	\$7,379	\$708	\$28,285	\$42,970

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$2,472	Tax	\$1,165
		Grants	\$1,307
Non-tax-supported budget	\$4,126	Rate	\$4,067
		DC	\$59
Total	\$6,598		\$6,598

Operating impacts

There are no known operating impacts at this time.

Capital Programs of Work

**2017 Non-Tax Supported Capital Budget
2018 to 2026 Non-Tax Supported Capital Forecast
Downtown Infrastructure Renewal**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Development Charges	Tax Funded	Rate Funding
Roads & Bridges											
RB0008 DOWNTOWN BRIDGE RECONSTRUCTION		750,000					750,000			750,000	
RB0009 DOWNTOWN PEDESTRIAN BRIDGE RECONSTRUCTION			250,000	800,000			1,050,000			1,050,000	
RD0331 DOWNTOWN PUBLIC REALM PHASE 2						500,000	500,000			500,000	
RD0344 DOWNTOWN SERVICING STUDIES	45,000						45,000			45,000	
RD0346 DOWNTOWN ROAD UPGRADES	793,000	429,000	130,000	2,129,000	1,034,000	1,456,000	5,971,000			5,971,000	
RD0347 DOWNTOWN COMPLETE STREET MODIFICATIONS			207,500	3,271,800	8,700,000	6,728,400	18,907,700		9,453,850	9,453,850	
RD0348 DOWNTOWN MAJOR ROAD RECONSTRUCTION	1,634,000	2,522,000					4,156,000	3,324,800		831,200	
Total Roads & Bridges	2,472,000	3,701,000	587,500	6,200,800	9,734,000	8,684,400	31,379,700	3,324,800	9,453,850	18,601,050	
Stormwater						0					
SW0067 DOWNTOWN STORM SEWERS	294,000	2,058,000	25,000	346,000	267,000	335,000	3,325,000				3,325,000
SW0087 DOWNTOWN SERVICING STUDIES	25,000						25,000		18,700		6,300
Total Stormwater	319,000	2,058,000	25,000	346,000	267,000	335,000	3,350,000		18,700		3,331,300
Wastewater						0					
SC0028 DOWNTOWN SANITARY SEWERS					13,000	113,000	126,000				126,000
SC0045 DOWNTOWN SERVICING STUDIES	70,000						70,000		40,200		29,800
SC0046 DOWNTOWN SEWER REPLACEMENT	2,051,000	1,047,000	45,000	556,000	312,000	241,000	4,252,000				4,252,000
Total Wastewater	2,121,000	1,047,000	45,000	556,000	325,000	354,000	4,448,000		40,200		4,407,800
Water						0					
WD0022 DOWNTOWN CIP					15,000	135,000	150,000				150,000
WD0036 DOWNTOWN SERVICING STUDIES	70,000						70,000				70,000
WD0043 DOWNTOWN WATERMAIN REPLACEMENT	1,616,000	573,000	50,000	655,000	361,000	317,000	3,572,000				3,572,000
Total Water	1,686,000	573,000	50,000	655,000	376,000	452,000	3,792,000				3,792,000
Total Downtown Infrastructure Renewal	6,598,000	7,379,000	707,500	7,757,800	10,702,000	9,825,400	42,969,700	3,324,800	9,512,750	18,601,050	11,531,100

Sub-program - Wilson St: Gordon St to Macdonell St

<p>Lead Service Area</p> <p>Infrastructure, Development and Enterprise Services</p> <p>Lead Department</p> <p>Engineering and Capital Infrastructure Services</p> <p>Total Capital Investment</p> <p>2017 \$1,600,000</p>	<p>Description</p> <p>Full reconstruction of the road, sidewalk, water, sanitary and storm infrastructure on Wilson St from Gordon St. to Macdonell St. to coordinate with the construction of the Wilson St. Parkade.</p> <p>Overall, the assets within the corridor are nearing the end of their service lives and are showing signs of deterioration and failure. The cast iron water mains were installed in 1903 and have exceeded their service lives and there has been a water main break along the line. The storm and sanitary sewers were installed in the same period and have exceeded their service lives. The storm and sanitary sewers are combined in at least one of the existing manholes in this section of the road.</p> <p>The road surface is in very poor condition within the project limits and shows signs of advanced base and surface deterioration. Full reconstruction will prevent asset failure, deteriorating levels of service and align with the construction of the Wilson St. Parkade. The proposed surface works will be constructed as per the Downtown Streetscape Manual. This will be the first street reconstructed as per the manual.</p> <p>Benefits and associated risks</p> <p>There is a likelihood that the surface and underground infrastructure within the right-of-way will fail in the near future if not addressed. In addition, increased traffic flow due to the new Parkade exposes the surface to enhanced deterioration and increases user risks. If this project is not completed the consequences of sub-surface infrastructure failure could potentially include contamination of the drinking water supply, water service interruptions, sink holes, vehicle damage (due to pot holes), property damage, sewer backups or basement flooding. The design for this project has already been completed and construction is recommended to be completed in 2017 to minimize the likelihood of infrastructure failures. Information presented to the public identified that the reconstruction of Wilson St. and the Wilson Parkade are one overall construction project to be constructed concurrently. Delaying the reconstruction of Wilson St. will result in negative feedback from the public and local businesses.</p> <p>2017 highlights</p> <ul style="list-style-type: none"> • Reconstruction of Road, Storm, Water and Sewer
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Sub-program - Arthur St Wastewater Trunk Capacity Upgrades (WW-I-21)

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$4,701,000

Description

As part of the City’s sanitary sewer drainage network, a gravity sewer and a siphon cross the Speed River in the area north of Neeve Street. They connect the Arthur Street trunk sanitary sewer to the Speed River trunk sanitary sewer on Wellington Street. East of the Speed River the sewer passes through private property. The two sewers which service a drainage area of approximately 965 hectares in the northeast part of the City, are at the end of their service life and require replacement. The existing Speed River crossings pose several risks due to their age and location within the river. Additionally, the ability for this portion of the Arthur Trunk Sewer to convey peak flows under existing and future growth scenarios is limited given its current condition.

There is an opportunity to provide a new route and alignment for the Arthur Street Trunk Sewer downstream of Macdonell Street. The process of selecting a new route will consider environmental, social/cultural and economic impacts associated with the construction of a new sanitary trunk sewer. The new trunk sewer will also be able to convey peak flows under existing and future growth scenarios. Work will include the installation of sanitary sewers, storm sewer, water main, curb and gutter, sidewalks, bike lanes and on–street parking. Final road design will provide one lane for vehicular traffic in each direction and on–road bicycle lanes as recommended by the Cycling Master Plan. Phase 1 of this project was completed in the summer of 2016 and Phase 2 is currently in progress.

Benefits and associated risks

Completion of this project mitigates existing deficiencies and supports future growth. There are multiple condominium developments planned to be constructed in the near future along Arthur Street that will impose greater capacity requirements that are beyond the limits of the existing sanitary and water main infrastructure. Delay of completing this work negatively impacts the planned growth initiatives for this area

2017 highlights

Phase 3a - Neeve St: Howitt St to Cross St -Construction
Phase 3b - Cross St: Neeve St to Arthur St S -Construction

Full Corridor Reconstruction, Growth

City of Guelph: 2017 recommended Tax-supported
Capital Budget and Forecast

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

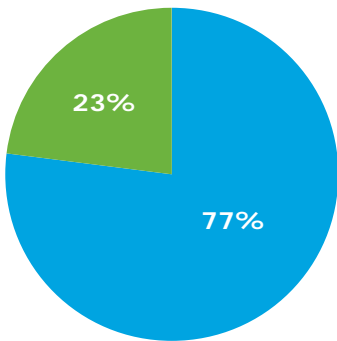
Total Capital Investment

2017 \$3,690,000

Tax-supported Investment

2017 \$1,400,000

**Capital expenditure
type**



- Infrastructure Renewal
- City Building
- Growth

Description

The full corridor reconstruction growth program includes capacity or redundancy upgrades to wastewater, stormwater, and/or water infrastructure and full replacement of the road, sidewalk, and other adjacent infrastructure within the municipal right of way. Each sub-project has been developed based on master plan recommendations and a review of available information such as capacity assessments, condition assessments, historical failures, current and desired levels of service, risks, and anticipated future deterioration. The needs of each asset group have been analyzed and correlated to evaluate the options of rehabilitating or repairing one or more of the asset groups versus full reconstruction. Where a project has been included within the full corridor reconstruction growth program, it has been deemed that the optimum option is to upsize the underground infrastructure and fully reconstruct the corridor from lifecycle, risk, level of service, and financial perspectives.

Benefits and associated risks

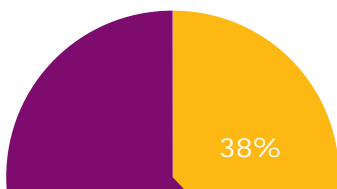
The integrated capital budgeting approach that was utilized for this year aims to optimize the project list to ensure that levels of service are being maintained and risks are being minimized in the most cost effective manner. The consequences of not completing these master plan recommended projects is that there may be insufficient infrastructure capacity to support growth, or there may be increased risks of flooding or backups (in the case of wastewater and stormwater). In addition, there may be increased likelihood of underground infrastructure failure which could potentially include contamination of the drinking water supply, water service interruptions, sink holes, vehicle damage (due to pot holes), property damage, sewer backups, or basement flooding.

2017 highlights

- Bristol St Wastewater Trunk Capacity Upgrades **\$2,000,000**
- Niska Rd: City Boundary to Downey Rd – Design **\$450,000**
- Speedvale Ave E Water Transmission and
Wastewater Trunk Capacity Upgrades **\$322,000**

Financial investment (\$000s)

City of Cle Elum: 2019 Recommended Tax-supported
Capital Budget and Forecast



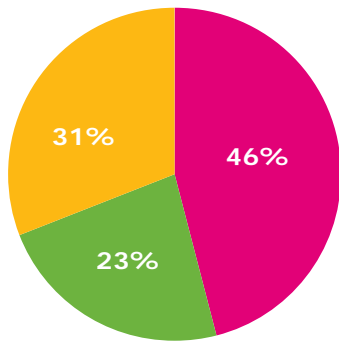
Capital Programs of Work

	2017	2018	2019	2020-2026	Total
Roads	\$1,400	\$4,998	\$3,988	\$65,376	\$75,762
Stormwater		\$814	\$740	\$11,429	\$12,983
Water	\$756	\$1,491	\$1,422	\$17,553	\$20,222
Wastewater	\$1,534	\$1,159	\$1,639	\$16,882	\$21,214
Total	3,690	\$8,462	\$7,789	\$111,241	\$131,182

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$1,400	Grant	\$826
		Tax	\$317
		DC	\$257
Non-tax-supported budget	\$2,290	Rate	\$1,696
		DC	\$594
Total	\$3,690		\$3,690

Funding sources



■ Rate ■ DC ■ Tax

Operating impacts

There are no known operating impacts at this time.

Capital Programs of Work

**2017 Non-Tax Supported Capital Budget
2018 to 2026 Non-Tax Supported Capital Forecast
Full Corridor Reconstructin - Growth**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Developer & Partner	Development Charges	Tax Funded	Rate Funding
Roads												
RD0265 GORDON-CLAIR TO MALTBY RECONSTRUCTION				500,000	2,900,000		3,400,000			2,380,000	1,020,000	
RD0270 YORK-VICTORIA TO EAST CITY LIM		378,000	503,000	3,531,000	2,681,000	2,516,000	9,609,000		3,363,300	4,372,000	1,873,700	
RD0286 NISKA BRIDGE REPL	368,000	3,747,000					4,115,000			2,880,500	1,234,500	
RD0335 SILVERCREEK PKWY-CN SEPERATION						7,646,100	7,646,100		4,454,600	2,086,200	1,105,300	
RD0339 MAJOR ROAD - FCR - GROWTH	1,032,000	873,000	3,485,000	3,118,000	540,000	41,944,000	50,992,000	40,793,600			10,198,400	
Total Roads	1,400,000	4,998,000	3,988,000	7,149,000	6,121,000	52,106,100	75,762,100	40,793,600	7,817,900	11,718,700	15,431,900	
Stormwater												
SW0078 STORM WATER - FCR - GROWTH		814,000	740,000	1,265,000	615,000	9,549,900	12,983,900					12,983,900
Total Stormwater		814,000	740,000	1,265,000	615,000	9,549,900	12,983,900					12,983,900
Wastewater												
SC0004 WWI3 SPEED- HANLON TO ERAMOSIA		87,000	775,000				862,000					862,000
SC0006 WWI7 SPEEDVL- MARLBORO TO METCALFE	107,000	1,003,000	276,000				1,386,000			152,500		1,233,500
SC0012 WW-I-5 REPL YORKSHIRE TRUNK					8,000	540,000	548,000			213,700		334,300
SC0015 WWI8 WATER- MAPLE TO GORDON			48,000	434,000			482,000					482,000
SC0027 GORDON- CLAIR TO MALTBY					750,000		750,000			675,000		75,000
SC0031 WW-I-1A PARALLEL PIPE EAST OF HANLON TO WWTP			200,000			2,343,000	2,543,000			508,600		2,034,400
SC0032 WW-I-18 YORKSHIRE - BRISTOL TO WATERLOO			31,000	279,000	10,000	2,105,000	2,425,000			533,500		1,891,500
SC0034 WW-I-20 MONTICELLO - STONE TO DIMSON						1,120,000	1,120,000			321,400		798,600
SC0036 STEVE:BENNET-ERAMOSIA PHASE 3			230,000				230,000			71,300		158,700
SC0039 SEWER REPLACEMENT - FCR - GROWTH	427,000	69,000	79,000	537,000	623,000	8,133,000	9,868,000					9,868,000
WS0085 WWI1 YORK - HANLON-VICTORIA	1,000,000						1,000,000			510,000		490,000
Total Wastewater	1,534,000	1,159,000	1,639,000	1,250,000	1,391,000	14,241,000	21,214,000			2,986,000		18,228,000
Water												
WD0001 GORDON- CLAIR TO MALTBY					707,500		707,500			636,700		70,800
WD0005 W16 SPEEDVALE-WATSON-WESTMOUNT	145,000	1,382,000	465,000				1,992,000			996,000		996,000
WD0007 W19 WELLINGTON: HANLON-WATSON		71,000	71,000	475,000	475,000	475,000	1,567,000			783,500		783,500
WD0009 W114 ARKELL WELL TRANSMISSION MAIN						1,813,000	1,813,000			906,500		906,500
WD0013 WI-18 EXHIBITION/DUBLIN			18,000	159,000			177,000			134,500		42,500
WD0016 W116 HANLON CROSSING - PAISLEY						3,276,000	3,276,000			2,948,400		327,600
WD0034 VICT:DAKOTA-WOODLAWN (W-I-28)						412,000	412,000			370,800		41,200
WD0035 WOODLAWN:VIC-CITY LIMIT (W128 & W122)						832,000	832,000			748,800		83,200
WD0040 WATERMAIN REPLACEMENT - FCR - GROWTH	611,000	38,000	868,000	1,017,000	209,000	7,702,000	10,445,000					10,445,000
Total Water	756,000	1,491,000	1,422,000	1,651,000	1,391,500	14,510,000	21,221,500			7,525,200		13,696,300
Total Full Corridor Reconstruction - Growth	3,690,000	8,462,000	7,789,000	11,315,000	9,518,500	90,407,000	131,181,500	40,793,600	7,817,900	22,229,900	15,431,900	44,908,200

Sub-program - Bristol St Wastewater Trunk Capacity Upgrades

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$2,000,000

Description

Aging infrastructure under the Bristol Street roadway needs to be replaced. The City’s construction plans include the replacement of sanitary and storm sewer pipes, water main, curb and gutter and driveway aprons. Construction between Holiday Street and Wellington Street is the second phase of a multi-phased construction project required to implement the Speed River Trunk as per the Water & Wastewater Master Plan. This project will connect the sewer upgrades completed on Wellington Road in 2014 and connect to the first phase of the Bristol Street project from Edinburgh Road to Holiday Street currently underway. Future phases of this trunk sewer to the west of Edinburgh Road will be brought forward in subsequent years. The twin sanitary sewers include a 450mm sewer and a 750mm sewer.

Benefits and associated risks

The existing sanitary sewers along Bristol Street are at capacity and nearing the end of their service life. The Bristol Street sanitary is also designed to provide interconnection relief to the sanitary sewer along Waterloo Avenue. Delaying completion of this project impacts the level of service and ability to provide relief, posing a risk for an overflow condition.

2017 Highlights

- Phase 2 - Bristol St: Holiday St to Wellington St W - Construction

Sub-program - Niska Rd: City Boundary to Downey Rd

<p>Lead Service Area</p> <p>Infrastructure, Development and Enterprise Services</p> <p>Lead Department</p> <p>Engineering and Capital Infrastructure Services</p> <p>Total Capital Investment</p> <p>2017 \$450,000</p>	<p>Description</p> <p>An Environmental Assessment study has been completed for this project and is presently with the Ministry of the Environment and Climate Change (MOECC) for a decision due to four Part II order requests. Following a decision from the MOECC, this project will move into detailed design to finalize design considerations regarding heritage and natural environment considerations.</p> <p>The additional funding is required to proceed through the detailed design stage of this project. Pending Council and MOECC approval Request for Proposals will be made for a Heritage Impact Assessment, Detailed Design of the Niska Road replacement Bridge as well as for the Niska Road reconstruction to an urban cross-section with pedestrian and cyclist infrastructure.</p> <p>The underground infrastructure along Niska Road was installed between 1987 and 1996 and is still well within its typical service life. There have been no water main breaks, and mains have a low likelihood of failure. The sewers are in good condition and also show no signs of failure. Therefore reconstruction of only the road is recommended. The Niska Bridge was identified to be replaced following inspections completed by a third-party consultant. Due to the deteriorating condition of the Niska Road Bridge, inspections have been increased to two times per year versus once every two years, and monthly inspections are carried out on the abutments to ensure no lateral deflection.</p> <p>Benefits and associated risks</p> <p>Segments of the roadway and the bridge over the Speed River are at the end of their useful life and require a solution to address their deterioration and increasing maintenance costs. In addition to reviewing a variety of road cross-sections, improvements to the Downey Road intersection, impacts to the environment and community road safety issues, a range of bridge solutions has also be examined including, but not limited to, bridge closure, rehabilitation or replacement.</p> <p>2017 highlights</p> <ul style="list-style-type: none"> • Niska Rd: City Boundary to Downey Rd - Design
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Sub-program - Speedvale Ave E Water Transmission and Wastewater Trunk Capacity Upgrades

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and
Capital Infrastructure
Services**

Total Capital Investment

2017 \$322,000

Description

This project was identified in the Wastewater Supply Master Plan (WWSMP) to improve service and capacity, create redundancy and address current condition deficiencies. The W-I-6 project is a continuation of the water main that has been installed along Speedvale Avenue from Watson Parkway to Manhattan Court. The WWSMP recommends that this water main be extended to Westmount Road. This project would represent another phase of the construction of this project. The WW-I-7 project will increase the capacity of the sanitary sewer along Speedvale Avenue from Metcalfe Street to the existing Arthur Trunk sewer at Marlborough Road.

Benefits and associated risks

Mitigates existing capacity deficiencies and supports future growth. There have been identified potential sanitary capacity constraints and inadequate water distribution services. The current servicing is insufficient for future growth (i.e. poor water pressure or reduced fire flows and reduced sanitary capacity). The proposed water main will improve the east/west flow of water in the City and support the higher water pressure north of Speedvale Avenue.

2017 highlights

- Phase 1 - Speedvale Ave E: Woolwich St to Delhi St - Design

Full Corridor Reconstruction, Renewal

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

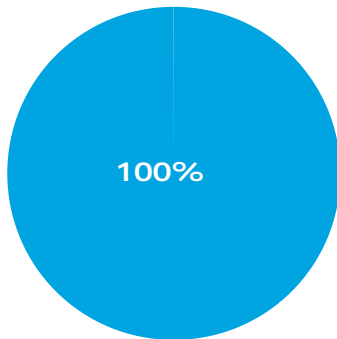
Total Capital Investment

2017 \$7,009,800

Tax-supported Investment

2017 \$2,398,000

Capital expenditure type



- Infrastructure Renewal
- City Building
- Growth

Description

The full corridor reconstruction program includes the replacement of the road, sidewalk, water, wastewater and stormwater infrastructure within the municipal right of way. Each sub-project has been developed based on a review of available information such as condition assessments, historical failures, current and desired levels of service, risks, and anticipated future deterioration. The needs of each asset group have been analyzed and correlated to evaluate the options of rehabilitating or repairing one or more of the asset groups versus full reconstruction. Where a project has been included within the full corridor reconstruction program, it has been deemed that the optimum option is to fully reconstruct the corridor from lifecycle, risk, level of service, and financial perspectives.

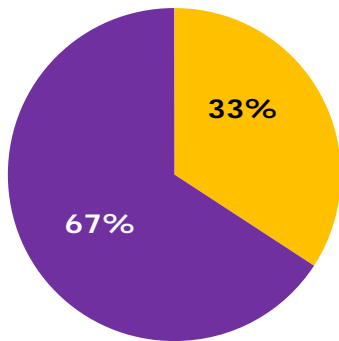
Benefits and associated risks

The integrated capital budgeting approach that was utilized for this year aims to optimize the project list to ensure that levels of service are being maintained and risks are being minimized in the most cost effective manner. The consequences of underground infrastructure failure could potentially include contamination of the drinking water supply, water service interruptions, sink holes, vehicle damage (due to pot holes), property damage, sewer backups, or basement flooding.

2017 highlights

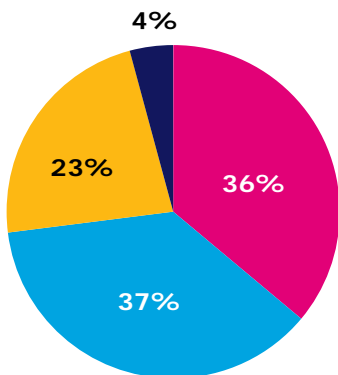
- Metcalfe St: Speedvale Ave E to Eramosa Rd **\$3,595,800**
- Wheeler Ave: Elizabeth St to Ferguson St **\$750,000**
- Woodlawn Rd W: Silver Creek Pkwy N to Regal Rd (aligned with MTO Hanlon Upgrade) **\$2,582,000**

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Rate
- Grants
- Tax
- CAR Reserve

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Roads	\$2,398	\$334	\$2,936	\$14,620	\$20,288
Stormwater	\$811	\$322	\$492	\$3,686	\$5,311
Water	\$2,207	\$961	\$6,064	\$6,059	\$15,291
Wastewater	\$1,594	\$648	\$542	\$3,076	\$5,860
Total	\$7,010	\$2,265	\$10,034	\$27,441	\$46,750

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$2,398	Tax	\$1,665
		Grants	\$550
		CAR Reserve	\$183
Non-tax-supported budget	\$4,612	Rate	\$2,341
		Grants	\$2,147
		CAR Reserve	\$124
Total	\$7,010		\$7,010

Operating impacts

There are no known operating impacts at this time.

Capital Programs of Work

2017 Non-Tax Supported Capital Budget 2018 to 2026 Non-Tax Supported Capital Forecast Full Corridor Reconstructin - Renewal											
Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Development Charges	Tax Funded	Rate Funding
Roads											
RD0277 CIP ROAD UPGRADES	83,000	134,000		313,000	2,844,000	1,393,000	4,767,000	3,813,600		953,400	
RD0280 MAJOR ROAD RECONSTRUCTION	1,582,000	66,000	2,627,000			7,197,000	11,472,000	9,177,600		2,294,400	
RD0281 MINOR ROAD RECONSTRUCTION		134,000	309,000		73,000	800,000	1,316,000			1,316,000	
RD0324 COMPLETE STREET MODIFICATIONS				400,000	400,000	1,200,000	2,000,000		1,000,000	1,000,000	
RD0345 CWWF 2016 METCALFE RECONSTRUCTION PHASE 1	732,600						732,600	549,450		183,150	
Total Roads	2,397,600	334,000	2,936,000	713,000	3,317,000	10,590,000	20,287,600	13,540,650	1,000,000	5,746,950	
Stormwater											
SW0057 STORM SEWER REPLACEMENT	316,000	322,000	492,000	105,000	971,000	2,610,000	4,816,000				4,816,000
SW0085 CWWF 2016 METCLAFE RECONSTRUCTION PHASE 1	495,300						495,300	371,475		123,825	
Total Stormwater	811,300	322,000	492,000	105,000	971,000	2,610,000	5,311,300	371,475		123,825	4,816,000
Wastewater											
SC0013 WARD ONE - SEWER REPLACEMENT						16,000	16,000				16,000
SC0042 SEWER REPLACEMENT - FCR	569,000	648,000	542,000	106,000	969,000	1,985,000	4,819,000				4,819,000
SC0043 CWWF 2016 METCALFE RECONSTRUCTION PHASE 1	1,024,700						1,024,700	768,525			256,175
Total Wastewater	1,593,700	648,000	542,000	106,000	969,000	2,001,000	5,859,700	768,525			5,091,175
Water											
WD0024 WATERMAIN REPLACEMENT			3,407,000	136,000	431,000	1,863,000	5,837,000				5,837,000
WD0041 WATERMAIN - FCR	864,000	961,000	2,657,000	142,000	1,301,000	2,186,000	8,111,000				8,111,000
WD0042 CWWF 2016 METCLAFE RECONSTRUCTION PHASE 1	1,343,200						1,343,200	1,007,400			335,800
Total Water	2,207,200	961,000	6,064,000	278,000	1,732,000	4,049,000	15,291,200	1,007,400			14,283,800
Total Full Corridor Reconstruction - Renewal	7,009,800	2,265,000	10,034,000	1,202,000	6,989,000	19,250,000	46,749,800	15,688,050	1,000,000	5,870,775	24,190,975

Sub-program - Metcalfe St: Speedvale Ave E to Eramosa Rd

<p>Lead Service Area</p> <p>Infrastructure, Development and Enterprise Services</p> <p>Lead Department</p> <p>Engineering and Capital Infrastructure Services</p> <p>Total Capital Investment</p> <p>2017 \$3,595,800</p>	<p>Description</p> <p>Full reconstruction of the road, sidewalk, water, sanitary and storm infrastructure on Metcalfe St from Speedvale Ave E to Eramosa Rd. Phase 1 (Metcalfe St from Speedvale Ave E to Eramosa Rd) has been awarded Provincial and Federal funding under the Clean Water and Wastewater Fund. Upon clearance of the grant, construction is proposed to start in 2017.</p> <p>Assets within the corridor are nearing the end of their service lives and showing signs of deterioration and failure. Underground infrastructure was installed between 1944 and 1951. There have recently been three breaks on the cast iron waste mains and a CCTV condition assessment of the sewers identified several segments that have failed or are in very poor condition. Road segments have extensive cracking and are rated to be in poor condition. Sidewalks are in fair condition. The traffic signal and associated equipment at Metcalfe St and Eramosa Rd has exceeded its service life and requires replacement. Due to the multiple failures and deteriorating levels of service, it is recommended that the corridor is fully reconstructed.</p> <p>Benefits and associated risks</p> <p>The surface and underground infrastructure within the right-of-way has already failed in several locations, and is resulting in increasing operational costs and risks to the public. If this project is not completed, the consequences of underground infrastructure failure could potentially include contamination of the drinking water supply, water service interruptions, sink holes, vehicle damage (due to pot holes), property damage, sewer backups, or basement flooding. There is an existing water extraction well located on Metcalfe Street that is not fully utilized. The reconstruction of Metcalfe Street will add infrastructure to enable the full utilization of this water extraction well including a direct water connection from the Metcalfe well to the hospital. This will improve the redundancy of the hospital's water sources and increase the security of the water feed to the hospital.</p> <p>It is recommended that construction be completed in 2018 and 2019 to minimize the likelihood of additional failures occurring. The City recently received federal and provincial infrastructure funding approval through the Clean Water Wastewater Fund in support of this project.</p> <p>2017 highlights</p> <ul style="list-style-type: none"> • Phase 1 and 2 - Metcalfe St: Speedvale Ave E to Eramosa Rd - Design • Phase 1 - Metcalfe St: Speedvale Ave E to Terry Blvd - Construction
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Sub-program - Wheeler Ave: Elizabeth St to Ferguson St

<p>Lead Service Area</p> <p>Infrastructure, Development and Enterprise Services</p> <p>Lead Department</p> <p>Engineering and Capital Infrastructure Services</p> <p>Total Capital Investment</p> <p>2017 \$750,000</p>	<p>Description</p> <p>Full reconstruction of the road, sidewalk, water, sanitary and storm infrastructure on Wheeler Ave from Elizabeth St to Ferguson St.</p> <p>Overall, the assets within the corridor are nearing the end of their service lives, and are showing signs of deterioration and failure. The cast iron water mains were installed in 1902 and have exceeded their service lives. The wastewater sewers were installed in 1927 and have exceeded their service lives. The storm sewers were installed in 1957 and are nearing the end of their service lives. The road surface is in poor condition within the project limits showing signs of deterioration and utility cuts. While there have not currently been any failures on the segment, full reconstruction is recommended to prevent asset failure deteriorating levels of service.</p> <p>Benefits and associated risks</p> <p>There is a likelihood that the surface and underground infrastructure within the right- of-way will fail in the near future if not addressed. This would result in increasing operational costs and risks to the public. If this project is not completed, the consequences of sub-surface infrastructure failure could potentially include contamination of the drinking water supply, water service interruptions, sink holes, vehicle damage (due to pot holes), property damage, sewer backups, or basement flooding. The design for this project has already been completed, and therefore construction is recommended to be completed in 2017 to minimize the likelihood of additional failures occurring.</p> <p>2017 highlights</p> <ul style="list-style-type: none"> • Wheeler Ave: Elizabeth St to Ferguson St, Construction
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Sub-program - Woodlawn Rd W: Silver Creek Pkwy N to Regal Rd (aligned with MTO Hanlon Upgrade)

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$2,582,000

Description

Full reconstruction of the road, sidewalk, water, sanitary and storm infrastructure on Woodlawn Rd W from Silver Creek Pkwy N to Regal Rd. This project is to be aligned with a forthcoming upgrade to the Hanlon Expressway being completed by the Ministry of Transportation Ontario (MTO).

The underground infrastructure within the corridor is nearing the end of its service life. The cast iron water main was installed in the 1950's. The sanitary sewer is located behind the existing curb and is constructed of vitrified clay. The stormwater sewers have been assessed via CCTV and are in good condition. The road surface in the area has evidence of minor cracking, however is in fair condition for the traffic volumes. While the some of the infrastructure is in fair to good condition, reconstruction is recommended to coordinate with the MTO Hanlon Upgrades.

Benefits and associated risks

If this project is not completed, the MTO Hanlon Upgrades will proceed, and the City will lose the opportunity to replace the infrastructure within the right of way.

Not completing this work in 2017, prior to the MTO Hanlon Upgrades will make future construction more difficult with reduced access working within a grade separation area and therefore more costly. It is also understood that the alignment of the existing water main and sanitary is encroaching into the MTO bridge abutment area and needs to be relocated. Given the age of the existing infrastructure, there is a risk that it will fail during the foundation construction activities associated with the new MTO structure if not replaced and alignment adjusted.

2017 highlights

- Woodlawn Rd W: Silver Creek Pkwy N to Regal Rd - Design and Construction

Hanlon Creek Business Park

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Business Development
and Enterprise Services**

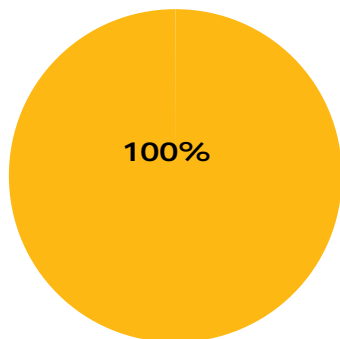
Total Capital Investment

2017 \$404,000

Tax-supported Investment

2017 \$404,000

**Capital expenditure
type**



■ City Building

Description

The Hanlon Creek Business Park is a joint venture business park subdivision between the City and three private property owners. The project is being developed in three phases. Phases 1 (developed by the City/Belmont) and 2 (developed by Cooper) have been serviced and marketing and land sales commenced in 2011. Phase 3 (City/Estate of Stan Snyder) has achieved conditional draft plan approval, and servicing is dependent upon market conditions and satisfying the conditions of draft plan approval. The achievement of site servicing and land title registration for Phase 3 is anticipated in 2021.

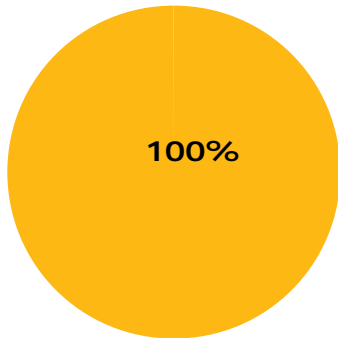
Benefits and associated risks

This work ensures the City is being compliant with environmental conditions of subdivision approval for Phase 1 and 3 as provided by the Ontario Municipal Board. The resulting work will also allow for the pre-engineering/environmental assessment work that is required to achieve final development approvals for Phase 3.

2017 highlights

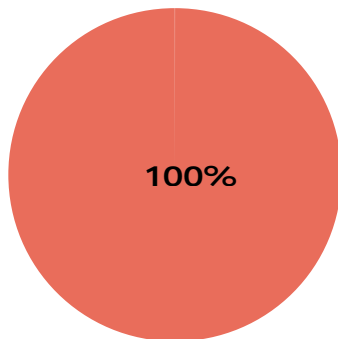
- Environmental monitoring of Phase 1 and Phase 3

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Own Revenue

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Site Monitoring	\$404	\$404	\$365	\$2,555	\$3,728
Phase 3 Development	\$0	\$0	\$0	\$15,725	\$15,725
Total	\$404	\$404	\$365	\$10,615	\$19,453

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$404	Own Revenue	\$404
Non-tax-supported budget	\$0		
Total	\$404		\$404

Operating impacts

There are no known operating impacts at this time.

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Hanlon Creek Business Park**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Donations & Own Revenue
HCBP								
SS0002 HANLON CREEK BUSINESS PARK	404,000	404,000	365,000	365,000	10,250,000	7,665,450	19,453,450	19,453,450
Total HCBP	404,000	404,000	365,000	365,000	10,250,000	7,665,450	19,453,450	19,453,450

IT Innovation

Lead Service Area

Corporate Services

Lead Department

Information Technology

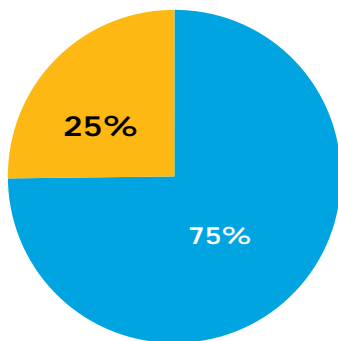
Total Capital Investment

2017 \$3,344,850

Tax-supported Investment

2017 \$3,081,000

Capital expenditure type



■ Infrastructure Renewal

■ City Building

■ Growth

Description

This program addresses three key issues with regards to the City's information technology systems:

Remediation of critical technology infrastructure

- Replacement of core assets while providing innovative enhancements to back end services

Provide easier access to information for all

- Integration of existing systems and leveraging of new tools and systems will improve overall effectiveness of clients

Modernizing systems to improve functionality

- Redesign of key business processes to ensure optimal utilization by clients
- Unlocking functionality within existing systems to enhance client productivity

Benefits and associated risks

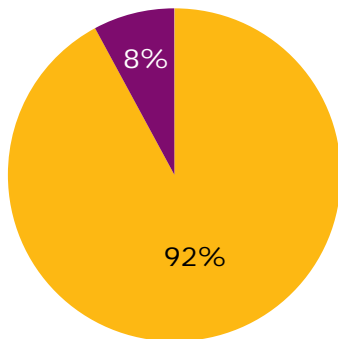
Legacy applications have led to poor utilization of exiting systems which has resulted in bad data/information and leads to people working outside of the enterprise tools to get their work done. This is compounded by the pace of technology and the need to better understand business objectives in order to strategically plan for their future needs. This program is structured to ensure that the City's infrastructure is a in a solid stat while at the same time leveraging new technologies to enable business to provide better service to the public.

Over the last three years the City has created significant momentum through the financial investment to date. However, completion of the work underway is critical in providing the benefits envisioned by the Corporate Technology Strategic Plan. Delaying investments in innovation may result in lost value, time and missed opportunities, in addition to legislative non-compliance in certain areas.

2017 highlights

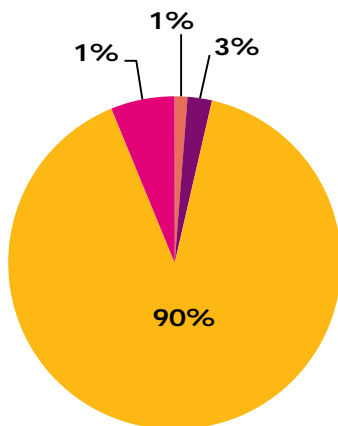
- Integration of key Finance and Operations systems (JDE/WAM)
- Expansion of virtual systems – user facing and storage/networking
- Citizen Relationship Management (CRM) – enhanced community access

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Own Revenue
- Partner
- Tax
- Rate

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
IT Innovation	\$3,345	\$3,775	\$3,436	\$17,977	\$28,532
Total	\$3,345	\$3,775	\$3,436	\$17,977	\$28,532

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$3,081	Partner	\$64
		Tax	\$3,017
Non-tax-supported budget	\$264	Own Revenue	\$41
		Partner	\$15
		Rate	\$208
Total	\$3,345		\$3,345

Operating impacts

There are no known operating impacts at this time.

Capital Programs of Work

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
IT Innovation**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Donations & Own Revenue	Developer & Partner	Tax Funded	Rate Funding
IT Innovation											
IT0014 POA ITS REPLACEMENT	21,100	15,400	36,100	20,500	25,400	116,500	235,000	117,500	117,500		
IT0015 LAND AMBULANCE ITS REPL	94,000	141,800	295,000	129,600	134,200	951,200	1,745,800		698,400	1,047,400	
IT0016 DESKTOP REPLACEMENT	253,550	213,500	468,500	549,500	415,000	1,949,500	3,849,550			3,849,550	
IT0017 NETWORK EQUIP REPLACEMENT	404,400	486,900	782,700	422,100	545,800	2,843,400	5,485,300			5,485,300	
IT0018 SERVER REPLACEMENT	484,200	599,600	763,600	729,700	606,200	3,086,100	6,269,400			6,269,400	
IT0019 SOFTWARE UPGRADE REPL	377,500	586,000	82,100	313,300	478,000	1,370,700	3,207,600			3,207,600	
IT0020 PRINTER REPLACEMENT	10,300	38,400	22,200	100,300	185,200	392,100	748,500			748,500	
IT0021 WW ITS REPLACEMENT	66,100	73,600	106,300	85,200	68,600	423,000	822,800				822,800
IT0022 WS ITS REPLACEMENT	80,600	68,600	163,000	92,500	75,500	577,200	1,057,400				1,057,400
IT0024 IT STRATEGIC PLAN	530,400	734,600	196,300	27,500		98,500	1,587,300			1,587,300	
IT0025 IT VOIP SYSTEM REPL	145,000	16,500	361,100	17,400	17,900	604,300	1,162,200			1,162,200	
IT0027 IT STRATEGIC PLAN - LAND AMBUL	65,800	91,200	24,400	3,400		12,200	197,000		79,000	118,000	
IT0028 IT STRATEGIC PLAN - POA	8,900	10,100	2,700	400		1,300	23,400	11,700	11,700		
IT0029 IT STRATEGIC PLAN - BUILDING	26,200	29,700	8,000	1,100		4,000	69,000	69,000			
IT0030 IT STRATEGIC PLAN - WATER	33,900	38,400	10,300	1,400		5,100	89,100				89,100
IT0031 IT STRATEGIC PLAN - WASTEWATER	27,400	31,000	8,300	1,200		4,100	72,000				72,000
IT0037 DOWNTON FIBRE OPTIC NETWORK						75,000	75,000			75,000	
IT0038 DATA ARCHIVAL SYSTEM	65,500			65,500			131,000			131,000	
IT0039 ERP REPLACEMENT	500,000	500,000					1,000,000			1,000,000	
LB0018 RFID INVENTORY CONTROL SYSTEM	150,000	100,000	105,000			350,000	705,000			705,000	
Total IT Innovation	3,344,850	3,775,300	3,435,600	2,560,600	2,551,800	12,864,200	28,532,350	198,200	906,600	25,386,250	2,041,300

Outdoor Spaces

Lead Service Area

Public Services

Lead Department

Parks & Recreation

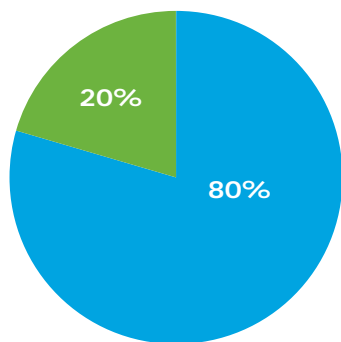
Total Capital Investment

2017 \$2,688,300

Tax-supported Investment

2017 \$2,688,000

Capital expenditure type



■ Infrastructure Renewal

■ City Building

■ Growth

Description

Parks and open spaces play a critical role in providing Guelph residents and visitors quality of lifestyle. Providing outdoor spaces that facilitate gathering, events, programs, recreation and destinations creates a connected, vibrant and healthy community. The City currently has 112 parks that it maintains and updates to meet ever changing community needs. As the City grows new parks are established. The Outdoor Spaces – Open Space Planning budget provides projects that engage the public, lifecycle, re-furbish and master plan existing parks as well build new parks and new park amenities.

The 2017 budget identifies:

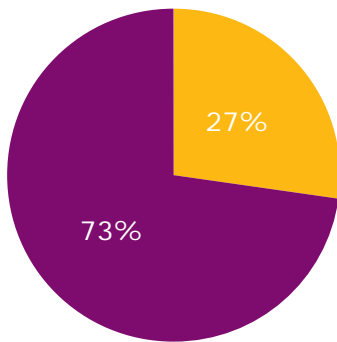
- Community engagement process for three parks to master plan. One of the parks is a new park while the other two are existing amenities
- Construction of one new park that is being master planned in 2016
- Community engaging and designing two trail bridge projects
- Construction of new volleyball courts following an existing approved master plan
- Life-cycling of existing amenities that includes tennis courts and a splash pad

Benefits and associated risks

Guelph parks need to be safe, accessible and meet the needs of residents. By providing new amenities, life-cycling facilities that are at the end of their service life and re-engaging a community to master plan their parks, ensures that resident needs are being met.

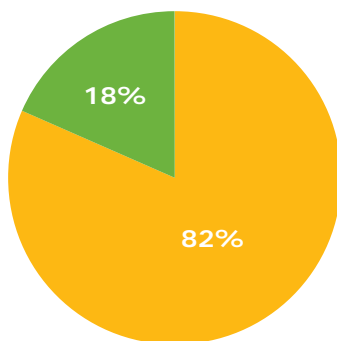
If the City does not invest in its parks and facilities are not replaced, additional operational budget will be required to continue to repair and maintain an existing facility for use. Continued operation of the existing facility without upgrade could also mean that parks are not meeting new legislation for accessibility requirements and there could be a risk of a Human Rights claim. There is also a risk that a facility which as the end of its service life is removed without replacement because it cannot be maintained or pass the regulations/policies for it to operate. Closing of park amenities or maintaining facilities in poor condition can result in, risk of injury, legal claims and resident dissatisfaction.

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Tax
- DC

2017 highlights

- Growth** **\$660,000**
- Eastview – 8 new volleyball courts
 - Cedarville – Community Engagement
 - Ellis Creek – Community Engagement
- Rebuild** **\$110,000**
- Mico Valeriotte – Community Engagement
- Renewal** **\$1,918,300**
- West End Community Centre – Splash pad replacement
 - Infrastructure renewal focused on health and safety priorities

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Growth	\$660	\$1,230	\$1,035	\$13,378	\$16,303
Rebuild	\$110	\$1,525	\$315	\$9,556	\$11,506
Renewal	\$1,918	\$1,433	\$1,567	\$12,865	\$17,783
Total	\$2,688	\$4,188	\$2,917	\$35,799	\$45,592

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$2,688	Tax	\$2,193
		DC	\$495
Non-tax-supported budget	\$0		
Total	\$2,688		\$2,688

Operating impacts

There are no known operating impacts at this time.

Capital Programs of Work

2017 Tax Supported Capital Budget 2018 to 2026 Tax Supported Capital Forecast Outdoor Spaces

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Development Charges	Tax Funded
Outdoor Spaces									
Growth									
PK0014 EASTVIEW COMMUNITY PARK	165,000					1,200,000	1,365,000	1,228,500	136,500
PK0026 HOWITT PARK					125,000	1,335,000	1,460,000	1,314,000	146,000
PK0030 CEDARVALE PARK-NEW PARK	110,000	420,000					530,000	477,000	53,000
PK0034 KORTRIGHT EAST PH3-NEW PARK			125,000	500,000			625,000	562,500	62,500
PK0038 STARWOOD PARK		110,000	500,000				610,000	549,000	61,000
PK0040 PETER MISERSKY - MASTER PLAN			110,000	700,000			810,000	364,500	445,500
PK0042 GID-ERAMOSIA RIVER-STONE ROAD						760,100	760,100	684,090	76,010
PK0044 300 - 312 GRANGE ROAD PARK-NEW PARK						600,000	600,000	540,000	60,000
PK0047 ELLIS CREEK PARK - New Park	275,000						275,000	247,500	27,500
PK0050 GID COMMUNITY PARK						1,200,000	1,200,000	1,080,000	120,000
PK0052 ROYAL CITY ICE RINK		100,000					100,000		100,000
PK0057 ORIN REID PARK - PHASE 2						1,000,000	1,000,000	450,000	550,000
PK0059 NIMA-NEW PARK				110,000	500,000		610,000		610,000
PK0062 LEASH FREE ZONES POLICY REVIEW		100,000					100,000	67,500	32,500
PK0063 PROPERTY DEMARCATION POICY REVIEW				100,000			100,000	67,500	32,500
PK0064 NATURALIZATION POLICY REVIEW				110,000			110,000	74,250	35,750
PK0068 EAST NODE STARWOOD/WATSON-NEW PARK				125,000	575,000		700,000	630,000	70,000
PK0070 VICTORIA PARK VILLAGE-VIC RD S-NEW PARK			125,000	500,000			625,000	562,500	62,500
PK0076 DALLAN PROPERTY-NEW PARK			125,000	500,000			625,000	562,500	62,500
PK0077 HART'S FARM-NEW PARK				115,000	350,000		465,000		465,000
PK0080 CITYVIEW DRIVE-NEW PARK						670,000	670,000		670,000
PK0081 GID NEIGHBOURHOOD PARK						700,000	700,000		700,000
PK0087 GID-GJR PEDESTRIAN BRIDGE & TRAIL						1,353,000	1,353,000		1,353,000
PK0088 SKATEPARK MODULAR COMPONENTS				250,000			250,000		250,000
PK0090 BRANT AVE MASTER PLAN	110,000	500,000					610,000		610,000
PK0091 BICYCLE SKILLS FACILITY			50,000				50,000		50,000
Total Growth	660,000	1,230,000	1,035,000	3,010,000	1,550,000	8,818,100	16,303,100	9,461,340	6,841,760
Rebuild									
PK0005 SUNNY ACRES			80,000	1,000,000			1,080,000		1,080,000
PK0009 HUGH GUTHRIE PARK REDEVELOPMENT						150,000	150,000		150,000
PK0012 DAKOTA PARK REDEVELOPMENT						125,000	125,000		125,000
PK0018 MICO VALERIANE PARK REDEVELOPMENT	110,000	350,000					460,000		460,000
PK0025 NORM JARY PARK		1,000,000	50,000	400,000		950,000	2,400,000		2,400,000
PK0027 EXHIBITION PARK			75,000	800,000			875,000		875,000
PK0028 MARGARET GREENE					125,000	1,520,000	1,645,000		1,645,000
PK0031 ST GEORGE'S PARK REDEVELOPMENT				125,000	500,000		625,000		625,000
PK0032 WINDSOR PARK REDEVELOPMENT						125,000	125,000		125,000
PK0066 RIVERSIDE PARK MASTER PLAN		175,000			1,000,000	2,015,900	3,190,900		3,190,900
PK0093 DOVERCLIFFE PARK MASTER PLAN			110,000	500,000			610,000		610,000
PK0097 GUELPH LAKE SPORTS FIELD MASTER PLAN					110,000		110,000		110,000
PK0098 LAWN BOWLING CLUB MASTER PLAN					110,000		110,000		110,000
Total Rebuild	110,000	1,525,000	315,000	2,825,000	1,845,000	4,885,900	11,505,900		11,505,900
Renewal									
PK0008 BULLFROG PARK NEW BASKETBALL						58,000	58,000		58,000
PK0010 KIMBERLEY PARK BASKETBALL						58,000	58,000		58,000
PK0024 SKOV PARK BASKETBALL						58,000	58,000		58,000
PK0078 LEE STREET PARK		50,000					50,000		50,000
PK0083 ST. JAMES SCHOOL-TRACK REPLACEMENT		100,000					100,000		100,000
PK0086 WILSON FARM PARK				150,000			150,000		150,000
PK0092 TENNIS COURT LIFECYCLE	200,000	400,000	450,000	200,000	375,000	950,000	2,575,000		2,575,000
PK0094 EARL BRIMBLECOMBE PARK BASEBALL RE-ALIGN						800,000	800,000		800,000
PK0095 WEST END COM CENTRE SPLASH PAD & TRAILS	850,000						850,000		850,000
PK0096 HANLON CREEK SPLASH PAD		100,000		800,000			900,000		900,000
PO0017 SPORTS FIELD RENOVATIONS	311,400	232,200	424,600	289,000	597,600	3,325,700	5,180,500		5,180,500
PO0023 CAROUSEL R&M	50,000	50,000	59,700	50,000	30,000	100,000	339,700		339,700
PO0025 INFRASTRUCTURE RENNOVATIONS	506,900	500,600	632,800	632,800	632,800	3,632,800	6,538,700		6,538,700
PO0030 GOLDIE MILL PARK IMPROVEMENTS					50,000	75,000	125,000		125,000
Total Renewal	1,918,300	1,432,800	1,567,100	2,121,800	1,685,400	9,057,500	17,782,900		17,782,900
Total Outdoor Spaces	2,688,300	4,187,800	2,917,100	7,956,800	5,080,400	22,761,500	45,591,900	9,461,340	36,130,560

Planning & Studies

Lead Service Area

Various

Lead Department

Various

Total Capital Investment

2017 \$4,650,500

Tax-supported Investment

2017 \$3,951,000

Description

The program of work involves studies and plans related to the City’s Official Plan with respect to development of policies and plans as well as the implementation of policy directions through the development of manuals/guidelines/area specific studies. The program of work also specifically involves the update and amendment of Official Plan policies with respect to commercial and employment policies and amendments to conform to provincial plans and legislation. The program of work includes a comprehensive review and update of the City’s Zoning By-law which is required under the Planning Act.

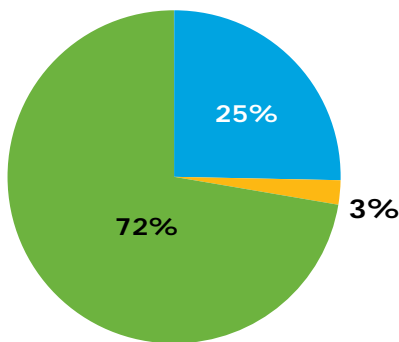
The Technical Studies programme provides funding for key studies that develop the databases used in many capital planning, asset management and infrastructure planning processed. These studies cross a wide range of disciplines, and include such groups as asset management, transportation, roads, waste water and water services. These studies inform staff of the conditions of the infrastructure, future growth needs, and anticipated demands, and will allow staff to better prioritize work using current data and techniques produce by the studies.

Benefits and associated risks

There are legislative risks with not doing this program of work since we are required to conform to Provincial plans and legislation. There are also risks related to delay as specific projects are required to be completed within provincially set timelines or are needed to be completed to update City plans that are overdue for review and update (e.g., the City’s Zoning By-law which has not been comprehensively reviewed since 1995). This program of work sets the basis for growth and development in the City and is required to inform infrastructure projects. Other risks in delaying elements of this program include lack of guidance to developers and community stakeholders, resulting in inefficient approvals processes, loss of public and private investment due to lack of clarity/certainty and challenges to the Ontario Municipal Board.

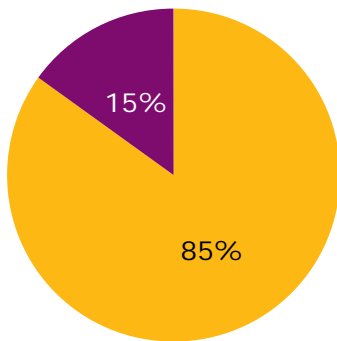
The results of these studies are essential in the capital planning process, as well as the operational planning process. The information produced by these studies will be used in determining project priorities, funding needs, data sets and background on initiatives, and long-range planning, such as master plans. Current and accurate data is necessary to determine the scope of work, not just for infrastructure repairs and upgrades, but also for

Capital expenditure type



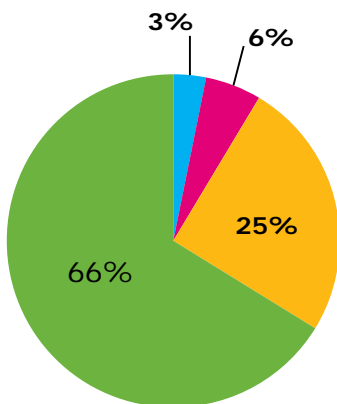
- Infrastructure Renewal
- City Building
- Growth

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Grant
- Rate
- Tax
- DC

internal initiatives, such as the corporate asset management programme. These studies will play a key component in ensuring that the City has the knowledge to make the best decisions regarding infrastructure.

In the long-term, the risk of not maintaining accurate databases and master plans to inform planning can impact the accuracy of budgets, the quality of the reports produced, and therefore the accuracy of the assumptions made by staff based on these reports. It can also reduce the quality of planning for long-term growth and demand needs, resulting in the City investing more time and effort catching up to demands rather than working ahead of them.

2017 highlights

- Clair/Maltby Secondary Plan
- Transportation Maser plan – includes Active Transportation and Transit
- GIS Data Modeling
- Development Charge Back Ground Study

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Corporate	\$2,370	\$935	\$1,020	\$5,830	\$10,155
Service Specific	\$2,281	\$755	\$370	\$5,069	\$8,465
Total	\$4,651	\$1,690	\$1,390	\$10,889	\$18,620

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$3,951	Tax	\$1,171
		Grants	\$148
		DC	\$2,632
Non-tax-supported budget	\$700	Rate	\$252
		DC	\$447
Total	\$4,650		\$4,650

Operating impacts

There are no known operating impacts at this time.

Capital Programs of Work

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Planning & Studies**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Development Charges	Tax Funded	Rate Funding
Corporate											
PL0020 ENVIRONMENTAL INITIATIVES		190,000			225,000	275,000	690,000		153,200	536,800	
PL0021 ZONING BY-LAW REVIEW	195,000	385,000		275,000		625,000	1,480,000		999,100	480,900	
PL0022 CLAIR/MALTBY SECONDARY PLAN	1,600,000						1,600,000		1,440,000	160,000	
PL0024 HERITAGE INITIATIVES			200,000			225,000	425,000		38,400	386,600	
PL0036 MIXED USE NODES & CORRIDORS	65,000					400,000	465,000		167,400	297,600	
PL0054 OFFICIAL PLAN REVIEW	230,000	250,000		375,000	310,000	800,000	1,965,000		1,326,300	638,700	
PL0055 BROWNFIELD INITIATIVES	60,000				185,000		245,000		165,400	79,600	
PL0056 URBAN DESIGN GUIDELINES	220,000	110,000	200,000		185,000	475,000	1,190,000		535,500	654,500	
PL0057 COMMUNITY IMPROVEMENT STUDIES			320,000			645,000	965,000		434,250	530,750	
PL0061 HOUSING INITIATIVES						130,000	130,000		88,000	42,000	
PL0063 WATERSHED PLANNING			300,000	350,000		350,000	1,000,000			1,000,000	
Total Corporate	2,370,000	935,000	1,020,000	1,000,000	905,000	3,925,000	10,155,000		5,347,550	4,807,450	
Service Specific											
FS0055 FIRE SERVICE REVIEW						100,000	100,000		50,000	50,000	
GG0238 2019 DC STUDY	310,500						310,500		279,450	31,050	
GG0239 2024 DC STUDY						358,400	358,400		322,560	35,840	
PK0073 PARKS, CULTURE AND RECREATION MASTER PLAN		200,000					200,000		135,000	65,000	
PL0062 PLACES OF WORSHIP STUDY		175,000					175,000			175,000	
PO0031 PARKS OPERATIONS & FORESTRY REVIEW	150,000						150,000			150,000	
RD0337 TRANSPORTATION STRATEGY	870,000	100,000	100,000	100,000	100,000	1,280,000	2,550,000	147,500	1,302,500	1,100,000	
RD0338 INFRASTRUCTURE SUSTAINABILITY 2016	250,000		90,000			180,000	520,000			520,000	
SC0010 WWS6 WASTEWATER MPLAN UPDATE				300,000		300,000	600,000		600,000		
SC0029 SERVICING STUDIES	100,000	100,000	50,000	25,000	25,000	125,000	425,000		244,500		180,500
ST0008 WASTEWATER MASTERPLAN						306,000	306,000		306,000		
ST0023 GIS DATA MODELLING	70,000						70,000				70,000
SW0061 WATERSHED STUDY UPDATES		100,000					100,000		72,000		28,000
SW0068 SERVICING STUDIES			100,000	100,000	100,000		300,000		225,000		75,000
SW0073 BENCHMARKING & PERFORMANCE MEASUREMENT		30,000	30,000	30,000	30,000	150,000	270,000				270,000
SW0074 GIS DATA MODELLING	70,000						70,000				70,000
SW0075 STORM WATER MASTER PLAN				250,000		250,000	500,000				500,000
WD0029 PERFORMANCE/BENCHMARKING/CRITICALITY INVESTIGATIONS	250,000						250,000		250,000		
WD0038 SERVICING STRATEGY UPDATES		50,000					50,000				50,000
WD0039 WATER DISTRIBUTION MASTER PLAN				250,000		250,000	500,000				500,000
WT0023 WS1-7 MASTERPLAN STUDIES	140,000			450,000			590,000		590,000		
WT0037 GIS DATA MODELLING	70,000						70,000				70,000
Total Service Specific	2,280,500	755,000	370,000	1,505,000	255,000	3,299,400	8,464,900	147,500	4,377,010	2,126,890	1,813,500
Total Planning & Studies	4,650,500	1,690,000	1,390,000	2,505,000	1,160,000	7,224,400	18,619,900	147,500	9,724,560	6,934,340	1,813,500

Road & Right of Way

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

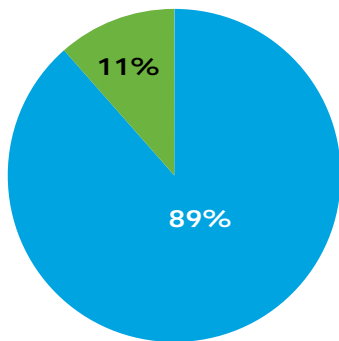
Total Capital Investment

2017 \$4,090,000

Tax-supported Investment

2017 \$3,404,000

**Capital expenditure
type**



■ Infrastructure Renewal

■ City Building

■ Growth

Description

This program of work captures the City wide road restoration and resurfacing program and the expansion and improvements of the road surface including road widening, installation of turning lanes, and the design and installation of bike facilities

The City's paved road surface should provide a durable even running surface with adequate skid resistance. Over time, the pavement surface becomes worn or damaged, resulting in pot holes, rutting, cracking and many other defects. Rehabilitating the road extends the life of the road, and restores the road surfaces level of service. The road segments to be rehabilitated have been identified based on available road condition information, number of work orders for cracks and pot holes based on the Minimum Maintenance Standard (MMS) for Municipal Highways, and operational input. All projects identified for resurfacing have been assessed to ensure that the underground and adjacent infrastructure do not require replacement or rehabilitation

The need for road widening, turn lanes or bike facilities is determined by the City's master plans as well as overall growth plans.

Benefits and associated risks

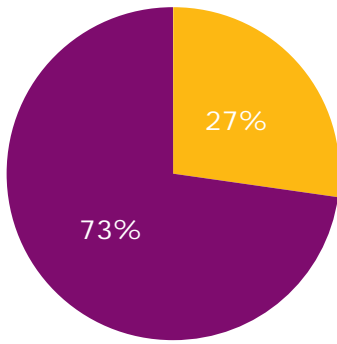
An active restoration and resurfacing program ensures that all road surfaces are maintained at the desired condition levels, improving traffic flow and safety. Work is also undertaken to improve adjoining storm water infrastructure and pedestrian usage. Improvements through road reconstruction improve the connections between roads and development for motorists, active transportation users and those accessing public transit.

2017 highlights

Restoration

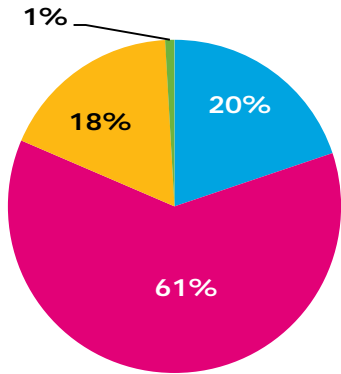
- Eastview Rd: Victoria Rd N to Starwood Dr – Design/Pre- Investigation
- Eastview Rd: Summit Ridge Dr to Watson Pkwy N – Construction
- Hadati Rd: Cassino Ave to Auden Rd – Construction; Resurfacing
- Ironwood Rd: Scottsdale Dr to Edinburgh Rd S – Resurfacing
- Kortright Rd E: Fieldstone Rd to Cox Ct – Resurfacing
- Muskoka Dr: Brant Ave to Woodlawn Rd E – Resurfacing

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Grant
- Rate
- Tax
- DC

- Willow Rd: Silvercreek Pkwy N to Edinburgh Rd N – Resurfacing

Improvement

- 2017 - Harts Lane W: Gordon St to Dead End
- 2017 - Stone Rd W: Scottsdale Dr to Edinburgh Rd S - Bike facility design

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Restoration & Resurfacing	\$3,213	\$1,850	\$2,060	\$17,840	\$24,963
Improvement & Expansion	\$877	\$2,558	\$2,486	\$15,788	\$21,709
Total	\$4,090	\$4,408	\$4,546	\$33,628	\$46,672

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$3,404	Tax	\$940
		Grants	\$2,214
		DC	\$125
		Developer	\$125
Non-tax-supported budget	\$686	Rate	\$686
Total	\$4,090		\$4,090

Operating impacts

There are no known operating impacts at this time.

Capital Programs of Work

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Road & Right of Way**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Developer & Partner	Development Charges	Tax Funded	Rate Funding
Restoration & Resurfacing												
RD0276 PAVEMENT DEFICIT	2,467,200	1,790,000	2,000,000	2,000,000	2,000,000	13,000,000	23,257,200	18,605,760			4,651,440	
RD0295 ROAD INFR SUSTAINABILITY	60,000	60,000	60,000	120,000	120,000	600,000	1,020,000				1,020,000	
SW0076 STORM WATER - ROAD RESTORATION & RESURFACING	685,800						685,800					685,800
Total Restoration & Resurfacing	3,213,000	1,850,000	2,060,000	2,120,000	2,120,000	13,600,000	24,963,000	18,605,760			5,671,440	685,800
Improvement & Expansion												
RD0318 HART'S LANE WEST GORDON TO WEST	250,000						250,000		125,000	125,000		
RD0325 HANLON KORTIGHT						2,520,000	2,520,000			2,520,000		
RD0329 DOWNEY ROAD	300,000	300,000	900,000				1,500,000	1,200,000			300,000	
RD0340 ROAD SURFACE IMPROVEMENTS & EXPANSION	327,000	1,758,000	1,278,000		1,237,000	10,052,000	14,652,000				14,652,000	
SC0037 GORDON:LOWES-EDINBURGH		500,000					500,000					500,000
SW0079 STORM WATER - RSI&E			308,000		206,000	1,773,000	2,287,000					2,287,000
Total Improvement & Expansion	877,000	2,558,000	2,486,000		1,443,000	14,345,000	21,709,000	1,200,000	125,000	2,645,000	14,952,000	2,787,000
Total Road & Right of Way	4,090,000	4,408,000	4,546,000	2,120,000	3,563,000	27,945,000	46,672,000	19,805,760	125,000	2,645,000	20,623,440	3,472,800

South End Community Centre

Lead Service Area	Description
Public Services	The need for a South End Community Centre has been identified by the public as a priority build for a number of years. This need has been well documented within the Draft 2009 Parks and Recreation Master Plan and within the 2014 Recreation Facility Needs Assessment Feasibility study.
Lead Department	
Parks & Recreation	
Total Capital Investment 2017 \$0	<p>The feasibility study included the development of an Implementation Strategy to re-affirm both the immediate recreation facility needs, and the future needs in the south end study area, while also addressing city-wide needs. The preferred location is on the existing City owned lands located immediately south of Bishop MacDonell High School on Poppy Drive, off of Clair Road. The expected 150,000 square foot facility may include amenities such as two ice pads, and aquatic facility, senior’s programming space, a multi-purpose gymnasium, program/meeting rooms and administration spaces.</p> <p>In June 2015, staff released an expression of interest for partnerships for the proposed South End Community Centre. Nine respondents were received with a variety of operating models presented. It was evident through an internal staff review, that a comprehensive study of the proposals was required to determine viability. Results of these proposals are expected to form part of the overall Capital request for construction.</p> <p>Regardless of the operating model chosen in subsequent budget deliberations, it is important for the City to move this project through to the detailed design phase.</p> <p>The overall project will be divided into two distinct phases:</p> <p>Phase One: Acquire the funding in 2018 to retain an architect and consulting services to move this project though to detail design.</p> <p>Part Two: Once the detail design phase is completed, with a full costing report, Council will be in the position to consider any viable partnerships to fund the expected \$60,000,000 construction cost. In addition, staff will prepare a full marketing plan to sell naming rights in all areas of the facility to offset the operating costs.</p> <p>Benefits and associated risks</p> <p>This facility is intended to address the stated need to provide additional recreation facilities in the south end (south of Stone Road), one of Guelph’s rapidly growing areas, as well as being a “destination” community centre for residents in other areas of</p>

Guelph.

In order for this project to be eligible for future capital infrastructure funds or for Council to consider an appropriate funding model, this phase is required.

Service

Due to aging recreation infrastructure and new growth within the south end of the City, the ability to deliver community recreation services is becoming constrained. With the significant renovations occurring at the Victoria Road Recreation Centre expected to be completed in spring 2017, the City will have two recreational hubs in the east and the west end. Seniors' programming is at capacity at the Evergreen Senior's Centre and there is expressed interest from the Guelph Wellington Seniors Association to provide additional programming at the new facility, similar to Evergreen.

In order to proceed to construction detailed design is required to ensure accurate costing. In addition a detailed design would be required to take advantage of Federal/Provincial grant opportunities that may arise, as this demonstrates shovel readiness.

2017 highlights

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Community Centre	\$0	\$3,600	\$56,400	\$0	\$60,000
Transit Hub	\$0	\$0	\$365	\$0	\$365
Total	\$0	\$3,600	\$56,765	\$0	\$60,365

2017 Budget approval and funding

There is no budget required for 2017.

Operating impacts

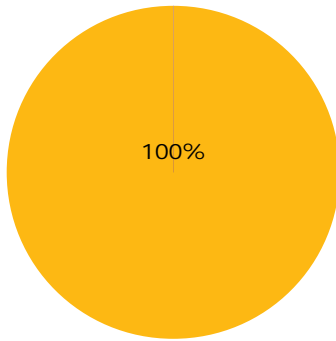
There are no known operating impacts at this time.

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
South End Community Centre**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Development Charges	Tax Funded
South End Community Centre									
RP0290 SOUTH END COMMUNITY CENTRE		3,600,000	56,400,000				60,000,000	48,600,000	11,400,000
TC0006 SATELLITE LOCAL CLAIR/GORDON			365,000				365,000	328,500	36,500
Total South End Community Centre		3,600,000	56,765,000				60,365,000	48,928,500	11,436,500
Total South End Community Centre		3,600,000	56,765,000				60,365,000	48,928,500	11,436,500

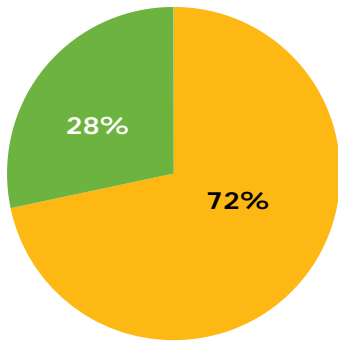
Capital Programs of Work

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Tax
- DC

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Roadworks	\$260	\$1,330	\$50		\$1,640
Signals & Equipment	\$1,495	\$1,374	\$1,448	\$11,854	\$16,171
Total	\$1,755	\$2,704	\$1,498	\$11,854	\$17,811

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$1,755	Tax	\$1,258
		DC	\$497
Non-tax-supported budget	\$0		
Total	\$1,755		\$1,755

Operating impacts

There are no known operating impacts at this time.

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Traffic Signals & Intersection Improvements**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Development Charges	Tax Funded
Roadworks									
RD0274 INT SPEEDVALE & DELHI		730,000					730,000	365,000	365,000
RD0287 RAIL SAFETY IMPROVEMENTS	50,000	50,000	50,000				150,000		150,000
RD0317 INT WOOLWICH & SPEEDVALE		550,000					550,000		550,000
RD0323 INT VICTORIA & CLAIR	210,000						210,000	210,000	
TF0008 TRAFFIC MGMT INITIATIVES	250,000		350,000	367,500	385,900	1,277,300	2,630,700	1,315,350	1,315,350
Total Roadworks	510,000	1,330,000	400,000	367,500	385,900	1,277,300	4,270,700	1,890,350	2,380,350
Signals & Equipment									
TF0003 TRAFFIC SIGNAL EQUIP REPL	264,600	175,000	183,800	192,900	202,600	1,150,500	2,169,400		2,169,400
TF0004 INTERSECTION- SIGNAL REBUILD	300,000	500,000	525,000	551,300	578,800	3,255,900	5,711,000		5,711,000
TF0005 SIGNALIZED CONTROL SYSTEM					900,000		900,000		900,000
TF0006 SINGALIZED CONTROL SYSTEM/STUD				125,000			125,000	62,500	62,500
TF0007 LED SIGNAL REPLACEMENT	175,000	175,000					350,000		350,000
TF0009 ACCESSIBLE PEDESTRIAN SIGNALS	168,000	171,000	175,000	178,000	182,000	584,000	1,458,000		1,458,000
TF0010 PEDESTRIAN COUNTDOWN HEADS	135,000	150,000				150,000	435,000		435,000
TF0014 NEW SIGNAL INSTALLATION	180,000	180,000	190,000	200,000	210,000	1,190,000	2,150,000	1,935,000	215,000
TF0015 SCHOOL SPEED ZONES	22,100	23,200	24,300	25,500	26,800	119,600	241,500		241,500
Total Signals & Equipment	1,244,700	1,374,200	1,098,100	1,272,700	2,100,200	6,450,000	13,539,900	1,997,500	11,542,400
Total Traffic Signals & Intersection Improvements	1,754,700	2,704,200	1,498,100	1,640,200	2,486,100	7,727,300	17,810,600	3,887,850	13,922,750

Transit Growth Strategy

Lead Service Area

Description

Public Services

Designed to move Guelph Transit forward to accommodate an increase in overall modal splits for Transit. The plan was shared with Council earlier this year, with Council endorsing the continued development of a complete business case. Consideration for the Province's "Places to Grow" strategy and upcoming amendments was incorporated as well.

Lead Department

Guelph Transit

Total Capital Investment

Benefits and associated risks

2017 **\$0**

- Reduces road congestion while efficiently getting people where they need to go
- Reduce reliance on private automobiles
- Reduce environmental impacts (GHG)
- Improve access to employment, education, healthcare services and amenities
- Improves mobility, accessibility and civic participation
- Provides alternative options of transportation
- Supports community growth and the city's official plan
- In line with the Provinces "Places to Grow" strategy and mandates
- Reputational, Transit has been working on this project for over 2 years with significant input from all stakeholders to improve system capacity and efficiency

Tax-supported Investment

2017 **\$0**

This program will require a significant capital investment for buses (identified) as well as road restructuring, signal system enhancements and facilities expansion. Further development of detailed costing is currently underway. This information will become critical if additional Federal/Provincial funding is made available for Transit expansion.

2017 highlights

There is no work planned for 2017.

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Buses	\$0	\$2,110	\$2,175	\$9,381	\$13,666
Total	\$0	\$2,110	\$2,175	\$9,381	\$13,666

2017 Budget approval and funding

There is no budget required for 2017.

Operating impacts

There are no known operating impacts at this time.

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Transit Growth Strategy**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Development Charges	Tax Funded
Transit Growth Strategy									
TC0052 TRANSIT GROWTH STRATEGY-VEHICLES		2,110,000	2,175,000	2,240,000	2,310,000	4,831,000	13,666,000	1,928,250	11,737,750
Total Transit Growth Strategy		2,110,000	2,175,000	2,240,000	2,310,000	4,831,000	13,666,000	1,928,250	11,737,750
Total Transit Growth Strategy		2,110,000	2,175,000	2,240,000	2,310,000	4,831,000	13,666,000	1,928,250	11,737,750

Tree Canopy

Lead Service Area

Public Services

Lead Department

Parks & Recreation

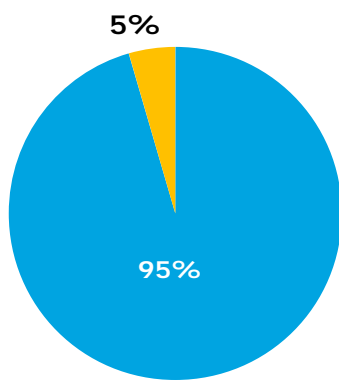
Total Capital Investment

2017 \$555,000

Tax-supported Investment

2017 \$555,000

Capital expenditure type



■ Infrastructure Renewal

■ City Building

■ Growth

Description

The Emerald Ash Borer (EAB) infestation and its impact on Guelph's urban forest is just beginning to manifest itself. It is expected that 7,000 City-owned dead/dying ash trees will need to be dealt with over the coming decade. As per Guelph's EAB Plan (2014), a portion of this program is to provide the requisite resources.

A portion of this program is to support growth of the City-owned urban forest; both in terms of increasing canopy cover intensity in established parts of the community, and to provide for newly-developed areas. This is the "growth" fund that allows the City to pursue the ambitious, council-adopted urban forest canopy targets (40% by 2031), and to implement aspects of the council-adopted Urban Forest Management Plan.

Funding the installation of trees and shrubs city-wide, engaging students and other community members in experiential education and local stewardship opportunities through the Trees for Guelph program (trees for Guelph is a stand-alone not-for-profit corporation dedicated to the delivery of this program).

Benefits and associated risks

The EAB infestation represents a major set-back for Guelph's ambitious, council-adopted canopy target, and for implementation of the council-adopted Urban Forest Management Plan. This project is laid out in Guelph's EAB Plan, and aims to lessen the impacts, renew the forest, and keep people and property safe.

Due diligence obligates the City to keep people and property safe from City-owned trees, including those impacted by EAB. Renewing the forest is necessary to be true to commitments imbedded in the Urban Forest Management Plan and the Natural Heritage Strategy.

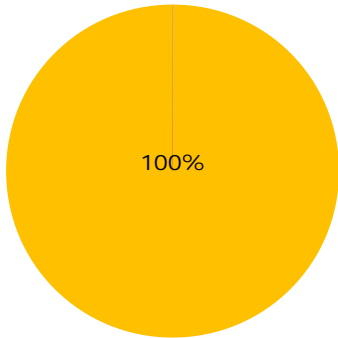
The urban forest makes our community more livable and sustainable, and economically more robust. This project provides for addressing the gap between current canopy cover and our target canopy cover, so that those benefits can be achieved.

Without this project, the City will "lose ground" on canopy cover and risk eroding the livability, sustainability, and economic vigor of the community.

2017 highlights

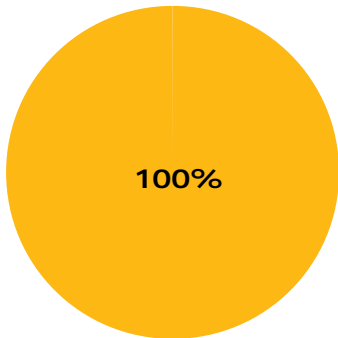
- Emerald Ash Borer strategy continuation

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Tax

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Emerald Ash Borer	\$500	\$600	\$700	\$2,400	\$4,200
Tree & Shrub – Growth	\$25	\$30	\$30	\$245	\$330
Tree & Shrub - Renewal	\$30	\$40	\$40	\$450	\$560
Total	\$555	\$670	\$770	\$3,095	\$5,090

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$555	Tax	\$555
Non-tax-supported budget	\$0		
Total	\$555		\$555

Operating impacts

There are no known operating impacts at this time.

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Tree Canopy**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Tax Funded
PO0008 TREES FOR GUELPH GREENING	25,000	30,000	30,000	35,000	35,000	175,000	330,000	330,000
PO0013 EMERALD ASH BORER STRATEGY	500,000	600,000	700,000	600,000	600,000	1,200,000	4,200,000	4,200,000
PO0026 TREE & SHRUB RENEWAL	30,000	40,000	40,000	50,000	60,000	340,000	560,000	560,000
Total Tree Canopy	555,000	670,000	770,000	685,000	695,000	1,715,000	5,090,000	5,090,000

Vehicle & Equipment

Lead Service Area

Various

Lead Department

Various

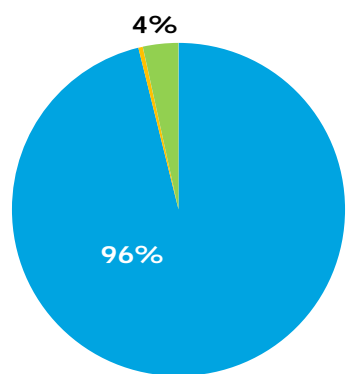
Total Capital Investment

2017 \$19,892,200

Tax-supported Investment

2017 \$19,745,000

Capital expenditure type



■ Infrastructure Renewal

■ City Building

■ Growth

Description

Replacement of vehicles and equipment that have reached the end of lifecycle as per Asset Management best practice. The City's vehicle and equipment management tracks all assets on a ten year schedule highlighting replacements expectations on the basis of age. As assets reach their expected replacement time staff conducts thorough inspections to ensure the asset is truly in need of replacement based on condition and usage. In all cases staff works to ensure the full potential of each asset is realized before it is replaced.

Benefits and associated risks

To reduce possibility of vehicle and equipment failure which may affect ability to provide services or meet legislated requirements. Maintaining average age of fleet by replacing vehicles results in minimal increase to operating costs.

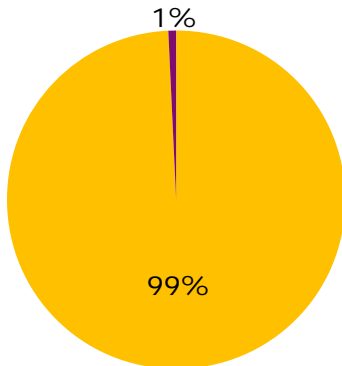
Risks include impacts on service delivery and meeting regulatory requirements due to vehicle/equipment failure and increased costs associated with repairs.

2017 highlights

- 3 Ambulances
- 1 Fire Pumper Truck
- 3 Playground Equipment sets
- 12 Transit Buses (as part of PTIF)
- 5 Mobility Buses (as part of PTIF)
- 4 Sidewalk Plows
- 13 Heavy Duty Trucks
- Solid Waste Scale Software and Equipment

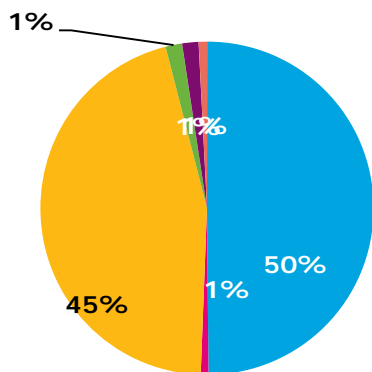
Capital Programs of Work

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Grant
- Rate
- Tax
- DC
- Partner
- Own Revenue

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Vehicles & Equipment	\$19,892	\$19,779	\$19,216	\$129,419	\$188,306
Total	\$19,892	\$19,779	\$19,216	\$129,419	\$188,306

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$19,745	Tax	\$9,031
		Grants	\$9,919
		Own Revenue	\$160
		Partner	\$317
		DC	\$319
Non-tax-supported budget	\$147	Rate	\$147
Total	\$19,892		\$19,892

Operating impacts

There are no known operating impacts at this time.

Capital Programs of Work

**2017 Tax Supported Capital Budget
2018 to 2026 Tax Supported Capital Forecast
Vehciel & Equipment**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	Tax Funded	Rate Funding
AM0001 LAND AMBULANCE VEH REPL	540,000	633,600	815,300	640,400	784,900	3,771,100	7,185,300			2,874,000		4,311,300	
AM0002 LAND AMBULANCE EQUIP REPL	232,900	567,400	30,300	68,500	41,800	1,065,600	2,006,500			802,700		1,203,800	
AM0008 LAND AMBULANCE BASE FURNITURE REPL		10,000	10,000	10,000	10,000	50,000	90,000			36,000		54,000	
BL0001 POA SECURITY RENEWAL				10,000			10,000		5,000	5,000			
FS0030 FIRE VEHICLE REPL	752,500	818,200	233,900	1,028,400	280,200	4,509,700	7,622,900					7,622,900	
FS0031 FIRE EQUIP REPL	372,400	807,900	99,200	298,200	251,500	2,618,600	4,447,800					4,447,800	
FS0032 FIRE RADIO REPL	32,400	31,800		641,100		285,300	990,600					990,600	
GG0187 FLEET VEH & EQUIP RPLCMNT	2,857,100	2,071,100	4,820,900	4,180,500	3,706,300	17,017,500	34,653,400					34,653,400	
GG0202 WATERWORKS FLEET REPL	79,500	205,500	585,100	418,000	253,400	1,761,000	3,302,500						3,302,500
GG0203 WASTEWATER FLEET REPL	67,200	212,700	84,800	380,500	110,200	1,694,000	2,549,400						2,549,400
GG0237 POA FACILITY EQUIPMENT						7,000	7,000		3,500	3,500			
GG0242 POA SCANNING EQUIP REPL				10,000			10,000		5,000	5,000			
GG0243 POSTAGE MACHINE		35,000				35,000	70,000					70,000	
IT0001 FOLDING MACHING REPL	30,000					35,000	65,000					65,000	
LB0019 LIBRARY SYSTEM/NETWORK UPGRDS	20,000	65,000	50,000	200,000		230,000	565,000					565,000	
LB0032 LIBRARY OUTREACH SERV EXPANSIO						200,000	200,000					200,000	
MU0015 MCCRAE HOUSE MAIN GALLERY RENO						250,000	250,000		250,000				
MU0019 CIVIC MUSEUM - GALARY EXHIBIT REPL						326,200	326,200					326,200	
PG0071 SECURITY INFRA REPL	261,000	200,000	350,000	350,000	239,000	1,050,000	2,450,000					2,450,000	
PG0072 LICENCE PLATE RECOGNITION			84,700			93,200	177,900					177,900	
PG0080 COMPUTER TICKET WRITERS	40,000			40,000		44,000	124,000					124,000	
PK0033 PLAYGROUND EQUIPMENT REPLA	1,049,700	1,325,200	1,464,900	742,200	1,151,400	1,790,100	7,523,500	6,018,900				1,504,600	
PO0014 PARKS EQUIPMENT GROWTH	189,100	129,800	65,700	250,000	410,400	1,862,200	2,907,200				2,616,500	290,700	
PS0044 POLICE IT HARDWARE	396,400	605,900	353,100	403,300	242,400	3,222,700	5,223,800					5,223,800	
PS0045 POLICE BODY ARMOUR	56,800	57,500	69,400	43,000	52,400	308,100	587,200					587,200	
PS0046 POLICE FURNITURE	17,200	17,600	18,000	18,400	18,800	100,100	190,100					190,100	
PS0047 POLICE VEHICLE BASED EQUIPMENT	110,000	78,800	120,300	126,200	72,300	598,400	1,106,000					1,106,000	
PS0048 POLICE TACTICAL EQUIPMENT	38,100	11,900	25,800	24,700	7,900	313,200	421,600					421,600	
PS0049 POLICE EQUIPMENT GENERAL	108,200	196,300	49,900	142,600	32,800	494,600	1,024,400					1,024,400	
PS0057 POLICE VEHICLE REPL	516,000	359,800	711,200	545,300	495,700	3,270,000	5,898,000			80,000		5,818,000	
PS0063 POLICE PC RADAR					13,900		13,900					13,900	
PS0067 POLICE VEHICLES EXPANSION		57,200		58,500		183,600	299,300					299,300	
RF0028 SLEEMAN-REPL CONSESSION EQUIP	25,000	25,000	25,000	26,000	27,000	150,000	278,000					278,000	

Capital Programs of Work

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	Tax Funded	Rate Funding
RF0052 SLEEMAN SPONSORSHIP PROJECT	70,000	70,000	74,000				214,000		180,000			34,000	
RF0078 SLEEMAN - EQUIPMENT REPLACEMENT				450,000		136,000	586,000					586,000	
RF0082 RECREATION EQUIPMENT REPLACEMENT	350,000	125,000	150,000	175,000	200,000	975,000	1,975,000					1,975,000	
RR0103 TECHNICAL / THEATRE	40,000	206,000	450,500	136,300	315,000	405,600	1,553,400					1,553,400	
RR0104 FRONT OF HOUSE	25,000				320,500	269,900	615,400					615,400	
RR0106 BOX OFFICE/OTHER						28,000	28,000					28,000	
SC0016 SANITARY/STORM SEWER UPGRADES			900,000				900,000					900,000	
SC0017 EASTVIEW SANITARY SEWER UPGRDS		300,000				350,000	650,000		650,000				
SL0001 INFRA SUSTAIN- STREETLIGHTS	1,600,000	400,000	400,000	400,000	500,000	2,000,000	5,300,000	4,240,000				1,060,000	
TC0048 TRANSIT V&E REPL	7,925,700	6,601,900	4,677,300	5,288,600	5,223,200	28,883,600	58,600,300	35,714,091				22,886,209	
TC0050 BUS STOP ACCESS UPGRADE	150,000	150,000	150,000	150,000	150,000	750,000	1,500,000					1,500,000	
TM0005 MOBILITY VAN-GROWTH	220,000		230,000	240,000			690,000				465,750	224,250	
TM0006 COMMUNITY BUS-GROWTH		215,000					215,000				96,750	118,250	
WC0005 NEW COLLECTION VEHICLE	330,000			350,000		375,000	1,055,000					1,055,000	
WC0006 WRIC EQUIPMENT REPLACEMENT	220,000	1,154,500	1,663,500	1,585,200	1,561,500	11,530,500	17,715,200					17,715,200	
WC0007 DOUBLE DECK FIBRE SCREEN		550,000					550,000					550,000	
WC0013 MULTI-RES COLLECTION VEHICLE		483,400	453,100	25,800			962,300					962,300	
WM0048 ORGANICS PROCESS EQUIPMENT UPGRADES	420,000						420,000					420,000	
WN0001 WINTER CONTROL UPGRADE						200,000	200,000					200,000	
WP0004 EASTVIEW METHANE COLLECTION SY	100,000					250,000	350,000		350,000				
WP0006 PDO SCALES AND SOFTWARE UPGRADES	650,000	1,000,000					1,650,000					1,650,000	
Total Vehicle & Equipment	19,892,200	19,779,000	19,215,900	19,456,700	16,472,500	93,489,800	188,306,100	45,972,991	1,443,500	3,806,200	3,179,000	128,052,509	5,851,900

Wastewater Collection

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

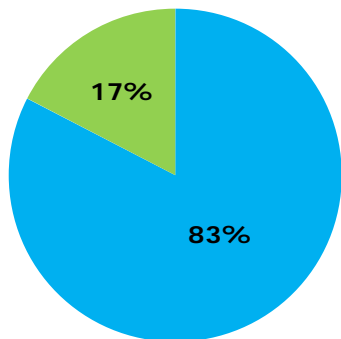
Total Capital Investment

2017 \$1,150,000

Tax-supported Investment

2017 \$0

**Capital expenditure
type**



- Infrastructure Renewal
- City Building
- Growth

Description

The City of Guelph has approximately 530 km of sanitary sewers and five sewage pump stations, all delivering sanitary sewage flows from the city to a central wastewater treatment facility located at the southwest corner of Wellington Street and the Hanlon Expressway. Treated effluent (outflow) from the treatment facility is discharged to the Speed River.

Expansion and renewal of the collection system is the responsibility of Engineering and Capital Infrastructure in conjunction with Wastewater Services.

Growth

Projects to assess current hydraulic conditions within the sanitary sewer system, to determine the relative amount of dry weather and wet weather flow that may be entering the system, and determine how this could be mitigated or eliminated to free-up sewer capacity for improved operations under current conditions, and/or to facilitate growth as desired by the City in future.

Renewal

Trenchless sewer lining is non-invasive, and will not require significant closures of roads or areas used by the public. The sewer lining activities will be bundled together in order to gain efficiencies in economies of scale.

Assessment programs for maintenance holes and wastewater sewers, and inflow and infiltration locations within the city will improve capital planning and inform future budgets.

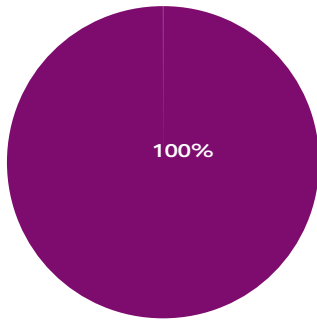
Benefits and associated risks

Optimizing existing systems, increasing capacities of existing systems, reducing water loss, increasing water conservation, protecting the natural environment, enhancing asset management, and ensuring wastewater can be conveyed in a manner to satisfy capacity requirements for the City's wastewater treatment plant are all benefits of this program.

2017 highlights

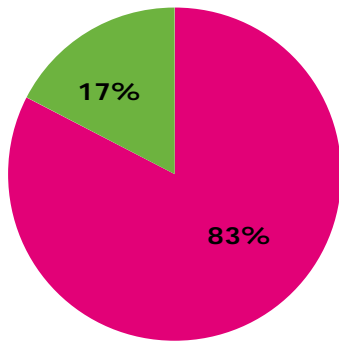
- Wastewater Collection, Growth **\$400,000**
- Wastewater Collection, Renewal **\$750,000**

Capital budget approval allocation



- Tax-supported
- Non-tax-supported

Funding sources



- Rate
- DC

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Collection (Growth)	\$400	\$800	\$1,750	\$8,250	\$11,200
Collection (Renewal)	\$750	\$550	\$570	\$5,246	\$7,116
Total	\$1,150	\$1,350	\$2,320	\$13,496	\$18,316

2017 Budget approval and funding (\$000s)

Budget amount		Funding source	
Tax-supported budget	\$0		
Non-tax-supported budget	\$1,150	Rate	\$950
		DC	\$200
Total	\$1,150		\$1,150

Operating impacts

There are no known operating impacts at this time.

**2017 Non-Tax Supported Capital Budget
2018 to 2026 Non-Tax Supported Capital Forecast
Wastewater Collection**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Development Charges	Tax Funded	Rate Funding
Wastewater Collection - Growth										
SC0018 WWI12 SIPHON IMPROVEMENTS						2,800,000	2,800,000	1,400,000		1,400,000
SC0019 WWI14 I&I REDUCTION IMPL	250,000	250,000	250,000	400,000	400,000	2,000,000	3,550,000	1,775,000		1,775,000
SC0020 WWI15 NEW GRAVITY SEWERS		250,000		250,000		750,000	1,250,000	1,125,000		125,000
SC0021 WWI16 NEW FORCEMAINS		150,000		150,000		450,000	750,000	675,000		75,000
SC0023 WWF1 DECOMMISSION GORDON SPS			1,350,000				1,350,000	675,000		675,000
SC0035 WWI0/WWS4 FLOW MONITORING	150,000	150,000	150,000	150,000	150,000	750,000	1,500,000	750,000		750,000
Total Wastewater Collection - Growth	400,000	800,000	1,750,000	950,000	550,000	6,750,000	11,200,000	6,400,000		4,800,000
Wastewater Collection - Renewal										
RD0341 MINOR ROAD - WASTEWATER REHAB				375,000		79,000	454,000		454,000	
SC0014 SEWER REPL VARIOUS			20,000	172,000			192,000			192,000
SC0025 SEWER INVESTIGATION VARIOUS	350,000	350,000	350,000	300,000	300,000	1,500,000	3,150,000			3,150,000
SC0038 WASTEWATER SEWER RELINE/REPAIR PROGRAM	200,000						200,000			200,000
ST0010 WWF2 SPS/FORCEMAIN IMPROVEMENT	200,000	200,000	200,000	400,000	400,000	1,600,000	3,000,000			3,000,000
SW0080 STORM WATER - WASTEWATER REHAB				101,000		19,000	120,000			120,000
Total Wastewater Collection - Renewal	750,000	550,000	570,000	1,348,000	700,000	3,198,000	7,116,000		454,000	6,662,000
Total Wastewater Collection	1,150,000	1,350,000	2,320,000	2,298,000	1,250,000	9,948,000	18,316,000	6,400,000	454,000	11,462,000

Water Distribution Network

Lead Service Area

**Infrastructure,
Development and
Enterprise Services**

Lead Department

**Engineering and Capital
Infrastructure Services**

Total Capital Investment

2017 \$0

Tax-supported Investment

2017 \$0

Description

Engineering and Capital Infrastructure Services is responsible for the design and construction of the water distribution network. Ensuring a reliable and safe water system is critical to existing residents and businesses as well as providing opportunities for growth and development.

Benefits and associated risks

By being proactive in minimizing risks and maintaining levels of service through renewal, capacity enhancements, and improving security of supply to the water distribution network, Engineering and Capital Infrastructure Services is focused on ensuring a safe and reliable source of water for the community to meet present and future demands.

Failure to address these needs may lead to interruptions in service delivery, reduction in water quality, additional maintenance costs and time, and potential regulatory non-compliance with the *Safe Drinking Water Act*.

2017 highlights

No stand-alone Distribution Network projects are planned for 2017. All projects will be undertaken as part of integrated road, water, wastewater and stormwater projects.

Financial investment (\$000s)

	2017	2018	2019	2020-2026	Total
Distribution network, growth	\$0	\$100	\$184	\$12,553	\$12,837
Distribution network, renewal	\$0	\$0	\$1,732	\$6,177	\$7,909
Total	\$0	\$100	\$1,916	\$18,730	\$20,746

2017 Budget approval and funding

There is no budget required for 2017.

Operating impacts

There are no known operating impacts at this time.

**2017 Non-Tax Supported Capital Budget
2018 to 2026 Non-Tax Supported Capital Forecast
Water Distribution Network**

Project Number & Description	2017	2018	2019	2020	2021	Next 5 Years	Total	Development Charges	Tax Funded	Rate Funding
Water Distribution Network										
Distribution - Growth										
RD0343 MINOR ROAD - WATER GROWTH			54,000	487,000		5,675,000	6,216,000		6,216,000	
SW0082 STORM WATER - WATER GROWTH						760,000	760,000			760,000
WD0002 WI3 HANLON- WELLINGTON-CLAIR						961,000	961,000	720,700		240,300
WD0003 WI4 EDINBURGH TO KORTRIGHT						2,098,000	2,098,000	1,552,500		545,500
WD0004 WI5 KORTRIGHT- EDINBURGH TO GORDON						519,000	519,000	384,000		135,000
WD0011 WI11 KORTRIGHT IB EDIN TO RICKSON			130,000	1,179,000			1,309,000	968,700		340,300
WD0017 WI-15 WATSON: SPEEDVALE TO HWY 25						474,000	474,000	426,600		47,400
WW0139 W-I-25 DEVELOPMENT OVERSIZING		100,000		100,000		300,000	500,000	500,000		
Total Distribution - Growth		100,000	184,000	1,766,000		10,787,000	12,837,000	4,552,500	6,216,000	2,068,500
Distribution - Renewal										
RD0342 MINOR ROAD - WATER REHAB			1,732,000	33,000	485,000	3,596,000	5,846,000		5,846,000	
SC0044 Wastewater Replacement - Watermain Replacement						896,000	896,000	197,100		698,900
SW0081 STORM WATER - WATER REHAB				10,000	132,000	675,000	817,000			817,000
WD0015 WARD ONE -WATERMAIN REPLACEMENT						350,000	350,000			350,000
Total Distribution - Renewal			1,732,000	43,000	617,000	5,517,000	7,909,000	197,100	5,846,000	1,865,900
Total Water Distribution Network		100,000	1,916,000	1,809,000	617,000	16,304,000	20,746,000	4,749,600	12,062,000	3,934,400

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DC budget variances: background study to capital forecast

Unfunded Growth Related Projects - Tax Supported

Net difference between needs identified in the 2013 Background Study and the Capital Forecast (Indexed)															
Service Area	Project ID	Project Description	Background Study Timing	Total Unfunded 2013-2026	2013-2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Projects Partially Included in the 2017 Capital Budget and Forecast															
Parks	PK0042	YORK OPEN SPACE DEVELOPMENT	2021	1,040	-	-	-	-	-	1,040	-	-	-	-	-
	PK0050	YORK DISTRICT COMMUNITY PARK	2021	590	-	-	-	-	-	-	-	-	590	-	-
Roads	RD0273	Silvercreek Parkway Grade Separation	2013-2015	3,930	-	-	-	-	-	1,850	2,080	-	-	-	-
	FS0030	Fire Vehicles	2013-2015	1,430	1,430	-	-	-	-	-	-	-	-	-	-
Parking	PG0079	BAKER PARKADE	2018	12,810	-	-	12,810	-	-	-	-	-	-	-	-
Projects Not Included in the 2017 Capital Budget and Forecast															
Services Related to a Highway	RD0090	WOODLAWN: SILVERCREEK - NICKLIN	2023-2031	4,231	-	-	-	-	-	-	-	1,058	1,058	1,058	1,058
	RD0091	CRAWLY - CLARI TO MALTBY	2019-2021	1,030	-	-	-	-	1,030	-	-	-	-	-	-
	RD0140	NEW RAILWAY CROSSING INSTALL	2023-2031	2,000	-	-	-	-	-	-	-	500	500	500	500
	RD0170	RAILWAY CROSSING AT EDINBURGH RD AND ADJACENT	2013-2023	2,050	-	-	2,050	-	-	-	-	-	-	-	-
	RD0249	HCBP OVERSIZING	2023-2027	1,040	-	-	-	-	-	-	-	-	-	1,040	-
	RD0308	ELMIRA ROAD EXT TO WR 124 FEASIBILITY STUDY	2021	310	-	-	-	-	-	310	-	-	-	-	-
	RD0312	INT COLLEGE AND SCOTTSDALE	2022	1,650	-	-	-	-	-	-	1,650	-	-	-	-
	RD0313	INT SPPEVALE AND SILVERCREEK	2022	1,850	-	-	-	-	-	-	1,850	-	-	-	-
	RD0320	VICTORIA ROAD	2023-2031	6,210	-	-	-	-	-	-	-	6,210	-	-	-
	RD0269	LAIRD: CLAIR TO SOUTHGATE	2013-2015	3,060	3,060	-	-	-	-	-	-	-	-	-	-
		PW FACILITY STUDY	2023	260	-	-	-	-	-	-	-	260	-	-	-

DC budget variances

Service Area	Project ID	Project Description	Background Study Timing	Total Unfunded 2013-2026	2013-2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Parks	PK0016	PERGOLA PROPERTY	2021	210	-	-	-	-	-	210	-	-	-	-	-
	PK0021	GRANGEHILL PHASE 5	2021	340	-	-	-	-	-	340	-	-	-	-	-
	PK0036	CITYVIEW DRIVE	2019	940	-	-	-	940	-	-	-	-	-	-	-
	PK0079	TRAIL MASTERPLAN	2015	90	90	-	-	-	-	-	-	-	-	-	-
	PK0074	WATSON PARKETTE	2016	620	620	-	-	-	-	-	-	-	-	-	-
	PK0051	VICTORIA ROAD N COMMUNITY PARK	2019-2021	3,630	-	-	-	360	2,180	1,090	-	-	-	-	-
	PK0043	EASTVIEW OPEN SPACE	2021	1,270	-	-	-	-	-	1,270	-	-	-	-	-
	PK0037	KORTRIGHT SPORTS COMPLEX	2020-2021	5,100	-	-	-	-	2,550	2,550	-	-	-	-	-
Administration		AMBULANCE PLANNING STUDY/NEEDS ASSESSMENT	2014	130	130	-	-	-	-	-	-	-	-	-	-
	AM0009	AMBULANCE TRAINING FACILITY	2023	1,080	-	-	-	-	-	-	-	1,080	-	-	-
Ambulance		EQUIPMENT ON AN AMBULANCE	2014-2018	150	150	-	-	-	-	-	-	-	-	-	-
	TC0046	WATSON ROAD TRANSIT FACILITY	2015	4,080	4,080	-	-	-	-	-	-	-	-	-	-
Transit															
Library		LIBRARY COLLECTION MATERIALS	2017	2,690	2,690	-	-	-	-	-	-	-	-	-	-
Police	PS0041	JOINT TRAINING FACILITY	2023	1,080	-	-	-	-	-	-	-	1,080	-	-	-
		POLICE SMALL EQUIPMENT	2013-2031	520	160	40	40	40	40	40	40	40	40	40	-
Fire	FS0053	FIRE TRAINING FACILITY	2023	1,080	-	-	-	-	-	-	-	1,080	-	-	-

DC budget variances

Unfunded Growth Related Projects- Non Tax Supported

Net difference between needs identified in the 2013 Background Study and the Capital Forecast (Indexed)															
Service Area	Project ID	Project Description	Background Study Timing	Total Unfunded 2013-2026	2013-2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Projects Not Included in the 2016 Capital Budget and Forecast															
Waste- Water		WW-I-11 AREA ASSET REPLACEMENT	2019-2031	8,280	-	-	-	1,030	1,030	1,030	1,030	1,040	1,040	1,040	1,040
	WS0100	WW-F-2 IMPROVEMENTS TO LIFT STATION & FORCEMAIN	2013-2031	1,680	480	120	120	120	120	120	120	120	120	120	120
Water		W-I-20 REPLACE DISTRIBUTION PIPING	2018-2028	9,080	-	-	1,000	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010
		W-I-21 ASSET REPLACEMENT	2018-2028	6,290	-	-	690	700	700	700	700	700	700	700	700
		SOUTH END TRANSMISSION MAINS	2018-2031	4,450	-	-	490	490	490	490	490	500	500	500	500

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Reserve schedules

Discretionary Reserve Fund Continuity Summary (forecasted)

Discretionary reserve funds are created under Section 417 of the Municipal Act, 2001 (S.O. 2001, c.25). Discretionary reserve funds are established whenever a municipal Council wishes to earmark revenues to finance a future expenditure for which it has the authority to spend money, and to set aside a certain portion of any year's revenues so that the funds are available as required. Revenues set aside for road widening and for acquisition of fixed assets are examples of discretionary reserve funds.

	Infrastructure Renewal	Growth	City Building	Capital Asset Renewal	Industrial Land	Other	Discretionary Total
Closing Balance Dec 31, 2016	3,839,892	3,768,308	273,503	7,161,608	(7,971,398)	1,785,739	8,857,652
<u>2017</u>							
Transfers Out	(23,194,710)	(1,134,150)	(3,493,000)	(1,931,975)	(10,665,887)	(193,155)	(40,612,877)
Transfers In	8,918,695	1,134,150	3,000,000	203,080	1,000,000	290,000	14,545,925
Interest Earned	(95,316)	108,904	780	181,988	(370,045)	53,007	(120,682)
Closing Balance Dec 31, 2017	(10,531,439)	3,877,212	(218,717)	5,614,701	(18,007,330)	1,935,591	(17,329,982)
<u>2018</u>							
Transfers Out	(33,082,999)	(2,321,683)	(7,901,700)		(2,847,137)	(393,154)	(46,546,673)
Transfers In	10,434,405	1,250,000	10,530,000	203,080	1,000,000	290,000	23,707,485
Interest Earned	(631,631)	96,566	31,658	165,199	(547,103)	54,448	(830,863)
Closing Balance Dec 31, 2018	(33,811,664)	2,902,095	2,441,241	5,982,980	(20,401,570)	1,886,885	(41,000,033)
<u>2019</u>							
Transfers Out	(31,201,028)	(7,204,357)	(23,995,381)		(380,356)	(94,091)	(62,875,213)
Transfers In	13,045,218	6,312,500	13,060,300	203,080	1,086,000	300,000	34,007,098
Interest Earned	(1,239,509)	70,983	(87,460)	175,843	(579,409)	57,506	(1,602,046)
Closing Balance Dec 31, 2019	(53,206,984)	2,081,221	(8,581,300)	6,361,903	(20,275,335)	2,150,300	(71,470,195)
<u>2020</u>							
Transfers Out	(47,766,808)	(3,017,315)	(46,371,473)		(12,645,733)	(34,090)	(109,835,419)
Transfers In	11,657,092	1,378,125	38,090,903	203,080	1,086,000	165,000	52,580,200
Interest Earned	(2,059,467)	36,461	(367,654)	186,794	(752,995)	64,035	(2,892,826)
Closing Balance Dec 31, 2020	(91,376,167)	478,492	(17,229,524)	6,751,777	(32,588,063)	2,345,245	(131,618,240)
<u>2021</u>							
Transfers Out	(38,620,883)	(1,481,013)	(11,295,867)		(9,749,803)	(34,089)	(61,181,655)
Transfers In	17,218,869	1,447,031	12,121,812	203,080	1,629,000	165,000	32,784,792
Interest Earned	(2,950,030)	13,337	(485,998)	198,061	(1,059,141)	69,669	(4,214,102)
Closing Balance Dec 31, 2021	(115,728,211)	457,847	(16,889,577)	7,152,918	(41,768,007)	2,545,825	(164,229,205)

	Infrastructure Renewal	Growth	City Building	Capital Asset Renewal	Industrial Land	Other	Discretionary Total
<u>2022</u>							
Transfers Out	(33,771,233)	(1,522,125)	(19,841,467)			(159,089)	(55,293,914)
Transfers In	23,614,306	1,519,383	3,153,030	203,080	2,172,000	165,000	30,826,799
Interest Earned	(3,491,313)	13,192	(729,257)	209,654	(1,175,710)	73,660	(5,099,774)
Closing Balance Dec 31, 2022	(129,376,451)	468,297	(34,307,271)	7,565,652	(40,771,717)	2,625,396	(193,796,094)
<u>2023</u>							
Transfers Out	(37,497,583)	(1,704,739)	(11,486,067)			(159,089)	(50,847,478)
Transfers In	22,834,075	1,595,352	3,184,560	203,080	2,715,000	165,000	30,697,067
Interest Earned	(3,950,867)	11,953	(1,111,437)	221,582	(1,139,071)	75,959	(5,891,881)
Closing Balance Dec 31, 2023	(147,990,826)	370,863	(43,720,215)	7,990,314	(39,195,788)	2,707,266	(219,838,386)
<u>2024</u>							
Transfers Out	(32,600,794)	(1,375,334)	(8,777,867)			(384,089)	(43,138,084)
Transfers In	29,486,221	1,675,120	3,216,406	203,080	2,172,000	165,000	36,917,827
Interest Earned	(4,321,940)	15,050	(1,343,877)	233,855	(1,101,373)	75,074	(6,443,211)
Closing Balance Dec 31, 2024	(155,427,340)	685,699	(50,625,553)	8,427,249	(38,125,161)	2,563,251	(232,501,855)
<u>2025</u>							
Transfers Out	(37,710,808)	(1,537,006)	(5,531,567)			(284,089)	(45,063,470)
Transfers In	30,947,215	1,758,876	3,248,570	203,080		165,000	36,322,741
Interest Earned	(4,589,584)	23,023	(1,496,068)	246,482		72,357	(5,743,790)
Closing Balance Dec 31, 2025	(166,780,516)	930,592	(54,404,618)	8,876,811	(38,125,161)	2,516,519	(246,986,373)
<u>2026</u>							
Transfers Out	(36,978,608)	(2,067,866)	(8,883,667)			(34,089)	(47,964,230)
Transfers In	32,480,144	1,846,819	3,281,056	203,080		165,000	37,976,099
Interest Earned	(4,884,960)	23,700	(1,653,251)	259,474		74,619	(6,180,418)
Closing Balance Dec 31, 2026	(176,163,940)	733,245	(61,660,480)	9,339,365	(38,125,161)	2,722,049	(263,154,922)

Obligatory Reserve Fund Continuity Summary (Forecasted)

An Obligatory reserve fund is created when a provincial statute requires that revenue received for special purposes be segregated from the general revenues of the municipality. Obligatory reserve funds are to be used solely for the purpose prescribed for them by statute.

	Misc Obligatory Summary	DC Reserve Summary (Tax Supported Areas)	Total Obligatory
Closing Balance Dec 31, 2016	1,289,673	(32,871,433)	(31,581,760)
<u>2017</u>			
Transfers Out	(11,258,950)	(4,038,406)	(15,297,356)
Transfers In	10,228,566	9,754,591	19,983,157
Interest Earned	22,383	(722,716)	(700,333)
Closing Balance Dec 31, 2017	281,672	(27,877,964)	(27,596,292)
<u>2018</u>			
Transfers Out	(10,504,790)	(12,949,001)	(23,453,791)
Transfers In	10,598,537	9,983,817	20,582,354
Interest Earned	9,495	(608,656)	(599,161)
Closing Balance Dec 31, 2018	384,914	(31,451,804)	(31,066,890)
<u>2019</u>			
Transfers Out	(11,838,090)	(49,868,064)	(61,706,154)
Transfers In	10,598,537	10,218,437	20,816,974
Interest Earned	(6,788)	(1,165,756)	(1,172,544)
Closing Balance Dec 31, 2019	(861,427)	(72,267,187)	(73,128,614)
<u>2020</u>			
Transfers Out	(8,395,190)	(15,961,526)	(24,356,716)
Transfers In	10,598,537	10,479,005	21,077,542
Interest Earned	6,943	(1,774,563)	(1,767,620)
Closing Balance Dec 31, 2020	1,348,863	(79,524,271)	(78,175,408)
<u>2021</u>			
Transfers Out	(8,764,890)	(13,361,719)	(22,126,609)
Transfers In	10,598,537	10,725,261	21,323,798
Interest Earned	65,478	(1,962,675)	(1,897,197)
Closing Balance Dec 31, 2021	3,247,988	(84,123,404)	(80,875,416)

	Misc Obligatory Summary	DC Reserve Summary (Tax Supported Areas)	Total Obligatory
<u>2022</u>			
Transfers Out	(10,250,390)	(8,010,979)	(18,261,369)
Transfers In	10,598,537	10,977,307	21,575,844
Interest Earned	98,898	(2,033,222)	(1,934,324)
Closing Balance Dec 31, 2022	3,695,033	(83,190,298)	(79,495,265)
<u>2023</u>			
Transfers Out	(10,955,390)	(4,559,814)	(15,515,204)
Transfers In	10,598,537	11,235,274	21,833,811
Interest Earned	101,630	(1,971,714)	(1,870,084)
Closing Balance Dec 31, 2023	3,439,810	(78,486,552)	(75,046,742)
<u>2024</u>			
Transfers Out	(10,533,590)	(5,224,328)	(15,757,918)
Transfers In	10,598,537	11,498,628	22,097,165
Interest Earned	100,349	(1,861,082)	(1,760,733)
Closing Balance Dec 31, 2024	3,605,106	(74,073,334)	(70,468,228)
<u>2025</u>			
Transfers Out	(17,774,290)	(6,336,272)	(24,110,562)
Transfers In	10,598,537	11,560,010	22,158,547
Interest Earned	498	(1,768,696)	(1,768,198)
Closing Balance Dec 31, 2025	(3,570,149)	(70,618,292)	(74,188,441)
<u>2026</u>			
Transfers Out	(20,160,590)	(5,798,080)	(25,958,670)
Transfers In	10,598,537	11,624,238	22,222,775
Interest Earned	(241,349)	(1,680,589)	(1,921,938)
Closing Balance Dec 31, 2026	(13,373,551)	(66,472,723)	(79,846,274)