




# Goals for Today

1. Budget Presentation from Grand River Conservation Authority
2. Capital Budget Presentation
  - Overview & Capital Basics
  - Asset Management Plan & Levels of Service
  - Financing the Capital Plan
  - Overview of Major changes/adjustments to Capital Program
  - Capital Projects with Significant Changes/ Decision Points
    - Housing
    - Airport
    - Roads
    - Waste Management

Reminder: Today is an opportunity to deliberate and ask questions - no decisions are expected. Question breaks will happen through the day. Any larger questions will be held for follow up responses on December 3<sup>rd</sup>.

# Committee Meetings

Date and Time	Purpose
<b>October 22, 2025</b> 1:00 – 4:00 p.m.	Plan and Budget Overview – Setting the Stage
<b>November 18, 2025</b> 9:00 a.m. – 4:00 p.m.	Detailed Budget Review: Operating and Capital Review Day
 <b>November 19, 2025</b> 9:00 a.m. – 4:00 p.m.	Grand River Conservation Authority Presentation Detailed Budget Review: Operating and Capital Review Day
<b>November 26, 2025</b> 1:00 – 4:00 p.m.	Police Budget Presentation
<b>December 3, 2025</b> 9:00 a.m. – 5:00 p.m. (Dec 4 carry over)	Operating and Capital Review: Responses to Councillor Requests for Information and Additional Follow ups
<b>December 16, 2025</b> 9:00 a.m. – 5:00 p.m.	Final Budget Day: Operating Budget, Capital Program and User Fees and Charges



# Capital Plan Overview

11/19/2025

Aanii Boozhoo Blindigen (Anishinabemowin) Tawnshi (Michif)  
Shé:kon Shekoll Sgē:nō Segoli Sgē'no Čwé:n  
(Chondaga) (Cayuga) (Tuscarora)

# Affordability and Progress: A Sustainable Path Forward

## Key Message

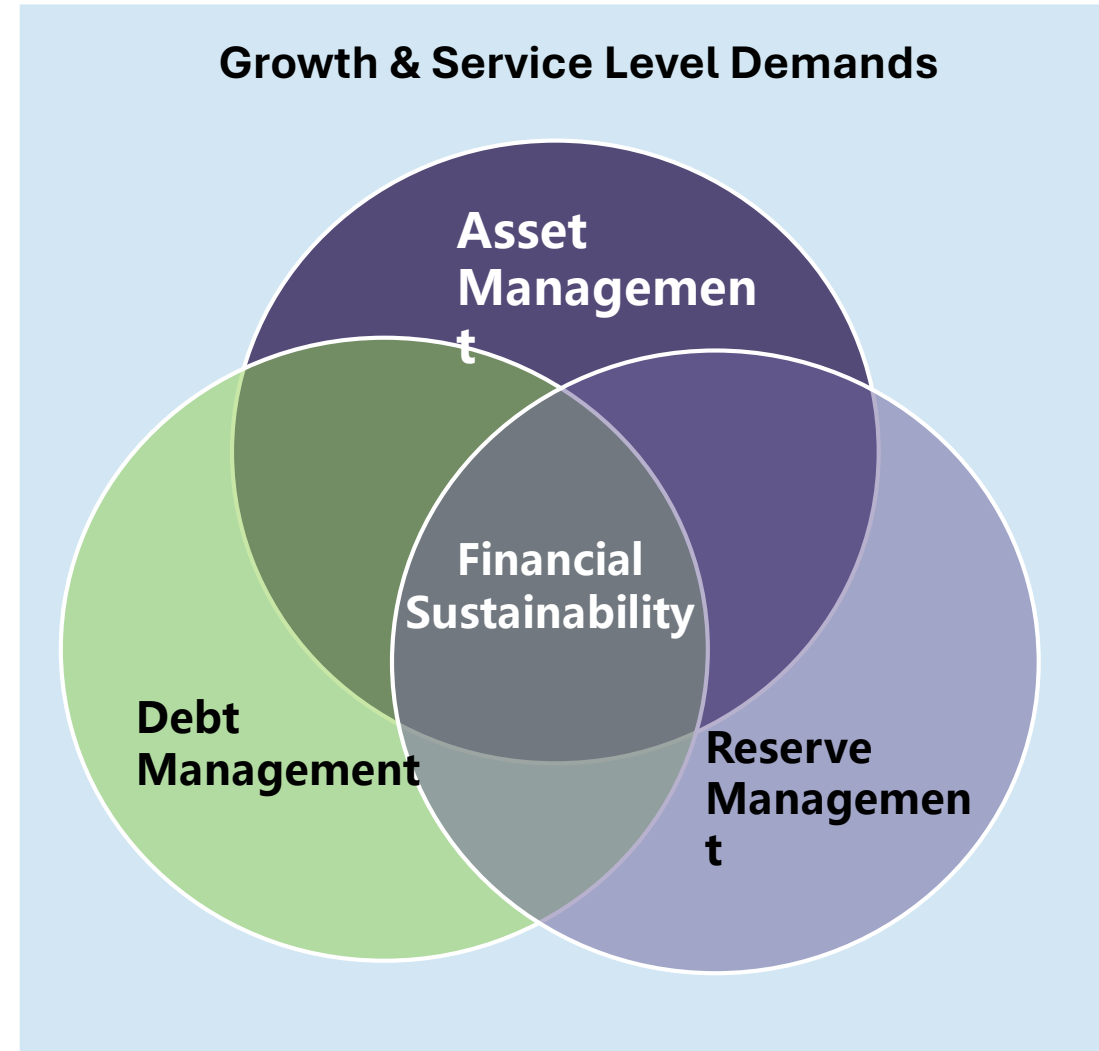
This plan shows how the Region of Waterloo is taking a balanced, affordable approach to delivering results for our community.

## Building a Responsible Program

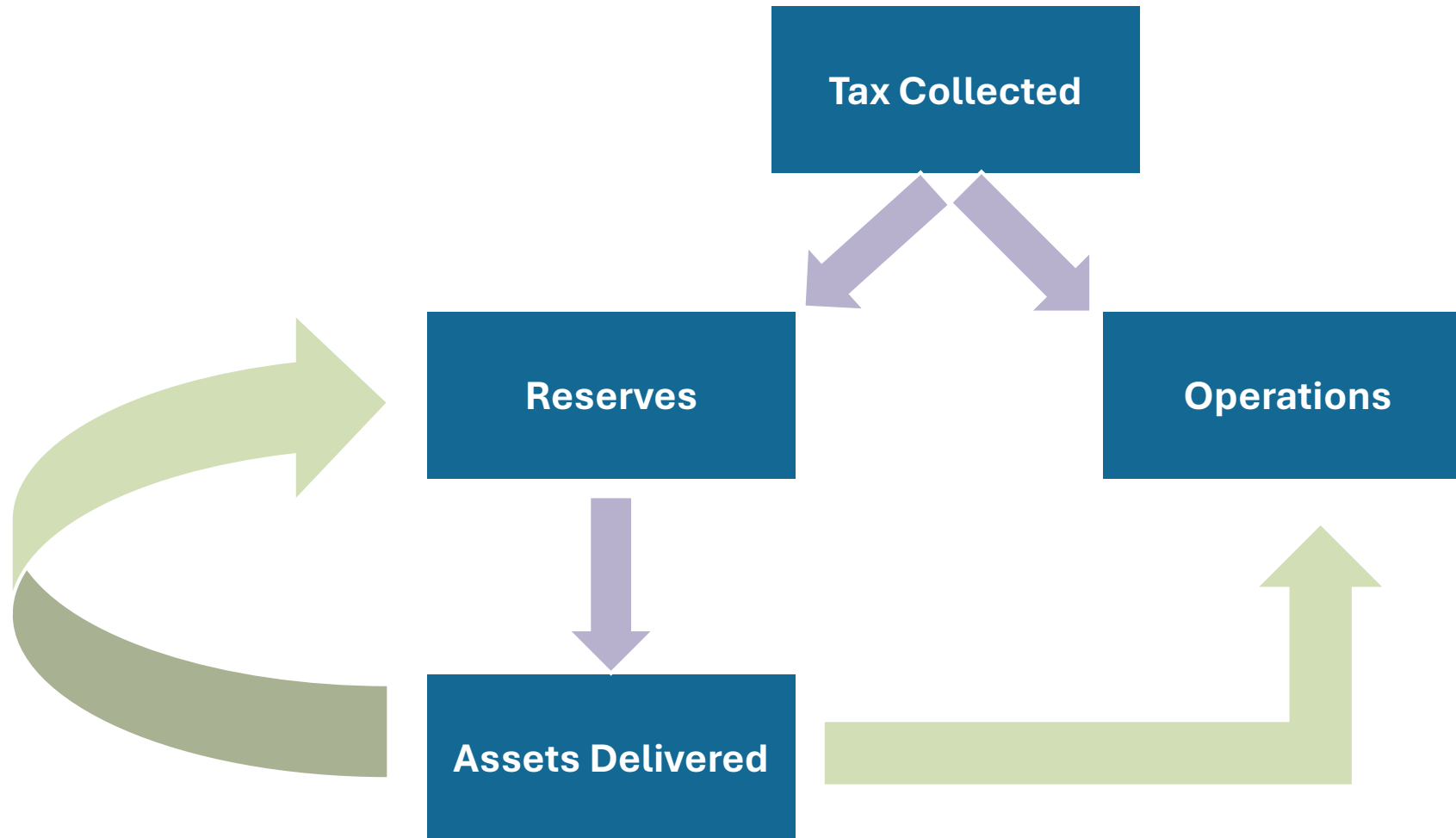
- Focused on what we can confidently deliver within available resources
- Strategic choices made to keep the plan actionable and sustainable
- Reflects our commitment to value for money and long-term fiscal health

## Looking Ahead

- This is an important first step in moving more projects from plan to action
- As opportunities and partnerships grow, we'll continue to increase delivery capacity



# How do Capital and Operating Interact?

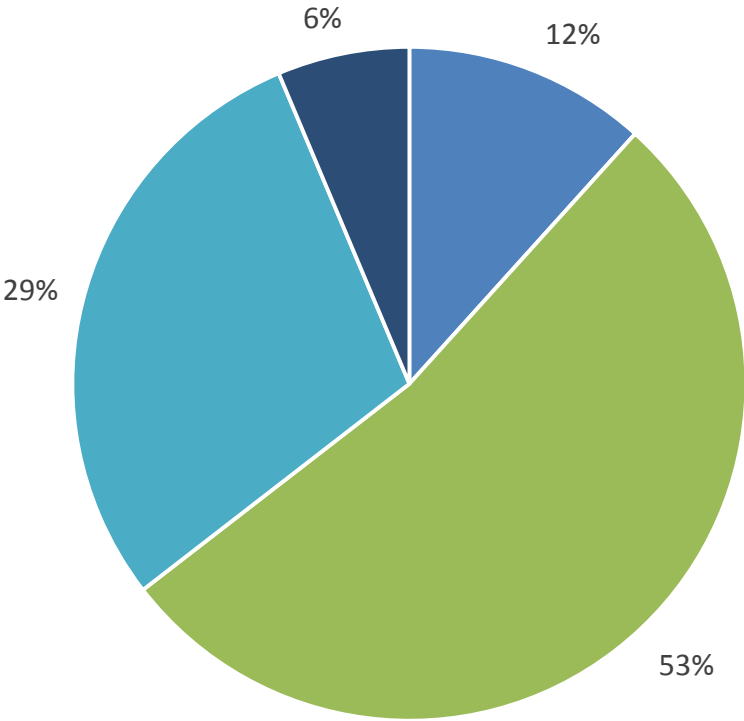
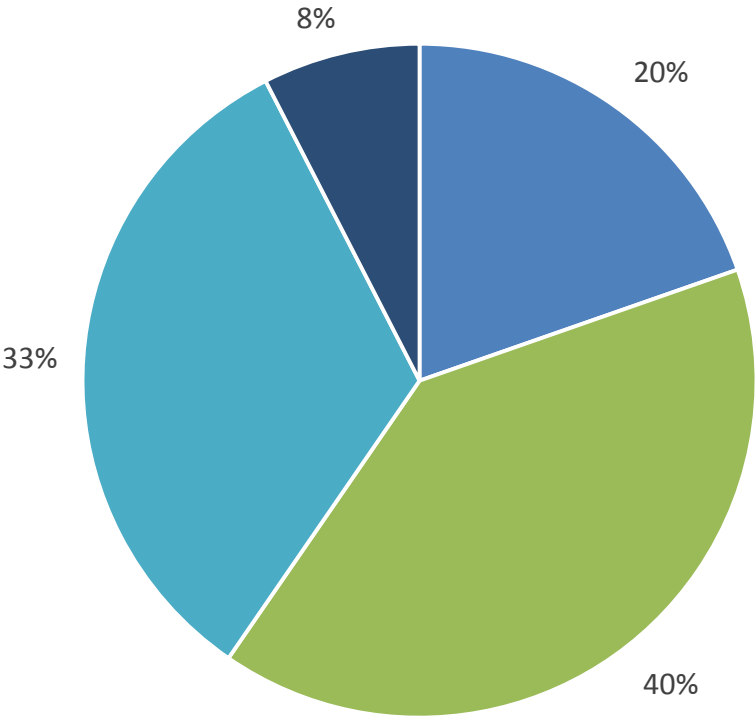


# Preliminary Capital Plan Overview

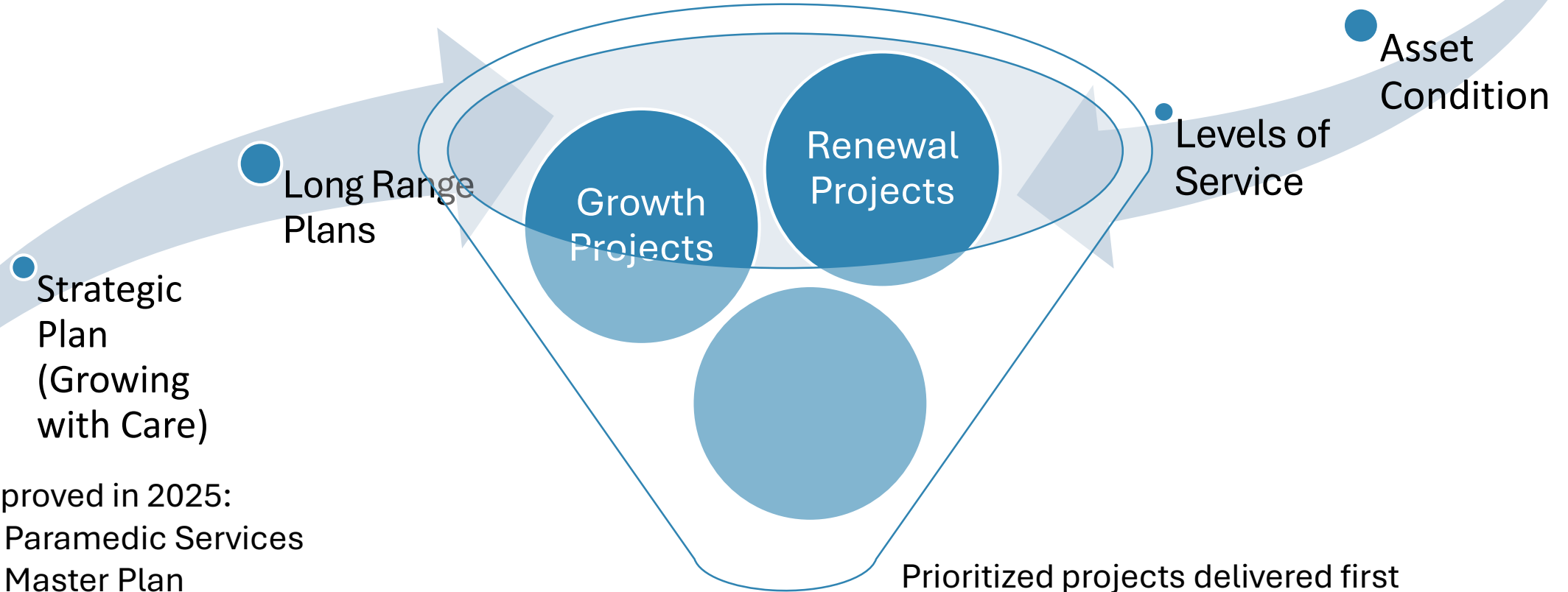
2026 Total Spend \$611 Million

2026-2035 Total Capital Spend \$7.4 Billion

- Community Services
- Transportation Services
- Engineering and Environmental Services
- Other



# How Capital Plan is created



Approved in 2025:

- Paramedic Services Master Plan
- Asset Master Plan
- GRT Business Plan

Prioritized projects delivered first  
How fast is dependent on funding

## Homes for All

- Langs Housing Project in Cambridge
- Mooregate Redevelopment in Kitchener
- Community Housing Initiative

## Climate Aligned Growth

- Stage 2 ION LRT (to Cambridge)
- Waterloo Landfill Gas System
- Kitchener Central Transit Hub

Region of Waterloo

STRATEGIC PLAN  
**growing**  
with care  
— 2023-2027 —

## Equitable Services and Opportunities

- Modular Child Care
- Roads
- Paramedic Stations
- Bus Stop Area Improvements

## Resilient and Future Ready Organization

- Transit Technology Modernization
- Fleet Replacements Transportation
- Vehicle Replacements Waste Management
- Asset Management

# Renewal and Growth Projects

## Renewal

- Repairs, restores, rehabilitates or replaces
- Maintains service levels
- Extends lifecycle of assets



## Growth

- Adds new infrastructure
- Expands existing assets
- Ensures service levels are maintained as demand increases

\*Renewal and Growth Projects can overlap when work replaces aging infrastructure and also adds new capacity

# Capital Program Governance

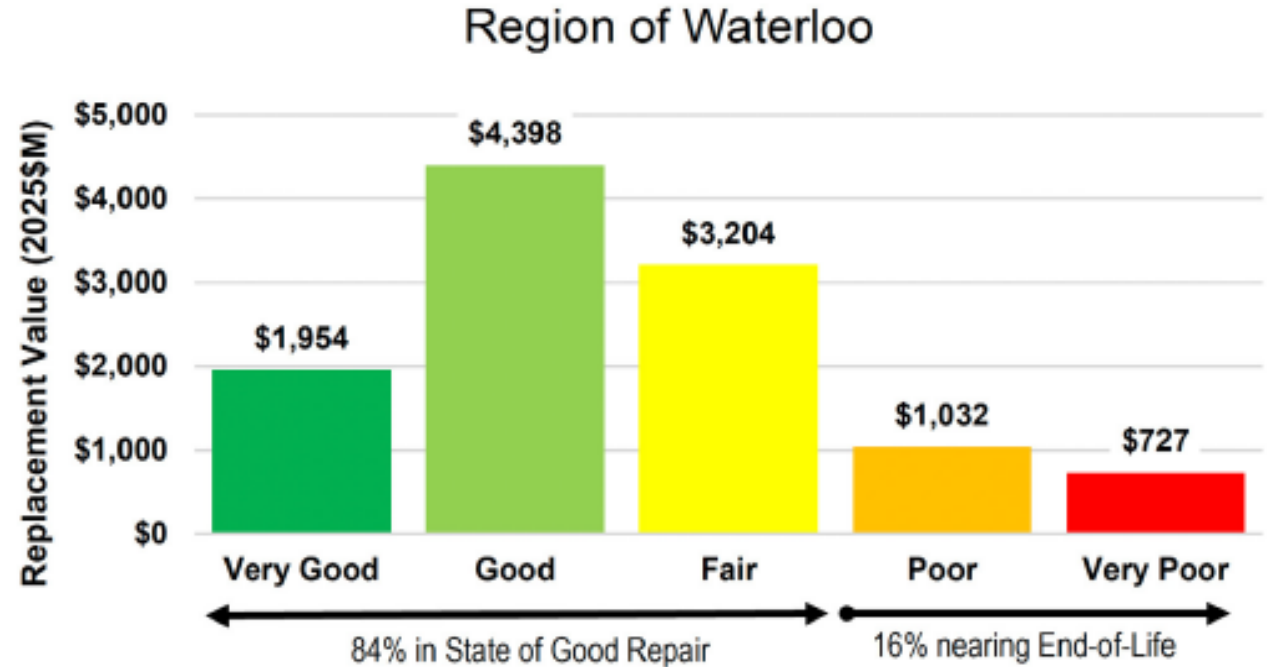
- Newly established Capital Program Steering with cross regional representation
- Tasked with evolving Capital Planning & Delivery through sharing of best practices, policy setting, and cross regional oversight
- Key deliverables in 2025:
  - Debt metrics and sustainability limits
  - Project groupings & shovel ready
  - Kicked off RDC background study
- Key items planned to make progress on in 2026:
  - Bias in Capital Planning Project will help to evolve the governance of the Capital Plan
    - Establish a framework and policy to mitigate biases from capital decision making processes to produce equitable outcomes
  - Reserve deep dive
  - RDC Background Study Completion
  - Continue work on increase % completion, cycle management, and overall infrastructure financing



# Asset Management Plan & Levels of Service

# Reminders: 2025 Asset Management Plan Findings

- The Region's infrastructure assets are valued at \$11.3B
- The average asset condition is GOOD/FAIR
- 84% of the Region's assets are in a state of good repair
- \$1.8B of the Region's assets are nearing end of life








# Reminders: Levels of Service

- Levels of Service (LOS) define outcomes that residents experience through infrastructure assets
- LOS are set from service level agreements, industry best practices, regulations, historical practices
- LOS were approved by Council in April 2025 (EES-SAM-25-001)
- Performance will be measured against LOS targets; no changes are suggested

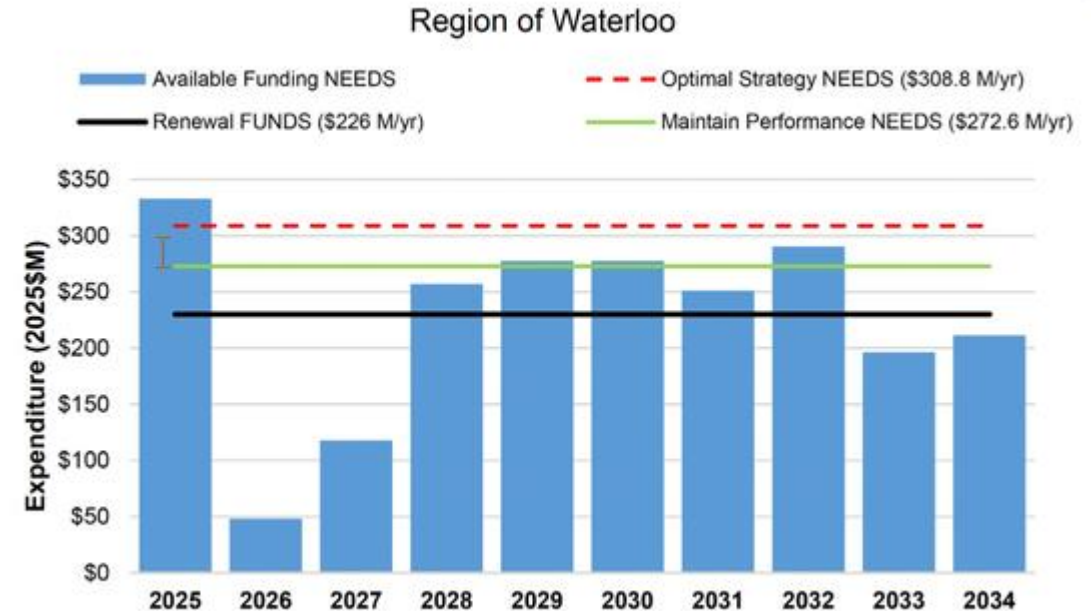
## Transportation

<b>Technical Performance Measure</b>	For paved roads in the municipality, the average pavement condition index value (O.Reg.588)
<b>Measure Background</b>	Best Practice/Benchmarking Performance Metric
<b>Proposed Performance</b>	≥ 80%

Condition Grade	Urban Road Example
<b>Very Good</b> (PCI = 90 to 100)	
<b>Good</b> (PCI = 80 to 89)	
<b>Fair</b> (PCI = 65 to 79)	
<b>Poor</b> (PCI = 55 to 64)	
<b>Very Poor</b> (PCI < 55)	

# Infrastructure Gap

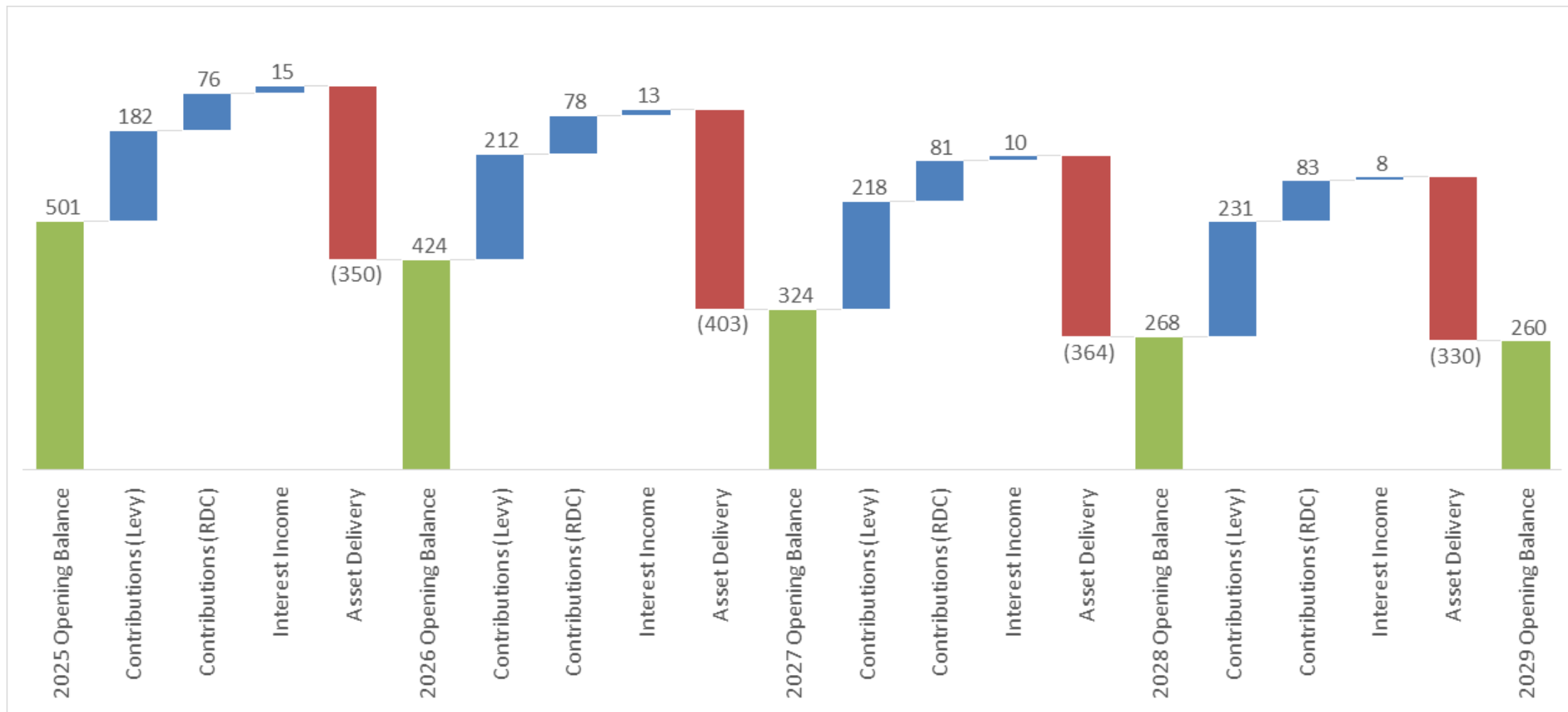
- Our AMP highlighted that the Region has an Infrastructure Funding gap of \$82.8M per year over 10 years (based on 2025 capital plan – will be updated to 2026 capital plan mid-year 2026)
- Tracking against LOS measures annually
- Infrastructure financing and reserves will be reviewed by staff in 2026



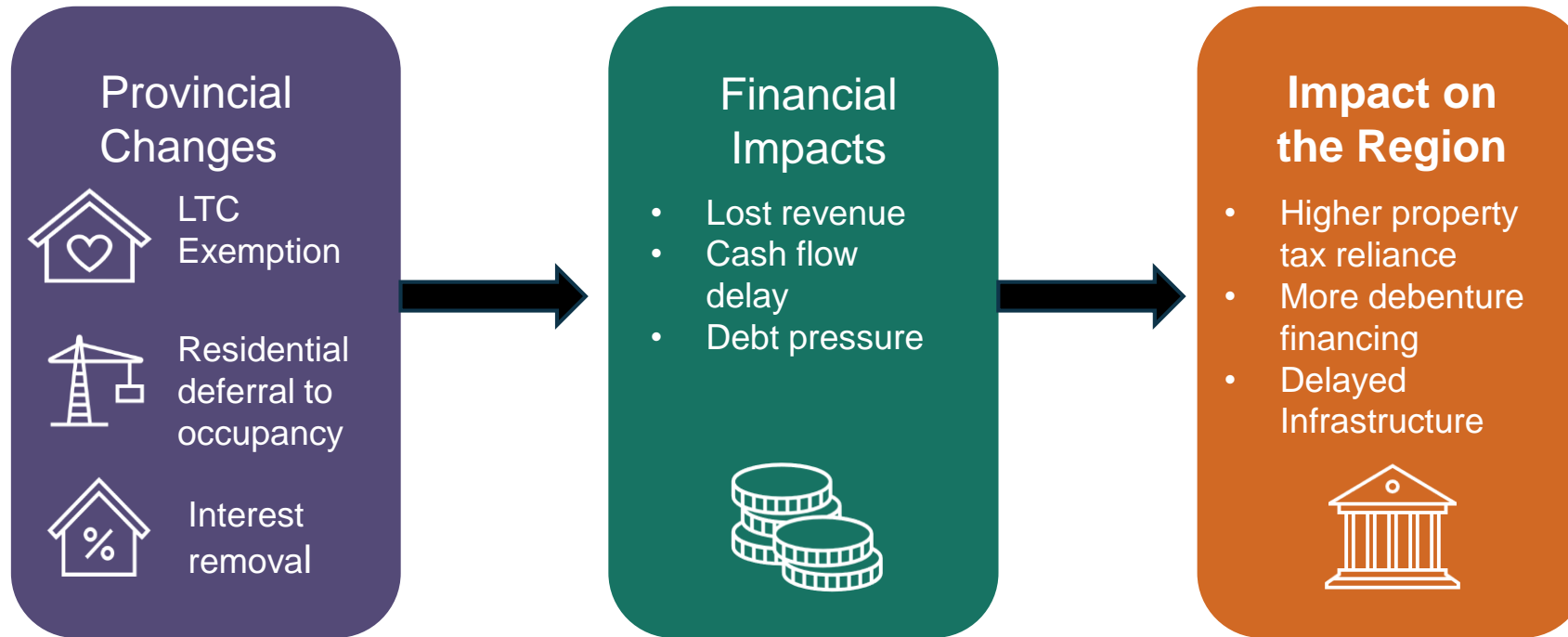


# Financing the Capital Plan

# Reserve Levels Stable, but Declining Under Current Policies



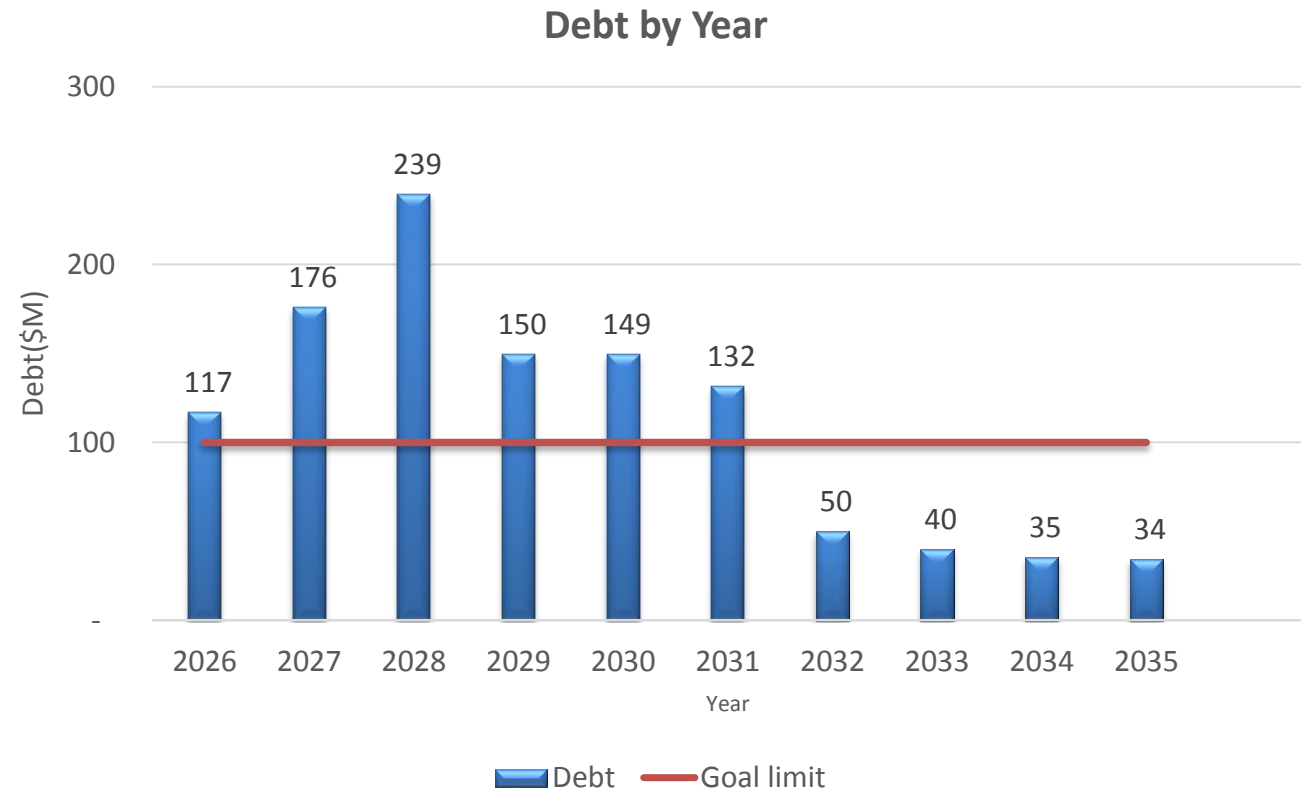
# RDC Update



- Collections trend: Q3 RDC collections were significantly lower year-over-year (collections ~37% of 2024)
- Reason & outlook: Driven by the Ontario condo market downturn and new statutory exemptions under Bill 23, More Homes Built Faster Act, 2022; collections are expected to stabilize as the market recovers and major projects advance.

# Debenture Financing

- Limited to significant projects.
- Established affordability limits to protect financial sustainability:
  - goal of \$100M a year;
  - \$1.2B over 10 years
- Projects have been moved to “unsecured” funding — will not proceed without additional funding. These include :
  - LRT2 to Cambridge (expecting full funding)
  - WRH RP Shelley/Courtland/Weber
  - Waterloo Transfer Station Upgrade Construction
  - Construct Runway Extension
  - Fleet Vehicle Charging Stations
  - Vehicle additions for transit



Total Debt : \$1.12M

# Top Debt Funded Projects

<b>Debt Financing Only (\$ thousands)</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031 - 2035</b>	<b>2026 - 2035</b>
WRH MP Mooregate, Kitchener	4,644	19,184	81,704	60,429	50,615	56,983	<b>273,559</b>
WRH MP Langs, Cambridge	33,694	7,000	-	-	-	-	<b>40,694</b>
GRT - Vehicle Additions Conventional	-	-	3,570	6,630	2,550	26,010	<b>38,760</b>
W/W Galt Process Upgrades & Expansion	300	13,000	15,000	2,000	2,000	3,700	<b>36,000</b>
Kitchener Central Transit Hub	874	6,208	16,045	7,175	4,402	-	<b>34,703</b>
East Side Lands Sanitary Servicing	-	1,500	2,500	7,000	6,000	17,000	<b>34,000</b>
Paramedic Station - 2033 Expansion Hub (Breslau)	-	-	-	5,000	7,000	21,000	<b>33,000</b>
Industrial Land Acquisition and Strategy	9,100	-	-	5,000	5,000	-	<b>19,100</b>
Waterloo Waste - New Cells Design & W/W Elmira Upgrades	1,050	3,935	3,000	7,000	3,000	-	<b>17,985</b>
	-	1,000	2,000	1,000	1,000	9,000	<b>14,000</b>
<b>Total Top 10 RoW</b>	<b>49,662</b>	<b>51,827</b>	<b>123,819</b>	<b>101,234</b>	<b>81,567</b>	<b>133,693</b>	<b>541,801</b>
Public Safety Communications Center	8,165	70,428	80,000	10,811	3,000	-	<b>172,404</b>
Training Facilities Expansion				6,500	32,500	32,500	<b>71,500</b>
<b>FYI only: Top Police use of Debt</b>	<b>8,165</b>	<b>70,428</b>	<b>80,000</b>	<b>17,311</b>	<b>35,500</b>	<b>32,500</b>	<b>243,904</b>
<b>Table Total</b>	<b>57,827</b>	<b>122,255</b>	<b>203,819</b>	<b>118,545</b>	<b>117,067</b>	<b>166,193</b>	<b>785,706</b>
<b>% of total Debt</b>	<b>50%</b>	<b>70%</b>	<b>85%</b>	<b>80%</b>	<b>80%</b>		

# Debenture Terms

## Rehabilitation & Renewal Projects (Non-Growth)

- Standard : 10-year term

## Facility Renewal / Major Retrofit Projects

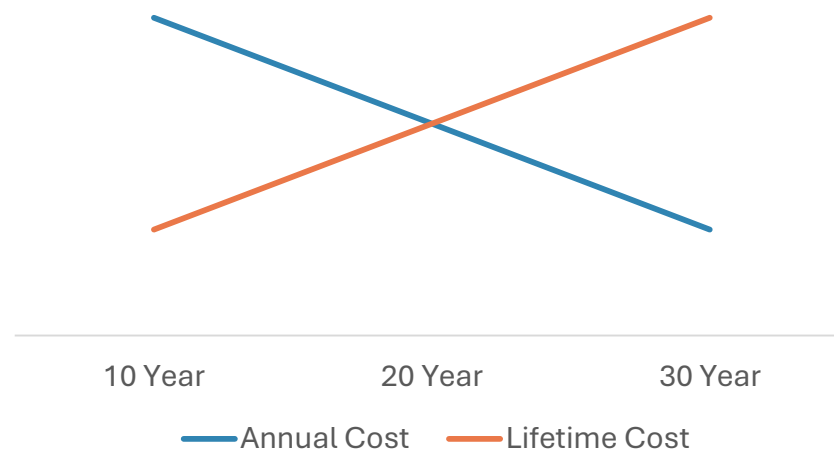
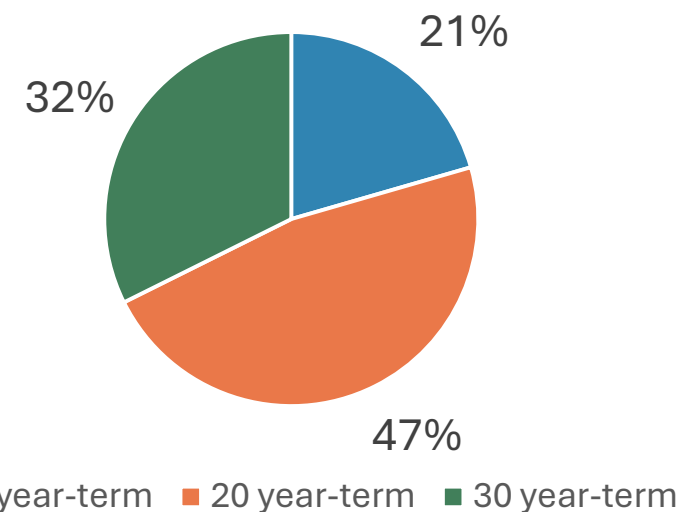
- Standard: 10 or 20-year term
- May use up to 20-year terms where the investment clearly extends asset's lifecycle

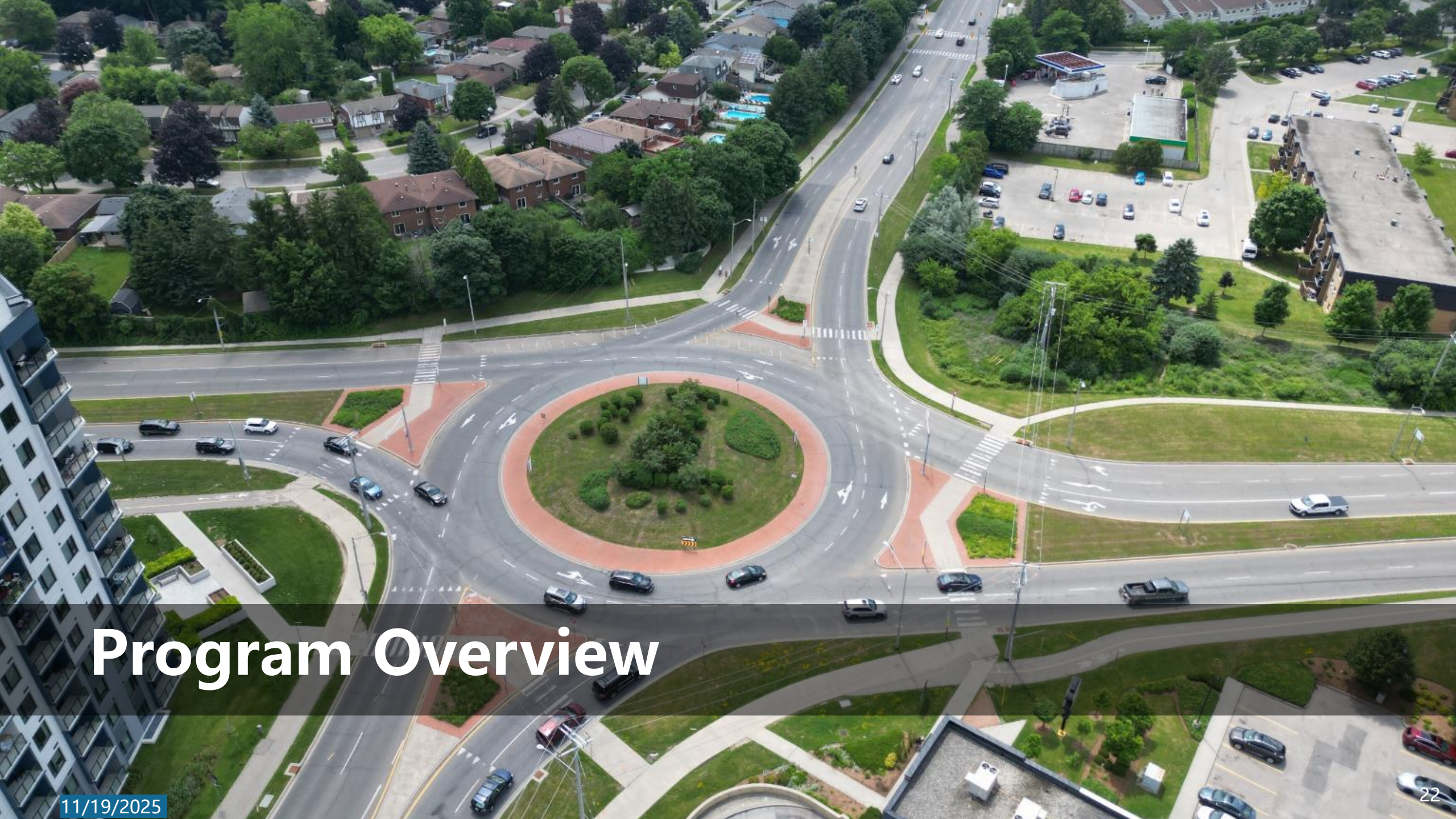
## Growth-Related Projects (RDC-Funded Projects)

- Standard : 20-year term
- Aligns repayment with the period of growth and moderates the impact on RDC rates

## Large-Scale Growth Projects with long economic lives

- Standard: up to 30-year term
- If asset life  $\geq$  30 years and future revenues or benefits justify the extended term
- Usually used on "legacy" type projects





# Program Overview

# Capital Plan – New Approach in 2026

- Renewal: On the path to LoS Implementation
  - Reprofiting projects to help us get there
  - Mainly in roads – Deep dive follows
- Increase % spend:
  - Project "groupings"
    - Example: Road Renewal
  - Shovel ready work
- Growth: Pacing of large projects
  - Focus on a few per year
  - Spreads our debt load

Top Growth Projects	2026-2035 (\$thousands)	Key Years
Stage 2 LRT Project Development	2,045,600	2031-2035
WRH MP Mooregate, Kitchener	292,459	2027-2031
Kitchener Central Transit Hub	162,944	2026-2030
WRH MP Shelley/Courtland	149,981	2031-2034
River Road Extension, King St. to Manitou Dr.	75,289	2026-2033
Maple Grove Rd, Hespeler Rd to East of Fountain St	55,910	2027-2032
WRH MP Langs, Cambridge	40,694	2026-2027

# Reprofiling – Pressures, Risks & Mitigation

## Pressures

- Project delivery delays (seasonal constraints, supplier/contractor availability, multi-department dependencies)
- Budget & inflation pressures (materials, labour, equipment, technology)
- Coordination challenges (interdepartmental projects, shared infrastructure, external stakeholders)

## Risks

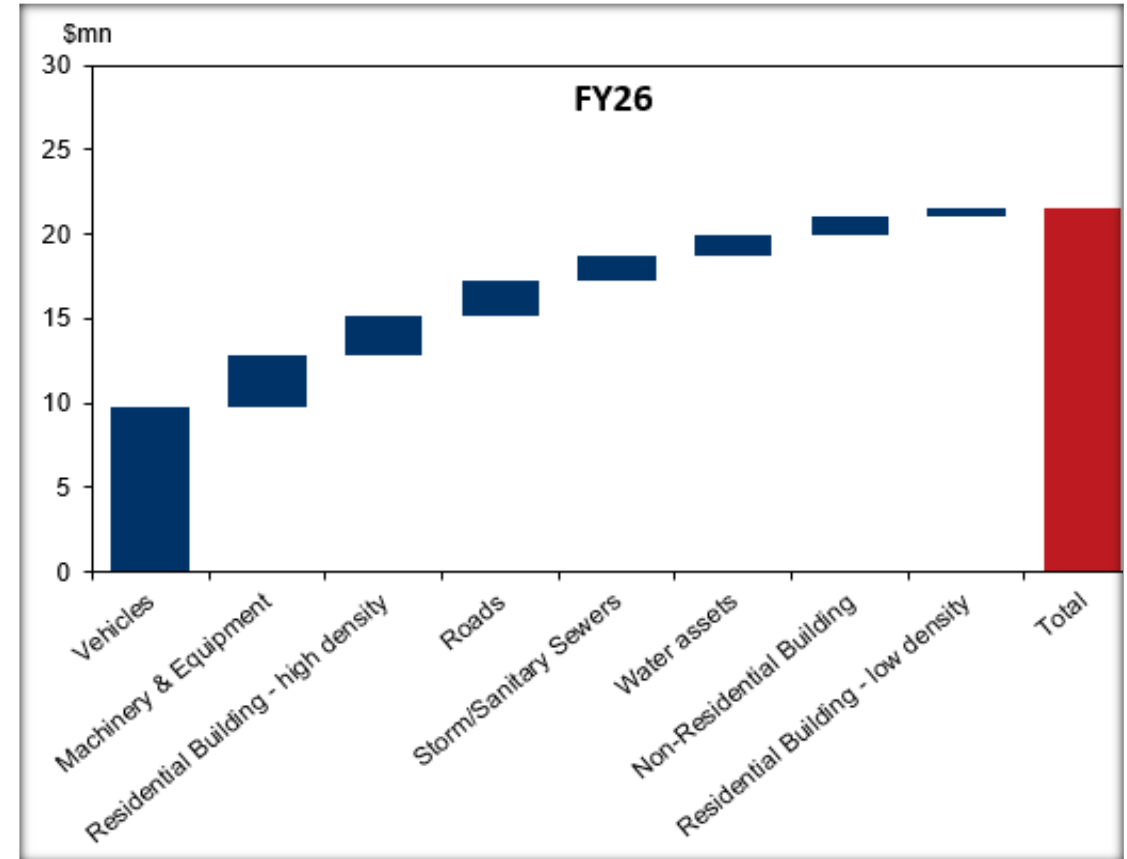
- Accelerated asset deterioration
- Reduced service levels
- Cost escalation due to deferred work and inflation
- Growing backlog of capital and maintenance projects

## Mitigation Strategies

- Prioritize critical projects across departments based on risk and readiness
- Improve coordination and planning across departments and with external partners
- Regularly monitor project timelines, costs, and service-level performance
- Strategically manage backlog to minimize long-term deterioration

# Estimated tariff impact by asset type

- The estimated risk for 2026 is \$21.5 million (4% of the 2026 capital plan)
- The bulk of the expenditure increase is expected to come from vehicles and residential buildings (example: WRH projects).
- Tariffs are not currently reflected in the capital plan due to the level of uncertainty.
- The Region will monitor developments and address any impacts through built-in project contingencies. Council will be informed through quarterly reporting if Tariffs unfold differently than this expectation.



Modeling Tool - Developed by Oxford Economics to assist municipalities in estimating tariff costs on capital construction projects



# Questions



# Capital Projects with Significant Changes/ Decision Points: Housing

# WRH Revitalization: Strategic Context

- Waterloo Region Housing (WRH) Revitalization Plan, approved by Council in November 2019, focused on keeping WRH buildings in good repair and adding more than 600 units across six properties.
- Three projects are close to completion including 420 Kingscourt, Waterloo; 82 Wilson Ave, Kitchener; and Lang's Dr, Cambridge.
- However, due to growing debt servicing pressures and escalated project costs, the three remaining projects – Mooregate, Courtland-Shelly and Weber - have been reprofiled in the 2026 Capital Budget.
- Proposed changes to the Capital Plan balance the need for community housing and fiscal responsibility.



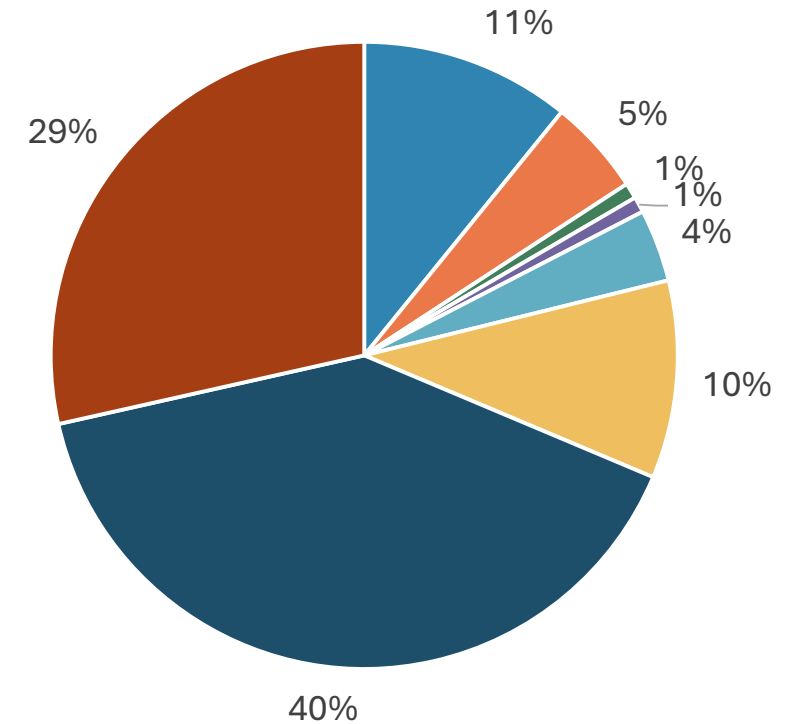
# WRH Revitalization: Strategic Context

Affordable housing provided by Waterloo Region Housing (WRH), guided by the Building Better Futures plan, plays an important part in ending chronic homelessness.



# WRH Revitalization: Capital Forecast

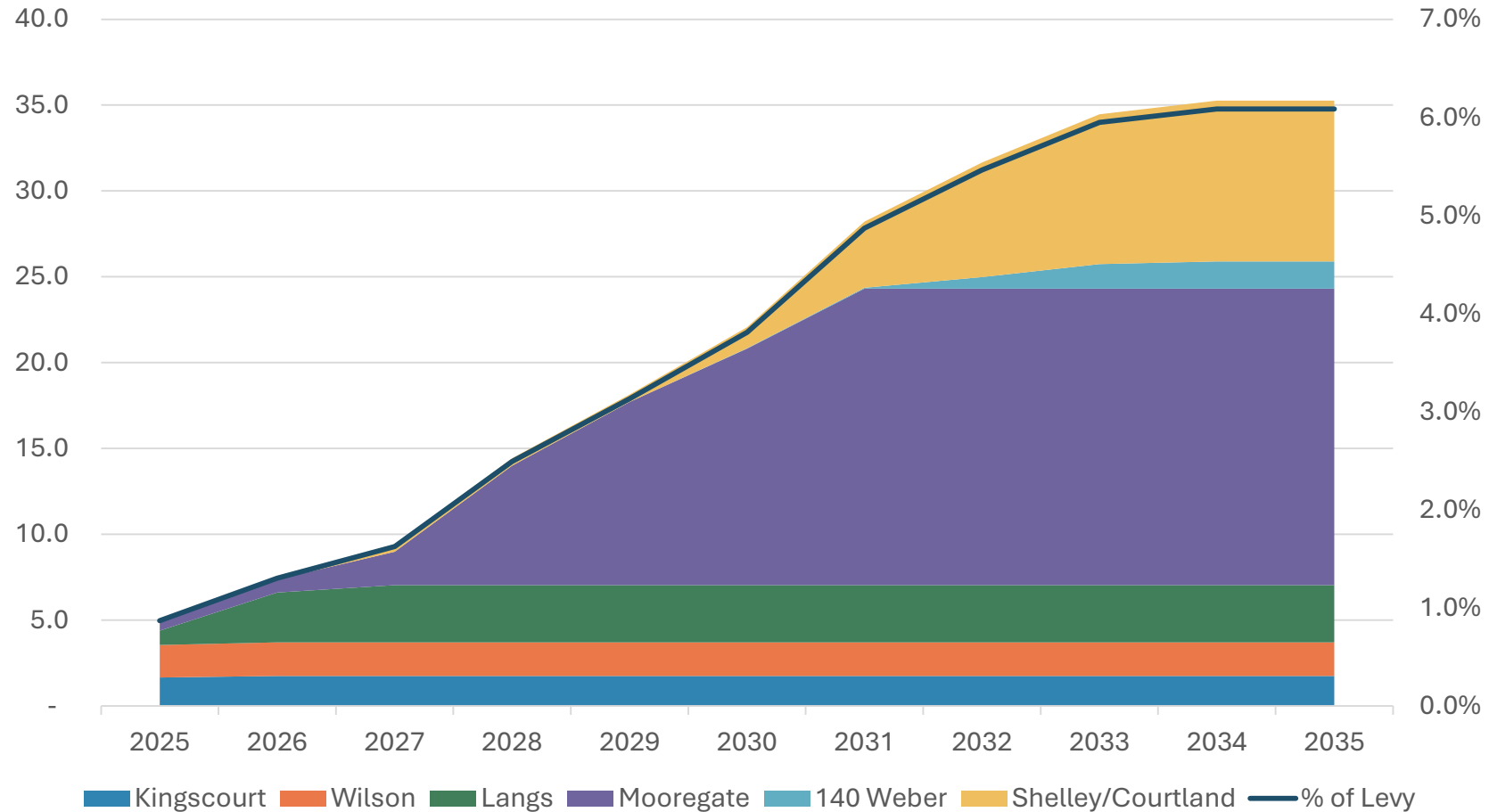
Project	Start Date	End Date	Total \$ 2026-2035 Plan	Total \$ Project Cost	Net New Units
Kingscourt	2023	2026	3.0	38.5	73
Wilson	2023	2026	2.0	35.8	32
Langs	2024	2027	40.7	65.5	98
Mooregate	2027	2031	292.5	298.7	323
140 Weber	2030	2034	25.8	25.8	19
Shelley/Courtland	2030	2034	150.0	152.1	122
Total			513.9	616.4	667.0



- CMHC Debt Financing
- CMHC Grant Funding
- FCM Debt Financing
- FCM Grant Funding
- Housing Reserves
- Debentures (20 Years)
- Debentures (30 Years)
- Unsecured Financing

# WRH Revitalization: Debt Servicing Costs

Annual Debt Servicing Cost (in millions)



# WRH Revitalization: Risks and Mitigation

## Financial

- If the projects proceed as originally approved, debt servicing costs will consume an unsustainable portion of the Housing and Homelessness budget.
- Pausing Mooregate will ease debt servicing pressures but may result in the loss of the conditionally awarded project funding of \$57M repayable loan and a \$18.9M grant, for a total of \$75.9M.

## Service/Resident Experience

- Loss of Mooregate units in the affordable housing system will extend wait list times and prolong the displacement period for currently relocated residents
- Communication with WRH tenants will be prioritized to minimize any known adverse impacts related to an altered WRH RP.

## Long-term Outcomes

- Reputational risk for the Region by not proceeding as part of the Building Better Homes initiative.
- WRH RP creates housing that is affordable in perpetuity. This is not being created in the private market.
- Continue to explore affordable housing partnership opportunities.

# WRH Revitalization: Council Decision Points

To balance the debt servicing impacts in the previously approved plan and the growing need for affordable housing in Waterloo Region, we recommend Council approve the proposed Capital Budget which includes:

- Delay of Mooregate by one year; continuation of site preparation work
- Identification of additional operating savings in subsequent budgets to service debt
- Continuation of pre-development work and move Courtland Shelley to 2030 in the capital plan (Unsecured funding status)
- Delay of Weber Street redevelopment from 2026 to 2030 (Unsecured funding status)





# Housing Questions



# Capital Projects with Significant Changes/ Decision Points: Stage 2 LRT to Cambridge

# Stage 2 LRT to Cambridge Strategic Context

- Building off the success of Stage 1 ION, expanding rapid transit to Cambridge allows us to shape how we grow, increases connectivity throughout the region and ensures we move together into the future.
- Stage 1 ION led to more than \$5.25 billion in investment along the Central Transit Corridor. Over 22,000 new and diverse residential homes have been built along the corridor between 2011 and 2024.
- On Nov. 4, Regional Council approved a recommendation to move forward with expansion of light rail service from Fairway Station to Downtown Cambridge.
- The project will move into the detailed design and pre-construction phase. In this phase, work focuses on heritage assessments, utility relocations, environmental field work and detailed design.



# Stage 2 LRT to Cambridge Financial Overview

- **2026 ask to fund \$12M by area-rated levy reserves – no reimbursement expected**
  - Capital budget inclusions:
    - \$2M for pursuing funding, environmental and engineering studies, and detailed design work
    - \$10M for strategic and proactive land purchases (council-endorsed strategy)
  - Capital budget addition:
    - Two new FTEs to advance the project within the design and pre-construction phase
- **Future capital costs (funded by others)**
  - \$2,045.6M (2025\$) within 10-year capital budget
    - Property (\$188M)
    - Staffing (\$28M)
    - Vehicles and construction (\$1,829.6M)
  - \$1,500M (2025\$) project costs outside current 10 year window



# LRT2 Questions

A photograph of an airport at sunset. The sky is filled with soft, orange and yellow clouds. In the foreground, a dark, reflective surface, likely a runway or taxiway, shows the reflection of the sky. In the middle ground, there is a large, dark building, possibly a terminal or hangar, and a prominent, cylindrical air traffic control tower with a light on top. The overall scene is serene and captures the transition from day to night.

# Capital Projects with Significant Changes/ Decision Points: Airport

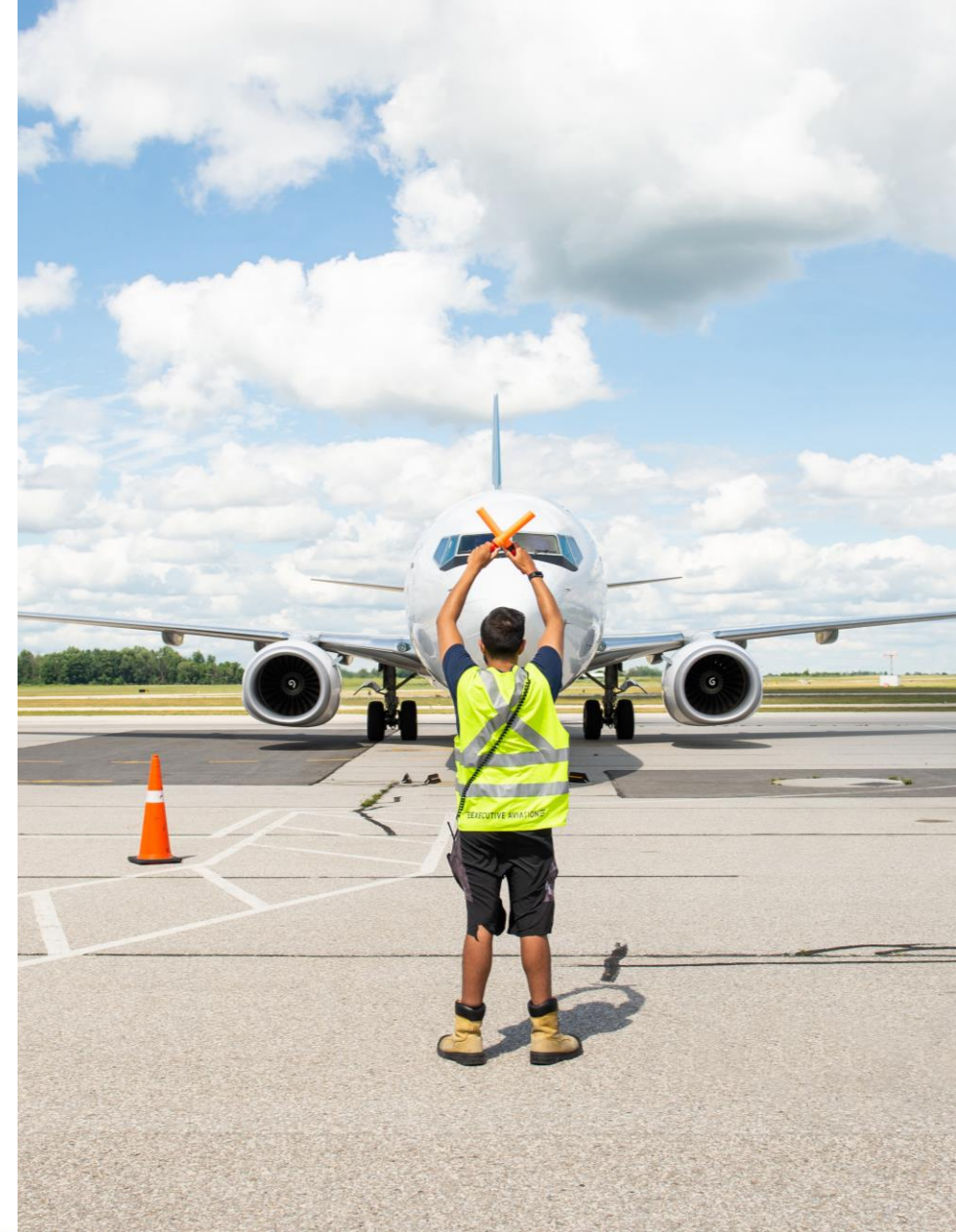
# Airport: Strategic Context

## YKF is a long-term economic engine and job creator for Waterloo Region

### 2023 Economic Impact Study:

- Home to 44+ aviation and aerospace businesses
- \$390 million in total economic output
- 1,360 jobs and \$100 million in wages
  - Includes 660 direct jobs
- \$170 million in Gross Domestic Product (GDP)
- \$28 million in tax revenue (local, provincial and federal)

**Upcoming Airport Growth Plan charts the long-term growth and key priorities for the next 20+ years**



# Airport: Strategic Context

- Airline industry continues to be volatile, as seen through:
  - Flair's reduction in service/local base in 2025/2026
  - Air Canada's Dec 1 doubling in daily service
  - Continued airline industry interest in YKF
- Aviation and Aerospace sector continues to thrive with major investment from Bombardier, DeHavilland and other major industry partners joining YKF.
- Broader industry factors still in development:
  - YYZ reaching capacity in coming years
  - Porter's investment at John C. Munro in Hamilton
  - Provincial and Federal investment in A&A





# Airport: 2026 Capital Forecast

## \$5.4M in 2026 Capital Projects

Due to changes in annual passenger projections trigger points for planned projects have moved out (2025 plan had \$56.5M of projects in 2026)

## \$3.5M Capital Renewal

- \$1.5M Fencing (regulatory requirement from TC)
- \$1.25M Non-Passenger Screening (regulatory requirement from TC)
- Remainder: Runway rehabilitation design, security upgrades

## \$1.5M Growth Projects

(such as potential strategic property acquisition)

# Airport: Risk and Mitigation

Changes in the market and passenger volume trigger points may require projects to be brought forward in the 10-year capital budget.

**Potential Risk:** Potential delay in terminal expansion for increased passengers beyond 1M

**Mitigation:** Low-cost planning underway, reduced level of service

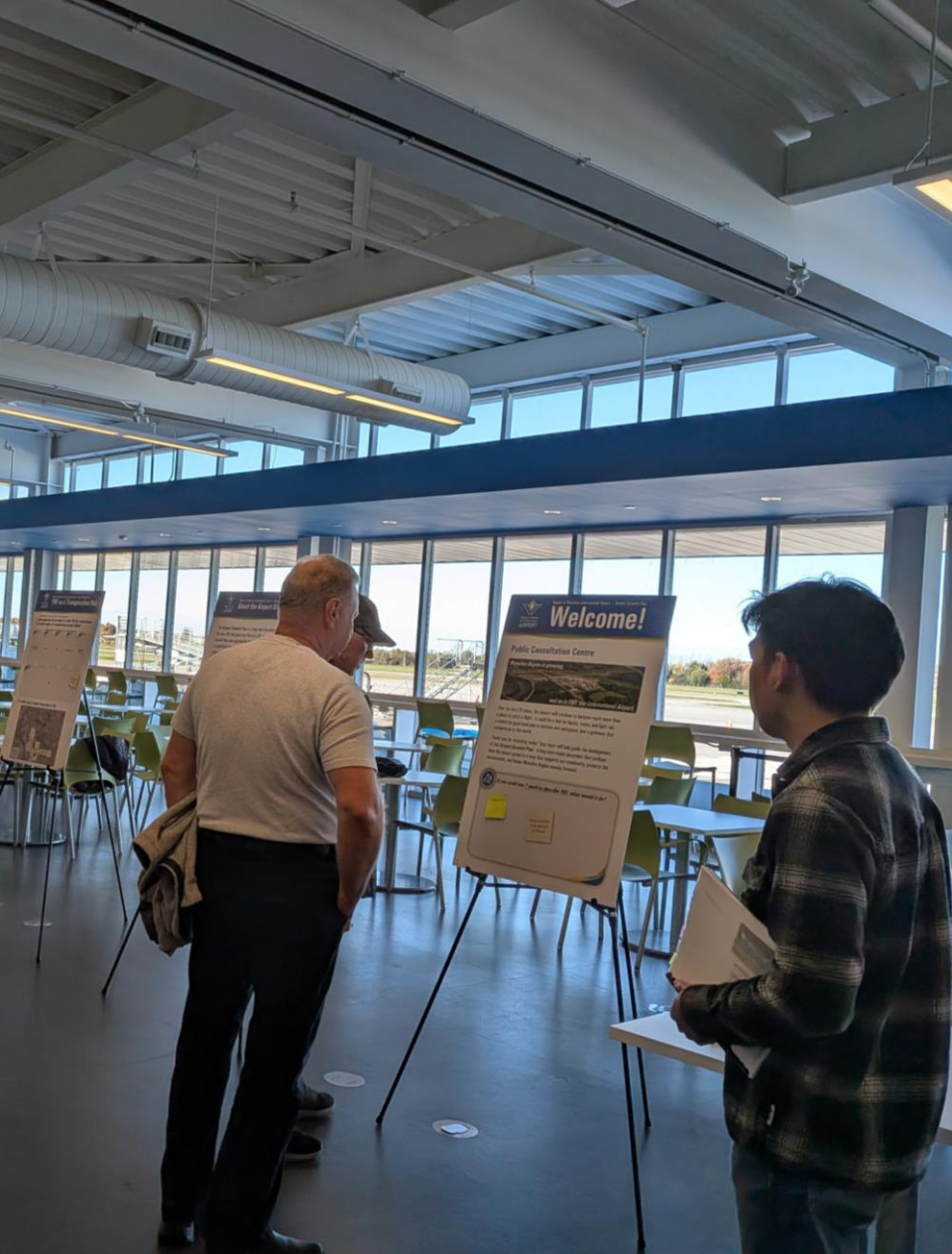
**Potential Risk:** Delays in major Airport Growth Plan projects from anticipated demand timing

**Mitigation:** Prioritization of development projects based on projected demand, funding requests

**Potential Risk:** Delays in some infrastructure maintenance

**Mitigation:** Ongoing monitoring of infrastructure





# Airport: What's Next

The Airport Growth Plan is currently in development.

The key themes include:

- YKF as a Transportation Hub
- YKF as a Business Hub
- Just-in-Time Infrastructure Planning
- Sustainability
- Land use and Planning

## Next Steps:

The Airport Growth Plan and related financial modelling will come to Regional Council for approval in early 2026.

All future capital projects related to the Growth Plan will come to Council for individual approval as they advance.



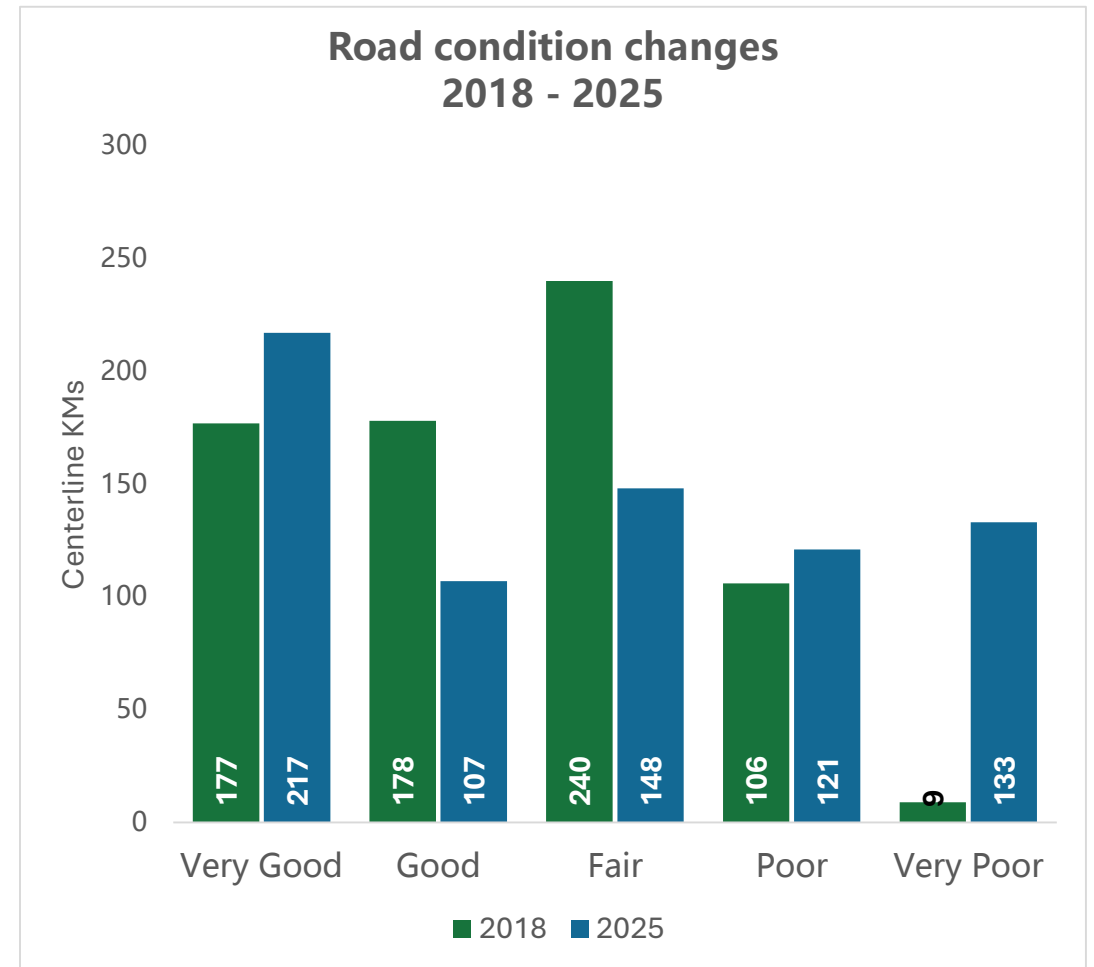
# Airport Questions



# Capital Projects with Significant Changes/ Decision Points: Roads

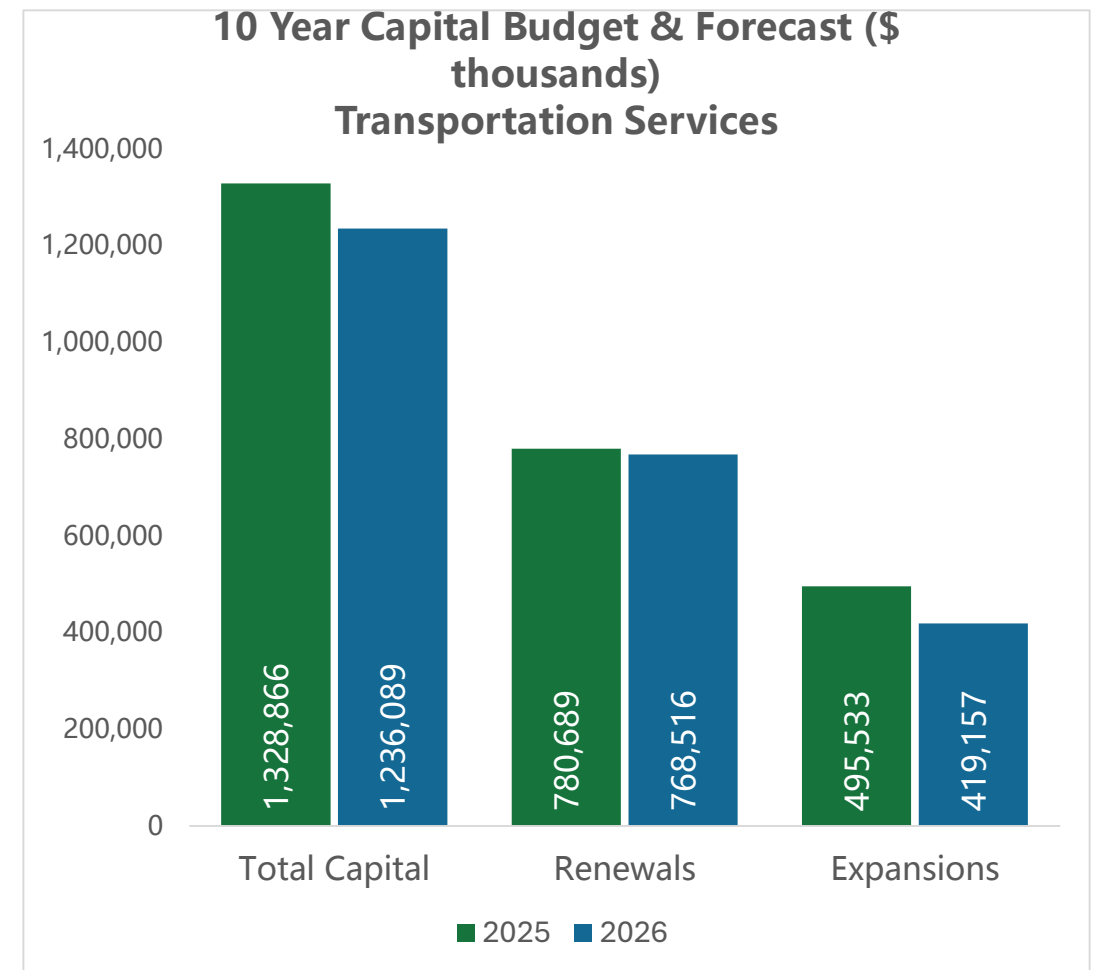
# Roads: Condition of our roads

- Roads are managed, maintained and created using a needs-based approach, coordinated with area municipalities.
- A needs-based approach looks at our assets as a whole and evaluates work required based on age and condition of the asset.
- Over the last 7 years, over \$100 million in projects has been deferred beyond the next 10 years to help achieve fiscal targets.
- This has led the overall condition of our roads to deteriorate.
- We need to use our existing resources wisely to improve the quality of our roads.



# Roads: How we improve our roads

- We can improve the quality of our roads by focusing on strong asset management and regular repairs.
- Our 2026 capital budget is decreasing by 7%.
  - Renewals (what we repair) are decreasing by 2%.
  - Expansions (new builds) are decreasing by 15%.
- Repair projects are prioritized based on the greatest need.
- In the next 5 years more repair projects can be completed by focusing on resurfacing rather than complete reconstructions, which will improve our road network's quality.
- Expansion projects will focus on supporting areas with residential and commercial growth for development.
- By limiting our expansion projects, we also reduce the number of renewal projects and maintenance in the future.



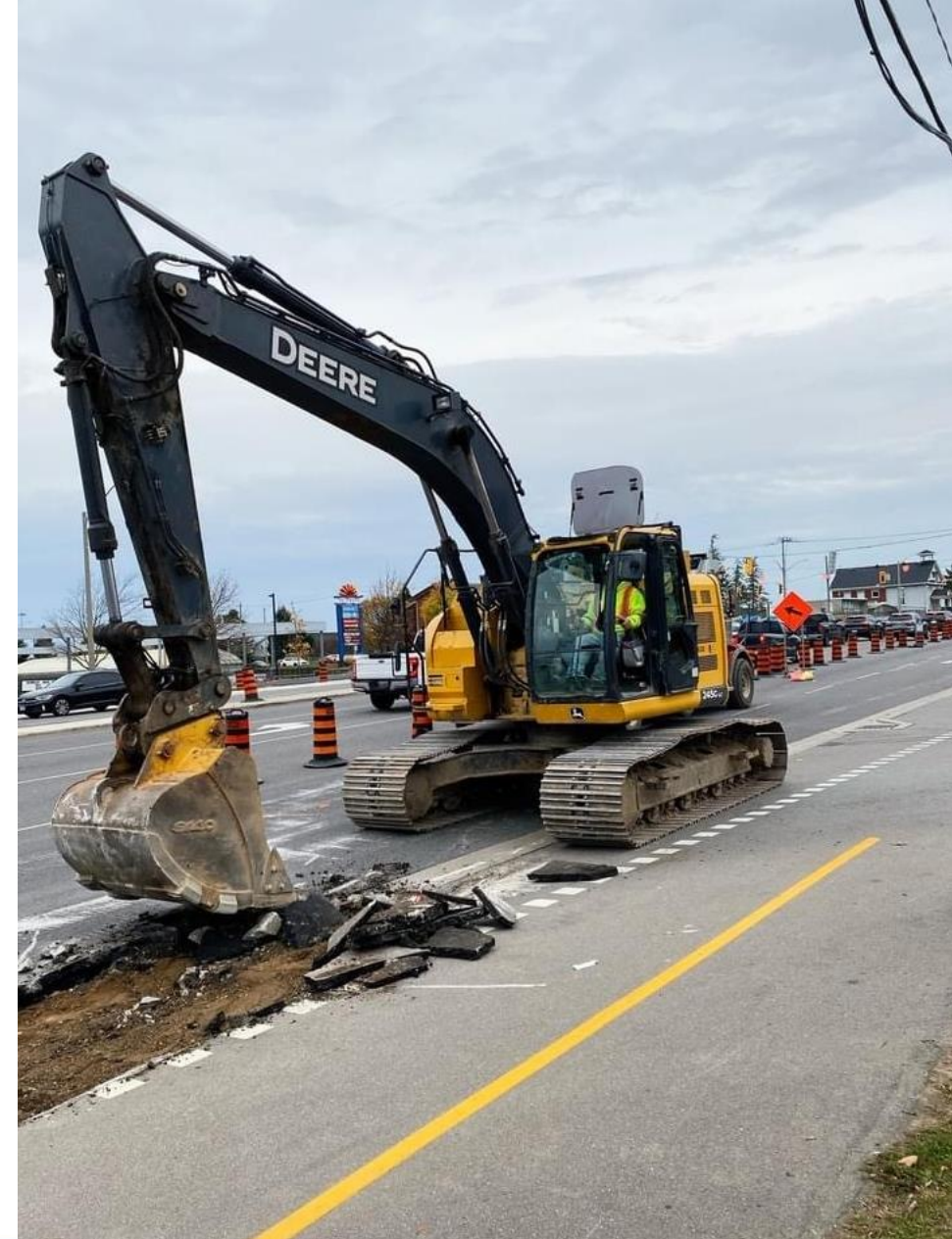
# Roads: Key 2026 projects

## Renewal projects

- Lancaster St. from Wellington St. N. to Bridgeport Rd. (\$7.7M)
- King St. E. from Sportsworld Dr. to Freeport Bridge (\$6.4M)
- Sportsworld Dr. from King St. E. to Sportsworld Crossing Rd. (\$5.2M)
- CanAmera Pkwy. From Franklin Blvd. to Conestoga Blvd. (\$2.7M)
- Sawmill Rd. from Snyder's Flats Rd. to Crowsfoot Rd & Katherine St. S. (\$2.0M)

## Expansion projects

- Fischer-Hallman Rd. from Plains Rd. to Bleams Rd. (\$9.4M)
- River Road extension from King St. to Manitou Dr. (\$8.4M)
- Roseville Rd. at Edworthy Sideroad (\$3.8M)





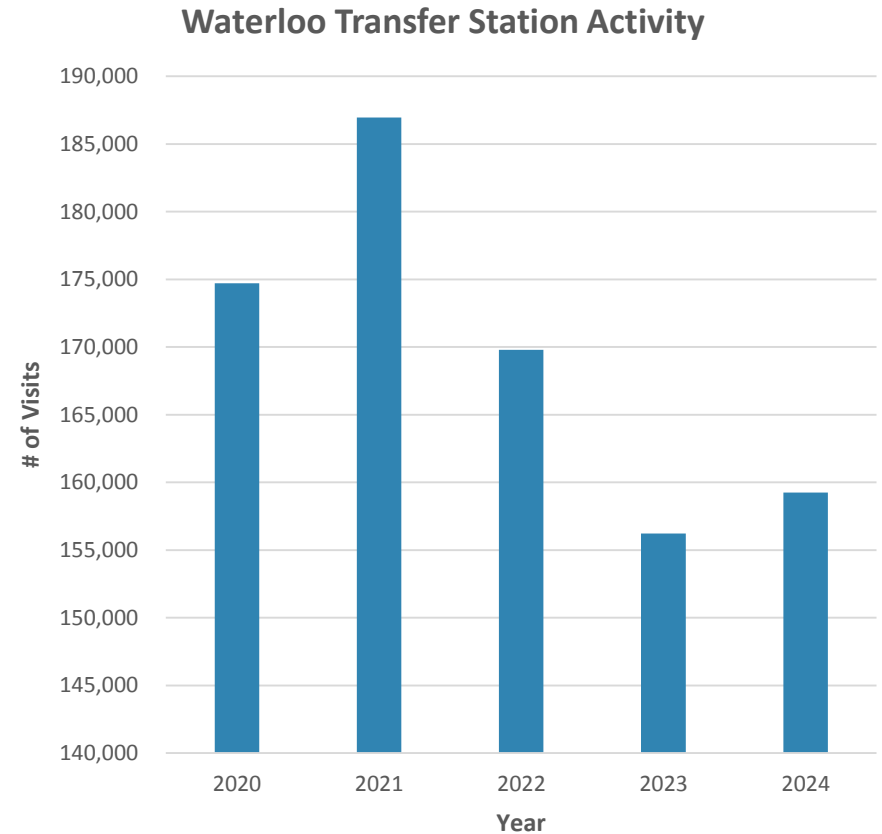
# Roads Questions



# Capital Projects with Significant Changes/ Decision Points: Waste Management

# Public Drop Offs - Supports Diversion and Extends Landfill Life

- Waterloo Region operates two Public Drops Offs (PDO) – in Cambridge and Waterloo
- PDOs are important to support diversion and landfill space
- PDOs are also important community spaces
- The Waterloo PDO is too small for current demands and future use
  - Traffic spills out on to Erbs Road as people wait to get into the PDO or commercial entities
  - Current landfill capacity estimated at 18 –20 years based on new data from the Long Term Waste Management Strategy



# Waterloo Public Drop Off

- Assets are at end of life
  - Buildings and underground infrastructure (pipes)
- A roundabout is required on Erbs Road to facilitate traffic and ensure Paramedics have a clear Right of Way
- Sanitary connection from the Erbs Road Shelter and Paramedics Station will need a permanent solution
- Currently designing a temporary sanitary connection into the existing pipe network which need replacement and are undersized
- Currently at 60% of design on the PDO and will complete design next year
- Construction costs are estimated at \$128 million and currently unfunded, listed as unsecured funding

Waste Public Drop Off Summary Report 2024	
Material Type	Weight (tn)
Yard Waste	2,057.21
Scrap Metal / White Goods	72.08
Organic Food Waste	6.95
Mixed Recycling	422.34
Inerts	1,558.76
Garbage / General Refuse	19,441.95
Surcharged Materials	0.84
Community Clean-Up	0.32
Roadside Dumping	1.76
Storm Debris/Waived Fees	0.02
Diapers	52.36
	<b>Total Tonnage:</b> 23,614.59
	<b>Total # Visits:</b> 159,257

# Waste Management

- Waterloo Public Drop Off
  - Project purpose: design and construction of a public drop off which supports diversion and the circular economy
    - Includes new scales
    - New areas for diversion
    - New internal traffic flow
    - Replace ageing infrastructure
- Secondary purpose
  - Relieve traffic pressure on Erbs Road and connecting roads
  - Provide sanitary connection to the Erbs Road encampment and Paramedics station
- The construction for this project is currently deferred and will cause increased traffic back-ups on Erbs Road and surrounding roads
  - The construction funding is currently in 'unsecured funds' as this project would need to be entirely debt funded



# Waste & All Other Questions


# Next Meetings - Presentations, Discussion and Questions

## November 26, Police Budget Review Day

## December 3, RoW Budget Review Day

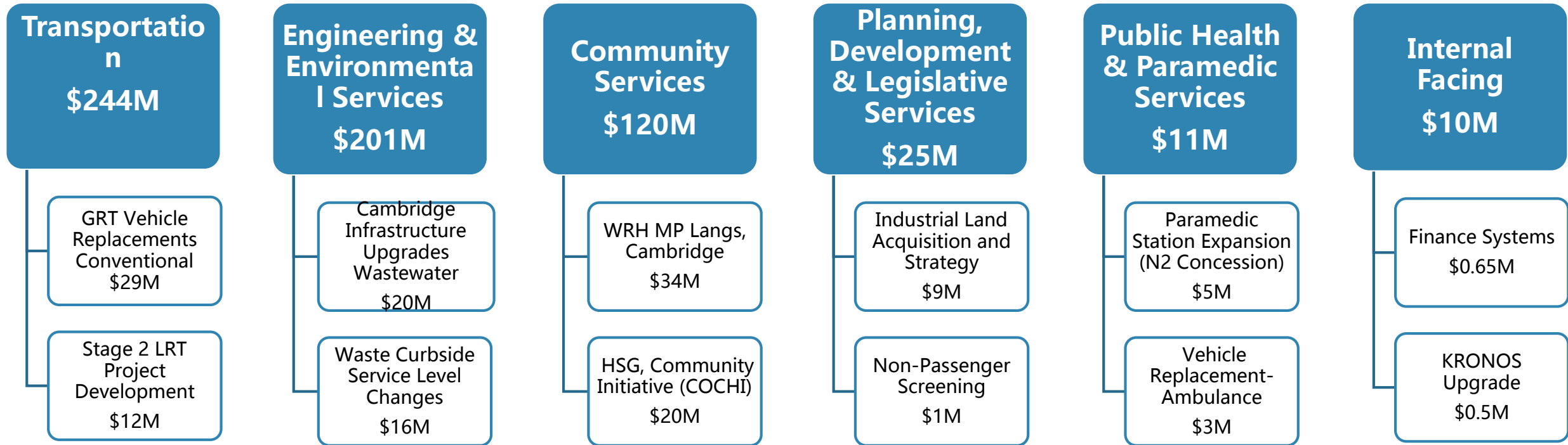
- Operating and Capital Review: Responses to Councillor Requests for Information and Additional Follow ups

# Committee Meetings

Date and Time	Purpose
<b>October 22, 2025</b> 1:00 – 4:00 p.m.	Plan and Budget Overview – Setting the Stage
<b>November 18, 2025</b> 9:00 a.m. – 4:00 p.m.	Detailed Budget Review: Operating and Capital Review Day
<b>November 19, 2025</b> 9:00 a.m. – 4:00 p.m.	Grand River Conservation Authority Presentation Detailed Budget Review: Operating and Capital Review Day
 <b>November 26, 2025</b> 1:00 – 4:00 p.m.	Police Budget Presentation
<b>December 3, 2025</b> 9:00 a.m. – 5:00 p.m. (Dec 4 carry over)	Operating and Capital Review: Responses to Councillor Requests for Information and Additional Follow ups
<b>December 16, 2025</b> 9:00 a.m. – 5:00 p.m.	Final Budget Day: Operating Budget, Capital Program and User Fees and Charges



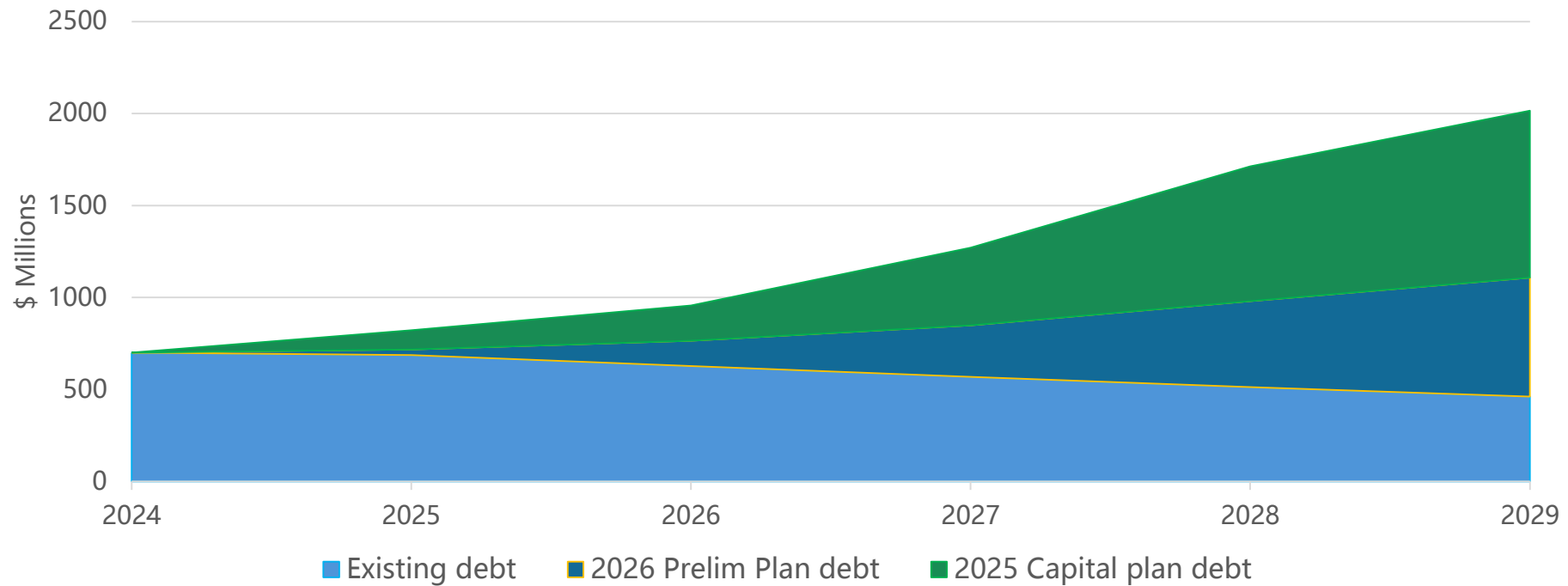
# Top 2026 Projects by Department



# Debentures – Affordability Focus

2025 Plan included debt in the 10 year window where there was hope of other government funding (example: housing). 2026 goal is to instead show what we are able to afford on our own.

Total Projected Debt Outstanding 2024-2029

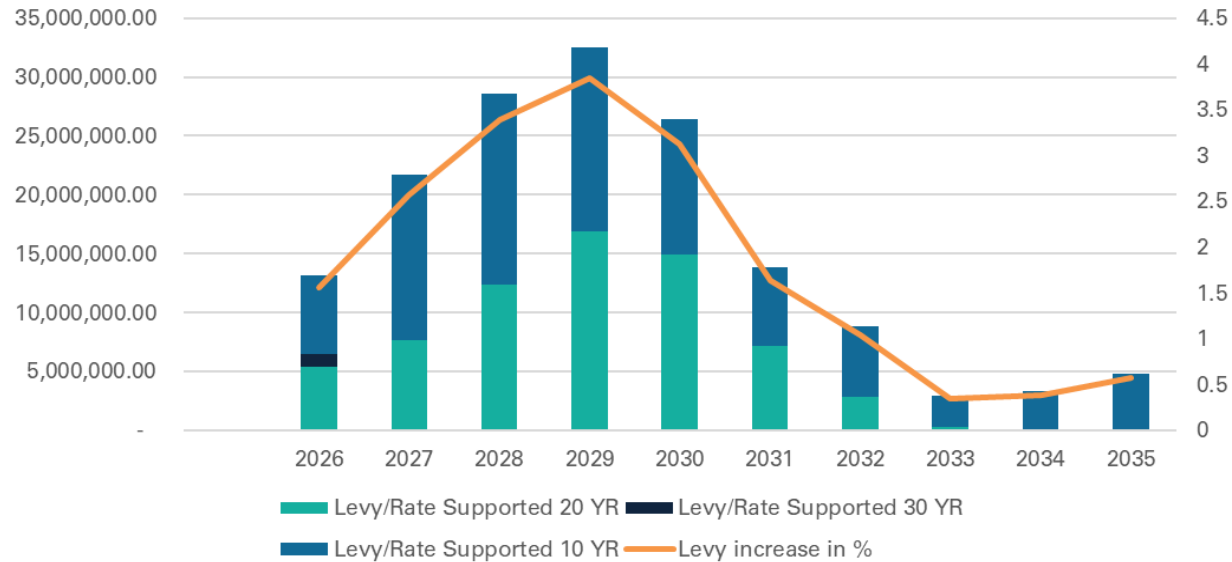


# Debentures – Cost of Servicing

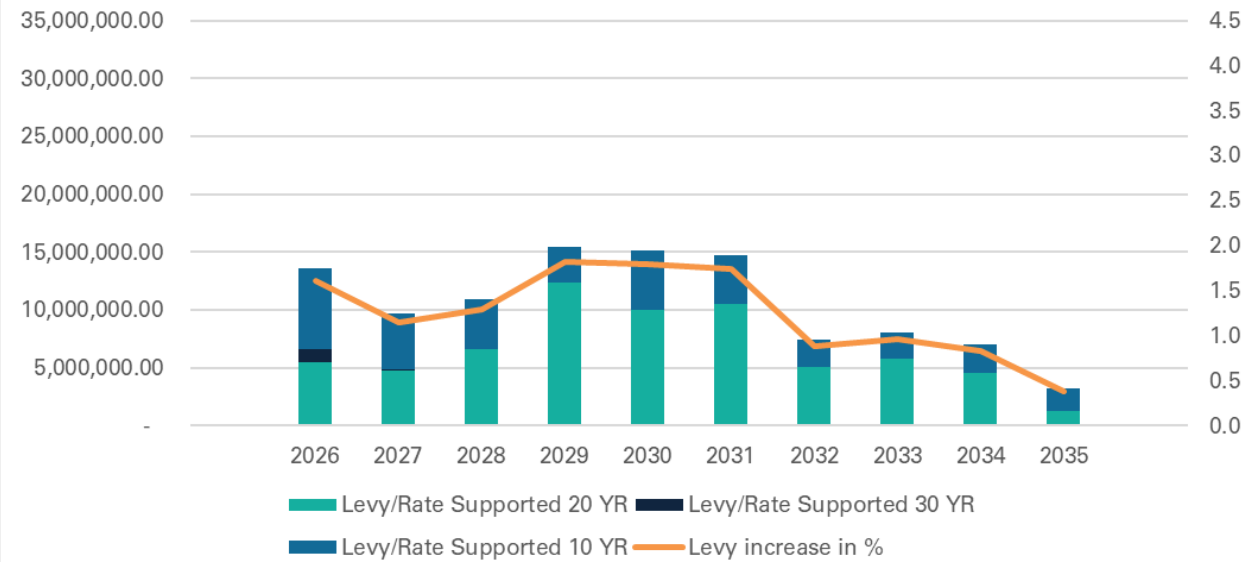
## 2025 Capital Plan

## 2026 Prelim Capital Plan






### Incremental Annual Debt Repayment/Tax Levy Impact



### Incremental Annual Debt Repayment/Tax Levy Impact



# Debentures – How we set target

Metric Reviewed	Goal	Status
<b>Debt Servicing Cost Growth</b>	Debt servicing cost (no matter if they are related to levy, rate, or RDC) <b>must not increase more than 1%</b> of total tax levy + rate revenue collected year over year	
<b>Direct Debt to Operating Revenue</b>	Percentage of annual operating revenues that would be required to retire the Region's net debt. <b>Target under 55%</b>	
<b>Debt Service Cost to Revenue</b>	This ratio is a measure of the principal and interest payable annually as a proportion of revenues from operating. <b>It should not exceed a target of 10%.</b>	
<b>Debt Servicing to Discretionary Reserve Ratio</b>	This ratio is used to determine how many years the Region could pay for debt servicing obligations in the absence of new revenue. <b>A target of 1:14 should be maintained.</b>	
<b>Debt Servicing to Reserve</b>	Credit rating agencies generally consider a <b>ratio of 1:1</b> for this measure to be an indication of strong financial health for a municipality.	
<b>Development Charge (DC) debt assessment</b>	This assessment will be used to ensure that each approved DC service that requires debt is able to provide sustainable cash flows and the ability to collect sufficient funds to retire the debt. <b>Target under 20%</b>	