



Guelph's Multi-Year Budget

November 7, 2023





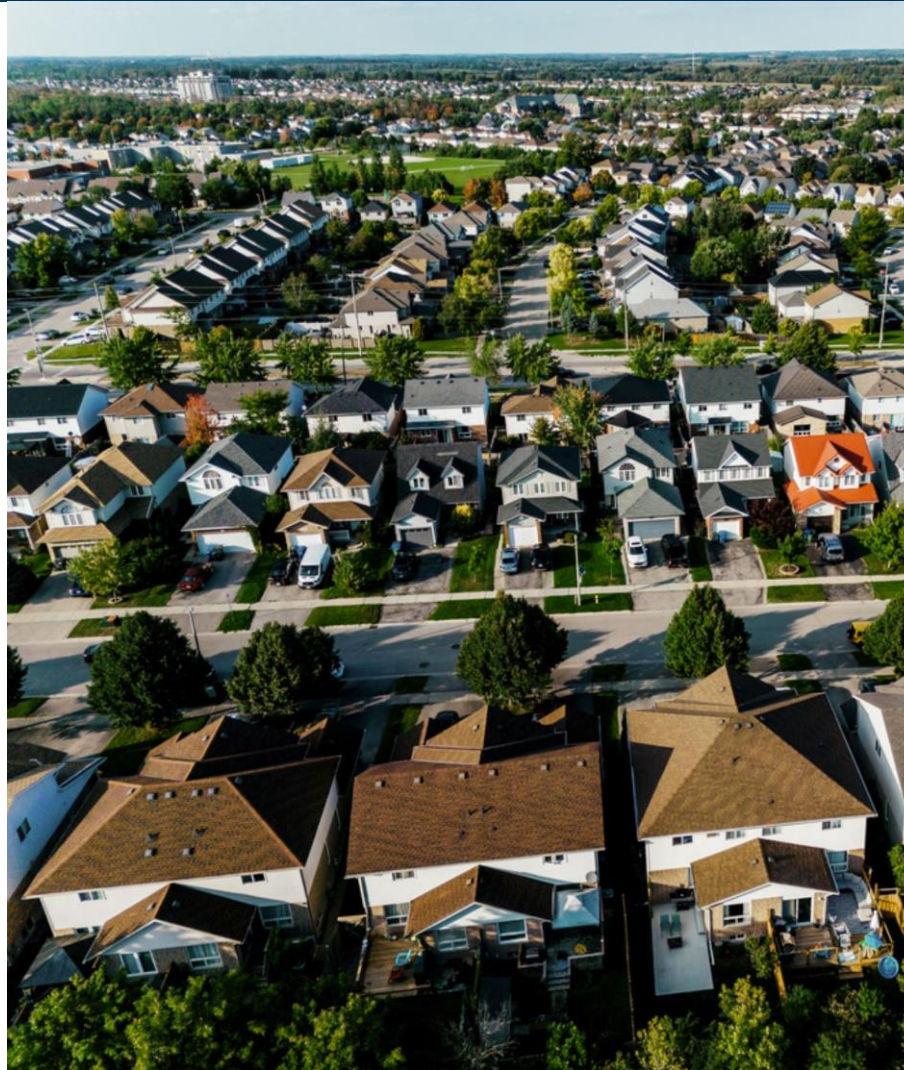
Our budget story: meeting current service levels



📍 Aerial view of Water Resource Recovery Centre

📍 Aging York Road infrastructure

Our budget story: housing



📍 New condo development in Guelph

📍 Aerial view of Guelph's south-end community

📍 New townhouse development in Guelph

Our budget story: housing - enabling growth



📍 Construction planning

📍 Infrastructure renewal on York Rd

📍 Baker Redevelopment site

Our budget story: housing - servicing growth



📍 Guelph-Wellington paramedics



📍 Waste collection services



📍 Boarding a Guelph Transit bus

Foundations



Multi-year budget investment outcomes



Be an employer of choice

- Maintain resourcing pace with City growth.
- Provide a solid foundation to ensure we have the right people at the right time.

Lead with accountability

- Deliver centralized data management and reporting to enable better decision-making.
- Increased insight into strategic plan progress.
- Enable good governance and greater community participation.



📍 Customers receiving service at ServiceGuelph

Multi-year budget investment outcomes



📍 ServiceGuelph employee

Maintain the City's healthy financial position

- Strengthen financial policies and practices to support a sustainable long-term financial position.

Provide excellent service

- Streamlined user experience for the community.
- Improvement of accessibility in City facilities that are inclusive to the public.
- Improvement of foundational IT systems.

Deferred, delayed or removed



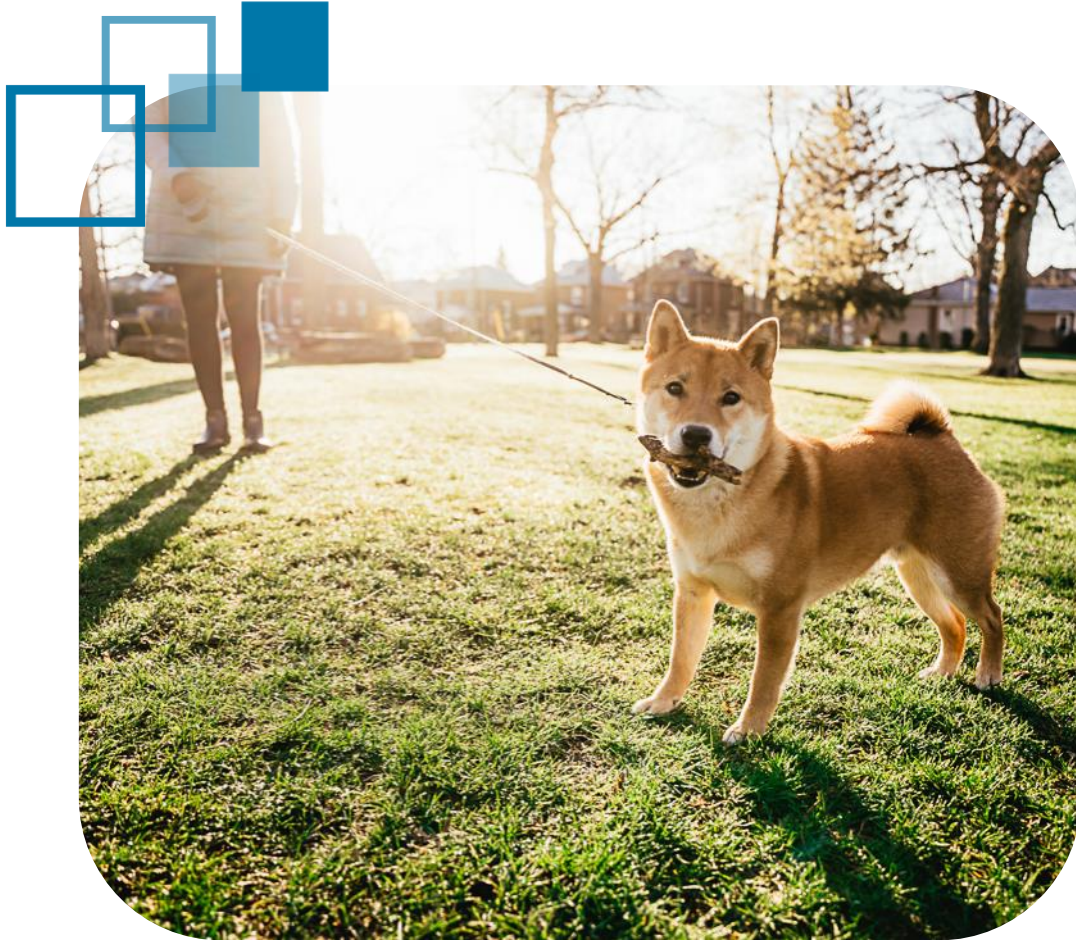
Impacts and risks

- Delayed the pace and time to develop a comprehensive People and Culture plan and HR strategy.
- Delayed advancing change management practices internally.
- Delayed implementation of electronic document management and records and information management.
- Delayed progress to deliver on customer service program.
- Removed expanded capacity for Continuous Improvement Office.
- Elevated risk of asset failure due to descoping and deferral of infrastructure renewal and facility projects.

City building



Multi-year budget investment outcomes



📍 Person and pup enjoying Guelph park

Improve housing supply

- Advancing policy work that supports initiatives across the housing continuum.
- Supporting quicker development application review times and unlocking housing with enabling infrastructure.
- Drive technology automation and efficiency to increase housing supply.

Grow and care of our community spaces and places

- Equitable access to recreation and culture.
- Opening of Baker District and South End Community Centre.

Multi-year budget investment outcomes



Make it easier to get around

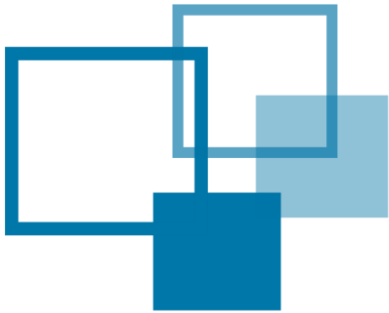
- Support operation and maintenance of City fleet vehicles and transit electrification.
- Increase overall transit ridership.
- Offer a variety of travel options to suit different needs and abilities.

📍 Cyclist using active transportation network





Deferred, delayed or removed



Environment





Multi-year budget investment outcomes



Be a leader in climate action

- Reduce energy consumption and greenhouse gases.
- Increased canopy coverage.
- Advance the Stormwater Master Plan.
- Fleet electrification.
- Conserve and protect drinking water.
- Conservation of natural heritage resources.



📍 EV charging station in Guelph





Deferred, delayed or removed



Impacts and risks

- Reduced ability to deliver a cohesive climate adaptation plan.
- Changed outcomes related to circular economy initiatives.
- Reduced ability to execute renewable energy projects that reduce greenhouse gases.
- Environmental and flooding risks with delays in stormwater investment.
- Delayed ability to implement policies that protect Guelph's watershed.
- Delayed timelines associated with ongoing Urban Forest Management Plan implementation.



People and economy





Multi-year budget investment outcomes



📍 People enjoying a vibrant downtown

Grow Guelph's economy

- Dedicated resource for small businesses and service requests.
- Implementing the Circular Economy Framework.

Make downtown a vibrant place for everyone

- Advance the Downtown Renewal project.
- Protecting the health and safety of staff and patrons.

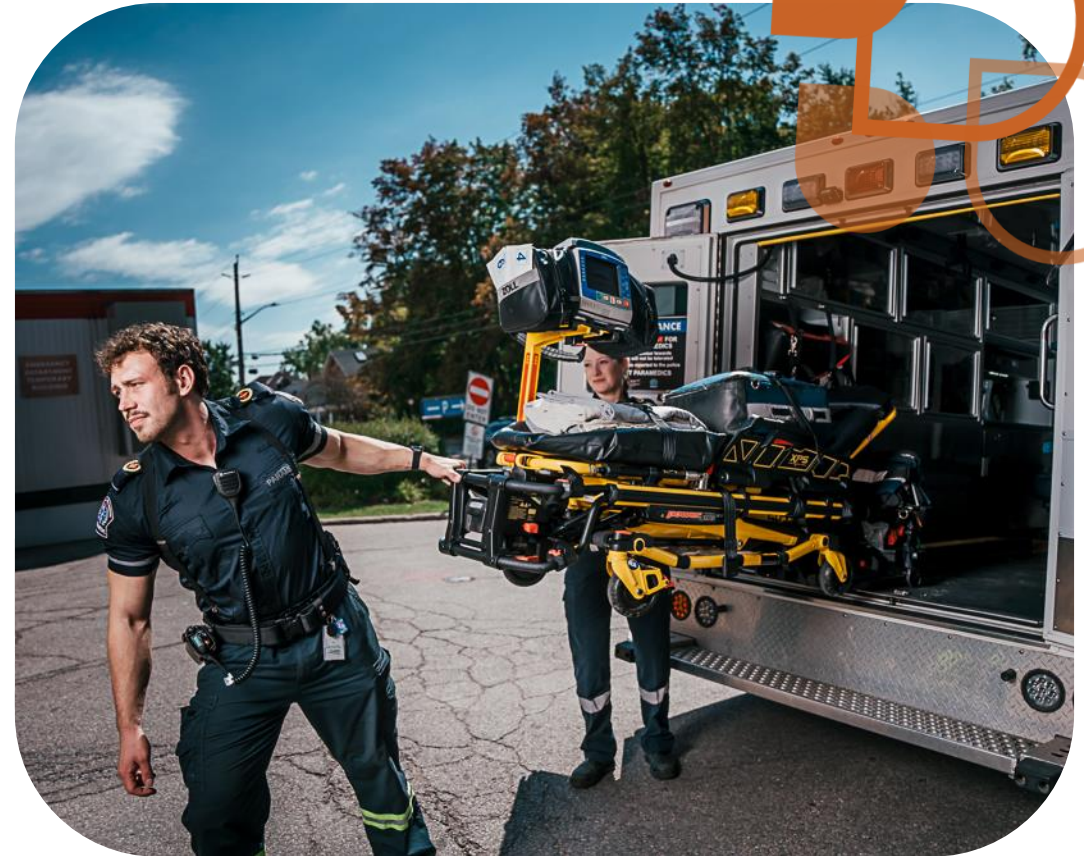


Multi-year budget investment outcomes



Support community well-being

- Reduce emergency response times.
- Prioritize long-term planning for emergency services.
- Implementation of NG 9-1-1.



Paramedics supporting community well-being



Deferred, delayed or removed



Impacts and risks

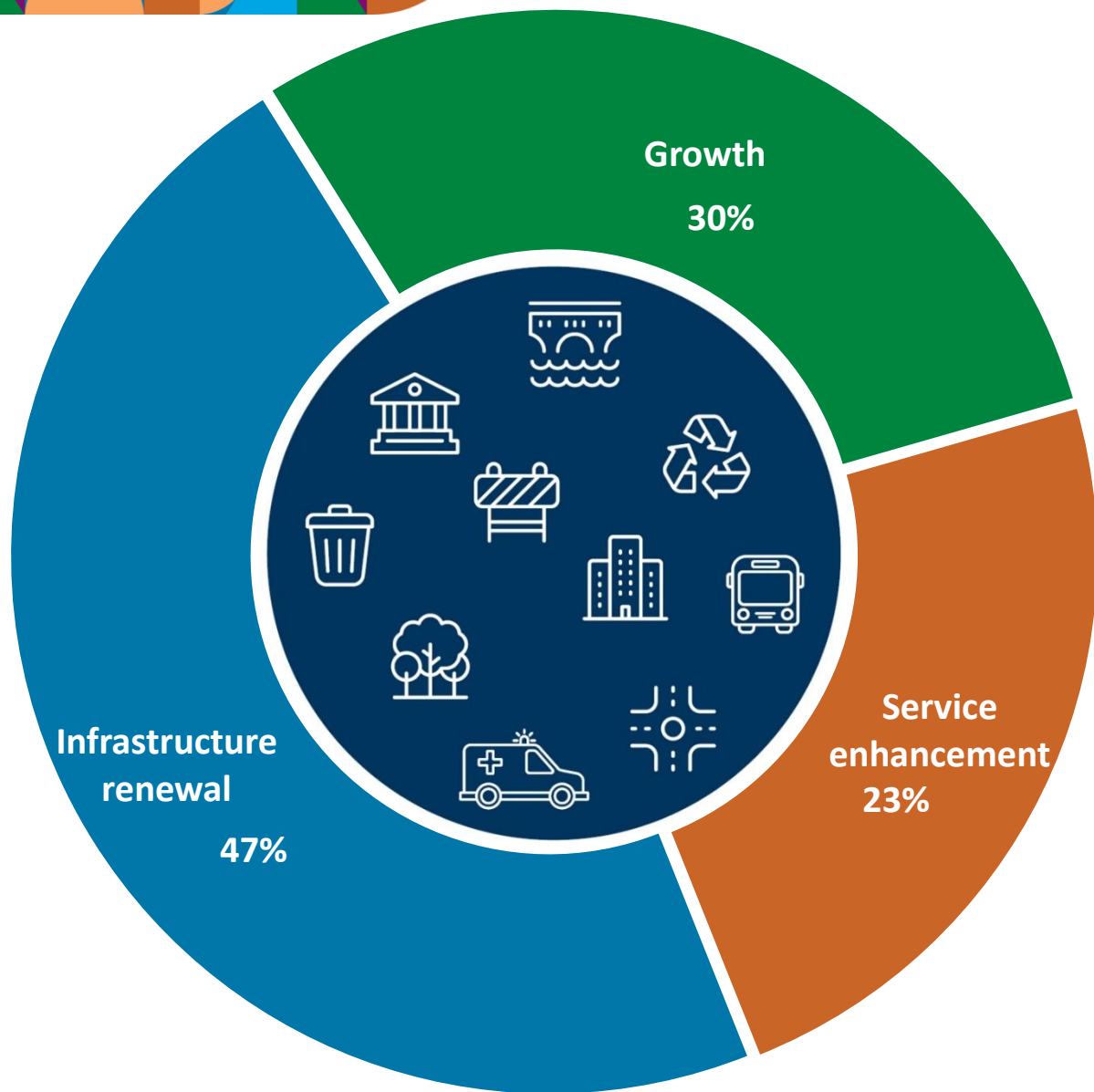
- Reducing the investment for downtown streetscaping resulting in a level of “good” instead of “best.”
- Reduced staff capacity to delivery community investment programs.
- Inability to proactively respond to social issues affecting the community.

City tax impact

Expense category	2024	2025	2026	2027
Base budget inflationary	\$7,281,189	\$8,942,002	\$8,311,776	\$7,255,523
Operating impacts from capital	\$3,002,370	\$6,922,042	\$5,327,364	\$2,821,311
Growth	\$260,652	\$331,215	\$1,064,016	\$924,256
Service enhancement	\$522,275	(\$1,075,066)	\$656,140	\$736,250
Net investment	\$11,066,486	\$15,120,193	\$15,359,296	\$11,737,340
Assessment growth	(\$2,279,775)	(\$2,541,326)	(\$2,806,140)	(\$3,081,589)
Net impact before capital	2.97%	3.81%	3.45%	2.16%
Capital investment	\$5,914,041	\$8,557,631	\$9,516,150	\$10,700,103
Capital impact	2.00%	2.59%	2.61%	2.68%
Total City tax impact	4.97%	6.41%	6.06%	4.84%

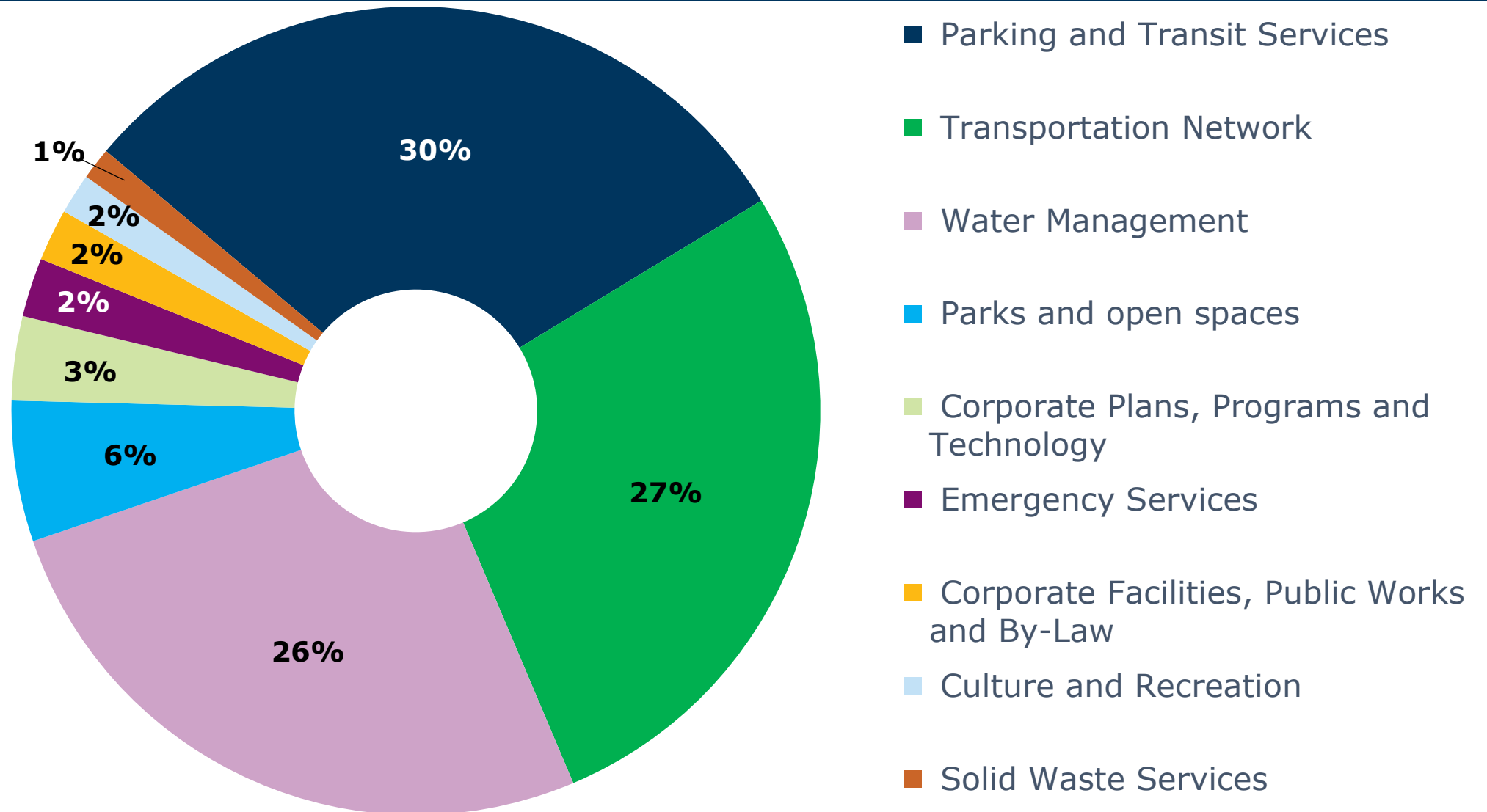
City rate impact

Expense category	2024	2025	2026	2027
Base budget inflationary	\$(595,491)	\$1,251,250	\$1,209,700	\$989,300
Operating impacts from capital	-	\$301,230	\$(9,930)	\$175,400
Growth	\$385,910	\$118,270	\$(6,230)	\$98,000
Service enhancement	\$208,900	\$(200)	\$606,100	\$241,600
Net investment	\$(681)	\$1,670,550	\$1,799,640	\$1,504,300
Capital funding	\$5,484,079	\$5,798,580	\$7,080,215	\$8,565,415
Net impact before growth revenue	7.18%	8.70%	9.33%	9.55%
Growth revenue	\$(1,734,480)	\$(1,072,249)	\$(1,166,722)	\$(1,274,868)
Total City rate impact	4.91%	7.45%	8.10%	8.34%



Capital budget by investment category

Capital budget by program of work





Capital contingent on funding

Clair Maltby

- Investigate and implement front-ending agreements
- Prioritized downtown and east end in the short term

Service Enhancements

- Continue to seek out grants and partnership opportunities

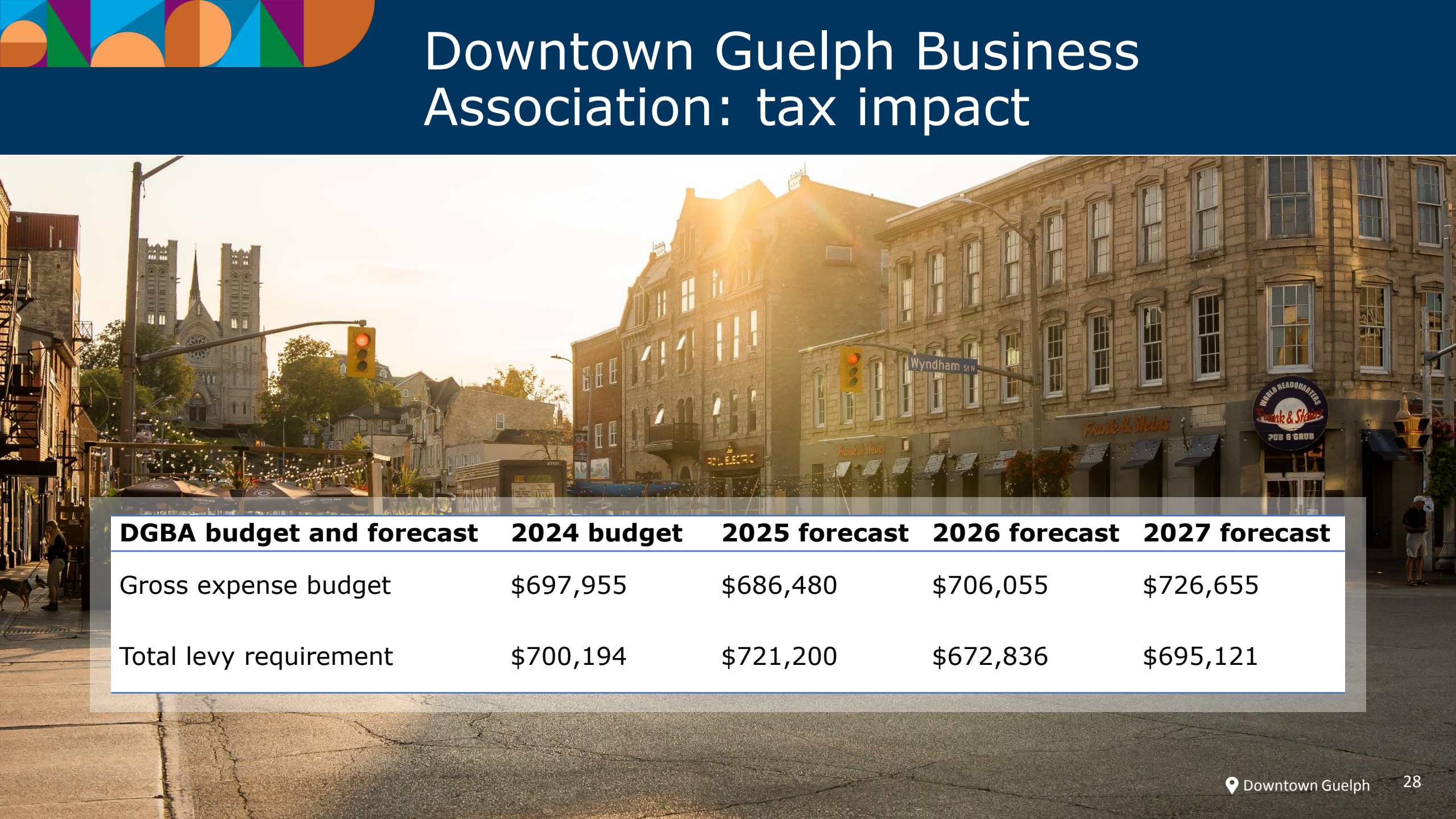
Local boards and shared services



Local boards and shared services: tax impact

Organization	2024	2025	2026	2027
Guelph Public Library	\$969,998	\$798,915	\$2,140,457	\$473,516
Guelph Police Services	\$3,467,339	\$4,153,974	\$3,836,275	\$3,695,104
The Elliott Community	\$165,275	(\$188,563)	\$52,302	\$51,025
Wellington-Dufferin-Guelph Public Health	\$94,401	\$74,231	\$77,215	\$75,150
County of Wellington	\$1,175,270	\$1,560,810	\$1,911,932	\$2,340,457
Net investment	\$5,872,283	\$6,399,367	\$8,018,181	\$6,635,252
Total LBSS tax impact	1.98%	1.94%	2.20%	1.66%

Downtown Guelph Business Association: tax impact



DGBA budget and forecast	2024 budget	2025 forecast	2026 forecast	2027 forecast
Gross expense budget	\$697,955	\$686,480	\$706,055	\$726,655
Total levy requirement	\$700,194	\$721,200	\$672,836	\$695,121



Local boards and shared services: rate impact



Organization	2024	2025	2026	2027
Grand River Conservation Authority	\$49,300	\$51,700	\$50,000	\$50,000
Total LBSS rate impact	0.06%	0.06%	0.05%	0.05%

Provincial impacts of housing, homelessness and hospital



📍 Aerial view of Guelph homes

Provincial housing, homelessness and hospital tax impact



Expense category	2023	2024	2025	2026	2027
Housing legislation	\$783,580	\$4,619,945	\$1,890,170	\$1,473,670	\$1,446,630
Homelessness	-	\$4,600,000	\$1,150,000	-	-
Guelph General Hospital	-	\$750,000	-	-	(\$750,000)
Net investment	\$783,580	\$9,969,945	\$3,040,170	\$1,473,670	\$696,630
Total Provincial housing, homelessness and hospital tax impact	0.27%	3.37%	1.03%	0.40%	0.17%
Cumulative impact	0.27%	3.64%	4.67%	5.07%	5.24%

Provincial housing rate impact



Expense category	2024	2025	2026	2027
Bill 23 impacts (deferred from 2023 budget)	\$600,000	-	-	-
Housing pledge resources (accelerated)	\$165,000	-	-	-
Capital financing - Growth Strategy – Bill 23	\$2,080,000	\$1,830,000	\$1,330,000	\$1,080,000
Net investment	\$2,845,000	\$1,830,000	\$1,330,000	\$1,080,000
Total housing rate impact	3.73%	2.13%	1.40%	1.02%

Break



📍 Crossing guard

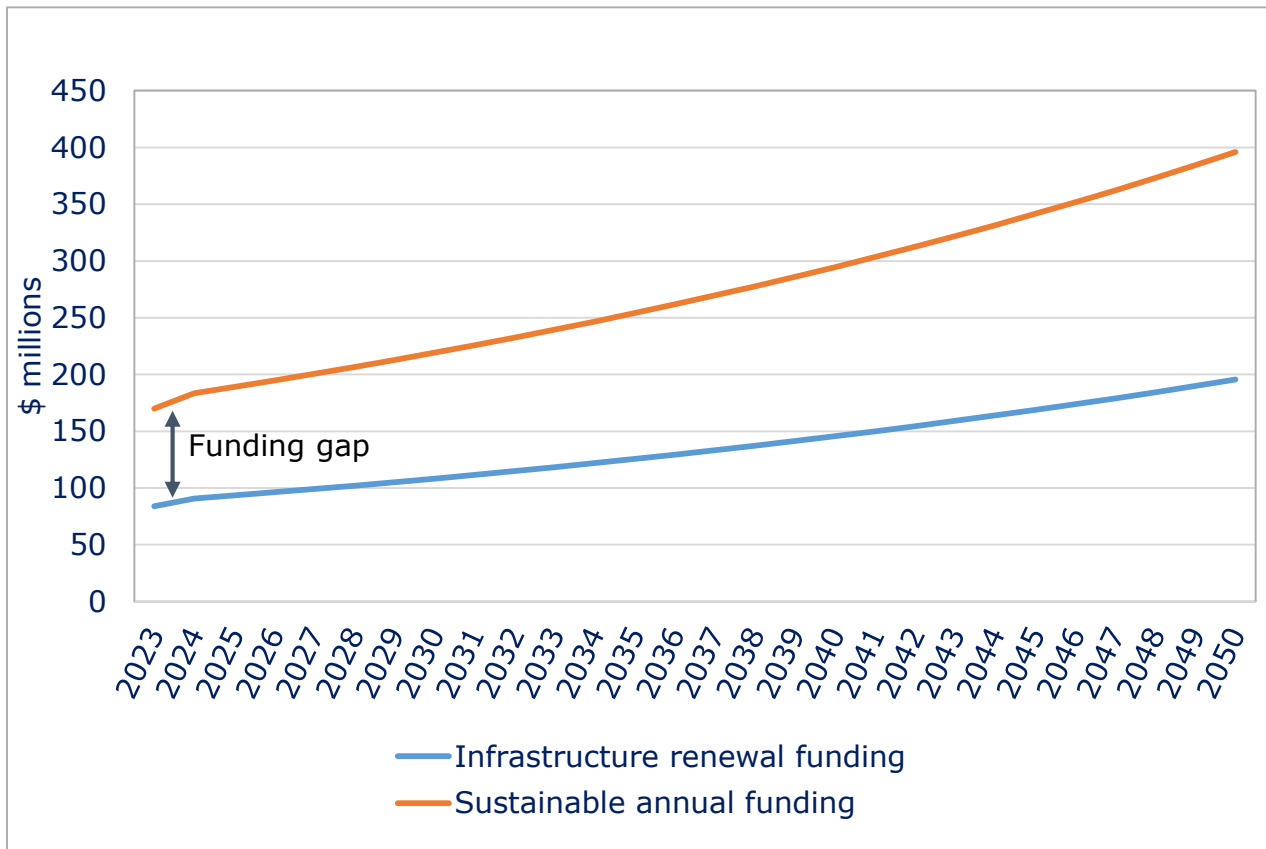


Capital financing strategies

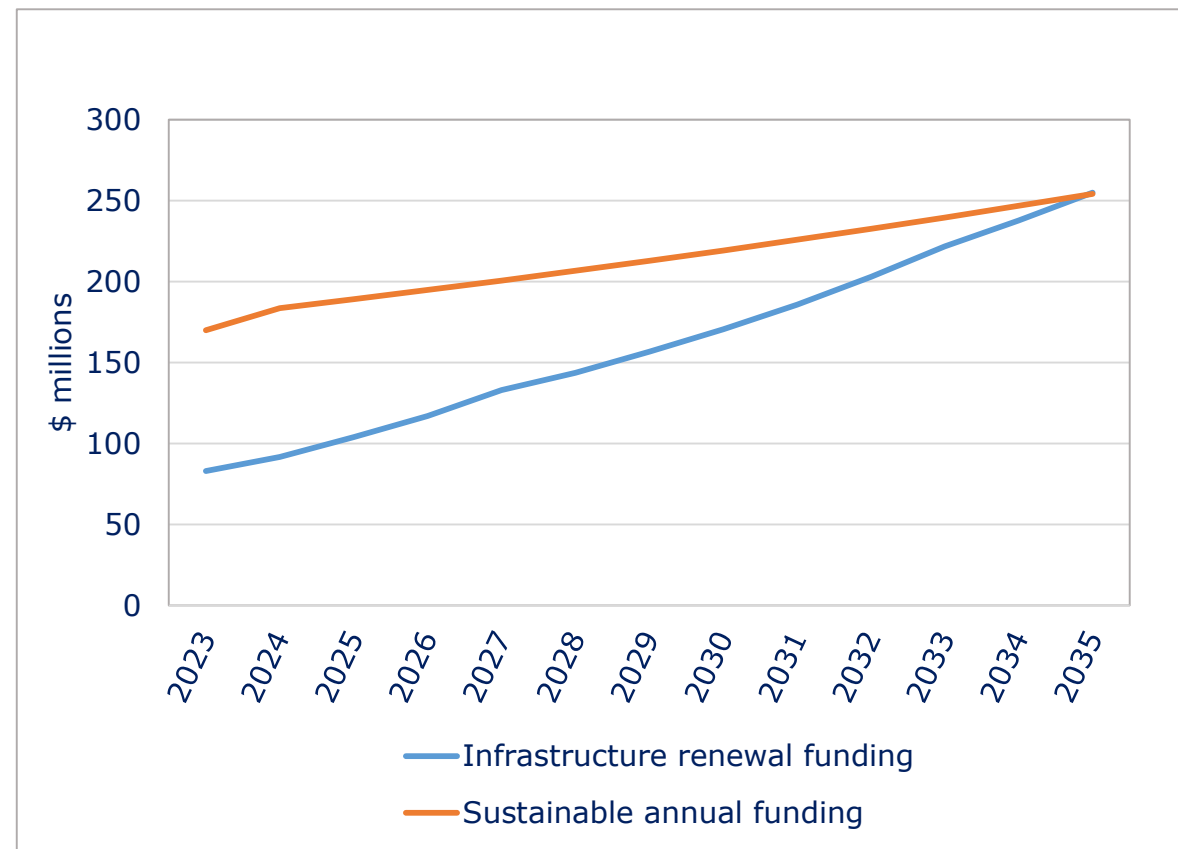


Infrastructure renewal

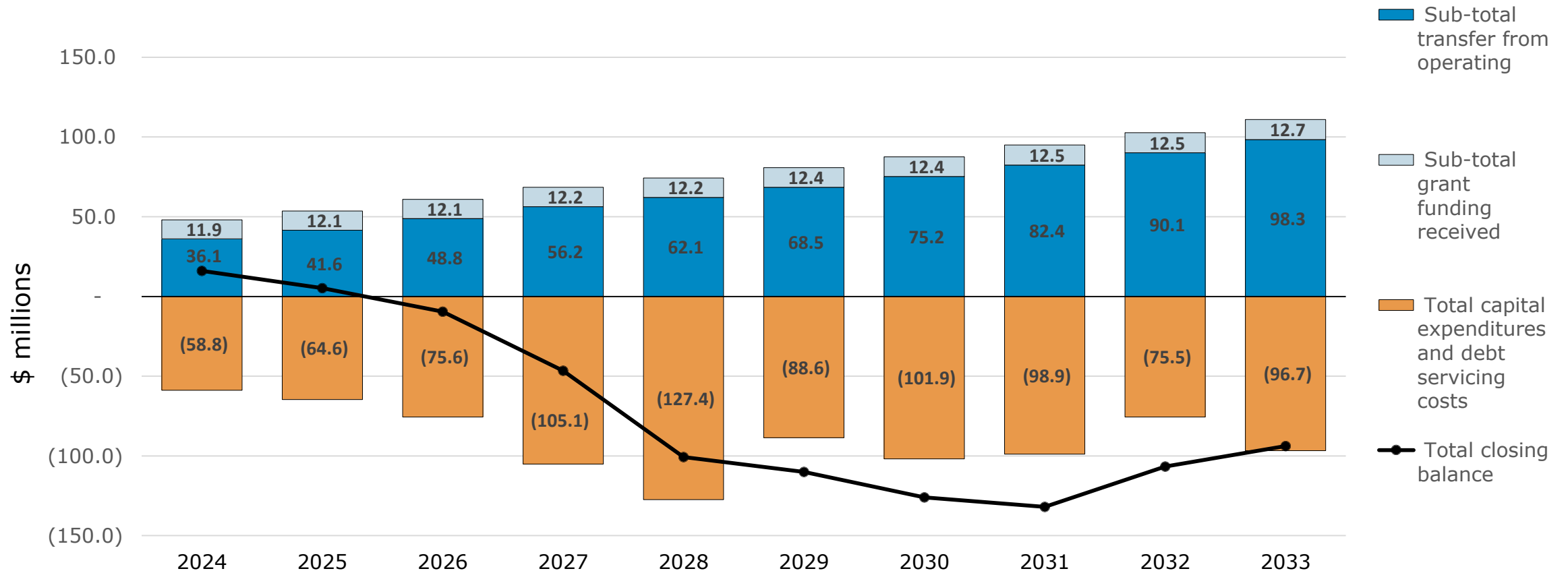
Infrastructure renewal gap: inflationary increases only



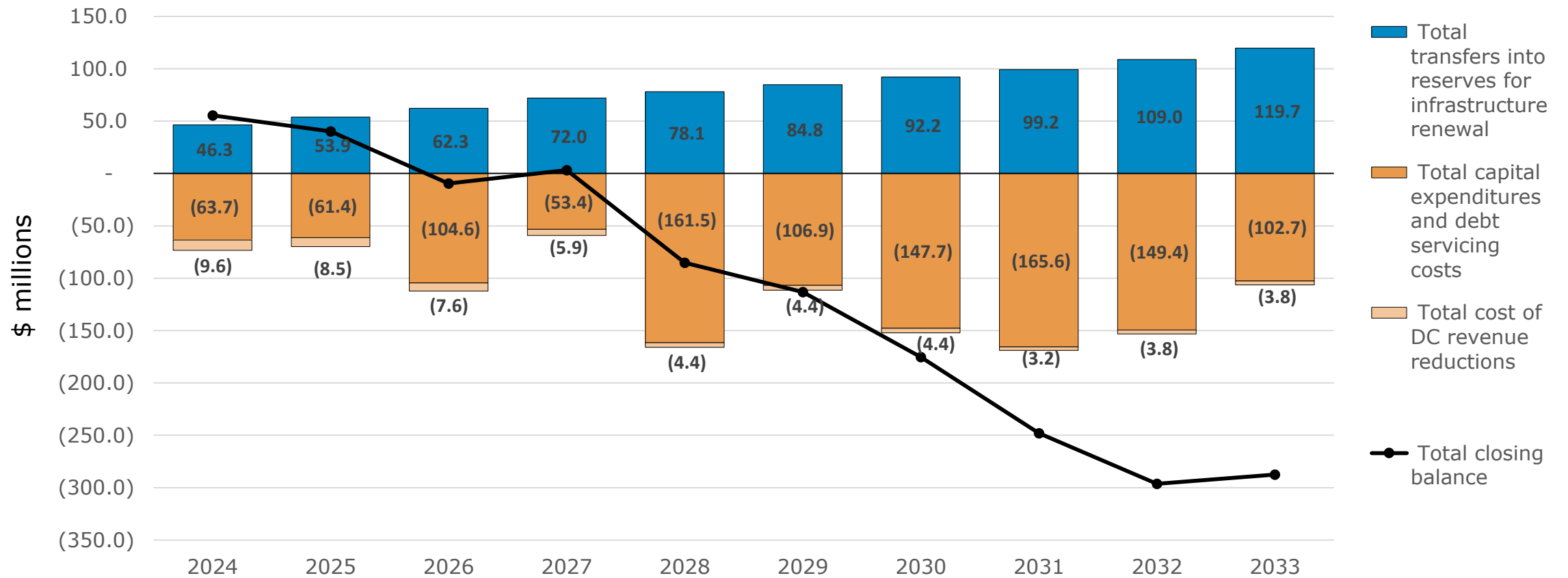
Infrastructure renewal gap: proposed strategy



Infrastructure renewal: property tax-funded services



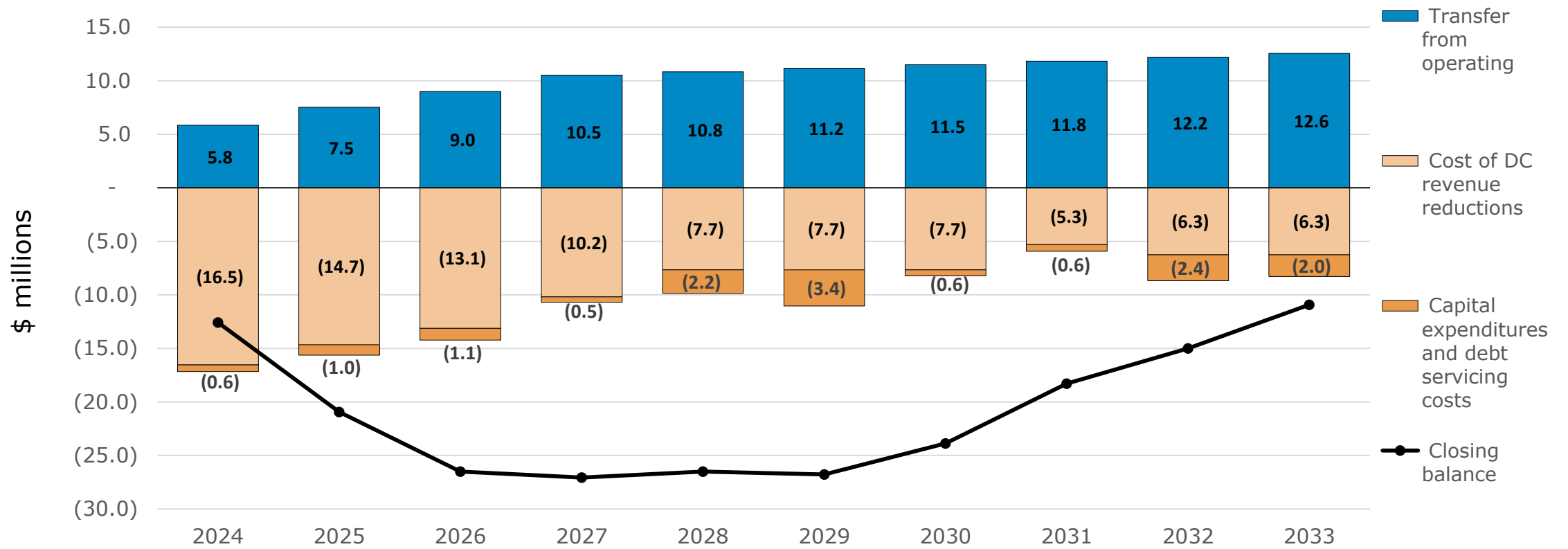
Infrastructure renewal: utility rate-supported services



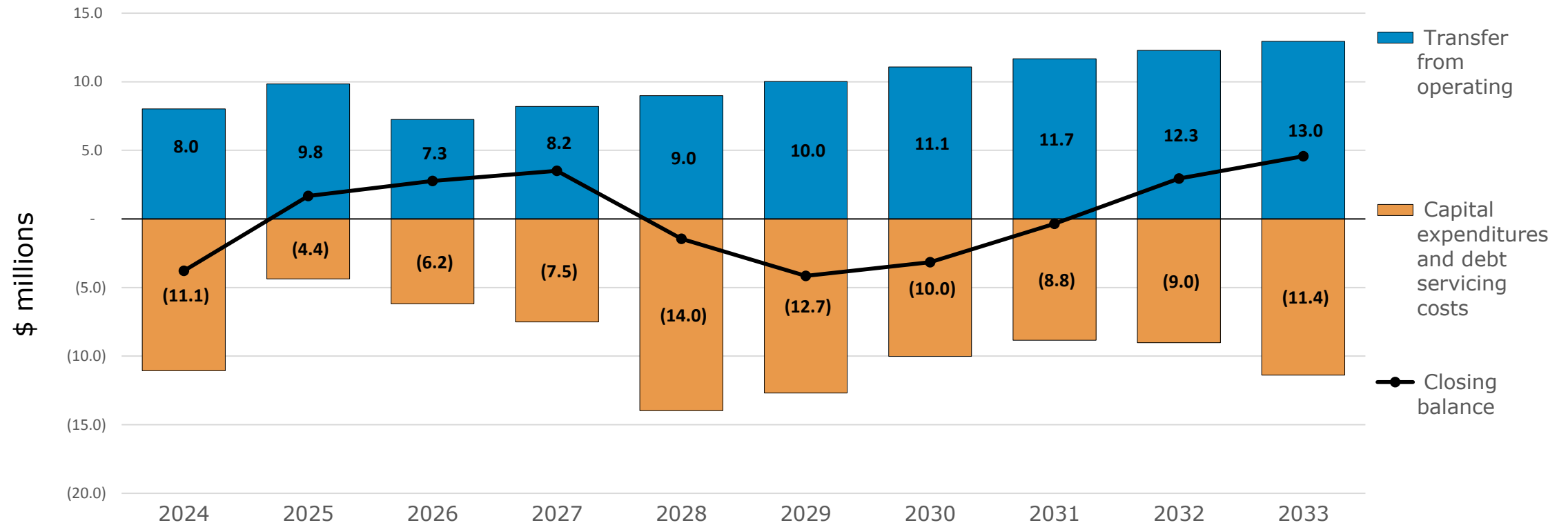
Growth: dedicated growth capital funds – legislated (\$ millions)

Ending balance:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Parkland dedication cash-in-lieu	15.7	16.7	16.2	17.3	(7.6)	(6.9)	(6.5)	(5.8)	(5.4)	(5.0)	(4.6)
Community benefits charges	0.9	1.4	1.7	2.1	0.6	1.0	1.5	1.9	2.2	2.6	3.1
Development charges	21.5	37.1	61.2	31.8	(93.1)	(118.2)	(110.8)	(76.9)	(109.2)	(82.8)	(48.4)

Growth: property tax funding for growth

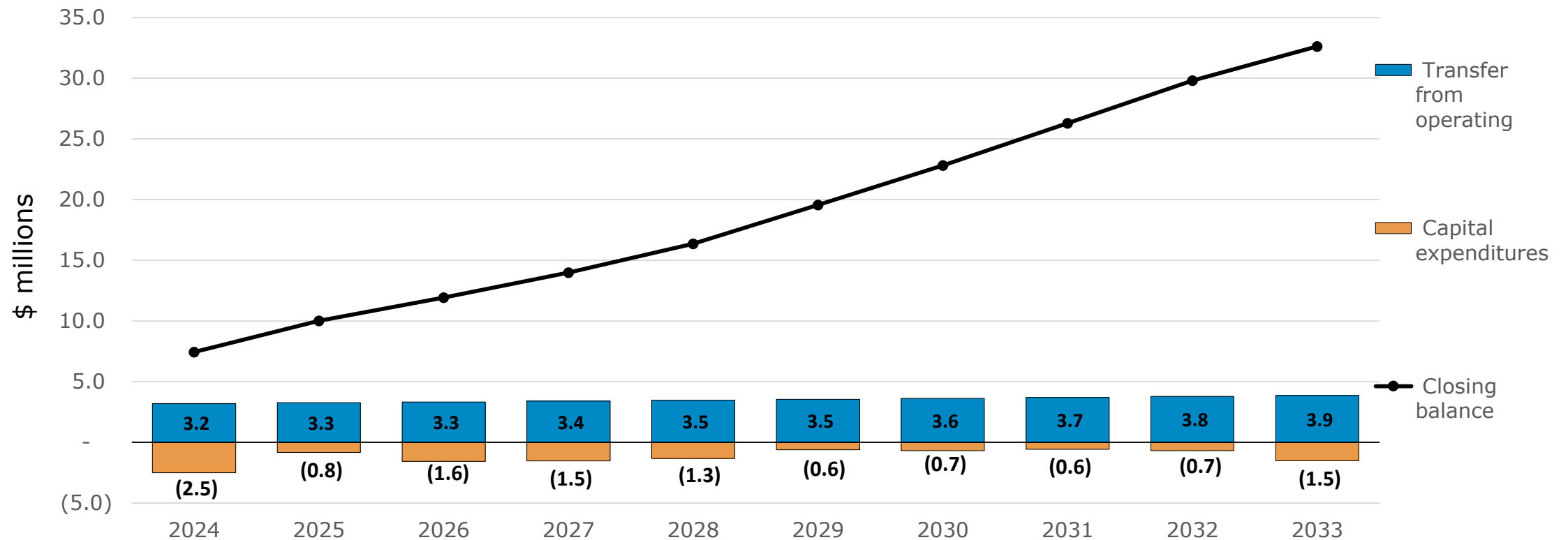


Service enhancement

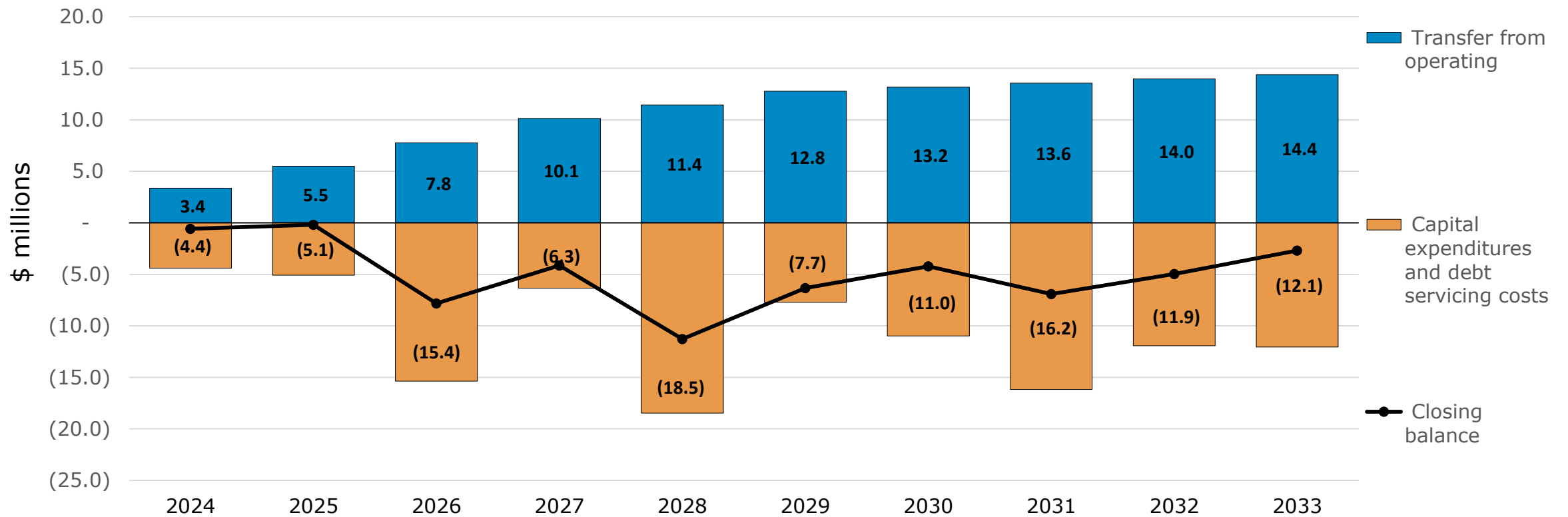


Brownfield renewal

Liability of \$31.8 million as of 2022

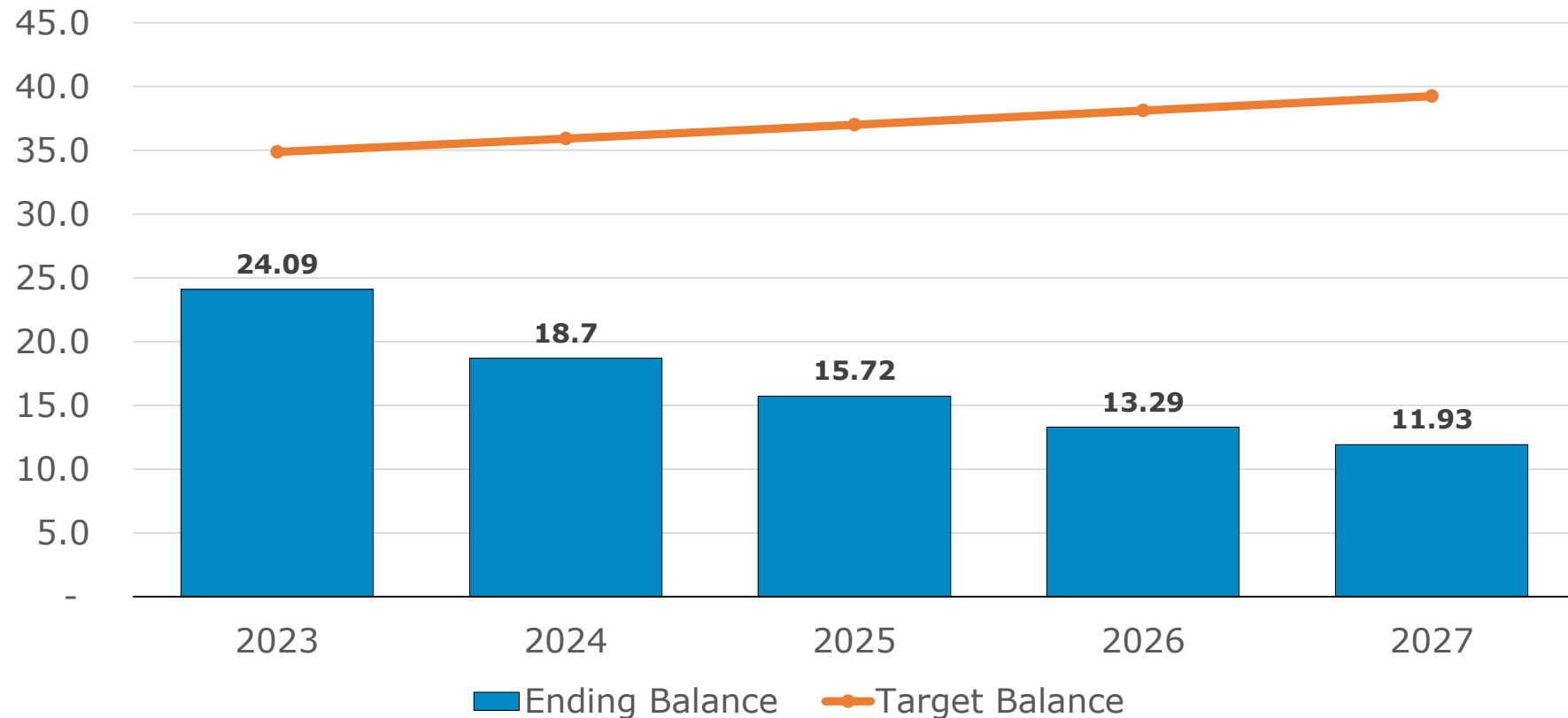


100 per cent renewable energy

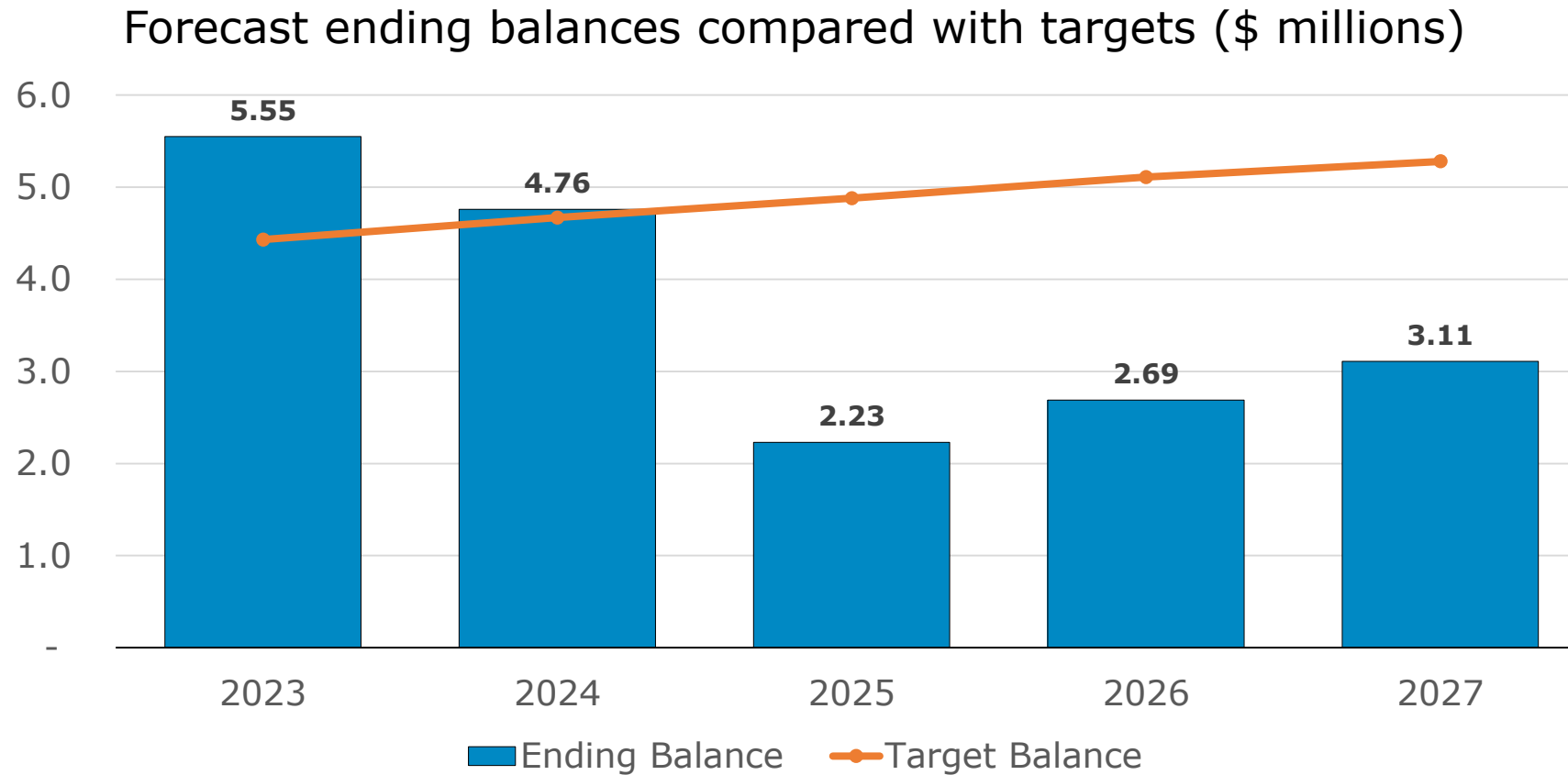


Contingency reserves: tax-supported

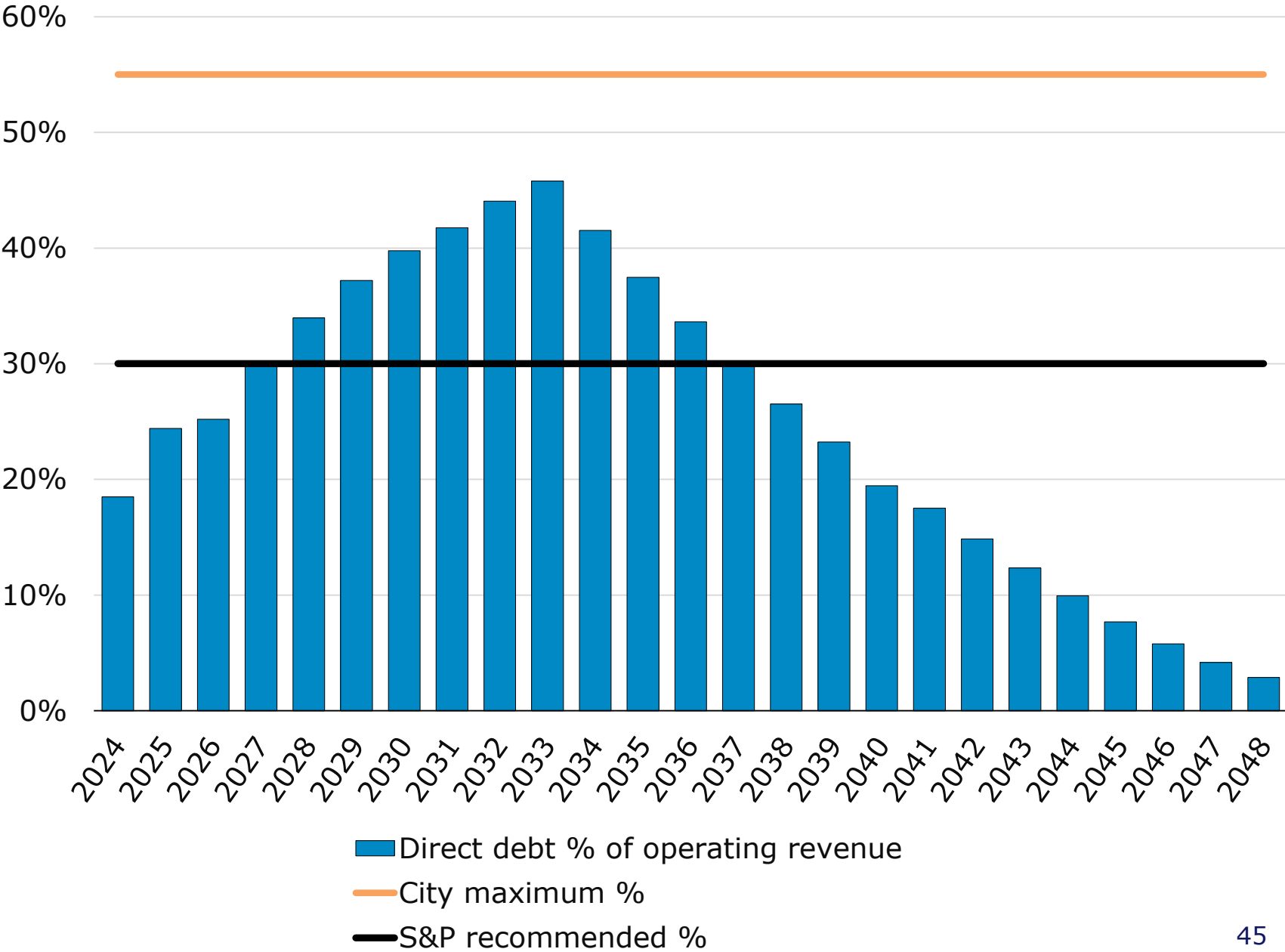
Forecast ending balances compared with targets (\$ millions)



Contingency reserves: non-tax-supported



Direct debt to operating revenue



Debt forecast

- Refinance existing debt (balloon payments)
- Debt for projects approved in previous budgets
- Debt for projects included in 2024 to 2027 MYB
- Debt reserved for growth projects (not included in chart)

Bringing it all
together



📍 A complete community in Guelph

Operating budget - tax impact by city and local boards and shared services (LBSS)




	2024	2025	2026	2027
City tax impact	4.97%	6.41%	6.06%	4.84%
LBSS tax impact	1.98%	1.94%	2.20%	1.66%
Provincial housing, homelessness and hospital tax impact	3.37%	0.92%	0.40%	0.17%
Total tax impact	10.32%	9.27%	8.67%	6.67%
Average monthly impact to the median residential homeowner *	\$37.66	\$37.77	\$38.18	\$31.92

* Based on the 2023 assessed value for the median residential single-family detached home of \$407,000 and the 2023 tax policy

Forecasted impact on average residential household

	2024	2025	2026	2027
Rate increase	8.70%	9.64%	9.55%	9.41%
Average monthly impact to the median residential homeowner *	\$7.39	\$8.57	\$9.48	\$8.95

* for the average 3-person household consuming 180m³ with an average impervious area of 188m²

 <p>Fixed \$0.03 Volumetric \$0.18</p>	 <p>Fixed \$0.02 Volumetric \$0.19</p>	 <p>\$1.20</p>
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Rates come into effect on January 1, in each year.



Next steps

Council-led townhalls

- Wednesday November 8, 2023 through Tuesday November 28, 2023

Budget board

- Friday November 3, 2023 through Sunday November 26, 2023

Budget delegation night

- Wednesday November 15, 2023: 6 p.m.

Special Council: Budget amendments

- Wednesday November 29, 2023: 9 a.m.

Mayoral veto and Council override period (if required)

- Thursday November 30, 2023 through Wednesday December 13, 2023

Questions

