

Staff Report



To	Committee of the Whole
Service Area	Office of the Chief Administrative Officer
Date	Tuesday, May 6, 2025
Subject	2024 Year-end Capital Budget Monitoring Report

Recommendation

1. That the 2025 budget adjustments in Attachment 2, Tables 4, 5 and 6 be approved.
 2. That the 2026 forecasted budget of \$150,000 funded from the Parkland Dedication Reserve Fund for GG0280 Parkland Dedication By-Law Update be advanced to 2025.
 3. That the 2026 forecasted budget of \$841,000 funded from the Housing Accelerator Fund for PL0086 Affordable Housing Demonstration Project (HAF-4B) be advanced to 2025.
 4. That \$145,000 of the 2026 forecasted budget for FS0079 Bunker Gear be advanced to 2025 for the replacement of end-of-life Firefighter Bunker Gear.
 5. That \$70,000 be transferred from the Ontario Building Code (OBC) Reserve Fund to OB0001 OBC File Digitization for completion of the project.
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Executive Summary

Purpose of Report

The purpose of this report is to provide Council with highlights of significant capital project activity, potential risks to budget or timing, as well as seeking approval of capital budget and funding changes. This report includes the year-end unaudited actual financial information for each capital program of work as of December 31, 2024.

Key Findings

As outlined in Attachment-1, total spending on capital projects in 2024 was \$181.5 million and purchase order (PO) commitments at December 31, 2024 had an overall value of \$235.7 million. This leaves \$232.2 million of approved budgets yet to be executed.

In March of 2024, a comprehensive annual internal review process of the capital program was established along with the metric to measure progress (target of 80 per cent of approved budget being spent or committed). Overall, the capital program as a whole is continuing to meet the internal metric, showing strong progress at achieving the project objectives approved through the capital budget by

having 80 per cent of total approved project budgets spent or committed by December 31, 2024.

There has been a significant increase in the number of grant programs offered by both the federal and provincial governments, which has resulted in the implementation of a new corporate-wide grant management process. This involved reallocating resources to the completion of grant applications and various monitoring reports to funders, creating additional capacity to support this work, and streamlining internal processes to manage the increased workload and submit competitive funding applications for a wide range of programs. A few key statistics for grants in 2024 include:

- Total value of grant applications submitted in 2024 that are still under review with the funder: \$20 million.
- Total value of grant funding awarded in 2024: \$60.9 million.

Strategic Plan Alignment

Reporting quarterly on the financial status of the capital budget supports the Future Guelph Strategic Plan's Foundations theme of maintaining the City's healthy financial position. Monitoring the financial status of the City is directly linked to the City's credit rating as S&P Global (S&P) reviews and updates the credit rating annually. In 2024, S&P reaffirmed the [City's financial credit rating](#) as AAA with a stable outlook. The report does caution that the road ahead shows signs of downward rating pressure due to a large capital plan in 2024-2026 increasing the City's reliance on debt in the medium term.

Future Guelph Theme

Foundations

Future Guelph Objectives

Foundations: Maintain the City's healthy financial position

Financial Implications

Ongoing monitoring of capital spending ensures that projects are delivered as intended and that any financial impacts are addressed and approved by Council proactively.

Report

The capital budget carried over from 2023 was \$473.1 million, in addition to a Council adopted 2024 budget of \$208.7 million. Capital budget additions and adjustments made throughout 2024 resulted in a net budget reduction of \$24.5 million. This includes the increase in the capital budget due to the addition of grant revenue and budget reductions made as a result of an in-depth 2023 year-end review process. This provided for a total available budget in 2024 of \$657.2 million. A summary of capital activity to the end of the quarter is included in Attachment-1 2024 Capital Spending. Capital budget adjustments made in the fourth quarter (Q4) can be found in Attachment-2 Q4 2024 Capital Budget Adjustments.

In March 2024, staff undertook an extensive project level review of uncommitted balances that would carry-over to 2024. This was a similar process to the capital prioritization exercise undertaken in 2022. Through this review, \$19.5 million was

reduced across the capital program and returned to the reserve funds. In March 2025, another annual review process was undertaken and staff are working through the action items of this work including processing budget reductions that were identified. This work will be highlighted in the 2025 First Quarter Budget Monitoring Report.

Total capital spending to the end of 2024 was \$181.5 million, which was \$56.4 million more than last year. At the end of 2024, there was \$235.7 million in issued POs, which was \$39.4 million less than last year. This is due in part to the reduction in the PO balances on Tier One projects such as the New Central Library and the South End Community Centre, which have gained momentum in 2024 with significant spending drawing down the open PO balances.

In 2024, a total of 76 project accounts were closed out. In some situations, projects that have a surplus budget on completion have reallocated a portion or all of the surplus to other existing projects that have a deficit or are projected to have a deficit. If the surplus on completion is not immediately required by another existing project those funds are released to the originating reserve funds. In 2024, project account closures allowed \$7.8 million to be released, reducing the uncommitted approved budget balance.

On December 31, 2024, the uncommitted approved budget which is yet to be executed was \$232.2 million, which was \$34.3 million more than the same quarter of 2023. However, at the end of the year, the City has once again met its target of having at least 80 per cent of the capital budget spent or committed through PO's. Furthermore, the issuance of POs on a few large construction projects tendered in late 2024 were subsequently issued in early 2025, further improving this ratio.

Due to the integrated nature of many departmental capital budgets, and to enhance understandability of the budget outcomes, the capital program is categorized by program of work. Within each program of work, projects are further categorized by subprogram of work. Reporting includes project level comments for the three highest spends by program of work, limited to those projects greater than \$150,000. Additionally, reporting includes project level comments for the three highest uncommitted projects.

In accordance with project management standards implemented by the Project Management Office, capital projects that are highly complex, non-routine, and financially significant with budgets greater than \$10 million are identified as Tier 1 projects. See the [City's capital projects webpage](#) for detailed quarterly updates on Tier 1 projects. Based on the most recent quarterly reporting, these projects are all within their original or revised budget, schedule, and scope.

Corporate Facilities, Public Works and Bylaw

This program of work includes the following subprograms: Administration Facilities and Vehicles and Equipment. There are a total of 23 projects that account for 11 per cent of the total capital program (by available budget).

Capital spending in 2024 within this program of work was \$7.4 million with another \$57.7 million in PO commitments as of December 31, 2024. Remaining to be executed is \$5.9 million of the budget.

The top project expenditures by value (total 2024 spending and commitments at the end of the quarter) occurred in the following accounts:

- (LB0028) New Central Library (\$57.2 million) – quarterly updates on the new Central Library can be found through its [Tier 1 capital project webpage](#), the project is currently within scope, on schedule and within budget. The underground parkade structure and waterproofing is complete along with the first and second floor structure while the third floor structure and roof structure is underway. The building's concrete structure will continue to be poured over the first half of 2025.
- (GG0245) Administration Facilities Renewal (\$5.5 million) – completed corporate building maintenance work such as the maintenance, inspection and certification of life and fire systems, elevators, generators and boilers as well as emergency repairs to City Hall's main back-up generator. Renovations at the Lawn Bowling Club and Annex building as well as workspace optimization initiatives are also underway and will continue into 2025.
- (RD0401) Public Works Vehicle and Equipment Replacement (\$1.3 million) – order has been placed for the replacement of two end of life dump trucks (heavy pick-up truck with dump body) with delivery expected in the second quarter (Q2) 2025. In addition, two heavy dump trucks equipped with winter control equipment are on order to replace existing units. These units will have the ability to switch to summer seasonal use which will increase their utilization rates.

Projects that have the largest uncommitted balances yet to be executed include the following:

- (LB0028) New Central Library (\$2.9 million) – uncommitted is mainly for furniture, fixtures and equipment upon completion of construction.
- (CS0004) Court Services Facility Renewal (\$1.9 million) – budget to be spent on foundation restoration of the historic Provincial Offences Act building.
- (GG0245) Administration Facilities Renewal (\$0.3 million) – additional spending is planned on corporate building maintenance, design work for renovations at the Annex Building including masonry and windows, replacement of the City Hall fire alarm system, Lawn Bowling Club renovations.

The Guelph Police Station Headquarters Renovation Project (PS0033) approved budget was \$34,111,000. The project included rebuilding the inside of the existing building and constructing two new wings to the east and west sides of the existing building, to provide the appropriate space long term for the police operations and personnel and to replace the building's aging equipment. The project work was completed in 2022 for a total project cost of \$37,038,632.09, which is 108.6 per cent of budget (\$34,111,000), as of December 31, 2024. The project continues to be subject to an arbitration process. The City of Guelph is contractually bound to keep arbitration proceedings confidential including what stage the proceedings are at and what positions the parties are taking. Approval of the funding of the budget variance of \$2,927,633 (BR-24CAP-108 Attachment 2, Table 5) is an administrative requirement, however, future adjustments may be required based on the outcome of the arbitration process.

Projects identified as completed in 2024 included the following:

- (RD0409) ¾ Ton Drop Tail Gate Truck – one growth truck was purchased for Operations and came in under budget with the surplus reallocated to RD0408 Tandem Salter/Sander to cover a projected deficit due to supply and inflationary cost pressures.

A total of three project accounts were closed in 2024 which released \$242 thousand in approved budget back to reserves.

Corporate Plans, Programs and Technology

This program of work includes the following subprograms: Brownfield Renewal, Plans, Studies and Programs and Technology Initiatives. There are a total of 94 projects that account for nine per cent of the total capital program (by available budget).

Capital spending in 2024 within this program of work was \$14.2 million with another \$10.1 million in PO commitments as of December 31, 2024. Remaining to be executed is \$33.8 million of the budget.

The top project expenditures by value (total 2024 spending and commitments at the end of the quarter) occurred in the following accounts:

- (SS0025) Baker Street Development (\$6.2 million) – project includes costs related to the entire Baker Street Development and includes consulting, counsel, and other specialist fees for the execution and management of the overall development project, along with disbursements for site servicing.
- (IT0061) Fibre Data Connection (\$4.0 million) – construction continues in 2024 on the remainder of Ring 1 – east and northward from City Hall (approximately 80 per cent completed), Ring 2 – west and northward from City Hall (approximately 15 per cent completed) and Ring 3 – south of City Hall (approximately 53 per cent completed). Additionally, 15 City-owned facilities have been cutover onto the new fibre network so far and approximately 66 traffic signals have been connected. Staff are targeting completion of this project for the end of 2027.
- (PN2439) Enterprise Resource Planning (ERP) Program Implementation (\$2.0 million) – implementation of the replacement for the existing work order, asset management and procurement system is underway and progressing as per plan.

Projects that have the largest uncommitted balances yet to be executed include the following:

- (PN2439) ERP Program Implementation (\$7.1 million) – project is progressing as per plan. Majority of uncommitted funding is planned for program implementation of the financial system's procurement module in 2025, followed by enterprise asset management implementation in 2026 and 2027. Project funding also includes change management activities to enable change readiness across the organization. Once fully implemented the new maintenance management system will become the asset management system of record and will integrate with the City's financial system.
- (EO0003) Historical Landfill Investigation (\$3.4 million) – work that was planned for 2024 has been delayed due to staffing shortages, however it is

anticipated that landfill investigation at Landfill 4 will move forward in 2025 with any remaining budget returned to reserves for future work.

- (EO0002) Fountain Street Environmental Investigation and Remediation (\$2.6 million) – various environmental characterizations and assessments were completed at the site in 2024 and procurement for environmental investigative and monitoring work is planned for 2025. Work will include installation and operation of multi-phase extraction wells as well as the installation and sampling of additional soil vapour probes and sampling of the existing ground water monitoring well.

On-going projects identified as having 2024 work completed include the following:

- Information Technology lifecycle replacement programs including replacement of aging, end-of-life, network devices, cyber security appliances, server hardware, printers, personal computers, and mobile devices.

Projects identified as completed in 2024 included the following:

- (PL0022) Clair/Maltby Secondary Plan – Ontario Land Tribunal approved plan in 2024.
- (PL0075) Zoning By-Law Review – Completed to reflect the implementation of Official Plan Amendment (OPA) 80.

A total of 13 project accounts were closed in 2024 which released \$822 thousand in approved budget back to reserves, including the following projects:

- (EO0006) Baker Street Remediation – archeological study and completion of Record of Site Condition came in under budget (closing surplus of \$217 thousand)
- (PN0817) Corporate Asset Risk Management Strategy – project deferred, scope to be completed under existing works (return budget of \$180 thousand).
- (GG0263) Corporate Asset Management Training Program – project deferred and any training to be done internally (return budget of \$160.9 thousand).

Culture and Recreation

This program of work includes the following subprograms: Buildings, Vehicles and Equipment, and Public Art and Cultural Initiatives. There are a total of 20 projects that account for 18 per cent of the total capital program (by available budget).

Capital spending in 2024 within this program of work was \$48.2 million with another \$65.1 million in PO commitments as of December 31, 2024. Remaining to be executed is \$8.0 million of the budget.

The top project expenditures by value (total 2024 spending and commitments at the end of the quarter) occurred in the following:

- (RF0093) South End Community Centre Construction (\$109.7 million) – as a [Tier 1 capital project](#), status updates are provided quarterly, at the end of the quarter the project was within scope, on revised schedule and within revised budget. Erection of structural steel has been completed. Interior masonry works are ongoing. The Aquatics centre lap pool slab and deep end walls have been poured and bleachers installed. Major HVAC equipment has been installed and interior partition walls are nearing completion.

- (RF0095) Recreation Facilities Renewal (\$1.9 million) – the following work was being completed at City recreation facilities in 2024: West End Community Centre (WECC) roof replacement was completed (total construction cost over three years \$1.7 million, \$415 thousand in 2024), Victoria Road Arena roof replacement was completed in 2024 (\$458 thousand), floor replacement at Evergreen Seniors Centre was completed in 2024 (\$332 thousand), Centennial Arena condenser replacement was completed in 2024 (\$127 thousand) and arena wall structural repairs and concession renovations at WECC were completed in 2024 (\$88 thousand), electrical panels were replaced at Centennial and Exhibition Arenas (\$123 thousand).
- (CT0008) Culture Facilities Renewal (\$813 thousand) – 2024 spending and commitments relate to masonry/structural renovations at the Farmers' Market and architectural services for renovations to the seating/flooring at the River Run Centre. The PO for humidification upgrades at the Civic Museum and window and sealant replacement at River Run Centre have also been issued.

Projects that have the largest uncommitted balances yet to be executed include the following:

- (CT0008) Culture Facilities Renewal (\$2.3 million) – additional commitments are planned for the above-mentioned projects as well as HVAC replacement at Sleeman Centre and replacement of the fixed theatre seating at River Run Centre.
- (RF0095) Recreation Facilities Renewal (\$2.2 million) – Evergreen Seniors Centre washroom renovations (construction \$500 thousand) and Evergreen Seniors Centre roof top heating and cooling unit replacement (construction \$900 thousand) and the relocation of the pottery program to WECC which includes the replacement of rooftop HVAC units (total construction \$999 thousand – includes future allocation), Victoria Road refrigeration panels (\$65 thousand) and roof ladder access at Centennial Arena (\$25 thousand) are still to be executed out of this account.
- (RF0093) South End Community Centre Construction (\$1.3 million) – budget remaining is allocated for project contingency representing one per cent of the total budget which is less than typical for a project of this size. The facility is expected to open in the second half of 2026.

On-going projects identified as having 2024 work completed include the following:

- Various recreation facility works were completed out of RF0095 as discussed above as well as replacement of pool UV filters and upgrade of the water softener for ice making at Sleeman Centre.
- At River Run Centre, the video matrix was updated for seamless camera switching, better live stream integration and increased image quality.

Projects identified as completed in 2024 included the following:

- (RF0089) Farmers' Market Renewal – project completed on budget.

A total of one project account was closed in 2024 which released \$117 thousand in approved budget back to reserves, as follows:

- (RF0100) Recreation Fleet Vehicles – surplus vehicles were reallocated to Recreation and this budget was no longer required (return budget of \$117 thousand).

Emergency Services

This program of work includes the following subprograms: Fire Services and Paramedic Services. There are a total of 24 projects that account for two per cent of the total capital program (by available budget).

Capital spending in 2024 within this program of work was \$6.1 million with another \$7.7 million in PO commitments as of December 31, 2024. Remaining to be executed is \$0.4 million of the budget.

The top project expenditures by value (total 2024 spending and commitments at the end of the quarter) occurred in the following accounts:

- (PM0010) Paramedic Vehicle Replacement (\$4.1 million) – three replacement ambulances are on order with deposits paid in 2023. The 2024 order to replace six end of life ambulances has been issued with deposits paid. An additional seven units were approved to be pre-ordered by Council in May 2024 (three budgeted in 2025 and four budgeted in 2026), these units have now been ordered.
- (FS0089) Heavy Fire Vehicle Replacement Pumper/Aerial (\$3.0 million) – tender for two trucks has been awarded and PO issued.
- (PM0015) Paramedics Facility Replacement – Elmira Road Station (\$2.9 million) – land acquisition was completed in the third quarter (Q3) 2024.

Projects that have the largest uncommitted balances yet to be executed include the following:

- (FS0091) Fire Dispatch Phone System NG-911 (\$1.4 million) – work on the transition to the NG-911 system will continue into 2025. This project is supported through a provincial grant from the Ministry of the Solicitor General. In the [2023 Year-end Capital Budget Monitoring Report](#), staff noted possible budget risks based on the grant spending timelines. The City's application for Phase 3 (final phase) of the grant was successful and can be used to fund expenditures made up to March 31, 2025. The Canadian Radio-television and Telecommunications Commission (CRTC) has extended the deadline to decommission the old 911 system from March 4, 2025 to March 31, 2027 as only 17 of the 292 public safety answering point's (PSAP's) across Canada have gone live with NG-911. Guelph Fire (implementing a shared NG-911 network as a group with 11 other agencies across Southwestern Ontario) is well positioned within the top 25 per cent of PSAP's in the country in terms of readiness to go live. However, the Ministry of the Solicitor General has yet to extend the spending deadline for Phase 3 of the grant. Most recent communication from April 2, 2025 indicates the government is currently looking at how on how best to support PSAPs that have not yet transitioned. If this is not extended, the City will need to fund any expenses that fall beyond the March 31, 2025 grant spending deadline as well as any other ineligible expenditures (funding would be 25 per cent DC and 75 per cent Infrastructure Renewal). Staff will continue to monitor and report quarterly through the budget monitoring report to Council.

- (FS0054) Fire Facilities Renewal (\$155 thousand) – to be spent in 2025 for various fire station building renewal needs.

On-going projects identified as having 2024 work completed include the following:

- Annual lifecycle programs to replace bunker gear and equipment have been completed.

A total of four project accounts were closed in 2024, which released \$73 thousand in approved budget back to reserves, including the following projects:

- (FS0073) Fire Master Plan – Fire prevention workforce analysis was completed (closing surplus budget of \$57 thousand).
- (FS0074) Fire Planning Study and Needs Assessment – assessment completed and used to inform station renovations (closing surplus budget of \$16 thousand).

Parking and Transit Services

This program of work includes the following subprograms: Parking Services and Guelph Transit. There are a total of 29 projects that account for 10 per cent of the total capital program (by available budget).

Capital spending in 2024 within this program of work was \$28.0 million with another \$17.9 million in PO commitments as of December 31, 2024. Remaining to be executed is \$21.7 million of the budget.

The top project expenditures by value (total 2024 spending and commitments at the end of the quarter) occurred in the following accounts:

- (PG0079) Baker Street Parkade (\$13.8 million) – updates on this Tier 1 capital project are provided quarterly, and it is currently within scope, on schedule and within budget. The underground parkade structure and waterproofing has been completed.
- (TC0070) Bus Electrification – replacement (ICIP-GUE-04) (\$13.2 million) – three zero emission buses were received in Q3 2024 and a total of six zero emission buses are on order to replace end-of-life diesel buses (estimated delivery Q2 2025). As mentioned in the [Q2 Budget Monitoring Report](#) and the [Transit Electrification Audit](#) (dated September 17, 2024), supply chain disruptions, labour shortages and inflation fluctuations have led to large price increases. Staff will be presenting an update on the City's bus acquisition plans as part of an overall transit fleet electrification and facility needs update to Council in Q2 2025.
- (TC0059) Guelph Transit and Fleet Services Facility (ICIP-GUE-03) (\$7.9 million) – updates on this Tier 1 capital project can be found [on the Guelph Transit and Fleet Services Facility webpage](#), and it is currently within revised scope, on schedule and within revised budget. Facility design services are underway and construction management services have been obtained. The construction of this project is budgeted in 2026, and an update on the design and plan will be brought to Council in Q2 2025 ahead of the 2026 budget update.

Projects that have the largest uncommitted balances yet to be executed include the following:

- (TC0070) Bus Electrification – replacement (ICIP-GUE-04) (\$11.0 million) – the 2024 budgeted order for zero emission buses to replace end-of-life diesel buses has not yet been placed. Staff will be presenting an update on the City's bus acquisition plans as part of an overall transit fleet electrification and facility needs update to Council in Q2 2025.
- (TC0092) Route Review – Year 4 (ICIP-GUE-01) (replaced TC0064-011) (\$2.8 million) – the implementation of on-demand Sunday service began September 1, 2024. As noted above, Staff will be presenting an update on the City's bus acquisition plans as part of an overall transit fleet electrification and facility needs update to Council in Q2 2025.
- (PG0066) Parking Facility Renewal (\$2.2 million) – Currently in the planning stage for structural repairs and maintenance to the East and West Parkades, it is expected that the budget will be spent in 2025.

Projects identified as completed in 2024 included the following:

- (TC0078) Transit Vehicle Growth (ICIP-GUE-01) – four electric vehicles were purchased and put into service in 2024.
- (TC0066) Control Room at Transit Facilities – renovations are completed.

The following project was cancelled in 2024:

- (PG0096) On-street Occupancy Sensors – this project was paused through the [Budget Confirmation Planning report 2024-166](#), it was subsequently cancelled. Budget was then shifted to advance the strategy to transition from the existing parking lot controls/gates at parking lots and parkades to a pay by plate system across all lots and parkades.

A total of seven project accounts were closed in 2024 which released \$170 thousand in approved budget back to reserves, including the following projects:

- (TC0058) Bus Replacement – four electric buses were purchased in 2019 and delivered in 2021 (closing surplus budget of \$143 thousand).
- (TC0080) Supervisor Vehicle – one growth vehicle was purchased (closing surplus budget of \$12 thousand).

Parks and Open Spaces

This program of work includes the following subprograms: Buildings and Structures, Natural Heritage Assets, Parks, Playgrounds, Splashpads, Plans, Studies, Sports fields, Amenities, and Vehicles and Equipment. There are a total of 43 projects that account for three per cent of the total capital program (by available budget).

Capital spending in 2024 within this program of work was \$8.9 million with another \$2.4 million in PO commitments as of December 31, 2024. Remaining to be executed is \$10.3 million of the budget.

The top project expenditures by value (total 2024 spending and commitments at the end of the quarter) occurred in the following accounts:

- (PK0130) Playground Equipment Replacement (\$2.4 million) – the 2023 lifecycle replacement program has been completed with new parks installed at Dovercliffe Park, Howitt Park, and University Village Park.

- (PO0045) Parks Vehicles and Equipment Replacement (\$2.3 million) – purchase of replacement vehicles and equipment including a utility work machine, forklifts, tractors and a trailer mounted water tank. Additional replacement vehicles and equipment are on order including an aerial truck.
- (PO0048) Riverside Park Revitalization (\$1.6 million) – construction is now completed to renew and revitalize the bandshell and washroom building as well as a new sanitary connection and trails. Project will remain open until the end of the warranty period in 2026.

Projects that have the largest uncommitted balances yet to be executed include the following:

- (PK0120) Baker District Open Space (\$2.1 million) – the timing of construction on this component of the Baker District is dependent on the timing of the private components, it is currently expected in 2026 through 2027.
- (PK0180) Parkland Acquisition (\$1.5 million) - this project enables the City to purchase land to meet the objectives of the Guelph Park Plan, which is part of the larger Parks and Recreation Master Plan.
- (PK0130) Playground Equipment Replacement (\$1.2 million) – round one of community engagement for the 2024 program has been completed. Next steps in the engagement process can be followed through the [Have Your Say Guelph](#) website. The budget is expected to be spent in 2025 for replacement of playground equipment at Colonial Drive Park, Holland Crescent Park and Highview Park.

Additional projects identified as completed in 2024 included the following:

- (PK0028) Margaret Green Park Splash Pad – a new splash pad was constructed. Project is currently in the warranty period.
- (PK0127) Eastview Community Park – a new splash pad was constructed. Project is currently in the warranty period.

A total of eight project accounts were closed in 2024 which released \$36 thousand in approved budget back to reserves, including the following projects:

- (PO0043) 1 Ton Trucks – various vehicles were purchased over the life of this account (closing surplus budget of \$28 thousand).
- (PK0124) Oliver Street Parkette – new growth park was purchased using funds collected under the Parkland Dedication By-Law (closing surplus budget of \$8 thousand).
- (PK0104) Starwood Park – new park was constructed (closing surplus budget was reallocated to PK0129 Bike Skills Facility at Eastview Park).
- (PK0030) Cedarvale Park – new park was constructed (closing surplus budget was reallocated to PK0129 Bike Skills Facility at Eastview Park).

Solid Waste Services

This program of work includes the following subprograms: Plans, Studies and Programs, Plant and Buildings, and Vehicles and Equipment. There are a total of 24 projects that account for two per cent of the total capital program (by available budget).

Capital spending in 2024 within this program of work was \$3.2 million with another \$1.3 million in PO commitments as of December 31, 2024. Remaining to be executed is \$6.0 million of the budget.

The top project expenditures by value (total 2024 spending and commitments at the end of the quarter) occurred in the following accounts:

- (WC0039) Solid Waste Fleet Assets Replacement (\$2.1 million) – four replacement waste collection trucks are on order with anticipated delivery in Q2 2025. One light duty replacement truck remains on order, with delivery in early 2025.
- (WC0042) Organic Waste Processing Facility Asset Replacement (\$853 thousand) – design work for the replacement of the supervisory control and data acquisition (SCADA) control system was completed along with various work including floor coating replacement, lighting retrofits and concrete repairs.
- (WC0052) Food Waste Initiative (\$364 thousand) – work is underway to continue the third and final phase of the Food and Food Waste Flow project supported by the award of a \$500 thousand grant from Federation of Canadian Municipalities.

Projects that have the largest uncommitted balances yet to be executed include the following:

- (WC0042) Organic Waste Processing Facility Asset Replacement (\$2.4 million) – the tender for the installation of the SCADA replacement was awarded with the purchase order issued in the first quarter (Q1) 2025.
- (WC0041) Materials Recovery Facility (MRF) Asset Replacement (\$824 thousand) – Tender has been awarded (PO issued in Q1 2025) to decommission and prepare the MRF for its future uses once the recycling services are transferred in 2025.
- (WC0023) Waste Resource Innovation Centre Site Asset Replacement (\$525 thousand) – budget will be committed for sanitary lifting stations, fire hydrants, fueling station repairs and site asphaltting.

Projects identified as completed in 2024 included the following:

- (WC0035) Public Education and Community Strategy – following approval of the updated Solid Waste Management Master Plan, education and communications campaigns were completed to engage residents in better waste diversion, recovery and sorting practices.

A total of four project accounts were closed in 2024 which released \$526 thousand in approved budget back to reserves, including the following projects:

- (WC0030) Solid Waste Collection Operations Centre – project was deferred due to changes to the Operations Facilities Long-Term Plan (closing surplus budget of \$508 thousand).
- (WP0008) Solid Waste Management Master Plan – plan was completed and approved by Council (closing surplus budget of \$18 thousand).

Transportation Network

This program of work includes the following subprograms: Bridges and Structures, Full Roadway and Underground Construction, Plans, Studies and Programs, Traffic Management and Trails, Sidewalks and Active Transportation. There are a total of 136 projects that account for 23 per cent of the total capital program (by available budget).

Capital spending in 2024 within this program of work was \$34.9 million with another \$17.1 million in PO commitments as of December 31, 2024. Remaining to be executed is \$92.9 million of the budget.

The top project expenditures by value (total 2024 spending and commitments at the end of the quarter) occurred in the following accounts:

- (PN0271) York Road Reconstruction – Stevenson Street South to Victoria Road (\$8.5 million) – project has reached substantial completion with all underground infrastructure completed. Final paving will occur in summer 2025.
- (RD0376) Silvercreek Parkway Speedvale to Woodlawn Rd Protected Bike Lanes (\$5.6 million) - construction of Phase 2 (Campbell Road to Speedvale Avenue) is currently underway, which includes replacement of underground water and sewer pipes, as well as completing off-road cycling infrastructure. Phase 1 (Woodlawn Road to Campbell Road) has reached substantial completion in 2024.
- (RD0330) Emma / Earl Pedestrian Bridge (\$4.4 million) – Project has been tendered and purchase order issued for construction in 2025.

Projects that have the largest uncommitted balances yet to be executed include the following:

- (RD0379) College Avenue Protected Bike Lanes (ICIP-GUE-05) (\$11.5 million) – construction of Phase 1 (Edinburgh Rd. S. to University Ave. W.) is underway. It is anticipated that procurement for Phase 2 (University Ave. W. to Gordon St.) will happen in Q2 2025 (which includes replacement of underground water and sewer pipes, as well as completing off-road cycling infrastructure) and Phase 3 (Janefield Ave to Edinburgh Rd. S. and Gordon St. to Dundas Lane) later in 2025. More information on this project can be found [on the College Avenue infrastructure upgrades webpage](#).
- (PN0110) York Road Reconstruction – Victoria Road South to Watson Parkway (\$11.0 million) – currently in the design phase with tendering of the construction contract anticipated in 2025 which will commit the majority of the budget.
- (PN0097) Speedvale Road Reconstruction – Glenwood to Manhattan (\$10.7 million) – 60 per cent design for Phase 2 (Guelph Junction Railway tracks east of Speedvale/Woolwich intersection to Riverview Drive) and Phase 3 (Riverview Drive to Manhattan Court) has been completed and design packages are expected to be finalized in 2025.

On-going projects identified as having 2024 work completed include the following:

- (RD0404) New Sidewalk Construction – constructed approximately 400 meters of new sidewalks to close gaps in the sidewalk network and improve conditions at bus stops with no sidewalks such as at Royal Road.
- (RD0385) Cycling Master Plan Implementation – completed approximately six kilometres of protected cycling infrastructure in 2024.
- Work was completed on annual programs such as new intersection and pedestrian signals, road safety initiatives, lifecycle replacement of traffic signal equipment and streetlighting, bridge and structure inspections and rehabilitation, renewal of trails, roadway preventive crack sealing and condition assessments to inform capital priorities.

Projects identified as completed in 2024 included the following:

- (PN0784) Whitelaw Rd. Reconstruction – Shoemaker to Paisley – full corridor construction included installation of sewers and watermain to support proposed developments in the area. Final paving was completed in 2024 and project is in the warranty stage. Construction of a multi-use path is on hold and originally the budget was reduced, waiting on adjacent private development however, it is now estimated to move forward in 2026 (BR-24CAP-84, Attachment 2, Table 1).
- (PN0264) York – GJR Spurline to Stevenson – the warranty period has now past and project savings of \$641 thousand were reallocated to address other transportation project budget pressures (Attachment-2, Table 3) or returned to reserve funds. There was a high level of uncertainty in budgeting this project due to complex underground work and contaminated soils however the project was tightly managed and the result was the significant ending surplus.
- (PN0832) University Area Conceptual Design – a comprehensive design study with water modelling was completed.
- (RD0387) Cycling Network Expansion – Snow Removal/Street Sweeping Equipment – pathway sweeper was purchased.

Project cancellations and deferrals occurred in the following projects:

- (RD0472) CN Railway Crossing Upgrades - In May 2022, Council passed a resolution to fund the cost sharing of rail/road crossing signal improvements in the vicinity of Edinburgh and Paisely Roads with CN Rail. However, through design work undertaken by City staff and CN Rail, it was determined that the required scope would cost significantly more, with the City's cost share almost \$1.2 million more than currently budgeted. Joint efforts to find cost reductions have not been able to identify a solution. As a result, the existing railway signal equipment and railway signal operation will remain unchanged. Dialogue between Staff from the City and CN Rail continues and to date no alternative path forward is available to upgrade and modernize the railway signaling equipment along this corridor and as such staff have recommended returning the current budget of \$1.8 million back to the Infrastructure Renewal Reserve Fund (adjustment is pending).
- (PN0888) Speedvale Ave. W. Reconstruction Edinburgh to 93 Speedvale Ave. – This project was deferred due to a lack of staff resources needed to move it

forward, approved budget has been returned to reserve funds in 2024 and is currently budgeted in the capital forecast in 2028.

- (SC0063) Gordon Street Sanitary Sewer Oversizing – project was cancelled as infrastructure was no longer required.
- (PN0102) Water St. – Maple to Gordon (Ww-I-8) – project was cancelled, a similar scope is forecasted under PN0220 for the reconstruction of Water St. – Water Street Well to Gordon St.

A total of 21 project accounts were closed in 2024, which released \$3.8 million in approved budget back to reserves, including the following projects:

- (SC0063) Gordon Street Sanitary Sewer Oversizing – as discussed above (return budget of \$2.1 million).
- (PN0102) Water St. – Maple to Gordon (Ww-I-8) – as discussed above (return budget of \$302 thousand).
- (PN0127) Monitoring along Eastview Rd from Summit Ridge Dr. to Watson Pkwy N. – monitoring of wildlife crossing of nearby provincially significant wetland subsequent to the completion of the reconstruction of Eastview Rd. (also through this account) was completed (closing surplus budget of \$423 thousand).
- (RB0010) Norfolk St. Rail Bridge Rehabilitation – rehabilitation of the bridge was undertaken by Metrolinx (closing surplus budget of \$106 thousand).
- (PN0873) College Ave E.: Watermain and Sanitary Sewer New – watermain, sanitary sewer and sanitary force main was constructed (closing surplus budget of \$101 thousand).

Water Management

This program of work includes the following subprograms: Plans, Studies and Programs, Vehicles and Equipment, Stormwater Ponds and Structures, Wastewater Plant and Equipment, and Water Buildings and Wells. There are a total of 91 projects that account for 20 per cent of the total capital program (by available budget).

Capital spending in 2024 within this program of work was \$25.3 million with another \$54.0 million in PO commitments as of December 31, 2024. Remaining to be executed is \$49.5 million of the budget.

The top project expenditures by value (total 2024 spending and commitments at the end of the quarter) occurred in the following accounts:

- (WT0064) FM Woods Station Upgrade (\$41.1 million) – The General Contractor has mobilized to the site and construction continues with steady progress. The work to relocate the electrical service to the facility was coordinated and successfully completed through the local utility. Shoring and earthworks to protect existing buried infrastructure during construction has been completed. Concrete works have begun for process areas including a new flow meter chamber for the southerly station discharge.
- (ST0043) Tertiary Treatment Process (\$4.8 million) – the PO was issued for design and construction administration in October, committing the majority of this budget in Q4 2024.

- (ST0014) Digester Structural Repair and Gas Proofing (\$4.7 million) – the tender for the refurbishment and structural upgrades to Digester 4 tank has been awarded and work has commenced. Work is currently expected to be completed in early Q2 2025.

Projects that have the largest uncommitted balances yet to be executed include the following:

- (ST0003) Biosolids Facility Upgrade (\$8.7 million) – the tender for design and construction administration was awarded and PO was issued in Q1 2025, committing the majority of the uncommitted balance. However, due to increased costs, additional budget was reallocated from another project to the project (BR-24CAP-96 in Attachment 2, Table 4) to be able to award the tender.
- (WT0064) FM Woods Station Upgrade (\$8.5 million) – uncommitted includes construction contingency for the booster pumping station along with the purchase of pumps and a generator which is outside the scope of the construction tender.
- (WT0040) Facility Upgrades and Studies (\$2.4 million) – various facility work and studies are underway however delays due to other project priorities have pushed some work into 2025.

On-going projects identified as having 2024 work completed include the following:

- (SW0104) Pond Rehabilitation and Sediment Management – cleanout of sediment at Stormwater Management Facility 87 was completed in 2024.
- (ST0015) Building Repairs and Upgrades – safety improvements were made in 2024 to multiple buildings across the Water Resource Recovery Centre site including adding railings, spring gates and safe roof access.
- (ST0009) Water Resource Recovery Centre Energy Efficiency Management – 2024 work completed includes chiller replacement for gas conditioning system.
- (WD0056) Pipe Cathodic Protection Pilot Program – Phase 1 of this pilot was completed and results are being evaluated to determine next steps.

Projects identified as completed in 2024 included the following:

- (SW0098) Benchmarking – the City is no longer participating in this benchmarking initiative for stormwater.

A total of nine project accounts were closed in 2024 which released \$2.1 million in approved budget back to reserves, including the following projects:

- (SW0096) Waverly Drive and Green Meadows New SWM Ponds – work was deferred and scoped into other works where there was scope overlap (return budget of \$1.1 million).
- (RD0293) Snow Disposal Facility – project was completed within budget (closing surplus budget of \$793 thousand).
- (WT0069) Helmar Station Upgrades – station modifications were completed within budget (closing surplus budget of \$75 thousand).

Other Boards and Agencies

This program of work includes the following subprograms: Guelph Public Library and Guelph Police Services. There are a total of 33 projects that account for two per cent of the total capital program (by available budget).

Capital spending in 2024 within this program of work was \$5.3 million with another \$2.3 million in PO commitments as of December 31, 2024. Remaining to be executed is \$3.8 million of the budget.

Information on these capital projects is available through reports made to their respective boards.

Background Information on Report Recommendations

Recommendation 2

Changing provincial legislation and City land use policies have impacted how parkland dedication and cash-in-lieu (CIL) is applied by the City as a condition of development. In 2022, Provincial Bill 23 significantly changed parkland dedication policies in the Planning Act. Most of those provisions, which capped rates and introduced exemptions, came into effect immediately, however the Province has delayed enacting regulations for one of the most substantial changes for more than 28 months. These provisions will allow developers to specify the lands they intend to convey to municipalities for parks and to appeal a municipality's refusal of the specified parkland to the Ontario Land Tribunal. In anticipation of the release of these regulations, the City has postponed updates to the Parkland Dedication Bylaw (PDBL). In the meantime, new City zoning policies permitting up to four units as of right on residential lots, combined with the intersection of the PDBL and the Planning Act has created a complex matrix of development scenarios which are either exempt or not exempt from parkland dedication. As the wait for provincial regulations has been prolonged, and as City policies continue to evolve, Parks staff recommend advancing the update of the PDBL to begin in 2025 to facilitate ease of administration of parkland dedication and CIL.

Recommendation 3

The Affordable Housing Demonstration Project, initiative 4B, funded by the Housing Accelerator Fund is advancing in 2025 which includes the need to move forward the 2026 budget of \$841 thousand into 2025 in order to accept any proposal resulting from the request for proposal that has been issued.

Recommendation 4

In early March 2025, Guelph Fire Staff were informed through our third-party cleaning and testing agency that some of the bunker gear ensembles in service will expire in June 2025 ahead of budget which is currently forecasted in 2026. Protective ensembles for structural firefighting are regulated by National Fire Protection Association guidelines which require that ensembles shall be retired no more than 10 years from the date of manufacture. Staff are requesting that \$145,000 of the forecasted 2026 budget be advanced to 2025 to ensure replacement bunker gear ensembles can be acquired prior to their expiry.

Recommendation 5

The digitization of Ontario Building Code files is currently underway. Since the approval and commencement of this project, the estimate of the number of

documents to be digitized has increased. Currently files are being stored in a third-party electronic document and records management system until the end of 2025 when it is anticipated that storage will be brought in house. In order to complete the scope of this project an additional \$70 thousand is required to be approved from the Ontario Building Code Reserve Fund. Given the unique funding source, a reallocation of funds from another project cannot be facilitated.

Capital Revenues

Grants

The Canada Community-Building Fund (CCBF) and the Provincial Gas Tax are the only two sustainable grant streams utilized within the capital budget. In 2024 the City received \$9.1 million from CCBF (annual allocation plus an additional allocation of surplus administration funds) and \$3.0 million in Provincial Gas Tax funding. The CCBF and Provincial Gas Tax are held in obligatory reserve funds and allocated on an annual basis to eligible projects in lieu of other property tax sources. In 2024, CCBF funding was allocated to playground equipment replacement (PK0130) and various road reconstruction projects such as Speedvale Road – Glenwood to Manhattan (PN0097), Wyndham St. N – Farquhar to Woolwich (PN0060) and Silvercreek Parkway – Speedvale to Woodlawn Rd protected bike lanes (RD0376), as well as bridge and structure rehabilitation work at the Edinburgh Rd. bridge (BR0001) and at the Boathouse (BR0024). Provincial Gas Tax funding was allocated to transit bus replacements (TC0070) in 2024.

In addition to grants approved in prior years, the 2024 capital budget also includes one-time grant funding for the following projects:

- (LB0028) New Central Library – \$13.5 million was received from the Green and Inclusive Community Buildings Program through Infrastructure Canada to help support the construction of the new central library.
- (GG0285) ZEVIP Electric Charging Initiative – \$420 thousand was received through the Zero Emission Vehicle Infrastructure Program (ZEVIP) from the Department of Natural Resources for electric chargers to support the transition of the corporate fleet to zero emissions electric vehicles.
- (WC0052) Food Waste Initiative – \$500 thousand was received from the Green Municipal Fund Grant through the Federation of Canadian Municipalities to support the City in developing a two-year pilot project that focuses on the collection, redirection, and energy recovery of food waste in the institutional, commercial, and industrial sectors.
- (PS0112) Preventing Auto Theft Program – \$123.8 thousand received from Ministry of the Solicitor General.

The 2024 capital plan also includes budgeted funding awarded from Infrastructure Canada for the Investing in Canada Infrastructure Program (ICIP). The program extends to 2033, and funds have been allocated to four key projects:

- ICIP-GUE-01 Bus Fleet Expansion (Transit Route Review)
- ICIP-GUE-03 Transit Operations Facility and Charging (Transit portion of the Guelph Transit and Fleet Services Facility)
- ICIP-GUE-04 Bus Electrification – Replacement
- ICIP-GUE-05 Cycling Network

ICIP funding of \$5.0 million has been allocated to the following projects in the 2024 capital program:

- (RD0379) College Avenue Protected Bike Lanes (ICIP-GUE-05), \$844 thousand;
- (TC0070) Bus Electrification – Replacement (ICIP-GUE-04), \$2.4 million;
- (TC0092) Route Review Year 4 (ICIP-GUE-01), \$1.8 million.

At December 31, 2024, the City was still awaiting the outcome of the decommitment process outlined in the [2024 Second Quarter Budget Monitoring Report](#). At the time of this report, the City is undergoing a second ICIP decommitment process which will come to Council as part of the transit fleet electrification and facility needs update in Q2 2025. The claims process is suspended until that decommitment process is finalized. At December 31, 2024, the outstanding receivable from ICIP was \$11.4 million.

The City has been awarded \$21.4 million from the Housing Accelerator Fund through the Government of Canada to undertake eight initiatives which will help accelerate more housing in the community. This funding will be received in four equal instalments of \$5.3 million from 2024-2027. At the time this report was prepared, two of the four installments have been received. Receipt of the final instalment is dependent on the City accelerating the issuance of building permits and achieving a housing supply growth target of 3,657 permitted housing units, or 739 units above the historical average, over three years. A total of \$3.1 million has been allocated to the 2024 budget with the remainder allocated in the 2025 and 2026 program years. In 2024 the following has been allocated:

- \$325 thousand to (PL0081) Housing Affordability Strategy
- \$1.0 million to (IT0123) Planning Digital Transformation – E-Permitting
- \$100 thousand to (IT0124) Planning Digital Transformation – Community Improvement Plan
- \$200 thousand to (PL0082) Inventory and Evaluative Framework for the Disposal of City and County Owned Lands
- \$275 thousand to (PL0086) Affordable Housing Demonstration Project
- \$200 thousand to (PL0083) Accessory Dwelling Unit Grant Program
- \$200 thousand to (PL0084) Encourage Missing Middle Units in Existing Neighborhoods
- \$493.5 thousand to (PL0085) Community Planning Permit System Pilot
- \$276 thousand to (PG0099) Transportation Demand Management Action Plan

The City was awarded \$4.7 million from the Building Faster Fund through the Province as a result of meeting its 2023 housing target. This funding was allocated in the 2024 capital plan for the Road Restoration and Resurfacing Program (RD0483, \$3.7 million), and the York Road project (PN0271, \$955 thousand). Guelph did not meet the 2024 target of 1,500 units and to date has not been awarded any additional funding under this grant program. This is a three-year funding program (2023-2025) with potential for Guelph to receive additional funds for 2025 if targets are met.

The City has also been awarded the following grants which will be added to the capital program in 2025 as transfer payment agreements are finalized:

- FedDev Tourism Growth Program: The City received \$175 thousand from Federal Economic Development Agency for Southern Ontario to support the construction of the Woodlawn to Woolwich Multi-use Trail (PK0224). This project and funding is included in the 2025 budget.
- Housing-Enabling Water Systems Fund (HEWS): The City received \$2.1 million from the Ontario Ministry of Infrastructure to support housing-enabling water and wastewater infrastructure. This will be applied to the Wyndham-Wellington Water and Wastewater Capacity Improvements project in 2025 (PN0807).
- Next Generation 9-1-1: The City was awarded \$3.2 million from the Ministry of the Solicitor General for the third phase of transition funding support for Guelph Police and Fire for the Next Generation 9-1-1 program. Funds not spent within the eligible time-frame must be returned and a reconciliation of the project will be done at project completion.
- Fire Protection Grant: The City was awarded \$49 thousand from the Ministry of the Solicitor General for enhancing firefighter safety.
- Connecting Links: The City's application for \$3 million from the Ministry of Transportation for York Road Phase 4 construction was approved in January 2025. An agreement is forthcoming and the 2025 budget will be updated accordingly.
- CN EcoConnexions From the Ground Up Grant: The City was provided with \$50 thousand from Tree Canada for community tree planting and greening in 2024.

The City has also expressed interest and sought participation in the Canada Public Transit Fund (CPTF). The CPTF will provide up to \$3 billion in annual funding for public transit and active transportation infrastructure through two available streams: (1) Baseline funding, and (2) Metro-Regional Agreements (MRA). Staff submitted an Expression of Interest (EOI) to determine eligibility for the baseline funding stream, which is intended to provide predictable, long-term funding to support public transit and active transportation system expansions, improvements, and maintenance. The EOI has been approved, with the City being allocated \$1.57 million annually for 10 years starting in 2026. The City has also been invited as a partner in the Ministry of Transportation's MRA process in collaboration with other municipalities across the Greater Golden Horseshoe. It is expected that an average of \$2 billion per year over 10 years will be made available through MRAs across the country, for a total of \$20 billion. Throughout 2025, the City will be participating in an EOI process for this funding stream and will be contributing to the MTOs interregional plan which will inform investments and funding.

The following grant applications were submitted in 2024, for which the City was unsuccessful in securing funding:

- \$14.1 million in eligible funding from the Municipal Housing Infrastructure Program for the Housing-Enabling Core Services (HECS) stream to support the full reconstruction of Wyndham Street North from Farquhar Street to the Eramosa Road bridge, to support growth and enable housing.

- \$13.5 million in eligible funding from the Green and Inclusive Community Building Programs (GICB) for the construction of the South End Community Centre.
- \$1.5 million in eligible funding from the RBC Foundation Community Infrastructure Fund to address equity and accessibility gaps identified in the Parks and Recreation Master Plan.
- \$60 thousand in eligible funding from the Ministry for Seniors and Accessibility to activate older adult outdoor spaces.
- \$60 thousand in eligible funding for the Ministry of Transportation for EV Charge ON. \$30 thousand in applications were related to the installation of four level 2 EV charging ports at the Market Parkade, and an additional \$30 thousand for the installation of four level 2 EV chargers at the Evergreen Seniors Centre.

The above list ensures transparency and offers the grants team an opportunity to discuss strategies for improving future grant applications.

The following grant applications totaling \$20.0 million have been submitted and we are currently awaiting decisions from the funders:

- \$95 thousand from Employment and Social Development Canada's Enabling Accessibility Fund for increasing accessible seating at Hastings stadium.
- \$110 thousand from Natural Resources Canada for the next installment of the Zero Emission Vehicle Infrastructure Funding Program, to support fleet electrification.
- \$8.0 million from Housing Infrastructure and Communities Canada (HICC) for the Green and Inclusive Community Buildings (GICB) program, for energy retrofits and inclusivity upgrades to the River Run Centre.
- \$613 thousand for the Green Municipal Fund's Growing Canada's Community Canopies grant.
- \$1 million from the Community Sport and Recreation Infrastructure Fund (CSRIF), Repair and Rehabilitation Stream, for rehabilitation of the Lyon Outdoor Pool.
- \$10 million from the Community Sport and Recreation Infrastructure Fund (CSRIF), New Builds Stream, for value-added enhancements of the South End Community Centre.
- \$150 thousand from Canadian Heritage for the Museums assistance program, for the Where the Rivers Meet Exhibition.
- \$50 thousand from Bloomberg Philanthropies for the 2025 Global Mayors Challenge, for the One Canopy Tree Planting Strategy.

Financial Implications

Ongoing monitoring of capital spending ensures projects and services are delivered as intended and that any financial impacts or risks are addressed proactively.

Consultations and Engagement

Project Managers are the owners of the capital accounts and have financial responsibility and accountability to manage the capital deliverables within the

budget approved, within a reasonable time period, to achieve the Council expected outcomes of that capital project.

Department General Managers and Project Managers were provided financial reports based on their actual capital expenditures and commitments to the end of the quarter, with which they provided a progress status and financial forecast update at the project level and the best available information at a point in time. Future updates are subject to change based on the economic environment, especially the rate of inflation and interest rates.

Attachments

Attachment-1 2024 Capital Spending

Attachment-2 Q4 2024 Capital Budget Adjustments

Departmental Approval

None.

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