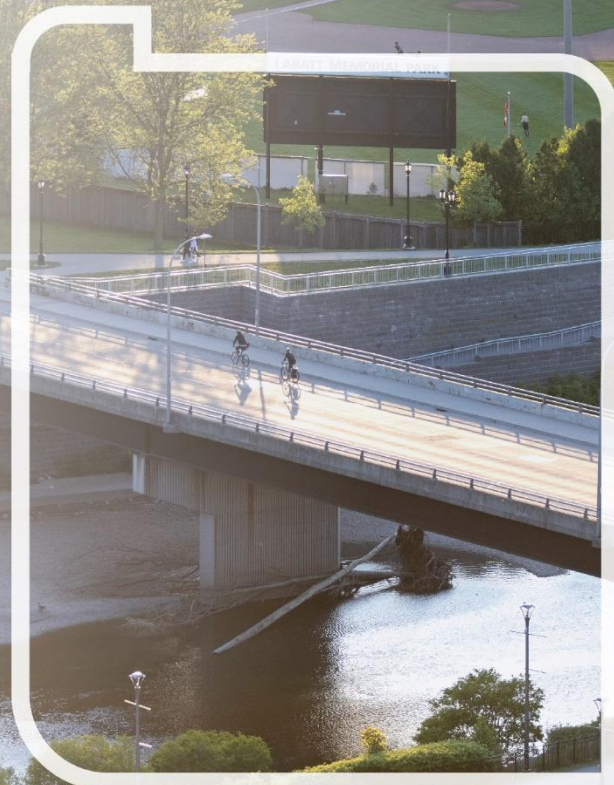




2024-2027

# Multi-Year Budget

City of London



## Mayor's

### Property Tax, Water, Wastewater & Treatment Budgets

2024 – 2027 Multi-Year Budget  
February, 2024

[london.ca/budget](https://london.ca/budget)



## Land Acknowledgement

The City of London is situated on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run). We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. The City of London is currently home to many First Nations, Metis and Inuit people today. As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.

## Steps Towards Anti-Racism and Anti-Oppression at the City of London

Municipal Council has affirmed its commitment to eliminating systemic racism and oppression in our community. As individuals who serve the public, facing this troubling reality is both daunting and uncomfortable – and, for many, deeply personal. While this work demands urgency, the actions needed to deconstruct systems of racism and oppression will require sustained commitment and courageous action to drive transformative change.

It is a sombre obligation. It is also an important opportunity. Londoners in the community and within the organization provided valuable insights on how the City of London can use its strength and position as an influential leader to drive anti-racism and anti-oppression work.

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# Background

The City of London's draft 2024-2027 Multi-Year Budget was released at the Strategic Priorities and Policy Committee meeting on December 12, 2023. Included in this document was the draft Property Tax, Water and Wastewater & Treatment budgets. A summary of the draft 2024-2027 Multi-Year Budget is included in Appendix A.

To review the draft 2024-2027 Multi-Year Budget in its entirety, please visit: <https://london.ca/government/property-taxes-finance/municipal-budget/multi-year-budget>

## Introduction to the Mayor's Budget

With great respect and humility, I present to you the 2024-2027 Multi-Year Budget - a reflection of our city's commitment to the well-being of all Londoners. Given pressures associated with inflation, increased costs, and services mandated by other levels of government, this has been among the most difficult budget processes in recent memory – not only here in our community, but throughout Ontario.

The Multi-Year Budget I am tabling prioritizes three critically important areas: enhancing public safety through a generational investment, improving transportation infrastructure – particularly paratransit services – and addressing the pressing issues of affordable housing and homelessness.

These are vital investments, but they are also costly. In the 2024 budget year, for example, the London Police Service's budget represents a 5% increase to the property tax base on its own. Even still, the cost of doing nothing – as we've seen for too long – is far greater.

When compared to the twelve biggest cities in Ontario, London is now the third most dangerous. We have the second-fewest officers per capita amongst all single-tier municipalities with a population of at least 100,000. And we have some of the longest response times in the province with some people waiting up to a week for an officer to show up. Violent crime is on the rise, and fatal motor vehicle collisions are at an all-time high. To illustrate how far behind we are, the London Police Service's request to hire 97 new officers over the next four years still puts us slightly below the provincial average in officers per capita.

At the same time, investments in housing, affordable housing, homelessness, and transportation – especially paratransit -- are all interconnected and equally vital to ensuring public safety and overall community well-being. That is why all three have been prioritized in this Multi-Year Budget.

While these areas represent the most significant investments, I have also included a variety of strategic expenditures in support of various other measures, including economic development, our Climate Emergency Action Plan, vital community programs, and frontline services.

Conversely, this budget includes \$3.2-million in one time savings and annual ongoing savings of \$10.7 million, representing \$46-million in cumulative savings over the entirety of the Multi-Year Budget, and an additional \$15.5-million in tax relief in 2024 by returning unused contingencies earmarked for COVID-19 back to the taxbase.

I understand these are difficult times for everyone with increased living and housing costs, and Council will work diligently to further reduce planned increases in 2025, 2026, 2027 through ongoing efficiency reviews and the annual budget update process.

I encourage you to review the budget carefully, and I thank all of those who have participated so far in providing thoughts and feedback on your priorities. Thank you for your ongoing support and partnership as we continue to strive for progress and prosperity for all Londoners.

## Mayor's Property Tax Supported Budget to Maintain Existing Service Levels (Base Budgets):

The Mayor's budget includes the draft budgets to maintain existing service levels as outlined in the draft budget released on December 12<sup>th</sup> with the following adjustments:

Operating Budget Adjustments (\$ Thousands)	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. Increase/ Decrease
Net Tax Levy Budget – Draft Dec. 12, 2023	736,458	776,026	812,422	847,328	892,467	39,002
Adjustments referred from Jan. 16, 2024 Strategic Priorities and Policy Committee Meeting:						
Adj. #1 – Tourism London Appropriation		168	171	201	207	52
Adj. #2 – UTRCA Municipal Levy Adjustment (Property Tax)		-231	141	241	234	59
Adj. #3 – London Police Services Wage Adjustment		6,501	6,754	5,206	7,481	1,870
Other Adjustments:						
Adj. #4 – Museum London Reduction to 5.4% Average Increase		-81	-81	-81	-81	-20
Adj. #5 – London Public Library Reduction to 5.4% Average Increase		-3,182	-3,182	-3,182	-3,182	-796
Adj. #6 – RBC Place London Reduction to 4.5% Average Increase		-51	-111	-179	-259	-65
Adj. #7 – UTRCA 2025 Increase Reduced to 15% (Ongoing Reduction)			-284	-284	-284	-71
Adj. #8 – Land Ambulance Costs Related to a Growing City Shifted to Assessment Growth			-1,000	-2,000	-3,000	-750
Adj. #9 – Realigning Budget from Other Corporate Revenues & Expenses to London Police Service		0	0	0	0	0
<b>Revised Net Tax Levy Budget</b>		<b>779,150</b>	<b>814,830</b>	<b>847,249</b>	<b>893,583</b>	<b>39,281</b>
<b>Tax Levy % Increase from Rates</b>		<b>5.8%</b>	<b>4.6%</b>	<b>4.0%</b>	<b>5.5%</b>	<b>5.0%</b>

## Adjustments – Background

Adjustments #1, 2 and 3 were presented to the Strategic Priorities and Policy Committee on January 16<sup>th</sup>, 2024 to **BE REFERRED** to the Budget Committee deliberations on the 2024-2027 Multi-Year Budget. These were adjustments that Civic Administration became aware of after the finalization of the 2024-2027 Multi-Year Budget document which was released on December 12, 2023.

Adjustments #4, 5, 6 represent reductions to bring these organizations' budgets more in-line with the average increases for all agencies, boards and commissions (5.4%) in the draft budget released on December 12, 2023, it being noted that the Board of Directors and management team of RBC Place London proposed a revised average annual increase of 4.5% for their budget.

Adjustment #7 represents a reduction to bring the UTRCA budget from a 30% increase in 2025 to a 15% increase in 2025.

Adjustment #8 – A portion of the Land Ambulance budget increase (costs related to a growing city and growing demand for the service) is to be funded through Assessment Growth revenue starting in 2025 in accordance with the Council-approved Assessment Growth Policy, to be supported by appropriate Assessment Growth business cases justifying the growth needs in each respective year.

Adjustment #9 – With the London Police Services Board and London Police Association reaching an agreement on a new four-year Working Agreement, this amendment is to reflect the full cost of the 2024-2027 London Police Service Budget by reallocating the City's provision for these Working Agreement costs from the City's contingency budget to the London Police Service budget, noting that there is no net impact for this adjustment.

## **Mayor's Property Tax Supported Budget Business Cases:**

The Mayor's budget includes the following Property Tax Supported business cases:

Business Case Net Tax Levy Impact (\$ Thousands)	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. Increase/Decrease
Legislative Business Case # P-L1 – Mandatory Download of Part III Responsibilities from Province	72	72	72	72	18
Legislative Business Case # P-L2 – Provincial Offences Act (POA) Virtual Courtroom Expansion	255	11	17	23	6
Legislative Business Case # P-L3 – More Homes Built Faster Act, Bill 23 – Statutory Exemptions	3,300	5,000	6,600	6,600	1,650
Legislative Business Case # P-L4 – Fixing Long-Term Care Act, 2021 - Maintenance and Housekeeping Revisions	180	180	180	180	45
Legislative Business Case # P-L5 – Fire Next Generation 9-1-1 (NG 9-1-1)	351	364	378	393	98

Business Case Net Tax Levy Impact (\$ Thousands)	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. Increase/Decrease
Legislative Business Case # P-L6 – Ont. Reg. 343/22 Firefighter Certification	254	260	819	838	210
Legislative Business Case # P-L7 – Conservation Authority Act (Ontario Regulation 686/21)	7	7	7	7	2
Legislative Business Case # P-L8 – Next Generation 911 Centre	4,622	2,407	2,721	3,148	787
Legislative Business Case # P-L9 – Community Safety and Policing Act, 2019 - Response to Active Attacker Incidents Regulation	99	0	0	0	0
Legislative Business Case # P-L10 – Bill 109 and Bill 23 (More Homes Built Faster Act, 2022) – Staff Resources	1,446	1,836	1,836	1,836	459
Legislative Business Case # P-L11 – Multi-Residential Organics (Green Bin) Program	0	0	0	0	0
Legislative Business Case # P-L12 – Internalizing Locate Services	912	921	929	931	233
Legislative Business Case # P-L13 – Conservation Authorities Act and Regulations	385	397	405	413	103
<b>Subtotal – Tax Levy Impact from Legislative Change Business Cases</b>	<b>11,883</b>	<b>11,455</b>	<b>13,964</b>	<b>14,441</b>	<b>3,610</b>
<b>Subtotal – Tax Levy % Increase from Legislative Change Business Cases</b>	<b>1.6%</b>	<b>-0.1%</b>	<b>0.2%</b>	<b>-0.1%</b>	<b>0.4%</b>
Business Case # P-1 – Sustaining the One Voice Radio Program	208	208	372	600	150
Business Case # P-2 – Vehicle and Equipment Replacement	2,500	2,500	2,500	2,500	625
Business Case # P-3 – Rapid Transit Implementation	0	0	1,763	3,014	754
Business Case # P-4 – City Hall Urgent Repairs and Lifecycle Renewals (Amended – removal of capital funding for glass wall in Council Chambers)	2,700	2,845	2,965	2,965	741
Business Case # P-5 – Fire Department Breathing Apparatus and Breathing Apparatus Decontamination (Amended – funding deferred from 2024 to 2026)	0	0	500	500	125
Business Case # P-6 – PeopleWorks Human Capital Management System - Phase 2 Requirements	46	211	305	4	1
Business Case # P-7 – Implementation of a New Property Tax Software System and Capital Asset Reporting Tool for Financial Reporting	125	373	753	629	157
Business Case # P-9 – Giwetashkad Implementation	355	710	710	710	178



Business Case Net Tax Levy Impact (\$ Thousands)	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. Increase/Decrease
Business Case # P-11 – Community Housing Subsidy Investment	496	1,238	1,764	2,266	567
Business Case # P-12 – Strategic Land and Building Acquisition	0	0	0	0	0
Business Case # P-14 – Municipal Housing Development Resourcing (Amended – Change to the timing of additional staff resources and elimination of capital component of request)	441	1,102	1,253	1,904	476
Business Case # P-20 – Roadmap to 3,000 Units Enhanced Portable Housing Benefit Program	1,000	2,000	3,000	4,000	1,000
Business Case # P-21 – LMCH Regeneration of Community Housing	0	38	961	2,498	625
Business Case # P-22 – LMCH Service Improvement Plan (Amended – Reduction in Funding from Original Case and Change to Capital Budget Timing)	676	1,324	1,381	1,394	349
Business Case # P-23 – Development Planning Data Reporting (Amended – Reduction in Funding from Original Case)	0	0	0	781	195
Business Case # P-24 – Animal Welfare Services Enhancements	0	0	0	0	0
Business Case # P-25 – Proactive Municipal Compliance	0	0	0	0	0
Business Case # P-27 – Neighbourhood Decision Making Program Expansion	250	250	250	250	63
Business Case # P-28 – Public Safety and Infrastructure Modernization	8,509	15,790	17,579	20,406	5,102
Business Case # P-29 – Police Vehicle and Equipment Requirements	629	1,579	1,634	1,762	441
Business Case # P-32 – Naturalization of Boulevards and Reduced Roadside Cutting	0	0	-39	-151	-38
Business Case # P-34 – City Hall Main Lobby Security Guard	90	92	94	96	24
Business Case # P-36 – Safe London and Anti Racism/Anti Oppression Action Plan	183	183	183	183	46
Business Case # P-37 – CMHA Holly's House	650	675	700	700	175
Business Case # P-38 – City of London Community Arts Investment Program Expansion (Amended – Reduction in Funding from Original Case)	100	100	100	100	25
Business Case # P-41 – Washroom Hours – Dundas Place Fieldhouse & Victoria Park (Amended – Reduction in Funding from Original Case)	150	150	150	150	38

Business Case Net Tax Levy Impact (\$ Thousands)	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. Increase/Decrease
Business Case # P-42 – 5-Year Community Improvement Plan (CIP) Review Implementation (Amended – Initiatives 12 & 14 only)	150	1,075	1,075	2,175	544
Business Case # P-43 – Budweiser Gardens Expansion Phase 2	0	0	0	0	0
Business Case # P-44 – Core Area Initiatives (Amended – Actions 6 & 7 only)	1,166	956	956	956	239
Business Case # P-46 – Economic and Partnerships Initiatives (Amended – Action 12, staffing resource and additional Economic Development Reserve Fund Contribution)	100	1,550	1,550	1,550	388
Business Case # P-47 – Enhancements to the Industrial Land Development Strategy (Amended – capital funding only)	0	0	0	0	0
Business Case # P-51 – Transit Service Hours Growth (Amended – Specialized Transit (with adjustments) and Zero Emission Implementation Complement)	793	2,076	3,000	3,830	958
Business Case # P-56 – Climate Emergency Action Plan (CEAP) Implementation Support (Amended – Initiatives 1.a), 1.c) and amended 3.b))	2,121	3,688	3,191	3,194	799
Business Case # P-57 – London Police Service Facilities Masterplan and Protective Services Training Campus	333	564	6,920	9,635	2409
Business Case # P-58 – Library Facilities Capital Assets Management (Amended – One-time funding from Infrastructure Gap Reserve Fund in 2024, no additional 2025-2027 funding pending completion of Library’s asset management plan)	0	0	0	0	0
Business Case # P-60 – London Transit Commission Project 2 Highbury Facility Rebuild	0	0	0	0	0
Business Case # P-61 – Ecological Master Planning Funding	50	0	50	170	43
Business Case # P-65 – Legislative and Council Services Enhancement	291	291	291	291	73
Business Case # P-66 – Covent Garden Market Parking Garage Repairs	0	0	0	0	0
Business Case # P-67 – Alternative Work Strategies and Interior Renewals (Amended – Reduction in Funding from Original Case)	1,620	1,620	1,620	1,620	405
Business Case # P-68 – Digital Modernization (Amended – to begin in 2025)	0	865	1,109	1,192	298
Business Case # P-70 – Museum London Elevator Upgrades	460	0	0	0	0

Business Case Net Tax Levy Impact (\$ Thousands)	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. Increase/Decrease
Business Case # P-71 – Utilization of COVID-19 Contingency as Tax Levy Relief	-15,475	0	0	0	0
Business Case # P-74 – Elevators – RBC Place London	350	350	350	350	88
Total Tax Levy Impact from Other Business Cases	11,066	44,403	58,990	72,224	18,056
Tax Levy % Increase from Other Business Cases	1.5%	4.1%	1.5%	1.1%	2.0%
Total Tax Levy Impact from All Business Cases	22,949	55,858	72,954	86,665	21,666
Tax Levy % Increase from All Business Cases	3.1%	4.0%	1.7%	1.1%	2.4%

### Amended Business Cases – Background

Business Case # P-4 – City Hall Urgent Repairs and Lifecycle Renewals (Amended) – Removal of capital funding for permanent glass wall in Council Chambers, noting that this component was funded from the City Facilities Renewal Reserve Fund and has no tax levy impact associated with the removal of this element from the business case.

Business Case # P-5 – Fire Department Breathing Apparatus and Breathing Apparatus Decontamination (Amended) – Funding deferred from 2024 to 2026.

Business Case # P-14 – Municipal Housing Development Resourcing (Amended) – Change to the timing of additional staff resources and elimination of capital component of request.

Staffing Changes as per Original Business Case:

Staffing Summary - Changes	2024	2025	2026	2027
# of Full-Time Employees Impacted	4.0	5.0	5.0	2.0
# of Full-Time Equivalents Impacted	4.0	5.0	5.0	2.0
Cost of Full-Time Equivalents (\$ Thousands)	\$441	\$440	\$372	\$151

Amended Staffing Changes:

Staffing Summary - Changes	2024	2025	2026	2027
# of Full-Time Employees Impacted	4.0	8.0	2.0	2.0
# of Full-Time Equivalents Impacted	4.0	8.0	2.0	2.0
Cost of Full-Time Equivalents (\$ Thousands)	\$441	\$661	\$151	\$151

Business Case # P-22 – LMCH Service Improvement Plan (Amended) – Additional operating funding reduced to a total of \$5 million for 2024 to 2027 and capital budget timing changed to \$330,000 in 2024, \$200,000 in 2025 and \$200,000 in 2026 per consultation with LMCH (note – figures represent total expenditure amounts prior to City-County apportionment).

Business Case # P-23 – Development Planning Data Reporting (Amended) – Reduction in resources to support this project from 7 resources to 4 resources, noting that the following positions outlined in the original business case are excluded:

- Development Documentation Coordinator: 1 Full-Time Equivalent
- Senior Planner: 1 Full-Time Equivalent
- Planner: 1 Full-Time Equivalent

Business Case # P-38 – City of London Community Arts Investment Program Expansion (Amended) – Reduction in funding from original business case request to \$100,000 annually starting in 2024.

Business Case # P-41 – Washroom Hours – Dundas Place Fieldhouse & Victoria Park (Amended) – Reduction in funding from original business case request of \$350,000 annually to \$150,000 annually. Civic Administration to determine how to best allocate hours of operation based on allocated funds.

Business Case # P-42 – 5-Year Community Improvement Plan (CIP) Review Implementation (Amended) – Funding for Initiatives 12 & 14 only as outlined in the business case.

Business Case # P-44 – Core Area Initiatives (Amended) – Funding Actions 6 & 7 only as outlined in the business case.

Business Case # P-46 – Economic and Partnerships Initiatives (Amended) – Funding for Action 12 (plus an additional \$450,000 in 2024 funded from the Economic Development Reserve Fund), additional staff resource as outlined in the business case and additional Economic Development Reserve Fund contribution of \$1 million beginning in 2025 to implement the outcomes of the new Economic Development Framework.

Business Case # P-47 – Enhancements to the Industrial Land Development Strategy (Amended) – Capital funding component only as outlined in the business case.

Business Case # P-51 – Transit Service Hours Growth (Amended) – Specialized Transit component, adjusted to 10,000 additional specialized growth hours in 2024, 2025 and 2026 and 8,000 additional growth hours in 2027. Zero Emission Additional Complement in the amount of \$338,800 is also included, as outlined in the business case.

Business Case # P-56 – Climate Emergency Action Plan (CEAP) Implementation Support (Amended) – Initiatives 1.a), 1.c) and amended 3.b) are included, noting that the reserve fund contribution in 3.b) has been adjusted to \$2 million in 2024, \$2 million in 2025, \$3 million in 2026 and \$3 million in 2027.

Business Case # P-58 – Library Facilities Capital Assets Management (Amended) – 2024 request to be funded on a one-time basis from the Infrastructure Gap Reserve Fund (notwithstanding that this reserve fund is intended to fund the infrastructure gap for civic service areas); 2025 to 2027 requested amounts not funded pending completion of the Library’s capital asset management plan.

Business Case # P-67 – Alternative Work Strategies and Interior Renewals (Amended) – Reduction in funding from original case to facilitate the completion of one floor of City Hall approximately every two years.

Business Case # P-68 – Digital Modernization (Amended) – To begin in 2025 rather than 2024; amounts unchanged.

## Mayor’s Property Tax Supported Budget – Other Adjustments:

The Mayor’s budget also includes the following:

Net Tax Levy Impact (\$ Thousands)	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. Increase/Decrease
Other Adjustments # 1 – Additional funding for the implementation of the Parks & Recreation Master Plan	0	0	0	0	0
Other Adjustments # 2 – Winter Maintenance – Modifying Sidewalk Snow Clearing Threshold from Five Centimetres to Eight Centimetres	-740	-740	-740	-740	-185
<b>Total Tax Levy Impact from Other Recommendations</b>	<b>-740</b>	<b>-740</b>	<b>-740</b>	<b>-740</b>	<b>-185</b>
<b>Tax Levy % Increase from Other Recommendations</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

Other Adjustments #1 – This adjustment is to provide additional funding for the implementation of currently unfunded initiatives within the Parks & Recreation Master Plan in the amount of \$4 million. This will be funded from the Community Investment Reserve Fund, resulting in no tax levy impact.

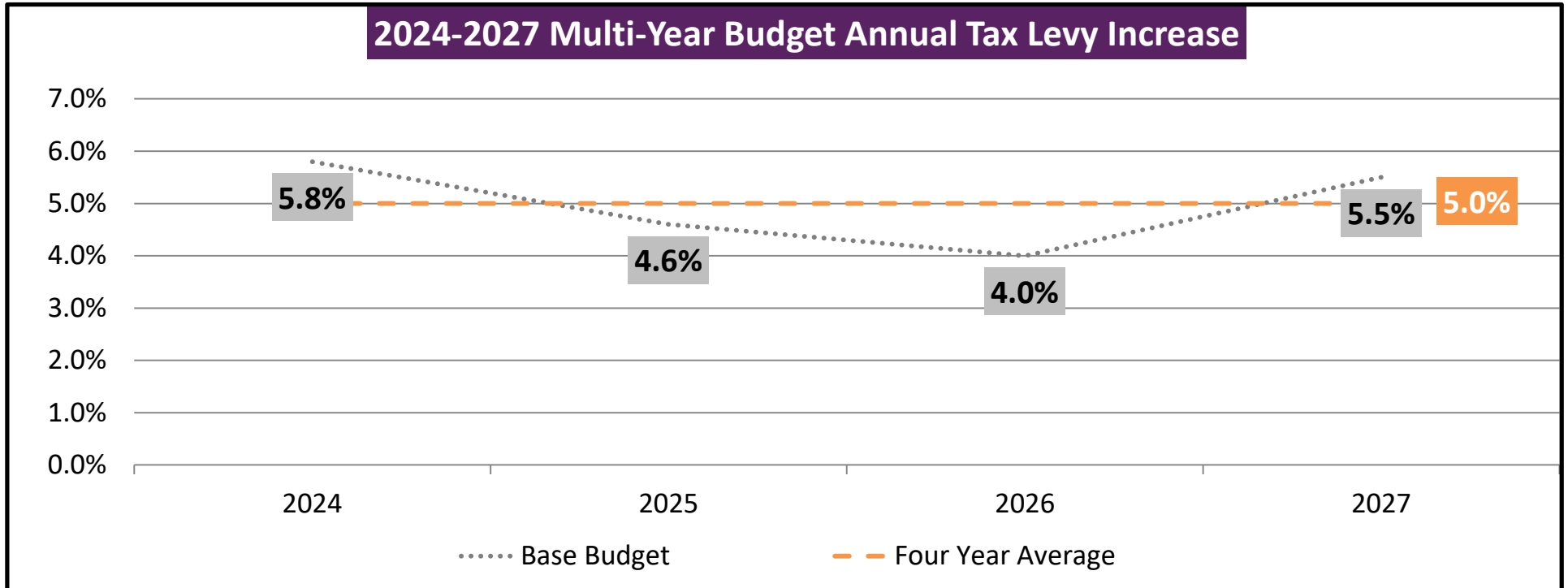
Other Adjustments #2 – Modifying Sidewalk Snow Clearing from Five Centimetres to Eight Centimetres – The City currently maintains a 5 centimetre threshold for the clearing of sidewalks, but with this amendment, the City will revert to eight centimetres of snow accumulation before equipment is deployed. Eight centimetres is the current Provincial Minimum Maintenance Standard for sidewalks.

# Mayor's Property Tax Supported Budget Summary and Impact:

Based on the above budget, the impact of the Mayor's 2024-2027 Multi-Year Budget can be summarized as follows:

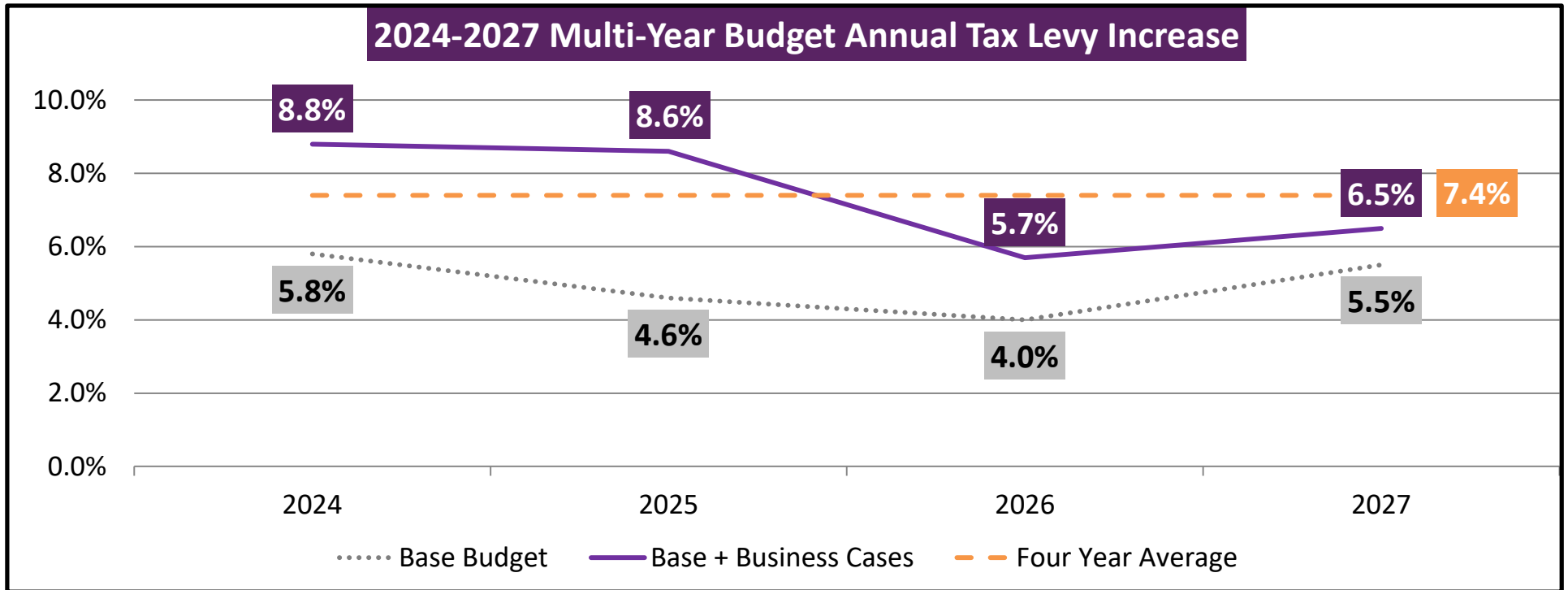
The draft average annual tax levy increase for the four-year period to maintain existing service levels is 5.0%.

## Base Budget:



The draft average annual tax increase for the four-year period with ALL adjustments including business cases (legislative and all other business cases outlined above) is 7.4%.

**Base Budget + Business Cases:**



## Budget In Brief – Property Tax Supported Budget

### Operating Budget Overview (\$ Thousands)

#### 2024 to 2027 Multi Year Budget

Operating Budget	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/Decrease	Avg. % Increase/Decrease
Expenditure	1,138,250	1,331,188	1,391,312	1,441,285	1,496,850	86,650	
Non-Tax Levy Revenue	401,793	529,529	521,364	521,822	517,342	28,887	
Tax Levy Revenue	736,458	801,359	869,948	919,463	979,508	60,763	
Tax Levy % Increase from Rates		8.8%	8.6%	5.7%	6.5%	N/A	7.4%

Subject to rounding.

The Mayor's 2024-2027 Multi-Year Budget has the following impact to the average taxpayer (inclusive of budgets to maintain existing service levels and business cases):

Impact to Taxpayer	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2024-2027 Average
Cost of Municipal Services	3,297	3,587	3,894	4,116	4,385	3,996
Taxpayer Impact		290	307	222	269	272
% Increase from Rates		8.8%	8.6%	5.7%	6.5%	7.4%

Subject to rounding.

Note: Calculated based on the average assessed value of \$252 thousand for a residential property (excludes education tax portion and impacts of tax policy)



## Budget In Brief – Property Tax Supported Budget

2024 to 2033 Capital Budget Overview (\$ Thousands)

Capital Budget Classification	2024 to 2027 Multi-Year Budget	2024 to 2033 Capital Plan
Lifecycle Renewal	\$554,482	\$1,444,498
Growth	\$695,777	\$1,192,615
Service Improvement	\$436,158	\$858,440
<b>Total</b>	<b>\$1,686,417</b>	<b>\$3,495,553</b>

Subject to rounding.

## Mayor's Water Budget:

The Mayor's 2024-2027 Multi-Year Budget for Water includes the base budget proposed in the draft Multi-Year Budget released on December 12, 2023, plus the following business cases:

Business Case Net Rate Impact (\$ Thousands)	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. Increase/Decrease
Business Case # W-L1 – More Homes Built Faster Act, Bill 23	300	400	500	500	125
Business Case # W-L2 – Internalizing Locate Services	1,038	1,048	1,058	1,060	265
Business Case # W-1 – COVID-19 Contingency Release	0	-2,486	-2,486	0	0
Total Rate Impact from Business Cases	1,338	-1,038	-928	1,560	390
Rate % Impact from Business Cases	N/A <sup>1</sup>	-1.0%	0.1%	2.3%	0.4%

Subject to rounding.

Note 1 – The rate impact of the 2024 business cases will be addressed in 2025 rate increases.

Based on the above budget, the impact of the Mayor's 2024-2027 Multi-Year Budget for Water can be summarized as follows:

Operating Budget (\$ Thousands)	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2024 to 2027 Average Annual % Increase/Decrease
Water Budget	93,695	102,163	107,431	111,550	115,705	
Increase over Prior Year Budget (%)	3.5%	9.0%	5.2%	3.8%	3.7%	5.4%
Increase over Prior Year Budget (\$)	3,166	8,468	5,268	4,120	4,154	
<b>Water Rate Increase</b>	<b>2.5%</b>	<b>2.5%</b>	<b>1.5%</b>	<b>2.6%</b>	<b>4.8%</b>	<b>2.9%</b>

Subject to rounding.

Capital Budget Classification (\$ Thousands)	2024 to 2027 Multi-Year Budget	2024 to 2033 Capital Plan
Lifecycle Renewal	\$218,891	\$535,496
Growth	\$97,680	\$159,916
Service Improvement	\$3,522	\$8,456
<b>Total</b>	<b>\$320,093</b>	<b>\$703,868</b>

Subject to rounding.

Total Annual Amount	2023	2024	2025	2026	2027	2024-2027 Average
Water	\$537	\$550	\$558	\$572	\$600	\$570
Annual Change	N/A	\$13	\$8	\$14	\$28	\$16

Subject to rounding.

Notes: The budgeted residential cost is based on an average residential consumption of 200 m<sup>3</sup> (2022 BMA Municipal Study).

## Mayor's Wastewater and Treatment Budget:

The Mayor's budget includes the draft budgets to maintain existing service levels as outlined in the draft budget released on December 12<sup>th</sup> with the following adjustments and business cases:

Operating Budget Adjustments (\$ Thousands)	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. Increase/ Decrease
Adjustments referred from Jan. 16, 2024 Strategic Priorities and Policy Committee Meeting:					
Adj. #1 – Draft Base Budget Amendment – UTRCA Municipal Levy Adjustment (Wastewater and Treatment Budget)	-347	212	362	350	88
Other Adjustments:					
Adj. #2 – UTRCA 2025 Increase Reduced to 15% (Ongoing Reduction)		-427	-427	-427	-107
Business Cases:					
Business Case # WWT-L1 – Conservation Authority Act (Ontario Regulation 686/21)	10	10	11	11	3
Business Case # WWT-L2 – Internalizing Locate Services	1,036	1,046	1,055	1,057	264
Business Case # WWT-L3 – More Homes Built Faster Act, Bill 23	1,500	2,300	3,100	3,100	775
Business Case # WWT-L4 – UTRCA – Conservation Authorities Act and Regulations	578	595	607	619	155
Business Case # WWT-1 – Sewer Flow Monitoring Program	0	0	0	0	0
Business Case # WWT-2 – Sewer Overflow Investigation and Mitigation Program	0	0	0	0	0
Business Case # WWT-3 – Erosion Control Structures Replacement Program	0	0	0	0	0
Business Case # WWT-4 – Culvert Replacement Program	0	0	0	0	0
Business Case # WWT-5 – River Road Servicing Improvement Strategy	0	0	0	0	0
Business Case # WWT-6 – Greenway Section 1 Renewal	0	0	0	0	0

Operating Budget Adjustments (\$ Thousands)	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. Increase/ Decrease
Business Case # WWT-7 – Pumping Station Optimization and Renewal	0	0	0	0	0
Business Case # WWT-8 – Sewage Bypass and Overflow Elimination Increase	0	0	0	0	0
Business Case # WWT-9 – COVID-19 Contingency Release	0	-1,931	-1,931	0	0
<b>Total Rate Impact from Adjustments &amp; Business Cases</b>	<b>2,777</b>	<b>1,805</b>	<b>2,777</b>	<b>4,710</b>	<b>1,178</b>
<b>Total Rate Impact % from Adjustments &amp; Business Cases</b>	<b>N/A<sup>1</sup></b>	<b>1.4%</b>	<b>0.6%</b>	<b>1.2%</b>	<b>0.8%</b>

Subject to rounding.

Note 1 – The rate impact of the 2024 adjustments and business cases will be reflected in 2025 rate increases.

Adjustment #1 was presented to the Strategic Priorities and Policy Committee on January 16<sup>th</sup>, 2024 to **BE REFERRED** to the Budget Committee deliberations on the 2024-2027 Multi-Year Budget. This was an adjustment that Civic Administration became aware of after the finalization of the 2024-2027 Multi-Year Budget document which was released on December 12, 2023.

Adjustment #2 represents a reduction to bring the UTRCA budget from a 30% increase in 2025 to a 15% increase in 2025, consistent with the corresponding decrease in the property tax supported budget.

Based on the above budget, the impact of the Mayor’s 2024-2027 Multi-Year Budget for Wastewater & Treatment can be summarized as follows:

Wastewater and Treatment	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2024 to 2027 Average Annual % Increase/ Decrease
Wastewater and Treatment Budget	117,544	126,892	137,462	145,692	153,340	
Increase over Prior Year Budget (%)	3.4%	8.0%	8.3%	6.0%	5.2%	6.9%
Increase over Prior Year Budget (\$)	3,876	9,348	10,570	8,230	7,648	
<b>Wastewater and Treatment Rate Increase</b>	<b>2.5%</b>	<b>4.0%</b>	<b>5.4%</b>	<b>4.6%</b>	<b>5.2%</b>	<b>4.8%</b>

Subject to rounding.

Capital Budget Classification (\$ Thousands)	2024 to 2027 Multi-Year Budget	2024 to 2033 Capital Plan
Lifecycle Renewal	\$278,540	\$719,410
Growth	\$234,768	\$436,699
Service Improvement	\$128,035	\$312,880
<b>Total</b>	<b>\$641,343</b>	<b>\$1,468,989</b>

Subject to rounding.

Total Annual Amount	2023	2024	2025	2026	2027	2024-2027 Average
Sanitary	\$458	\$476	\$502	\$525	\$553	\$514
Storm	\$221	\$231	\$243	\$254	\$268	\$249
Total	\$679	\$707	\$745	\$779	\$821	\$763
Annual Change	N/A	\$28	\$38	\$34	\$42	\$36

Subject to rounding.

Notes: The budgeted residential cost is based on an average residential consumption of 200 m<sup>3</sup> (2022 BMA Municipal Study).



2024-2027

**Multi-Year Budget**

City of London

# **Appendix A – Summary of Draft 2024 to 2027 Multi-Year Budget Released December 12, 2023**



There are two distinct components that make up each of the three budgets:



The base budget represents the costs to continue providing services the community relies upon throughout the 2024 to 2027 period. This includes updated cost estimates, inflationary impacts and forecasts of other sources of revenue.

Business cases provide Council and the community with information that will be used in the decision-making process regarding budget changes, categorized as follows:

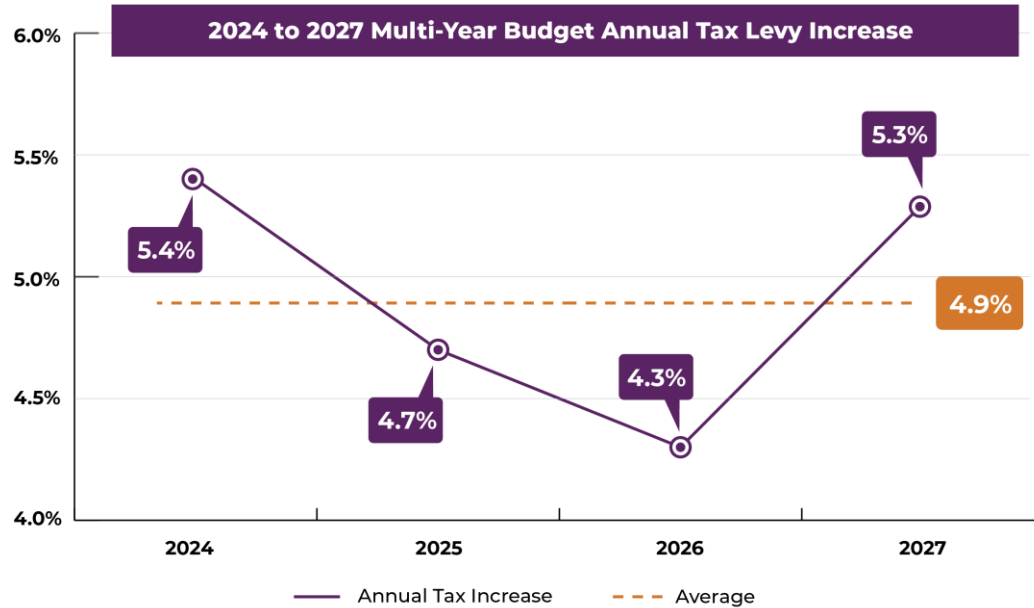
- a. Legislative Changes
- b. Additional Investments
- c. Strategic Disinvestments



# Property Tax Supported Budget:

## Property Tax Supported Budget to Maintain Existing Services Levels (Base Budgets):

The draft average annual tax levy increase for the four-year period to maintain existing service levels is 4.9%.



The draft Multi-Year Budget represents an operating budget plan of more than \$5.3 billion over the 2024 to 2027 period:

Operating Budget (\$ Thousands)	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	Avg. \$ Increase/Decrease	Avg. % Increase/Decrease
Expenditure	1,138,250	1,278,783	1,319,643	1,351,768	1,395,470	64,305	
Non-Tax Levy Revenue	401,793	502,757	507,221	504,440	503,003	25,303	
Tax Levy Revenue	736,458	776,026	812,422	847,328	892,467	39,002	
Tax Levy % Increase from Rates		5.4%	4.7%	4.3%	5.3%	N/A	4.9%

The draft Multi-Year Budget also includes a proposed 4-year capital budget of almost \$1.3 billion and total 10-year capital plan of \$2.9 billion:

Capital Budget Classification (\$ Thousands)	2024 to 2027 Proposed Multi-Year Budget	2024 to 2033 Proposed Capital Plan
Lifecycle Renewal	\$510,562	\$1,387,663
Growth	\$521,351	\$1,016,909
Service Improvement	\$242,313	\$446,851
<b>Total</b>	<b>\$1,274,226</b>	<b>\$2,851,423</b>

Subject to rounding.

The draft 2024-2027 Multi-Year Budget to maintain existing service levels had the following impact to the average taxpayer:

Impact to Taxpayer	2023 Approved Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2024-2027 Average
Cost of Municipal Services	\$3,297	\$3,474	\$3,637	\$3,793	\$3,995	\$3,725
Taxpayer Impact		\$177	\$163	\$156	\$202	\$175
% Increase from Rates		5.4%	4.7%	4.3%	5.3%	4.9%

Subject to rounding.

Note: Calculated based on the average assessed value of \$252 thousand for a residential property (excludes education tax portion and impacts of tax policy)

## Property Tax Supported Budget Business Cases:

The 2024 to 2027 Multi-Year Budget document contains a total of eighty-seven (87) property tax business cases for Municipal Council decision making.

Category	# of Property Tax Budget Business Cases
Legislative Changes	13
Administratively Prioritized within 0.5%	7
Council Decisions – All Other Cases	67
TOTAL:	87

## Water Budget:

### Water Budget to Maintain Existing Services Levels (Base Budgets):

The draft Multi-Year Budget is predicated on annual rate increases of 2.5% and represents an operating budget plan of more than \$430 million over the 2024 to 2027 period:

Operating Budget (\$ Thousands)	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2024 to 2027 Average Annual % Increase/Decrease
Water Budget	93,695	102,163	105,983	109,992	114,145	
Increase over Prior Year Budget (%)	3.5%	9.0%	3.7%	3.8%	3.8%	5.1%
Increase over Prior Year Budget (\$)	3,166	8,468	3,820	4,010	4,152	
<b>Water Rate Increase</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>

Subject to rounding.

The draft Multi-Year Budget also includes a proposed 4-year capital budget of \$319.7 million and total 10-year capital plan of \$703.5 million:

Capital Budget Classification (\$ Thousands)	2024 to 2027 Proposed Multi-Year Budget	2024 to 2033 Proposed Capital Plan
Lifecycle Renewal	\$218,891	\$535,496
Growth	\$97,680	\$159,916
Service Improvement	\$3,173	\$8,107
<b>Total</b>	<b>\$319,744</b>	<b>\$703,520</b>

Subject to rounding.

The draft 2024-2027 Multi-Year Budget to maintain existing service levels had the following impact to the taxpayer:

Total Annual Amount	2023	2024	2025	2026	2027
Water	\$537	\$550	\$563	\$577	\$592
Annual Change	N/A	\$13	\$13	\$14	\$15

Subject to rounding.

Notes: The budgeted residential cost is based on an average residential consumption of 200 m3 (2022 BMA Municipal Study).

### Water Budget Business Cases:

The 2024 to 2027 Multi-Year Budget document contains a total of three (3) Water business cases for Municipal Council decision making.

Category	# of Water Budget Business Cases
Legislative Changes	2
Council Decisions – All Other Cases	1
TOTAL:	3

## Wastewater & Treatment Budget:

### Wastewater & Treatment Budget to Maintain Existing Services Levels (Base Budgets):

The draft Multi-Year Budget is predicated on annual rate increases of 4.0% and represents an operating budget plan of more than \$430 million over the 2024 to 2027 period:

Wastewater and Treatment	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2024 to 2027 Average Annual % Increase/ Decrease
Wastewater and Treatment Budget	117,544	126,892	133,727	140,984	148,631	
Increase over Prior Year Budget (%)	3.4%	8.0%	5.4%	5.4%	5.4%	6.0%
Increase over Prior Year Budget (\$)	3,876	9,348	6,835	7,258	7,646	
<b>Wastewater and Treatment Rate Increase</b>	<b>2.5%</b>	<b>4.0%</b>	<b>4.0%</b>	<b>4.0%</b>	<b>4.0%</b>	<b>4.0%</b>

Subject to rounding.

The draft Multi-Year Budget also includes a proposed 4-year capital budget of \$613.8 million and total 10-year capital plan of \$1.3 billion:

Capital Budget Classification (\$ Thousands)	2024 to 2027 Proposed Multi-Year Budget	2024 to 2033 Proposed Capital Plan
Lifecycle Renewal	\$274,706	\$712,255
Growth	\$234,768	\$436,699
Service Improvement	\$104,328	\$182,752
<b>Total</b>	<b>\$613,802</b>	<b>\$1,331,706</b>

Subject to rounding.

The draft 2024-2027 Multi-Year Budget to maintain existing service levels had the following impact to the taxpayer:

Total Annual Amount	2023	2024	2025	2026	2027
Sanitary	\$458	\$476	\$495	\$515	\$536
Storm	\$221	\$231	\$240	\$250	\$259
Total	\$679	\$707	\$735	\$765	\$795
Annual Change	N/A	\$28	\$28	\$30	\$30

Subject to rounding.

Notes

The budgeted residential cost is based on an average residential consumption of 200 m3 (2022 BMA Municipal Study).

## Wastewater & Treatment Budget Business Cases:

The 2024 to 2027 Multi-Year Budget document contains a total of thirteen (13) Wastewater business cases for Municipal Council decision making.

Category	# of Wastewater & Treatment Budget Business Cases
Legislative Changes	4
Council Decisions – All Other Cases	9
TOTAL:	13



2024-2027

**Multi-Year Budget**

City of London

# **Appendix B – Capital Overview of Mayor’s 2024 to 2027 Multi-Year Budget**



## 2024 to 2033 Capital Budget by Classification (\$ Thousands)

Classification	2023 Revised	2024	2025	2026	2027	2024-2027 Total	2028-2033 Forecast	2024-2033 Total
Lifecycle Renewal	111,166	149,365	136,873	134,667	133,577	554,482	890,016	1,444,498
Growth	242,537	238,478	270,399	106,362	80,538	695,777	496,838	1,192,615
Service Improvement	145,498	220,711	122,431	66,052	26,964	436,158	422,283	858,440
<b>Total Expenditures</b>	<b>499,201</b>	<b>608,554</b>	<b>529,703</b>	<b>307,082</b>	<b>241,078</b>	<b>1,686,417</b>	<b>1,809,136</b>	<b>3,495,553</b>

Subject to rounding.

## 2024 to 2033 Capital Budget Sources of Financing (\$ Thousands)

	2023 Revised	2024	2025	2026	2027	2024-2027 Total	2028-2033 Forecast	2024-2033 Total
<b>Tax Supported</b>								
Capital Levy	54,458	64,395	62,345	63,100	64,894	254,732	437,476	692,208
Debt	98,020	135,522	126,509	38,098	25,045	325,174	346,941	672,115
Reserve Fund	101,368	189,439	88,416	93,443	77,522	448,819	443,554	892,373
Other	248	4	0	1,771	0	1,775	0	1,775
<b>Total Tax Supported</b>	<b>254,094</b>	<b>389,360</b>	<b>277,270</b>	<b>196,411</b>	<b>167,460</b>	<b>1,030,500</b>	<b>1,227,970</b>	<b>2,258,470</b>
<b>Non-Tax Supported</b>								
Debt	38,531	102,177	101,788	15,173	3,000	222,138	42,502	264,640
Reserve Fund	59,203	76,704	119,650	62,711	46,556	305,621	401,063	706,684
Canada Community-Building Fund	34,743	21,496	20,013	19,586	21,338	82,434	131,985	214,419
Federal Grants	53,795	11,574	5,464	6,674	976	24,688	0	24,688
Provincial Grants	48,441	6,257	4,553	5,561	813	17,184	0	17,184
Other Government	5,910	0	0	0	0	0	0	0
Other	4,484	986	966	966	936	3,854	5,616	9,470
<b>Total Non-Tax Supported</b>	<b>245,106</b>	<b>219,194</b>	<b>252,434</b>	<b>110,671</b>	<b>73,619</b>	<b>655,919</b>	<b>581,166</b>	<b>1,237,084</b>
<b>Total</b>	<b>499,201</b>	<b>608,554</b>	<b>529,704</b>	<b>307,082</b>	<b>241,079</b>	<b>1,686,419</b>	<b>1,809,136</b>	<b>3,495,553</b>

Subject to rounding.