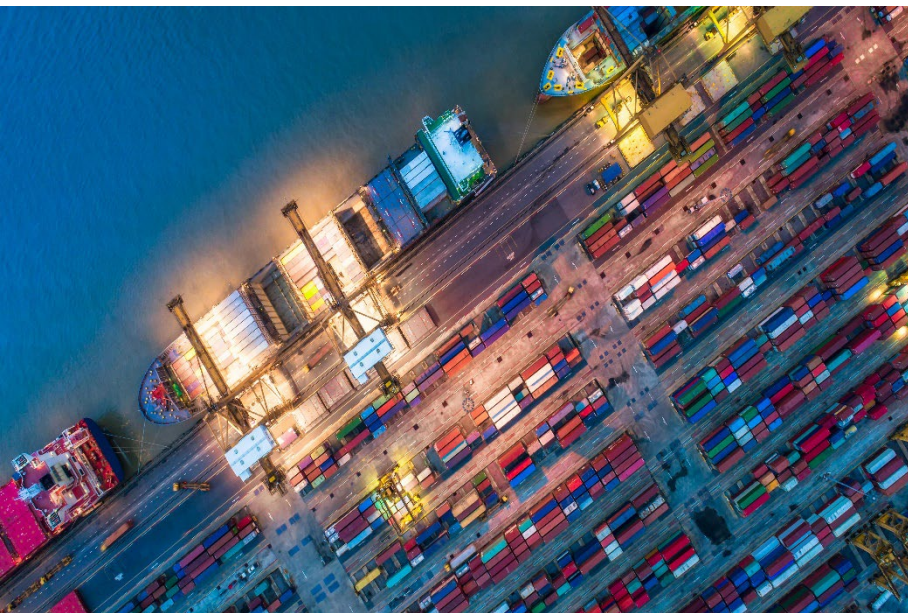
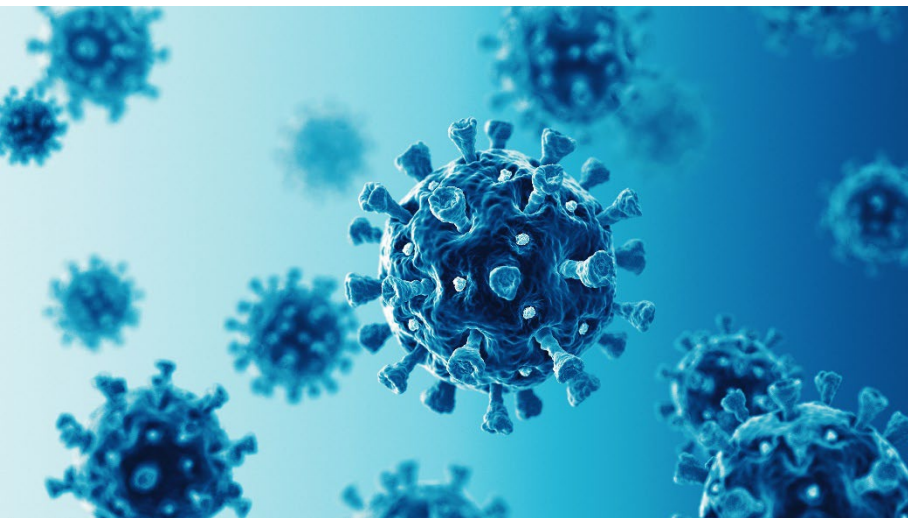


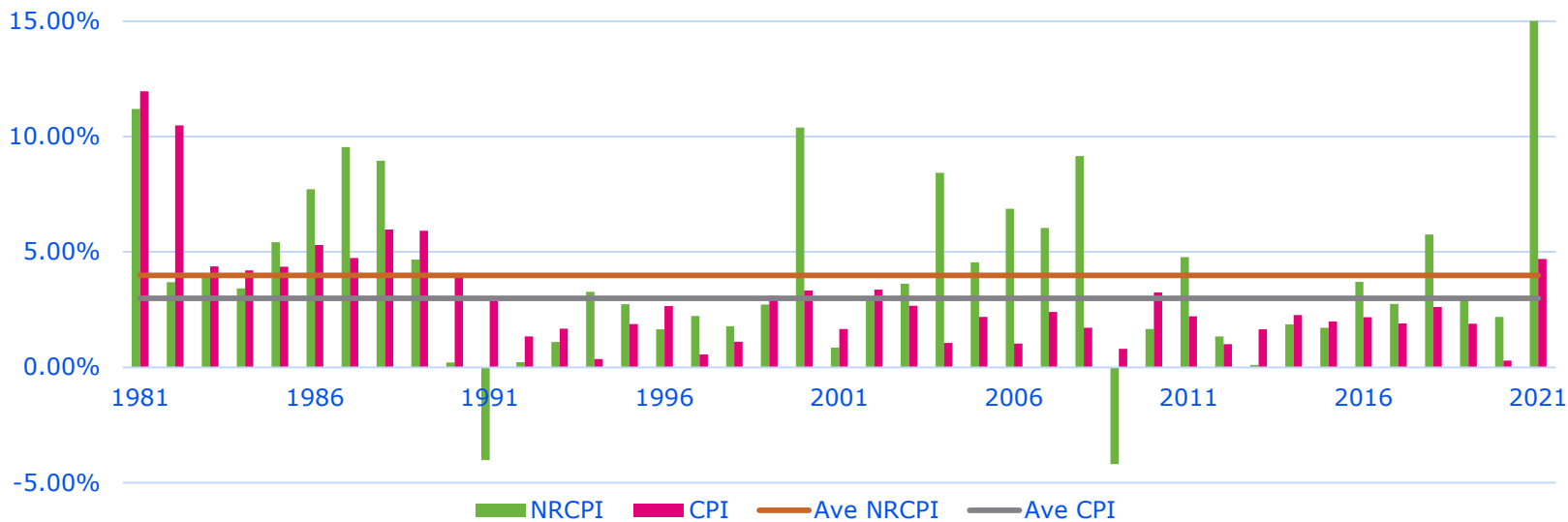
Strategies for Capital Delivery in a World of Uncertainty

Terry Gayman P. Eng.

November 16, 2022



What Uncertainty??



Strategic Plan alignment



Powering
our future



Working together
for our future

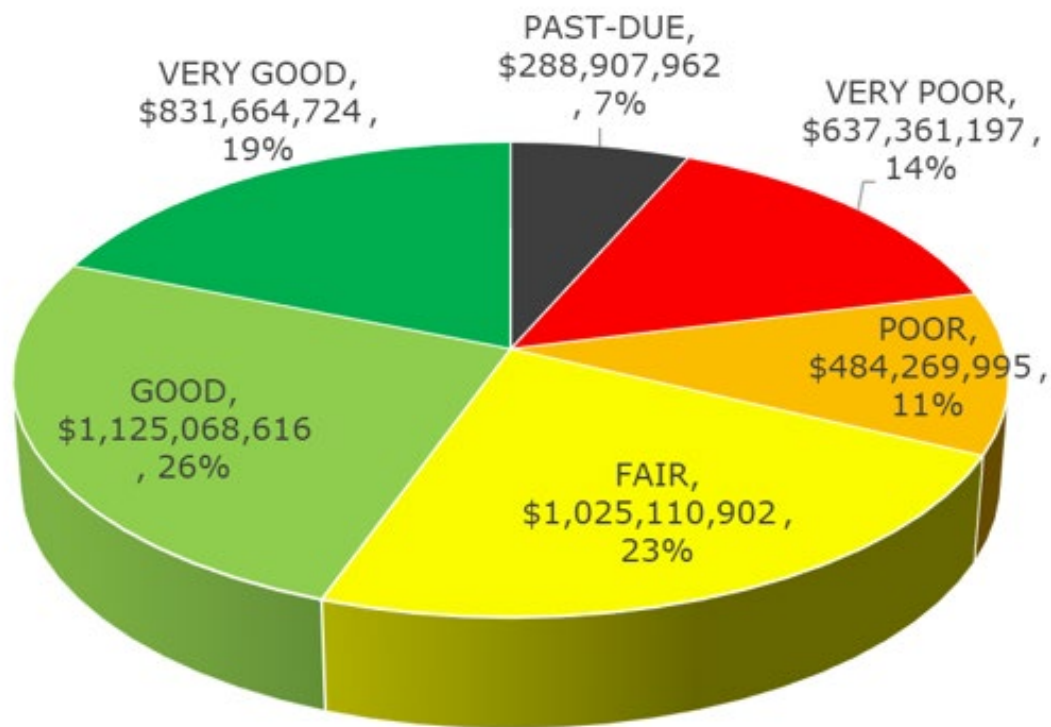


Building
our future

Asset Management

\$4.39 Billion in Total

Which is \$31,000 per Guelph resident



Multiyear Budget



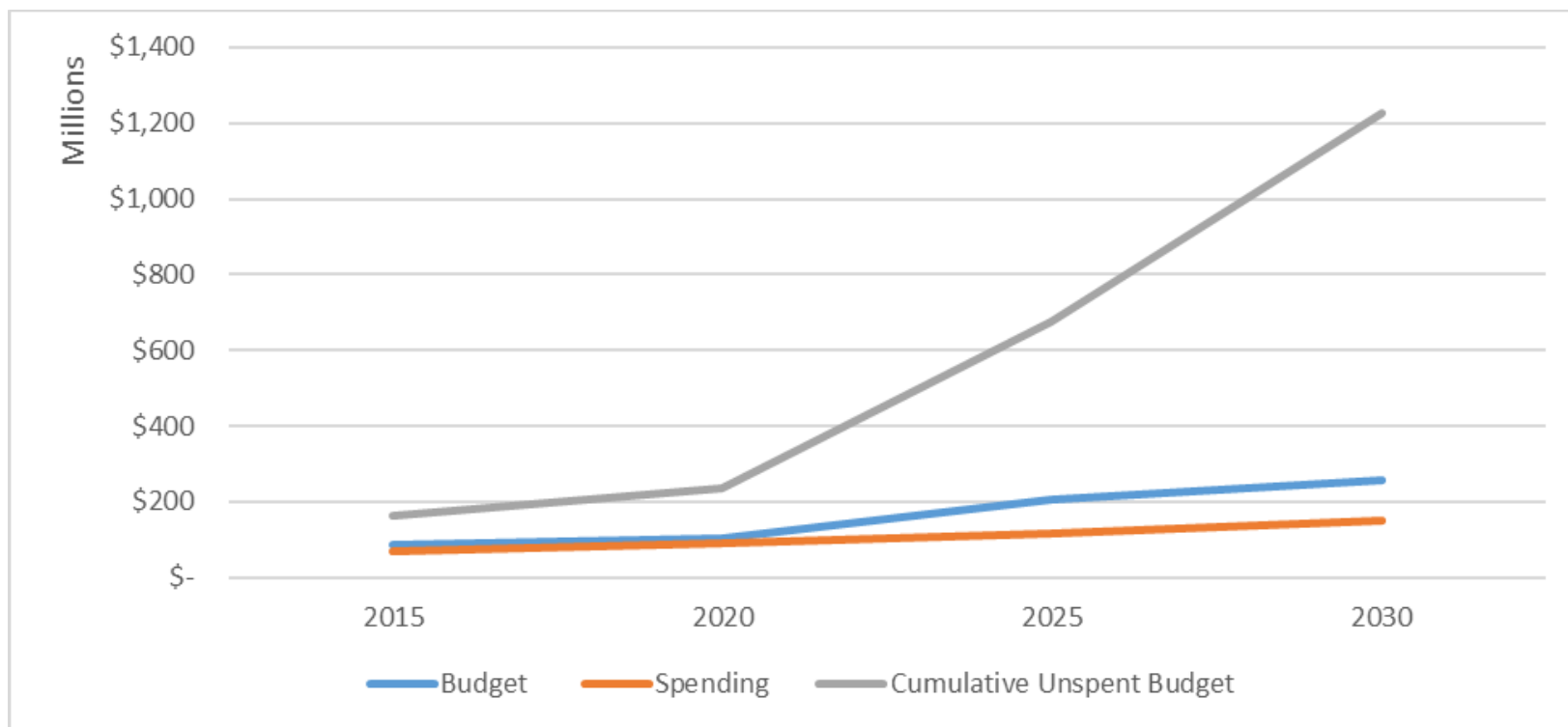
Strategies to Deliver Capital



Capital Program Resource Strategy (CPRS)

Inflation Impact Strategy (IIS)

CPRS - Forecasted impact



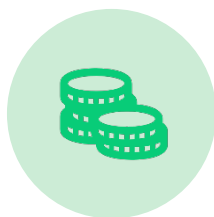
CPRS - Challenges



**Capital spending flat
for five years**



**Currently 22
temporary project
(PM) managers
delivering capital
projects**



**Budget requirements
growing by 150% over
10 years**



**PM expectations
increasing**

CPRS – Strategy and Outcome



Affordability was balanced with urgency



Increase human resources to deliver growing capital plan within already endorsed IR Funding Strategy



Total budget reallocation of \$6.4 million (tax and non-tax) over five years



Extends year of IR sustainable funding reached to 2040

IIS - Prudent not Panicked



IIS – Budget for Uncertainty

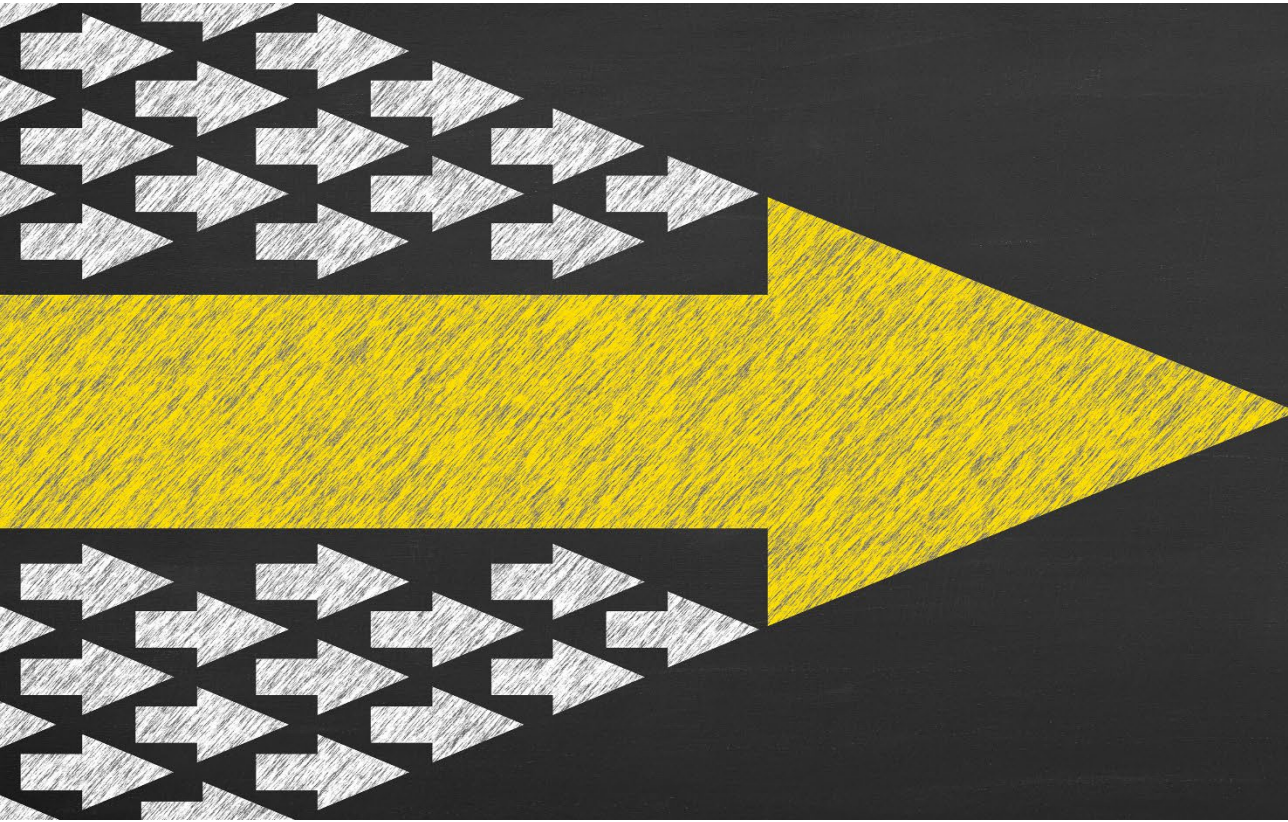
Operating Budget

- Specific reserves for variable cost drivers – fuel, weather e.g.
- General contingency reserves and multi-year budgeting
- Multi-year contracts that defer financial impact over time
- One-City budget/service management approach

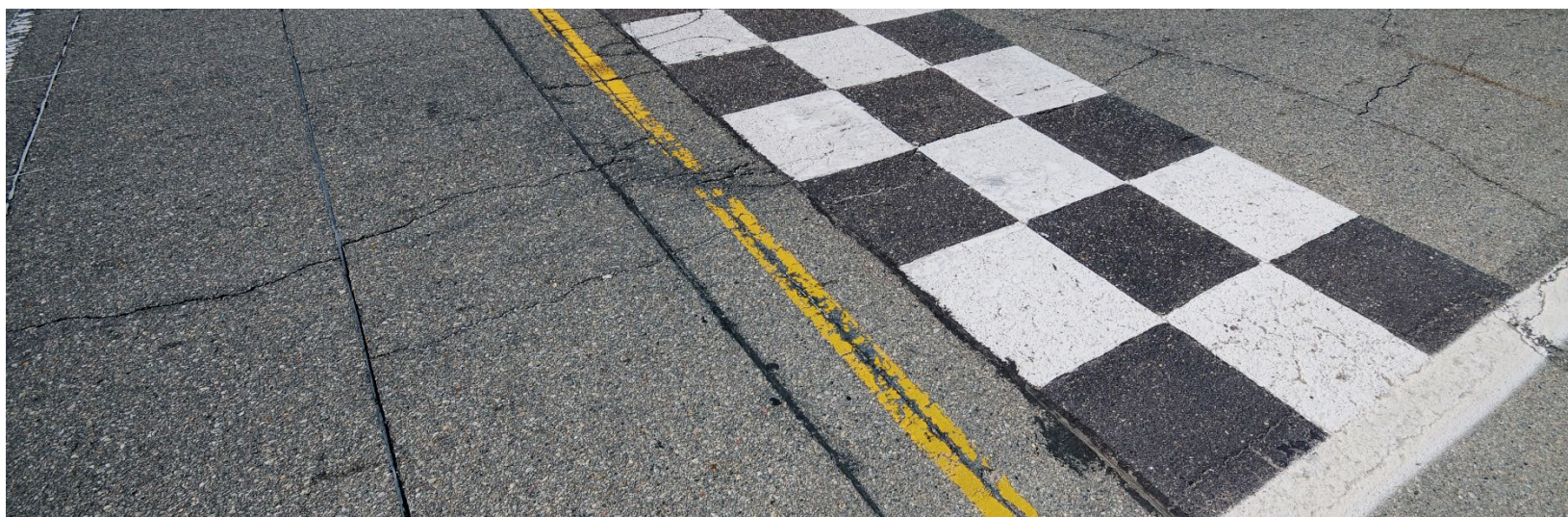
Capital Budget

- Capital Reserve Fund contingencies
- Development Charge legislation
- Investment portfolio
- Debt management

IIS – Delegated Authority to Move Forward



IIS Outcome – A Fresh Start



Capital Plan Reset based on priority and ability to deliver

Thanks. Questions?