



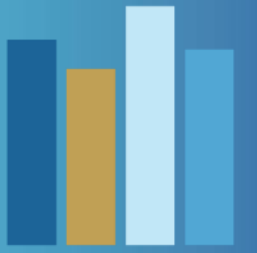
GOVERNMENT FINANCIAL OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award
2020-2024*



PROPOSED

CITY OF CAMBRIDGE
2025
MAYOR'S BUDGET

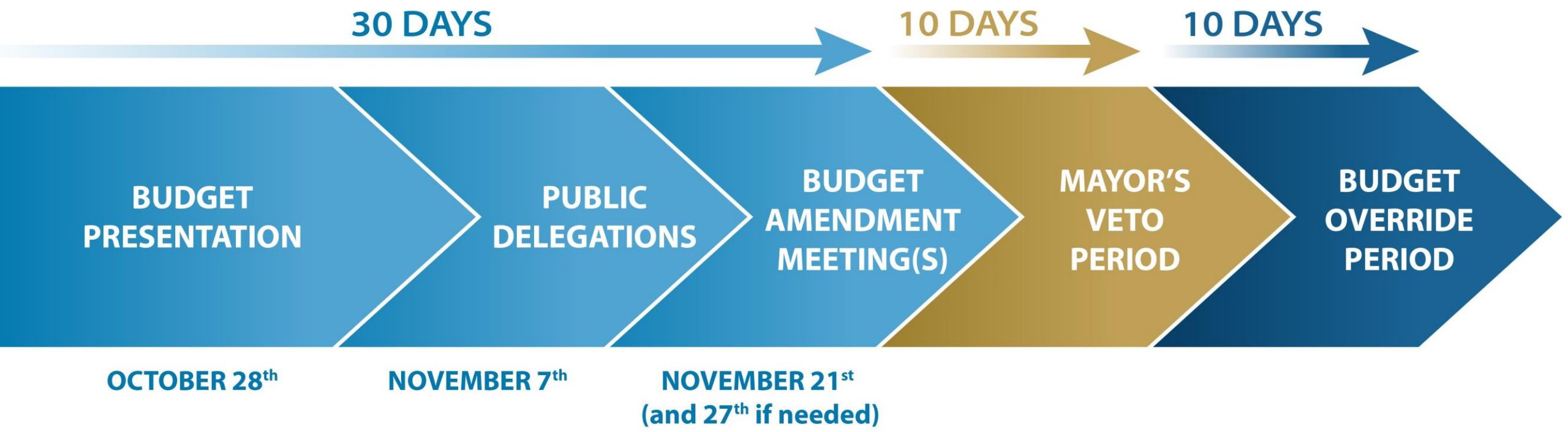


October 28, 2024



cambridge.ca/mayorsbudget

Mayor's Budget Process



Mayor's Budget Process

CITY OF CAMBRIDGE
2025 
MAYOR'S BUDGET

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Mayor's Budget Priorities



**PROGRAMS
FOR CHILDREN
& YOUTH**

**PRESERVING
HERITAGE**

**SPECIAL
EVENTS**

**TRANSPORTATION
& ROAD SAFETY**

INFRASTRUCTURE

Alignment with the Strategic Plan


In 2024, Council approved the **2024-2026 Strategic Plan - Cambridge Connected.**



The Strategic Plan includes the City's:
Vision, Mission, Values, Goals, Objectives,
Strategic Actions, and Public Value Statements




We **lead** on the following Strategic Actions:




Create and activate spaces that offer things for people to do.

- Recreation Complex Construction
- Soper Park Outdoor Pool




Lay the foundation for future community building.

- Hespeler Transportation Assessment
- Preston Secondary Plan




Provide age-friendly services that are accessible to all.

- Older Adult Strategy Implementation
- Arena Elevator Accessibility Upgrades




Establish our core areas as attractive destinations.

- Cambridge Farmers Market Placemaking
- Core Area Financial Incentives



Enhance opportunities to enjoy built and natural heritage.

- Heritage Conservation District Study
- Heritage Condition Assessment



Enhance equity and inclusion efforts.

- Facility Accessibility Design Standards Implementation
- Multi-year Accessibility Plan

We Collaborate on the following Strategic Actions:



**Promote and develop
more transportation
options.**

- Hespeler Pedestrian Bridge Design



**Take action
to combat climate
change.**

- Energy Management – Corporate Buildings



**Enable
small business
to succeed.**

- Economic Development Review and Action Plan



**Prepare for
emergency prevention
and recovery.**

- Technology Services Cloud strategy and implementation



**Increase housing
options.**

- Affordable Housing Community Improvement Plan



**Improve
access to social
supports.**

- Activities for Less Subsidy Program



**Encourage safe
and healthy
neighbourhoods.**

- Road Safety Audits

Budget Public Engagement Survey

Top 3 Budget Priorities Important to Participants



Roads & Winter
Maintenance



Affordable
Housing



Recreation
Programming



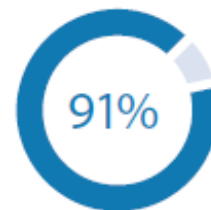
Top 3 Infrastructure Priorities

The top three infrastructure priorities selected by respondents are linear assets, recreation facilities, and emergency services.



Annual Tax Rate

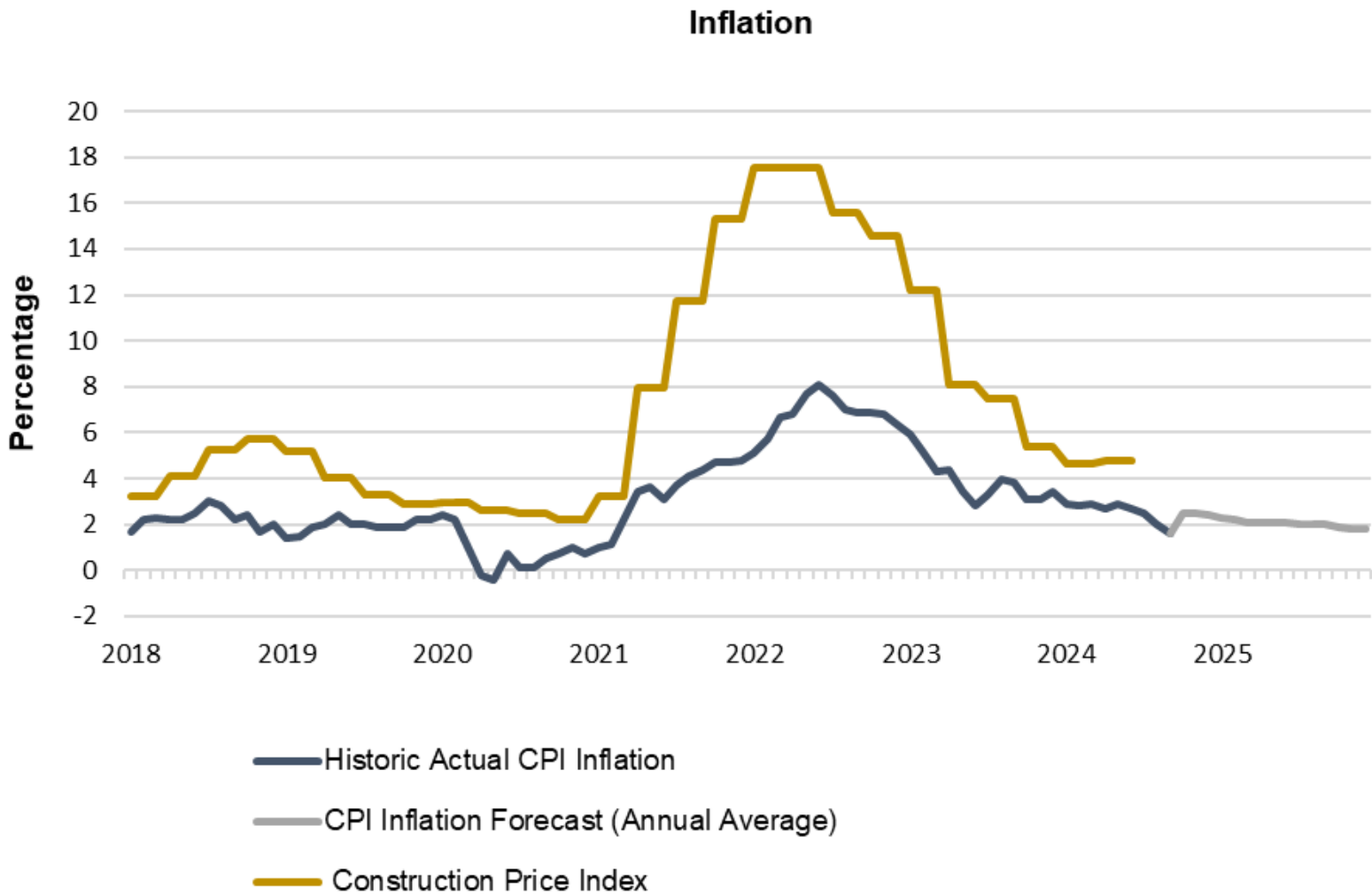
The leading response by participants was to set an annual tax rate for 2025 to maintain current assets and service levels.



User Fees

91% of respondents indicated that user fees should continue to be charged for certain service types, to varying degrees of cost recovery.

Economic Update



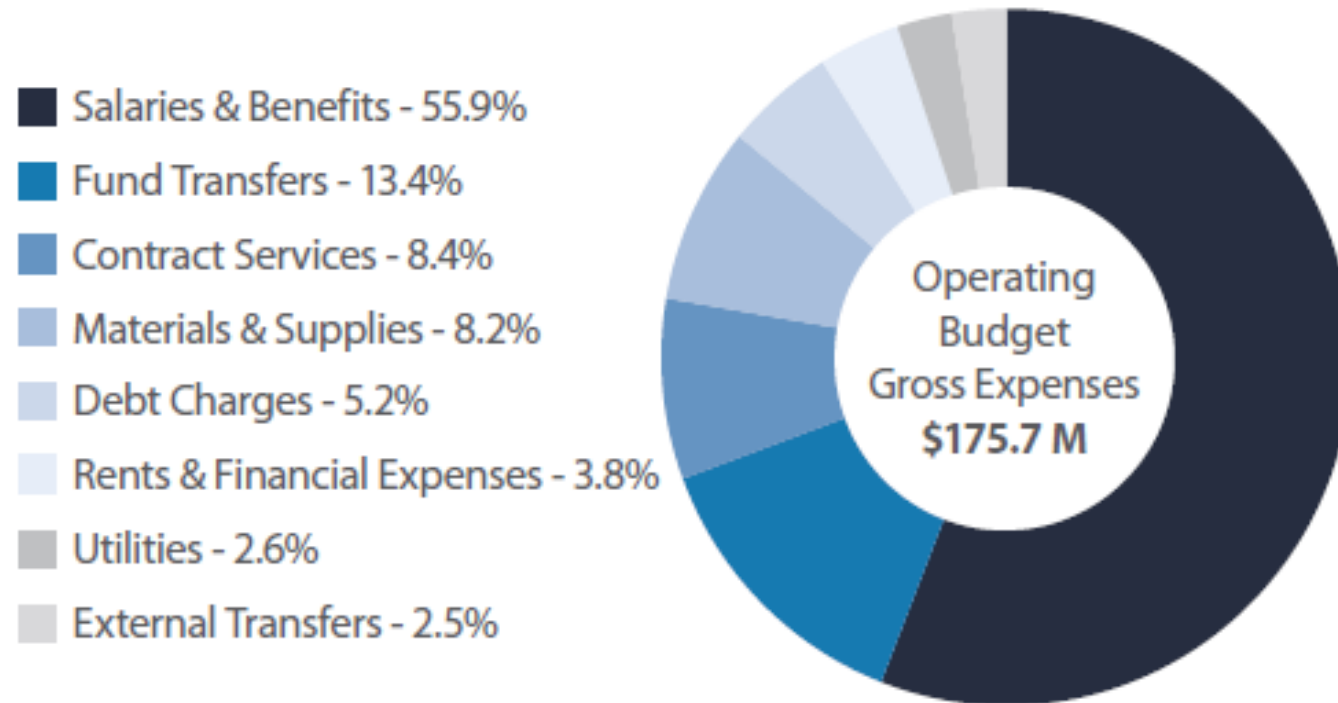
2025 Proposed Mayor's Budget

The City's budget pays for the necessary programs, services and infrastructure that make your life easier,



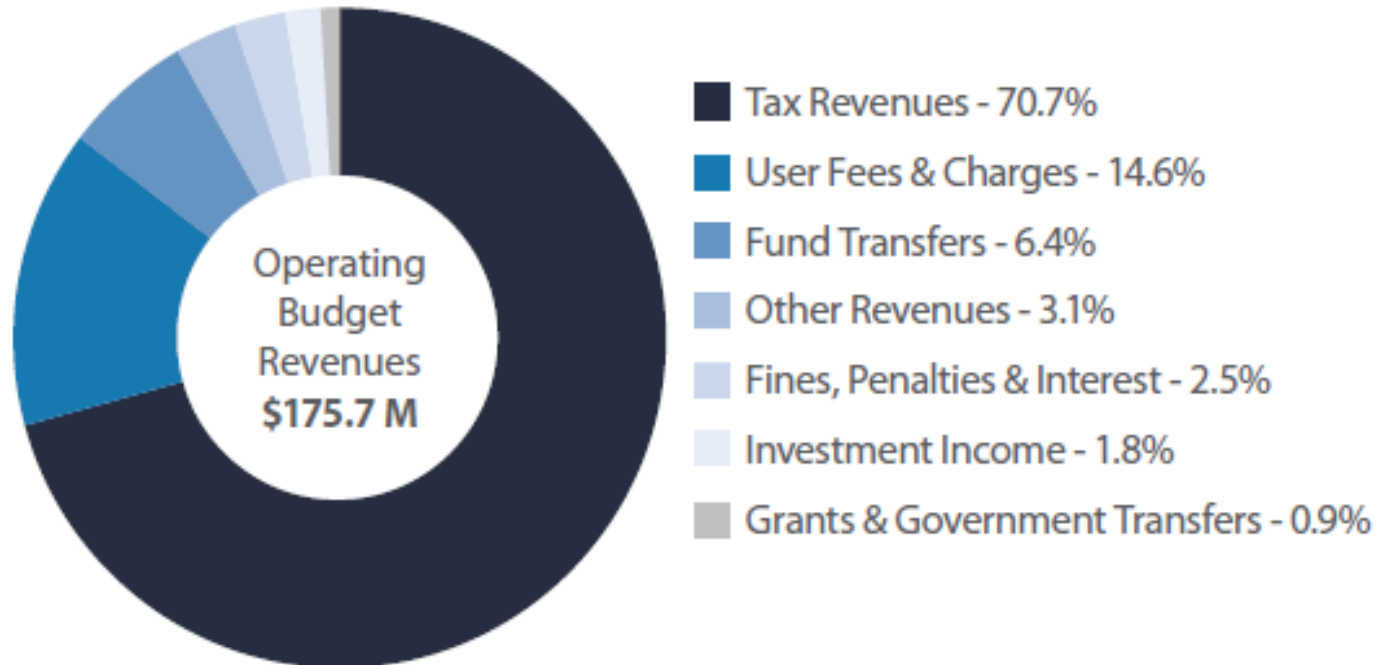
Operating Budget Overview

OPERATING BUDGET GROSS EXPENDITURES

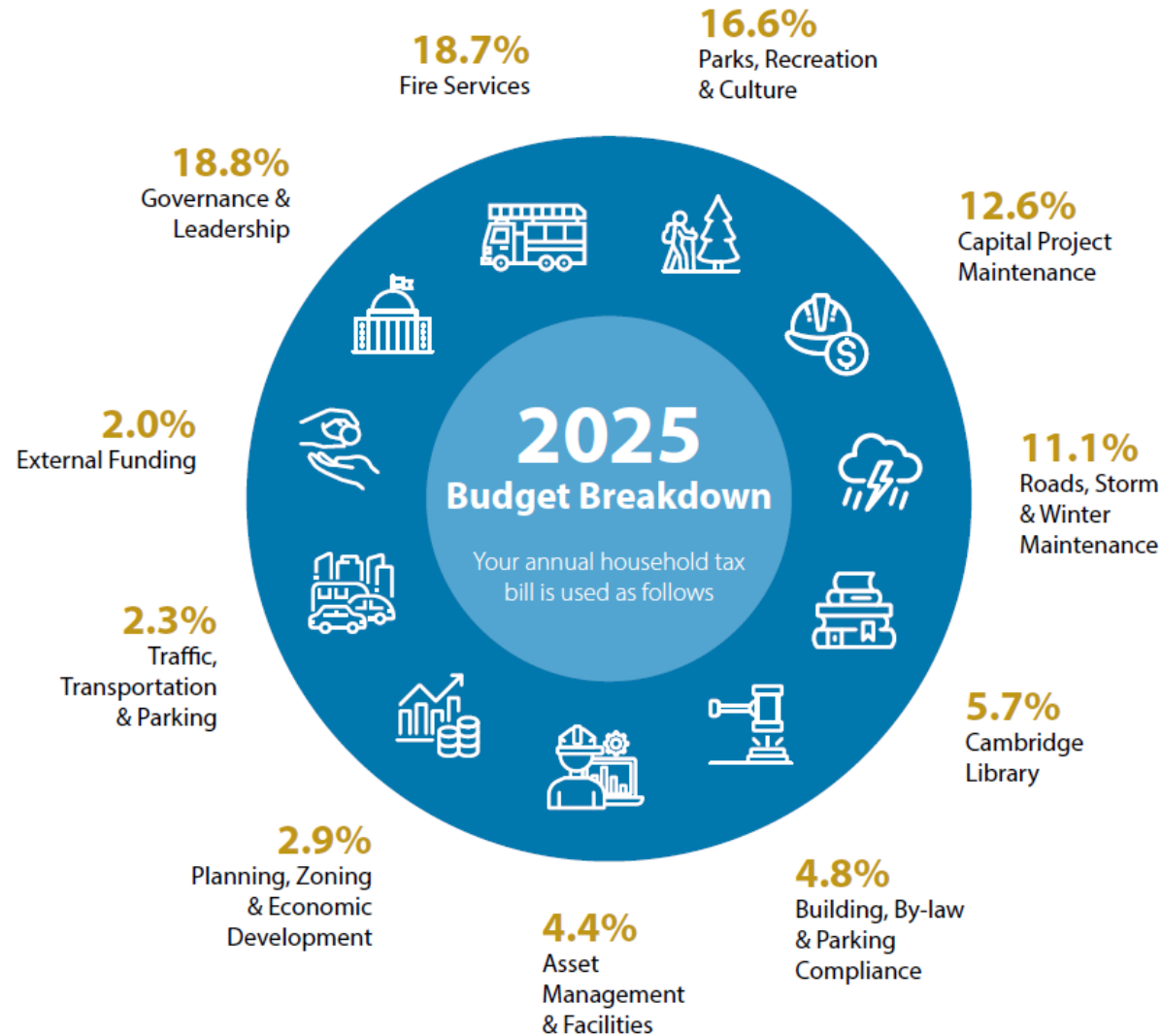


Operating Budget Overview

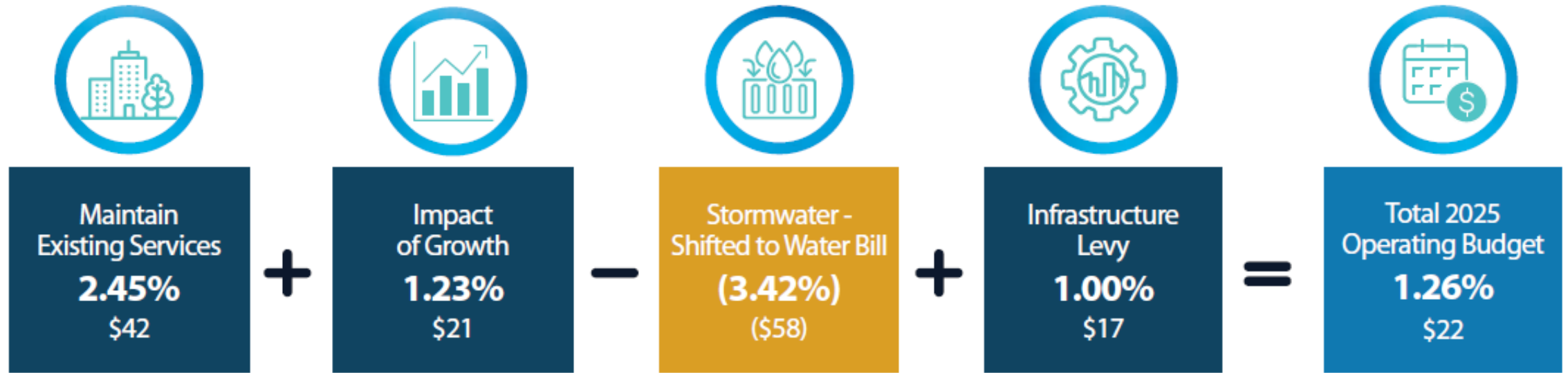
OPERATING BUDGET GROSS REVENUES



Budget Breakdown



Operating Budget



Water Utility Budget

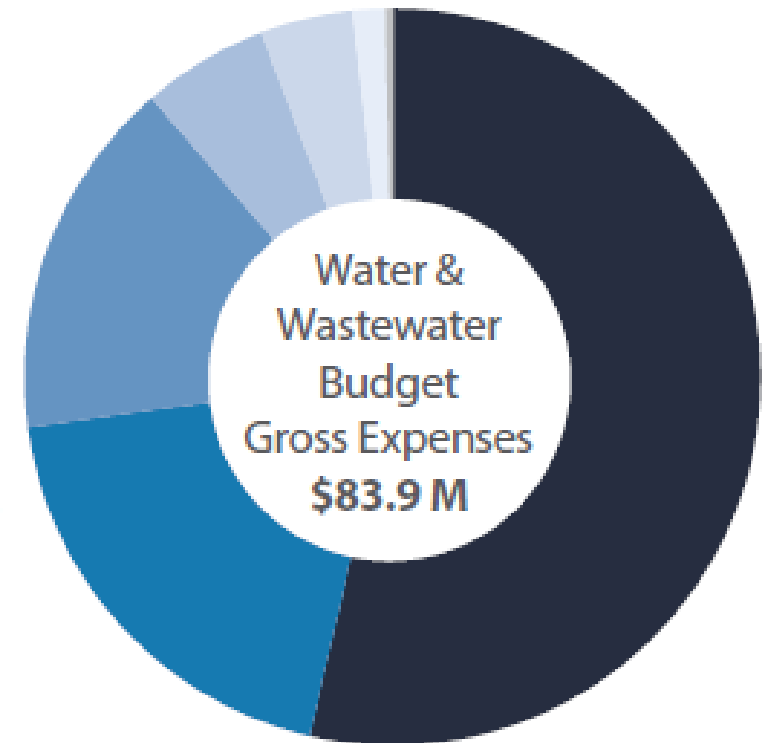
WATER UTILITY BUDGET					
CITY PORTION		REGION PORTION		STORMWATER	TOTAL
1.30% 2025 Increase		2.19% 2025 Increase		NEW 2025 Increase	3.49% 2025 Increase
\$14 Increase per average household	+	\$25 Increase per average household	+	\$23 Increase per average household	\$62 Increase per average household
				=	\$1,199 Average total per household

Water Utility Budget

WATER & WASTEWATER BUDGET



- Contract Services - 53.7%
- Fund Transfers - 19.2%
- Salaries & Benefits - 15.8%
- Materials & Supplies - 5.5%
- Debt Charges - 4.1%
- Rents & Financial Expenses - 1.4%
- Utilities - 0.3%



Water Utility Budget

STORMWATER BUDGET



**STORMWATER
FEE**

When

New stormwater fee effective July 1, 2025.

How

Stormwater costs will be shifted from the tax bill to a separate stormwater fee.

Why

Sustainable funding mechanism for operations & maintenance of stormwater infrastructure.

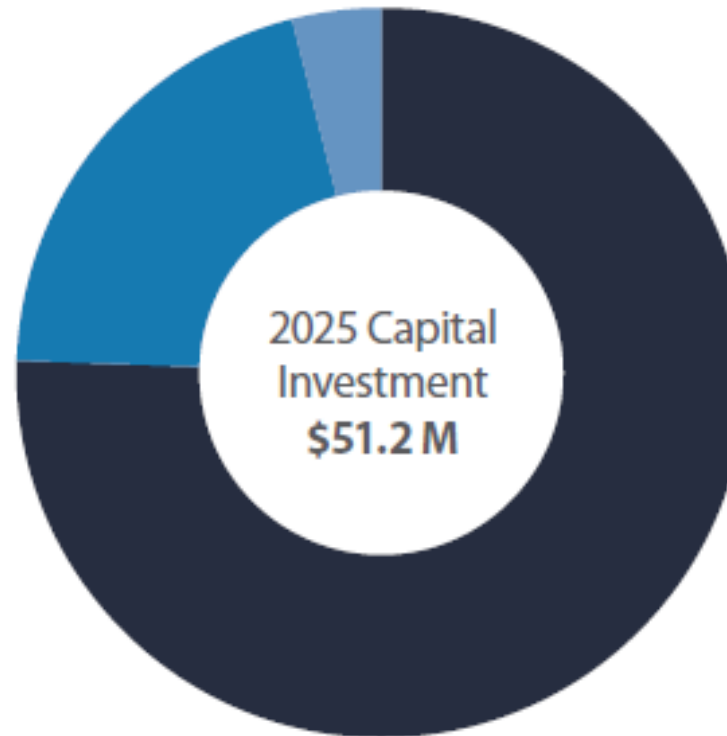
Who

More equitable distribution of costs across property owners.

Capital Budget

2025 CAPITAL INVESTMENT - \$51.2 MILLION

- **Renewal - 76%**
 - Road reconstructions
 - Sanitary sewer relining
 - Watermain lining
 - Laneway & parking lot renewal
 - Technology system updates
- **Growth - 20%**
 - Preston secondary plan
 - Treasure Hill park & trails
 - Hespeler skate park design
 - Road safety audits & action plan
- **Service Enhancement - 4%**
 - Technology enhancements
 - 19 Cambridge renovation
 - Speed signs
 - Arena netting

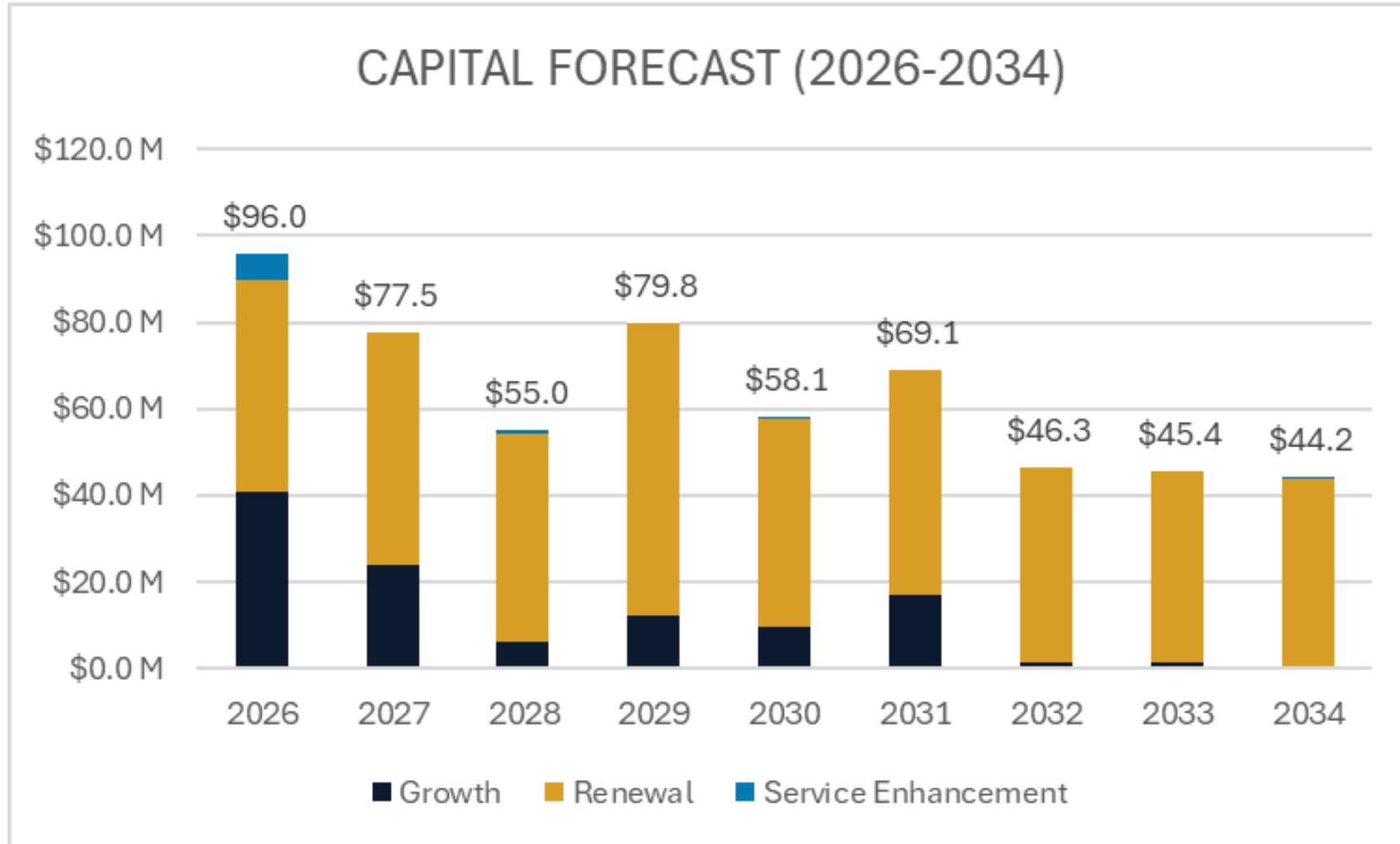


Capital Budget

CAPITAL INVESTMENT	MILLIONS
Linear Infrastructure ★	\$23.5
Recreation ★	\$8.4
Fleet & Equipment	\$5.0
Facilities	\$2.8
Roads, Bridges & Parking	\$2.7
Technology Services	\$2.5
Public Safety ★	\$2.2

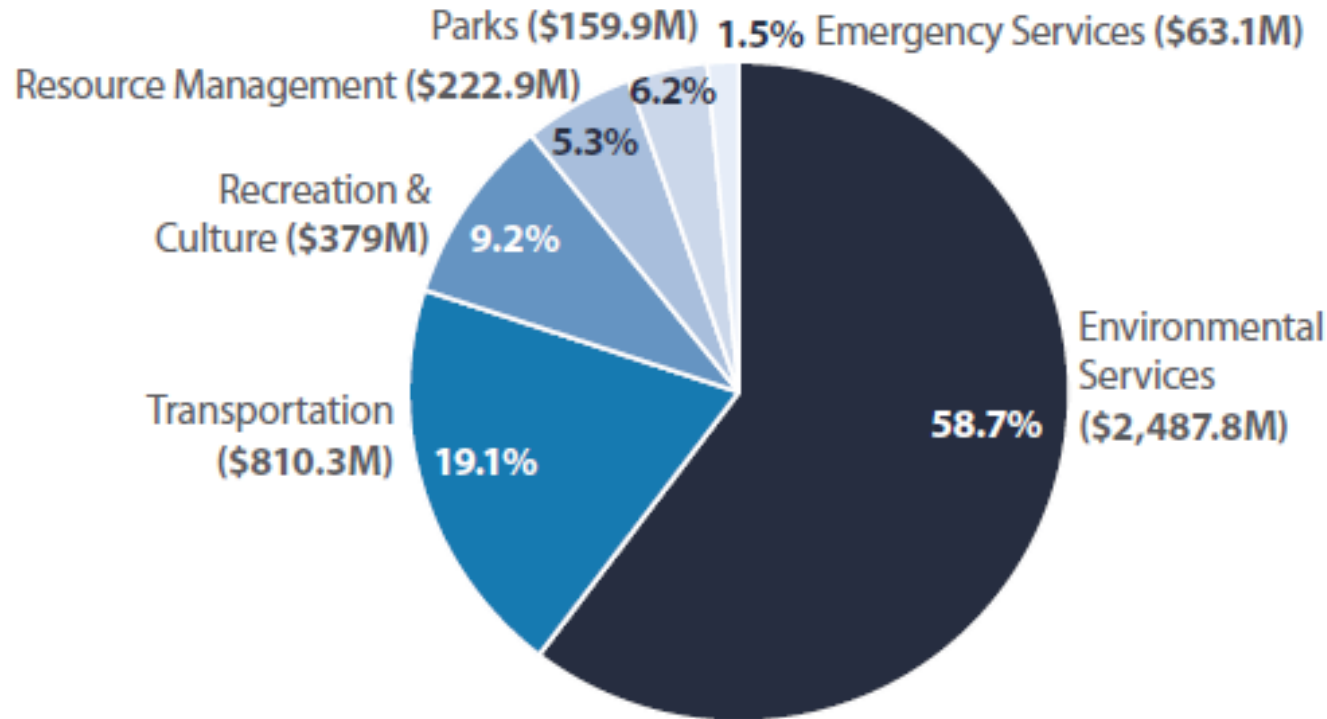
CAPITAL INVESTMENT	MILLIONS
Other Core Infrastructure	\$1.7
Library	\$0.9
Cemeteries	\$0.7
Active Transportation	\$0.5
Community Planning	\$0.3
TOTAL	\$51.2

Capital Forecast



Infrastructure - Replacement

REPLACEMENT VALUE BY SERVICE FUNCTION



CITY ASSETS
\$4.2 BILLION

Notable Budget Drivers & Mitigation Measures

Pressures items:

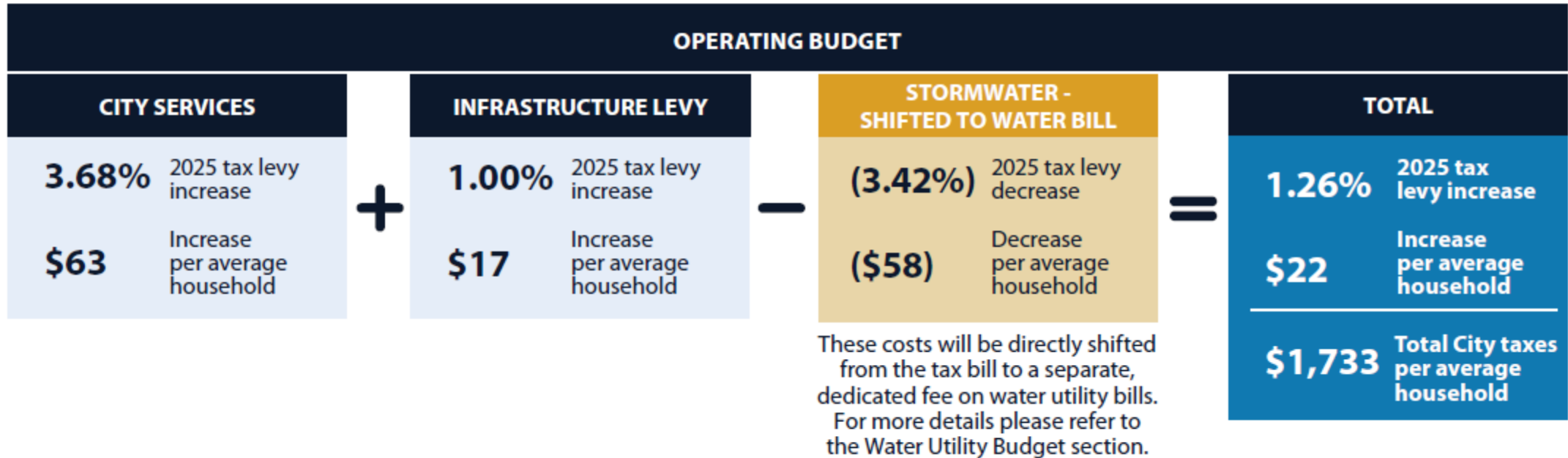
- ↑ Multi-year collective agreements, including 2025 salary increases (ranging from 2.5%-3.9%)
- ↑ Net impact of growth
- ↑ Continued operations through 2025 of Dickson arena, Duncan McIntosh arena and George Hancock pool
- ↑ Technology industry software increases anticipated in 2025

Mitigation measures:

- ↓ Fees & Charges increases in line with inflation (min. 2.5%), or aimed for cost recovery
- ↓ Budget right-sizing to align with savings, efficiencies and continuous improvement
- ↓ Utilization of funds from the City's reserves
- ↓ Maximizing return on investments



Budget Overview



Impact to Property Taxes

IMPACT ON TOTAL TAX BILL (BASED ON AVERAGE PROPERTY ASSESSMENT VALUE OF \$341,000*)

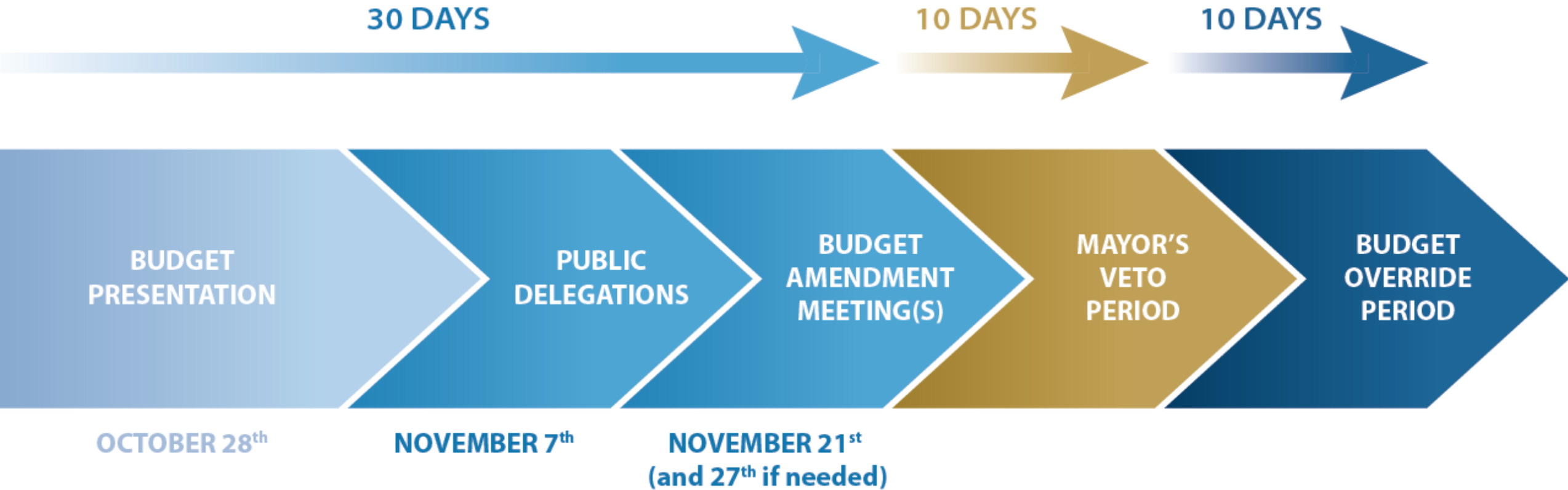
SHARE OF TAX BILL		2024 TAX BILL	2025 INCREASE	2025 TAX BILL	IMPACT ON TOTAL TAX BILL \$	IMPACT ON TOTAL TAX BILL %
City	36%	\$1,711	1.26%	\$1,733	\$22	0.45%
Region**	53%	\$2,498	10.00%	\$2,748	\$250	5.30%
School Boards***	11%	\$522	0.00%	\$522	\$0	0.00%
Total	100%	\$4,731	5.75%	\$5,003	\$272	5.75%

* Estimated average residential property assessed value has been updated for the 2025 budget to \$341,000 up from \$333,200 in 2024.

** The estimated 2025 Region of Waterloo budget represents a proposed total tax levy increase of 10 per cent.

*** Consistent with recent experience, the 2025 education rate is presented in alignment with the prescribed rate currently outlined in O.Reg. 400/98 and is subject to change through the approval of final 2025 rates by the Province.

Next Steps





OUR CITY. OUR FUTURE.



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