

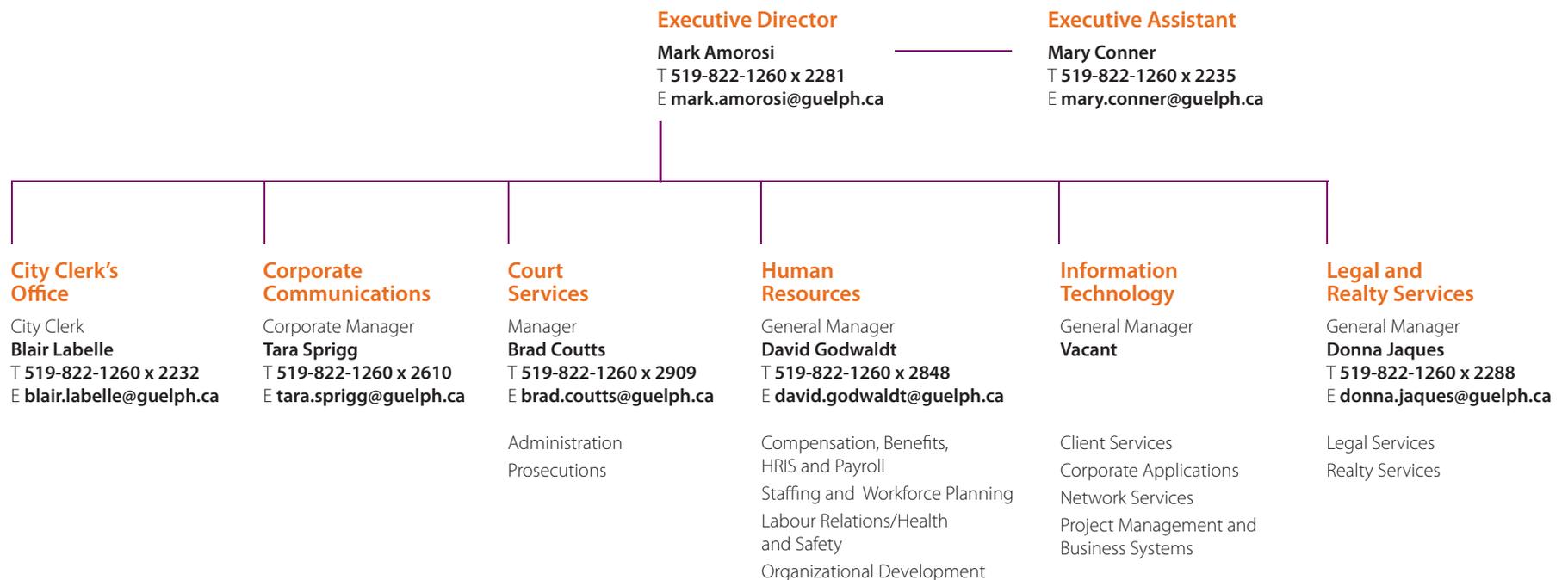
CORPORATE AND HUMAN RESOURCES

The service area supports all City departments in providing outstanding municipal service and value to the community. The City Clerk's Office, Corporate Communications, Human Resources, Information Technology and Legal and Realty Services provide proactive advisory, information and service functions to ensure accountability and transparency, manage corporate risk, ensure legislative compliance and provide services aligned with the City's values of integrity, excellence and wellness to enhance employee and community well-being.

NOTE: Guelph's Provincial Court Administration is also part of this service area, and is represented in Guelph's Non-tax-supported budget.

Organizational structure

Corporate and Human Resources



CORPORATE AND HUMAN RESOURCES

Financial snapshot

| | 2013 Budget | 2014 Requested | Year/year increase | Year/year increase | Funding sources tax-supported | User fee | Grants |
|--------------------------------------|----------------|-------------------|-----------------------|-----------------------|----------------------------------|----------|--------|
| Corporate and Human Resources | \$9,462,955 | \$9,813,114 | \$350,159 | 3.70% | 97.37% | | 2.63% |

CORPORATE AND HUMAN RESOURCES

>> City Clerk's Office

The City Clerk's Office coordinates and supports various statutory responsibilities required by the Municipal Act, Vital Statistics Act, Marriage Act, Municipal Freedom of Information and Protection of Privacy Act, Personal Health Information Protection Act, Planning Act and Municipal Elections Act. The department also provides several internal and public support services:

- Provide secretariat support to Council and Committees of Council—meeting management, citizen appointments, statutory notices, legislation coordination and vital statistics
- Document the official record of the actions of Council
- Manage the City's records and information holdings
- Ensure compliance with Privacy legislation (MFIPPA and PHIPA), and process Freedom of Information requests
- Serve as the returning office with respect to the administration of Municipal and School Board Elections
- Perform marriage services and act as commissioner for affidavits
- Lead the City's Open Government initiatives

Financial snapshot

| | 2013 Budget | 2014 Requested | Year/year increase | Year/year increase | Funding sources tax-supported | User fee | Grants |
|---------------------|----------------|-------------------|-----------------------|-----------------------|----------------------------------|----------|--------|
| City Clerk's Office | \$711,340 | \$756,465 | \$45,125 | 6.3% | 83.3% | 16.7% | |

CORPORATE AND HUMAN RESOURCES

2013 accomplishments

- Conducted an assessment and environmental scan of the City and the community for the creation of an Open Government Action Plan—a transformative project aimed at improving City support for innovation, community engagement, and overall accountability and transparency of City operations
- Began a records inventory assessment to support the development of a Records and Information Management Strategy for the City
- Conducted an organizational privacy audit to inform corporate policies to protect personal information and create efficiencies with respect to the dissemination of information to the public
- Revised the City's advisory committee policies and procedures in order to standardize operations, streamline work flow, and improve the process used to appoint citizens to advisory committees and local boards
- Modified agenda publication and distribution timelines to allow Council and the public more time with agenda materials prior to a meeting
- Garnered Council approval to introduce Internet voting as an alternative voting method for the 2014 Municipal Election
- Coordinated off-site marriage ceremonies outside of business hours in response to public demand

Key performance measures

| | 2012 | 2013 projected | 2014 target |
|--|------------|-------------------|----------------|
| Number of council/committee meetings held | | | |
| Open council | 37 | 33 | 32 |
| Closed council | 33 | 24 | 14 |
| Standing committees | 52 | 50 | 33 |
| Total | 122 | 107 | *79 |

**Decreased number due to 2014 election*

| | 2012 | 2013 projected | 2014 target |
|-----------------------------|------|-------------------|----------------|
| Number of by-laws processed | 237 | 218 | 218 |

| | 2012 | 2013 projected | 2014 target |
|---|------|-------------------|----------------|
| Number of Freedom of Information applications processed | 121 | 165 | 214 |

CORPORATE AND HUMAN RESOURCES

2014 objectives

- Conduct the 2014 Municipal Election and support a Council orientation program for Members of Council seated for the 2014-2018 term
- Develop and implement the City's Open Government Action Plan, 2015-2020
- Complete the assessment phase of the Records and Information Management Strategy
- Present a new records retention by-law to Council for approval
- Complete a privacy audit of City operations and develop corporate policies and a training program to foster a culture of privacy throughout the organization

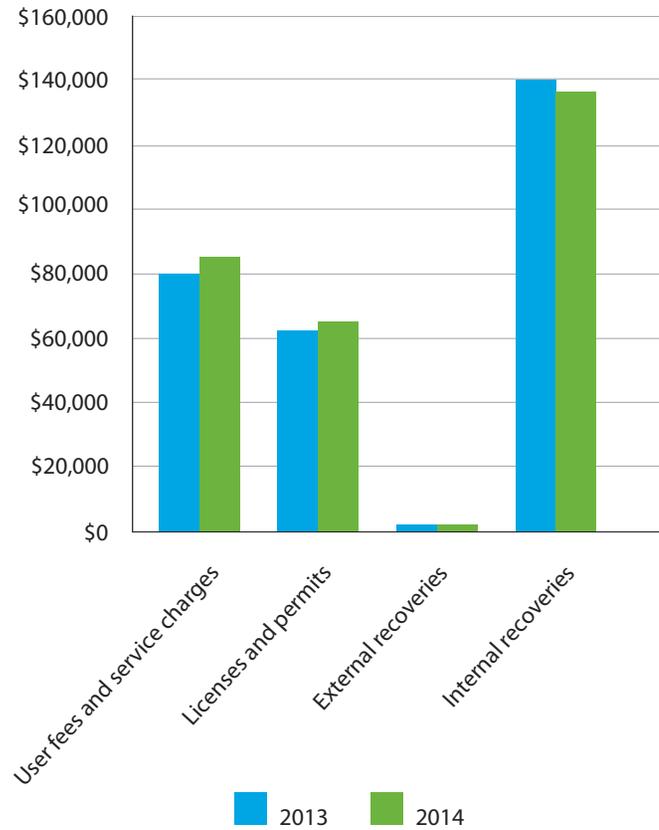
Key changes in 2014

- Increase in internal charges due to transferring \$22,000 to reserve for municipal election

CORPORATE AND HUMAN RESOURCES

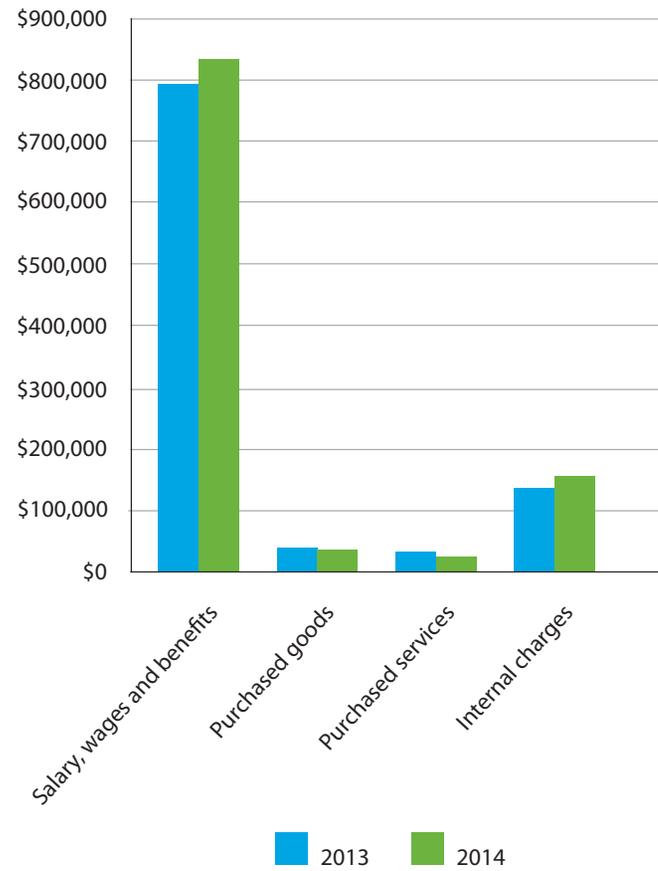
Trend analysis

Year/year revenue comparison



CORPORATE AND HUMAN RESOURCES

Year/year expenditure comparison



CORPORATE AND HUMAN RESOURCES

2014 proposed budget

| | 2013 budget | 2014 base budget | 2014 eff/new/ growth impact from capital | 2014 requested budget | 2014 budget change | 2014 budget change |
|---|-------------------|---------------------|---|-----------------------------|--------------------------|--------------------------|
| Revenue | | | | | | |
| User fees and service charges | -\$79,200 | -\$85,500 | \$0 | -\$85,500 | -\$6,300 | 8.0% |
| Licenses and permits | -\$62,000 | -\$65,000 | \$0 | -\$65,000 | -\$3,000 | 4.8% |
| External recoveries | -\$1,500 | -\$1,500 | \$0 | -\$1,500 | \$0 | 0.0% |
| Total revenue | -\$142,700 | -\$152,000 | \$0 | -\$152,000 | -\$9,300 | 6.5% |
| Expenditure | | | | | | |
| Salary, wage and benefits | \$794,260 | \$834,600 | \$0 | \$834,600 | \$40,340 | 5.1% |
| Purchased goods | \$36,000 | \$33,400 | \$0 | \$33,400 | -\$2,600 | -7.2% |
| Purchased services | \$29,580 | \$21,680 | \$0 | \$21,680 | -\$7,900 | -26.7% |
| Total expenditure | \$859,840 | \$889,680 | \$0 | \$889,680 | \$29,840 | 3.5% |
| Net before internal charges and recoveries | \$717,140 | \$737,680 | \$0 | \$737,680 | \$20,540 | 2.9% |
| Internal charges and recoveries | | | | | | |
| Internal charges | \$134,320 | \$155,365 | \$0 | \$155,365 | \$21,045 | 15.7% |
| Internal recoveries | -\$140,120 | -\$136,580 | \$0 | -\$136,580 | \$3,540 | -2.5% |
| Total internal charges and recoveries | -\$5,800 | \$18,785 | \$0 | \$18,785 | \$24,585 | -423.9% |
| Net budget | \$711,340 | \$756,465 | \$0 | \$756,465 | \$45,125 | 6.3% |

>> Corporate Communications

Corporate Communications provides strategic communications services aligned with the City's values of integrity, excellence and wellness which enable, the City to meet its business and service goals.

- Support and encourage an engaged community that participates in the public process and recognizes its role in addressing issues and contributing to municipal policy and solutions
- Establish and build on mutually beneficial, trustworthy relationships with stakeholders
- Enhance departmental capacity to anticipate and respond to issues effectively
- Improve the quality of internal communications

Financial snapshot

| | 2013 Budget | 2014 Requested | Year/year increase | Year/year increase | Funding sources tax-supported | User fee | Grants |
|---------------------------------|----------------|-------------------|-----------------------|-----------------------|----------------------------------|----------|--------|
| Corporate Communications | \$645,700 | \$697,830 | \$52,130 | 8.1% | 93.0% | | 7.0% |

2013 accomplishments

- Initiated a needs assessment and communications audit to review departmental structure and processes and make recommendations to serve the organization and community better
- Implemented a customized issues management framework including research, template development, training, and ongoing support
- Led the strategic management of issues including building stakeholder relationships, mitigating unnecessary escalation, and avoiding risk
- Developed and implemented a revised media relations policy for staff
- Researched and developed a media relations policy for elected officials
- Developed a social media framework for the organization to help the City deliver outstanding municipal service and strengthen citizen engagement communications
- Rolled out the Community Engagement Framework and toolkit in collaboration with Community and Social Services to support an engaged community that participates in the public process
- Supported communications and reporting on internal activities and initiatives aimed at increasing the City's 2012 employee engagement score

CORPORATE AND HUMAN RESOURCES

Key performance measures

Corporate Communications dashboard

| | 2011 | 2012 |
|--|------|------|
| Employee Communication | | |
| Quality of internal communication * | | ■ |
| Employee readiness for communication * | | |
| Number of credible, skilled spokespeople in the organization * | | ■ |
| Issues Management | | |
| Employee readiness for problem-solving * | | ■ |
| Employees anticipate/respond to issues effectively * | ■ | ■ |
| Community Engagement | | |
| Public participation in the municipal process * | | ■ |
| Stakeholder relationships | | |
| Quality of stakeholder feedback * | | ■ |
| Quality of City-stakeholder relationships* | | ■ |
| Public awareness of City programs and services * | ■ | ■ |
| Balanced media coverage* | ■ | + |

Legend

- **Positive:** stay the course
- **Caution:** in the right range but may be moving in the wrong direction
- **Negative:** take corrective action
- + **Positive change**
- **Negative change**

* These performance indicators have been chosen because they best measure the success of the goals of The City of Guelph Communications Plan. In several cases however, the City lacks the ability – at present – to measure progress vis-à-vis these indicators. Work is underway to establish baselines for these areas. The performance indicators in the dashboard are those Corporate Communications will measure moving forward.

CORPORATE AND HUMAN RESOURCES

Strategic communications planning

As of October 1, 2013, Corporate Communications had developed 32 strategic communications plans and 19 issues management plans.

Media relations

As of October 1, 2013, the City wrote and issued 173 news releases, media advisories and information bulletins—a 54 per cent increase over 2012

Web and social media (as of October 1, 2013)

- 37,000 weekly visits to guelph.ca – compared to 38,000 in 2012
- 22,069 followers on seven Twitter properties
- 6,198 fans on five Facebook Pages

NOTE: Facebook no longer provides Facebook impressions per month, so 2013 data for this indicator is not available.

Advertising

As of October 1, 2013, Corporate Communications planned, drafted, designed and placed 209 unique print advertisements in the City News pages (*Guelph Tribune*).

2014 objectives

- Continue to implement the City's five-year communications plan
- Complete phase two of the needs assessment and communications audit leading to a higher-functioning department, better equipped to meet the needs of the organization

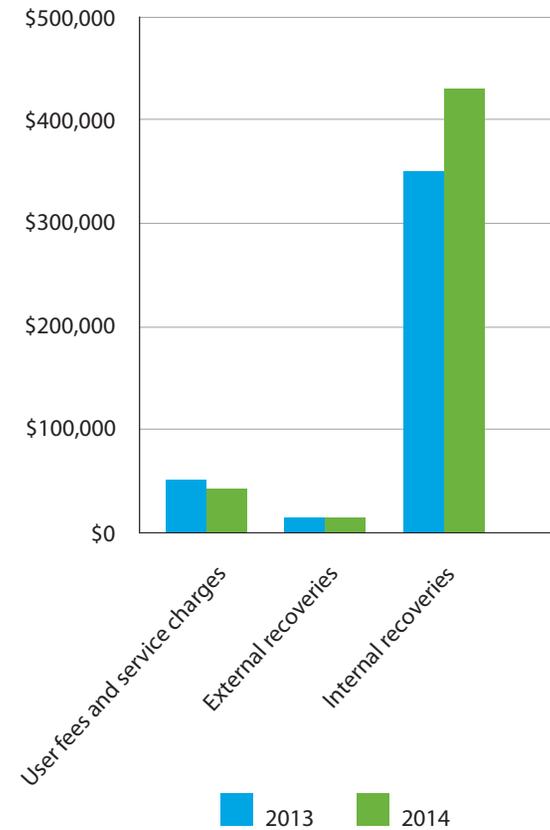
Key changes in 2014

- Decrease advertising revenue by \$10,000 to align with 2013 actual
- Decrease Consulting Fee by \$50,000 to remove 2013 one-time cost, which is offset by the decrease in internal recoveries

CORPORATE AND HUMAN RESOURCES

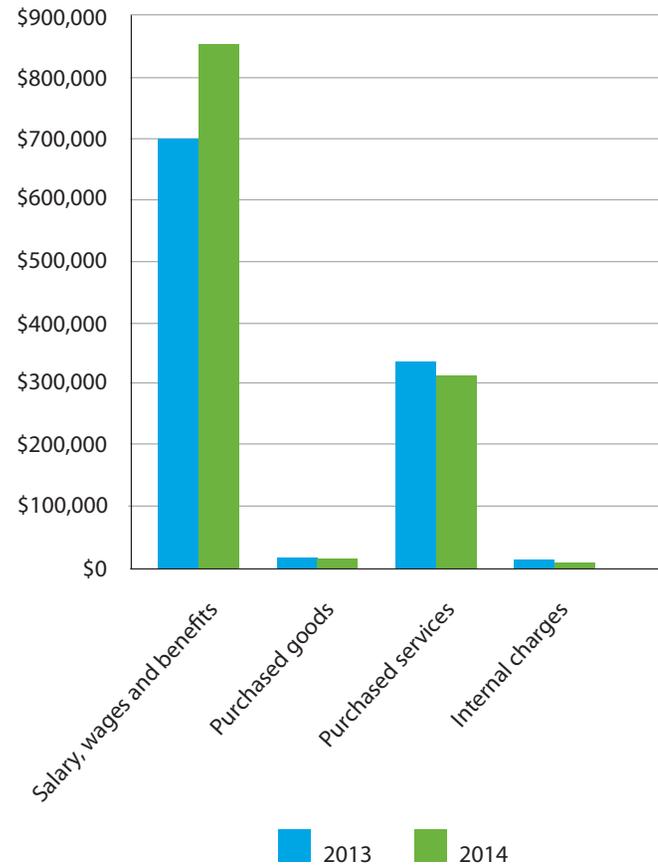
Trend analysis

Year/year revenue comparison



CORPORATE AND HUMAN RESOURCES

Year/year expenditure comparison



CORPORATE AND HUMAN RESOURCES

2014 proposed budget

| | 2013 budget | 2014 base budget | 2014 eff/new/ growth impact from capital | 2014 requested budget | 2014 budget change | 2014 budget change |
|---|--------------------|---------------------|---|-----------------------------|--------------------------|--------------------------|
| Revenue | | | | | | |
| User fees and service charges | -\$50,000 | -\$40,000 | \$0 | -\$40,000 | \$10,000 | -20.0% |
| External recoveries | -\$12,420 | -\$12,420 | \$0 | -\$12,420 | \$0 | 0.0% |
| Total revenue | -\$62,420 | -\$52,420 | \$0 | -\$52,420 | \$10,000 | -16.0% |
| Expenditure | | | | | | |
| Salary, wage and benefits | \$699,380 | \$852,400 | \$0 | \$852,400 | \$153,020 | 21.9% |
| Purchased goods | \$13,300 | \$12,400 | \$0 | \$12,400 | -\$900 | -6.8% |
| Purchased services | \$335,240 | \$310,400 | \$0 | \$310,400 | -\$24,840 | -7.4% |
| Total expenditure | \$1,047,920 | \$1,175,200 | \$0 | \$1,175,200 | \$127,280 | 12.1% |
| Net before internal charges and recoveries | \$985,500 | \$1,122,780 | \$0 | \$1,122,780 | \$137,280 | 13.9% |
| Internal charges and recoveries | | | | | | |
| Internal charges | \$11,200 | \$5,850 | \$0 | \$5,850 | -\$5,350 | -47.8% |
| Internal recoveries | -\$351,000 | -\$430,800 | \$0 | -\$430,800 | -\$79,800 | 22.7% |
| Total internal charges and recoveries | -\$339,800 | -\$424,950 | \$0 | -\$424,950 | -\$85,150 | 25.1% |
| Net budget | \$645,700 | \$697,830 | \$0 | \$697,830 | \$52,130 | 8.1% |

>> Human Resources Administration

Human Resources Administration provides human resource management programs and services aligned with the City's values of integrity, excellence and wellness, and consistent with Council and regulatory requirements, enabling the City to meet its business and service goals.

- Promote excellence in human resource management and provides leadership in the implementation of the City's People Practices Strategy and Employee Engagement Strategy
- Provide a proactive human resource advisory, information and service function to all City departments
- Provide information to Council and the organization to support human resource decision-making
- Support employment-related legislative compliance

Labour Relations, Health and Safety

- Administer and interpret collective agreements
- Manage grievances, arbitration hearings, collective bargaining, attendance, disability cases, and return to work programs for ill/injured employees
- Develop health and safety policies, ensures mandatory safety training, and oversees safety audits and accident/incident investigations

Compensation, Benefits, Payroll and Human Resource Information Systems (HRIS)

- Develop compensation strategies
- Process corporate payroll
- Guide job evaluation and analysis
- Manage and administers benefits and OMERS
- Maintain human resource information systems, records, and employee files
- Provide information and statistical reports with respect to organizational design, employee compensation and payroll activity

CORPORATE AND HUMAN RESOURCES

Staffing and Workforce Planning

- Create staffing strategies to support operational needs, and workforce planning programs to address labour market skills shortages
- Promote and market the City as a top employer
- Develop and deliver diversity and inclusion programs
- Provide and employee orientation
- Provide career planning and manage tuition assistance
- Analyze and report on benchmarking and human resources trends and metrics

Organizational Development

- Develop leadership and core curriculum learning programs
- Manage the integration of the Corporate Values into City programs
- Deliver the employee engagement survey and implement related action plans
- Facilitates team development, leader and employee coaching
- Develop employee recognition programs
- Manage performance development program
- Design and deliver wellness program
- Investigate harassment and discrimination complaints

Financial snapshot

| | 2013 Budget | 2014 Requested | Year/year increase | Year/year increase | Funding sources tax-supported | User fee | Grants |
|---------------------------------------|----------------|-------------------|-----------------------|-----------------------|----------------------------------|----------|--------|
| Human Resources Administration | \$2,303,313 | \$2,447,553 | \$144,240 | 6.3% | 100.0% | | |

CORPORATE AND HUMAN RESOURCES

2013 accomplishments

- Developed Amalgamated Transit Union bargaining strategy and mandate
- Reviewed and developed Return-to-Work policies and procedures
- Implemented revised attendance management program
- Marketed the employee benefits (health, dental and insured coverage – Life, ADandD, LTD) resulting in savings for City
- Completed Canada Revenue Agency audit
- Represented the City at a national conference on workforce planning with respect to our work developing our talent pipelines
- Developed policies to ensure Accessibility for Ontarians with Disabilities Act employment standard compliance
- Supported the development of 34 departmental/divisional action plans and implemented process for development and implementation of Corporate-wide action plans
- Developed leadership development model, identified program learning components and sourced vendor for classroom-based training
- Developed and implemented the Employee Code of Conduct

Key performance measures

Employee Engagement

| 2010 actual | 2011 actual | 2012 actual | 2013 actual |
|-------------|-------------|-------------|-------------|
| N/A | N/A | 41% | N/A |

The City commissioned AON Hewitt to conduct a voluntary employee engagement survey to all regular full and part-time employees in 2012. Over 77% of employees responded to the survey and the employee engagement level was determined to be 41% which is in the “low engagement zone” and less than the public sector comparator group. Engaged employees say good things about the City, plan to stay at the city for years to come and strive to do their best. In response to the 2012 survey data, departments and divisions have developed 34 action plans to address issues within their control. Additionally, four Corporate Employee Engagement action plans were developed to address leadership challenges. The City will conduct the survey again in 2014 and look for positive movement in our scores and areas where continued work is needed.

CORPORATE AND HUMAN RESOURCES

Performance measure

| | 2010 | 2011 | 2012 | 2013 estimated | 2014 target |
|--|-------|-------|-------|----------------|-------------|
| HR expense as a per cent of organization operating expense (Human Resources Benchmarking Network 2011 = 0.6 per cent) | .61% | .66% | .59% | .60% | .60% |
| Training cost per FTE (Percentage of payroll) (Conference Board of Canada Benchmark 2011 = \$688) | \$694 | \$476 | \$580 | \$580 | \$600 |
| Per cent positions filled internally (Human Resources Benchmarking Network 2011 = 57 per cent) | 31% | 40% | 59% | 60% | 60% |

HR expense as a per cent of organization operating expense

| 2010 | 2011 | 2012 | 2013 estimated |
|------|------|------|----------------|
| .66% | .68% | .59% | .60% |

The cost of providing Human Resources programs and services decreased by 11 per cent of the City's overall operating budget. This was achieved through operational efficiency and the trend is aligned with benchmark data reported by the Human Resources Benchmarking Network. As the City strives to be recognized as a top employer there is a greater emphasis and investment in programs such as employee wellness, employee recognition and succession planning. The City of Guelph leads some municipalities in the provision of these programs thus this measure may incrementally rise above the average as reported by the benchmark in future years.

Training costs per FTE

| 2010 | 2011 | 2012 | 2013 estimated |
|-------|-------|-------|----------------|
| \$476 | \$536 | \$579 | \$580 |

The investment in training continues to trend upward with a 21 per cent increase between 2011 and 2013. In comparison to the benchmark, the City continues to trend below our municipal comparators (\$688/employee). Underinvestment in this area may threaten the City's ability to attract and retain staff in a competitive labour market. Continued reductions in training investment may also threaten the City's mission to be recognized as a top employer. Underinvestment in training and development may also be linked with voluntary turnover.

CORPORATE AND HUMAN RESOURCES

Per cent of positions filled internally

| 2010 | 2011 | 2012 | 2013 estimated |
|------|------|------|----------------|
| 31% | 40% | 59% | 60% |

The percentage of positions filled internally has been increasing steadily since 2008, with a dramatic increase in 2012. This is attributed to a concerted effort and focus on our internal talent. The benchmark reported by other municipalities in 2012 was 52 per cent. Human Resources staff are will be conducting a workforce census and employment systems review to better understand this statistic by recognizing what the City is doing well in regard to promotion and internal movement, and to identify any possible barriers (systemic or attitudinal) that may exist for internal staff in the hiring process. The workforce census and employment systems review will also support the City's Diversity Strategy and the goals of being recognized as a top and inclusive employer.

2014 objectives

- Plan health and safety audit
- Negotiate Amalgamated Transit Union collective agreement
- Review and implement Non-union Management Employees compensation policy changes
- Execute Human Resources process mapping efficiencies
- Implement the succession planning program
- Ensure Accessibility for Ontarians with Disabilities Act employment standard compliance
- Complete workforce census and initiate employment systems review
- Complete employee engagement survey
- Develop focused employee training including Civics 101, innovation, lean and whole system thinking, and project management
- Revise corporate employee recognition program

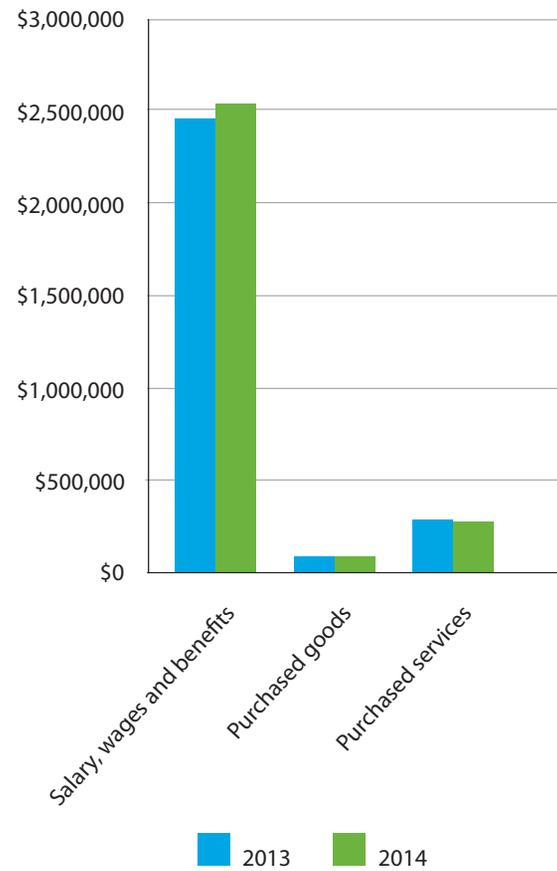
Key changes in 2014

- Decrease training expense by \$55,000 due to one time cost in 2013
- Add \$50,000 in purchased services to fund employee engagement survey

CORPORATE AND HUMAN RESOURCES

Trend analysis

Year/year expenditure comparison



CORPORATE AND HUMAN RESOURCES

2014 proposed budget

| | 2013 budget | 2014 base budget | 2014 eff/new/ growth impact from capital | 2014 requested budget | 2014 budget change | 2014 budget change |
|---|--------------------|---------------------|---|-----------------------------|--------------------------|--------------------------|
| Revenue | | | | | | |
| External recoveries | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Total revenue | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Expenditure | | | | | | |
| Salary, wage and benefits | \$2,461,968 | \$2,543,058 | \$0 | \$2,543,058 | \$81,090 | 3.3% |
| Purchased goods | \$76,075 | \$77,975 | \$0 | \$77,975 | \$1,900 | 2.5% |
| Purchased services | \$278,770 | \$269,670 | \$0 | \$269,670 | -\$9,100 | -3.3% |
| Total expenditure | \$2,816,813 | \$2,890,703 | \$0 | \$2,890,703 | \$73,890 | 2.6% |
| Net before internal charges and recoveries | \$2,816,813 | \$2,890,703 | \$0 | \$2,890,703 | \$73,890 | 2.6% |
| Internal charges and recoveries | | | | | | |
| Internal charges | \$1,100 | \$1,350 | \$0 | \$1,350 | \$250 | 22.7% |
| Internal recoveries | -\$514,600 | -\$444,500 | \$0 | -\$444,500 | \$70,100 | -13.6% |
| Total internal charges and recoveries | -\$513,500 | -\$443,150 | \$0 | -\$443,150 | \$70,350 | -13.7% |
| Net budget | \$2,303,313 | \$2,447,553 | \$0 | \$2,447,553 | \$144,240 | 6.3% |

CORPORATE AND HUMAN RESOURCES

>> Human Resources

Human Resources administers corporate functions on behalf of the City, including accommodated staffing, labour negotiations and contingency reserves.

Financial snapshot

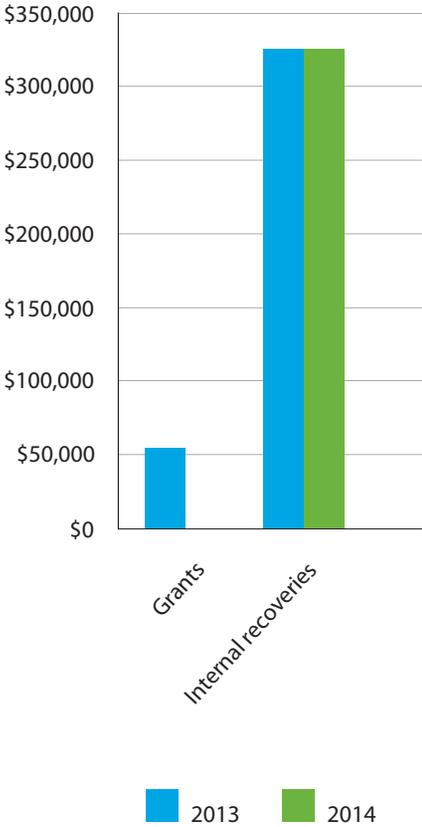
| | 2013 Budget | 2014 Requested | Year/year increase | Year/year increase | Funding sources tax-supported | User fee | Grants |
|------------------------|----------------|-------------------|-----------------------|-----------------------|----------------------------------|----------|--------|
| Human Resources | \$697,360 | \$641,550 | (\$55,810) | (8.0%) | 100.0% | | |

Key changes in 2014

- Decrease grant revenue by \$54,700 due to cancellation of Municipal Pay Equity Program
- Decrease in compensation by \$100,000 reflects expectations for retroactive payments

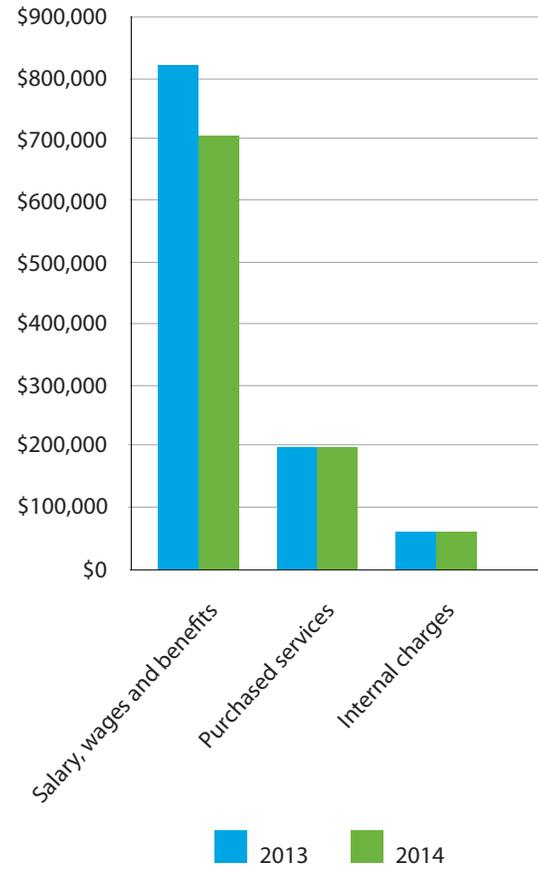
CORPORATE AND HUMAN RESOURCES

Trend analysis
Year/year revenue comparison



CORPORATE AND HUMAN RESOURCES

Year/year expenditure comparison



CORPORATE AND HUMAN RESOURCES

2014 proposed budget

| | 2013 budget | 2014 base budget | 2014 eff/new/ growth impact from capital | 2014 requested budget | 2014 budget change | 2014 budget change |
|---|--------------------|---------------------|---|-----------------------------|--------------------------|--------------------------|
| Revenue | | | | | | |
| Grants | -\$54,700 | \$0 | \$0 | \$0 | \$54,700 | -100.0% |
| Total revenue | -\$54,700 | \$0 | \$0 | \$0 | \$54,700 | -100.0% |
| Expenditure | | | | | | |
| Salary, wage and benefits | \$820,710 | \$710,200 | \$0 | \$710,200 | -\$110,510 | -13.5% |
| Purchased services | \$197,100 | \$197,100 | \$0 | \$197,100 | \$0 | 0.0% |
| Total expenditure | \$1,017,810 | \$907,300 | \$0 | \$907,300 | -\$110,510 | -10.9% |
| Net before internal charges and recoveries | \$963,110 | \$907,300 | \$0 | \$907,300 | -\$55,810 | -5.8% |
| Internal charges and recoveries | | | | | | |
| Internal charges | \$60,200 | \$60,200 | \$0 | \$60,200 | \$0 | 0.0% |
| Internal recoveries | -\$325,950 | -\$325,950 | \$0 | -\$325,950 | \$0 | 0.0% |
| Total internal charges and recoveries | -\$265,750 | -\$265,750 | \$0 | -\$265,750 | \$0 | 0.0% |
| Net budget | \$697,360 | \$641,550 | \$0 | \$641,550 | -\$55,810 | -8.0% |

>> Information Technology

Information Technology (IT) is responsible for all the City's IT operations. These include business systems, communications systems, networking, and infrastructure. The department enables the City to deliver better public service through technology.

Corporate Applications

- Provide technical support, maintenance, upgrades and consultation for systems which support City business including parking and facilities management, business and permit management, municipal connect portal with MPAC, Traffic Engineering Software, asset and inventory management, financial and human resource management systems, and municipal taxation

Client Services

- Provide support, maintenance, upgrades and service for all computer desktops, printers, mobile devices, and telephone systems through a centralized IT help desk

Technology Services

- Implement and maintain the City's communications network, data centres, databases, security, messaging, and Internet connectivity at City Hall and remote site offices

Projects and Services

- Identify the highest quality, most cost-effective, and integrated information solutions available to the City while working towards sustainable information stewardship
- Provide technical support, maintenance, upgrades and consultation for Geographic Information Systems
- Integrate and support the organization's use of new web tools, techniques, media applications, internet, intranet, and web-related systems

CORPORATE AND HUMAN RESOURCES

Financial snapshot

| | 2013 Budget | 2014 Requested | Year/year increase | Year/year increase | Funding sources tax-supported | User fee | Grants |
|-------------------------------|----------------|-------------------|-----------------------|-----------------------|----------------------------------|----------|--------|
| Information Technology | \$4,127,562 | \$4,084,125 | -\$43,437 | -1.1% | 99.8% | | 0.2% |

2013 accomplishments

- Implemented new waste collection interactive maps
- Enhanced capacity and functionality of the parking and facilities management application
- Implemented a decision-making governance model for IT projects and initiatives
- Moved public website (guelph.ca) to a new platform to comply with provincial accessibility requirements
- Developed mobile web applications for the Sleeman Centre and Economic Development via mobile websites integrated with QR codes and social media
- Provided wireless network access at all Emergency Medical Services stations and the Water Services Administration Centre
- Completed a system design and business case for wireless connectivity of City systems
- Enhanced inter-agency collaboration through a feasibility study of a City-Guelph Hydro phone system merge

Key performance measures

Operating and capital costs per staff supported with active IT account

| | 2010 | 2011 | 2012 | 2013 |
|---|---------|---------|----------|---------|
| IT cost per municipal staff member – City of Guelph | \$3,378 | \$3,549 | \$3,3735 | \$3,732 |
| IT cost per municipal staff member – OMBI | \$4,028 | \$4,994 | N/A | N/A |

Operating and capital costs as a percentage of municipal operating and capital expenditures

| | 2010 | 2011 | 2012 | 2013 |
|--|-------|-------|-------|-------|
| IT budget/City budget – City of Guelph | 1.15% | 1.56% | 1.68% | 1.78% |
| IT budget/City budget – OMBI | 1.0% | 1.6% | N/A | N/A |

CORPORATE AND HUMAN RESOURCES

Number of visits to municipal websites

| | 2010 | 2011 | 2012 | 2013 |
|----------------------------------|-------|-------|-------|-------|
| Hits per capita – City of Guelph | 16.97 | 18.59 | 24.51 | 28.77 |
| Hits per capita – OMBI | 16.9 | 16.7 | N/A | N/A |

Since the launch of the new website, mobile phone use has increased 59.5 per cent, and tablet use has grown 78.9 per cent. The City's collective social media accounts on Facebook and Twitter surpassed 30,000 followers, an increase of 57 percent from 2012. Full web and social media statistics can be found in the Corporate Communications Annual Report.

The comparative measures provided above are taken from the Ontario Municipal Chief Administrative Officers' Benchmarking Initiative (OMBI) 2011 annual report.

Statistics are the most recent available and include the following single-tier municipalities: Barrie, Calgary, Hamilton, London, Ottawa, Sudbury, Thunder-Bay, Toronto, Windsor, and Medicine Hat. City of Guelph statistics for 2012 are a combination of year-to-date actual and predicted, while 2013 are predicted numbers based on preliminary City budget submissions.

Overall, City of Guelph trends are in line with the OMBI trends, considering not all of the comparator municipalities have the same organizational structure or IT services. Cost allocation recoveries for internal services such as Finance, Human Resources and Corporate Building Maintenance are not reflected in the City of Guelph numbers since services are not budgeted in that fashion; instead, they are reflected in the OMBI numbers.

2014 objectives

- Continue implementing the Corporate Technology Strategic Plan and its associated projects and objectives within revised capital program
- Develop and implement a three-year Geographic Information System (GIS) technology plan
- Complete Joint Wireless Design implementation
- Develop a mobile communications strategy
- Implement the corporate Bring Your Own Device practice
- Complete upgrade of all City computers to Windows 7/Office 2010
- Complete upgrade of the corporate phone system
- Extend corporate phone system to Guelph Hydro
- Implement corporate IT governance processes—including project selection, ranking, reporting and monitoring—and resource management within the IT department

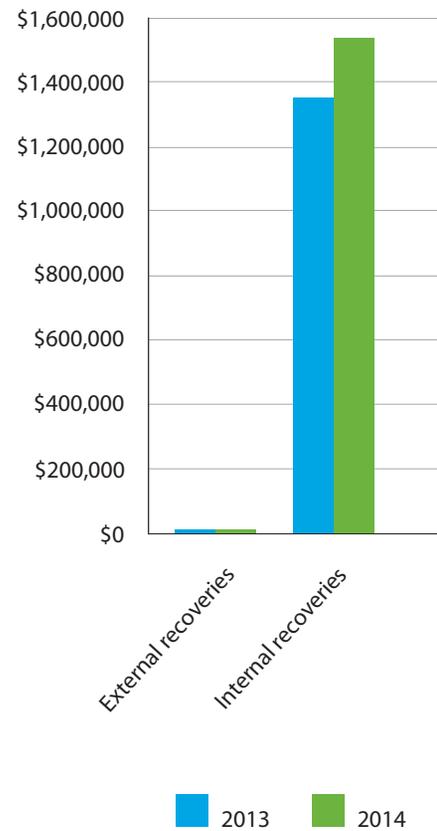
CORPORATE AND HUMAN RESOURCES

Key changes in 2014

- Increase purchased services by \$128,456 due to increased network and software maintenance and upgrades
- Allocate computing services support costs according to Ontario Municipal Benchmarking Initiative (OMBI) methodology shows an increase of \$187,900 in internal recovery

Trend analysis

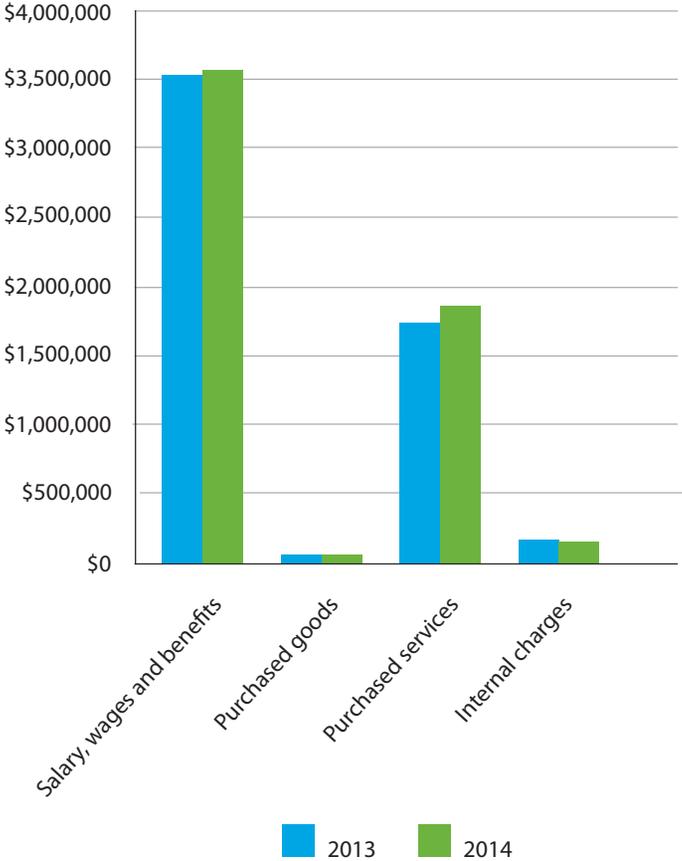
Year/year revenue comparison



2013 2014

CORPORATE AND HUMAN RESOURCES

Year/year expenditure comparison



CORPORATE AND HUMAN RESOURCES

2014 proposed budget

| | 2013 budget | 2014 base budget | 2014 eff/new/ growth impact from capital | 2014 requested budget | 2014 budget change | 2014 budget change |
|---|---------------------|---------------------|---|-----------------------------|--------------------------|--------------------------|
| Revenue | | | | | | |
| External recoveries | -\$8,000 | -\$8,000 | \$0 | -\$8,000 | \$0 | 0.0% |
| Total revenue | -\$8,000 | -\$8,000 | \$0 | -\$8,000 | \$0 | 0.0% |
| Expenditure | | | | | | |
| Salary, wage and benefits | \$3,541,188 | \$3,571,550 | \$0 | \$3,571,550 | \$30,362 | 0.9% |
| Purchased goods | \$54,100 | \$55,700 | \$0 | \$55,700 | \$1,600 | 3.0% |
| Purchased services | \$1,732,474 | \$1,860,930 | \$0 | \$1,860,930 | \$128,456 | 7.4% |
| Total expenditure | \$5,327,762 | \$5,488,180 | \$0 | \$5,488,180 | \$160,418 | 3.0% |
| Net before internal charges and recoveries | \$5,319,762 | \$5,480,180 | \$0 | \$5,480,180 | \$160,418 | 3.0% |
| Internal charges and recoveries | | | | | | |
| Internal charges | \$160,500 | \$144,545 | \$0 | \$144,545 | -\$15,955 | -9.9% |
| Internal recoveries | -\$1,352,700 | -\$1,540,600 | \$0 | -\$1,540,600 | -\$187,900 | 13.9% |
| Total internal charges and recoveries | -\$1,192,200 | -\$1,396,055 | \$0 | -\$1,396,055 | -\$203,855 | 17.1% |
| Net budget | \$4,127,562 | \$4,084,125 | \$0 | \$4,084,125 | -\$43,437 | -1.1% |

>> Legal and Realty Services

The department offers legal counsel to City Council and City departments to ensure accountability and transparency while protecting the City's interests and managing corporate risk.

Legal Services

- Provide timely, cost-effective and qualified legal advice and opinions to Council, Committees and City departments
- Represent the City before the courts, the Ontario Municipal Board, and other administrative tribunals
- Manage external counsel
- Review and prepares contracts, by-laws and other legal documentation including real estate transactions

Realty Services

- Provide site search and selection services for departments seeking additional facilities
- Negotiate realty agreements
- Administer the City's Land Encroachment By-law
- Maintain inventory of all realty interests of the City

Financial snapshot

| | 2013 Budget | 2014 Requested | Year/year increase | Year/year increase | Funding sources tax-supported | User fee | Grants |
|-----------------------|----------------|-------------------|-----------------------|-----------------------|----------------------------------|----------|--------|
| Legal Services | \$977,680 | \$1,185,591 | \$207,911 | 21.3% | 95.8% | | 4.2% |

CORPORATE AND HUMAN RESOURCES

2013 accomplishments

- Reducing the City's risk through the Procurement Project—reviewing a new Purchasing By-law and updating related documents including tenders and Requests For Proposals
- Contributed to development of new Guelph Municipal Holding Inc. (GMHI) initiatives to manage City assets better
- Collaborated with Community and Social Services on an innovative plan for the City's long-term care home designation project
- Completed trial on the issue of liability in the litigation with Urbacon
- Resolved various Ontario Municipal Board appeals of the Downtown Secondary Plan (OPA 43) and the Natural Heritage Plan (OPA 42) allowing the City to implement development and ensure a well-designed, appealing and sustainable city

Key performance measures

Use of External Consultants/Counsel

| User | 2011 budget | 2011 actual | 2012 budget | 2012 actual | 2013 budget | 2013 to Aug 31 | 2013 final estimate | 2014 target |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|----------------|---------------------|-------------|
| OMB – external consultants | | \$108,491 | | \$339,064 | | \$131,576 | \$200,000 | \$250,000 |
| OMB – external counsel | | \$134,436 | | \$232,916 | \$115,000 | \$216,583 | \$300,000 | \$150,000 |
| Litigation – external counsel | | \$245,000 | | \$365,000 | \$10,000 | \$18,990 | \$25,000 | \$25,000 |
| Opinions provided by external counsel | \$70,000 | \$15,300 | \$70,000 | \$11,116 | \$70,000 | \$18,336 | \$50,000 | \$70,000 |

CORPORATE AND HUMAN RESOURCES

Number of matters handled

(does not include litigation handled by City's insurer)

| Area of practice | 2011 | 2012 | 2013 to September | 2014 target |
|--|------|------|-------------------|-------------|
| Ongoing (prior to Jan 1) Litigation – outsourced | 8 | 7 | 5 | 5 |
| New Litigation – outsourced | 0 | 0 | 0 | 0 |
| Settled Litigation – outsourced | 1 | 2 | 0 | 5 |
| Ongoing (prior to Jan 1) Litigation – in house | 6 | 9 | 9 | 10 |
| New Litigation – in house | 11 | 11 | 5 | 5 |
| Settled Litigation – in house | 8 | 11 | 4 | 8 |
| Ongoing (prior to Jan 1) Board/Tribunal – outsourced | 1 | 2 | 4 | 2 |
| New Board/Tribunal – outsourced | 1 | 2 | 1 | 0 |
| Settled Board/Tribunal matters – outsourced | 0 | 0 | 3 | 2 |
| Ongoing (prior to Jan 1) Board/Tribunal – in house | 9 | 25 | 26 | 13 |
| New Board/Tribunal – in house | 23 | 17 | 6 | 5 |
| Settled Board/Tribunal matters – in house | 7 | 16 | 19 | 13 |
| By-law Review | 14 | 13 | 13 | 15 |
| Agreement Review | 38 | 60 | 50 | 80 |
| Opinion Work | 174 | 136 | 147 | 175 |

Realty Services Revenue

| Service | 2011 actual | 2012 actual | 2013 budget | 2013 actual to Sept | Estimated 2013 final | 2014 target |
|----------------------------|-------------|-------------|-------------|---------------------|----------------------|-------------|
| Registration of agreements | \$6,787 | \$18,224 | \$23,500 | \$34,670 | \$36,000 | \$23,500 |

CORPORATE AND HUMAN RESOURCES

Realty Services Statistics

| Service | 2011 | 2012 | 2013 actual to Sept | Estimated 2013 final | 2014 estimate |
|--------------------------------------|-------------|-------------|---------------------|----------------------|---------------|
| Total \$ value of transactions | \$2,140,000 | \$1,830,000 | \$308,000 | \$308,000 | Unknown |
| Acquisitions (land) | 25 | 37 | 8 | Unknown | Unknown |
| Dispositions (land) | 9 | 3 | 1 | Unknown | Unknown |
| Title searches | 2,667 | 2,240 | 1,795 | 2,000 | 2000 |
| Number of registration of agreements | 80 | 50 | 49 | 70 | 70 |
| Encroachment agreements | 10 | 25 | 15 | 20 | 10 |
| Site Plan agreements | | 5 | 15 | 20 | 20 |

2014 objectives

- Complete phase two of the Urbacon litigation and the hearings of the Ontario Municipal Board appeals on the Downtown Secondary Plan (OPA 43) and the Natural Heritage Plan (OPA 42)
- Complete the Procurement Project
- Complete the long-term care home designation project
- Develop new Delegation of Authority By-law for consideration by Council
- Implement systems for a database of real property interests of the City and contract management

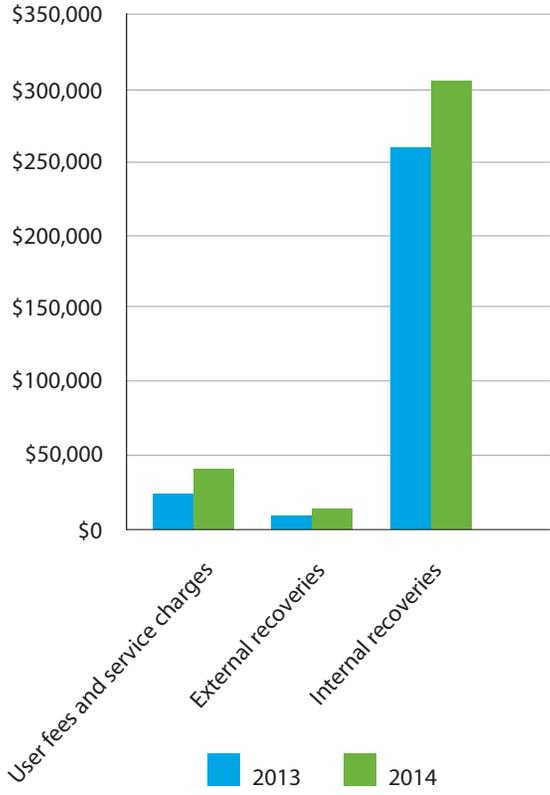
Key changes in 2014

- Increase legal cost by \$200,000 to align budget with actual costs—prevent or mitigate year-end shortfall
- \$125,000 Increase in compensation is completely offset by the decrease in legal consulting fees
- Allocating legal support costs according to Ontario Municipal Benchmarking Initiative (OMBI) methodology shows an increase of \$45,800 in internal recoveries
- Increase registration revenue by \$16,500 due to volume of site plan agreements

CORPORATE AND HUMAN RESOURCES

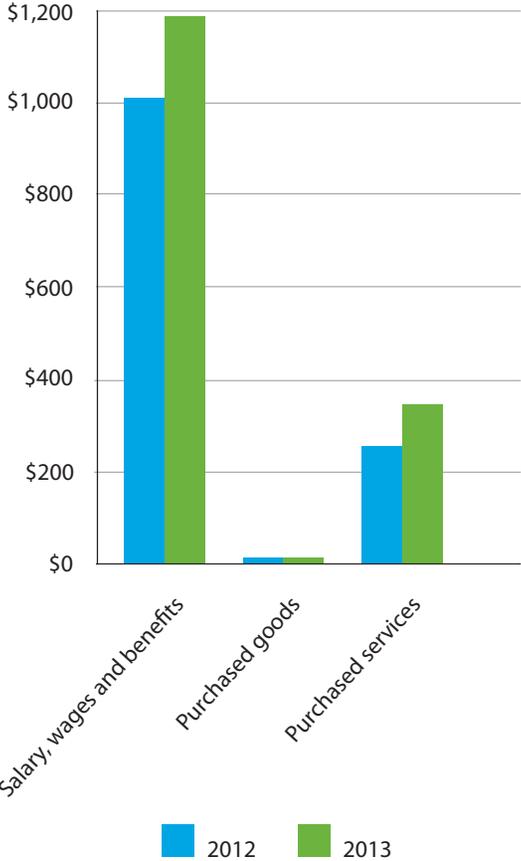
Trend analysis

Year/year revenue comparison



CORPORATE AND HUMAN RESOURCES

Year/year expenditure comparison



CORPORATE AND HUMAN RESOURCES

2014 proposed budget

| | 2013 budget | 2014 base budget | 2014 eff/new/ growth impact from capital | 2014 requested budget | 2014 budget change | 2014 budget change |
|---|--------------------|---------------------|---|-----------------------------|--------------------------|--------------------------|
| Revenue | | | | | | |
| User fees and service charges | -\$23,500 | -\$40,000 | \$0 | -\$40,000 | -\$16,500 | 70.2% |
| External recoveries | -\$12,500 | -\$12,500 | \$0 | -\$12,500 | \$0 | 0.0% |
| Total revenue | -\$36,000 | -\$52,500 | \$0 | -\$52,500 | -\$16,500 | 45.8% |
| Expenditure | | | | | | |
| Salary, wage and benefits | \$1,009,080 | \$1,188,200 | \$0 | \$1,188,200 | \$179,120 | 17.8% |
| Purchased goods | \$10,100 | \$10,400 | \$0 | \$10,400 | \$300 | 3.0% |
| Purchased services | \$252,000 | \$342,461 | \$0 | \$342,461 | \$90,461 | 35.9% |
| Total expenditure | \$1,271,180 | \$1,541,061 | \$0 | \$1,541,061 | \$269,881 | 21.2% |
| Net before internal charges and recoveries | \$1,235,180 | \$1,488,561 | \$0 | \$1,488,561 | \$253,381 | 20.5% |
| Internal charges and recoveries | | | | | | |
| Internal charges | \$1,200 | \$1,530 | \$0 | \$1,530 | \$330 | 27.5% |
| Internal recoveries | -\$258,700 | -\$304,500 | \$0 | -\$304,500 | -\$45,800 | 17.7% |
| Total internal charges and recoveries | -\$257,500 | -\$302,970 | \$0 | -\$302,970 | -\$45,470 | 17.7% |
| Net budget | \$977,680 | \$1,185,591 | \$0 | \$1,185,591 | \$207,911 | 21.3% |