



# Tax-supported Operating Strategy

2015 approved Operating Budget and Forecast

## OFFICE OF THE MAYOR

The Office of the Mayor leads and represents the City in dealing with citizens, elected officials, dignitaries, media, as well as other levels of government and is committed to providing exceptional service to the community in ways that are respectful, accessible, fair and transparent.

The Office of the Mayor supports the Mayor in the execution of duties as articulated in the Municipal Act, 2001.

- Act as Chief Executive Officer of the municipality
  - Uphold and promote the purposes of the municipality
  - Promote public involvement in the municipality's activities
  - Act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally
  - Participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents
- Preside over council meetings so that its business can be carried out efficiently and effectively
  - Provide leadership to the council
  - Provide information and recommendations to the council with respect to the role of council in ensuring that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council and in ensuring the accountability and transparency of the operations of the municipality, including the activities of the senior management
  - Represent the municipality at official functions
  - Carry out the duties of the head of council under this or any other Act

# OFFICE OF THE MAYOR

## Organizational structure

### Office of the Mayor

#### Mayor

**Cam Guthrie**  
 519-837-5643  
 mayor@guelph.ca  
 Twitter @camguthrie

#### Executive Assistant

**Besty Puthon**  
 519-822-1260 x 2286  
 besty.puthon@guelph.ca

#### Communications Assistant

**Kate Sullivan**  
 519-822-1260 x 2558  
 kate.sullivan@guelph.ca

## Financial snapshot

	2014	2015	Yr/Yr	Yr/Yr	Funding Sources		
	Budget	Approved	Increase (\$)	Increase (%)	Tax Supported %	User Fee %	Grants %
<b>Office of the Mayor</b>	\$356,120	\$379,350	\$23,230	6.5%	100.0%	0.0%	0.0%

## OFFICE OF THE MAYOR

### 2014 accomplishments

- Mayor Farbridge was elected Vice-Chair of the Large Urban Mayor's Caucus of Ontario (LUMCO), a group of mayors within the Association of Municipalities of Ontario (AMO) that represents urban municipalities to other levels of government
- Led the development of a new online User Guide to Local Government, which is available to the public, and corresponding Municipal Leadership Development Program, including an Orientation Program for the next term of Council
- Supported the execution of the Intergovernmental Strategy; for example, represented Guelph in a successful advocacy effort to bring all-day, two-way GO train service to Guelph and Wellington Region
- Led a trade mission to Germany with the Guelph Chamber of Commerce to attract energy-sector investment and jobs to Guelph

### 2015 objectives

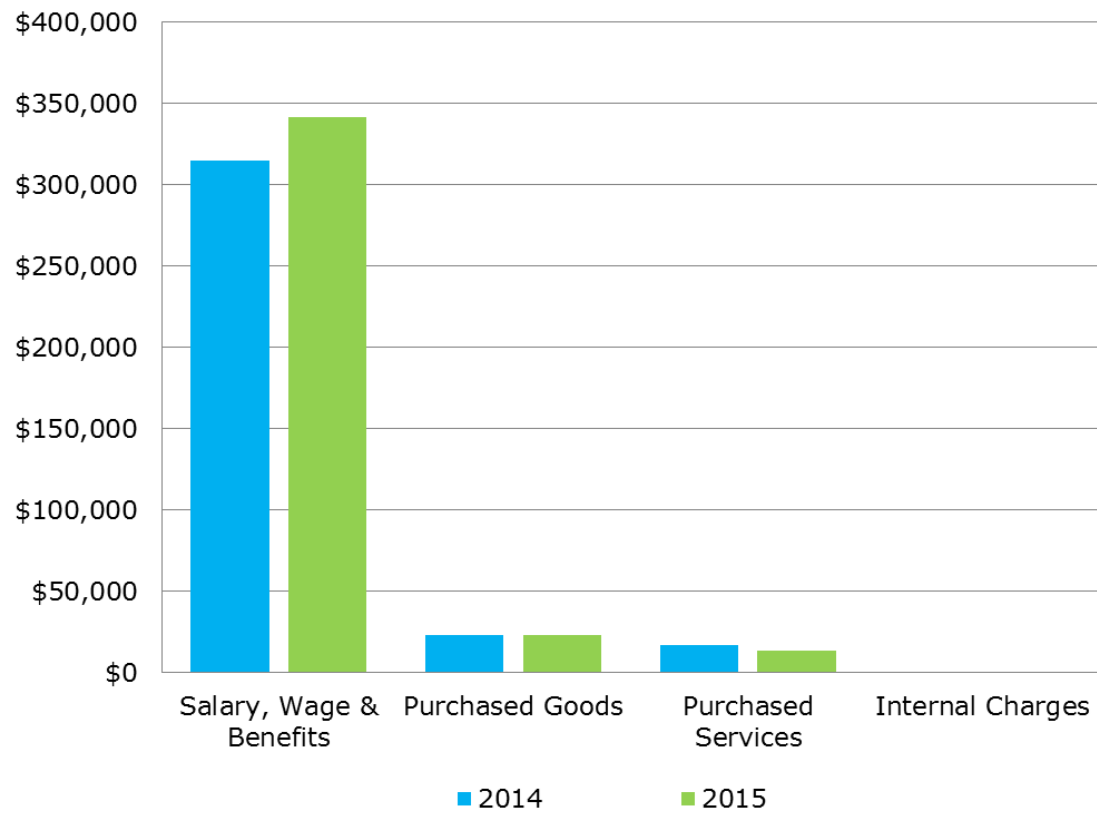
- Successfully orient members (new and returning) of Council and implement the new Municipal Leadership Development Program, including the Orientation Program
- Support the implementation of Council strategic priorities such as Guelph Wellbeing and the Open Government Action Plan

### Key changes in 2015

- \$26,800 increase compensation due to economic increases and council approved 2014 Citizens Review Committee recommendations
- \$3,500 reduction in purchased services due to elimination of consulting services

Trend analysis

### Mayor Year/year Expenditures Comparison



# OFFICE OF THE MAYOR

## 2015 approved budget

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
<b>Total Revenue</b>	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Expenditure</b>						
Salary, Wage & Benefits	\$315,100	\$341,900	\$0	\$341,900	\$26,800	8.5%
Purchased Goods	\$22,900	\$23,200	\$0	\$23,200	\$300	1.3%
Purchased Services	\$17,250	\$13,550	\$0	\$13,550	(\$3,700)	(21.4%)
<b>Total Expenditure</b>	<b>\$355,250</b>	<b>\$378,650</b>	<b>\$0</b>	<b>\$378,650</b>	<b>\$23,400</b>	<b>6.6%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$355,250</b>	<b>\$378,650</b>	<b>\$0</b>	<b>\$378,650</b>	<b>\$23,400</b>	<b>6.6%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$870	\$700	\$0	\$700	(\$170)	(19.5%)
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$870</b>	<b>\$700</b>	<b>\$0</b>	<b>\$700</b>	<b>(\$170)</b>	<b>(19.5%)</b>
<b>Net Budget</b>	<b>\$356,120</b>	<b>\$379,350</b>	<b>\$0</b>	<b>\$379,350</b>	<b>\$23,230</b>	<b>6.5%</b>

## CITY COUNCIL

The City Council budget provides resources to support the role of members of Council in fulfilling their duties under the Municipal Act and includes compensation, office supplies, communications and professional development and training.

- The role of Council is articulated in the Municipal Act, 2001
- Represent the public
- Consider the well-being and interests of the municipality
- Develop and evaluate municipal policies and programs
- Determine which services the municipality provides
- Ensure administrative and controllership policies, practices and procedures are in place to implement Council decisions
- Ensure accountability and transparency of municipal operations
- Maintain the financial integrity of the municipality
- Carry out the duties of Council under this and any other Act

# CITY COUNCIL

## Councillors

<p><b>Ward 1</b></p>		<p><b>Dan Gibson</b>            Elected Councillor in 2014            T 519-822-1260 x 2502            E dan.gibson@guelph.ca</p>		<p><b>Bob Bell</b>            Re-elected Councillor in 2014            T 519-803-5543            E bob.bell@guelph.ca</p>
<p><b>Ward 2</b></p>		<p><b>James Gordon</b>            Elected Councillor in 2014            T 519-822-1260 x 2504            E james.gordon@guelph.ca</p>		<p><b>Andy Van Hellemond</b>            Re-elected Councillor in 2014            T 519-822-1260 x 2503            E andy.vanhellemond@guelph.ca</p>
<p><b>Ward 3</b></p>		<p><b>Phil Allt</b>            Elected Councillor in 2014            T 519-822-1260 x 2510            E phil.allt@guelph.ca</p>		<p><b>June Hofland</b>            Re-elected Councillor in 2014            T 519-822-1260 x 2505            E june.hofland@guelph.ca</p>
<p><b>Ward 4</b></p>		<p><b>Mike Salisbury</b>            Councillor 2006-2010            Elected in 2014            T 519-822-1260 x 2512            E mike.salisbury@guelph.ca</p>		<p><b>Christine Billings</b>            Councillor 2003-2010            Elected Councillor in 2014            T 519-826-0567            E christine.billings@guelph.ca</p>
<p><b>Ward 5</b></p>		<p><b>Leanne Piper</b>            Re-elected Councillor in 2014            T 519-822-1260 x 2295            E leanne.piper@guelph.ca</p>		<p><b>Cathy Downer</b>            Councillor 2000-2006            Elected Councillor in 2014            T 519-822-1260 x 2294            E cathy.downer@guelph.ca</p>
<p><b>Ward 6</b></p>		<p><b>Mark MacKinnon</b>            Elected Councillor in 2014            T 519-822-1260 x 2296            E mark.mackinnon@guelph.ca</p>		<p><b>Karl Wettstein</b>            Re-elected Councillor in 2014            T 519-822-1260 x 2297            E karl.wettstein@guelph.ca</p>



# CITY COUNCIL

## Financial snapshot

	2014	2015	Yr/Yr	Yr/Yr	Funding Sources		
	Budget	Approved	Increase (\$)	Increase (%)	Tax Supported %	User Fee %	Grants %
<b>City Council</b>	\$523,700	\$564,800	\$41,100	7.8%	100.0%	0.0%	0.0%

### 2014 accomplishments

- Participated in training opportunities, including attendance at Large Urban Mayor’s Caucus of Ontario (LUMCO), Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM), Making Liveable Cities Conference

### 2015 objectives

- Successfully orient council members (new and returning) using the new Municipal Leadership Development Program, including the Orientation Program
- Implement change information technology program for Council as we move to paperless agenda packages for Council and generate efficiencies in staff time and reduce printing costs

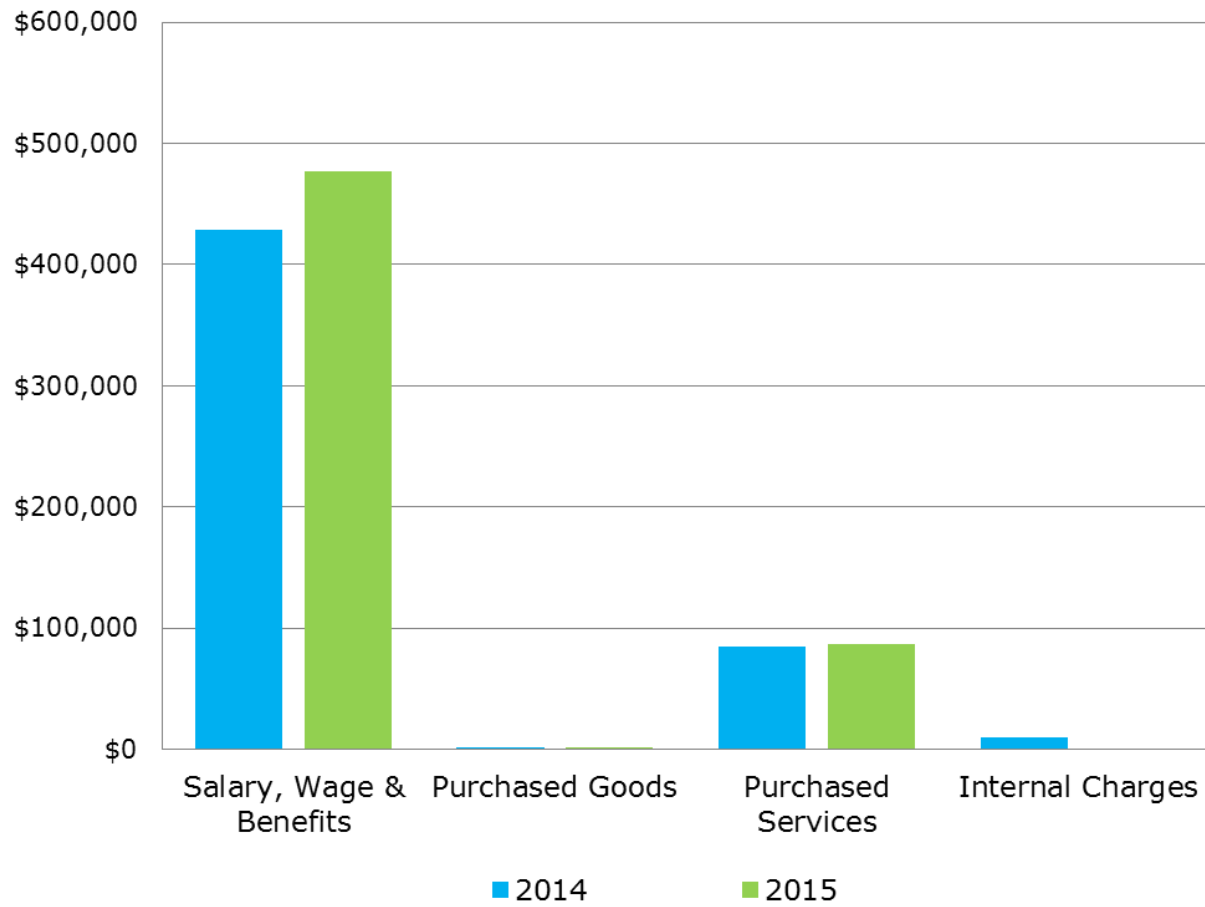
### Key changes in 2015

- \$48,800 increase salaries and wages due to compensation adjustment after the 2014 Citizens Review Committee recommendations
- Elimination of reserve transfer \$10,000 that was used to fund Integrity Commissioner investigations

# CITY COUNCIL

## Trend analysis

### Council Year/year Expenditures Comparison



# CITY COUNCIL

## 2015 approved budget

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
<b>Total Revenue</b>	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Expenditure</b>						
Salary, Wage & Benefits	\$428,200	\$477,000	\$0	\$477,000	\$48,800	11.4%
Purchased Goods	\$1,200	\$1,200	\$0	\$1,200	\$0	0.0%
Purchased Services	\$84,300	\$86,600	\$0	\$86,600	\$2,300	2.7%
<b>Total Expenditure</b>	<b>\$513,700</b>	<b>\$564,800</b>	<b>\$0</b>	<b>\$564,800</b>	<b>\$51,100</b>	<b>9.9%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$513,700</b>	<b>\$564,800</b>	<b>\$0</b>	<b>\$564,800</b>	<b>\$51,100</b>	<b>9.9%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$10,000	\$0	\$0	\$0	(\$10,000)	(100.0%)
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$10,000)</b>	<b>(100.0%)</b>
<b>Net Budget</b>	<b>\$523,700</b>	<b>\$564,800</b>	<b>\$0</b>	<b>\$564,800</b>	<b>\$41,100</b>	<b>7.8%</b>

## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Within the authorities delegated by City Council, this office leads the administration of the City of Guelph to achieve its mission to build an exceptional city by providing outstanding municipal service and value. The Office of the Chief Administrative Officer (CAO) provides leadership and oversight to Strategic Planning and Corporate Initiatives, Intergovernmental and public affairs, the Internal Auditor and the Executive Team.

- Provide information and advice to Council for the purpose of decision making and by-law approval
- Facilitate the implementation of Council decisions
- Provide leadership and direction to the organization for the purpose of administrating the business affairs of the corporation and reporting on its performance
- Attend to the interests of the corporation on federal, provincial, regional or local intergovernmental matters
- Build partnerships and professional stakeholder relationships
- Develop strategic plans, principles and policies that position the corporation to achieve its vision and mission
- Address strategic issues and special corporate initiatives
- Provide independent assurance and consulting function to the corporation for evaluating and improving the effectiveness of risk management, control and governance processes

# OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

## Organizational structure

# Office of the Chief Administrative Officer



## Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources Tax Supported %	User Fee %	Grants %
<b>CAO Administration</b>	\$1,286,814	\$1,383,529	\$96,715	7.5%	96.4%	3.6%	0.0%

# OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

## 2014 accomplishments

- Advanced employee engagement, grew leadership and increased front line participation in decision making by sponsoring the City's *Leadership Charter*, a *Leave for Change* program and a *Guelph version of Dragons Den* (an innovation pilot project that resulted in front line efficiencies and improvements)
- Worked with regional municipal partners and local stakeholders to successfully advocate for a provincial budget commitment to expand *Two-way GO train service* on the Kitchener (Guelph) line
- Increased accountability and transparency by opening Government to the community by launching an integrated *Council Orientation and Leadership Program* and public-facing *User Guide to Local Government*
- Championed the development of a standard system of Program/Project Management and introduced a Corporate Work Plan template (prototype) and Business Case Tools
- Undertook five key audits including corporate-wide overtime resulting in zero-based overtime budgets and significant changes in policies; created the Business Performance Specialist role to implement business process improvements and service optimization; and delivered the first Annual Report for Internal Audit
- Continued the implementation of Enterprise Risk Management by conducting 11 risk assessments for corporate projects

## 2015 objectives

- Encourage Council to establish a *Shared Council Agenda* (Council Priorities for the term of Council)
- Advance Guelph's positive corporate reputation with other levels of government and stakeholders
- Advance our assessment of corporate risk via Corporate Enterprise Management/Risk Management, Project Management/tools
- Exhibit by practice, the principles of the Leadership Charter and continue to improve employee engagement
- Sponsor and advance Open Government and a Citizen's-first perspective through initiatives aligned to the principles of transparency, accountability, innovation and participation.

## Key changes in 2015

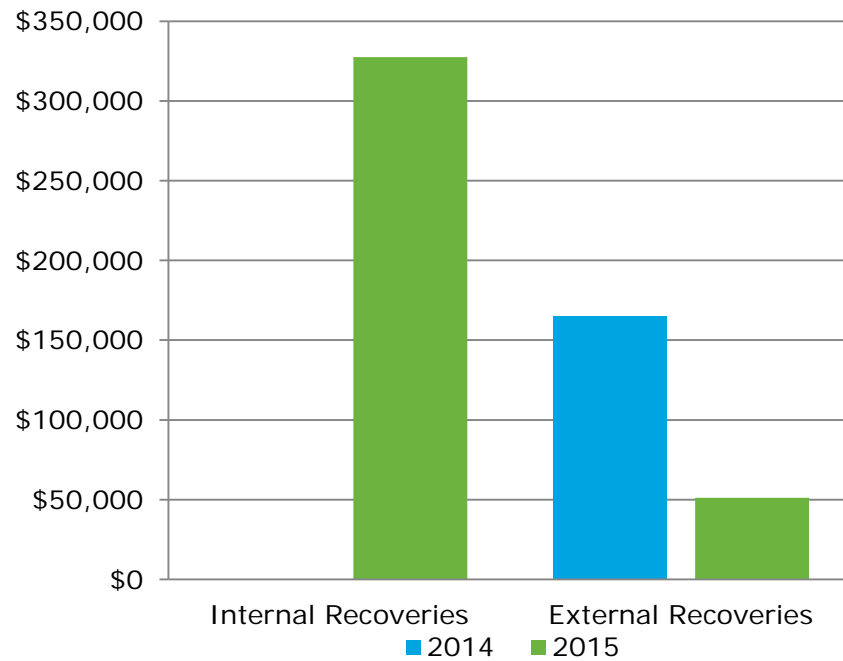
- Increase compensation due to economic increase, job reallocation and evaluation for Internal Audit and Strategic Planning
- Purchased services increase \$11,400 mainly due to consulting related to Internal Audit functions, travel and training offset by reduction in other purchased services
- \$4,700 increase in purchased goods mainly due to office expenses to align with historical actuals
- Increase in audit and strategic planning interdepartmental recoveries

# OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

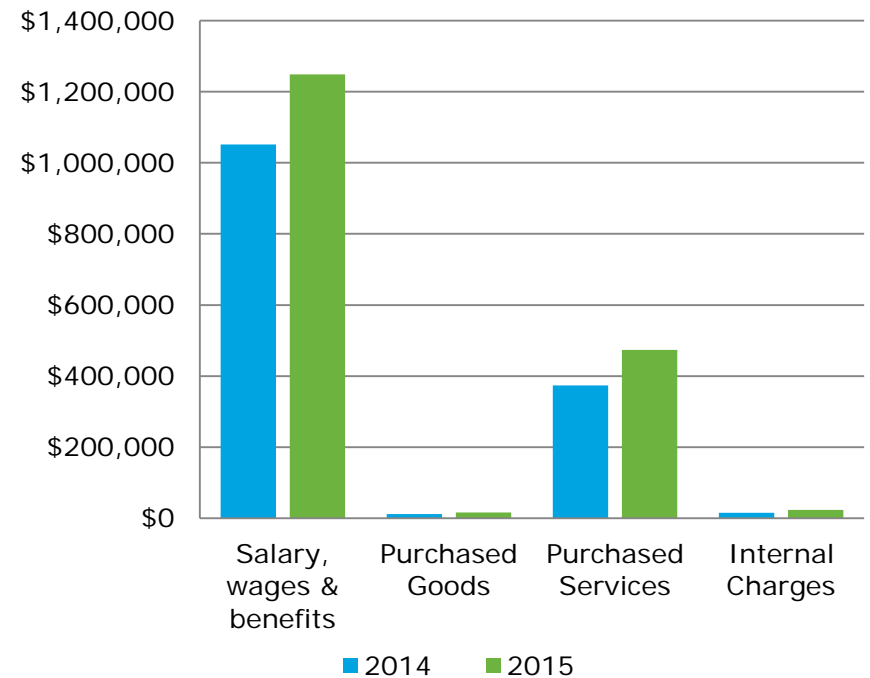
- Added one FTE for open government action plan fully recovered from gapping reserve \$204,000

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

### 2015 approved budget

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
Revenue						
External Recoveries	(\$165,400)	(\$51,200)	\$0	(\$51,200)	\$114,200	(69.0%)
<b>Total Revenue</b>	<b>(\$165,400)</b>	<b>(\$51,200)</b>	<b>\$0</b>	<b>(\$51,200)</b>	<b>\$114,200</b>	<b>(69.0%)</b>
Expenditure						
Salary, Wage & Benefits	\$1,051,400	\$1,141,100	\$107,700	\$1,248,800	\$197,400	18.8%
Purchased Goods	\$11,600	\$16,250	\$0	\$16,250	\$4,650	40.1%
Purchased Services	\$373,399	\$384,779	\$88,500	\$473,279	\$99,880	26.7%
<b>Total Expenditure</b>	<b>\$1,436,399</b>	<b>\$1,542,129</b>	<b>\$196,200</b>	<b>\$1,738,329</b>	<b>\$301,930</b>	<b>21.0%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$1,270,999</b>	<b>\$1,490,929</b>	<b>\$196,200</b>	<b>\$1,687,129</b>	<b>\$416,130</b>	<b>32.7%</b>
Internal Charges & Recoveries						
Internal Charges	\$15,815	\$15,800	\$8,000	\$23,800	\$7,985	50.5%
Internal Recoveries	\$0	(\$123,200)	(\$204,200)	(\$327,400)	(\$327,400)	0.0%
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$15,815</b>	<b>(\$107,400)</b>	<b>(\$196,200)</b>	<b>(\$303,600)</b>	<b>(\$319,415)</b>	<b>(2,019.7%)</b>
<b>Net Budget</b>	<b>\$1,286,814</b>	<b>\$1,383,529</b>	<b>\$0</b>	<b>\$1,383,529</b>	<b>\$96,715</b>	<b>7.5%</b>



## CORPORATE SERVICES

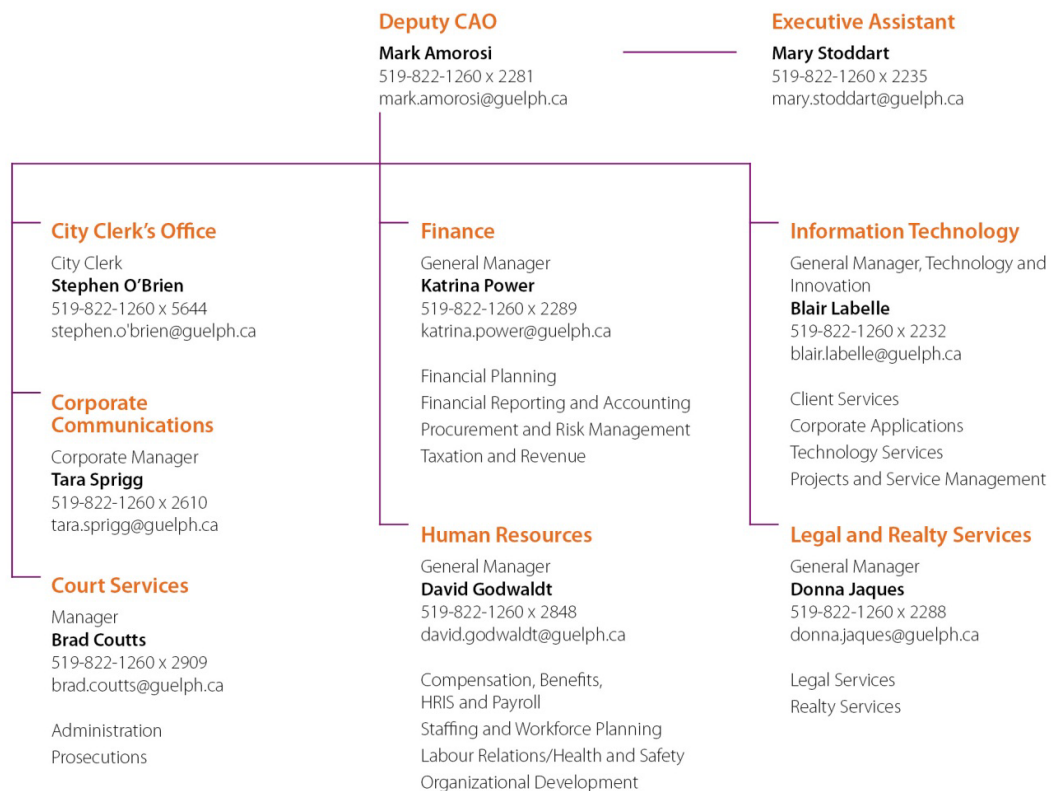
Corporate Services supports all City departments in providing outstanding municipal service and value to the community. The City Clerk's Office, Corporate Communications, Finance, Human Resources, Information Technology, and Legal and Realty Services provide proactive advisory, information and service 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 (Chapter 5).*

# CORPORATE SERVICES

## Organizational structure

### Corporate Services



## Financial snapshot

	2014	2015	Yr/Yr	Yr/Yr	Funding Sources		
	Budget	Approved	Increase (\$)	Increase (%)	Tax Supported %	User Fee %	Grants %
<b>Corporate Services</b>	\$12,415,571	\$12,472,949	\$57,378	0.5%	90.6%	9.4%	0.0%

## CORPORATE SERVICES

### City Clerk's Office

The City Clerk's Office coordinates and supports various responsibilities required under provincial legislation. The City Clerk's Office provides internal and public support services.

- Secretariat support to Council and Committees of Council—meeting management, citizen appointments, statutory notices, legislation coordination and vital statistics
- Documentation of the official record of the actions of Council
- Management of the City's records and information holdings
- Oversight of the City's compliance with privacy legislation including processing of freedom of information requests
- Administration and delivery of the municipal and school board elections
- Delivery of marriage services and provide commissioning services for affidavits
- Support of the City's Open Government initiatives

### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>City Clerk's Office</b>	\$869,340	\$855,730	(\$13,610)	(1.6%)	70.4%	29.6%	0.0%

## CORPORATE SERVICES

### 2014 accomplishments

- Completed a corporate records inventory assessment and brought forward a revised records retention by-law, which was approved by Council, to support the development of a Records and Information Management Strategy for the City
- Completed 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
- Planned and delivered the 2014 Municipal Election including obtaining Council's approval to introduce Internet voting, establishing and operating more than 30 voting locations, hiring more than 250 election day staff and providing 442 hours in which residents could vote (internet, advance and election day voting)
- Coordinated 43 off-site marriage ceremonies outside of business hours in response to public demand

### 2015 objectives

- Support the Council orientation program for members of Council seated for the 2014-2018 term
- Assist in the implementation of the City's Open Government Action Plan, 2015-2020
- Initiate delivery and roll-out of the Records and Information Management Strategy

- Initiate a meeting management review process for Council and its Committees in order to ensure appropriate supports are in place for the City's governance structure
- Initiate a Council composition and employment status review to help guide the future composition of Guelph City Council

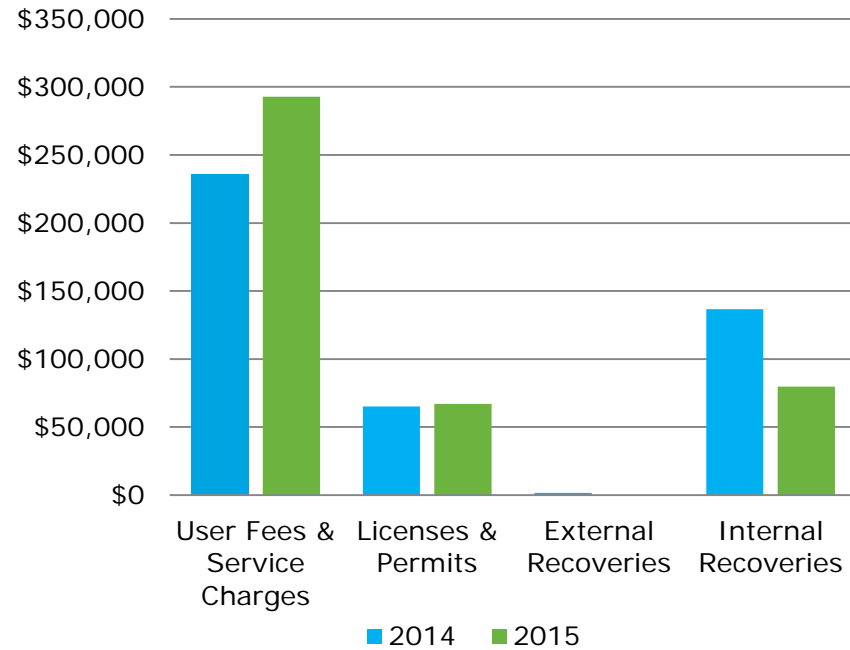
### Key changes in 2015

- \$57,250 increase in user fees to reflect anticipated demand for services and Committee of Adjustment approved fee increases
- \$54,400 increase in salary and benefits for the expansion of one FTE - Assistant Secretary Treasurer position
- \$16,700 increase in purchased services for catering for council and committee meetings
- \$80,000 decrease in internal charges due to removal of staff chargeback for Committee of Adjustment
- \$50,000 decrease in internal recoveries to reflect the remaining funding allocated to Records Management from the Strategic Initiatives Reserve

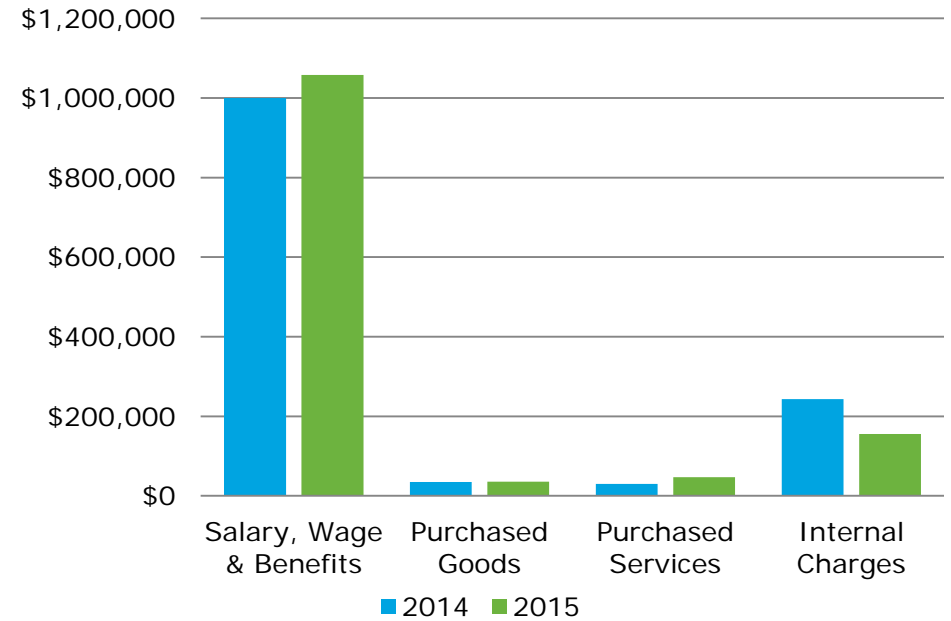
# CORPORATE SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## CORPORATE SERVICES

### 2015 approved budget: City Clerk's Office

	2014	2015	2015	2015	2015	2015
	Budget	Base Budget	Investments	Approved Budget	Budget Change \$	Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$235,500)	(\$247,750)	(\$45,000)	(\$292,750)	(\$57,250)	24.3%
Product Sales	\$0	\$0	\$0	\$0	\$0	0.0%
Licenses & Permits	(\$65,000)	(\$67,000)	\$0	(\$67,000)	(\$2,000)	3.1%
External Recoveries	(\$1,500)	\$0	\$0	\$0	\$1,500	(100.0%)
<b>Total Revenue</b>	<b>(\$302,000)</b>	<b>(\$314,750)</b>	<b>(\$45,000)</b>	<b>(\$359,750)</b>	<b>(\$57,750)</b>	<b>19.1%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$1,000,100	\$996,000	\$61,500	\$1,057,500	\$57,400	5.7%
Purchased Goods	\$34,900	\$35,600	\$0	\$35,600	\$700	2.0%
Purchased Services	\$29,980	\$46,380	\$300	\$46,680	\$16,700	55.7%
Financial Expenses	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Expenditure</b>	<b>\$1,064,980</b>	<b>\$1,077,980</b>	<b>\$61,800</b>	<b>\$1,139,780</b>	<b>\$74,800</b>	<b>7.0%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$762,980</b>	<b>\$763,230</b>	<b>\$16,800</b>	<b>\$780,030</b>	<b>\$17,050</b>	<b>2.2%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$242,940	\$149,000	\$6,300	\$155,300	(\$87,640)	(36.1%)
Internal Recoveries	(\$136,580)	(\$79,600)	\$0	(\$79,600)	\$56,980	(41.7%)
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$106,360</b>	<b>\$69,400</b>	<b>\$6,300</b>	<b>\$75,700</b>	<b>(\$30,660)</b>	<b>(28.8%)</b>
<b>Net Budget</b>	<b>\$869,340</b>	<b>\$832,630</b>	<b>\$23,100</b>	<b>\$855,730</b>	<b>(\$13,610)</b>	<b>(1.6%)</b>

## CORPORATE SERVICES

### Corporate Communications

The City's Corporate Communications Department provides leadership, advice and expertise in public relations and marketing to increase awareness of City services and participation in the municipal process.

Corporate Communications provides strategic and tactical communications services that enable the City to meet its business and service goals by:

- Supporting and encouraging an engaged community that participates in the public involvement process and recognizes its role in addressing issues and contributing to municipal policy and solutions
- Establishing and building on mutually beneficial, trustworthy relationships with stakeholders
- Enhancing staff's capacity to anticipate and respond to issues effectively
- Enhancing communication within the organization
- Informing citizens about the City services, initiatives and activities

### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Corporate Communications</b>	\$697,830	\$691,180	(\$6,650)	(1.0%)	83.1%	16.9%	0.0%

## CORPORATE SERVICES

### 2014 accomplishments

- Expanded the City's social media presence beyond regular business hours to be able to engage and assist citizens when they need us
- Developed and rolled out an organization-wide social media framework to help the City deliver outstanding municipal service and strengthen citizen engagement
- Led the strategic management of issues, building stakeholder relationships, avoiding unnecessary escalation and mitigating risk
- Coordinated and delivered issues management training to employees throughout the organization
- Developed and executed a multi-faceted, multi-phase communications strategy to support the 2014 municipal election, ensure voter awareness and increase voter turnout

### 2015 objectives

- Develop a corporate advertising policy
- Complete phase two of the needs assessment and communications audit leading to a better-functioning department, better equipped to meet the needs of the organization

### Key changes in 2015

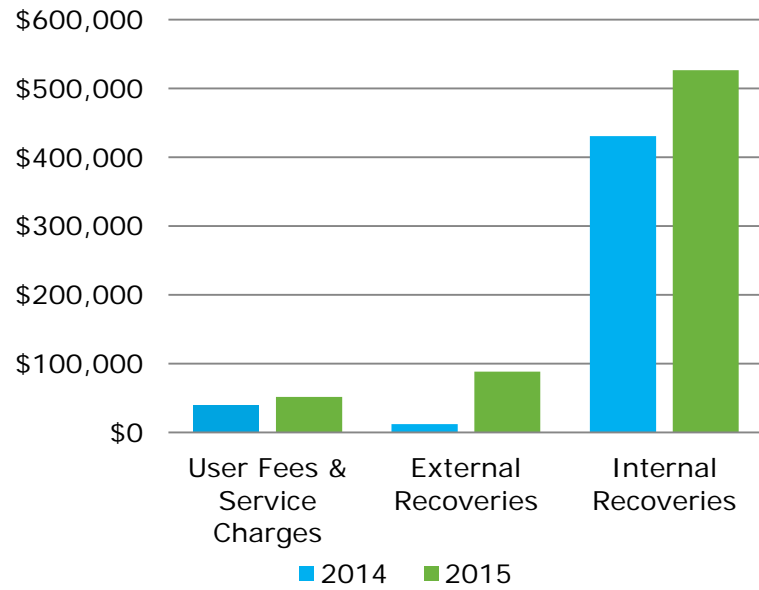
- \$76,300 increase in external recoveries for in-house graphic design and advertising
- \$177,100 increase in salary, wage and benefits for the expansion of one FTE – Graphic Designer and overtime budget increase to address required service level increase
- \$24,900 increase in purchased goods for printing and reproduction costs
- \$22,600 decrease in purchased services promotion costs
- \$74,900 and \$20,800 increase, respectively, for internal advertising recoveries related to OMBI allocations and City News charges



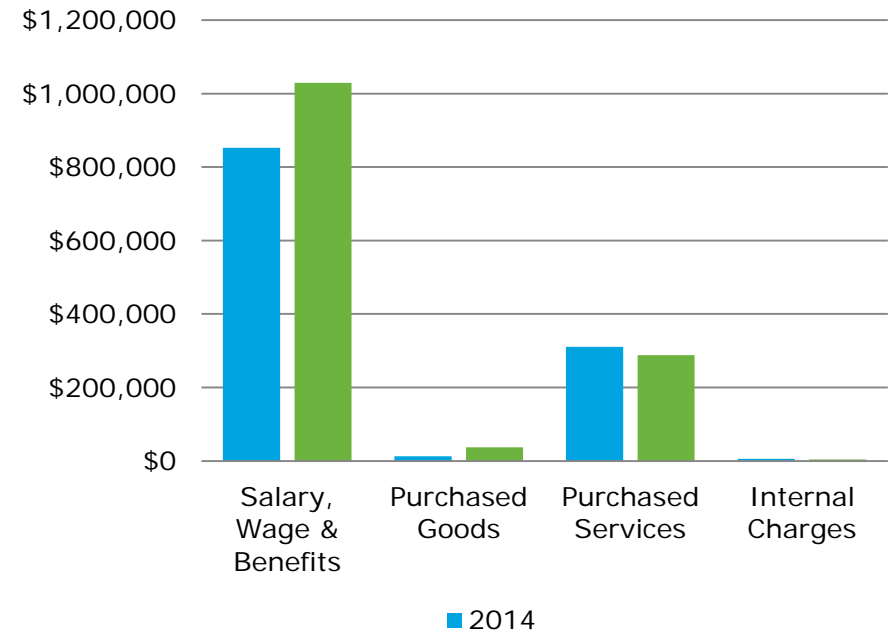
# CORPORATE SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## CORPORATE SERVICES

### 2015 approved budget: Corporate Communications

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$40,000)	(\$52,000)	\$0	(\$52,000)	(\$12,000)	30.0%
External Recoveries	(\$12,420)	(\$21,020)	(\$67,700)	(\$88,720)	(\$76,300)	614.3%
<b>Total Revenue</b>	<b>(\$52,420)</b>	<b>(\$73,020)</b>	<b>(\$67,700)</b>	<b>(\$140,720)</b>	<b>(\$88,300)</b>	<b>168.4%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$852,400	\$962,200	\$67,300	\$1,029,500	\$177,100	20.8%
Purchased Goods	\$12,400	\$37,300	\$0	\$37,300	\$24,900	200.8%
Purchased Services	\$310,400	\$287,400	\$400	\$287,800	(\$22,600)	(7.3%)
Financial Expenses	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Expenditure</b>	<b>\$1,175,200</b>	<b>\$1,286,900</b>	<b>\$67,700</b>	<b>\$1,354,600</b>	<b>\$179,400</b>	<b>15.3%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$1,122,780</b>	<b>\$1,213,880</b>	<b>\$0</b>	<b>\$1,213,880</b>	<b>\$91,100</b>	<b>8.1%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$5,850	\$3,800	\$0	\$3,800	(\$2,050)	(35.0%)
Internal Recoveries	(\$430,800)	(\$526,500)	\$0	(\$526,500)	(\$95,700)	22.2%
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$424,950)</b>	<b>(\$522,700)</b>	<b>\$0</b>	<b>(\$522,700)</b>	<b>(\$97,750)</b>	<b>23.0%</b>
<b>Net Budget</b>	<b>\$697,830</b>	<b>\$691,180</b>	<b>\$0</b>	<b>\$691,180</b>	<b>(\$6,650)</b>	<b>(1.0%)</b>

# CORPORATE SERVICES

## Finance

The Finance Department ensures financial accountability and transparency of the organization and helps make Guelph an economically resilient city. Finance is responsible for financial planning and budgeting, procurement and risk management, financial reporting and accounting, and taxation. Finance also provides advice and analysis to the City, and supports Council in making decisions to maintain the municipality's financial integrity in compliance with the Municipal Act, 2001.

### Financial Planning and Budgeting

- Provide long-range financial plans and strategic advice to City Council
- Support budget preparation and analysis for all City departments
- Monitor expenses and revenues in compliance with governing policies and legislation
- Develop user-fee models and perform rate analysis

### Procurement and Risk Management

- Purchase goods and services using open and transparent processes
- Ensure fair competition and compliance with governing policies and legislation
- Manage the City's insurance portfolio

### Financial Reporting and Accounting

- Manage general accounts receivable, accounts payable and treasury functions
- Manage City investments, cash flow projections, debt issues and reserve accounting
- Manage development charge accounting, line of credit maintenance and accounting system integrity
- Prepare financial statements, Financial Information Return (FIR) reporting, grant reporting, and manage the external audit
- Manage capital project accounting, capital variance reporting and capital asset reporting system

### Taxation

- Bill and collect taxes
- Review assessment roll and maintain tax collectors' roll according to governing policies, by-laws and legislation
- Prepare tax policies, review and establish payment options and process methods, and set tax rates
- Perform tax revenue analysis for City departments
- Prepare tax certificates and remit education taxes to school boards

# CORPORATE SERVICES

## Financial snapshot

	2014	2015	Yr/Yr	Yr/Yr	Funding Sources		
	Budget	Approved	Increase (\$)	Increase (%)	Tax Supported %	User Fee %	Grants %
<b>Finance</b>	\$2,356,282	\$2,089,665	(\$266,617)	(11.3%)	74.8%	25.2%	0.0%

### 2014 accomplishments

- Maintained an AA+ credit rating from Standard and Poor's
- Obtained Council approval of the 2014 Development Charges Policy and By-law and updates to the Purchasing Policy and By-law
- Participated in Corporate Technology Strategic Plan initiatives through the Enterprise Resource Planning and Work and Asset Management Steering Committees
- Created a Year-end Operating Surplus Allocation Policy to formalize the City's approach and enhance accountability and transparency
- Developed a policy for the selection and appointment of the external auditors and the implementation of Public Sector 3260 Liability for Contaminated sites

### 2015 objectives

- Obtain Council approval for the 2015 and 2016 operating and capital budgets
- Implement electronic funds transfer to reduce financial risk associated with issuing cheques and achieve cost savings

- Automate development charge accounting and parkland payment tracking into AMANDA accounting system
- Complete rate revenue process and internal control review and implement recommendations for better monitoring, reporting and forecasting
- Investigate and implement self-service tax applications to achieve efficiencies and improve customer service delivery

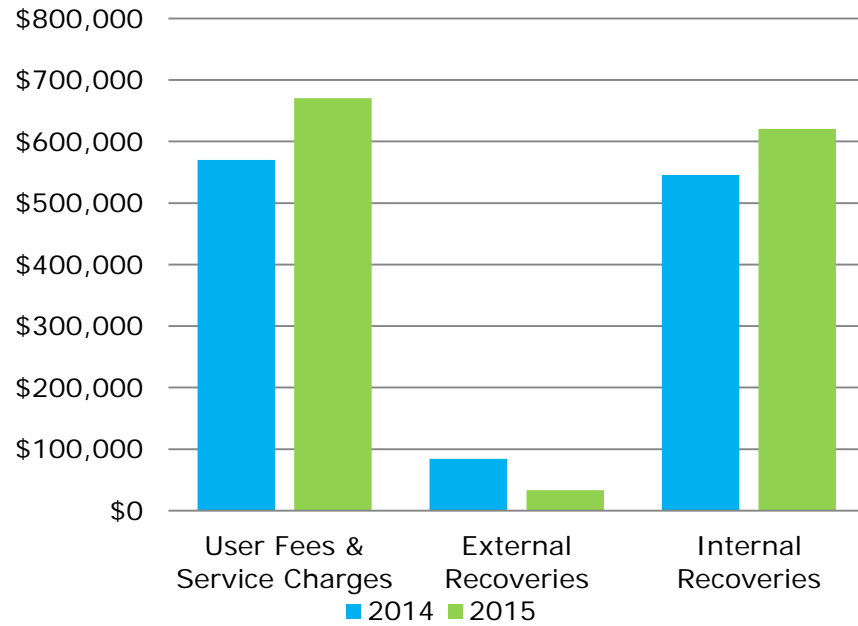
### Key changes in 2015

- \$100,000 increase in revenue from user fees and service charges related to an increase in fees for tax arrears notices and new home owner fees
- \$75,000 increase in internal recoveries related to the OMBI methodology of finance support allocation. This is offset by a reduction of \$51,000 to external recoveries.
- \$199,000 decrease in compensation due to the recent Corporate re-organization
- \$64,000 increase in purchased services due to additional finance administrative support and increase in training expenses

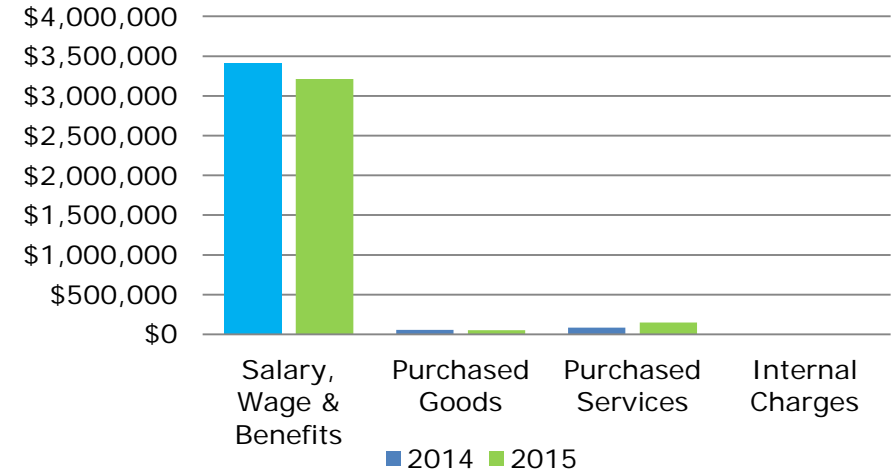
# CORPORATE SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## CORPORATE SERVICES

### 2015 approved budget: Finance

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$569,800)	(\$670,710)	\$0	(\$670,710)	(\$100,910)	17.7%
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	0.0%
External Recoveries	(\$84,000)	(\$33,100)	\$0	(\$33,100)	\$50,900	(60.6%)
<b>Total Revenue</b>	<b>(\$653,800)</b>	<b>(\$703,810)</b>	<b>\$0</b>	<b>(\$703,810)</b>	<b>(\$50,010)</b>	<b>7.6%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$3,411,125	\$3,211,275	\$0	\$3,211,275	(\$199,850)	(5.9%)
Purchased Goods	\$57,500	\$50,900	\$0	\$50,900	(\$6,600)	(11.5%)
Purchased Services	\$85,472	\$149,700	\$0	\$149,700	\$64,228	75.1%
Financial Expenses	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Expenditure</b>	<b>\$3,554,097</b>	<b>\$3,411,875</b>	<b>\$0</b>	<b>\$3,411,875</b>	<b>(\$142,222)</b>	<b>(4.0%)</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$2,900,297</b>	<b>\$2,708,065</b>	<b>\$0</b>	<b>\$2,708,065</b>	<b>(\$192,232)</b>	<b>(6.6%)</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$1,785	\$2,000	\$0	\$2,000	\$215	12.0%
Internal Recoveries	(\$545,800)	(\$620,400)	\$0	(\$620,400)	(\$74,600)	13.7%
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$544,015)</b>	<b>(\$618,400)</b>	<b>\$0</b>	<b>(\$618,400)</b>	<b>(\$74,385)</b>	<b>13.7%</b>
<b>Net Budget</b>	<b>\$2,356,282</b>	<b>\$2,089,665</b>	<b>\$0</b>	<b>\$2,089,665</b>	<b>(\$266,617)</b>	<b>(11.3%)</b>

## CORPORATE SERVICES

### Human Resources Administration

The City's Human Resources Administration manages human resource 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 provide 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, ensure mandatory safety training, and oversee 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 administer 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

### 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 employee orientation
- Provides 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

## CORPORATE SERVICES

- Facilitate team development, leader and employee coaching, and support organizational change initiatives
- Develop employee recognition program
- Manage performance development program
- Design and deliver wellness program
- Investigate harassment and discrimination complaints

### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Human Resources Administration</b>	\$2,450,553	\$2,551,503	\$100,950	4.1%	100.0%	0.0%	0.0%



## CORPORATE SERVICES

### 2014 accomplishments

- Facilitated roll out of Employee Engagement survey achieving a 77 per cent participation rate across all full-time, year-round part-time and contract employees, and completed the workforce census
- Developed focused employee training including Leadership Development Model, Leadership Charter and Civics 101 to encourage innovation, lean and whole system thinking and leadership and project management skills
- Developed policies to ensure Accessibility for Ontarians with Disabilities Act (AODA) employment standard compliance, and developed the Employee Code of Conduct
- Negotiated Amalgamated Transit Union collective agreement
- Review and implemented Non-union Management Employees compensation policy changes

### 2015 objectives

- Launch the Talent Management Strategy (Talent Blueprint), including succession planning which was developed in 2014
- Develop and implement a labour/employee relations principle based approach to strengthen our partnership with all of union/employee groups
- Negotiate OPSEU (Paramedics) and the Guelph Professional Fire Fighters' Association collective agreements
- Support development of corporate and departmental action planning to enhance employee engagement
- Launch corporate recognition program

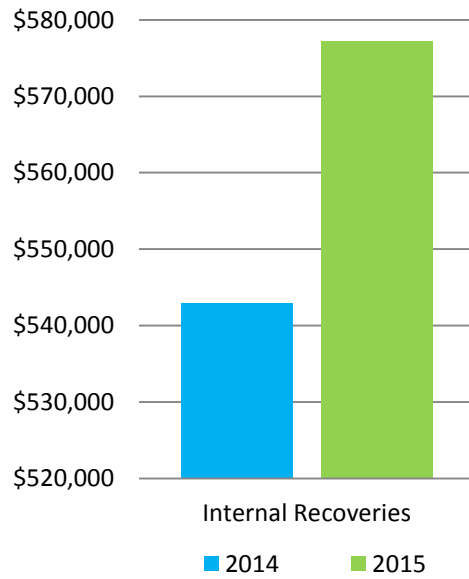
### Key changes in 2015

- \$126,200 increase in salary, wages and benefits for NUME permanent for economic increase and grid adjustments
- \$10,500 decrease in purchased services for travel, training and consulting
- \$18,100 and \$16,100 increase, respectively, in internal recoveries for OMBI and H&S Coordinator

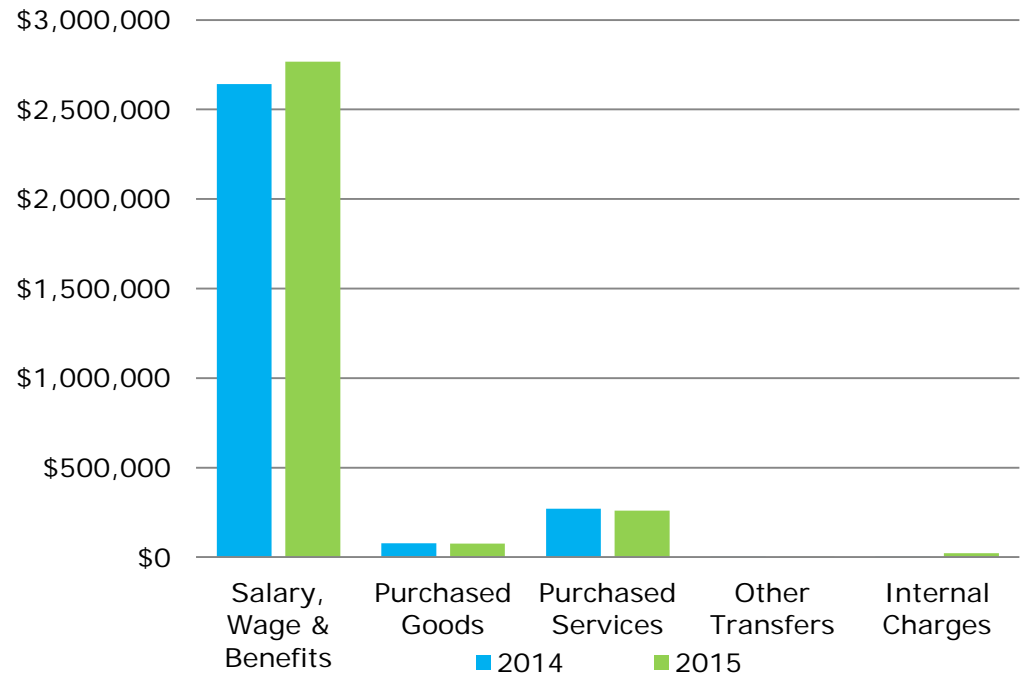
# CORPORATE SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## CORPORATE SERVICES

### 2015 approved budget: Human Resource Administration

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
External Recoveries	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$2,641,558	\$2,767,758	\$0	\$2,767,758	\$126,200	4.8%
Purchased Goods	\$77,975	\$76,275	\$0	\$76,275	(\$1,700)	(2.2%)
Purchased Services	\$269,670	\$259,170	\$0	\$259,170	(\$10,500)	(3.9%)
Other Transfers	\$3,000	\$3,000	\$0	\$3,000	\$0	0.0%
<b>Total Expenditure</b>	<b>\$2,992,203</b>	<b>\$3,106,203</b>	<b>\$0</b>	<b>\$3,106,203</b>	<b>\$114,000</b>	<b>3.8%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$2,992,203</b>	<b>\$3,106,203</b>	<b>\$0</b>	<b>\$3,106,203</b>	<b>\$114,000</b>	<b>3.8%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$1,350	\$22,500	\$0	\$22,500	\$21,150	1,566.7%
Internal Recoveries	(\$543,000)	(\$577,200)	\$0	(\$577,200)	(\$34,200)	6.3%
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$541,650)</b>	<b>(\$554,700)</b>	<b>\$0</b>	<b>(\$554,700)</b>	<b>(\$13,050)</b>	<b>2.4%</b>
<b>Net Budget</b>	<b>\$2,450,553</b>	<b>\$2,551,503</b>	<b>\$0</b>	<b>\$2,551,503</b>	<b>\$100,950</b>	<b>4.1%</b>

## CORPORATE SERVICES

### Human Resources

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

#### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Human Resources</b>	\$641,550	\$647,150	\$5,600	0.9%	100.0%	0.0%	0.0%

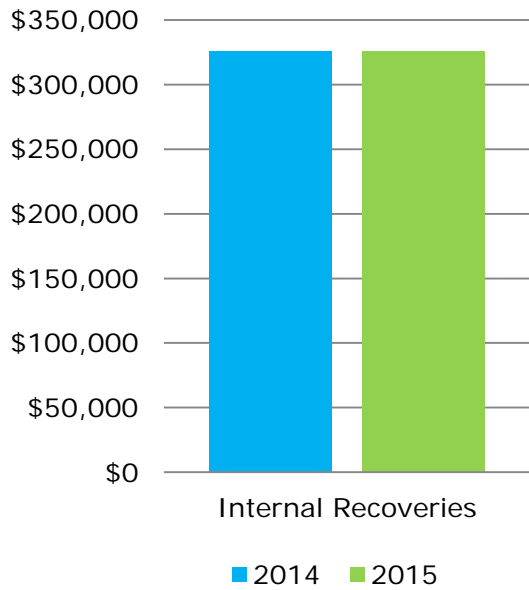
#### Key changes in 2015

- No changes to report

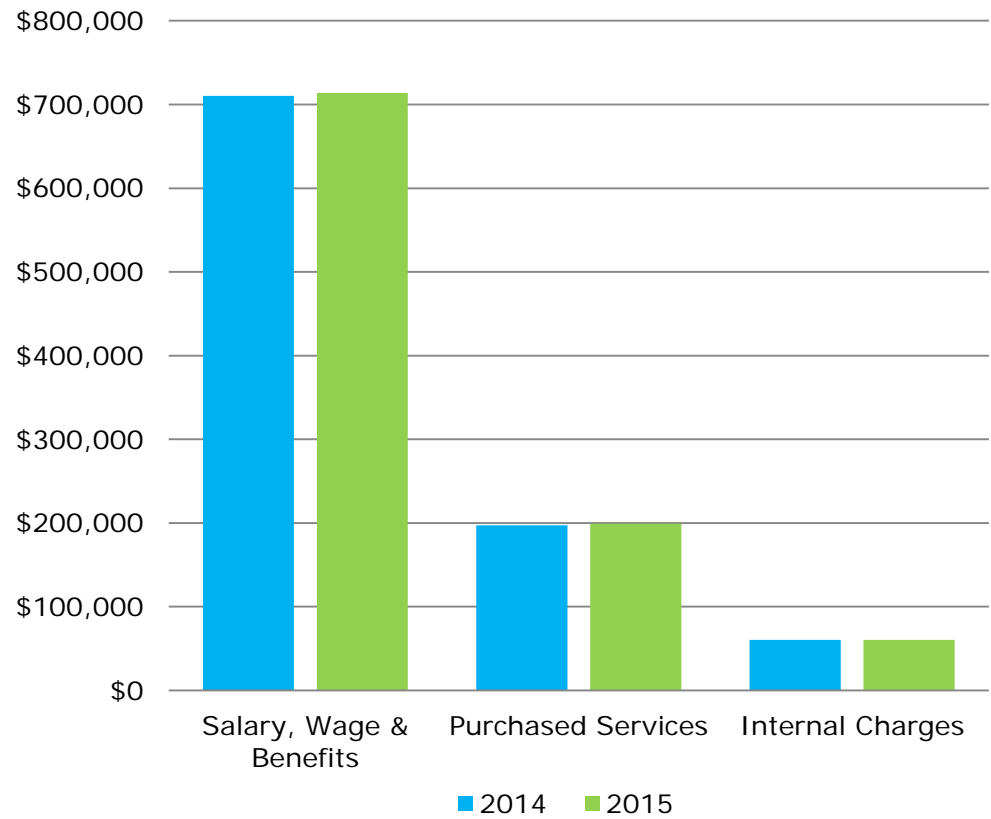
# CORPORATE SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## CORPORATE SERVICES

### 2015 approved budget: Human Resources

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	\$0	\$0	\$0	\$0	\$0	0.0%
Grants	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$710,200	\$713,800	\$0	\$713,800	\$3,600	0.5%
Purchased Goods	\$0	\$0	\$0	\$0	\$0	0.0%
Purchased Services	\$197,100	\$199,100	\$0	\$199,100	\$2,000	1.0%
Financial Expenses	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Expenditure</b>	<b>\$907,300</b>	<b>\$912,900</b>	<b>\$0</b>	<b>\$912,900</b>	<b>\$5,600</b>	<b>0.6%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$907,300</b>	<b>\$912,900</b>	<b>\$0</b>	<b>\$912,900</b>	<b>\$5,600</b>	<b>0.6%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$60,200	\$60,200	\$0	\$60,200	\$0	0.0%
Internal Recoveries	(\$325,950)	(\$325,950)	\$0	(\$325,950)	\$0	0.0%
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$265,750)</b>	<b>(\$265,750)</b>	<b>\$0</b>	<b>(\$265,750)</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Budget</b>	<b>\$641,550</b>	<b>\$647,150</b>	<b>\$0</b>	<b>\$647,150</b>	<b>\$5,600</b>	<b>0.9%</b>

## CORPORATE SERVICES

### Information Technology

Information Technology (IT) is responsible for the strategic and operational implementation of technology for the City. These include enterprise business systems, communications systems, networking and infrastructure. The department facilitates the implementation of technology to deliver better public service.

#### Corporate Applications

- Provide technical support, maintenance, upgrades and consultation for mission critical systems which support City business processes including; work and asset management, financial and human resource administration, parking and facilities management, municipal taxation, registrations, traffic and engineering etc.
- Identify the highest quality, most cost-effective and integrated information solutions available to the City while working towards sustainable information stewardship

#### 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, mass data storage, databases, security, messaging, wireless and Internet connectivity at City Hall and remote site offices

#### Projects and Business Services

- Provide first-line support for business service requests, projects intake and ongoing project management support for corporate projects including information technology components
- Provide technical support, maintenance and business consultation for Geographic Information Systems (GIS) as well as integrate the organization's use of web-based tools and platforms, techniques, media applications and the internet

### Financial snapshot

	2014	2015	Yr/Yr	Yr/Yr	Funding Sources		
	Budget	Approved	Increase (\$)	Increase (%)	Tax Supported %	User Fee %	Grants %
<b>Information Technology</b>	\$4,214,425	\$4,416,060	\$201,635	4.8%	99.3%	0.7%	0.0%

## CORPORATE SERVICES

### 2014 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.
- Finalized the City's Open Government Action plan in collaboration with community members and launched several related pilot projects (open data, GuelphLab, MyGuelph and Hackathon)
- Completed a GIS Technology Plan and Mobility Study and deployed infrastructure to support an enterprise-wide data warehouse
- Upgraded Enterprise Resource Planning (JD Edwards), Recreation and Registration Service (CLASS) and Licensing and Permit System (AMANDA) software to enhance functionality and better support business processes (Corporate Technology Strategic Plan (CTSP))
- Upgraded corporate telephone system, provided an integrated solution for Guelph Hydro and managed conversion of all City computers to Windows 7/Office 2010
- Installed a high speed network link between City Hall and Clair Road data centres and deployed radio towers to support a City owned digital wireless network

### 2015 objectives

- Employ a robust API-driven open data catalogue and begin phased implementation of MyGuelph – a new

online citizen experience (Open Government Action Plan)

- Begin a phased implementation of the Geographic Information System (GIS) Technology Plan and initiate a master data management process
- Develop a mobile communications strategy and cloud computing strategy, as well as finalize the approach for Phase 2 of the CTSP: City's Digital Business Plan
- Complete assessment for an enterprise Customer Relationship Management (CRM) solution, and assess and begin implementation for Microsoft Exchange and SharePoint
- Support implementation of the Transit Technology Plan, namely integration of a software solution (TRAPEZE) designed to optimize functionality, enhance operations and better manage information
- Roll out a corporate-wide Bring Your Own Device program

### Key changes in 2015

- \$22,000 increase in revenue increased due to increase in disbursement recoveries from Hydro Voice Over Internet Protocol (VOIP) Project
- \$226,000 increase in compensation primarily due to the addition of one FTE - Corporate Server Specialist and economic increases
- \$17,000 increase in purchased goods due to computer software related to the Council approved GIS expansion

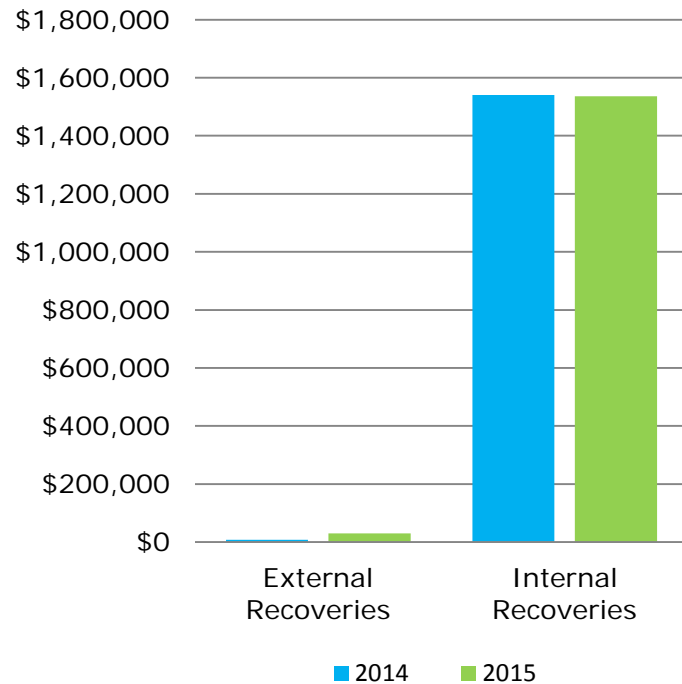


# CORPORATE SERVICES

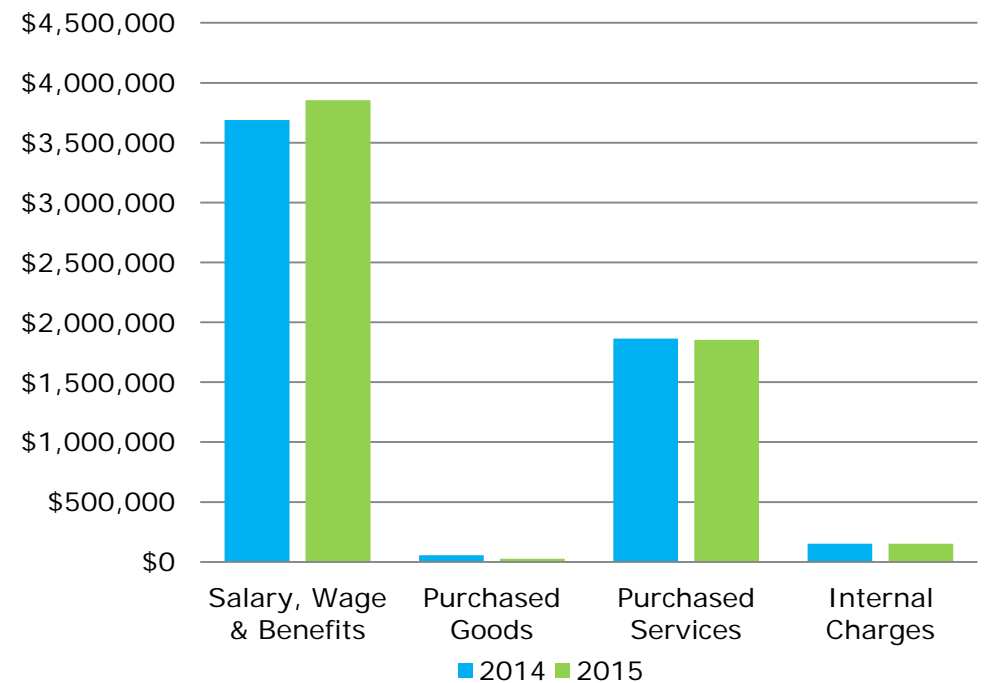
- \$27,000 decrease in purchased services due to the realignment of consulting, reduction of equipment repairs and maintenance

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## CORPORATE SERVICES

### 2015 approved budget: Information Technology

	2014 Budget	2015 Base Budget	2015 Investment	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
Product Sales	\$0	\$0	\$0	\$0	\$0	0.0%
External Recoveries	(\$8,000)	(\$30,000)	\$0	(\$30,000)	(\$22,000)	275.0%
<b>Total Revenue</b>	<b>(\$8,000)</b>	<b>(\$30,000)</b>	<b>\$0</b>	<b>(\$30,000)</b>	<b>(\$22,000)</b>	<b>275.0%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$3,689,750	\$3,854,110	\$61,300	\$3,915,410	\$225,660	6.1%
Purchased Goods	\$55,800	\$25,800	\$47,300	\$73,100	\$17,300	31.0%
Purchased Services	\$1,864,930	\$1,852,650	(\$14,300)	\$1,838,350	(\$26,580)	(1.4%)
Financial Expenses	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Expenditure</b>	<b>\$5,610,480</b>	<b>\$5,732,560</b>	<b>\$94,300</b>	<b>\$5,826,860</b>	<b>\$216,380</b>	<b>3.9%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$5,602,480</b>	<b>\$5,702,560</b>	<b>\$94,300</b>	<b>\$5,796,860</b>	<b>\$194,380</b>	<b>3.5%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$152,545	\$152,800	\$2,700	\$155,500	\$2,955	1.9%
Internal Recoveries	(\$1,540,600)	(\$1,536,300)	\$0	(\$1,536,300)	\$4,300	(0.3%)
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$1,388,055)</b>	<b>(\$1,383,500)</b>	<b>\$2,700</b>	<b>(\$1,380,800)</b>	<b>\$7,255</b>	<b>(0.5%)</b>
<b>Net Budget</b>	<b>\$4,214,425</b>	<b>\$4,319,060</b>	<b>\$97,000</b>	<b>\$4,416,060</b>	<b>\$201,635</b>	<b>4.8%</b>

## CORPORATE SERVICES

### Legal and Realty Services

The City's Legal and Realty Services offers strategic legal advice to City Council and City departments to ensure accountability and transparency while protecting the City's interests and managing corporate risk.

- Manage external counsel
- Review and prepare contracts, by-laws and other legal documentation including real estate transactions

#### Legal Services

- Provide timely, cost-effective and qualified legal advice and opinions to Council, Committees and City departments and City controlled corporations
- Represent the City before the courts, the Ontario Municipal Board (OMB) and other administrative tribunals

#### 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

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Legal and Realty Services</b>	\$1,185,591	\$1,221,661	\$36,070	3.0%	95.9%	4.1%	0.0%

## CORPORATE SERVICES

### 2014 accomplishments

- Reduced the City's risk through the Procurement Project—developed a new Purchasing By-law which was approved by Council. Commenced Phase 2 of the Purchasing Project involving the updating of procurement documents including tenders and requests for proposals
- Completed the amalgamation of Guelph Hydro Inc. and Guelph Municipal Holdings Inc. (GHMI), and incorporated GMHI Development Corporation—a land based development company, to hold City assets for short and long-term development
- Collaborated with Community and Social Services on an innovative plan for the City's long-term care home designation project which received Ministry approval on July 31, 2014
- Completed trial on the issue of liability in the litigation with Urbacon and ultimately resolved the litigation in the fall of 2014.
- Resolved various Official Plan Amendments (OPA) appeals to the OMB including the Downtown Secondary Plan (OPA 43) and the Natural Heritage Plan (OPA 42) which allows the City to implement development plans and ensures a well-designed, appealing and sustainable city

### 2015 objectives

- Complete Phase 2 of the Procurement Project
- Complete corporate and governance update of Guelph Junction Railway Company
- Implement software for legal file management and management of real estate assets of the City
- Resolve the appeals to the OMB of Office Plan Review (OPA 48) and Guelph Innovation District (OPA 54)
- Complete negotiations with Metrolinx regarding Guelph Central Station and related issues

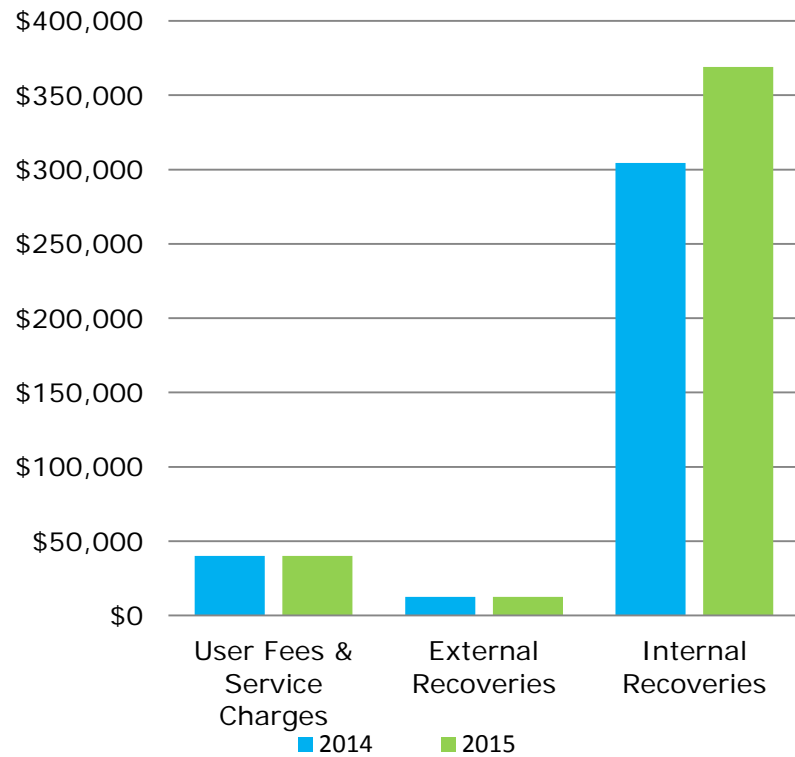
### Key changes in 2015

- \$63,000 increase in compensation due to the conversion of a temporary staff member to full time employee and economic increases related to existing staff
- \$37,000 increase in purchased services due to software services related to legal file management software to be implemented in 2015
- \$65,000 increase in internal recoveries related to the OMBI methodology for the allocation of legal support costs. This is recovered from other City departments.

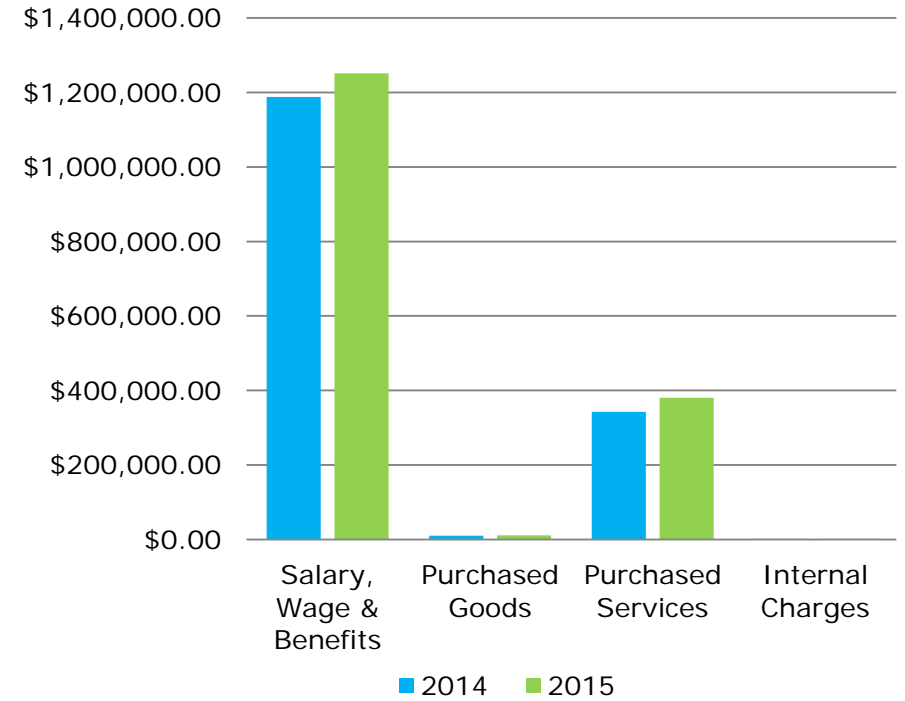
# CORPORATE SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## CORPORATE SERVICES

### 2015 approved budget: Legal and Realty Services

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$40,000)	(\$40,000)	\$0	(\$40,000)	\$0	0.0%
Product Sales	\$0	\$0	\$0	\$0	\$0	0.0%
External Recoveries	(\$12,500)	(\$12,500)	\$0	(\$12,500)	\$0	0.0%
<b>Total Revenue</b>	<b>(\$52,500)</b>	<b>(\$52,500)</b>	<b>\$0</b>	<b>(\$52,500)</b>	<b>\$0</b>	<b>0.0%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$1,188,200	\$1,251,400	\$0	\$1,251,400	\$63,200	5.3%
Purchased Goods	\$10,400	\$10,700	\$0	\$10,700	\$300	2.9%
Purchased Services	\$342,461	\$380,061	\$0	\$380,061	\$37,600	11.0%
<b>Total Expenditure</b>	<b>\$1,541,061</b>	<b>\$1,642,161</b>	<b>\$0</b>	<b>\$1,642,161</b>	<b>\$101,100</b>	<b>6.6%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$1,488,561</b>	<b>\$1,589,661</b>	<b>\$0</b>	<b>\$1,589,661</b>	<b>\$101,100</b>	<b>6.8%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$1,530	\$1,100	\$0	\$1,100	(\$430)	(28.1%)
Internal Recoveries	(\$304,500)	(\$369,100)	\$0	(\$369,100)	(\$64,600)	21.2%
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$302,970)</b>	<b>(\$368,000)</b>	<b>\$0</b>	<b>(\$368,000)</b>	<b>(\$65,030)</b>	<b>21.5%</b>
<b>Net Budget</b>	<b>\$1,185,591</b>	<b>\$1,221,661</b>	<b>\$0</b>	<b>\$1,221,661</b>	<b>\$36,070</b>	<b>3.0%</b>

## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

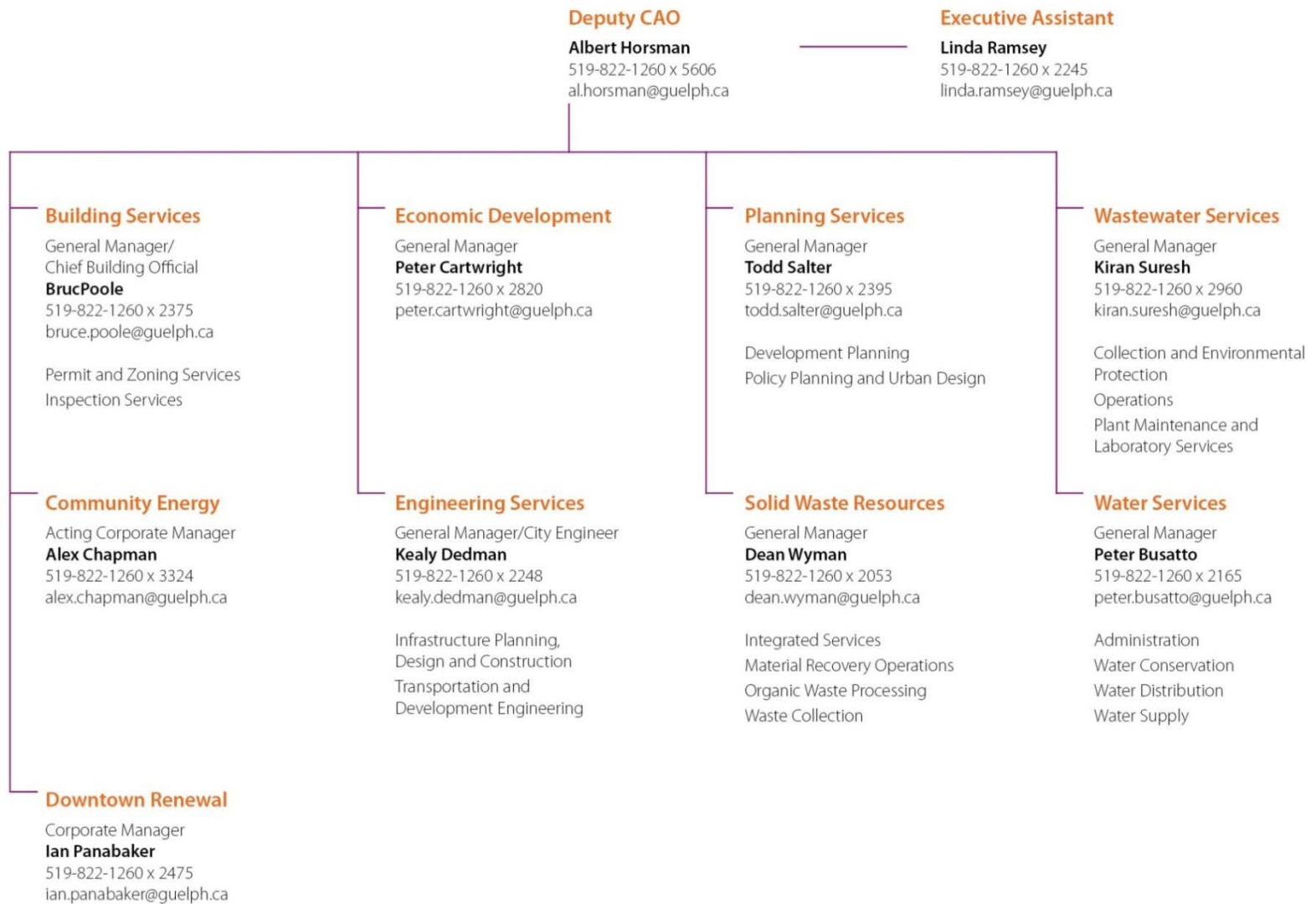
Infrastructure, Development and Enterprise Services works to ensure Guelph is an appealing, safe, inclusive and enjoyable place to live, study, work and visit. The four tax-supported departments—Planning Services, Building Services, Engineering Services and Solid Waste Resources—manage critical municipal policies, programs, services and infrastructure designed to build a thriving future for Guelph. The Community Energy, Downtown Renewal and Economic Development divisions develop policies and programs designed to attract business investment and contribute to a thriving future for Guelph.

*NOTE: Guelph's Water and Wastewater Services and Ontario Building Code Administration are also part of this service area, and are represented in Guelph's Non-tax-supported Budget (Chapter 5).*

# INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

## Organizational structure

### Infrastructure, Development and Enterprise Services





## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Infrastructure, Development and Enterprise</b>	\$16,530,822	\$17,305,601	\$774,779	4.7%	49.3%	47.8%	3.0%

## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### Building Services

The City's Building Services Department authorizes all building construction and demolition in Guelph. Building Services continues to assess and modernize its business systems to improve service to residential, commercial, industrial and institutional building sectors.

- Administer and enforce the zoning, property standards, yard maintenance, standing water, swimming pool, sign and two-unit house registration by-laws
- Manage Guelph's termite control and backflow prevention programs

### Financial snapshot

	2014	2015	Yr/Yr	Yr/Yr	Funding Sources		
	Budget	Approved	Increase (\$)	Increase (%)	Tax Supported %	User Fee %	Grants %
<b>Building</b>	\$1,012,967	\$1,147,250	\$134,283	13.3%	80.6%	19.4%	0.0%

## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### 2014 accomplishments

- Transferred the existing backflow prevention software program to the corporate AMANDA software program
- Transferred the Committee of Adjustment staff, duties and responsibilities from Building Services to the City Clerk's Office and assisted in training City Clerk's staff on the associated duties and responsibilities
- Developed and presented a zoning seminar to more than 100 local Real Estate Board members which will enhance stakeholder education in relation to regulations, the availability of online resources and expectations
- Conducted a best practice review of seven municipalities regarding policies, procedures, service levels and general day-to-day operations related to sign by-law administration
- Developed recommendations for an alternative shared rental housing licensing option strategy with other City departments that were then approved by Council

### 2015 objectives

- Conduct and review results from the 2015 Customer Satisfaction Survey implementing recommended improvements
- Continue significant involvement by several staff in the Corporate Integrated Operational Review (IOR) Implementation Plan
- Active participation on various committees
- Commence all aspects of the new Shared Rental Housing Program
- Conduct best practice reviews of other municipalities regarding policies, procedures, service levels and general day-to-day operations related to zoning and shared rental housing

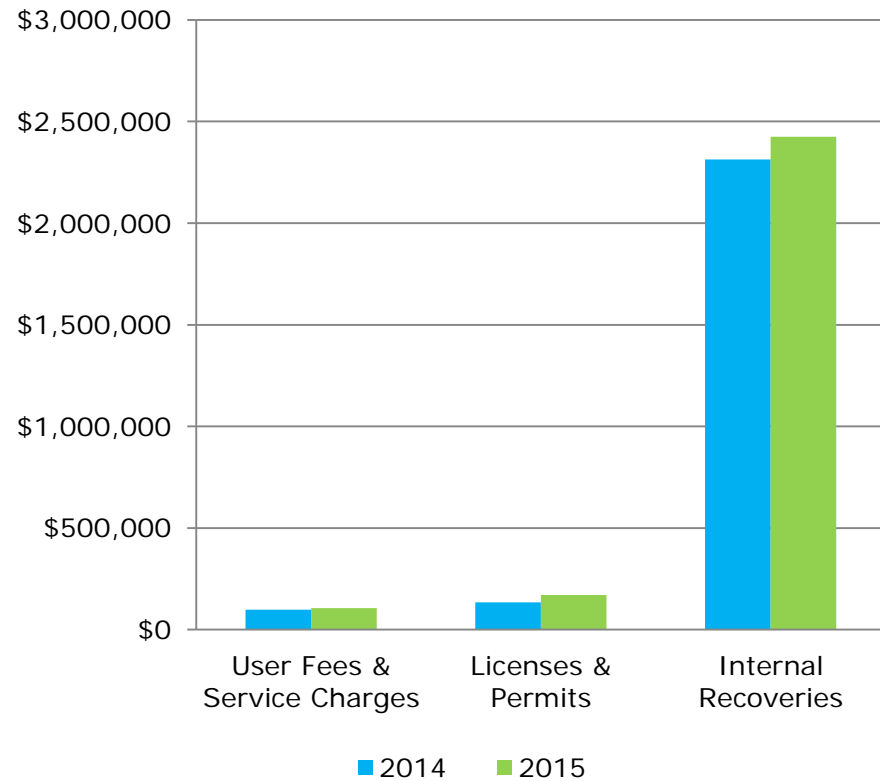
### Key changes in 2015

- \$42,000 increase in revenue due to increase in non-building type permit (e.g. signs, swimming pools) activity
- \$211,500 increase in compensation mainly due to grid moves and economic increases and a new resource conservation position that is cross charged to OBC administration.
- \$62,382 increase in internal charges due to increase in costs and services assessed by other city departments (mainly equipment maintenance and insurance charge)
- \$111,200 decrease in internal recoveries to reflect the changes in costs and services to support other city departments
- \$15,000 increase in consulting fee due to the shared rental housing education program expansion

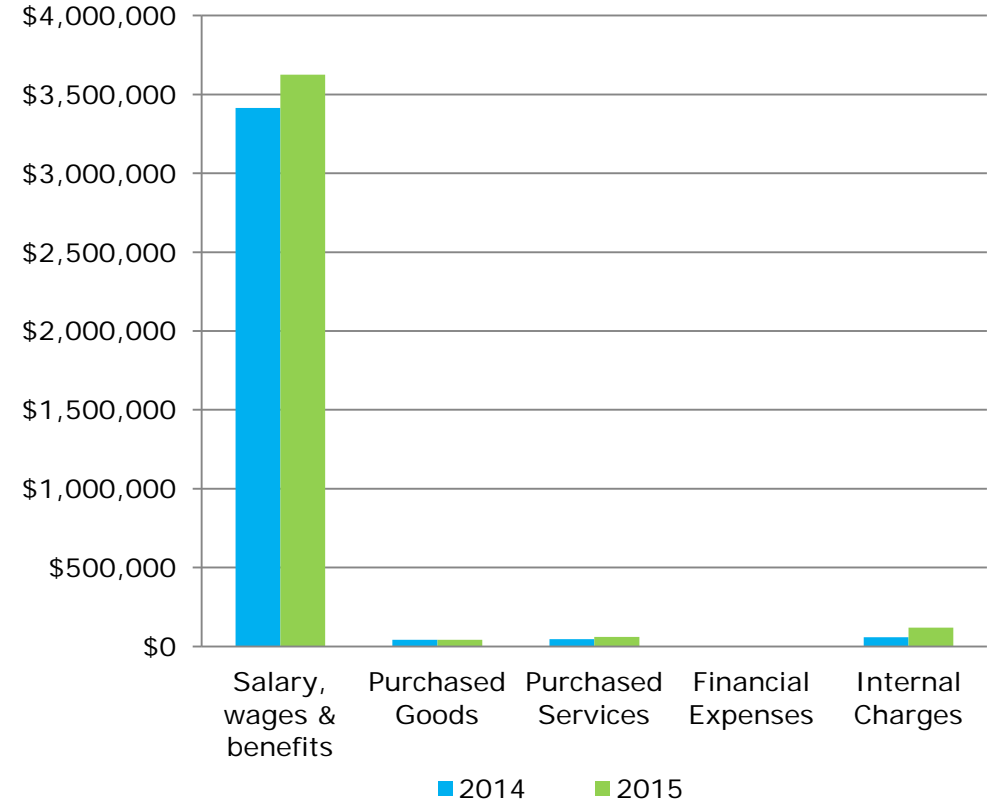
# INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### 2015 approved budget: Building Services

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$99,000)	(\$106,000)	\$0	(\$106,000)	(\$7,000)	7.07%
Licenses & Permits	(\$135,000)	(\$170,000)	\$0	(\$170,000)	(\$35,000)	25.93%
<b>Total Revenue</b>	<b>(\$234,000)</b>	<b>(\$276,000)</b>	<b>\$0</b>	<b>(\$276,000)</b>	<b>(\$42,000)</b>	<b>17.9%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$3,414,400	\$3,545,200	\$80,700	\$3,625,900	\$211,500	6.2%
Purchased Goods	\$41,800	\$39,600	\$2,100	\$41,700	(\$100)	(0.2%)
Purchased Services	\$46,300	\$43,400	\$17,100	\$60,500	\$14,200	30.7%
Financial Expenses	\$1,000	\$500	\$0	\$500	(\$500)	(50.0%)
<b>Total Expenditure</b>	<b>\$3,503,500</b>	<b>\$3,628,700</b>	<b>\$99,900</b>	<b>\$3,728,600</b>	<b>\$225,100</b>	<b>6.4%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$3,269,500</b>	<b>\$3,352,700</b>	<b>\$99,900</b>	<b>\$3,452,600</b>	<b>\$183,100</b>	<b>5.6%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$57,267	\$71,650	\$48,000	\$119,650	\$62,383	108.9%
Internal Recoveries	(\$2,313,800)	(\$2,292,100)	(\$132,900)	(\$2,425,000)	(\$111,200)	4.8%
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$2,256,533)</b>	<b>(\$2,220,450)</b>	<b>(\$84,900)</b>	<b>(\$2,305,350)</b>	<b>(\$48,817)</b>	<b>2.2%</b>
<b>Net Budget</b>	<b>\$1,012,967</b>	<b>\$1,132,250</b>	<b>\$15,000</b>	<b>\$1,147,250</b>	<b>\$134,283</b>	<b>13.3%</b>

## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### Engineering Services

Engineering Services, in collaboration with several City departments and community stakeholders, works to ensure Guelph is a well-designed safe, appealing and sustainable city. Together, the Transportation and Infrastructure, Development and Environmental Engineering and Technical Services departments plan, design, build and renew Guelph's roads, storm sewers, watermains, sanitary sewers and sidewalks, and provide expertise when building new facilities and undertaking environmental protection matters including source water protection. Engineering Services also leads Guelph's Transportation Planning and programs designed to reduce Guelph's energy consumption and greenhouse gas emissions as part of Community Energy Initiative. Through the Source Protection division, Engineering Services plans and implements programs to protect current and future municipal drinking water supply from threats of contamination or overuse.

### Financial Snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Engineering</b>	\$844,818	\$868,575	\$23,757	2.8%	21.9%	78.1%	0.0%

## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### 2014 Accomplishments

- Processed 13 plans of subdivisions, 10 site alteration permits, 199 site plans, 12 zone changes, four Official Plan Amendments and 161 Committee of Adjustment applications to support growth in the community, and tendered four subdivision construction and site servicing contracts
- Completed: first stage of Stone Road reconstruction between Victoria Road and Village Green Drive including road widening, bicycle lanes and sidewalks; Victoria Road reconstruction from Arkell Road to Stone Road including road widening, bicycle lanes and sidewalks
- Reconstructed Wellington Street from Gordon Street to Bristol Street including major storm sewer upgrade in Royal City Park to renew existing infrastructure, service new development at 40 Wellington Street consistent with urban design plan and implementation of Water and Wastewater Servicing Master Plan and Stormwater Master Plan recommendations
- Undertook community engagement through construction open houses, community outreach and education (Active Transportation, Source Water Protection), Environmental Assessments (Stevenson Road, Speedvale Avenue and Niska Road) and as part of the Stormwater Funding Study to evaluate various funding sources for stormwater assets
- Commenced construction on first stage of York Trunk Sanitary Sewer and Paisley Clythe Feedermain project by constructing a sewer and watermain from Silvercreek Park to York Road Park, which addresses major upgrades as recommended by Water and

Wastewater Servicing Master Plan and Environmental Assessment - \$30 million project

### 2015 Objectives

- Assess traffic impacts of proposed new developments, updating the transportation demand forecasting model to guide future investment in traffic infrastructure and undertake comprehensive review of Downey Road traffic calming measures
- Commence and complete: Stage 2 of Stone Road reconstruction from Village Green Drive to Gordon Street including road widening, bicycle lanes and sidewalks; Morris Street reconstruction from York Road to Alice Street; Stage 1 of Elizabeth Street reconstruction from Victoria Road to Industrial Street including major storm sewer outlet work; Stage 1 of Arthur Street Trunk Sanitary Sewer from York Road Park to Neeve Street; Willow Road watermain replacement; Surrey Street sanitary sewer and watermain relining; Stage 1 of Stevenson Street reconstruction from Eramosa to Cassino
- Complete: Stage 1 of York Trunk Sanitary Sewer and Paisley Clythe Feedermain project and commence design and construction for Stage 2 from York Road Park to Victoria Road including watermain connections to Wood's Station
- Complete: Stormwater Funding Study providing recommendations for implementation; Wellington-Clair Feedermain Environmental Assessment; Environmental Assessments and detailed designs for Niska Road, Stevenson Street and Speedvale Avenue
- Complete first annual Department Report and update Sustainable Infrastructure Report Card

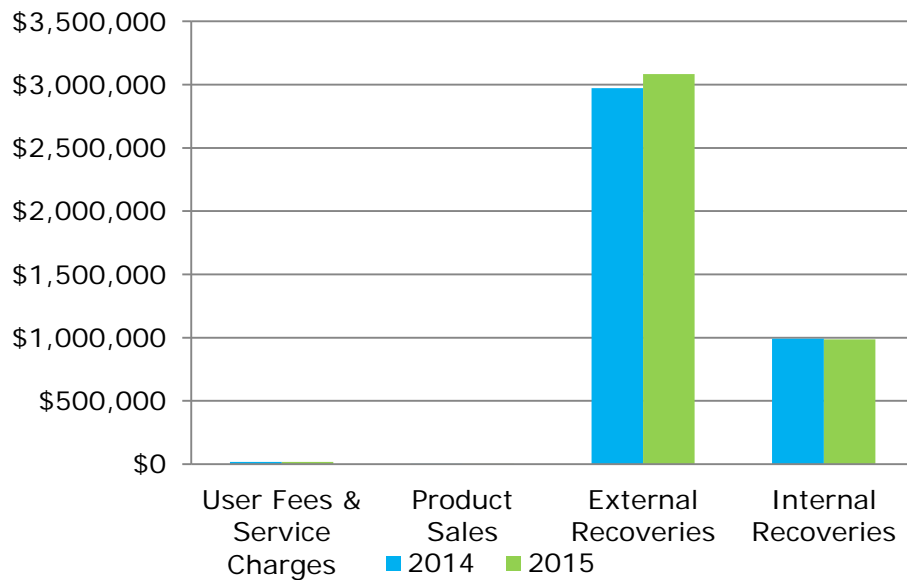
# INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

## Key changes in 2015

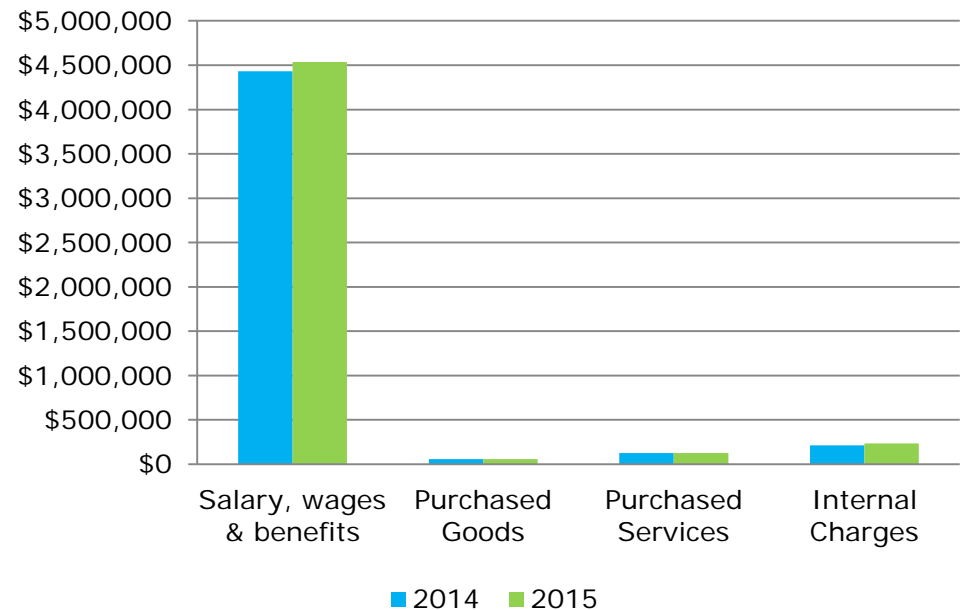
- \$112,000 increase in revenue due to increase in recoveries for services performed by City staff on capital projects and third party projects
- \$103,900 increase in compensation due to grid move and economic increases
- \$22,057 increase in internal charges due to increase in costs and services assessed by other city departments (mainly financial services and fuel charges)

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison





## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### 2015 approved budget: Engineering

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$17,000)	(\$17,000)	\$0	(\$17,000)	\$0	0.0%
Product Sales	(\$250)	(\$250)	\$0	(\$250)	\$0	0.0%
External Recoveries	(\$2,972,565)	(\$3,084,565)	\$0	(\$3,084,565)	(\$112,000)	3.8%
Grants	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Revenue</b>	<b>(\$2,989,815)</b>	<b>(\$3,101,815)</b>	<b>\$0</b>	<b>(\$3,101,815)</b>	<b>(\$112,000)</b>	<b>3.7%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$4,432,600	\$4,536,500	\$0	\$4,536,500	\$103,900	2.3%
Purchased Goods	\$56,200	\$57,000	\$0	\$57,000	\$800	1.4%
Purchased Services	\$124,800	\$127,200	\$0	\$127,200	\$2,400	1.9%
Financial Expenses	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Expenditure</b>	<b>\$4,613,600</b>	<b>\$4,720,700</b>	<b>\$0</b>	<b>\$4,720,700</b>	<b>\$107,100</b>	<b>2.3%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$1,623,785</b>	<b>\$1,618,885</b>	<b>\$0</b>	<b>\$1,618,885</b>	<b>(\$4,900)</b>	<b>(0.3%)</b>
Internal Charges & Recoveries						
Internal Charges	\$213,933	\$235,990	\$0	\$235,990	\$22,057	10.3%
Internal Recoveries	(\$992,900)	(\$986,300)	\$0	(\$986,300)	\$6,600	(0.7%)
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$778,967)</b>	<b>(\$750,310)</b>	<b>\$0</b>	<b>(\$750,310)</b>	<b>\$28,657</b>	<b>(3.7%)</b>
<b>Net Budget</b>	<b>\$844,818</b>	<b>\$868,575</b>	<b>\$0</b>	<b>\$868,575</b>	<b>\$23,757</b>	<b>2.8%</b>

# INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

## Enterprise Services

The City's Enterprise Services Department is comprised of Community Energy, Downtown Renewal and Economic Development. Together these divisions work to create a city that attracts and supports business investment; fosters collaboration and partnerships among stakeholders; and leverages local, regional and national assets to create sustainable 'City Building' opportunities for Guelph.

### Community Energy

- Lead Guelph's Community Energy Initiative and achieve its goals for Guelph to use 50 per cent less energy per capita by 2031 than it did in 2006, consume less energy per capita than comparable Canadian cities, and produce less greenhouse gas per capita than the current global average
- Implement the Corporate Energy Management Program to reduce financial risk and manage the City's operating costs

### Downtown Renewal

- A vital, thriving downtown is one of the pillars of Prosperity 2020
- The Downtown Renewal Office champions downtown development and investment as a strategic priority for the City following the Downtown Secondary Plan (adopted 2012) and the Downtown Guelph Community Improvement Plan (amended 2012)

### Economic Development (as per the priority recommendations of Prosperity 2020)

- Ensure that the City is 'investment ready' through the establishment of municipal programs, policies, practices and projects which raise confidence to invest in our community.
- Design and deliver foreign, national, provincial and regional programs which target new investment within the advanced manufacturing, green-tech and agri-technology sectors
- Design and deliver a community based Business Retention and Expansion program which conducts outreach to the local business community, and assists companies with their retention and/or expansion plans. Raise Guelph's profile and reputation as a premier business investment location through the 'Guelph Advantage' brand recognition, implementing improvements to municipal and corporate governance structures, and continuing to implement current and establish new local, regional, provincial, federal and international partnerships

# INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

## Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Enterprise Services</b>	\$1,828,899	\$1,932,496	\$103,597	5.7%	91.1%	8.2%	0.7%

### 2014 accomplishments

- Implemented energy conservation measures at various City facilities including energy-efficient lighting, building automation systems and high-efficiency ventilation
- Developed and managed the Downtown Community Improvement Plan which has partnered in over 70 projects resulting in close to \$3 million in construction value from 2010 through the small scale annual application programs, and secured over \$100 million in Private Sector investment in Downtown over the last two years through the major Tax Increment Based Grant (TIBG) programs
- Coordinated five outgoing and seven incoming trade missions intended to raise awareness about business investment opportunities in Guelph including foreign direct investment (FDI) targeting energy and other sectors
- Negotiated the sale of approximately \$2.9 million worth of City-owned land within the Hanlon Creek Business Park, which is estimated to result in \$9.9 million worth of local construction activity
- Led strategic business development initiatives such as the implementation of the Integrated Operational Review (new investment triage), Guelph Innovation District (land use policies), options for Baker Street Redevelopment, IMICO (Investment prospectus) as well as the business case for a post-secondary school campus business case, all of which will continue to position Guelph as being 'investment ready'

## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### 2015 objectives

- Integrate energy data monitoring into variance reporting processes and track savings achieved through Corporate Energy Management Program
- Increase local renewable energy investment, jobs, projects and activities to support the goals of the Community Energy Initiative
- In the downtown lead the continued discussion around strategic investments and partnerships including the Baker Street Redevelopment as well as the Parking Master Plan recommendations
- Develop and deliver programs to address international, national and regional economic development initiatives between the City, County of Wellington, and European based economic development programs
- Lead the planning and positioning of strategic real estate asset projects such as the redevelopment of

the former IMICO property, the future development options for the Hanlon Creek Business Park Phase 3, and developing a business framework/plan for a research and development cluster within the Guelph Innovation District

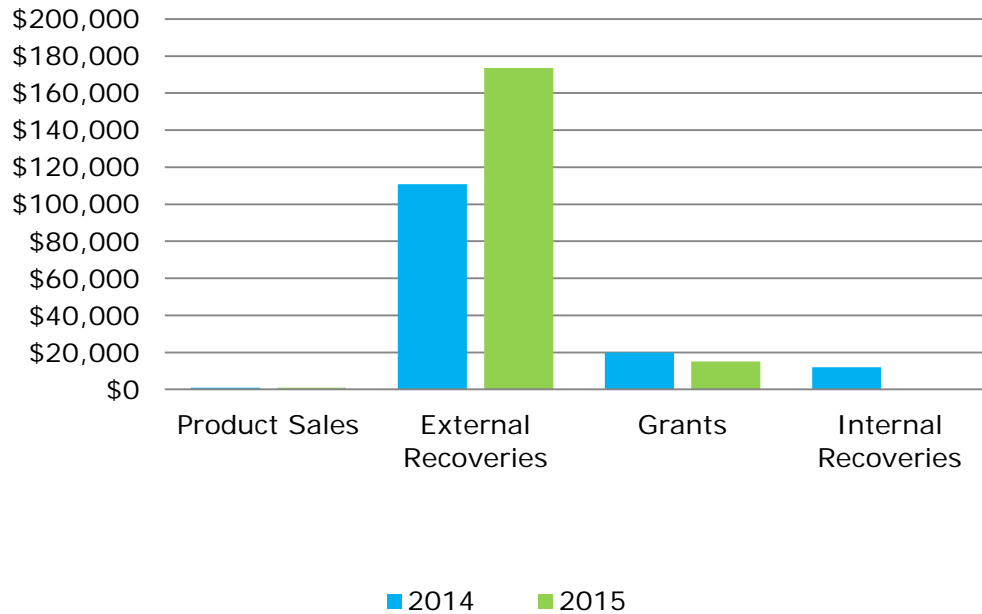
### Key changes in 2015

- \$57,000 increase in revenue related to additional capital project recovery from Hanlon Creek Business Park (HCBP) and partner contributions to Guelph Innovation District (GID)
- \$14,800 increase in compensation due to economic increase offset by a reduction in purchased goods and services
- \$50,000 increase in internal staff chargeback related to Community Energy Initiatives
- \$100,000 increase in Consulting due to approved GID expansion to be offset by \$50,000 partner contributions

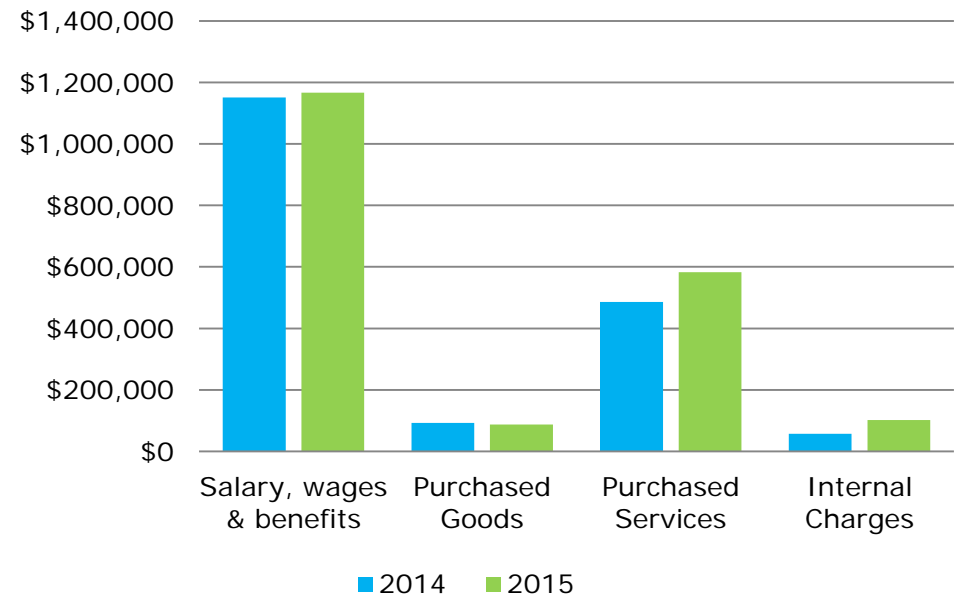
# INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### 2015 approved budget: Enterprise Services

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	\$0	\$0	\$0	\$0	\$0	0.0%
Product Sales	(\$1,000)	(\$1,000)	\$0	(\$1,000)	\$0	0.0%
External Recoveries	(\$110,800)	(\$123,503)	(\$50,000)	(\$173,503)	(\$62,703)	56.6%
Grants	(\$20,000)	(\$15,000)	\$0	(\$15,000)	\$5,000	(25.0%)
<b>Total Revenue</b>	<b>(\$131,800)</b>	<b>(\$139,503)</b>	<b>(\$50,000)</b>	<b>(\$189,503)</b>	<b>(\$57,703)</b>	<b>43.8%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$1,151,500	\$1,166,300	\$0	\$1,166,300	\$14,800	1.3%
Purchased Goods	\$92,800	\$86,900	\$0	\$86,900	(\$5,900)	(6.4%)
Purchased Services	\$486,014	\$482,499	\$100,000	\$582,499	\$96,485	19.9%
Other Transfers	\$184,900	\$184,400	\$0	\$184,400	(\$500)	(0.3%)
Financial Expenses	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Expenditure</b>	<b>\$1,915,214</b>	<b>\$1,920,099</b>	<b>\$100,000</b>	<b>\$2,020,099</b>	<b>\$104,885</b>	<b>5.5%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$1,783,414</b>	<b>\$1,780,596</b>	<b>\$50,000</b>	<b>\$1,830,596</b>	<b>\$47,182</b>	<b>2.6%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$57,485	\$101,900	\$0	\$101,900	\$44,415	77.3%
Internal Recoveries	(\$12,000)	\$0	\$0	\$0	\$12,000	(100.0%)
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$45,485</b>	<b>\$101,900</b>	<b>\$0</b>	<b>\$101,900</b>	<b>\$56,415</b>	<b>124.0%</b>
<b>Net Budget</b>	<b>\$1,828,899</b>	<b>\$1,882,496</b>	<b>\$50,000</b>	<b>\$1,932,496</b>	<b>\$103,597</b>	<b>5.7%</b>

# INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

## Planning Services

The City's Planning Services Department works with multiple City departments, outside agencies and community stakeholders to ensure Guelph continues to be a vibrant, accessible, inclusive and beautiful city that attracts residents, businesses and visitors. Planning Services provides all facets of planning services for the development and building industry, as well as the citizens of Guelph. In addition to supporting the focus areas of the Corporate Strategic Plan, both the Development Planning and Policy Planning and Urban Design divisions are participating in strategic initiatives including the Integrated Operational Review (IOR) and Corporate Technology Strategic Plan.

- Provide advice and information to the development community and public regarding City land use, planning policies and procedures
- Environmental review of development applications

## Development Planning

- Process approvals for Official Plan and Zoning By-law amendments
- Process approvals for site plans, subdivisions, condominiums
- Review and comment on Committee of Adjustment applications to address compliance with relevant planning policies
- Part lot control approvals

## Policy Planning and Urban Design

- Prepare Official Plan updates and secondary plans to ensure compliance with provincial and federal legislation and to reflect the community's values and aspirations
- Develop and implement urban design policies and guidelines to ensure new development meets Guelph's goals for a well-designed, safe, inclusive, appealing and sustainable city
- Data and statistical information analysis to support planning and interdepartmental projects
- Review and prepare environmental policies to protect and enhance Guelph's natural assets including rivers, waterways, urban forest and other naturalized spaces
- Heritage planning to protect and preserve Guelph's cultural assets and places of historic significance

## Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Planning</b>	\$2,194,050	\$2,234,980	\$40,930	1.9%	77.1%	22.9%	0.0%

## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### 2014 accomplishments

- Received Ontario Municipal Board (OMB) approval of Official Plan Amendment Natural Heritage System (OPA 42), with the exception of one remaining site-specific appeal; received Council approval of Guelph Innovation District Secondary Plan (OPA 54), the City's first Heritage Conservation District for the Brooklyn-College Hill area, and the Downtown Public and Private Realm Design Manuals and St. Georges Square design concept; completed six OMB hearings regarding development applications
- Received Council approval on the recommendations laid out in the alternative Shared Rental Housing strategy, developed in collaboration with other departments and after an extensive engagement program involving over 300 residents and external stakeholders; initiated preparation of a City of Guelph Housing Strategy, with Council approval of project charter; and commencement of background research, data collection and preparation of discussion paper
- Completed the first IOR Annual Report with Council approving additional resources to support implementation, established a recommended governance structure to provide greater oversight to the development approval process and commenced identified year one priorities—development of a triage protocol for high impact investment opportunities, initiation of a communications/customer service strategy, and comprehensively review and identify opportunities to improve the City's development approval processes
- Completed the 2014 Development Priorities Plan, held 14 Statutory Public Meetings for new development applications, brought forward 19

decision reports for approval of development applications and approved 50 site plans

- Hosted the highly successful Guelph Urban Design Summit attended by almost 300 participants and a sold out full-day Professional Workshop attended by 160 planning and urban design professionals (this overall event was a 2014 Corporate Strategic Plan priority)

### 2015 objectives

- Complete the process mapping and improvements of the Development Application processes and proceed with other IOR priorities as outlined in the IOR Implementation Plan for 2015
- Obtain approval of Downtown Secondary Plan (OPA 43) and initiate zoning by-law amendment to implement secondary plan; work towards approval of key OPAs which are under appeal to the OMB— Official Plan Update (OPA 48) and Guelph Innovation District Secondary Plan (OPA 54)
- Complete the 2015 Development Priorities Plan and Growth Monitoring Report
- Advance the preparation of the City of Guelph Housing Strategy in accordance with the approved project charter
- Initiate an update to the City of Guelph Urban Design Action Plan



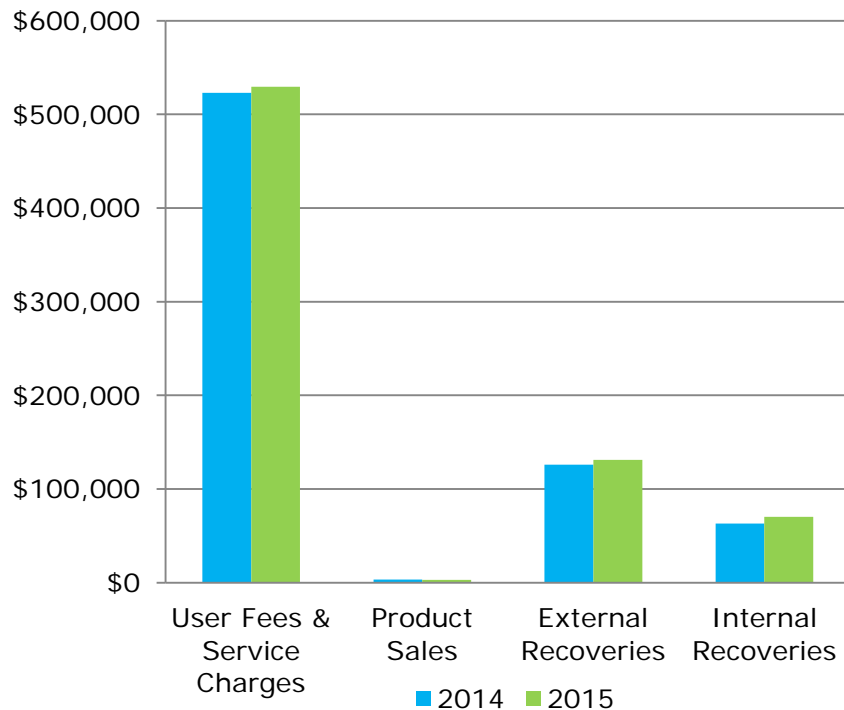
# INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

## Key changes in 2015

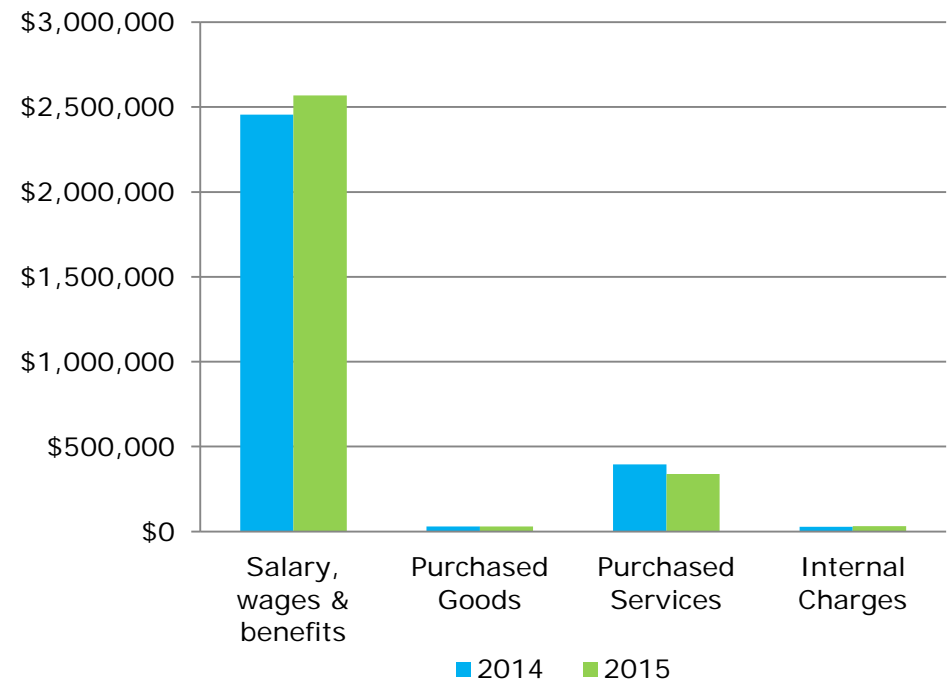
- \$6,700 increase in user fees due to increase in Planning Act application fees
- \$112,500 increase in compensation due to grid move and economic increases
- \$55,600 decrease in purchased services mainly due to reduced consulting costs associated with IOR and peer review for development applications

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### 2015 approved budget: Planning

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$522,850)	(\$529,550)	\$0	(\$529,550)	(\$6,700)	1.3%
Product Sales	(\$3,300)	(\$2,800)	\$0	(\$2,800)	\$500	(15.2%)
External Recoveries	(\$126,000)	(\$131,000)	\$0	(\$131,000)	(\$5,000)	4.0%
Grants	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Revenue</b>	<b>(\$652,150)</b>	<b>(\$663,350)</b>	<b>\$0</b>	<b>(\$663,350)</b>	<b>(\$11,200)</b>	<b>1.7%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$2,456,300	\$2,568,800	\$0	\$2,568,800	\$112,500	4.6%
Purchased Goods	\$30,400	\$28,600	\$0	\$28,600	(\$1,800)	(5.9%)
Purchased Services	\$394,850	\$339,250	\$0	\$339,250	(\$55,600)	(14.1%)
Other Transfers	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Expenditure</b>	<b>\$2,881,550</b>	<b>\$2,936,650</b>	<b>\$0</b>	<b>\$2,936,650</b>	<b>\$55,100</b>	<b>1.9%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$2,229,400</b>	<b>\$2,273,300</b>	<b>\$0</b>	<b>\$2,273,300</b>	<b>\$43,900</b>	<b>2.0%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$27,650	\$32,080	\$0	\$32,080	\$4,430	16.0%
Internal Recoveries	(\$63,000)	(\$70,400)	\$0	(\$70,400)	(\$7,400)	11.7%
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$35,350)</b>	<b>(\$38,320)</b>	<b>\$0</b>	<b>(\$38,320)</b>	<b>(\$2,970)</b>	<b>8.4%</b>
<b>Net Budget</b>	<b>\$2,194,050</b>	<b>\$2,234,980</b>	<b>\$0</b>	<b>\$2,234,980</b>	<b>\$40,930</b>	<b>1.9%</b>

## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### Solid Waste Resources

The City's Solid Waste Resources Department is delivering better public services by finding innovative ways to manage Guelph's organic, recyclable, hazardous and other solid waste. Solid Waste Resources provides residential and commercial waste management services in compliance with all provincial legislation and regulations including waste collection, recycling, organics processing, household hazardous waste management, waste disposal, and waste reduction education programs designed to reduce the amount of waste sent to landfill, reduce greenhouse gas emissions and reach the City's goal to generate the least amount waste per capita of any comparable Canadian city.

- Provide three-stream, yards waste and bulky item collection services to residential clients in Guelph
- Operate Guelph's Material Recovery Facility, Public drop-off facility, Household Hazardous Waste Recovery Facility, Organic Waste Processing Facility and Transfer Station
- Plan, and implement waste reduction programs
- Monitor and maintain the former Eastview Landfill and operate a Methane Gas Collection System

### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Solid Waste</b>	\$10,366,598	\$10,669,210	\$302,612	2.9%	44.1%	51.9%	4.0%

## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### 2014 accomplishments

- Received Council approval on the Solid Waste Management Master Plan
- Completed final phase of transition to automated cart collection
- Negotiated agreement with Rizzo Environmental and ReMM to add second shift at Material Recovery Facility which generated \$143,000 surplus to City while adding 37 full-time jobs
- Achieved 69 per cent of residential waste being diverted from the landfill, up from 68 per cent in 2012, the highest in Ontario in 2014
- Received three industry awards:
  - Solid Waste Association of North America Gold Award of Excellence for Communications
  - Recycling Council of Ontario Gold Award for Municipal Communications
  - Recycling Council of Ontario Silver Award for Diversion

### 2015 objectives

- Commence implementation of five recommendations from updated Solid Waste Management Master Plan
- Complete construction of new Public Drop-Off facility to improve customer service and address health and safety concerns
- Maintain a 69 per cent diversion rate
- Assist Internal Auditor in completing service review of Residential Waste Collection

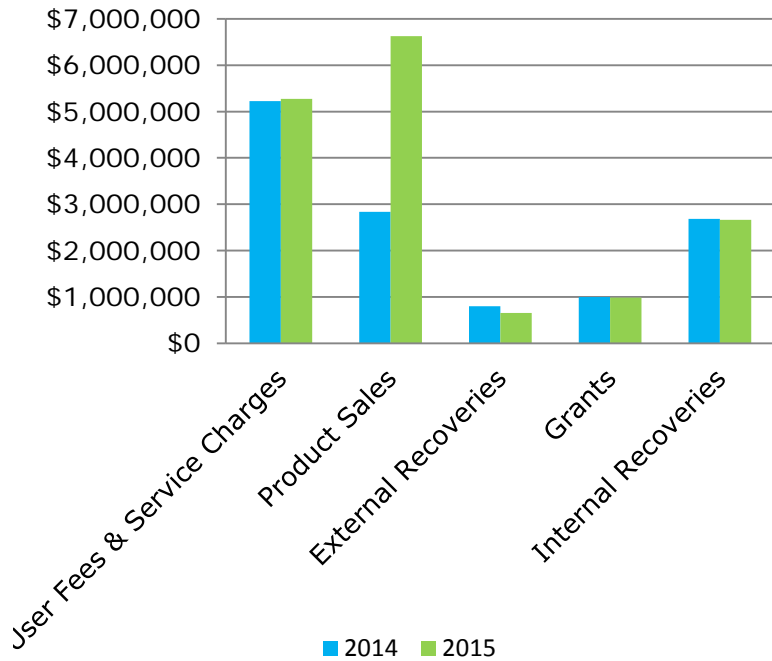
### Key changes in 2015

- \$3,681,000 increase in revenue mainly due to recyclable material processing agreement with Recyclable Material Marketing(ReMM) and Rizzo Environmental Services
- \$2,088,100 increase in compensation due to the addition of a second shift at Material Recovery Facility to process recyclable material brought in based on the agreement with ReMM and Rizzo Environmental Services, grid moves and economic increases
- \$1,237,700 increase in purchased goods mainly due to increased procurement costs based on the agreement with ReMM and Rizzo Environmental Services
- \$657,500 increase in purchased services mainly due to increase in disposal costs related to contracts with Waste Management Inc., ReMM and Rizzo Environmental Services

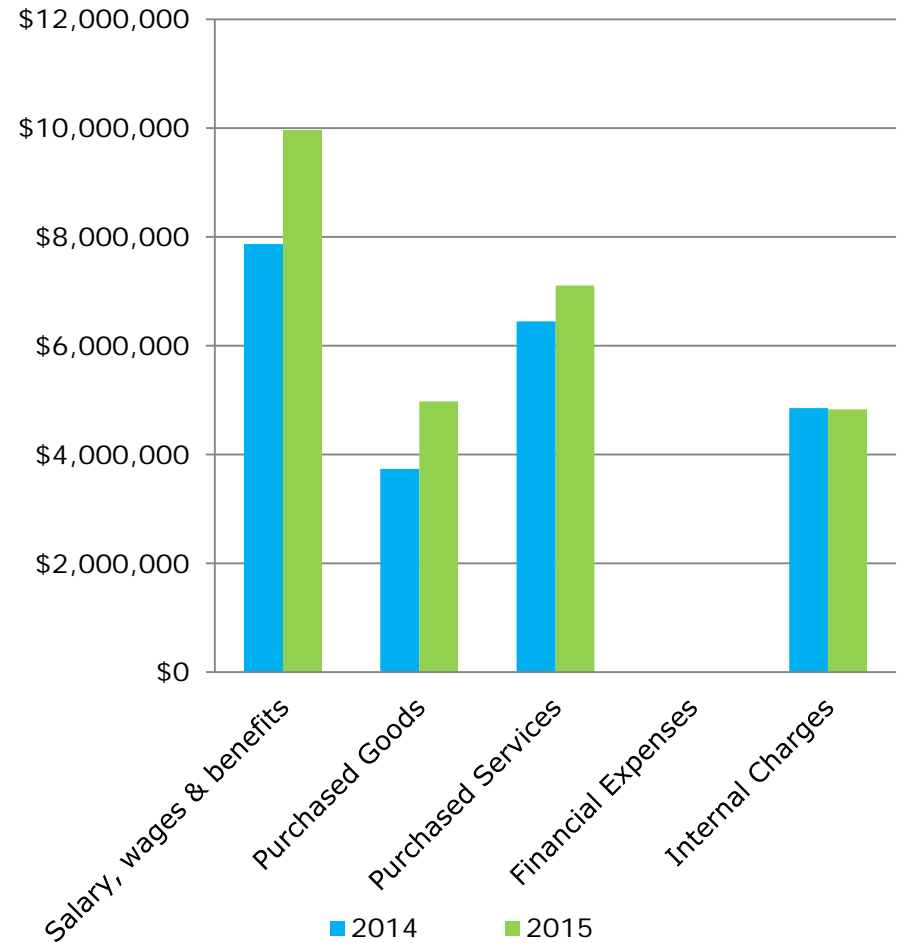
# INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

### 2015 approved budget: Solid Waste Resources

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$5,228,120)	(\$5,275,720)	\$0	(\$5,275,720)	(\$47,600)	0.9%
Product Sales	(\$2,836,200)	(\$6,628,900)	\$0	(\$6,628,900)	(\$3,792,700)	133.7%
External Recoveries	(\$796,800)	(\$655,800)	\$0	(\$655,800)	\$141,000	(17.7%)
Grants	(\$1,001,300)	(\$983,000)	\$0	(\$983,000)	\$18,300	(1.8%)
<b>Total Revenue</b>	<b>(\$9,862,420)</b>	<b>(\$13,543,420)</b>	<b>\$0</b>	<b>(\$13,543,420)</b>	<b>(\$3,681,000)</b>	<b>37.3%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$7,872,500	\$9,960,600	\$0	\$9,960,600	\$2,088,100	26.5%
Purchased Goods	\$3,738,000	\$4,975,700	\$0	\$4,975,700	\$1,237,700	33.1%
Purchased Services	\$6,447,300	\$7,104,800	\$0	\$7,104,800	\$657,500	10.2%
Financial Expenses	\$5,000	\$5,000	\$0	\$5,000	\$0	0.0%
<b>Total Expenditure</b>	<b>\$18,062,800</b>	<b>\$22,046,100</b>	<b>\$0</b>	<b>\$22,046,100</b>	<b>\$3,983,300</b>	<b>22.1%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$8,200,380</b>	<b>\$8,502,680</b>	<b>\$0</b>	<b>\$8,502,680</b>	<b>\$302,300</b>	<b>3.7%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$4,851,298	\$4,832,130	\$0	\$4,832,130	(\$19,168)	(0.4%)
Internal Recoveries	(\$2,685,080)	(\$2,665,600)	\$0	(\$2,665,600)	\$19,480	(0.7%)
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$2,166,218</b>	<b>\$2,166,530</b>	<b>\$0</b>	<b>\$2,166,530</b>	<b>\$312</b>	<b>0.0%</b>
<b>Net Budget</b>	<b>\$10,366,598</b>	<b>\$10,669,210</b>	<b>\$0</b>	<b>\$10,669,210</b>	<b>\$302,612</b>	<b>2.9%</b>

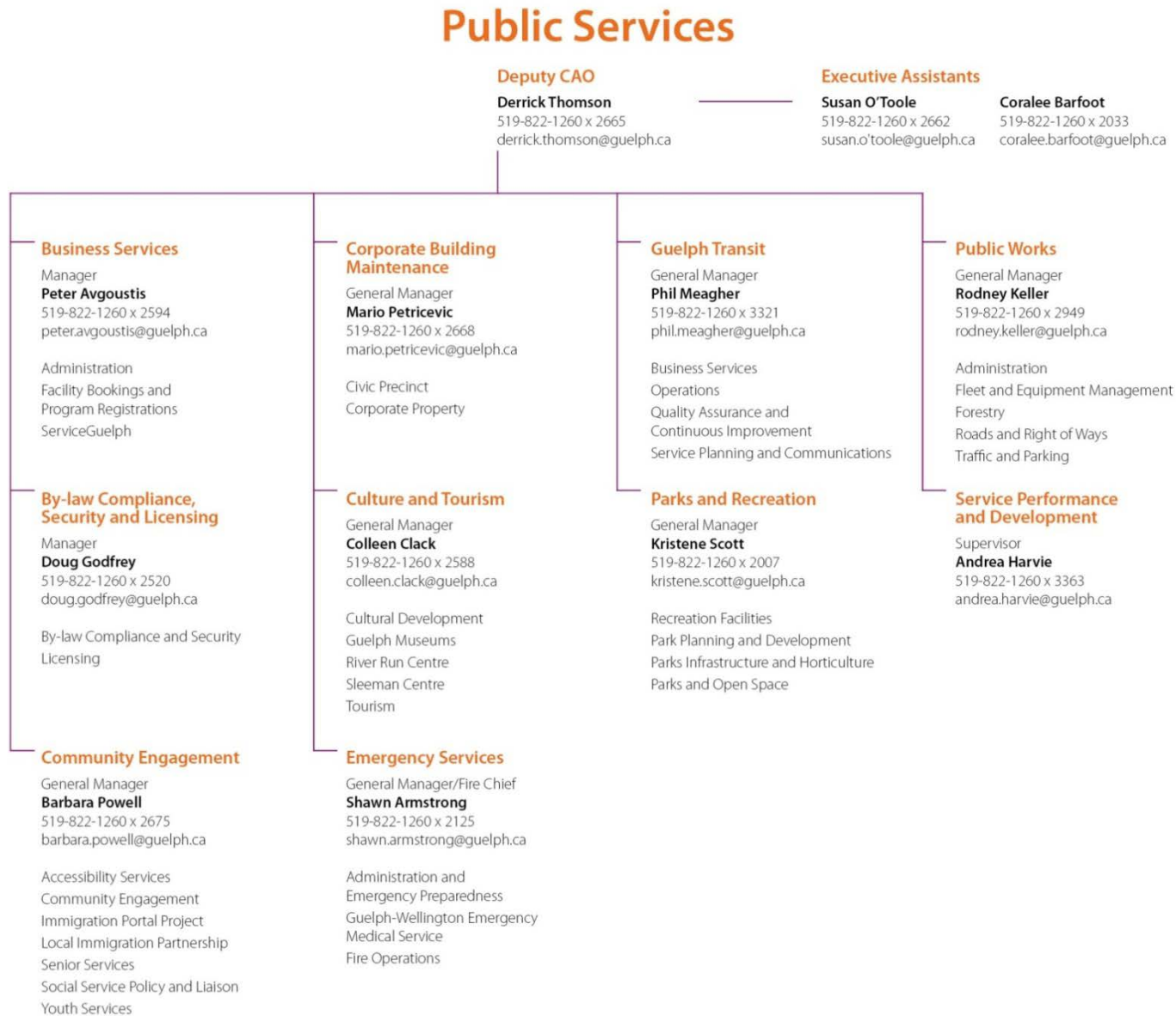
## PUBLIC SERVICES

Public Services are some of the most outwardly facing departments in the City which deal with parks and recreation, transit, emergency services, seniors services, culture and tourism, road and sidewalk maintenance, business licensing, parking and traffic management, City Hall front counter and Market Square operations.

Public Services routinely impacts the everyday life of Guelph residents from creating memories and moments at one of our art or community centres; maintaining public and civic buildings, roads, trails and sidewalks; helping people move between places that contributes to the quality of life in our city for residents and visitors alike and providing emergency services, and affordable programs, to those in need.

# PUBLIC SERVICES

## Organizational Structure





## PUBLIC SERVICES

### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Public Services</b>	\$72,260,835	\$78,911,444	\$6,650,609	9.2%	68.3%	24.9%	7.0%

## PUBLIC SERVICES

### Business Services

The City's Business Services Department is responsible for administering subsidy programs, operating the front counter of City Hall – Service Guelph, processing facility rentals and leisure program registrations, coordinating the annual budget program and conducting continuous improvement reviews.

#### Administration

- Assess operational effectiveness and efficiencies
- Administer income verified subsidies for individuals
- Provide data analysis, clerical and back-office support at City Hall location

#### Facility Bookings and Program Registration

- Coordinate permits and reservation bookings for arenas, community rooms and outdoor sports fields

- Manage and administer registration for recreation programs and courses offered through the Guelph Community Guide
- Process applications for all special event permits on City-owned property including weddings, festivals, tournaments, parades, fundraising races and runs and ensure compliance with legislation and by-laws
- Provide user-level support for 140 CLASS software users in several City departments — point of sale, recreation and facility registration and reservation, membership and sundry management and sales

#### Service Guelph

- Operate central service counter at City Hall
- Operate the City's main switchboard
- Administer internal and external corporate mail services

### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Business Services</b>	\$1,514,616	\$1,583,440	\$68,824	4.5%	99.3%	0.7%	0.0%

## PUBLIC SERVICES

### 2014 accomplishments

- Implemented permanent Affordable Bus Pass program
- Updated online content for individual subsidies programs and outdoor and arena user applications
- Improved service and efficiency for Service Guelph using electronic package tracking
- Restructured and consolidated event coordination and facility booking service areas to provide single entry and consistent customer service
- Updated the Corporate Alcohol Risk Management Policy for special events

### 2015 objectives

- Review and develop Facility Booking Policy and processes
- Develop performance dashboard metrics with various departments
- Review and implement recommendations of Service Guelph operational review

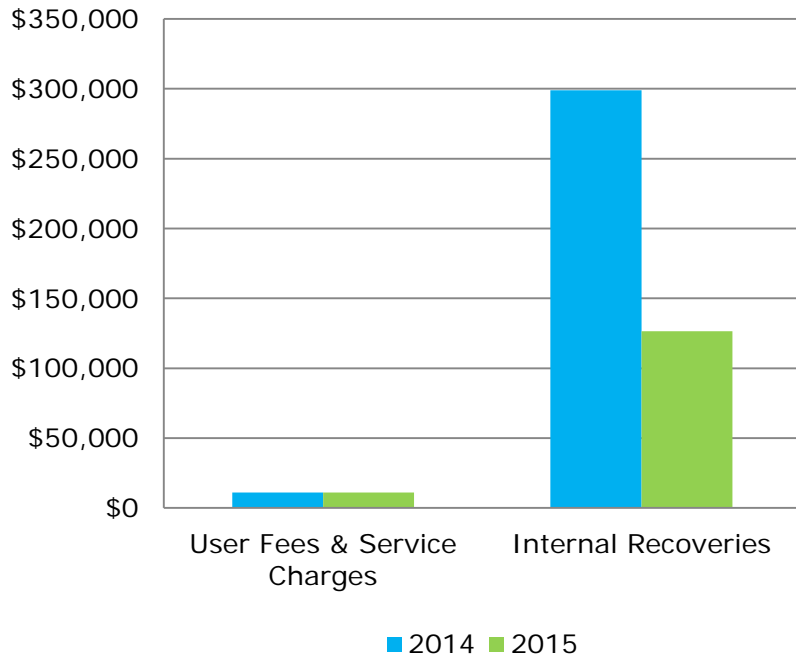
### Key changes in 2015

- \$47,400 increase in salary, wage and benefits for conversion of two job-share positions to permanent full-time, grid movement and economic increase
- \$14,500 increase in financial expenses for bank charges increased transaction volume

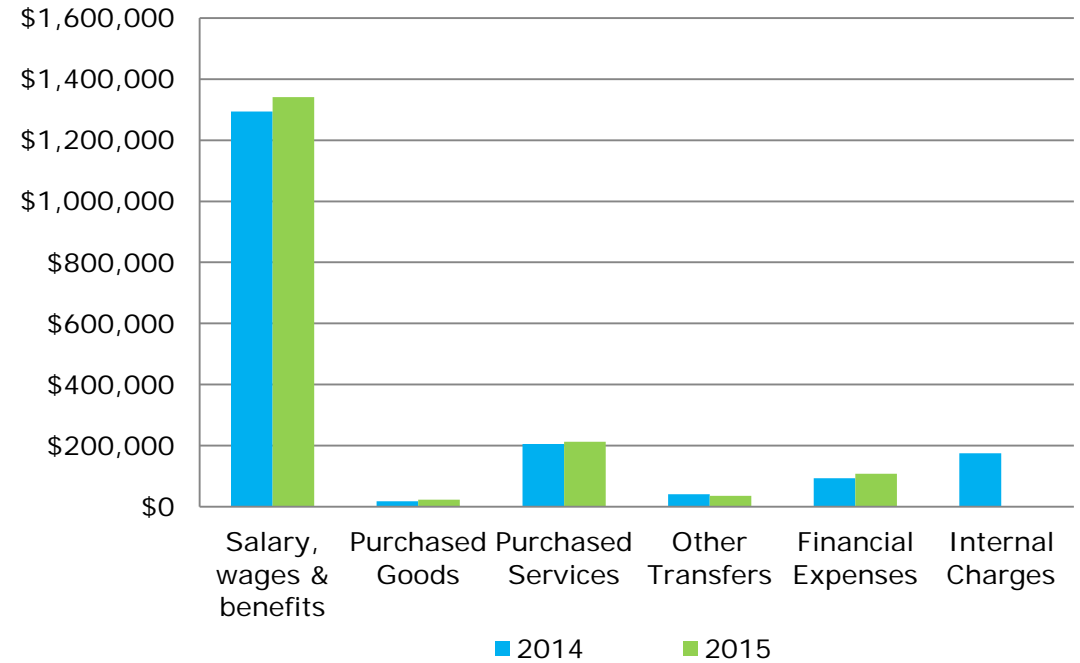
# PUBLIC SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## PUBLIC SERVICES

### 2015 approved budget: Business Services

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$11,000)	(\$11,000)	\$0	(\$11,000)	\$0	0.0%
Licenses & Permits	\$0	\$0	\$0	\$0	\$0	0.0%
External Recoveries	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Revenue</b>	<b>(\$11,000)</b>	<b>(\$11,000)</b>	<b>\$0</b>	<b>(\$11,000)</b>	<b>\$0</b>	<b>0.0%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$1,293,891	\$1,341,300	\$0	\$1,341,300	\$47,409	3.7%
Purchased Goods	\$17,600	\$23,300	\$0	\$23,300	\$5,700	32.4%
Purchased Services	\$204,860	\$212,340	\$0	\$212,340	\$7,480	3.7%
Other Transfers	\$40,400	\$35,400	\$0	\$35,400	(\$5,000)	(12.4%)
Financial Expenses	\$93,000	\$107,500	\$0	\$107,500	\$14,500	15.6%
<b>Total Expenditure</b>	<b>\$1,649,751</b>	<b>\$1,719,840</b>	<b>\$0</b>	<b>\$1,719,840</b>	<b>\$70,089</b>	<b>4.2%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$1,638,751</b>	<b>\$1,708,840</b>	<b>\$0</b>	<b>\$1,708,840</b>	<b>\$70,089</b>	<b>4.3%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$174,879	\$1,100	\$0	\$1,100	(\$173,779)	(99.4%)
Internal Recoveries	(\$299,014)	(\$126,500)	\$0	(\$126,500)	\$172,514	(57.7%)
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$124,135)</b>	<b>(\$125,400)</b>	<b>\$0</b>	<b>(\$125,400)</b>	<b>(\$1,265)</b>	<b>1.0%</b>
<b>Net Budget</b>	<b>\$1,514,616</b>	<b>\$1,583,440</b>	<b>\$0</b>	<b>\$1,583,440</b>	<b>\$68,824</b>	<b>4.5%</b>

## PUBLIC SERVICES

### By-law Compliance, Security and Licensing

The City's By-law Compliance, Security and Licensing Department provides 24-hour services to ensure compliance with the City's general by-laws, as well as provide 24-hour service related to security issues for all City staff and corporate facilities. In addition the department administers the City's licensing program.

- Provide 24-hour enforcement of City by-laws, support for other departments to enforce by-laws, security assistance and alarm response
- Manage by-law exemption process
- Offer security consultation for corporate selection, installation and services for city facilities
- Implement enhanced enforcement program—engage community to prevent offences from occurring or re-occurring
- Oversee animal control contract and issues
- Conduct licensing administration and business licence inspections

### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>By-law, Compliance, Security &amp; Licensing</b>	\$1,265,031	\$1,485,260	\$220,229	17.4%	50.4%	49.6%	0.0%

## PUBLIC SERVICES

### 2014 accomplishments

- Improved Customer Service through participation in the creation of the City's "How Can We Help You" web pages
- Reviewed the Accessible Parking By-law and created administration efficiencies for City staff and property owners
- Created a public working group and conducted a review of the City's four By-laws related to animals
- Drafted a business licensing category to regulate Donation Bins and Publication Dispensing Boxes within the city
- Enhanced the role of Corporate Security for City facilities and events

### 2015 objectives

- Review and recommend changes to the City's Business Licensing, Traffic and Zoning by-laws as they relate to the operation of Food Trucks to promote business growth within the city
- Implement regulations related to Donation Bins and Publication Dispensing Boxes
- Improve efficiencies with inspection agencies and provide better service to businesses by continuing to stagger business license renewals
- Conduct by-law reviews, specifically Traffic By-law and Municipal Lot By-law
- Establish a corporate emergency response procedure to respond to distress calls from staff in the field, utilising the new two-way radio system, to ensure the safety of City staff

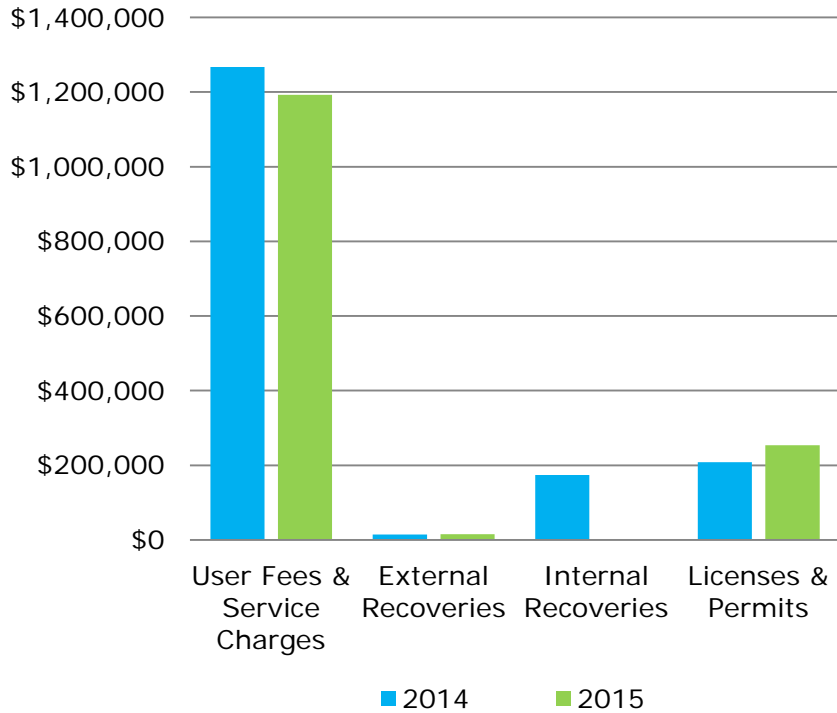
### Key changes in 2015

- \$72,300 increase in revenues due to expected volume increases in business licensing revenue and parking enforcement
- \$173,800 reduction to internal charges for security services provided at the Transit Terminal
- Parking Revenues reduced by \$100,000 due to a reduction of winter overnight on-street parking restriction

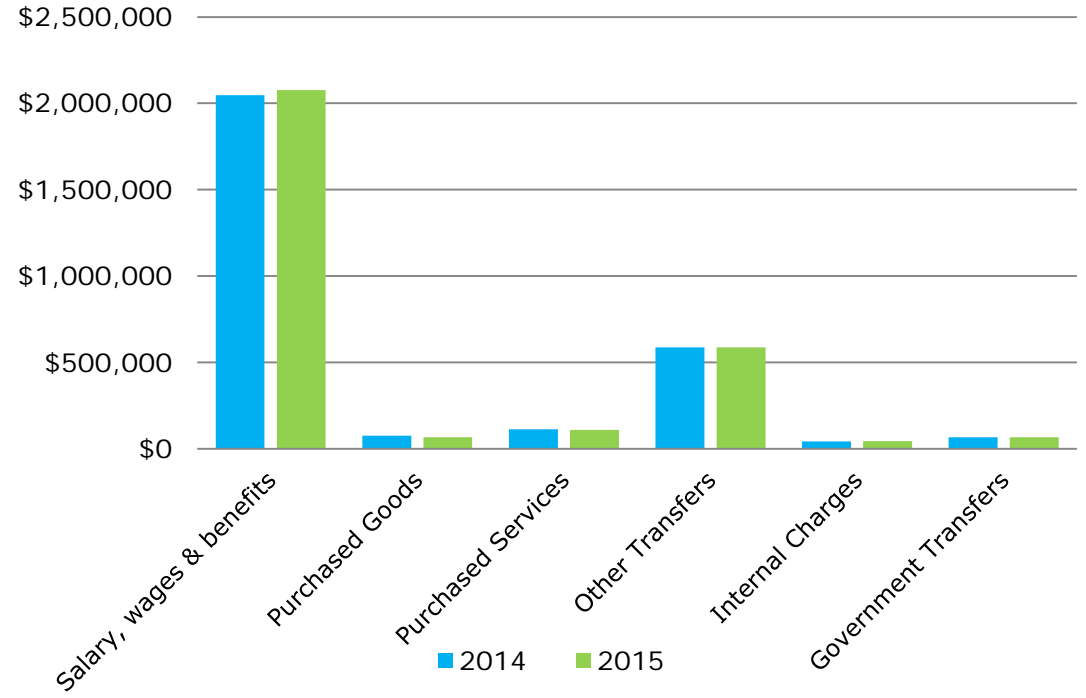
# PUBLIC SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison





## PUBLIC SERVICES

### 2015 approved budget: By-law Compliance, Security and Licensing

	2014 Budget	2015 Base Budget	2015 Investment	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$1,267,000)	(\$1,293,000)	\$100,000	<b>(\$1,193,000)</b>	\$74,000	(5.8%)
Licenses & Permits	(\$208,300)	(\$253,600)	\$0	<b>(\$253,600)</b>	(\$45,300)	21.7%
External Recoveries	(\$14,300)	(\$15,300)	\$0	<b>(\$15,300)</b>	(\$1,000)	7.0%
<b>Total Revenue</b>	<b>(\$1,489,600)</b>	<b>(\$1,561,900)</b>	<b>\$100,000</b>	<b>(\$1,461,900)</b>	<b>\$27,700</b>	<b>(1.9%)</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$2,046,350	\$2,076,250	\$0	<b>\$2,076,250</b>	\$29,900	1.5%
Purchased Goods	\$74,750	\$65,900	\$0	<b>\$65,900</b>	(\$8,850)	(11.8%)
Purchased Services	\$112,060	\$108,360	\$0	<b>\$108,360</b>	(\$3,700)	(3.3%)
Government Transfers	\$66,300	\$66,300	\$0	<b>\$66,300</b>	\$0	0.0%
Other Transfers	\$586,800	\$586,800	\$0	<b>\$586,800</b>	\$0	0.0%
<b>Total Expenditure</b>	<b>\$2,886,260</b>	<b>\$2,903,610</b>	<b>\$0</b>	<b>\$2,903,610</b>	<b>\$17,350</b>	<b>0.6%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$1,396,660</b>	<b>\$1,341,710</b>	<b>\$100,000</b>	<b>\$1,441,710</b>	<b>\$45,050</b>	<b>3.2%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$42,171	\$43,550	\$0	<b>\$43,550</b>	\$1,379	3.3%
Internal Recoveries	(\$173,800)	\$0	\$0	<b>\$0</b>	\$173,800	(100.0%)
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$131,629)</b>	<b>\$43,550</b>	<b>\$0</b>	<b>\$43,550</b>	<b>\$175,179</b>	<b>(133.1%)</b>
<b>Net Budget</b>	<b>\$1,265,031</b>	<b>\$1,385,260</b>	<b>\$100,000</b>	<b>\$1,485,260</b>	<b>\$220,229</b>	<b>17.4%</b>

## PUBLIC SERVICES

### Community Engagement

The City's Community Engagement Department is responsible for direct service provision, facility management, volunteer management, community and neighborhood partnerships, community engagement, capacity building of internal and external stakeholders, grant allocations/community investments, legislated compliance reporting and policy development.

#### Accessibility Services

- Ensure services, programs and facilities are inclusive, accessible and compliant with the Accessibility for Ontarians with Disabilities Act (AODA), and adhere to the Ontario Human Rights Code as it relates to those with a disability
- Provide support to Guelph's Accessibility Advisory Committee of Council and individual citizens

#### Community Engagement

- Build capacity of residents, and community groups to provide accessible and inclusive events and programs through training, mentoring and facilitation
- Support the Corporation to engage community stakeholders through consistent and coordinated community engagement planning and activities

#### Local Immigration Partnership

- Convene and support community partnerships to promote economic and social inclusion of immigrants
- Participate with community organizations in the Local Immigration Partnership Council

- Support the economic and social inclusion of newcomers both pre- and post-arrival using the online portal

#### Seniors Services-Evergreen Seniors Community Centre

- Ensure older adults have opportunities to be active and engaged through Guelph's Older Adult Strategy
- Manage Evergreen Seniors Community Centre—a 24,000 square-foot facility with a public restaurant
- Provide program, volunteer management and facility operations support to the Guelph Wellington Seniors Association through a Community Benefit Agreement
- Provide recreation and leisure opportunities based on the needs and desires of older adults
- Provide a variety of volunteer opportunities to support senior services following the Canadian Code for Best Practices in Volunteer Involvement by coordinating guidance/support, supervision, training, orientation and screening of volunteers

#### Social Services Policy and Liaison

- Develop and evaluate policies and strategies to support vibrant communities—Affordable Bus Pass, Guelph Investment Strategy and Guelph Wellbeing Initiative
- Provide research and program expertise in the analysis of social services delivered by the County of Wellington and non-profit health and social service providers, such as the emergency youth shelter and long-term care services

## PUBLIC SERVICES

- Coordinate the Community Wellbeing Grants Program in support of local not-for-profit organizations

### Youth Services

- Facilitate the development and coordination of youth services, programming and policies
- Develop and implement Guelph's Youth Strategy with 30 members of Guelph Youth Council

### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Community Engagement and Social Services Liaison</b>	\$2,908,107	\$2,999,081	\$90,974	3.1%	82.9%	9.2%	8.0%

## PUBLIC SERVICES

### 2014 accomplishments

- Provided more than 100 days of free recreation, arts, culture and skill development programming and opportunities for local youth resulting in more than 18,000 hours of youth participation, including Music Works/Stage Works at the River Run Centre
- Created compelling case reports for three themes for Guelph Wellbeing involving over 30 key stakeholders to get people working together towards collective action. The theme areas are: Food security, Connectivity—social (sense of belonging and inclusion) and physical (connecting people through active transportation and transit)—and Affordable Housing
- Implemented the first year recommendations of the Older Adult Strategy by achieving membership to the World Health Organization Global Network of Age Friendly Cities and Communities, and created the Community Older Adult working Leadership Team through a \$10,000 grant from the Ontario Seniors Secretariat
- Supported employees to plan and implement community engagement for 34 corporate projects and collaborated with over 20 community organizations

### 2015 Objectives

- Implement the Minister of Health and Long-Term Care's approval of The Elliott Long-Term Care Residence as the City's municipal home
- Benchmark corporate community engagement activities and support every corporate project that requires community engagement
- Support the development of two new community gardens and Brant Hub feasibility study
- Provide 800 hours of front-line volunteer support to people with a disability to participate in recreations programs, through the One2One Program
- As part of the Year two Guelph Youth Strategy, achieve Playworks youth friendly designation, identifying the City of Guelph as a leader in the provision of Youth Services

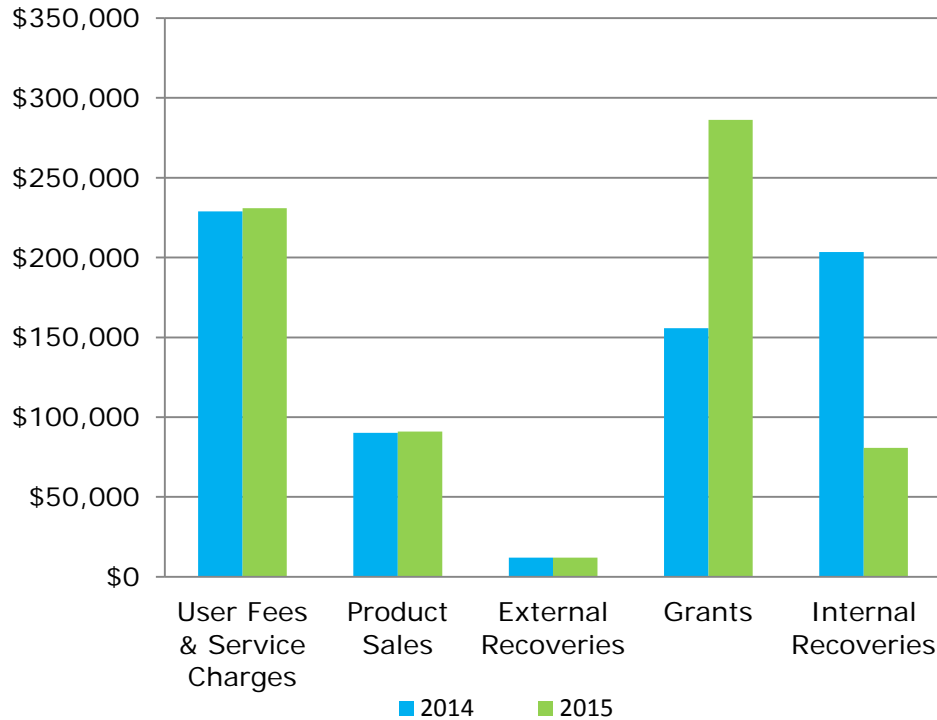
### Key changes in 2015

- \$130,620 increase in grant revenue for Immigration Partnership. Approved funding offset 100 per cent with increases to compensation and purchased goods & services.
- \$104,200 increase in salary, wages and benefits for Immigration Partnership staff and economic increase
- \$108,400 decrease in purchased services, offset by increase in other transfers. \$106,600 to streamline the budget for community benefit agreements.
- \$120,000 decrease in internal recoveries offset with decrease to compensation and purchased services for the Community Wellbeing Initiative

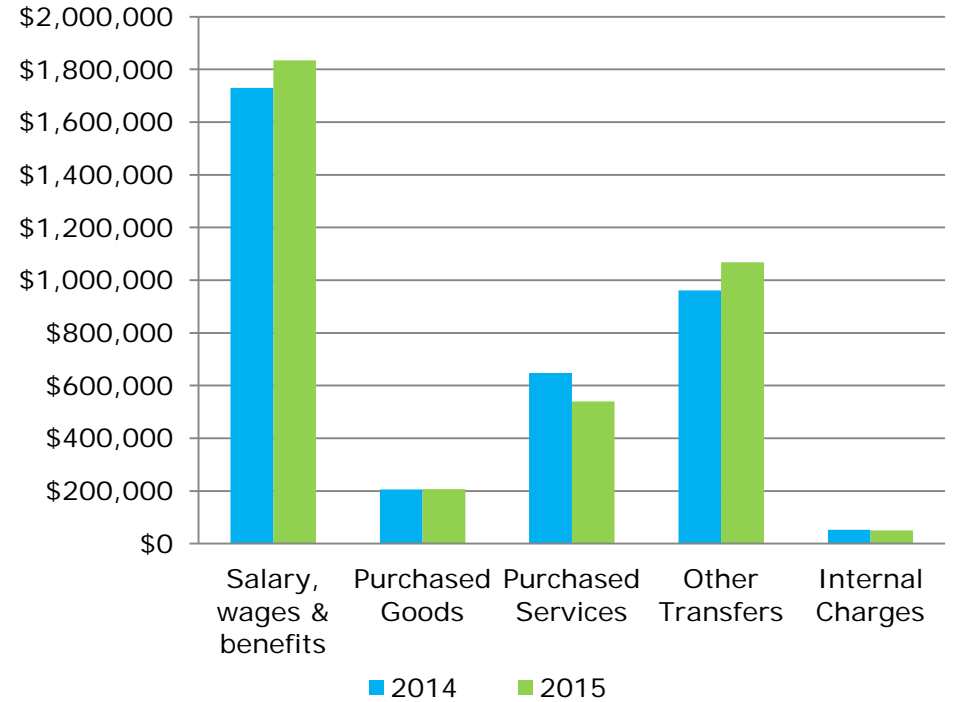
# PUBLIC SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## PUBLIC SERVICES

### 2015 approved budget: Community Engagement and Social Services Liaison

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$228,900)	(\$230,900)	\$0	(\$230,900)	(\$2,000)	0.9%
Product Sales	(\$90,100)	(\$91,000)	\$0	(\$91,000)	(\$900)	1.0%
External Recoveries	(\$12,000)	(\$12,000)	\$0	(\$12,000)	\$0	0.0%
Grants	(\$155,615)	(\$286,235)	\$0	(\$286,235)	(\$130,620)	83.9%
<b>Total Revenue</b>	<b>(\$486,615)</b>	<b>(\$620,135)</b>	<b>\$0</b>	<b>(\$620,135)</b>	<b>(\$133,520)</b>	<b>27.4%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$1,729,952	\$1,834,169	\$0	\$1,834,169	\$104,217	6.0%
Purchased Goods	\$206,200	\$207,427	\$0	\$207,427	\$1,227	0.6%
Purchased Services	\$648,020	\$539,620	\$0	\$539,620	(\$108,400)	(16.7%)
Other Transfers	\$961,600	\$1,068,200	\$0	\$1,068,200	\$106,600	11.1%
Financial Expenses	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Expenditure</b>	<b>\$3,545,772</b>	<b>\$3,649,416</b>	<b>\$0</b>	<b>\$3,649,416</b>	<b>\$103,644</b>	<b>2.9%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$3,059,157</b>	<b>\$3,029,281</b>	<b>\$0</b>	<b>\$3,029,281</b>	<b>(\$29,876)</b>	<b>(1.0%)</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$52,315	\$50,500	\$0	\$50,500	(\$1,815)	(3.5%)
Internal Recoveries	(\$203,365)	(\$80,700)	\$0	(\$80,700)	\$122,665	(60.3%)
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$151,050)</b>	<b>(\$30,200)</b>	<b>\$0</b>	<b>(\$30,200)</b>	<b>\$120,850</b>	<b>(80.0%)</b>
<b>Net Budget</b>	<b>\$2,908,107</b>	<b>\$2,999,081</b>	<b>\$0</b>	<b>\$2,999,081</b>	<b>\$90,974</b>	<b>3.1%</b>

## PUBLIC SERVICES

### Corporate Building Maintenance

The City's Corporate Building Maintenance Department is involved in the maintenance of more than 80 City facilities. The maintenance program includes preventative maintenance, demand maintenance, asset management and life cycle capital replacement projects. Corporate Building Maintenance is involved in obtaining structural assessments for more than 150 structures in various departments across the corporation, overall facility management of City Hall and the new Market Square, and service coordination for the Civic Precinct.

#### General Building Maintenance

- Provide demand and preventive maintenance activities in more than 80 City facilities, representing approximately 1.1 million square feet of gross floor area
- Manage facility issues such as the backflow prevention program, annual fire alarm and elevator inspections, Electrical Safety Authority (ESA) inspections, preparation of fire safety plans and maintenance of our hazardous materials inventory

#### Asset Management

- Ensure facilities remain in good condition for the life of the facility through proper planning and implementation of our life cycle replacement program which includes roofing, HVAC equipment replacement and electrical equipment replacement
- Implement energy efficiency upgrades in facilities

#### Civic Precinct

- Provide building management functions at City Hall along with maintenance and custodial support to the Provincial Offences Court, Transit Terminal and the new Museum

#### Structural Assessment and Repair

- Conduct periodic reviews of the structural integrity of City facilities and implements a remediation program as required

#### Capital Projects

- Review of the design of many new City facilities, including participating in design and construction meetings as a primary stakeholder and as full members of the project's commissioning team

# PUBLIC SERVICES

## Financial snapshot

	2014	2015	Yr/Yr	Yr/Yr	Funding Sources		
	Budget	Approved	Increase (\$)	Increase (%)	Tax Supported %	User Fee %	Grants %
<b>Corporate Building Maintenance</b>	\$2,600,348	\$2,728,071	\$127,723	4.9%	94.4%	5.6%	0.0%

### 2014 accomplishments

- Completed \$2.9 million in Life Cycle replacement work
- Replaced washroom building at South End Community Park, St. George’s Park, and installation of UV disinfection equipment to Waverly Splash Pad facility
- Coordinated and supervised the demolition of Wilson Farmhouse and 24 Downey Road
- Completed \$371,000 in structural repairs to medium priority buildings and initiate detailed structural assessment of all building identified as low risk
- Replaced contract cleaners with part-time City staff in various buildings to improve quality without added cost

### 2015 objectives

- Increase hours spent on preventive maintenance from 1,270 hours in 2014 to 1,600 hours in 2015
- Complete structural assessment of all buildings identified as low risk
- Focus on the building asset data base, tying it to the building condition assessments for improved

forecasting and budgeting of life cycle replacement work

- Continue departmental involvement in the implementation of energy efficiency upgrades in 13 high energy use facilities, and optimization of buildings energy use through increased knowledge of building automation systems and collaboration with the Energy Management group
- Complete \$3.8 million in life cycle replacement work

### Key changes in 2015

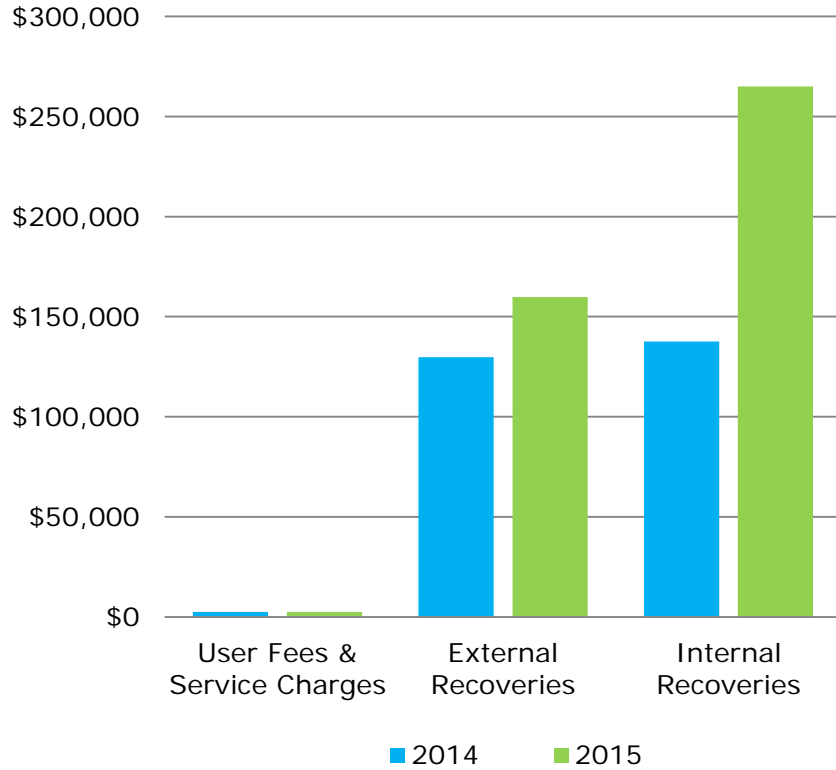
- \$30,000 increase in external recoveries for project management capital labour recoveries
- \$233,560 increase in salary, wage and benefits offset with increase in payroll recoveries of \$125,900 for Civic precinct, Courts and Corporate Energy, increase to part-time staff budget and economic increases
- \$40,700 increase in purchased services for equipment and building repairs and maintenance, network maintenance and consulting for building maintenance



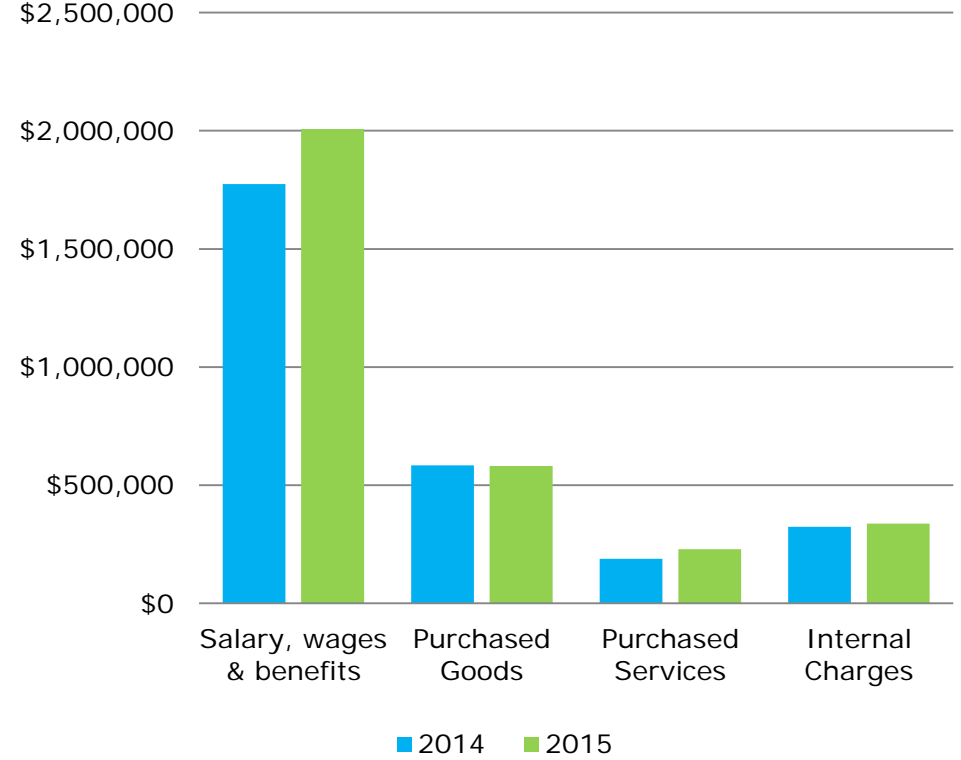
# PUBLIC SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## PUBLIC SERVICES

### 2015 approved budget: Corporate Building Maintenance

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$2,500)	(\$2,500)	\$0	(\$2,500)	\$0	0.0%
External Recoveries	(\$129,800)	(\$159,800)	\$0	(\$159,800)	(\$30,000)	23.1%
<b>Total Revenue</b>	<b>(\$132,300)</b>	<b>(\$162,300)</b>	<b>\$0</b>	<b>(\$162,300)</b>	<b>(\$30,000)</b>	<b>22.7%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$1,773,973	\$2,007,533	\$0	\$2,007,533	\$233,560	13.2%
Purchased Goods	\$583,300	\$580,900	\$0	\$580,900	(\$2,400)	(0.4%)
Purchased Services	\$188,930	\$229,618	\$0	\$229,618	\$40,688	21.5%
<b>Total Expenditure</b>	<b>\$2,546,203</b>	<b>\$2,818,051</b>	<b>\$0</b>	<b>\$2,818,051</b>	<b>\$271,848</b>	<b>10.7%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$2,413,903</b>	<b>\$2,655,751</b>	<b>\$0</b>	<b>\$2,655,751</b>	<b>\$241,848</b>	<b>10.0%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$324,085	\$337,320	\$0	\$337,320	\$13,235	4.1%
Internal Recoveries	(\$137,640)	(\$265,000)	\$0	(\$265,000)	(\$127,360)	92.5%
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$186,445</b>	<b>\$72,320</b>	<b>\$0</b>	<b>\$72,320</b>	<b>(\$114,125)</b>	<b>(61.2%)</b>
<b>Net Budget</b>	<b>\$2,600,348</b>	<b>\$2,728,071</b>	<b>\$0</b>	<b>\$2,728,071</b>	<b>\$127,723</b>	<b>4.9%</b>

## PUBLIC SERVICES

### Culture and Tourism

The City's Culture and Tourism Department coordinates the delivery, marketing and support of fundraising for related programs and services and oversees the operations of the River Run Centre, Sleeman Centre, Guelph Civic Museum and John McCrae House. Culture and Tourism is also responsible for overseeing the civic programming for Market Square, managing the delivery of volunteer services at the City's culture and heritage facilities, coordinating all broader arts and culture programs and initiatives, delivering front-line visitor information services and providing destination marketing programs for tourism industry partners.

#### Cultural Development

- Coordinate and promote arts and culture programs and initiatives in partnership with the arts community
- Provide marketing and fundraising support for the department's activities increasing earned revenue and reducing reliance on tax-supported funding

#### Guelph Museums

- Manage operation of the Guelph Civic Museum; the facility stores, archives, programs and exhibits Guelph's collection of more than 30,000 artefacts celebrating the Guelph's social, cultural and industrial history
- Manage operation of Guelph's National Historic Site John McCrae House including exhibits and education programs

#### River Run Centre

- Manage and promote events and performances at River Run Centre's 785 seat theatre, 225 seat theatre and multi-purpose reception space
- Offer high-quality performances and events designed to attract and delight audiences of all ages and tastes

#### Sleeman Centre

- Manage all operations of the Sleeman Centre; the 4,500-5,000 seat arena is home ice for Guelph's Ontario Hockey League team, the Guelph Storm, and the premiere location for sports and entertainment in the city

#### Tourism

- Deliver front-line visitor information services at City Hall and online to ensure visitors feel welcome and enjoy their experience in the city
- Provide destination marketing programs for tourism industry partners through the Tourism Partnership Program; promote Guelph as an attractive tourist destination (cost recovery program)

## PUBLIC SERVICES

### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Culture and Tourism Division</b>	\$2,623,110	\$2,813,058	\$189,948	7.2%	37.6%	60.5%	2.0%

#### 2014 accomplishments

- Exceeded Sleeman Centre budget targets for food and beverage operations by \$130,000, suite and club seat sales by \$30,000 and Guelph Storm usage of the facility by \$80,000
- Hosted, in collaboration with Guelph Youth Council, 80 high school youth for Music Works/Stage Works, a program to teach the art of putting on a show and performing at River Run Centre
- Implemented a strategic plan for Guelph Museums that included new operating hours and expanded programming
- Completed commission and installation of Civic Precinct Public Artwork as part of the City's public art program to support the goals of Guelph Wellbeing and enhance Guelph's reputation as an attractive place to live and work
- Completed the Operational Review of Tourism Services

#### 2015 objectives

- Redesign the Sleeman Centre website
- Find energy efficiencies at River Run Centre through collaboration with Guelph Municipal Holding Inc. and

community energy partners; efficiencies may include a district energy project, LED theatrical lighting programs and HVAC conservation

- Implement In Flanders Fields centenary commemoration activities, including renovation to McCrae House
- Launch a poetry-based Public Art project in conjunction with Guelph Museums' 2015 In Flanders Fields Anniversary Commemoration
- Establish a Tourism Advisory Committee that will advise on the implementation of the recommendations from the Operational Review

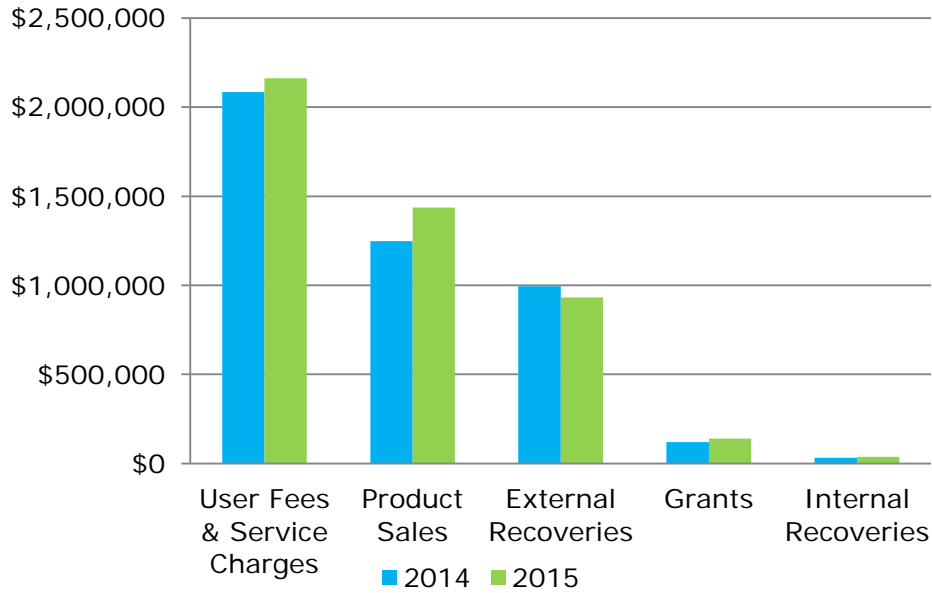
#### Key changes in 2015

- \$222,500 increase in revenues to align with historical actuals, offset with increases to part-time staff and inventory
- \$234,900 increase in salary, wage and benefits for part-time staff at Sleeman Centre, impact of minimum wage changes to part-time staff, along with grid movement and economic increases
- \$134,250 increase in purchased goods for utilities and operating costs for food and beverage inventory

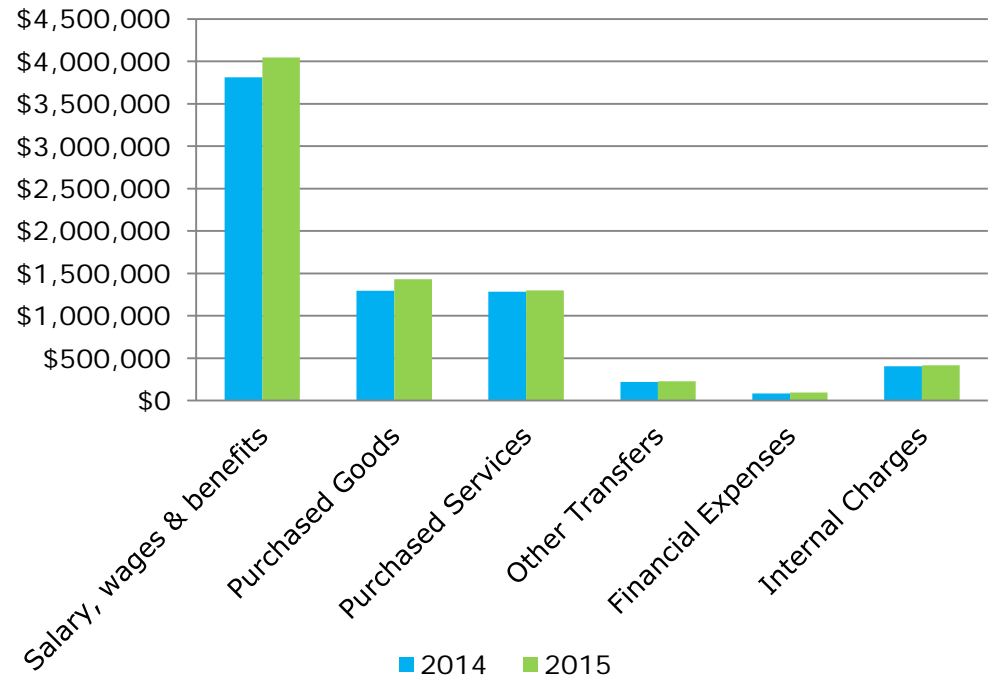
# PUBLIC SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## PUBLIC SERVICES

### 2015 approved budget: Culture and Tourism

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$2,085,050)	(\$2,162,050)	\$0	(\$2,162,050)	(\$77,000)	3.7%
Product Sales	(\$1,247,500)	(\$1,437,025)	\$0	(\$1,437,025)	(\$189,525)	15.2%
External Recoveries	(\$994,780)	(\$930,779)	\$0	(\$930,779)	\$64,001	(6.4%)
Grants	(\$119,000)	(\$139,000)	\$0	(\$139,000)	(\$20,000)	16.8%
<b>Total Revenue</b>	<b>(\$4,446,330)</b>	<b>(\$4,668,854)</b>	<b>\$0</b>	<b>(\$4,668,854)</b>	<b>(\$222,524)</b>	<b>5.0%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$3,811,437	\$4,046,342	\$0	\$4,046,342	\$234,905	6.2%
Purchased Goods	\$1,296,915	\$1,431,165	\$0	\$1,431,165	\$134,250	10.4%
Purchased Services	\$1,284,620	\$1,299,610	\$0	\$1,299,610	\$14,990	1.2%
Other Transfers	\$220,810	\$229,010	\$0	\$229,010	\$8,200	3.7%
Financial Expenses	\$83,650	\$95,350	\$0	\$95,350	\$11,700	14.0%
<b>Total Expenditure</b>	<b>\$6,697,432</b>	<b>\$7,101,477</b>	<b>\$0</b>	<b>\$7,101,477</b>	<b>\$404,045</b>	<b>6.0%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$2,251,102</b>	<b>\$2,432,623</b>	<b>\$0</b>	<b>\$2,432,623</b>	<b>\$181,521</b>	<b>8.1%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$404,613	\$417,900	\$0	\$417,900	\$13,287	3.3%
Internal Recoveries	(\$32,605)	(\$37,465)	\$0	(\$37,465)	(\$4,860)	14.9%
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$372,008</b>	<b>\$380,435</b>	<b>\$0</b>	<b>\$380,435</b>	<b>\$8,427</b>	<b>2.3%</b>
<b>Net Budget</b>	<b>\$2,623,110</b>	<b>\$2,813,058</b>	<b>\$0</b>	<b>\$2,813,058</b>	<b>\$189,948</b>	<b>7.2%</b>

## PUBLIC SERVICES

### Emergency Services

The City's Emergency Services Department contributes to community well-being and peace of mind by providing Paramedics and Firefighters, emergency preparedness planning and education programs designed to keep the community safe in their homes and businesses.

#### Guelph-Wellington Emergency Medical Services (EMS)

- Provide emergency pre-hospital medical care to 200,000 residents in Guelph and Wellington County
- Service the 2,600 square-kilometre area from nine ambulance bases

#### Emergency Preparedness

- Prevent, mitigate, prepare for, respond to and recover from emergencies through public education and training programs

- Train and encourage staff and community partners in business continuity planning to minimize disruptions to public service during times of crisis
- Strive to become a more disaster-resilient community

#### Guelph Fire Department

- Provide firefighting/suppression, public assistance, rescue, education, hazardous material response, medical response, fire related planning, fire prevention and inspections as well as fire investigations from six fire stations
- Provide fire protection for Guelph Township
- Provide executive leadership to the Guelph-Eramosa Fire Department through the Guelph Deputy Fire Chief

### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Emergency Services</b>	\$27,846,598	\$29,127,076	\$1,280,478	4.6%	72.0%	9.5%	18.0%

## PUBLIC SERVICES

### 2014 accomplishments

- Implemented a Community Paramedicine Initiative program that will allow paramedics to identify area residents in need of Community Support programs and report these to the Community Care Access Centre (Guelph-Wellington EMS)
- Initiated a new communication protocol with Wellington County Township governance bodies, and met with each township council to introduce this protocol (Guelph-Wellington EMS)
- Produced a training tool for new staff orientation, council orientation and self-delivered learning for staff, which will be ready for use in 2015 (Community Emergency Management)
- Trained all 149 suppression staff members for confined spaces, industrial accidents and self-contained breathing apparatus (Guelph Fire Department)
- Added an additional 100' pumper/aerial truck to better position the Guelph Fire Department to effectively respond to mid to highrise building emergencies

### 2015 objectives

- Complete the Business Continuity Project at the departmental and corporate level
- Expand the Community Paramedicine Initiatives to include other call reduction strategies (Guelph-Wellington EMS)

- Implement recommendations of the emergency medical service review by the Ministry of Health to ensure the City is in the best position to administer paramedical services (Guelph-Wellington EMS)
- Place into service a more capable Fire/Police command vehicle after extensive technical training (Guelph Fire Department)
- Define new legislative requirements with respect to vulnerable occupancies and refine service requirement needs (Guelph Fire Department)

### Key changes in 2015

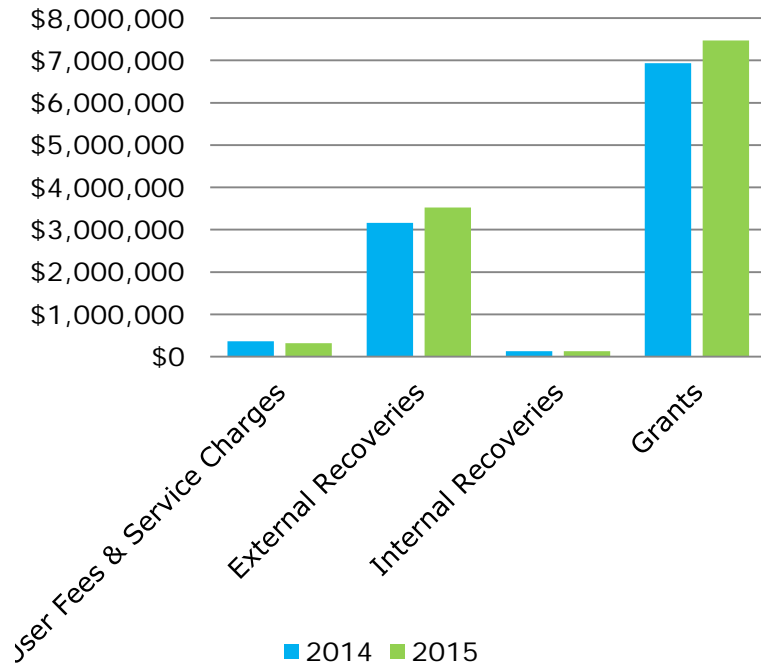
- \$90,000 reduction in Fire Marque revenue to align with actual trend
- \$152,000 increase for allocation of part-time Land Ambulance working hours to align with actual working hours required
- \$185,000 increase for external fuel cost to be offset with decrease in fuel internal charge of \$241,455
- \$86,790 increase in insurance, advertising, legal and financial costs associated with allocating internal chargebacks according to Ontario Municipal Benchmarking Initiative (OMBI) methodology
- Increase in FTEs:
  - one FTE - Fire Prevention Officer (\$137,700)
  - three FTEs - Paramedics plus supervisory backfill (\$327,900)



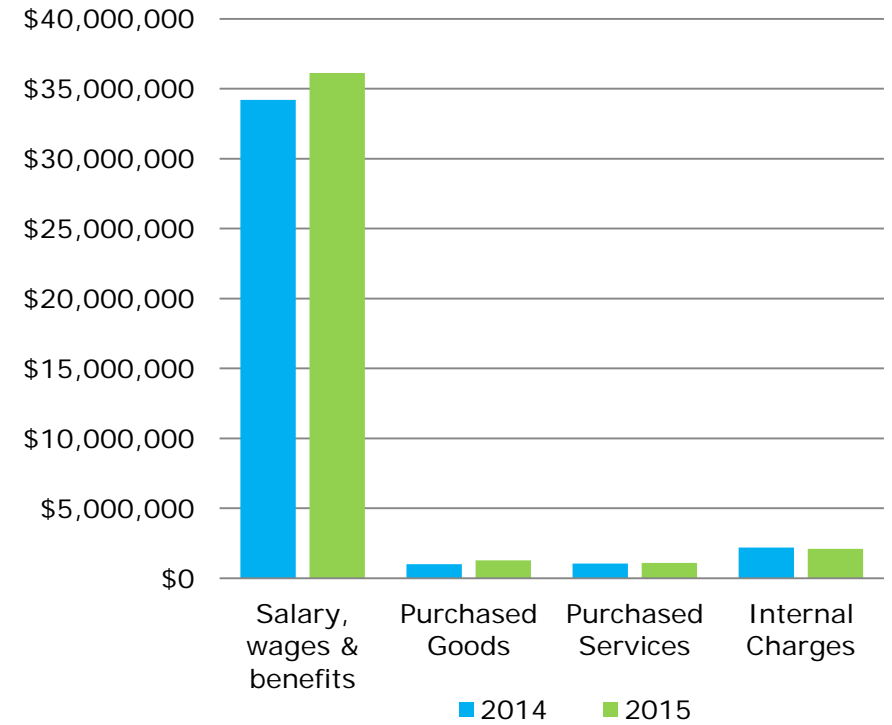
# PUBLIC SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## PUBLIC SERVICES

### 2015 approved budget: Emergency Services

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$365,200)	(\$316,000)	\$0	(\$316,000)	\$49,200	(13.5%)
Product Sales	\$0	\$0	\$0	\$0	\$0	0.0%
External Recoveries	(\$3,162,000)	(\$3,308,000)	(\$218,600)	(\$3,526,600)	(\$364,600)	11.5%
Grants	(\$6,936,347)	(\$7,470,758)	\$0	(\$7,470,758)	(\$534,411)	7.7%
<b>Total Revenue</b>	<b>(\$10,463,547)</b>	<b>(\$11,094,758)</b>	<b>(\$218,600)</b>	<b>(\$11,313,358)</b>	<b>(\$849,811)</b>	<b>8.1%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$34,205,900	\$35,477,600	\$639,200	\$36,116,800	\$1,910,900	5.6%
Purchased Goods	\$995,500	\$1,256,000	\$5,600	\$1,261,600	\$266,100	26.7%
Purchased Services	\$1,048,180	\$1,085,134	\$5,000	\$1,090,134	\$41,954	4.0%
Financial Expenses	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Expenditure</b>	<b>\$36,249,580</b>	<b>\$37,818,734</b>	<b>\$649,800</b>	<b>\$38,468,534</b>	<b>\$2,218,954</b>	<b>6.1%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$25,786,033</b>	<b>\$26,723,976</b>	<b>\$431,200</b>	<b>\$27,155,176</b>	<b>\$1,369,143</b>	<b>5.3%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$2,190,565	\$2,070,100	\$34,400	\$2,104,500	(\$86,065)	(3.9%)
Internal Recoveries	(\$130,000)	(\$132,600)	\$0	(\$132,600)	(\$2,600)	2.0%
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$2,060,565</b>	<b>\$1,937,500</b>	<b>\$34,400</b>	<b>\$1,971,900</b>	<b>(\$88,665)</b>	<b>(4.3%)</b>
<b>Net Budget</b>	<b>\$27,846,598</b>	<b>\$28,661,476</b>	<b>\$465,600</b>	<b>\$29,127,076</b>	<b>\$1,280,478</b>	<b>4.6%</b>

## PUBLIC SERVICES

### Guelph Transit

Guelph Transit provides riders of all ages, incomes and physical abilities safe, affordable and inclusive public transportation throughout the city. By implementing the Transit Growth Strategy and collaborating on initiatives like the Affordable Bus Pass pilot project, Guelph Transit contributes to community well-being and strives to become the preferred mode of transportation for residents, employers and visitors in Guelph.

Guelph Transit also reduces greenhouse gas emissions and air pollution in the city by reducing traffic congestion, which helps achieve the goals of the Community Energy Initiative and improves quality of life for residents.

#### Transit Business Services

- Manage Guelph Transit's business functions including budget preparation, financial reporting and contract administration
- Maintain all communication channels and monitor the implementation and performance of marketing and sales programs, pilots and initiatives
- Oversee customer service and manage protocols, benchmarks and respond to route planning requests, public comments and inquiries using traditional and social media

#### Transit Operations

- Operate 73 fully accessible low-floor buses which run every 20 minutes during peak period and every 30 minutes during off-peak periods

- Provide door-to-door service for passengers who may or may not use personal mobility devices such as walkers or wheelchairs through a fleet of 10 mobility buses; after hours service offered to registered users through a third-party contractor
- Offer two routes with fully accessible community buses for passengers who may or may not use personal mobility devices such as walkers or wheelchairs; routes travel to key destinations such as seniors' centres, hospitals and shopping areas

#### Planning and Scheduling

- Prepare annual service standard and benchmarking report to ensure Guelph Transit maintains adequate service levels, financial performance and route efficiency
- Assess route performance and develop route and service adjustments
- Collaborate with City departments and external agencies to ensure Guelph Transit service supports the City's growth and planning objectives
- Currently reviewing all services being provided to ensure efficient and effective operations

#### Quality Assurance and Continuous Improvement

- Maintain the facility used to repair, store, clean and fuel all conventional and mobility buses
- Operate Guelph Central Station; a multi-modal transportation hub in downtown Guelph connecting local, regional and national public transit

# PUBLIC SERVICES

## Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Transit</b>	\$11,387,668	\$14,296,322	\$2,908,654	25.5%	57.2%	42.8%	0.0%

### 2014 accomplishments

- Negotiated a new Collective Agreement with ATU 1189 and City of Guelph
- Installed an integrated rainwater-harvesting and rinse-water-reclamation system to reduce water consumption
- Reduced number of cancelled runs 18.5 per cent
- Improved attendance management systems and management of staff resources, which significantly reduced operating costs. Reduced absenteeism by 24 per cent

### 2015 objectives

- Improve response times to customer inquiries to increase customer satisfaction
- Increase public confidence in the delivery of reliable, convenient service by reducing the number of cancelled runs and meeting the on-time service target of 85 per cent
- Complete implementation of CAD/AVL system and scheduling software

- Monitor and maintain employee attendance through Employee Attendance Support Program to continue to ensure a healthy and safe work environment for our employees
- Conduct a service review to ensure we are operating an efficient and effective transit service

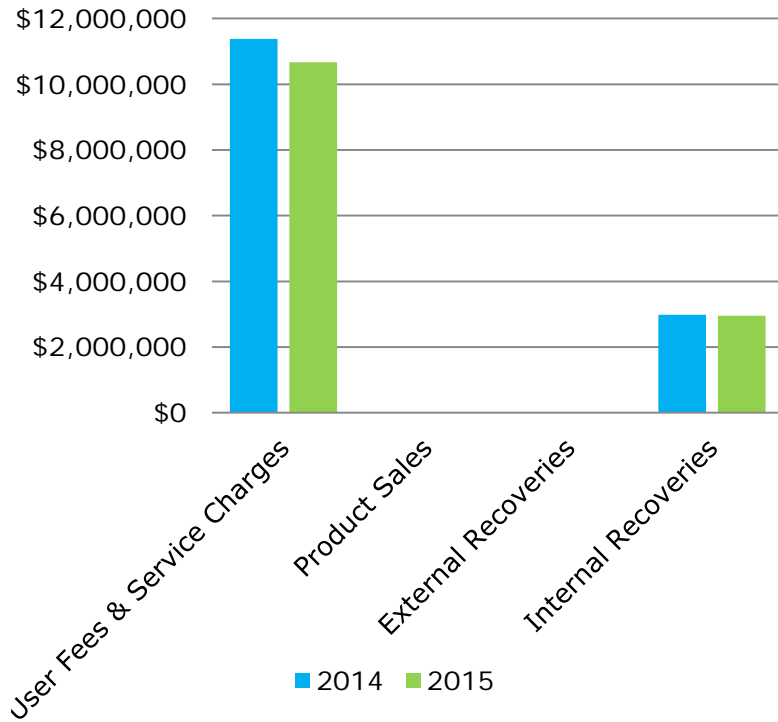
### Key changes in 2015

- \$715,000 decrease in fare revenue to align with actual ridership trend
- \$742,000 allocated for 10 additional extra boards to meet the service requirement
- \$32,800 increase in internal charges due to a \$474,800 increase in fleet maintenance to align with historical trend and \$32,800 increase in contribution to reserve. The increase is offset by a \$277,000 decrease in fuel due to a lower fuel price projection and \$243,081 decrease in staff chargeback due to the elimination of a by-law internal charge and a decreased charge for transit terminal maintenance.
- \$480,100 allocated for the expansion to support the approved Trapeze capital project

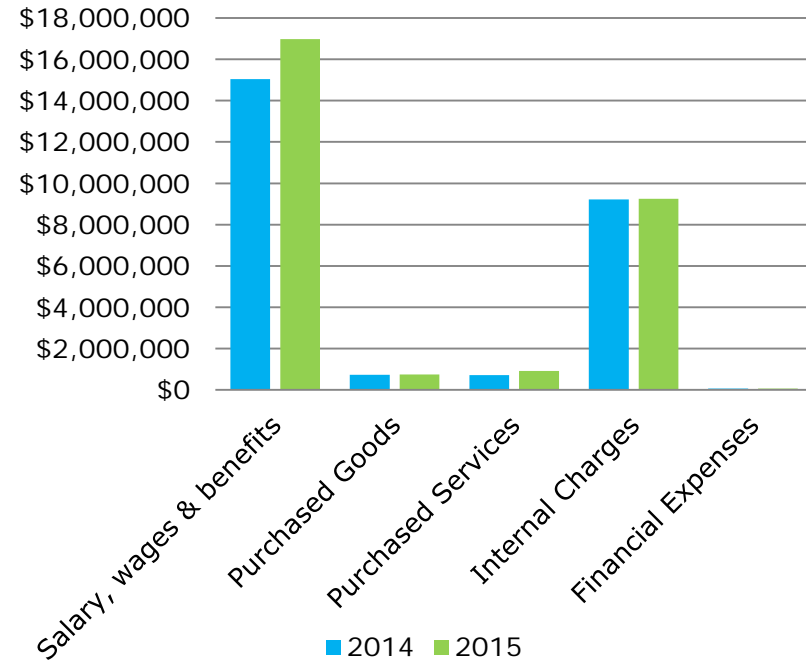
# PUBLIC SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## PUBLIC SERVICES

### 2015 approved budget: Guelph Transit

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$11,380,333)	(\$10,669,975)	\$0	(\$10,669,975)	\$710,358	(6.2%)
Product Sales	(\$1,000)	(\$1,000)	\$0	(\$1,000)	\$0	0.0%
External Recoveries	(\$18,000)	(\$18,000)	\$0	(\$18,000)	\$0	0.0%
<b>Total Revenue</b>	<b>(\$11,399,333)</b>	<b>(\$10,688,975)</b>	<b>\$0</b>	<b>(\$10,688,975)</b>	<b>\$710,358</b>	<b>(6.2%)</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$15,042,400	\$16,620,867	\$356,600	\$16,977,467	\$1,935,067	12.9%
Purchased Goods	\$724,700	\$737,700	\$2,800	\$740,500	\$15,800	2.2%
Purchased Services	\$717,420	\$796,220	\$120,700	\$916,920	\$199,500	27.8%
Financial Expenses	\$65,000	\$60,000	\$0	\$60,000	(\$5,000)	(7.7%)
<b>Total Expenditure</b>	<b>\$16,549,520</b>	<b>\$18,214,787</b>	<b>\$480,100</b>	<b>\$18,694,887</b>	<b>\$2,145,367</b>	<b>13.0%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$5,150,187</b>	<b>\$7,525,812</b>	<b>\$480,100</b>	<b>\$8,005,912</b>	<b>\$2,855,725</b>	<b>55.4%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$9,218,781	\$9,242,000	\$0	\$9,242,000	\$23,219	0.3%
Internal Recoveries	(\$2,981,300)	(\$2,951,590)	\$0	(\$2,951,590)	\$29,710	(1.0%)
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$6,237,481</b>	<b>\$6,290,410</b>	<b>\$0</b>	<b>\$6,290,410</b>	<b>\$52,929</b>	<b>0.8%</b>
<b>Net Budget</b>	<b>\$11,387,668</b>	<b>\$13,816,222</b>	<b>\$480,100</b>	<b>\$14,296,322</b>	<b>\$2,908,654</b>	<b>25.5%</b>

# PUBLIC SERVICES

## Parks and Recreation

The City's Parks and Recreation Department provides quality, safe and enjoyable recreation, sport and passive recreational opportunities through best practices in the provision of applicable services. Parks and Recreation strives to meet and exceed the needs of the community through active engagement of individuals, partnerships, community outreach, volunteerism and event initiatives, where appropriate, and as directed by Council. The City's parks, trails, recreation spaces and programs are essential to the quality of life in Guelph.

### Parks & Open Space Division

The Parks & Open Space Division is made up of two distinct business units being Park Planning and Development and Parks Operations.

#### Park Planning and Development

- Develop and implement the City's Capital Construction programs for parks, trails and other associated infrastructure
- Plan and budget for parks capital infrastructure

- Contract preparation and administration
- Establish long range Open Space Planning
- Parks related development charge needs and costs
- Review development applications to ensure adequate parkland or cash-in-lieu to acquire new park land is available

#### Parks Operations

- Maintain trails, parks, sports fields, playground equipment and open spaces
- Ensure public safety regarding parks, sports fields and their amenities i.e. meet minimum CSA for playground maintenance standards
- Operate splash pads, wading pools and amusement rides
- Renew and redevelop existing parks and infrastructure (i.e. playground retrofits)
- Provide operational support for community events, festivals and sports tournaments

## Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Parks</b>	\$5,386,705	\$5,867,523	\$480,818	8.9%	89.3%	10.7%	0.0%

## PUBLIC SERVICES

### 2014 accomplishments

- Achieved substantial completion of Jubilee Park construction
- Completed retrofits and upgrades to the Riverside Park Carousel
- Retrofitted playground equipment at four sites—Lyon, Deerpath, Norm Jary and Exhibition parks
- Completed splash pad upgrades at Norm Jary (resurfacing) and Waverly (UV installation)
- Completed removal and reinstallation of the infield at Hastings Stadium

### 2015 objectives

- Construct and open the city-wide skateboard park
- Revitalize Lyon Park to address public safety concerns; replace playground equipment at CNR Spurline, Riverside West, Windsor and Mayfield parks
- Implement GIS mapping of all park assets (from PSAB mapping), including turf and trails
- Design and develop the plan for Victoria Road Northview Neighbourhood Park

- Establish customer service excellence goals and best practices throughout the division and engage all staff to achieve these through training and leadership

### Key changes in 2015

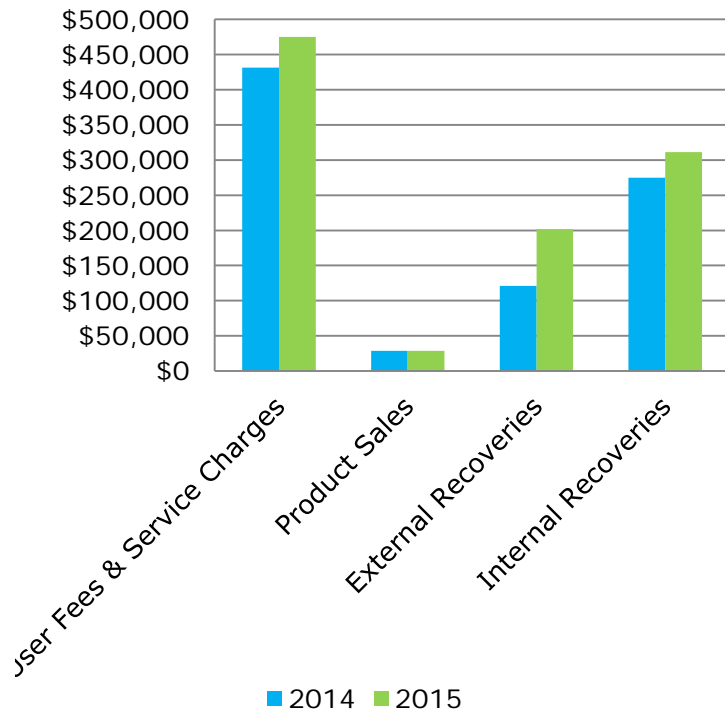
- \$43,500 increase in revenues for user fees to reflect historical actuals
- \$80,300 increase in external recoveries for park planner capital labour
- \$244,300 increase in salary, wage and benefits for park planner (100 per cent recovered from capital), seasonal staff, union contract increases, grid movement and economic increases
- \$112,800 increase in purchased goods for operating and safety supplies
- \$55,400 increase in purchases services for contract services and appraisal fees not budgeted for in prior year
- \$214,800 increase in internal charges for equipment maintenance, usage, capital contribution, and insurance



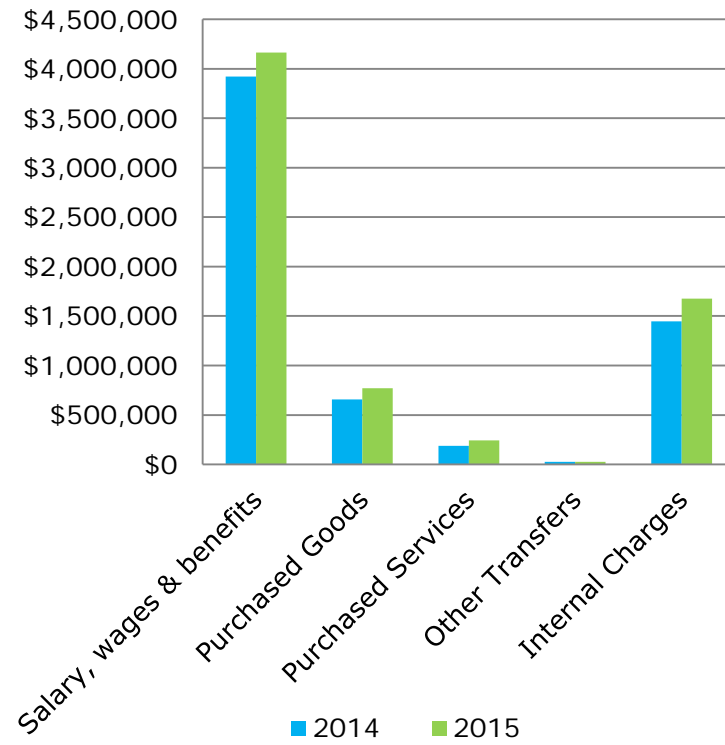
# PUBLIC SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## PUBLIC SERVICES

### 2015 approved budget: Parks

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$431,500)	(\$475,000)	\$0	(\$475,000)	(\$43,500)	10.1%
Product Sales	(\$28,650)	(\$28,650)	\$0	(\$28,650)	\$0	0.0%
External Recoveries	(\$121,100)	(\$201,400)	\$0	(\$201,400)	(\$80,300)	66.3%
<b>Total Revenue</b>	<b>(\$581,250)</b>	<b>(\$705,050)</b>	<b>\$0</b>	<b>(\$705,050)</b>	<b>(\$123,800)</b>	<b>21.3%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$3,921,111	\$4,165,388	\$0	\$4,165,388	\$244,277	6.2%
Purchased Goods	\$658,200	\$771,027	\$0	\$771,027	\$112,827	17.1%
Purchased Services	\$188,691	\$244,108	\$0	\$244,108	\$55,417	29.4%
Other Transfers	\$27,000	\$27,000	\$0	\$27,000	\$0	0.0%
Financial Expenses	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Expenditure</b>	<b>\$4,795,002</b>	<b>\$5,207,523</b>	<b>\$0</b>	<b>\$5,207,523</b>	<b>\$412,521</b>	<b>8.6%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$4,213,752</b>	<b>\$4,502,473</b>	<b>\$0</b>	<b>\$4,502,473</b>	<b>\$288,721</b>	<b>6.9%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$1,447,613	\$1,676,450	\$0	\$1,676,450	\$228,837	15.8%
Internal Recoveries	(\$274,660)	(\$311,400)	\$0	(\$311,400)	(\$36,740)	13.4%
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$1,172,953</b>	<b>\$1,365,050</b>	<b>\$0</b>	<b>\$1,365,050</b>	<b>\$192,097</b>	<b>16.4%</b>
<b>Net Budget</b>	<b>\$5,386,705</b>	<b>\$5,867,523</b>	<b>\$0</b>	<b>\$5,867,523</b>	<b>\$480,818</b>	<b>8.9%</b>

## PUBLIC SERVICES

### Recreation Facilities

The City's Recreation Division oversees the development and delivery of programs and the maintenance and operation of City recreation facilities with a collective goal to deliver the highest quality of service.

- Operate and maintain safe, clean and affordable recreational facilities including indoor and outdoor pools, arenas, fitness rooms, gymnasium and community spaces
- Develop and provide inclusive community recreation programming in a wide variety of interest areas to people of all ages and skill levels including aquatic lessons, summer camp programs and specialized programs (i.e. pottery, therapy pool programs)
- Liaise with sports groups and associations that utilize City parks and facilities
- Develop policies regarding use of City facilities to ensure safe, inclusive and equitable practices
- Plan for new facilities and retrofits of existing ones to meet resident needs

### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Recreation Programs and Facilities</b>	\$1,827,976	\$1,939,292	\$111,316	6.1%	33.1%	66.1%	1.0%

## PUBLIC SERVICES

### 2014 accomplishments

- Provided swimming lessons to approximately 464 children (grade 3 and 5) through the Swim to Survive grant
- Increased camp registrations by three per cent (3,334 registrations) over 2013
- Completed the background study and hired the architect for the Victoria Road Recreation Centre renovation project
- Secured a new vendor to address advertising rights in facilities and generate additional revenue for the City
- Completed the needs assessment, feasibility study and implementation strategy for the South End Community Centre

### 2015 objectives

- Promote new recreation programming initiatives— investigate ways to use online and social media as a marketing and customer service tool
- Complete the Victoria Road Recreation Centre renovation plans
- Re-establish Energy Initiatives for Exhibition Arena and Centennial Arena
- Review and analyze departmental fees and recoveries through an in-depth Facility Utilization Study
- Establish Customer Service excellence goals and best practices throughout the department and engage all staff to achieve through training and leadership

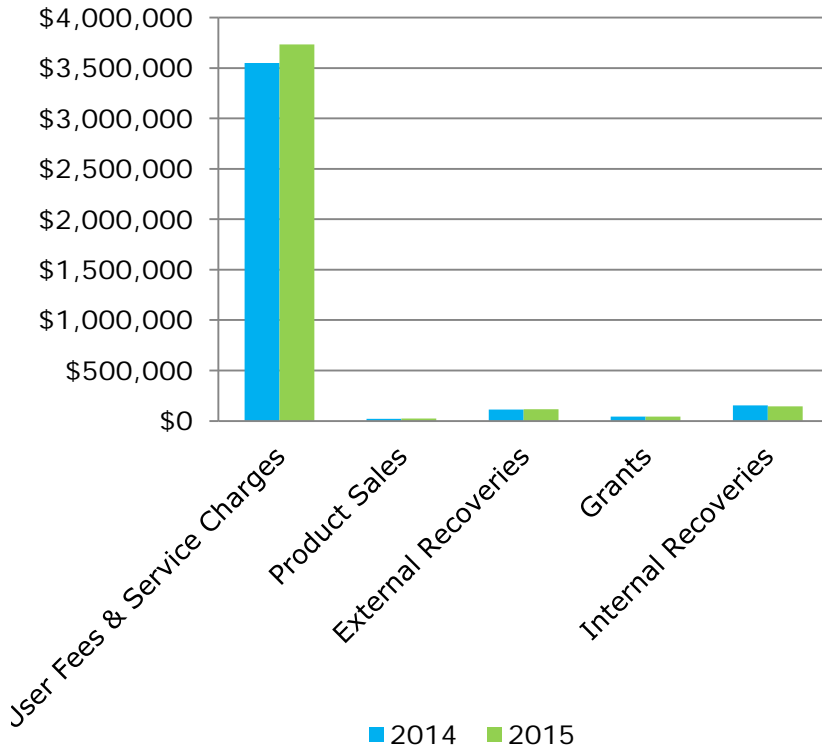
### Key changes in 2015

- \$182,800 increase in user fee revenue based on participation rate trends
- \$292,400 increase in salary wage and benefits for part-time staff, union contract increases, grid movement and economic increases
- \$24,500 decrease in purchased goods for utilities, as per community energy budget
- \$20,400 increase in purchased services primarily for planned marketing expenditures

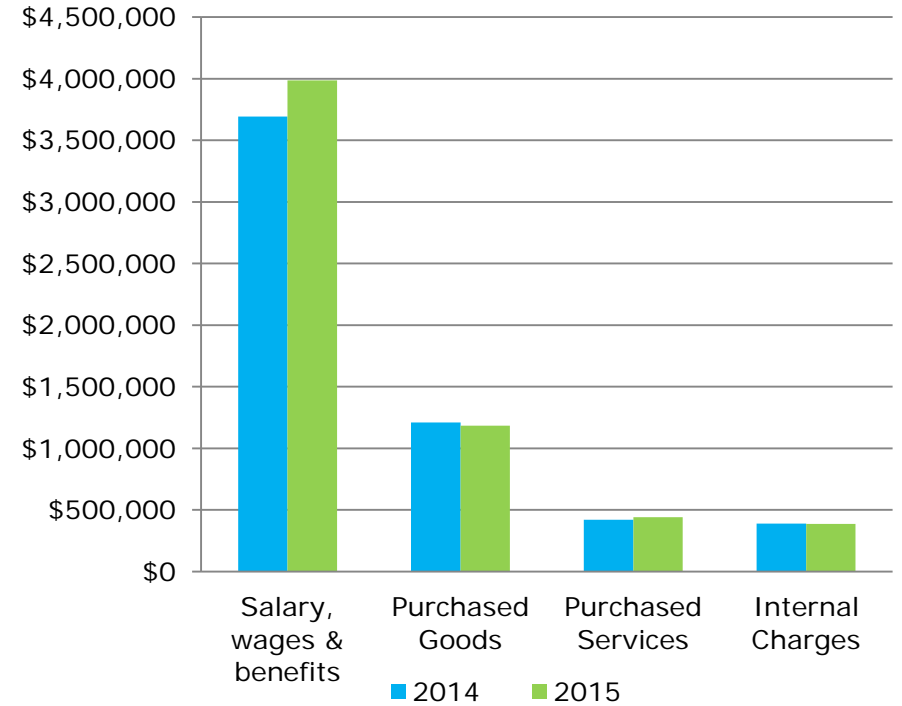
# PUBLIC SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



## PUBLIC SERVICES

### 2015 approved budget: Recreation Programs and Facilities

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$3,550,375)	(\$3,733,175)	\$0	(\$3,733,175)	(\$182,800)	5.1%
Product Sales	(\$22,100)	(\$23,600)	\$0	(\$23,600)	(\$1,500)	6.8%
External Recoveries	(\$113,750)	(\$114,750)	\$0	(\$114,750)	(\$1,000)	0.9%
Grants	(\$42,700)	(\$42,700)	\$0	(\$42,700)	\$0	0.0%
<b>Total Revenue</b>	<b>(\$3,728,925)</b>	<b>(\$3,914,225)</b>	<b>\$0</b>	<b>(\$3,914,225)</b>	<b>(\$185,300)</b>	<b>5.0%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$3,693,469	\$3,985,907	\$0	\$3,985,907	\$292,438	7.9%
Purchased Goods	\$1,209,400	\$1,184,900	\$0	\$1,184,900	(\$24,500)	(2.0%)
Purchased Services	\$420,180	\$440,590	\$0	\$440,590	\$20,410	4.9%
Long Term Debt Charges	\$0	\$0	\$0	\$0	\$0	0.0%
Other Transfers	\$0	\$0	\$0	\$0	\$0	0.0%
Financial Expenses	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Expenditure</b>	<b>\$5,323,049</b>	<b>\$5,611,397</b>	<b>\$0</b>	<b>\$5,611,397</b>	<b>\$288,348</b>	<b>5.4%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$1,594,124</b>	<b>\$1,697,172</b>	<b>\$0</b>	<b>\$1,697,172</b>	<b>\$103,048</b>	<b>6.5%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$389,082	\$387,320	\$0	\$387,320	(\$1,762)	(0.5%)
Internal Recoveries	(\$155,230)	(\$145,200)	\$0	(\$145,200)	\$10,030	(6.5%)
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$233,852</b>	<b>\$242,120</b>	<b>\$0</b>	<b>\$242,120</b>	<b>\$8,268</b>	<b>3.5%</b>
<b>Net Budget</b>	<b>\$1,827,976</b>	<b>\$1,939,292</b>	<b>\$0</b>	<b>\$1,939,292</b>	<b>\$111,316</b>	<b>6.1%</b>

## PUBLIC SERVICES

### Public Works

Residents, businesses and visitors can count on the City's Public Works department 24 hours a day, 365 days a year to maintain and sustain Guelph's roads and sidewalks, storm collection system, traffic operations, public parking, the urban forest, and corporate fleet assets. The department provides first responders to assist Police and Emergency Services during natural or man-made emergencies. Public Works helps ensure a safe, inclusive, appealing and sustainable city through its work in Fleet Services, Forestry, Roads and Right of Ways, and Traffic and Parking divisions.

#### Fleet Services

- Purchase, commission, assess, maintain, repair, decommission and dispose of all City vehicles and equipment, including Guelph Transit

#### Forestry

- Maintain Guelph's urban forest year-round, including street and park trees, and City-owned wood lots

#### Roads and Right of Ways

- Maintain roads, storm collection systems, sidewalks and boulevards to ensure safe, efficient travel for motorists, cyclists and pedestrians
- Maintain downtown properties; sidewalk cleaning, public waste receptacle pick-up on weekends, parking lots, and Guelph Central Station
- Coordinate and manage annual programs such as winter control and loose leaf collection

#### Traffic and Parking

- Install and maintain traffic signals and signs to ensure safe and efficient traffic flow
- Analyze motorist, cyclist and pedestrian flow to identify and resolve potential network deficiencies
- Administer Guelph's adult school crossing guard program
- Operate and administer public parking facilities
- Operate Guelph Farmers' Market

### Financial snapshot

	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
<b>Public Works</b>	\$14,009,935	\$15,324,851	\$1,314,916	9.4%	82.9%	17.1%	0.0%

## PUBLIC SERVICES

### 2014 accomplishments

- Responded to unusually high winter storm activity to clear roads, sidewalks, and bus stops
- Completed the Fleet Policy and Driver Manual as directed by the Commercial Vehicle Operator's Registration (CVOR) audit requirements
- Implemented the School Zone Speed Limit reduction project across the city
- Continued implementing the Urban Forest Management Plan focusing efforts on improving the tree inventory and executing the Emerald Ash Borer action plan
- Completed the Master Downtown Parking Study consultant's report

### 2015 objectives

- Continue refining and improving resource performance management frameworks, incorporating data collection, to include KPI reporting
- Update city-wide Traffic Calming policy
- Continue implementing 2015 recommendations of the Urban Forest Management Plan
- Continue to implement the Overnight On-street Parking Restrictions throughout the city, which have been reduced from six to four months during the winter – while allowing the City to be responsive during a weather event – to meet the needs and maintain the safety of the community and City

- Support discussions between stakeholders, community and the City with respect to the implementation of the sustainable Master Downtown Parking Study initiatives

### Key changes in 2015

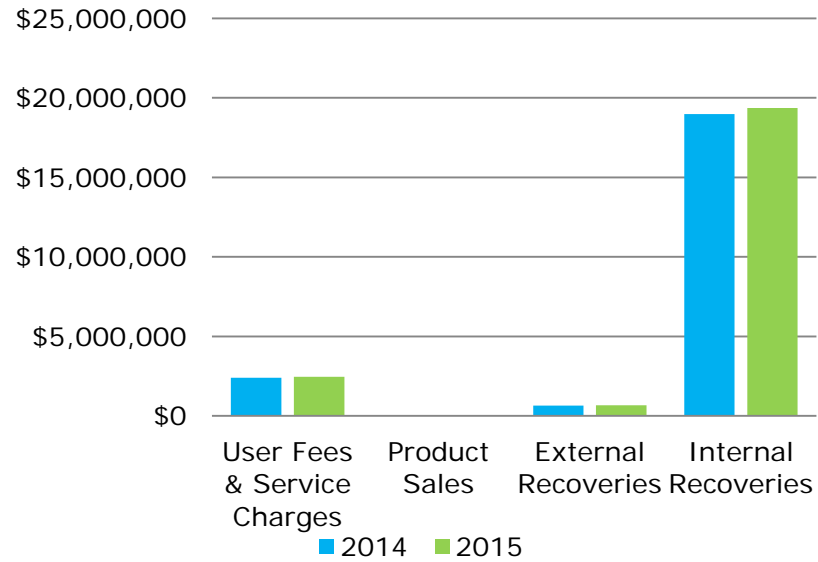
- \$83,565 increase in user fees and service charges due to anticipated parking revenues
- \$383,350 decrease in fleet fuel due to lower fuel price projection. The cost is recovered from various city departments.
- \$225,900 increase in fleet auto parts to align with the historical trend. The cost is recovered from various city departments.
- \$143,850 increase in fleet vehicle repair to align with the historical trend. The cost is recovered from various city departments.
- \$248,700 and \$144,300 increase in street lighting and hydro maintenance cost, respectively
- \$109,800 increase in road salt to align with historical usage
- \$82,900 increase in road snow removal operator costs for winter control
- \$7,500 increase in operating cost for active transportation
- Increase in FTES
  - one FTE - Arborist (\$139,600)
  - four FTEs - School Crossing Guards (\$29,900)



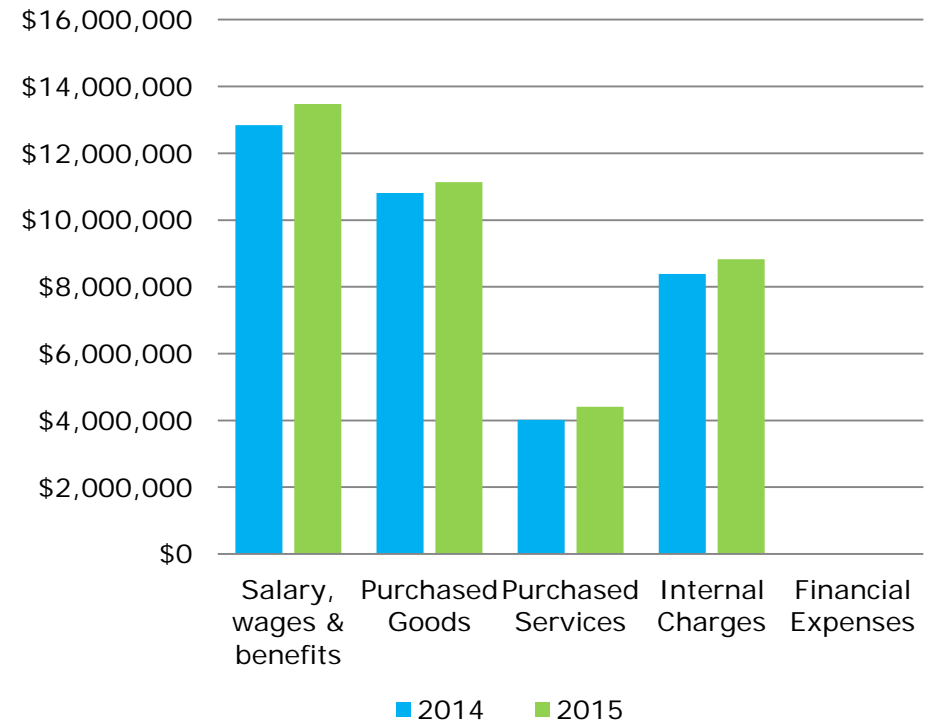
# PUBLIC SERVICES

## Trend analysis

Year/year revenue comparison



Year/year expenditure comparison



# PUBLIC SERVICES

## 2015 approved budget: Public Works

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
<b>Revenue</b>						
User Fees & Service Charges	(\$2,402,239)	(\$2,470,804)	\$0	(\$2,470,804)	(\$68,565)	2.9%
Product Sales	(\$15,500)	(\$15,500)	\$0	(\$15,500)	\$0	0.0%
External Recoveries	(\$648,806)	(\$676,896)	\$0	(\$676,896)	(\$28,090)	4.3%
Grants	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Revenue</b>	<b>(\$3,066,545)</b>	<b>(\$3,163,200)</b>	<b>\$0</b>	<b>(\$3,163,200)</b>	<b>(\$96,655)</b>	<b>3.2%</b>
<b>Expenditure</b>						
Salary, Wage & Benefits	\$12,844,206	\$13,365,441	\$108,200	\$13,473,641	\$629,435	4.9%
Purchased Goods	\$10,810,200	\$11,131,820	\$9,300	\$11,141,120	\$330,920	3.1%
Purchased Services	\$4,012,990	\$4,395,540	\$16,000	\$4,411,540	\$398,550	9.9%
Long Term Debt Charges	\$0	\$0	\$0	\$0	\$0	0.0%
Other Transfers	\$0	\$0	\$0	\$0	\$0	0.0%
Financial Expenses	\$5,400	\$6,400	\$0	\$6,400	\$1,000	18.5%
<b>Total Expenditure</b>	<b>\$27,672,796</b>	<b>\$28,899,201</b>	<b>\$133,500</b>	<b>\$29,032,701</b>	<b>\$1,359,905</b>	<b>4.9%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$24,606,251</b>	<b>\$25,736,001</b>	<b>\$133,500</b>	<b>\$25,869,501</b>	<b>\$1,263,250</b>	<b>5.1%</b>
<b>Internal Charges &amp; Recoveries</b>						
Internal Charges	\$8,384,824	\$8,766,780	\$58,300	\$8,825,080	\$440,256	5.3%
Internal Recoveries	(\$18,981,140)	(\$19,354,930)	(\$14,800)	(\$19,369,730)	(\$388,590)	2.0%
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$10,596,316)</b>	<b>(\$10,588,150)</b>	<b>\$43,500</b>	<b>(\$10,544,650)</b>	<b>\$51,666</b>	<b>(0.5%)</b>
<b>Net Budget</b>	<b>\$14,009,935</b>	<b>\$15,147,851</b>	<b>\$177,000</b>	<b>\$15,324,851</b>	<b>\$1,314,916</b>	<b>9.4%</b>

## GENERAL REVENUES

The general revenues section of the City's operating budget relates to revenues generated outside a specific City department including:

- supplementary tax revenue generated from new properties and additions or improvements to existing properties
- payments in lieu of taxes (PIL's)
- interest revenue generated from the City's investment portfolio
- penalty revenue generated from accounts receivables

### Key changes in 2015

- \$100,000 increase in revenue from supplementary taxes due to stable building permit values and higher number of anticipated units
- \$3,000 increase in revenue from payments-in-lieu of taxes
- \$12,100 reduction in investment income as a result higher investment earnings being offset by increased transfers to reserve funds due to lower capital spending

	2014 Budget	2015 Budget	Yr/Yr Change (\$)	Yr/Yr Change (%)
General Revenues Total	(\$207,303,713)	(\$217,874,780)	(\$10,571,067)	(5.10%)

#### Summary of Changes:

Increased General Levy	(\$10,480,184)
Increase to Supplementary Revenues	(\$100,000)
Increased PIL Revenue	(\$3,000)
Reduction to Interest Earnings	\$12,117
<b>Total Changes</b>	<b>(\$10,571,067)</b>

## GENERAL REVENUES

### 2015 approved budget

	2014 Budget	2015 Base Budget	2015 Investments	2015 Requested Budget	2015 Budget Change \$	2015 Budget Change %
Revenue						
Taxation	(\$202,571,918)	(\$213,155,102)	\$0	(\$213,155,102)	(\$10,583,184)	5.2%
Interest & Penalties	(\$4,742,295)	(\$4,730,178)	\$0	(\$4,730,178)	\$12,117	(0.3%)
External Recoveries	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total Revenue</b>	<b>(\$207,314,213)</b>	<b>(\$217,885,280)</b>	<b>\$0</b>	<b>(\$217,885,280)</b>	<b>(\$10,571,067)</b>	<b>5.1%</b>
Expenditure						
School Board Transfers	\$0	\$0	\$0	\$0	\$0	0.0%
Other Transfers	\$0	\$0	\$0	\$0	\$0	0.0%
Financial Expenses	\$10,500	\$10,500	\$0	\$10,500	\$0	0.0%
<b>Total Expenditure</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>\$0</b>	<b>\$10,500</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>(\$207,303,713)</b>	<b>(\$217,874,780)</b>	<b>\$0</b>	<b>(\$217,874,780)</b>	<b>(\$10,571,067)</b>	<b>5.1%</b>
Internal Charges & Recoveries						
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
<b>Net Budget</b>	<b>(\$207,303,713)</b>	<b>(\$217,874,780)</b>	<b>\$0</b>	<b>(\$217,874,780)</b>	<b>(\$10,571,067)</b>	<b>5.1%</b>

## GENERAL EXPENDITURES

Expenditures related to the City as a whole including but not limited to insurance, audit fees, assessment fees, tax write-offs and rebates are considered general expenditures.

### Key changes in 2015

- Economic increases for union groups are in the contingency account as negotiations with Guelph Professional Firefighters Association and Guelph Wellington Emergency Services employees will be underway throughout 2015. Once agreements are finalized, the budget will be reallocated from the contingency account to the appropriate business unit(s).
- \$150,000 increase in tax write-offs and vacancy rebates reflecting that in recent years Guelph has seen higher write-offs due to reassessment
- \$37,500 in new contribution to fund Official Plan Amendment (OPA) 43 settlement agreements
- \$250,000 to be transferred from the Benefit Stabilization reserve to fund increased benefit costs related to pooling charges
- \$250,000 affordable housing contribution
- \$150,000 to be transferred from the Gapping reserve to recognize reorganization savings
- \$500,000 allocated to increase the contribution to the Tax Rate Stabilization reserve

## GENERAL EXPENDITURES

	2014 Budget	2015 Budget	Yr/Yr Change (\$)	Yr/Yr Change (%)
Total	\$ 3,107,349	\$ 5,305,259	\$ 2,197,910	70.73%

### Summary of Changes:

Increased Year End Audit Expenses	35,000
Increased Insurance	14,864
Increase to Taxes Written Off (MPAC Decision)	150,000
Increase to Property Tax Rebates	16,500
Increase to MPAC Fees	8,300
Contingency for Union Groups with no CBA & Reorganization Adjustments	1,515,800
Increase to Stabilization reserve	500,000
Funding for Affordable Housing	250,000
New Transfer from the Benefit Stabilization Reserve	(250,000)
Transfer from Gapping Reserve (Reorganization savings)	(150,000)
Financing for OPA 43 Agreements	37,500
Increase to 911 Chargeback	7,100
Increase to other purchased goods and services	62,846
<b>Total Changes</b>	<b>\$ 2,197,910</b>

## GENERAL EXPENDITURES

### 2015 approved budget

	2014 Budget	2015 Base Budget	2015 Investments	2015 Requested Budget	2015 Budget Change \$	2015 Budget Change %
Revenue						
User Fees & Service Charges	(\$8,800)	(\$13,200)	\$0	(\$13,200)	(\$4,400)	50.0%
Product Sales	(\$3,000)	(\$3,000)	\$0	(\$3,000)	\$0	0.0%
Licenses & Permits	(\$9,000)	(\$9,000)	\$0	(\$9,000)	\$0	0.0%
External Recoveries	(\$67,900)	(\$64,800)	\$0	(\$64,800)	\$3,100	(4.6%)
<b>Total Revenue</b>	<b>(\$88,700)</b>	<b>(\$90,000)</b>	<b>\$0</b>	<b>(\$90,000)</b>	<b>(\$1,300)</b>	<b>1.5%</b>
Expenditure						
Purchased Goods	\$90,100	\$110,900	\$0	\$110,900	\$20,800	23.1%
Purchased Services	\$3,565,149	\$5,488,059	\$0	\$5,488,059	\$1,922,910	53.9%
Government Transfers	\$1,759,700	\$1,805,500	\$0	\$1,805,500	\$45,800	2.6%
Other Transfers	\$5,000	\$5,000	\$0	\$5,000	\$0	0.0%
Financial Expenses	\$2,285,500	\$2,452,000	\$0	\$2,452,000	\$166,500	7.3%
<b>Total Expenditure</b>	<b>\$7,705,449</b>	<b>\$9,861,459</b>	<b>\$0</b>	<b>\$9,861,459</b>	<b>\$2,156,010</b>	<b>28.0%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$7,616,749</b>	<b>\$9,771,459</b>	<b>\$0</b>	<b>\$9,771,459</b>	<b>\$2,154,710</b>	<b>28.3%</b>
Internal Charges & Recoveries						
Internal Charges	\$452,700	\$1,209,800	\$0	\$1,209,800	\$757,100	167.2%
Internal Recoveries	(\$4,962,100)	(\$5,676,000)	\$0	(\$5,676,000)	(\$713,900)	14.4%
<b>Total Internal Charges &amp; Recoveries</b>	<b>(\$4,509,400)</b>	<b>(\$4,466,200)</b>	<b>\$0</b>	<b>(\$4,466,200)</b>	<b>\$43,200</b>	<b>(1.0%)</b>
<b>Net Budget</b>	<b>\$3,107,349</b>	<b>\$5,305,259</b>	<b>\$0</b>	<b>\$5,305,259</b>	<b>\$2,197,910</b>	<b>70.7%</b>

## CAPITAL FINANCING

This section includes debt servicing costs (principle and interest) associated with Council-approved capital projects, and the current year cash contributions to reserves to fund current and future capital projects—determined by the City's guideline stating the amount of funding allocated to debt servicing costs and City reserves cannot exceed 20 per cent of the prior year's net tax levy.

### Key changes in 2015

- Reduced funds transferred to the City's reserve funds. This represents a transfer equal to approximately 16.1 per cent of the prior year's net tax levy and is within the Council approved 20 per cent financing guideline.
- Increased debt servicing due to the addition of principal payments related to the 2014 internal debt issue. The increased principle payments were offset by lower actual interest payments as a result of the internal issue.

	2014 Budget	2015 Budget	Yr/Yr Change (\$)	Yr/Yr Change (%)
Total	\$ 28,643,790	\$ 25,938,295	(\$2,705,495)	(9.45%)
<u>Summary of Changes:</u>				
Increased Debt Servicing			369,905	
Reduced Transfers to Reserve Funds			(3,075,400)	
<b>Total Changes</b>			<b>(\$2,705,495)</b>	



## CAPITAL FINANCING

### 2015 approved budget

	2014	2015	2015	2015	2015	2015
	Budget	Base Budget	Investments	Requested Budget	Budget Change \$	Budget Change %
Revenue						
Product Sales	\$0	\$0	\$0	\$0	\$0	\$0
External Recoveries	(\$1,116,000)	(\$1,116,000)	\$0	(\$1,116,000)	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>(\$1,116,000)</b>	<b>(\$1,116,000)</b>	<b>\$0</b>	<b>(\$1,116,000)</b>	<b>\$0</b>	<b>0.0%</b>
Expenditure						
Salary, Wage & Benefits	\$0	\$0	\$0	\$0	\$0	0.0%
Purchased Goods	\$0	\$0	\$0	\$0	\$0	0.0%
Purchased Services	\$0	\$0	\$0	\$0	\$0	0.0%
Long Term Debt Charges	\$11,909,065	\$12,273,270	\$0	\$12,273,270	\$364,205	3.1%
Financial Expenses	\$0	\$5,700	\$0	\$5,700	\$5,700	0.0%
<b>Total Expenditure</b>	<b>\$11,909,065</b>	<b>\$12,278,970</b>	<b>\$0</b>	<b>\$12,278,970</b>	<b>\$369,905</b>	<b>3.1%</b>
<b>Net Before Internal Charges &amp; Recoveries</b>	<b>\$10,793,065</b>	<b>\$11,162,970</b>	<b>\$0</b>	<b>\$11,162,970</b>	<b>\$369,905</b>	<b>3.4%</b>
Internal Charges & Recoveries						
Internal Charges	\$18,247,800	\$15,172,400	\$0	\$15,172,400	(\$3,075,400)	(16.9%)
Internal Recoveries	(\$397,075)	(\$397,075)	\$0	(\$397,075)	\$0	0.0%
<b>Total Internal Charges &amp; Recoveries</b>	<b>\$17,850,725</b>	<b>\$14,775,325</b>	<b>\$0</b>	<b>\$14,775,325</b>	<b>(\$3,075,400)</b>	<b>(17.2%)</b>
<b>Net Budget</b>	<b>\$28,643,790</b>	<b>\$25,938,295</b>	<b>\$0</b>	<b>\$25,938,295</b>	<b>(\$2,705,495)</b>	<b>(9.4%)</b>

## CITY GRANTS

This section reflects contributions to fund the City's obligations related to the tax increment based grant program. This program promotes redevelopment of brownfield, heritage and downtown properties that meet specific criteria.

### Key changes in 2015

- Grants for the tax increment-based grant program (\$521,750) to support tax assistance agreements entered into throughout the year.

	2014 Budget	2015 Budget	Yr/Yr Change (\$)	Yr/Yr Change (%)
Total	\$ 1,223,800	\$ 1,745,450	\$ 521,650	42.63%
<u>Summary of Changes:</u>				
Increase for TIBG Program			521,750	
Remove chargeback for special grants			(100)	
<b>Total Changes</b>			<b>\$ 521,650</b>	

## CITY GRANTS

### 2015 approved budget

	2014 Budget	2015 Base Budget	2015 Investments	2015 Requested Budget	2015 Budget Change \$	2015 Budget Change %
Revenue						
Total Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Expenditure						
Purchased Goods	\$0	\$0	\$0	\$0	\$0	0.0%
Purchased Services	\$0	\$0	\$0	\$0	\$0	0.0%
Other Transfers	\$251,700	\$106,700	\$0	\$106,700	(\$145,000)	(57.6%)
Total Expenditure	\$251,700	\$106,700	\$0	\$106,700	(\$145,000)	(57.6%)
Net Before Internal Charges & Recoveries	\$251,700	\$106,700	\$0	\$106,700	(\$145,000)	(57.6%)
Internal Charges & Recoveries						
Internal Charges	\$972,100	\$1,638,750	\$0	\$1,638,750	\$666,650	68.6%
Total Internal Charges & Recoveries	\$972,100	\$1,638,750	\$0	\$1,638,750	\$666,650	68.6%
Net Budget	\$1,223,800	\$1,745,450	\$0	\$1,745,450	\$521,650	42.6%