



2015 approved Budget

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MAYOR and CHIEF ADMINISTRATIVE OFFICER'S MESSAGE



On behalf of Council, I present the City of Guelph's approved budget document for 2015.

This document represents the culmination of work by the Chief Administrative Officer, Chief Financial Officer, executive team, finance staff, and employees from every City department who play a role in the City's budget.

I'd like to thank the people, businesses and organizations in our city who engaged in the budget process by coming before Council or writing to us.

Guelph is committed to providing quality programs and services and excellent customer service, while remaining an affordable place to live, raise a family or run a business. We are also committed to being transparent and accountable to those we serve – the people and businesses of Guelph. This document is an important part of that accountability and transparency. It shows how we are spending your hard-earned tax dollars, and how we are investing to maintain Guelph's prosperity and quality of life.

Guelph City Council looks forward to serving you in 2015.

A handwritten signature in black ink, appearing to read 'Cam Guthrie'.

Mayor Cam Guthrie
City of Guelph



The vision, strategies and policies of Guelph City Council are the foundation upon which our organization develops and delivers outstanding municipal service and value for our community.

Guelph's solid financial policies are our foundation. These policies guide staff's development budget for Council's deliberation and they ensure transparent and accountable financial decisions, including our oversight of debt management.

The 2015 budget continues plans to maintain our existing infrastructure and the delivery of programs and services that ensure our community's health and safety, while meeting legislative requirements required of the municipality and support our quality of life.

On behalf of the executive team and all our employees, we are appreciative and proud to serve our Council and our community of Guelph.

A handwritten signature in black ink, appearing to read 'Ann Pappert'.

Ann Pappert
Chief Administrative Officer

GUELPH CITY COUNCIL

City Council consists of the Mayor and Councillors, two from each of the City's six wards. Members of Council are elected by residents to a four-year term of office. The 2015 budget is the first to be approved by the current Council.

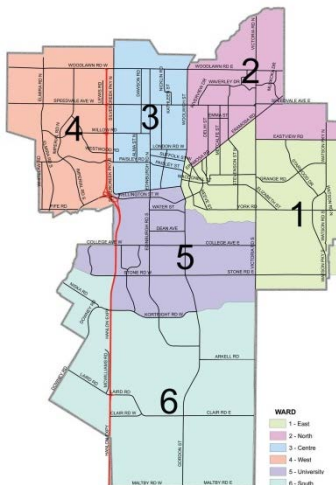
Mayor



Cam Guthrie

Mayor's Office
T 519-822-1260 x 5643
E mayor@guelph.ca

Cam Guthrie was elected as Mayor of the City of Guelph in 2014. He was first elected to Council in 2010 as a Ward 4 Councillor.



Councillors

Ward 1



Dan Gibson

Elected Councillor in 2014
T 519-822-1260 x 2502
E dan.gibson@guelph.ca



Bob Bell

Re-elected Councillor in 2014
T 519-803-5543
E bob.bell@guelph.ca

Ward 2



James Gordon

Elected Councillor in 2014
T 519-822-1260 x 2504
E james.gordon@guelph.ca



Andy Van Hellemond

Re-elected Councillor in 2014
T 519-822-1260 x 2503
E andy.vanhellemond@guelph.ca

Ward 3



Phil Allt

Elected Councillor in 2014
T 519-822-1260 x 2510
E phil.allt@guelph.ca



June Hofland

Re-elected Councillor in 2014
T 519-822-1260 x 2505
E june.hofland@guelph.ca

Ward 4



Mike Salisbury

Councillor 2006-2010
Elected in 2014
T 519-822-1260 x 2512
E mike.salisbury@guelph.ca



Christine Billings

Councillor 2003-2010
Elected Councillor in 2014
T 519-826-0567
E christine.billings@guelph.ca

Ward 5



Leanne Piper

Re-elected Councillor in 2014
T 519-822-1260 x 2295
E leanne.piper@guelph.ca



Cathy Downer

Councillor 2000-2006
Elected Councillor in 2014
T 519-822-1260 x 2294
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Ward 6



Mark MacKinnon

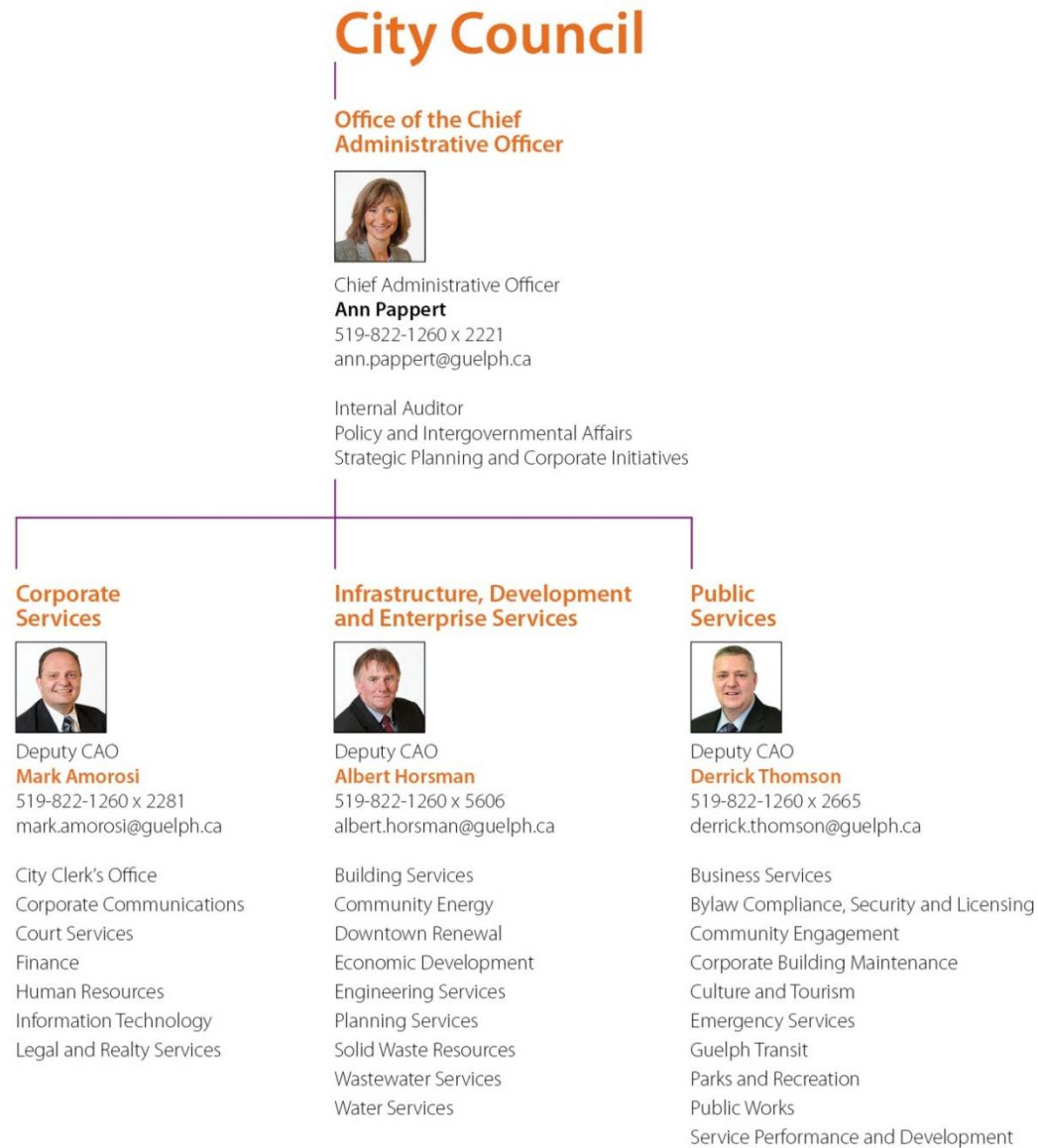
Elected Councillor in 2014
T 519-822-1260 x 2296
E mark.mackinnon@guelph.ca



Karl Wettstein

Re-elected Councillor in 2014
T 519-822-1260 x 2297
E karl.wettstein@guelph.ca

ORGANIZATIONAL STRUCTURE



CORPORATE STRATEGIC PLAN FRAMEWORK (2012-2016)

VISION

To be the City that makes a difference...acting locally and globally to improve the lives of residents, the broader community and the world.

MISSION

To build an exceptional City by providing outstanding municipal service and value.

VALUES

Integrity
Excellence
Wellness

STRATEGIC FOCUS AREAS

1 Organizational Excellence

2 Innovation in Local Government

3 City Building

STRATEGIC DIRECTIONS

1.1 Engage employees through excellence in leadership.

2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.

1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.

2.2 Deliver public services better.

3.2 Be economically viable, resilient, diverse and attractive for business.

1.3 Build robust systems, structures and frameworks aligned to strategy.

2.3 Ensure accountability, transparency and engagement.

3.3 Strengthen citizen and stakeholder engagement and communications.

BUILDING THE BUDGET

In July 2011, City Council approved the operating and capital budget policy which incorporated 11 budget principles and strategies used by the City when making short and long-term budget decisions. These principles and strategies, and the roles and responsibilities of Council and staff, can be found in the City's budget policy.

At the start of the 2015 budget process, the City reviewed capital projects that were currently underway, identifying those that would not be complete by the end of 2014 or early 2015; reviewed current tax-supported and non-tax-supported operational practices and programs; and considered anticipated impacts from Guelph's local boards and shared services.

Investments in land, buildings, roads, sewers, parks, trails, vehicles and other capital investments were then prioritized with the City's first consideration being to take care of existing assets. This would maximize investments, protect the health and safety of people living, working, studying, visiting and travelling in Guelph, and ensure the City would meet its accessibility and regulatory requirements. City resources were then reviewed to ensure there was capacity to complete projects currently underway.

As a result of this review, and considering the 2015 budget would not be approved and available until March 2015, the funding allocation was reduced and/or altered to meet the City's current needs.

Once critical projects and resources were budgeted for, new projects that did not exceed City resources, and would

respond to the community's diverse and growing needs, were considered.

The entire evaluation process ensured the right facilities, infrastructure and resources would be in place to help the City build safe and enjoyable communities, while remaining affordable for taxpayers and maintaining Guelph's strong financial position.

Three-year versus 10-year capital forecast

In previous years, the City has developed a 10-year capital budget and forecast based on direction from City Council, input from the community, Corporate Strategic Plan, Guelph's financial policies, and impacts on Guelph's annual operating budget and property taxes. This year the City presented a three-year capital budget and forecast—taking into account the same considerations as the 10-year budget—to provide City Council time to develop a Strategic Plan during its first year in office. With Council's Strategic Plan set, the City will include a 10-year capital budget and forecast.

BUILDING THE BUDGET

Budget presentations

The 2015 budget was presented to City Council in four stages.

- Non-tax-supported operating and capital budget (January 21)
 - Court Services
 - Ontario Building Code (OBC) Administration
 - Water Services
 - Wastewater Services
- Tax-supported operating (March 5) and capital Budget (February 25)
 - Office of the Mayor
 - Office of the CAO
 - Corporate Services
 - Infrastructure, Development and Enterprise Services
 - Public Services
- Local Boards and Shared Services (February 26)
 - Downtown Business Association
 - The Elliot
 - Guelph Police Service Board
 - Guelph Public Library Board
 - Public Health
 - Social Services and Social Housing

2015 GROSS EXPENDITURES and FUNDING SOURCES (millions)

Funding Sources

Taxation	User Fees	Water & Wastewater Rates	Product Sales, Licenses & Permits	Interest & Penalties	External Recoveries	Grants	Internal Recoveries	Transfers from Reserves & Reserve Funds
213,155.1	33,923.6	52,122.7	11,805.6	4,744.2	13,104.8	10,825.8	35,234.6	6,635.9

Gross Expenditures

CAO	Public Services	Infrastructure Development & Enterprise	Corporate Services	Local Boards	Shared Services	General and Capital Financing	Water and Wastewater	POA and OBC Admin
2,706.3	139,040.6	41,369.2	17,794.8	49,780.6	28,349.1	40,278.6	55,876.7	6,356.4

Gross Operating Expenses
381,552.3

Total Gross Expenditures
469,291.3

Gross Capital Expenditures
87,739.0

Gross Expenditures

Roads and Stormwater Systems	Public Works	Business Services	Policy Planning Studies	Solid Waste Management	Community Engagement & Social Services	Park Design & Maintenance	Transit	Culture and Tourism	Corporate Buildings
17,045.0	4,555.3	50.0	428.2	850.0	55.0	6,704.7	2,242.0	260.0	3,720.5
Enterprise	Bylaw Compliance	Emergency Services	Information Technology	Recreation & Programs	Local Boards	Water & Wastewater Services	Court Services	Ontario Building Code	
759.8	136.0	1,102.9	2,611.7	9,934.3	1,272.5	35,674.5	302.4	34.2	

Funding Sources

Grants & Subsidies	Developer & Partner	Development Charges (DCs)	DC Debt	Equipment Replacement	City Reserves	Debt	User Rates	Donations & Own Revenue
5,992.8	758.9	19,084.4	10,400.0	759.8	16,887.0	9,124.3	24,516.8	215.0

For additional details on the 2015 budget, refer to Appendix 1. The multi-year budget is provided in Appendix 2 for reference.

FINANCING THE BUDGET

Tax-supported budget

The tax-supported budget uses funds collected through property taxes to fund the City's day-to-day operations and long-term capital investments. City Council approved a general tax levy and payment-in-lieu requirement of \$207,297,226 that represents a \$7,107,147 or 3.55 per cent increase over 2014. This increase accounts for assessment growth. For the average residential property valued at \$301,770, this represents an increase of \$114.

Detailed information about the operating and capital budgets are included in Chapter 2 and 4 respectively.

Local Boards and Shared Services

Every budget is made up of costs the municipality can control and others it cannot. This is due in part to the municipality's relationship with other levels of government, autonomous boards, and various contractual and legislated responsibilities. City Council approved the allocation of \$73.9 million or 36 per cent of the budget to Guelph's local boards and shared services; however, the budgets themselves are not directly controlled by City Council.

Detailed information about the legislation governing the City's local boards and shared services, which Council does not have direct control over, is included in Chapter 3.

Non-tax-supported budget

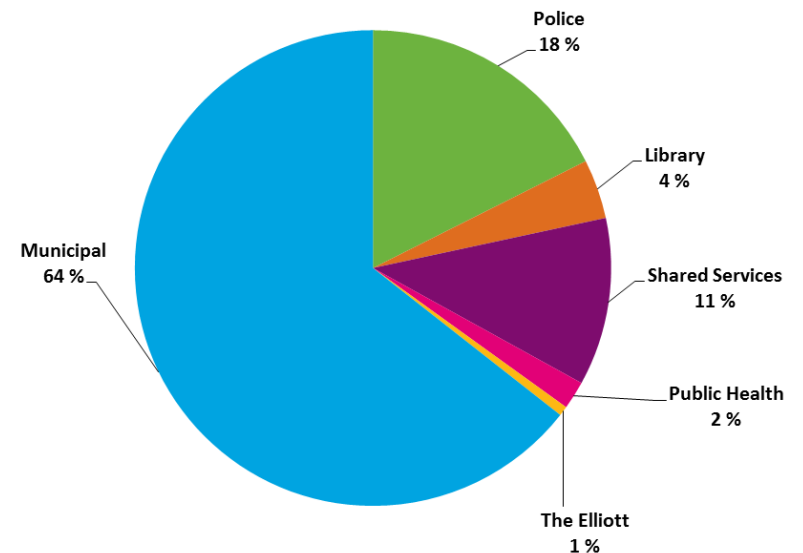
The non-tax-supported budget uses funds collected through water and wastewater rates, fine revenue and building permit sales. City Council approved a \$0.09 increase to the volumetric rate for water and a \$0.07 increase to the

volumetric rate for wastewater. Based on the average household consumption of 185 cubic metres, this represents a \$31 or 4.1 per cent increase to the residential bill.

The City's Ontario Building Code (OBC) Administration and Court Services functions are entirely funded from the sale of building permits and fines; therefore, there is no direct financial impact to the average citizen.

Detailed information about the non-tax-supported budget is included in Chapter 5.

Graph 1 **2015 Distribution of Municipal Tax Dollars**
\$207.3 million



FINANCING THE BUDGET

Tax stabilization

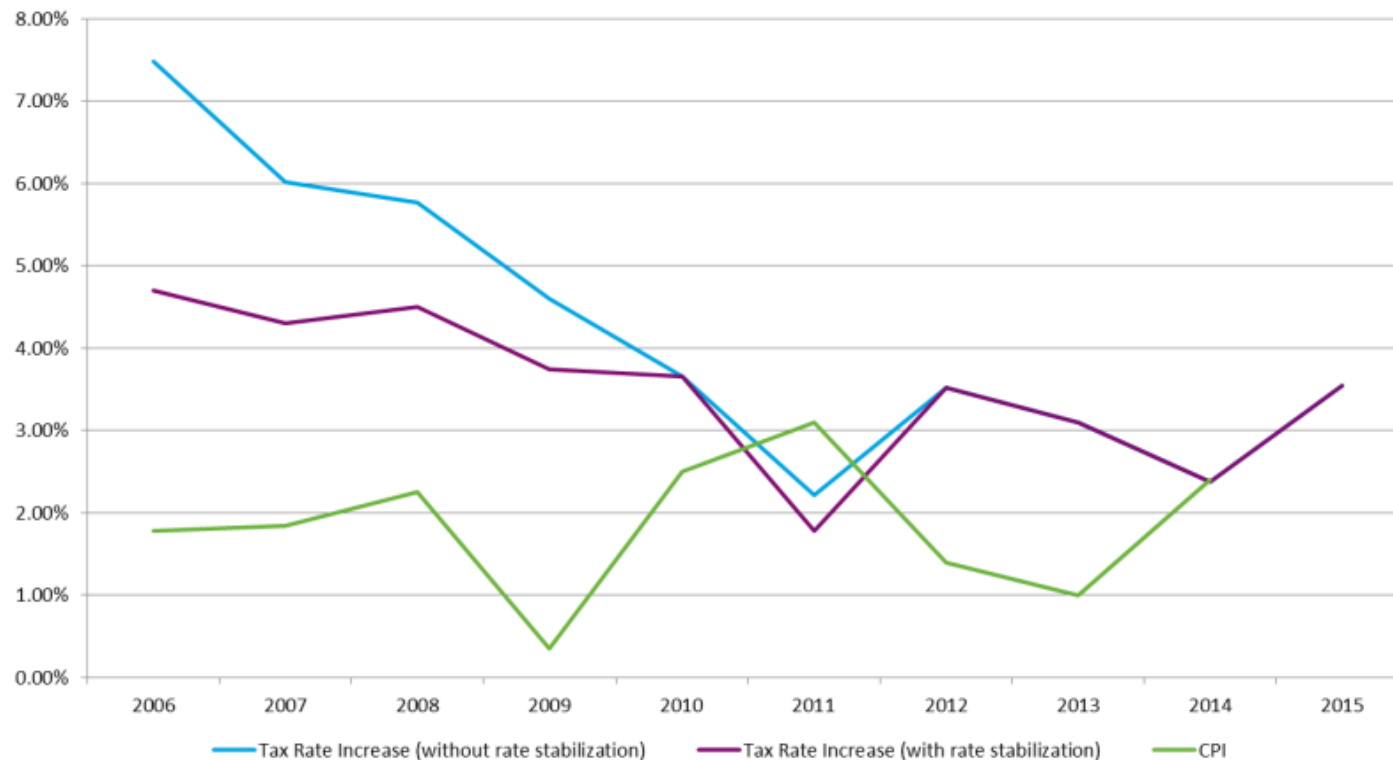
The City's reliance on the Tax Stabilization Reserve continues to trend downward (Chart 1). The stabilization reserve is intended to manage the tax levy, fund any year-end variances and prevent sudden tax levy increases—particularly during truly hard times or exceptional events.

The City has also consistently closed the gap between tax rate increases and the CPI and done so during a period of significant global economic change.

The City will not be using the Tax Stabilization Reserve in 2015.

Chart 1:

**Closing the gap:
Guelph's use of the Tax Stabilization Reserve**



BUDGET SUMMARY

Operating Budget

The City's budget is comprised of costs which the municipality controls and those it cannot. The costs which the City cannot control are due to relationships with other levels of government and autonomous boards, and are related to contractual and legislated responsibilities.

For Guelph it means that 36 per cent of the budget is not directly controlled by City Council.

Detailed information about Guelph Police Services Board, The Elliot Community, Wellington-Dufferin-Guelph Public Health, Social Services and Social Housing and the Guelph Public Library Board is included in Chapter 3.

The remaining 64 per cent of the budget is then directed towards the City's service areas, including Office of the CAO and Office of Mayor and Council.

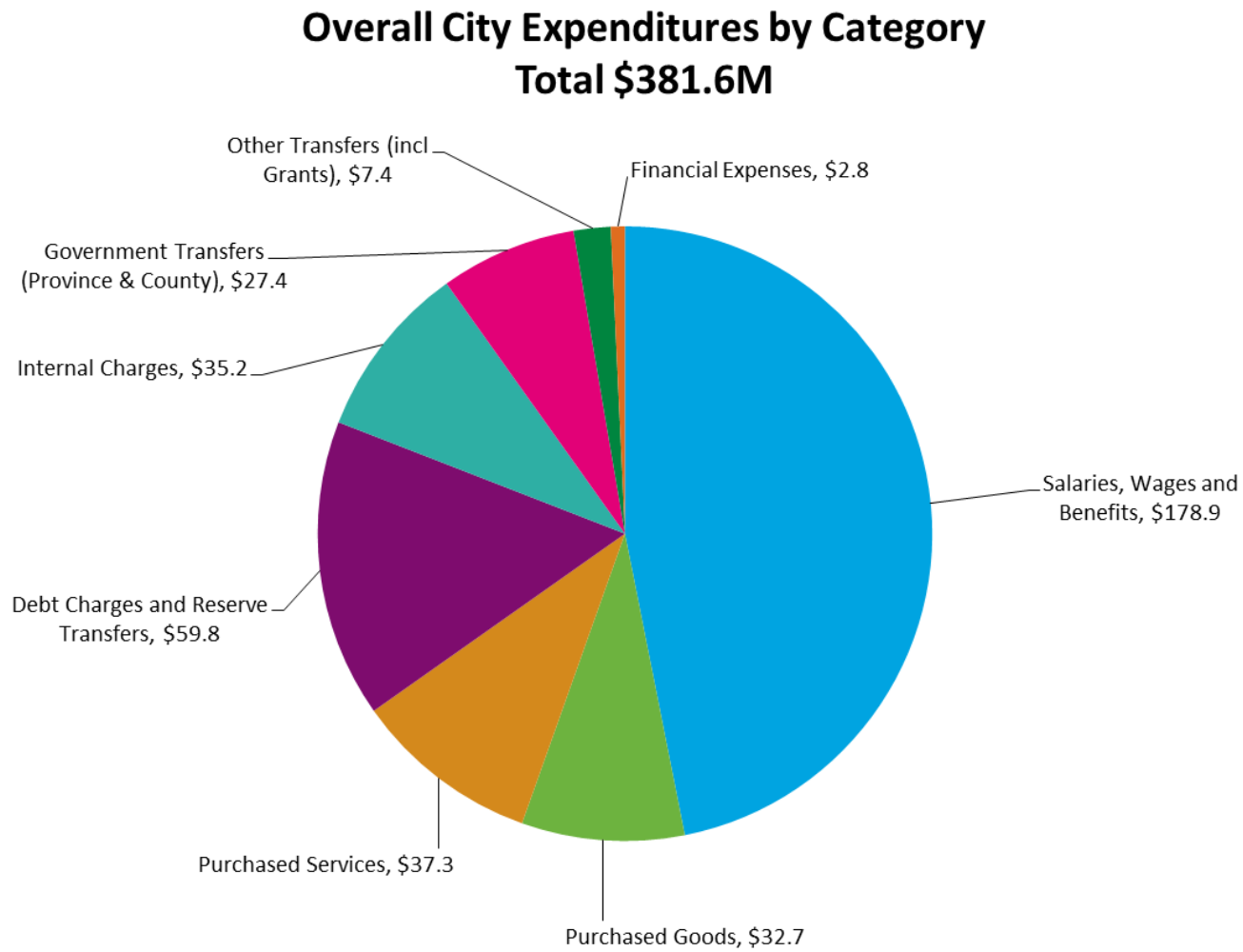
For the average household, this means \$3,170 of their total annual taxes will be directed to City services.

For every \$1 collected in City taxes, the City of Guelph retains roughly \$0.64 to apply to the City's budget.

The City is required to maintain a balanced budget—City Expenditures equal City Revenues. The following graphs (2 and 3) identify where the City spends its budget and where the funds come from to pay for it.

BUDGET SUMMARY

Graph 2: City Expenditures (millions)



BUDGET SUMMARY

Internal charges account for services one department provides for another. These are not included in external costs as they are 100 per cent offset by the revenue generated by the department requesting the service. In 2015, these costs account for \$35.2 million or 2.8 per cent per cent increase over the previous year.

The City's **debt charges and reserve transfers** requirements in 2015 increased by \$1.2 million due to the 2014 debt issue. In 2015, these costs account for \$59.8 million or 0.5 per cent increase over the previous year.

Purchased services include expenses such as utilities, municipal taxes, repairs and maintenance, training and insurance. In 2015, these costs account for \$37.3 million or 8.0 per cent increase over the previous year.

Purchased goods include expenses like materials, supplies and fuel that enable the City to carry out all operations. In 2015, these costs account for \$32.6 million or 3.2 per cent increase over the previous year.

Government transfers and transfers to others largely consist of payments made to the County of Wellington for County-administered social service programs provided on

behalf of the City (i.e., child care, subsidized work programs, social housing). Payments are also made to Wellington-Dufferin-Guelph Public Health, the Grand River Conservation Authority, The Elliott Community and grants to community organizations, businesses and residents. In 2015, these costs account for \$27.4 million or 3.9 per cent increase over the previous year.

Financial expenses include account write-offs and bank charges. In 2015, \$2.8 million has been budgeted for financial expenses, which represents a \$203,000 or 7.8 per cent increase over the previous year.

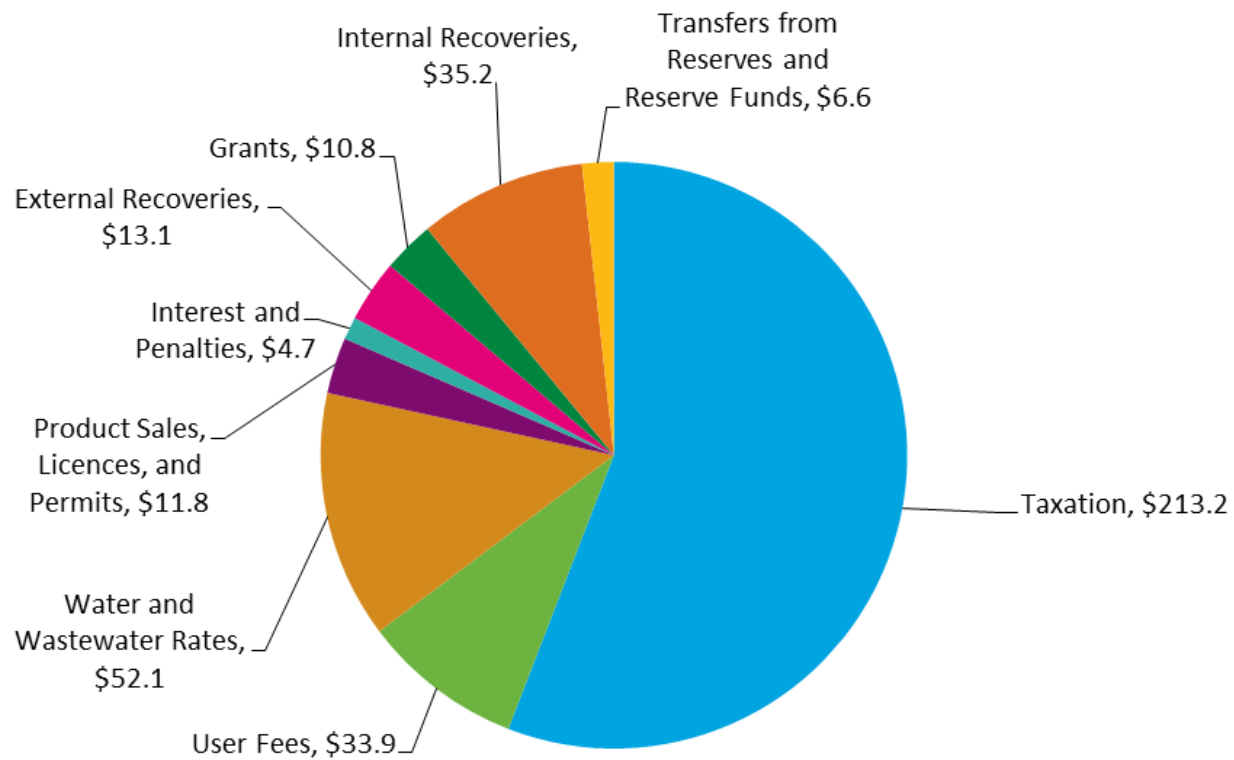
Salaries, wages and benefits, and increased staffing comprise the City's human resource costs. In 2015, these costs account for \$11.3 million or 6.7 per cent increase over the previous year.

As with most municipalities, the City is facing increased pressure to maintain its capital assets and aging infrastructure. The City's maximum guideline for capital expenditures is 20 per cent of the total approved budget. The 2015 **capital financing** expenditure represents 16.1 per cent of total expenses for Tax Supported budget. This is a \$2.9 million decrease over last year.

BUDGET SUMMARY

Graph 3: City Revenues (millions)

2015 City Revenue Sources (\$M) Total \$381.6M



BUDGET SUMMARY

Taxation is Guelph's primary source for revenue, not unlike most municipalities. In 2015, the City has budgeted to receive \$213.2 million from taxation, representing a \$10.6 million or 5.2 per cent increase over 2014. Taxation revenue is derived from several different sources including the general levy, supplementary levy and payments-in-lieu of taxes and represents 56 per cent of all City revenues.

In 2015, revenue from **user fees** will amount to \$33.9 million. This amount represents a \$569,000 or 1.7 per cent decrease from 2014. Detailed information about user fee changes is included in the User Fee By-law.

Guelph's **water and wastewater rates** are applied to the amount of water used by local residents and businesses. The rate includes a basic charge – the amount users pay to be connected to the system – and a volumetric charge – what users pay based on the amount of water and wastewater consumed. In 2015, the budget includes \$52.1 million in revenue from water and wastewater rates, representing a 2.45 per cent increase over 2014.

In 2015, revenue from **grants** is projected to be \$10.8 million, representing a \$932,000 or 9.4 per cent increase over 2014.

Other revenues refer to such things as:

- Product sales
- Licenses and permits
- Investment income
- External recoveries representing revenues from other levels of government and developers

In 2015, revenue from these sources is projected to be \$29.7 million, representing a \$5.2 million or 21.1 per cent increase over 2014.

Internal recoveries is funding received through a cross charge between City departments. Revenue can also be drawn from the City's **reserve funds** to fund an identified expense. In 2015, funding from these sources is \$41.9 million, representing a \$2 million or 4.9 per cent increase over 2014.

BUDGET SUMMARY

Capital Budget

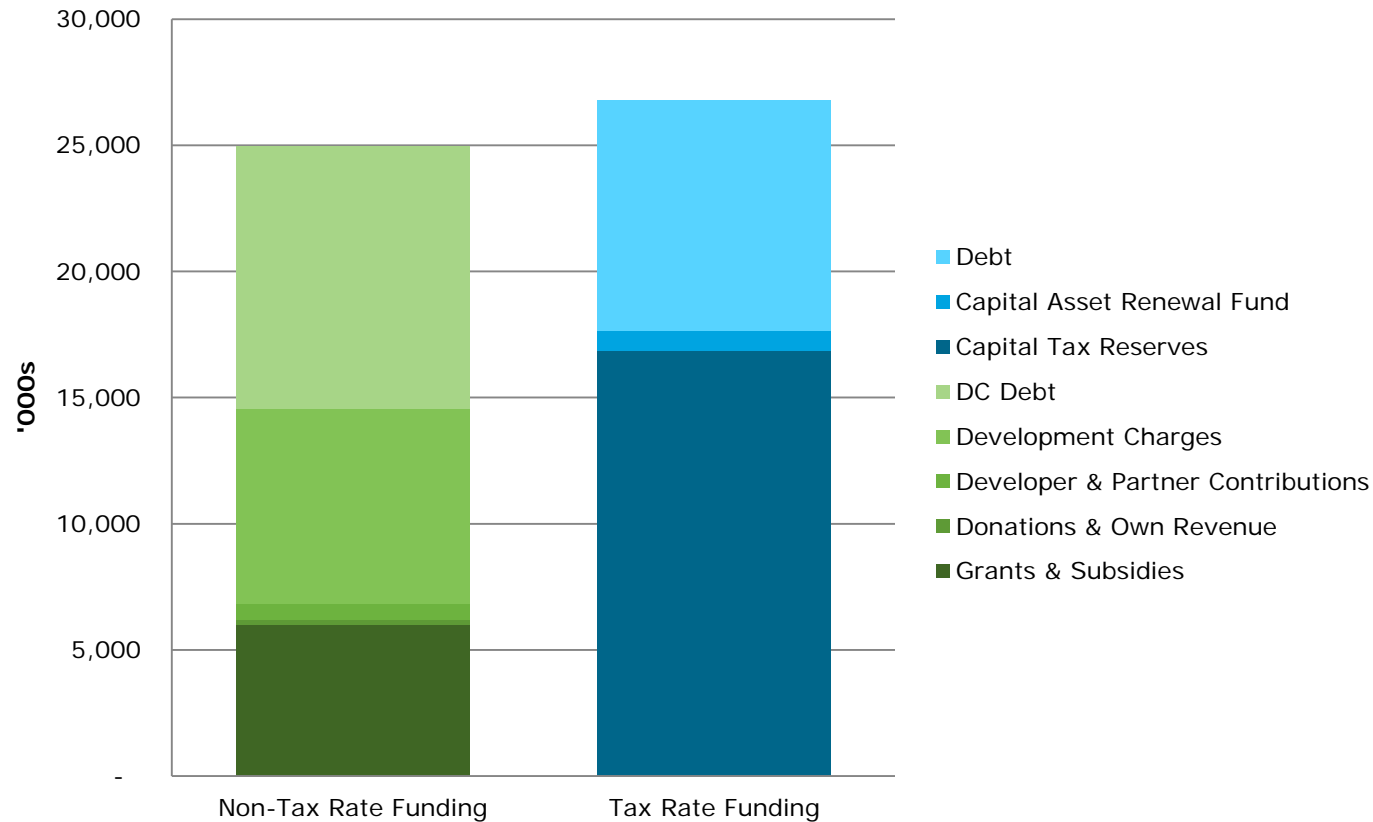
The City's capital budget is funded through a variety of sources consisting of non-tax rate and tax rate funding. In total, the Capital budget comprises 19 per cent of the City's overall budget and is directed to maintaining and building City infrastructure that will ensure the health and safety of

residents and enable the city to grow, attracting new residents, businesses and visitors.

Chart 2 provides a summary of the City's capital budget by funding source.

Chart 2:

2015 Capital Budget By Funding Source
\$50.9 million



BUDGET HIGHLIGHTS

Recognizing the need to enhance services to meet the changing needs of the community, this year's budget focuses on improving and building on work already underway, while providing room for the City to expand services to the community in order to build a strong, resilient future for Guelph.

Operating budget

- Affordable Housing Reserve: \$250,000 added to the reserve
- Guelph Innovation District: \$50,000 directed for the strategic business development framework
- Communication and Education Plan (shared rental housing): \$15,000 directed towards this plan
- Transit technology plan (Trapeze System): \$120,000 directed towards the bus scheduling system
- Geographical Information System (GIS): \$97,000 directed for the Enterprise Licence Agreement, Open 311 and Easement Layer
- Open Government: budget approved for a one year contract and technology to provide improved service to the community. Examples include expanding the City's open data catalogue and tools and building a website that will allow the public to access additional online services
- City Council approved a change to the City's overnight parking regulations, specifically, that the overnight parking restriction (no parking on streets between 2 and 6 a.m.) be in effect from December 1 to March 1, effective December 1, 2015. This is a reduction in the restriction from six to four months.
- City Council approved an additional \$500,000 in 2015 for the Rate Stabilization Reserve (total 2015 contribution is \$600,000), which can be used to offset year-end variances
- 2015 User Fees/Permits
 - Program registration fees will increase three per cent on average. The program registration rates published in the 2015 Spring/Summer Guelph Community Guide reflect the approved increase.
 - General admission fees will increase three per cent on average. The admission fees for swimming, public skating and amusement rides at Riverside Park published in the 2015 Spring/Summer Guelph Community Guide reflect the approved increase. Admission rates for Guelph Museums are listed on guelph.ca/museum.
 - Indoor facility rental fees will increase three per cent on average. Outdoor facility rental fees will increase 10 per cent on average. For more information on Guelph's facility rentals, visit guelph.ca/facility.
 - On- and off-street parking will increase five per cent

BUDGET HIGHLIGHTS

Capital budget

- Active transportation: \$600,000 directed to Woodlawn multi-use corridor (\$300,000 had been forecasted in 2014 for 2015 and 2016 respectively. Council approved the allocation of all required funds to complete the project in 2015.)
- Traffic management: \$85,000 directed toward this initiative which will investigate traffic calming measures in various locations throughout the community
- South End community park: \$250,000 to construct the splash pad
- Eastview community park: \$2.7 million to implement the Council-approved Community Park Master Plan
- Skate park: \$831,000 to construct a multi-use facility for BMX riders and skateboarders in central Guelph
- Victoria Road Recreation Centre expansion: \$9.9 million to complete funding requirement, and to improve and expand services
- York Road: \$200,000 to complete the Environmental Assessment for the reconstruction of York Road
- Niska Road Bridge: \$200,000 directed to complete the environmental assessment (EA) and detailed design work for the approved bridge option; **bridge option has yet to be determined**
- Stone Road expansion: \$2.5 million to enhance pedestrian and cycling facilities
- West Parkade structural rehabilitation: \$500,000 to ensure parkade remains up to code
- Salt dome replacement: \$2 million to replace salt domes which are at the end of their lifecycle

BUDGET HIGHLIGHTS

Staffing increases

The City has increased its full-time staffing equivalents (FTEs) by 23.99. The following identifies the new positions.

Details on the City's FTE complement and new positions added during the 2015 budget process is included in Appendices 3 and 4.

Position name	Type of investment	FTE impact
Adult school crossing guards	Service	5.00
Arborist	Service	1.00
Assistant to Committee of Adjustment Secretary-Treasurer	Service	1.00
Control Room Supervisors	Impact from Capital	4.00
Corporate Server Specialist	Strategic	1.00
Fire Prevention Officer	Service	1.00
Graphic Designer	Service	1.00
Paramedics	Service	3.00
Supervisory Backfill (EMS)	Service	0.80
Resource Conservation Inspector	Service	1.00
Court Security Special Constable	Service	1.00
Technical Crimes Officer	Service	0.50
Supervisor of Supply Maintenance	Service	1.00
Infrastructure Locate Lead Hand	Service	1.00
Infrastructure Locate Coordinator	Service	1.00
Wastewater collection operator	Service	0.69
Total Staff Additions		23.99



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
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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 %
Office of the Mayor	\$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

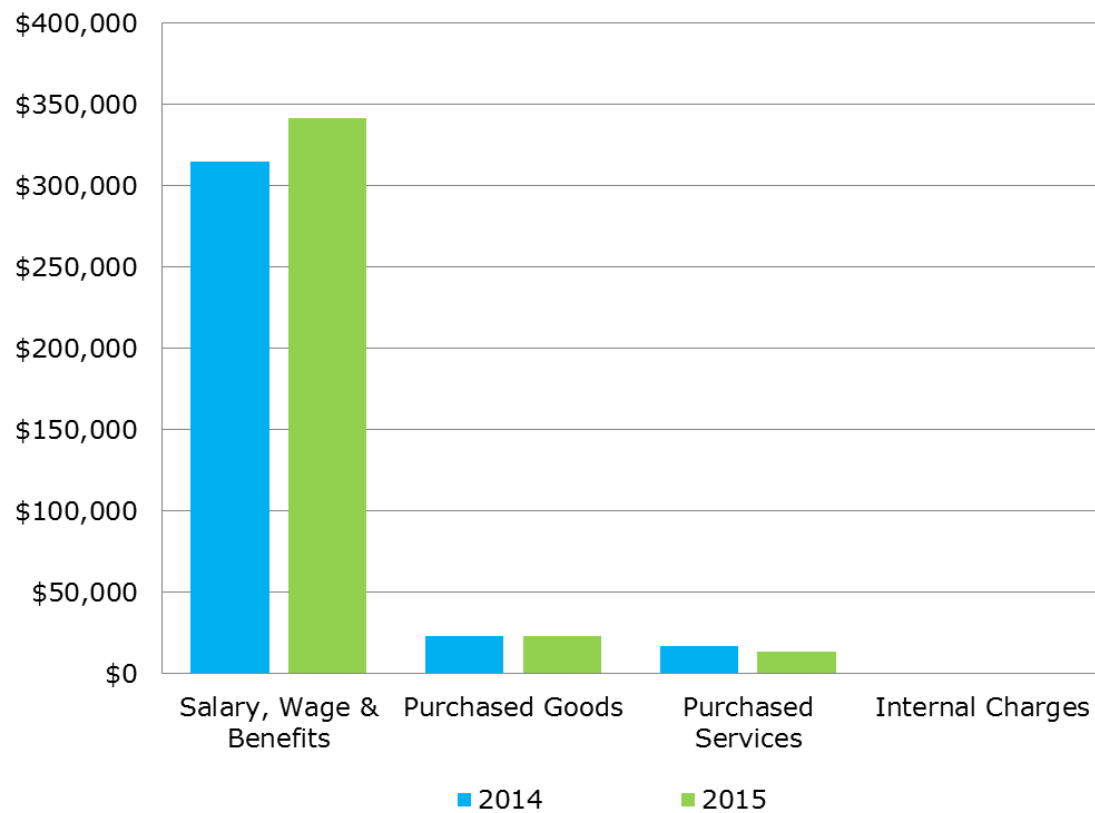
Key changes in 2015

- \$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

OFFICE OF THE MAYOR

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 %
Revenue						
Total Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Expenditure						
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%)
Total Expenditure	\$355,250	\$378,650	\$0	\$378,650	\$23,400	6.6%
Net Before Internal Charges & Recoveries	\$355,250	\$378,650	\$0	\$378,650	\$23,400	6.6%
Internal Charges & Recoveries						
Internal Charges	\$870	\$700	\$0	\$700	(\$170)	(19.5%)
Total Internal Charges & Recoveries	\$870	\$700	\$0	\$700	(\$170)	(19.5%)
Net Budget	\$356,120	\$379,350	\$0	\$379,350	\$23,230	6.5%

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

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

CITY COUNCIL

Financial snapshot

					Funding Sources		
	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Tax Supported %	User Fee %	Grants %
City Council	\$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

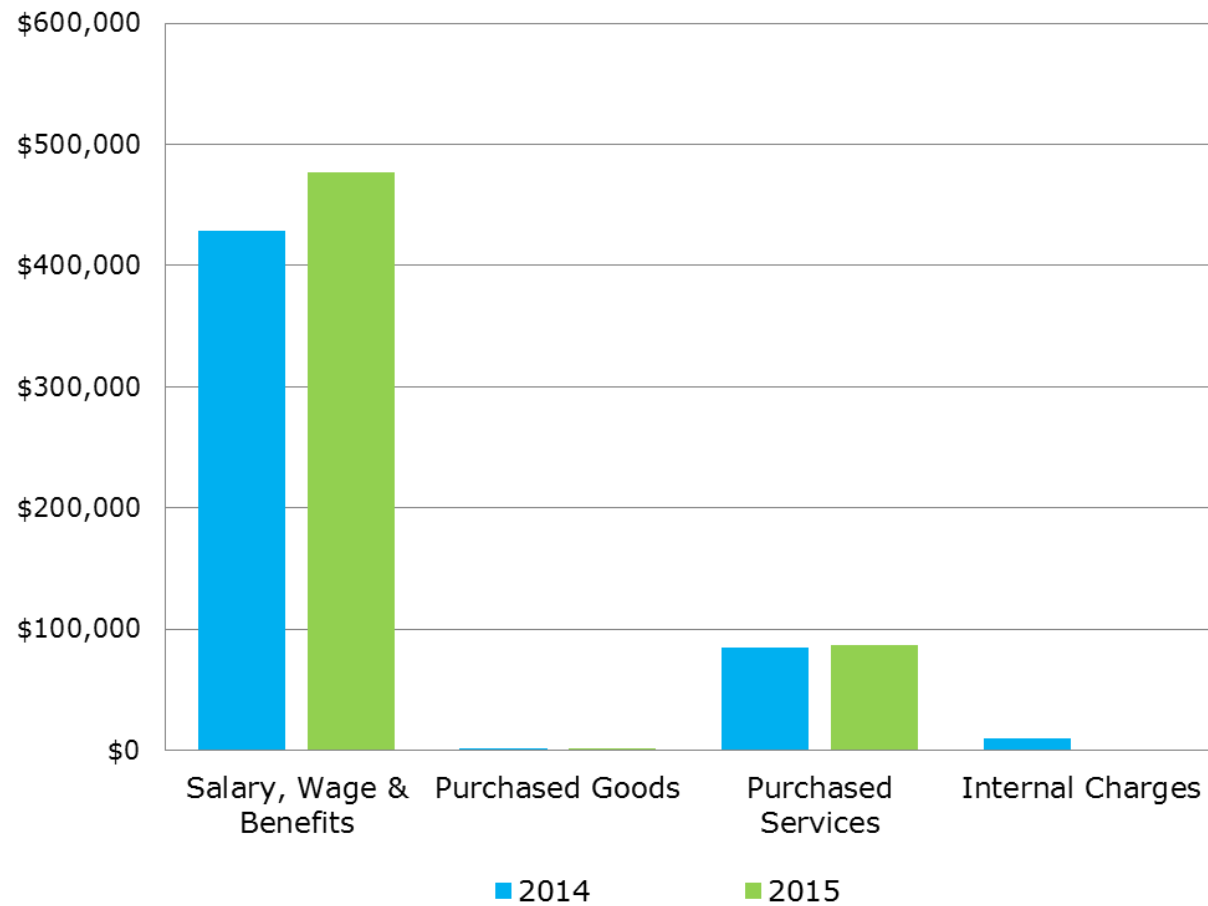
Key changes in 2015

- \$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 %
Revenue						
Total Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Expenditure						
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%
Total Expenditure	\$513,700	\$564,800	\$0	\$564,800	\$51,100	9.9%
Net Before Internal Charges & Recoveries	\$513,700	\$564,800	\$0	\$564,800	\$51,100	9.9%
Internal Charges & Recoveries						
Internal Charges	\$10,000	\$0	\$0	\$0	(\$10,000)	(100.0%)
Total Internal Charges & Recoveries	\$10,000	\$0	\$0	\$0	(\$10,000)	(100.0%)
Net Budget	\$523,700	\$564,800	\$0	\$564,800	\$41,100	7.8%

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 administering 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 %
CAO Administration	\$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

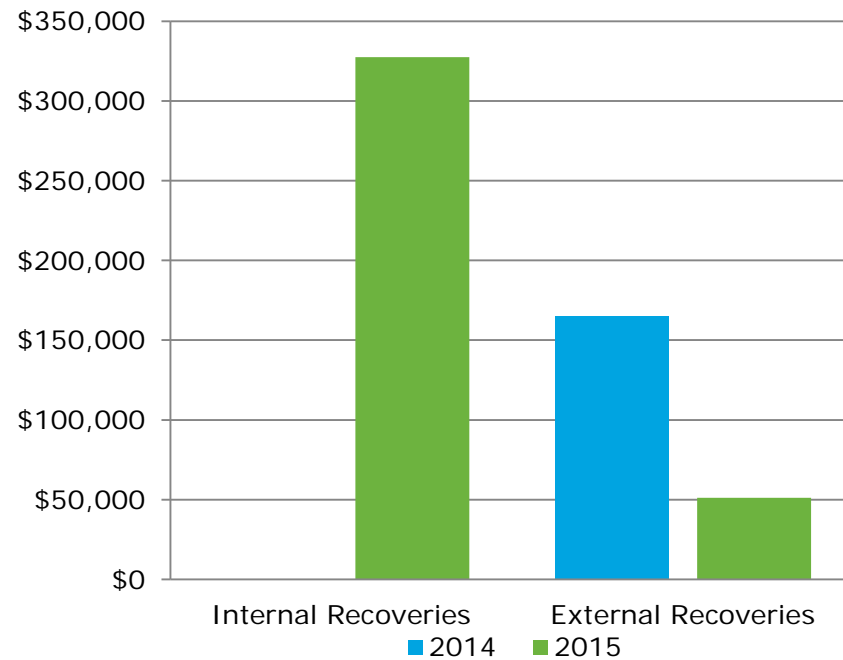
- Increase compensation due to economic increase, job reallocation and evaluation for Internal Audit and Strategic Planning
- Purchased services increase \$11,400 mainly due to consulting related to Internal Audit functions, travel and training offset by reduction in other purchased services
- \$4,700 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

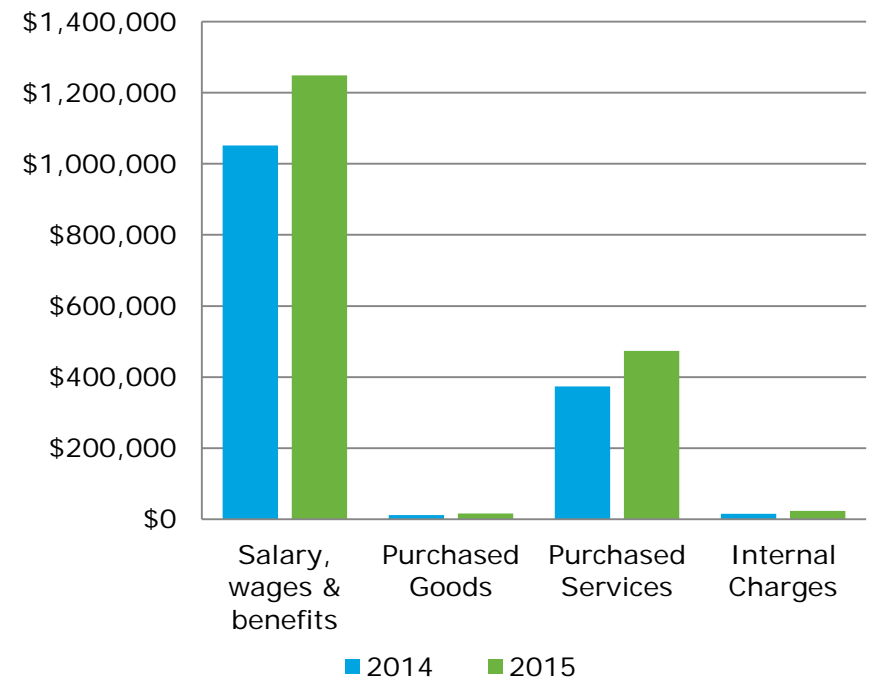
- Added one FTE for open government action plan fully recovered from gapping reserve \$204,000

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%)
Total Revenue	(\$165,400)	(\$51,200)	\$0	(\$51,200)	\$114,200	(69.0%)
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%
Total Expenditure	\$1,436,399	\$1,542,129	\$196,200	\$1,738,329	\$301,930	21.0%
Net Before Internal Charges & Recoveries	\$1,270,999	\$1,490,929	\$196,200	\$1,687,129	\$416,130	32.7%
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%
Total Internal Charges & Recoveries	\$15,815	(\$107,400)	(\$196,200)	(\$303,600)	(\$319,415)	(2,019.7%)
Net Budget	\$1,286,814	\$1,383,529	\$0	\$1,383,529	\$96,715	7.5%

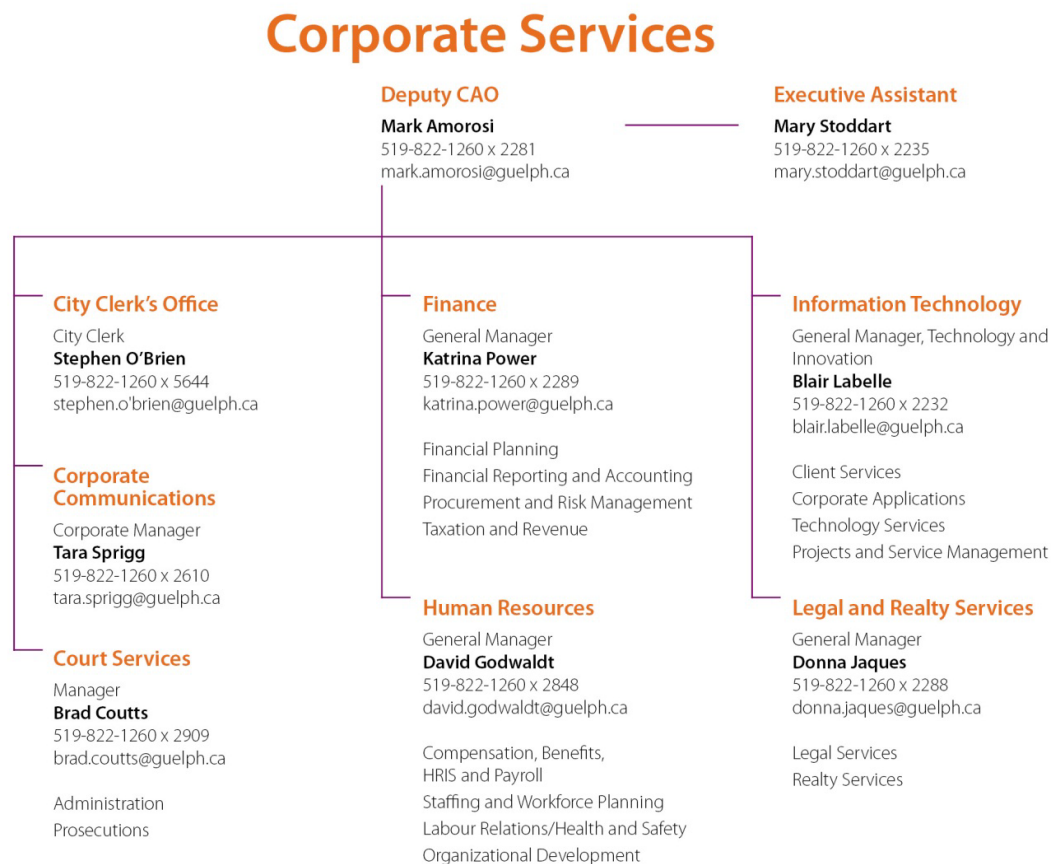
CORPORATE SERVICES

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



Financial snapshot

					Funding Sources		
	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Tax Supported %	User Fee %	Grants %
Corporate Services	\$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

					Funding Sources		
	2014 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Tax Supported %	User Fee %	Grants %
City Clerk's Office	\$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

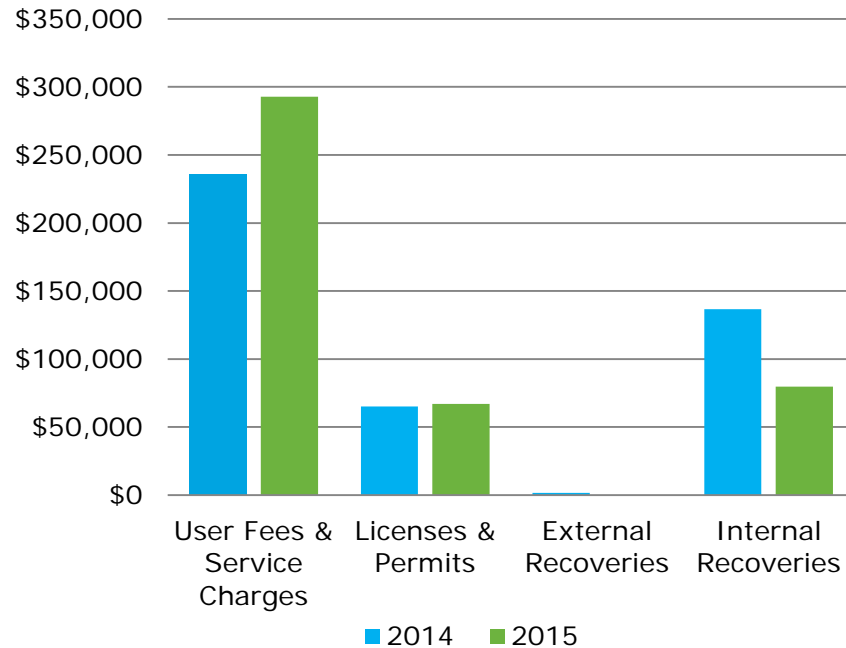
Key changes in 2015

- \$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

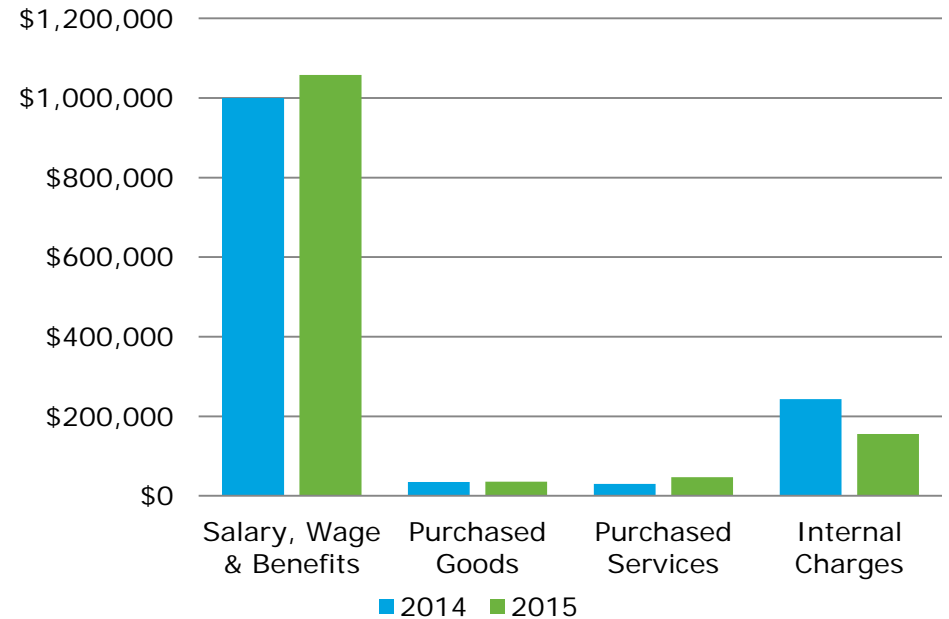
CORPORATE SERVICES

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 %
Revenue						
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%)
Total Revenue	(\$302,000)	(\$314,750)	(\$45,000)	(\$359,750)	(\$57,750)	19.1%
Expenditure						
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%
Total Expenditure	\$1,064,980	\$1,077,980	\$61,800	\$1,139,780	\$74,800	7.0%
Net Before Internal Charges & Recoveries	\$762,980	\$763,230	\$16,800	\$780,030	\$17,050	2.2%
Internal Charges & Recoveries						
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%)
Total Internal Charges & Recoveries	\$106,360	\$69,400	\$6,300	\$75,700	(\$30,660)	(28.8%)
Net Budget	\$869,340	\$832,630	\$23,100	\$855,730	(\$13,610)	(1.6%)

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	2015	Yr/Yr	Yr/Yr	Funding Sources		
	Budget	Approved	Increase (\$)	Increase (%)	Tax Supported %	User Fee %	Grants %
Corporate Communications	\$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

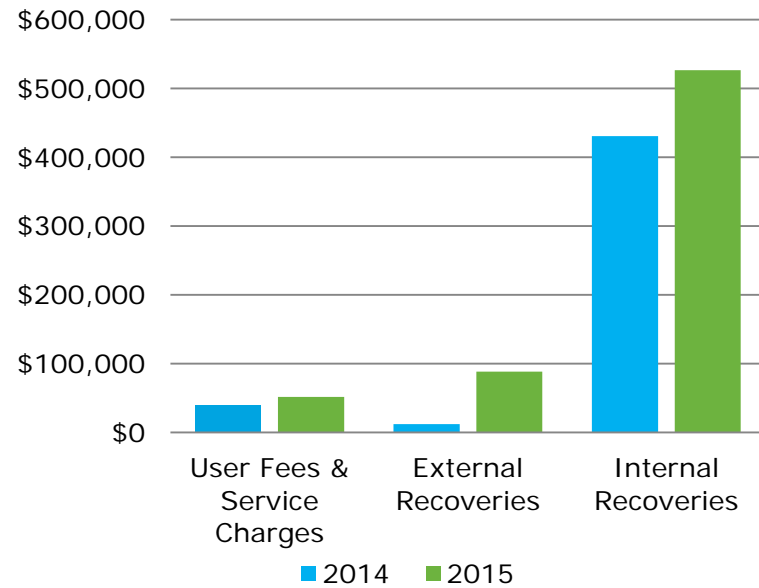
Key changes in 2015

- \$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

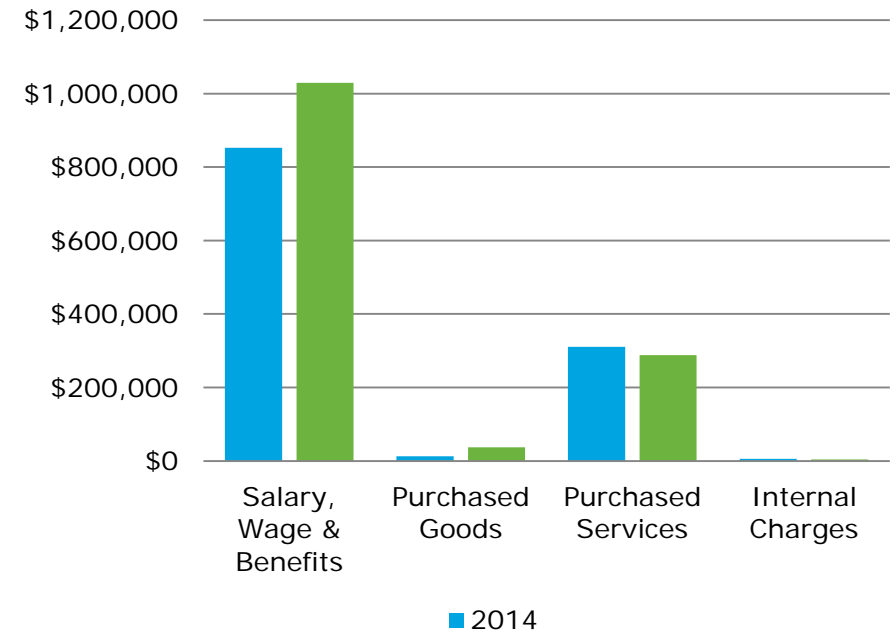
CORPORATE SERVICES

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 %
Revenue						
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%
Total Revenue	(\$52,420)	(\$73,020)	(\$67,700)	(\$140,720)	(\$88,300)	168.4%
Expenditure						
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%
Total Expenditure	\$1,175,200	\$1,286,900	\$67,700	\$1,354,600	\$179,400	15.3%
Net Before Internal Charges & Recoveries	\$1,122,780	\$1,213,880	\$0	\$1,213,880	\$91,100	8.1%
Internal Charges & Recoveries						
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%
Total Internal Charges & Recoveries	(\$424,950)	(\$522,700)	\$0	(\$522,700)	(\$97,750)	23.0%
Net Budget	\$697,830	\$691,180	\$0	\$691,180	(\$6,650)	(1.0%)

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 %
Finance	\$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

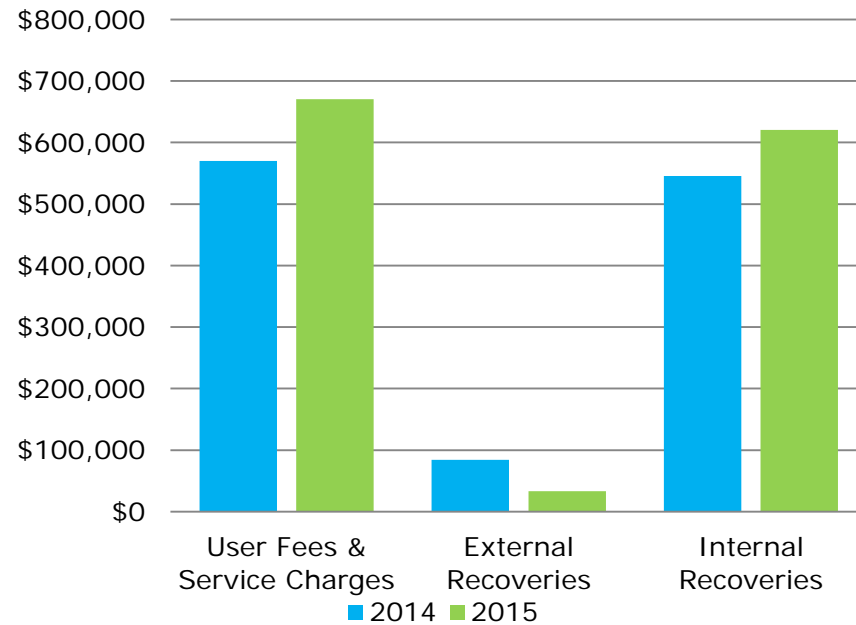
Key changes in 2015

- \$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

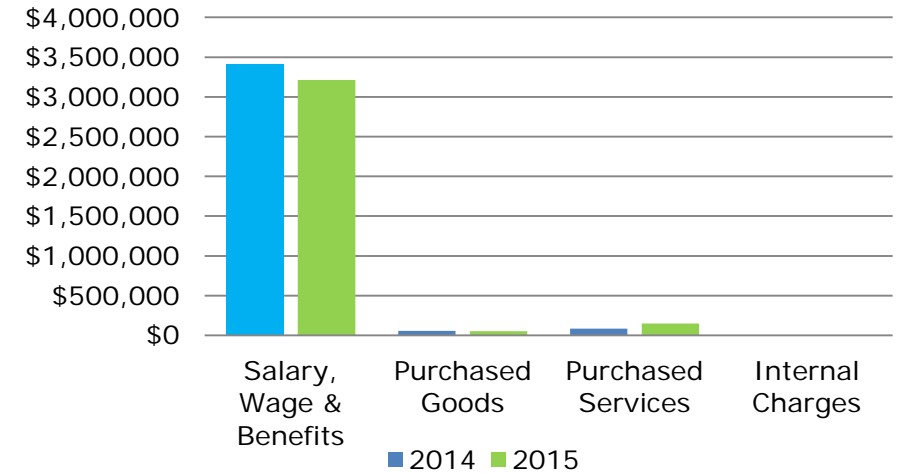
CORPORATE SERVICES

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 %
Revenue						
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%)
Total Revenue	(\$653,800)	(\$703,810)	\$0	(\$703,810)	(\$50,010)	7.6%
Expenditure						
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%
Total Expenditure	\$3,554,097	\$3,411,875	\$0	\$3,411,875	(\$142,222)	(4.0%)
Net Before Internal Charges & Recoveries	\$2,900,297	\$2,708,065	\$0	\$2,708,065	(\$192,232)	(6.6%)
Internal Charges & Recoveries						
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%
Total Internal Charges & Recoveries	(\$544,015)	(\$618,400)	\$0	(\$618,400)	(\$74,385)	13.7%
Net Budget	\$2,356,282	\$2,089,665	\$0	\$2,089,665	(\$266,617)	(11.3%)

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 %
Human Resources Administration	\$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

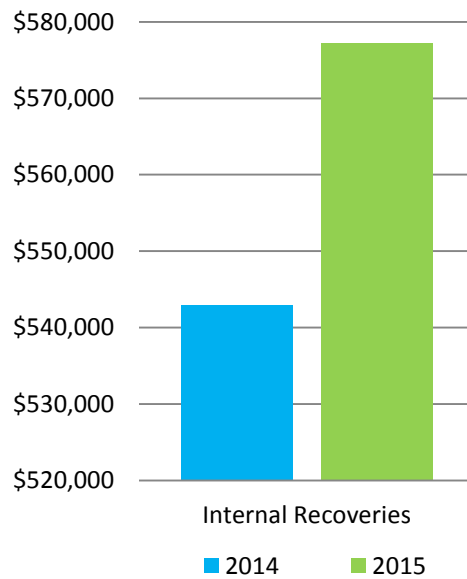
Key changes in 2015

- \$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

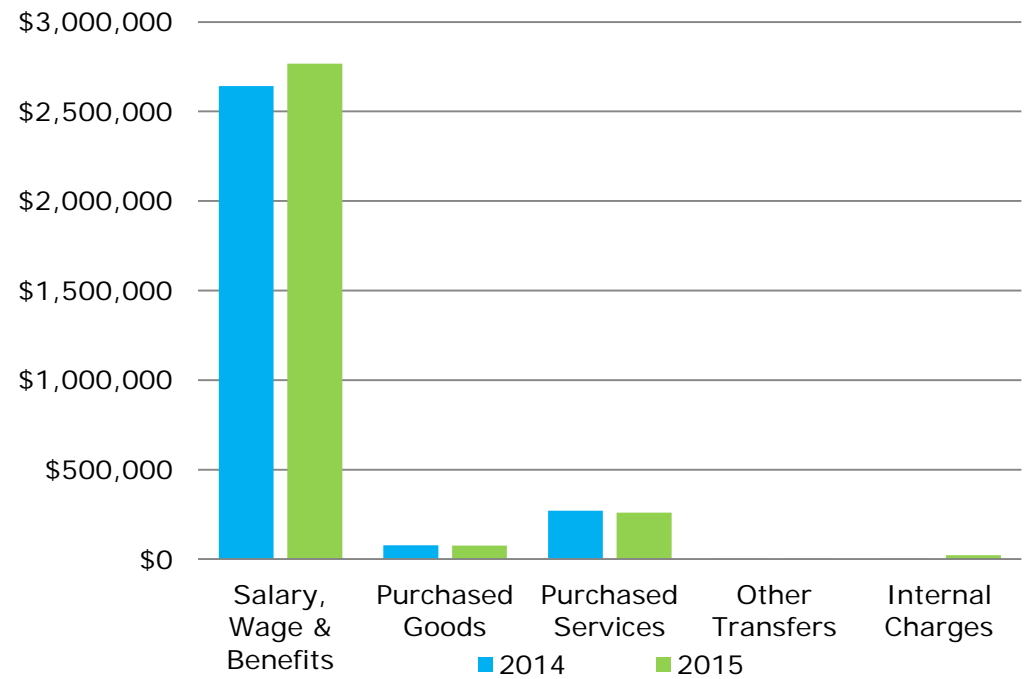
CORPORATE SERVICES

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 %
Revenue						
External Recoveries	\$0	\$0	\$0	\$0	\$0	0.0%
Total Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Expenditure						
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%
Total Expenditure	\$2,992,203	\$3,106,203	\$0	\$3,106,203	\$114,000	3.8%
Net Before Internal Charges & Recoveries	\$2,992,203	\$3,106,203	\$0	\$3,106,203	\$114,000	3.8%
Internal Charges & Recoveries						
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%
Total Internal Charges & Recoveries	(\$541,650)	(\$554,700)	\$0	(\$554,700)	(\$13,050)	2.4%
Net Budget	\$2,450,553	\$2,551,503	\$0	\$2,551,503	\$100,950	4.1%

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 %
Human Resources	\$641,550	\$647,150	\$5,600	0.9%	100.0%	0.0%	0.0%

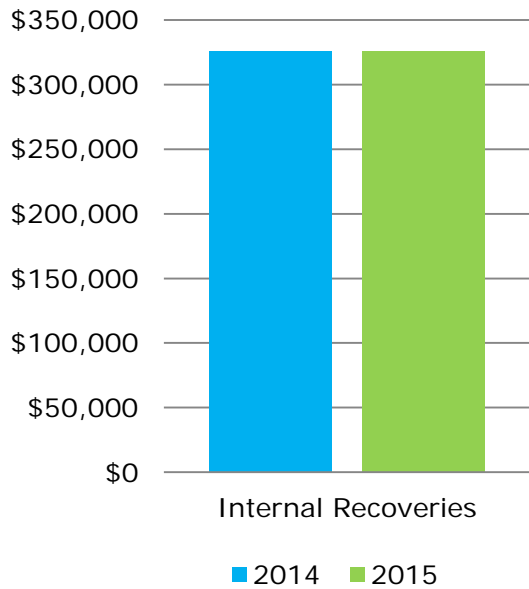
Key changes in 2015

- No changes to report

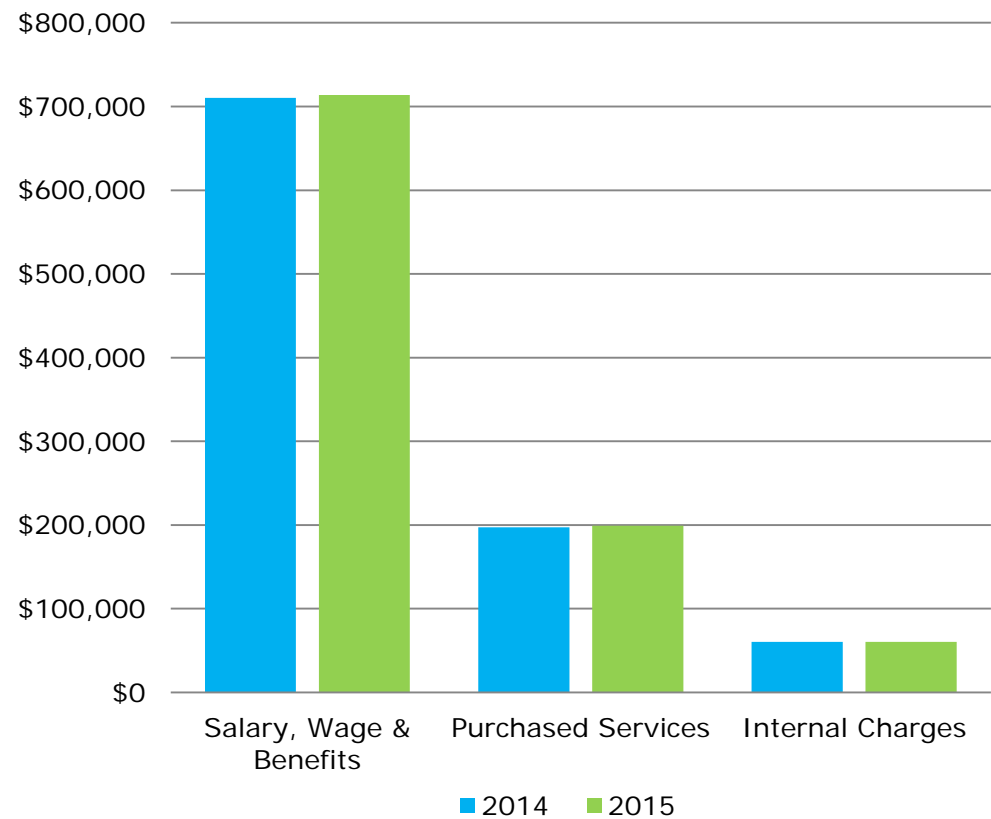
CORPORATE SERVICES

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 %
Revenue						
User Fees & Service Charges	\$0	\$0	\$0	\$0	\$0	0.0%
Grants	\$0	\$0	\$0	\$0	\$0	0.0%
Total Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Expenditure						
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%
Total Expenditure	\$907,300	\$912,900	\$0	\$912,900	\$5,600	0.6%
Net Before Internal Charges & Recoveries	\$907,300	\$912,900	\$0	\$912,900	\$5,600	0.6%
Internal Charges & Recoveries						
Internal Charges	\$60,200	\$60,200	\$0	\$60,200	\$0	0.0%
Internal Recoveries	(\$325,950)	(\$325,950)	\$0	(\$325,950)	\$0	0.0%
Total Internal Charges & Recoveries	(\$265,750)	(\$265,750)	\$0	(\$265,750)	\$0	0.0%
Net Budget	\$641,550	\$647,150	\$0	\$647,150	\$5,600	0.9%

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 %
Information Technology	\$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

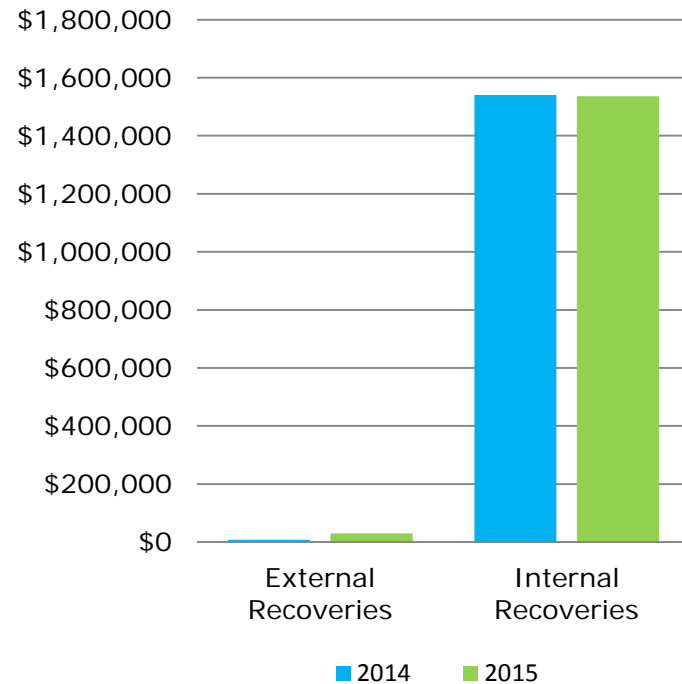
- \$22,000 increase in revenue increased due to increase in disbursement recoveries from Hydro Voice Over Internet Protocol (VOIP) Project
- \$226,000 increase in compensation primarily due to the addition of one FTE - Corporate Server Specialist and economic increases
- \$17,000 increase in purchased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

CORPORATE SERVICES

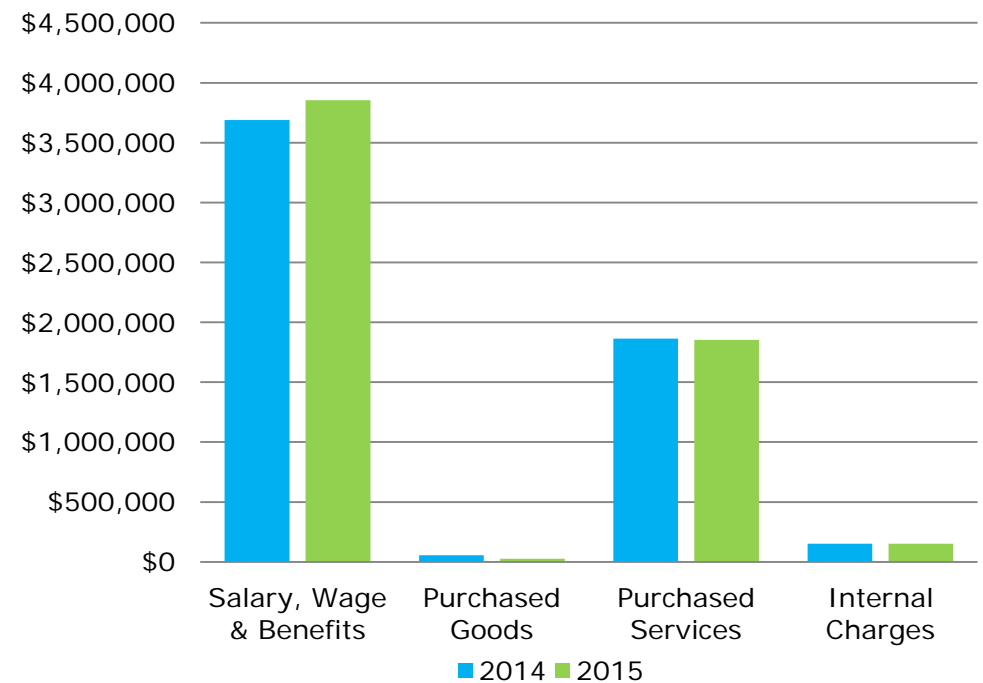
- \$27,000 decrease in purchased services due to the realignment of consulting, reduction of equipment repairs and maintenance

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 %
Revenue						
Product Sales	\$0	\$0	\$0	\$0	\$0	0.0%
External Recoveries	(\$8,000)	(\$30,000)	\$0	(\$30,000)	(\$22,000)	275.0%
Total Revenue	(\$8,000)	(\$30,000)	\$0	(\$30,000)	(\$22,000)	275.0%
Expenditure						
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%
Total Expenditure	\$5,610,480	\$5,732,560	\$94,300	\$5,826,860	\$216,380	3.9%
Net Before Internal Charges & Recoveries	\$5,602,480	\$5,702,560	\$94,300	\$5,796,860	\$194,380	3.5%
Internal Charges & Recoveries						
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%)
Total Internal Charges & Recoveries	(\$1,388,055)	(\$1,383,500)	\$2,700	(\$1,380,800)	\$7,255	(0.5%)
Net Budget	\$4,214,425	\$4,319,060	\$97,000	\$4,416,060	\$201,635	4.8%

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 %
Legal and Realty Services	\$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

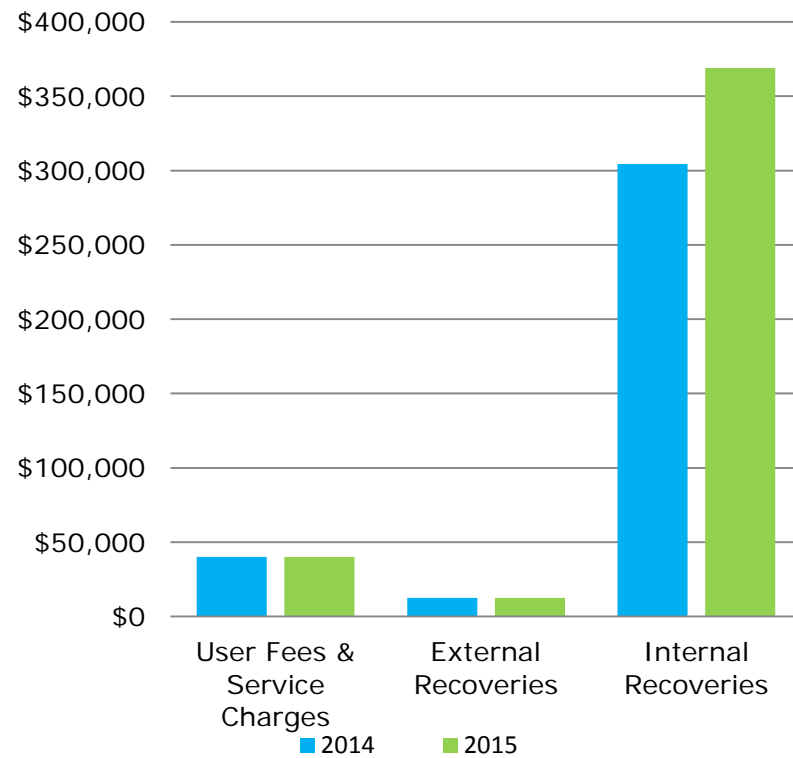
Key changes in 2015

- \$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.

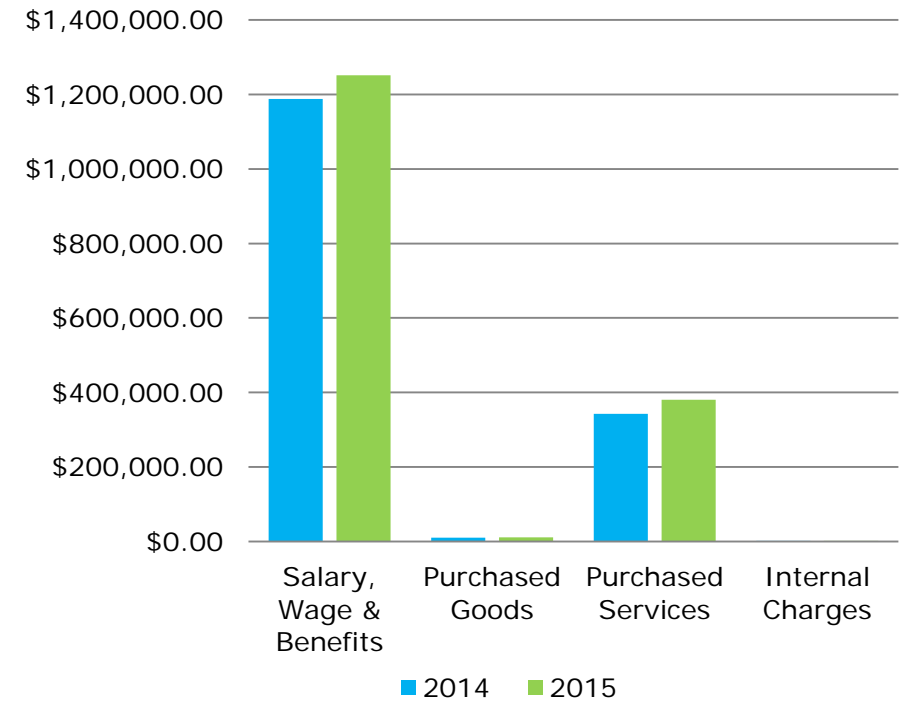
CORPORATE SERVICES

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 %
Revenue						
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%
Total Revenue	(\$52,500)	(\$52,500)	\$0	(\$52,500)	\$0	0.0%
Expenditure						
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%
Total Expenditure	\$1,541,061	\$1,642,161	\$0	\$1,642,161	\$101,100	6.6%
Net Before Internal Charges & Recoveries	\$1,488,561	\$1,589,661	\$0	\$1,589,661	\$101,100	6.8%
Internal Charges & Recoveries						
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%
Total Internal Charges & Recoveries	(\$302,970)	(\$368,000)	\$0	(\$368,000)	(\$65,030)	21.5%
Net Budget	\$1,185,591	\$1,221,661	\$0	\$1,221,661	\$36,070	3.0%

INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

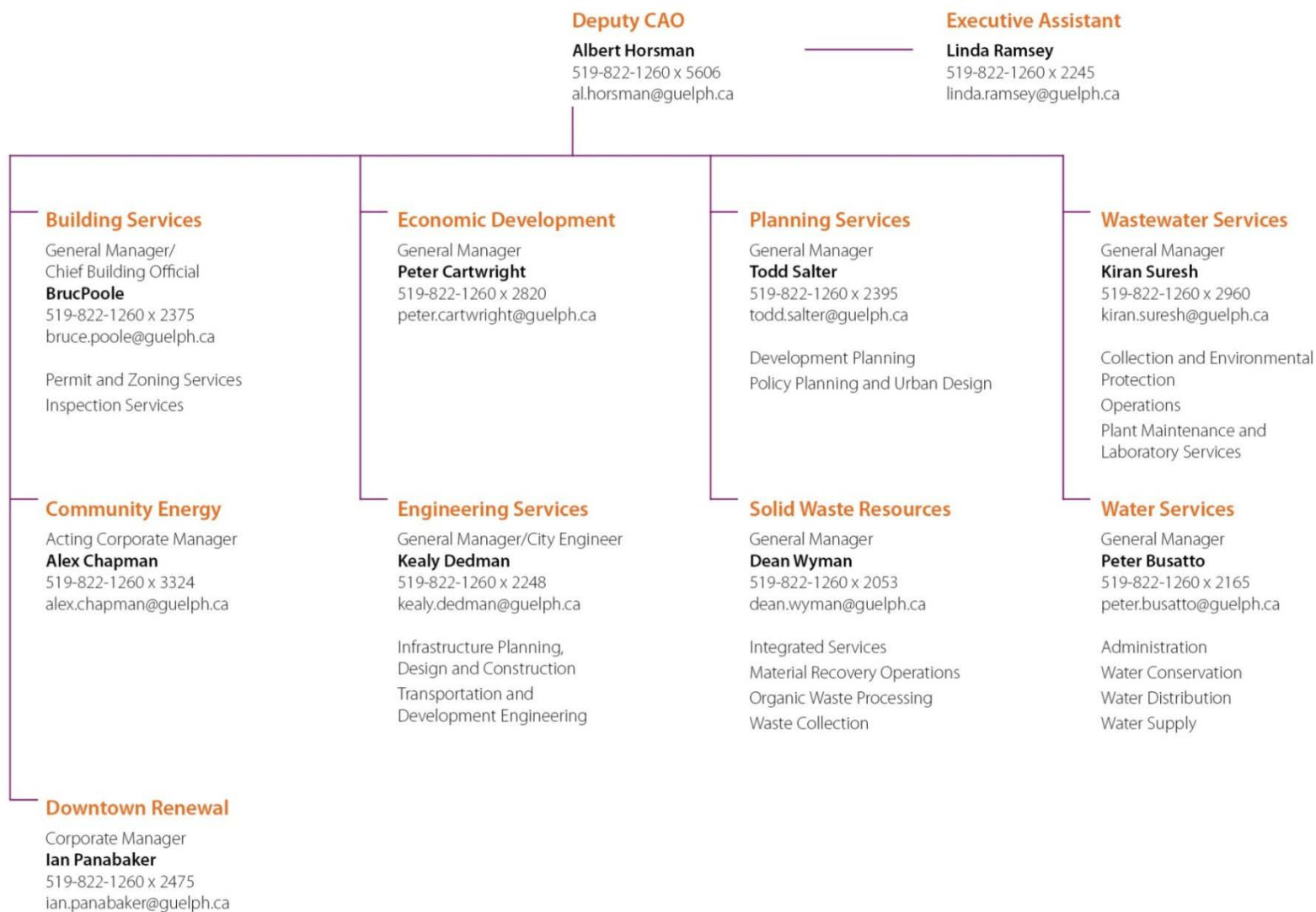
Infrastructure, Development and Enterprise Services works to ensure Guelph is an appealing, safe, inclusive and enjoyable place to live, study, work and visit. The four tax-supported departments—Planning Services, Building Services, Engineering Services and Solid Waste Resources—manage critical municipal 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 %
Infrastructure, Development and Enterprise	\$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 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
Building	\$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

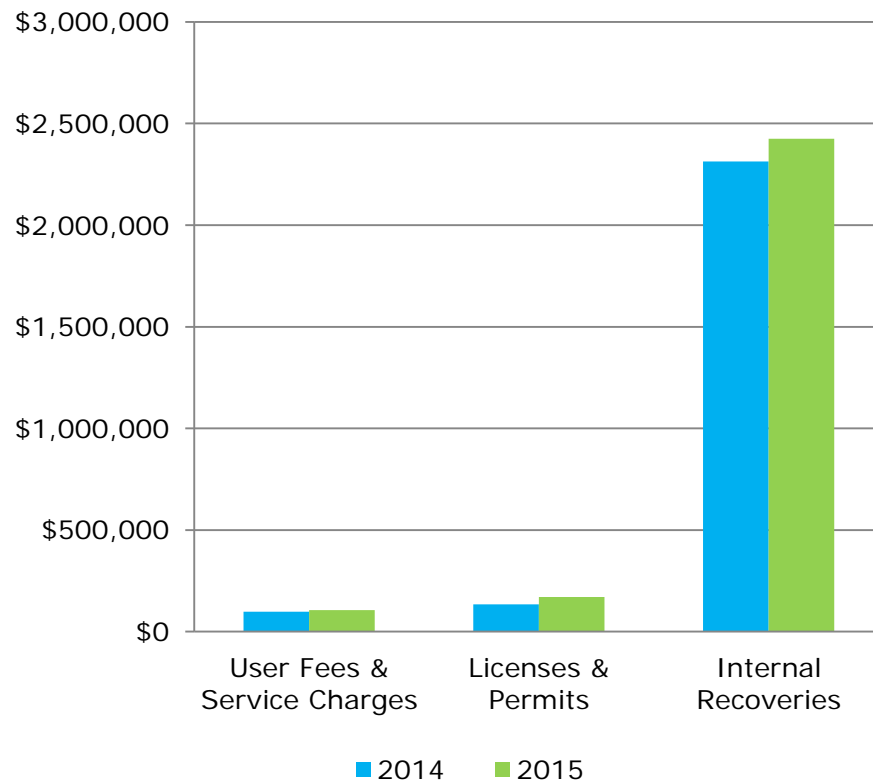
Key changes in 2015

- \$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

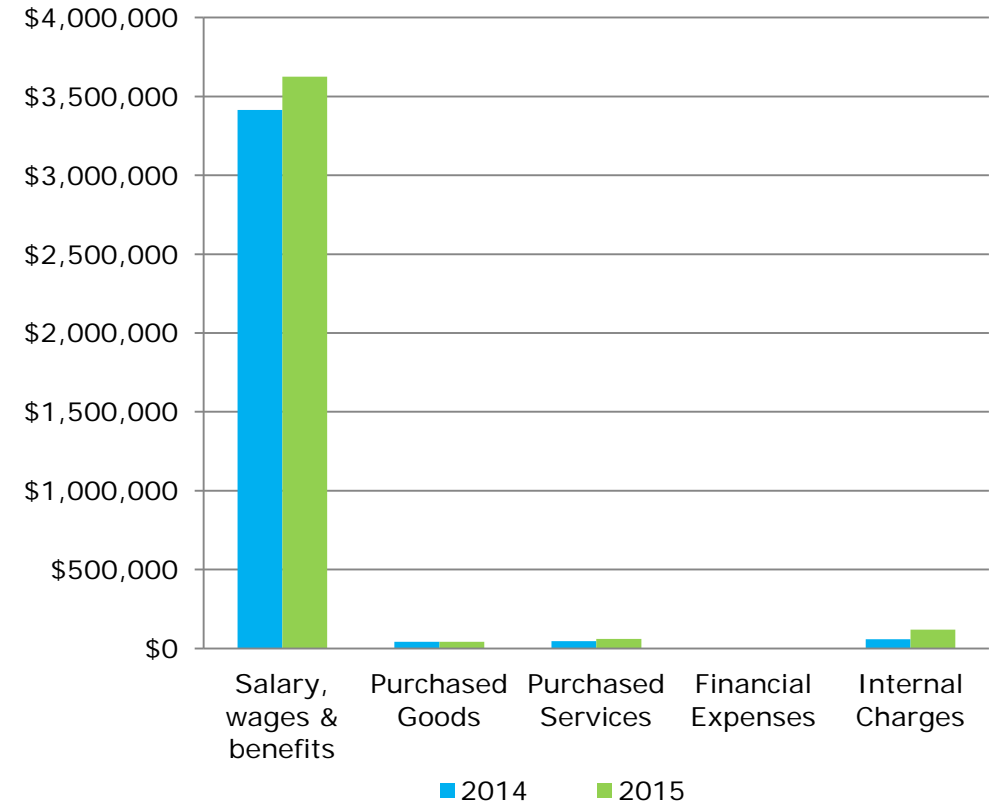
INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

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 %
Revenue						
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%
Total Revenue	(\$234,000)	(\$276,000)	\$0	(\$276,000)	(\$42,000)	17.9%
Expenditure						
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%)
Total Expenditure	\$3,503,500	\$3,628,700	\$99,900	\$3,728,600	\$225,100	6.4%
Net Before Internal Charges & Recoveries	\$3,269,500	\$3,352,700	\$99,900	\$3,452,600	\$183,100	5.6%
Internal Charges & Recoveries						
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%
Total Internal Charges & Recoveries	(\$2,256,533)	(\$2,220,450)	(\$84,900)	(\$2,305,350)	(\$48,817)	2.2%
Net Budget	\$1,012,967	\$1,132,250	\$15,000	\$1,147,250	\$134,283	13.3%

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 %
Engineering	\$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 Clyde 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 Clyde 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

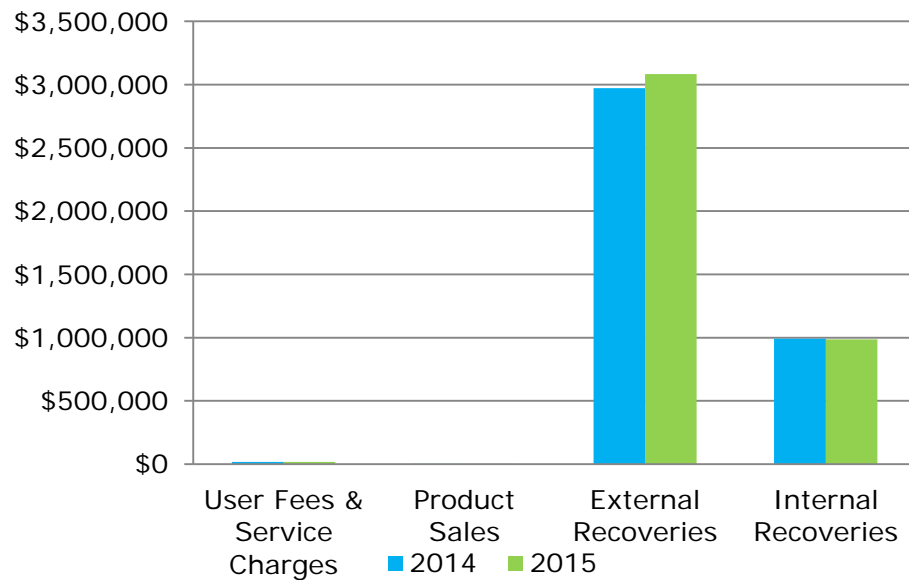
INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

Key changes in 2015

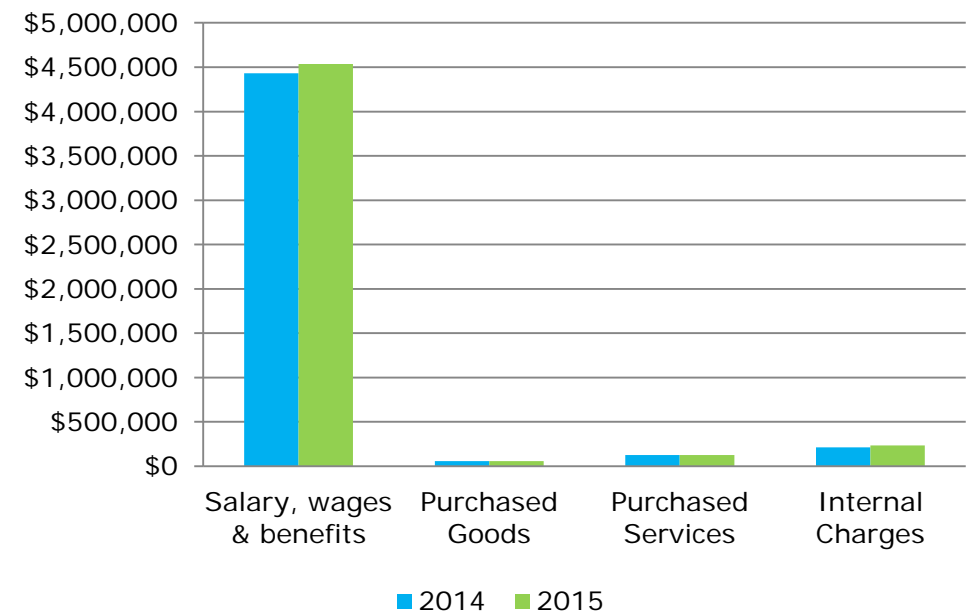
- \$112,000 increase in revenue due to increase in recoveries for services performed by City staff on capital projects and third party projects
- \$103,900 increase in compensation due to grid move and economic increases
- \$22,057 increase in internal charges due to increase in costs and services assessed 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 %
Revenue						
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%
Total Revenue	(\$2,989,815)	(\$3,101,815)	\$0	(\$3,101,815)	(\$112,000)	3.7%
Expenditure						
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%
Total Expenditure	\$4,613,600	\$4,720,700	\$0	\$4,720,700	\$107,100	2.3%
Net Before Internal Charges & Recoveries	\$1,623,785	\$1,618,885	\$0	\$1,618,885	(\$4,900)	(0.3%)
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%)
Total Internal Charges & Recoveries	(\$778,967)	(\$750,310)	\$0	(\$750,310)	\$28,657	(3.7%)
Net Budget	\$844,818	\$868,575	\$0	\$868,575	\$23,757	2.8%

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 %
Enterprise Services	\$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

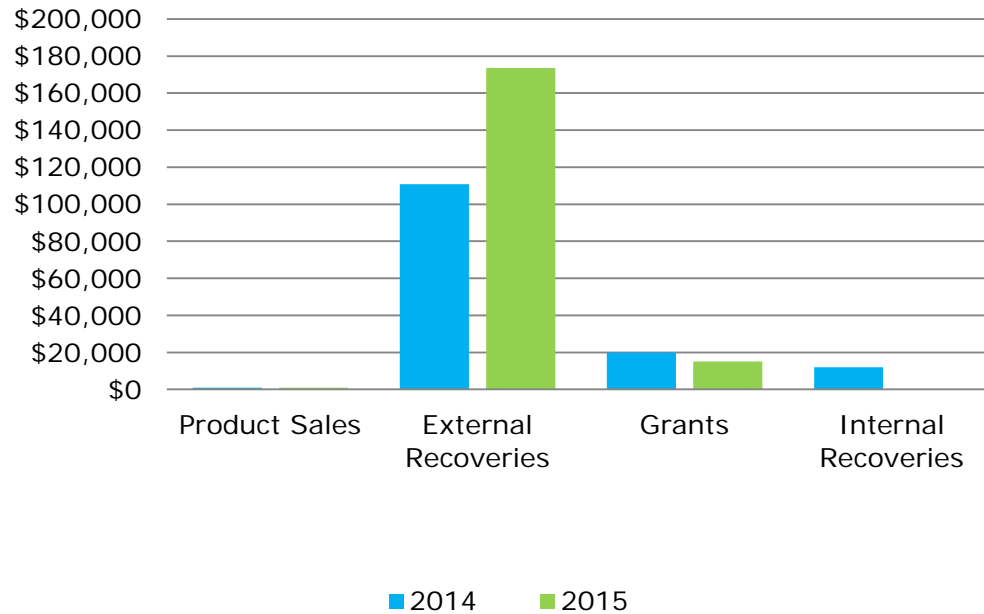
Key changes in 2015

- \$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

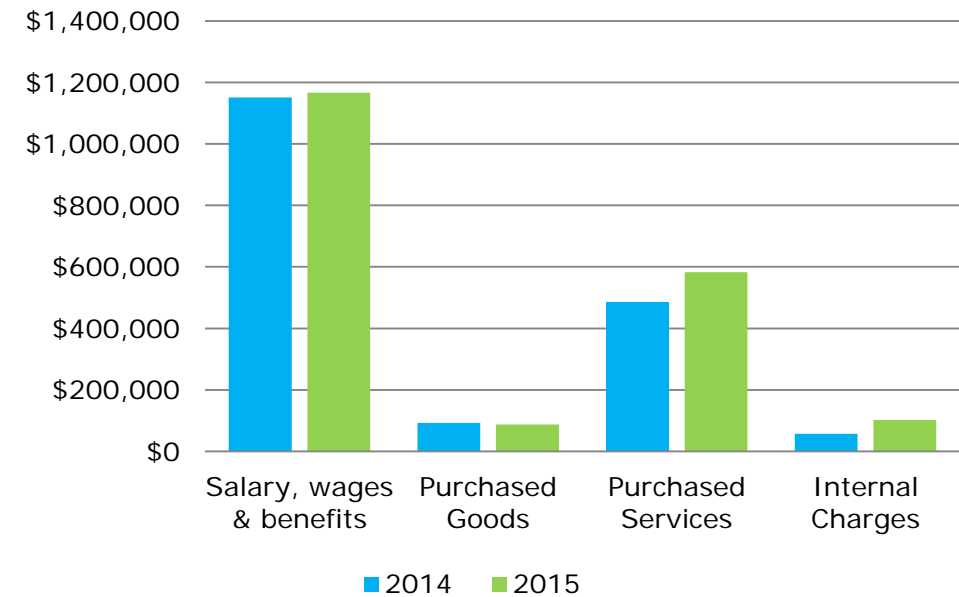
INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

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 %
Revenue						
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%)
Total Revenue	(\$131,800)	(\$139,503)	(\$50,000)	(\$189,503)	(\$57,703)	43.8%
Expenditure						
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%
Total Expenditure	\$1,915,214	\$1,920,099	\$100,000	\$2,020,099	\$104,885	5.5%
Net Before Internal Charges & Recoveries	\$1,783,414	\$1,780,596	\$50,000	\$1,830,596	\$47,182	2.6%
Internal Charges & Recoveries						
Internal Charges	\$57,485	\$101,900	\$0	\$101,900	\$44,415	77.3%
Internal Recoveries	(\$12,000)	\$0	\$0	\$0	\$12,000	(100.0%)
Total Internal Charges & Recoveries	\$45,485	\$101,900	\$0	\$101,900	\$56,415	124.0%
Net Budget	\$1,828,899	\$1,882,496	\$50,000	\$1,932,496	\$103,597	5.7%

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.

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

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

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 %
Planning	\$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

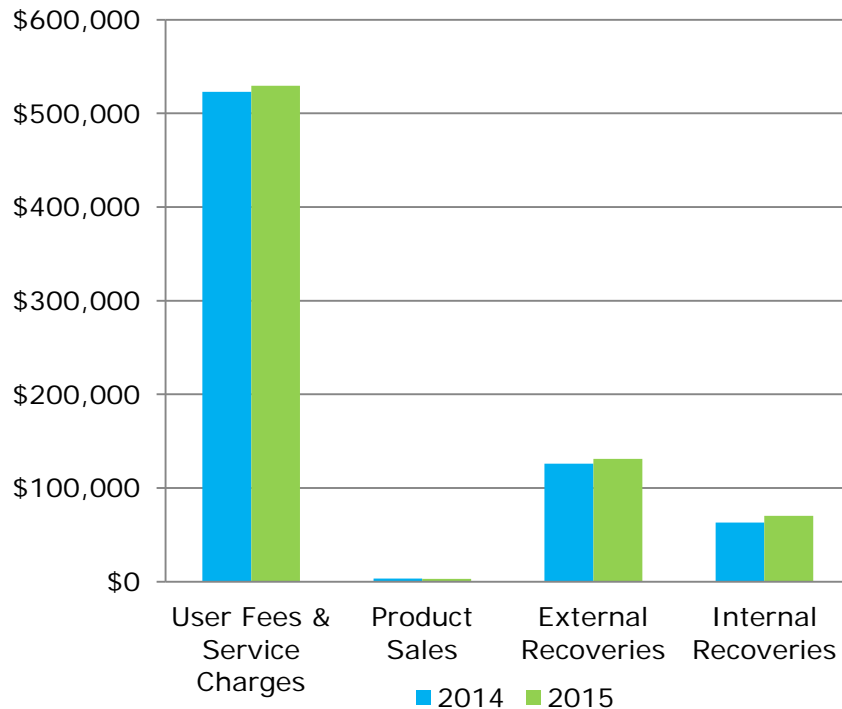
Key changes in 2015

- \$6,700 increase in user fees due to increase in Planning Act application fees

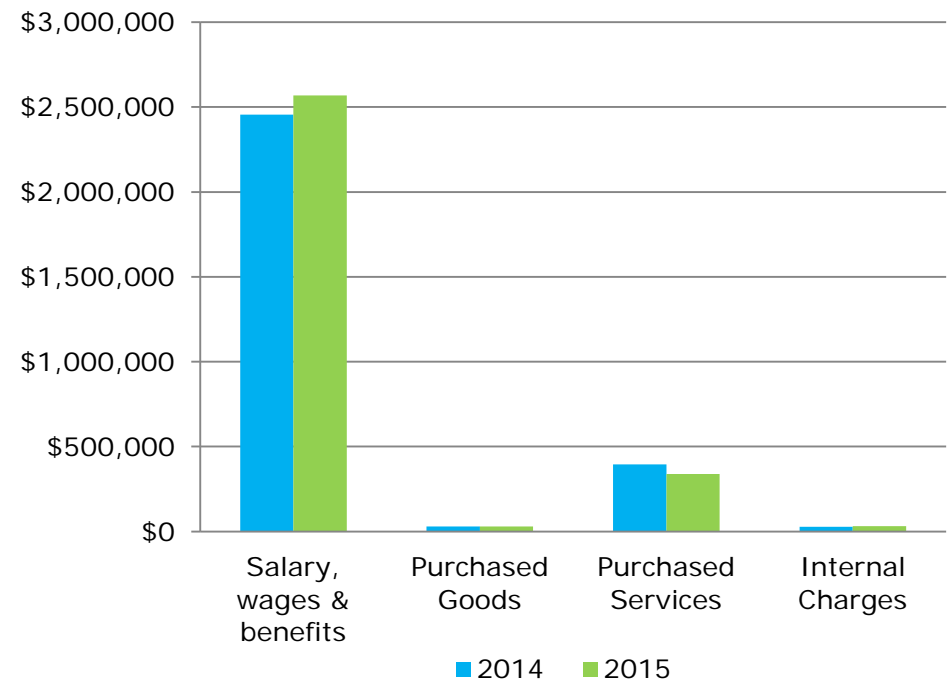
- \$112,500 increase in compensation due to grid move and economic increases
- \$55,600 decrease in purchased services mainly due to reduced consulting costs associated with IOR and peer review for development applications

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 %
Revenue						
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%
Total Revenue	(\$652,150)	(\$663,350)	\$0	(\$663,350)	(\$11,200)	1.7%
Expenditure						
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%
Total Expenditure	\$2,881,550	\$2,936,650	\$0	\$2,936,650	\$55,100	1.9%
Net Before Internal Charges & Recoveries	\$2,229,400	\$2,273,300	\$0	\$2,273,300	\$43,900	2.0%
Internal Charges & Recoveries						
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%
Total Internal Charges & Recoveries	(\$35,350)	(\$38,320)	\$0	(\$38,320)	(\$2,970)	8.4%
Net Budget	\$2,194,050	\$2,234,980	\$0	\$2,234,980	\$40,930	1.9%

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 %
Solid Waste	\$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

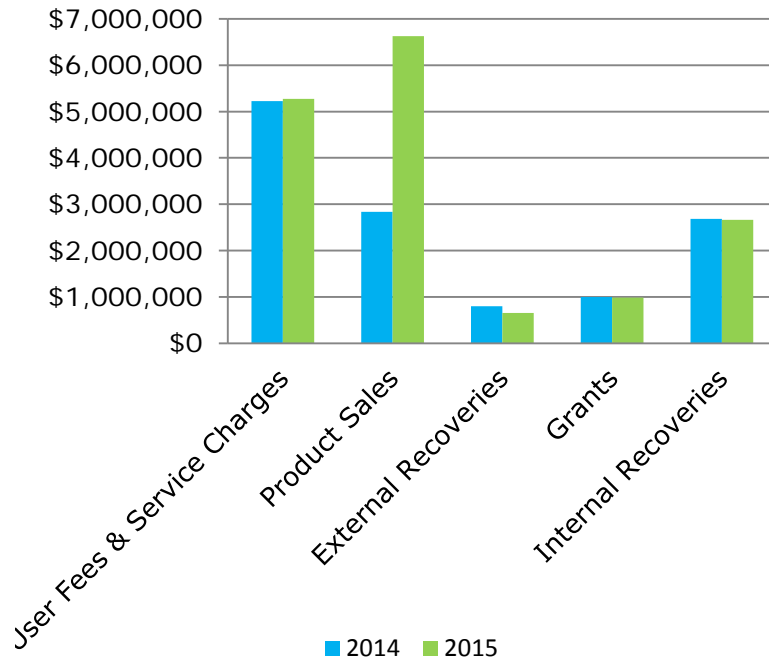
Key changes in 2015

- \$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

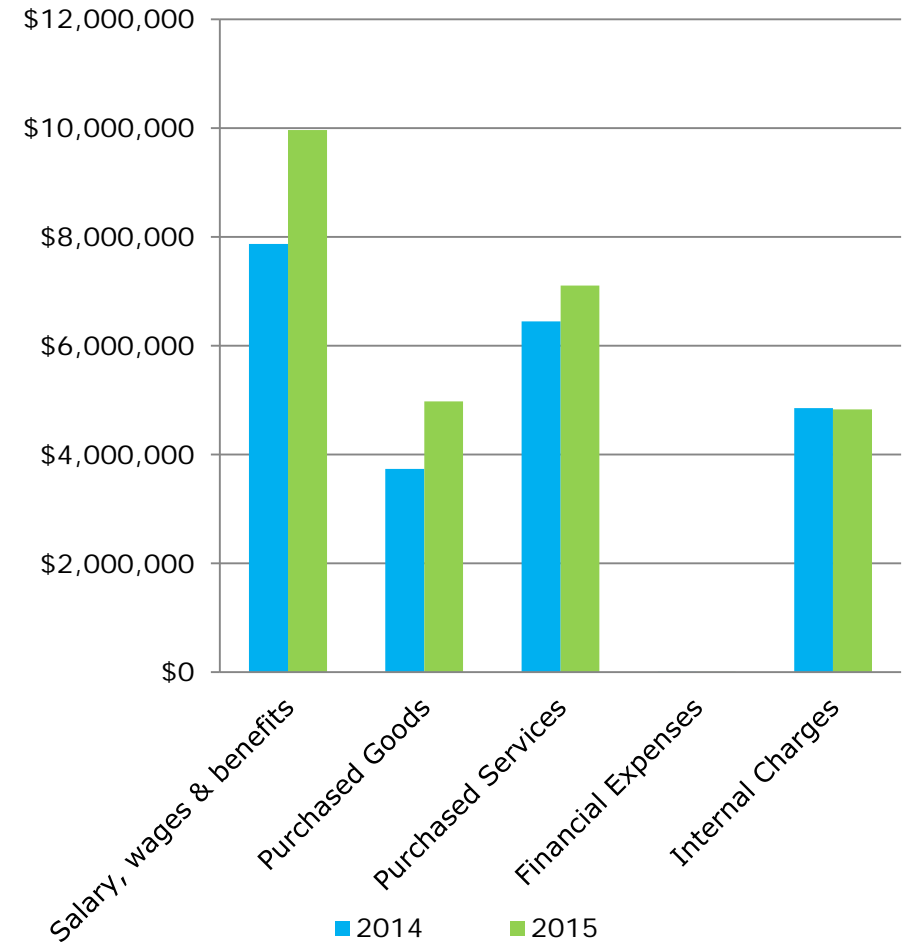
INFRASTRUCTURE, DEVELOPMENT AND ENTERPRISE SERVICES

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 %
Revenue						
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%)
Total Revenue	(\$9,862,420)	(\$13,543,420)	\$0	(\$13,543,420)	(\$3,681,000)	37.3%
Expenditure						
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%
Total Expenditure	\$18,062,800	\$22,046,100	\$0	\$22,046,100	\$3,983,300	22.1%
Net Before Internal Charges & Recoveries	\$8,200,380	\$8,502,680	\$0	\$8,502,680	\$302,300	3.7%
Internal Charges & Recoveries						
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%)
Total Internal Charges & Recoveries	\$2,166,218	\$2,166,530	\$0	\$2,166,530	\$312	0.0%
Net Budget	\$10,366,598	\$10,669,210	\$0	\$10,669,210	\$302,612	2.9%

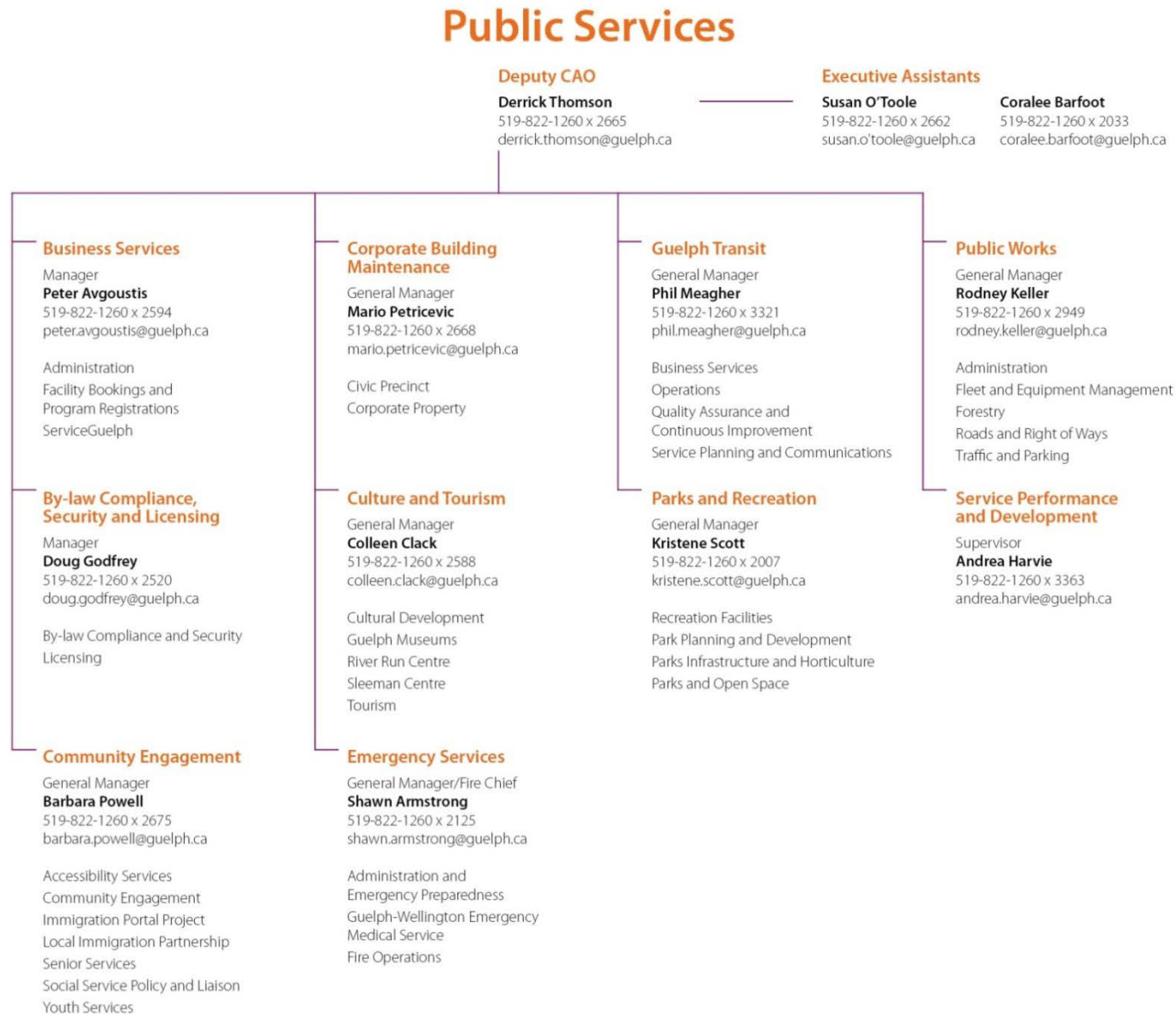
PUBLIC SERVICES

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 %
Public Services	\$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 %
Business Services	\$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

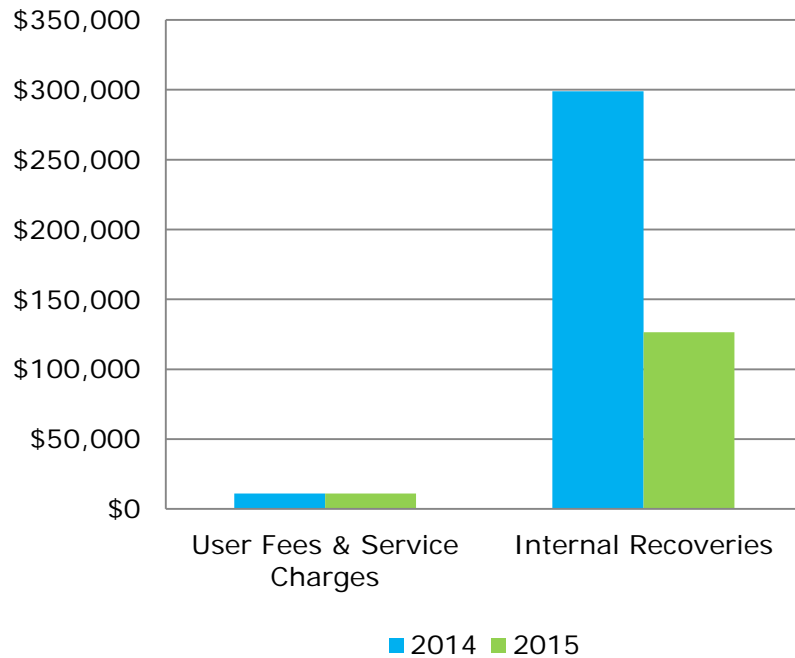
Key changes in 2015

- \$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

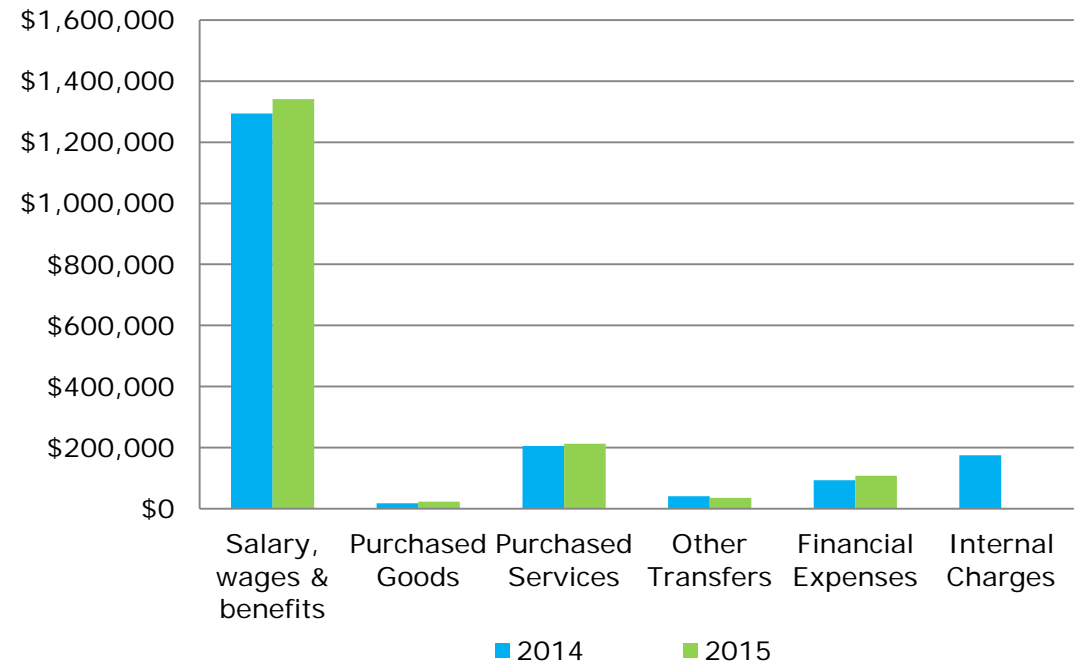
PUBLIC SERVICES

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 %
Revenue						
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%
Total Revenue	(\$11,000)	(\$11,000)	\$0	(\$11,000)	\$0	0.0%
Expenditure						
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%
Total Expenditure	\$1,649,751	\$1,719,840	\$0	\$1,719,840	\$70,089	4.2%
Net Before Internal Charges & Recoveries	\$1,638,751	\$1,708,840	\$0	\$1,708,840	\$70,089	4.3%
Internal Charges & Recoveries						
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%)
Total Internal Charges & Recoveries	(\$124,135)	(\$125,400)	\$0	(\$125,400)	(\$1,265)	1.0%
Net Budget	\$1,514,616	\$1,583,440	\$0	\$1,583,440	\$68,824	4.5%

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 %
By-law, Compliance, Security & Licensing	\$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

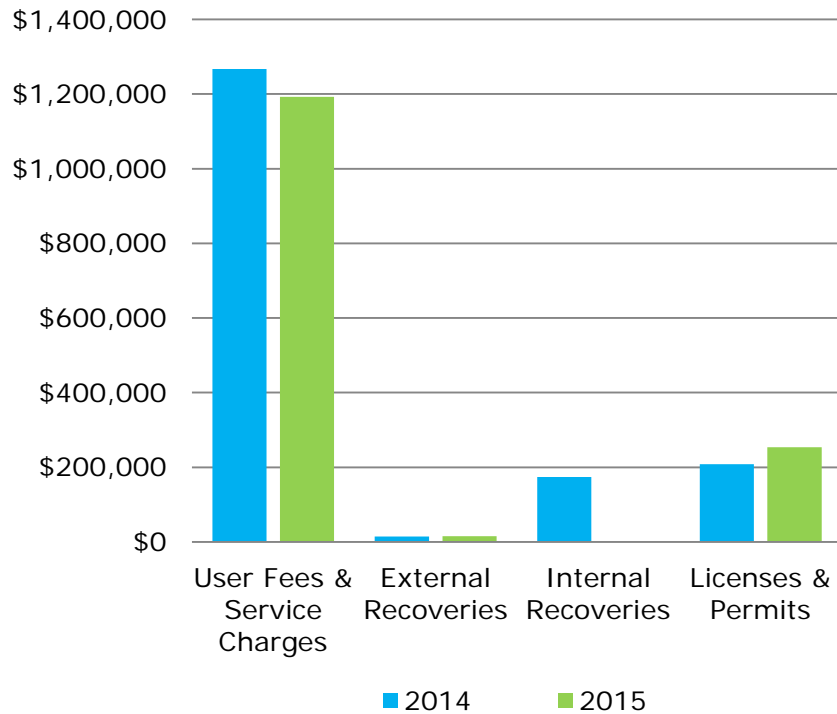
Key changes in 2015

- \$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

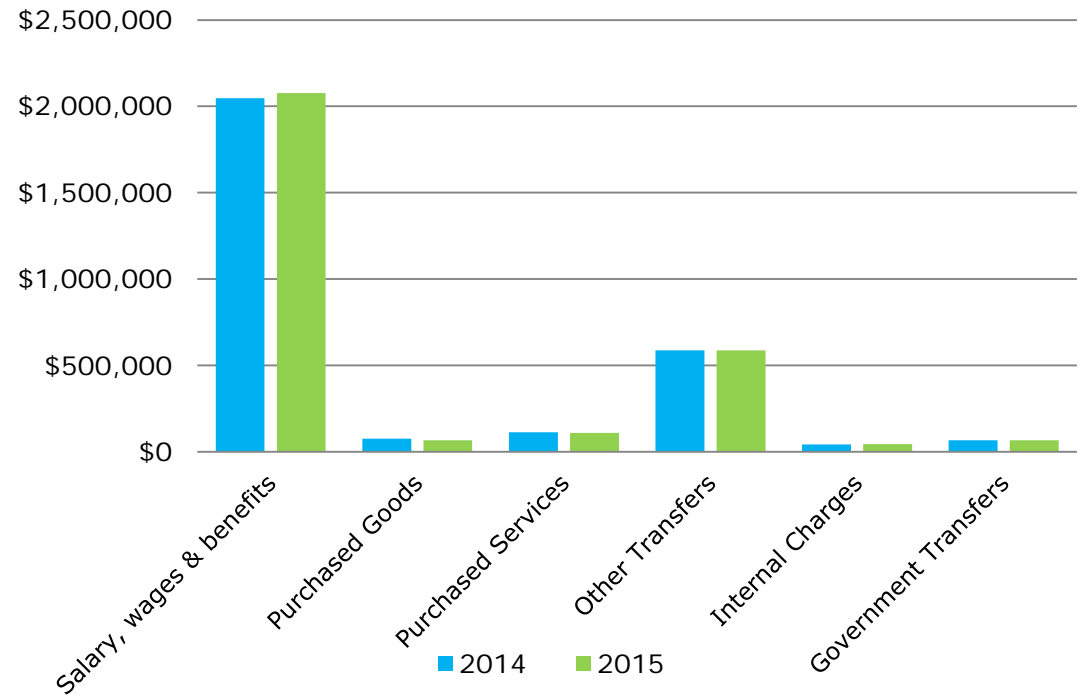
PUBLIC SERVICES

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

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 %
Community Engagement and Social Services Liaison	\$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

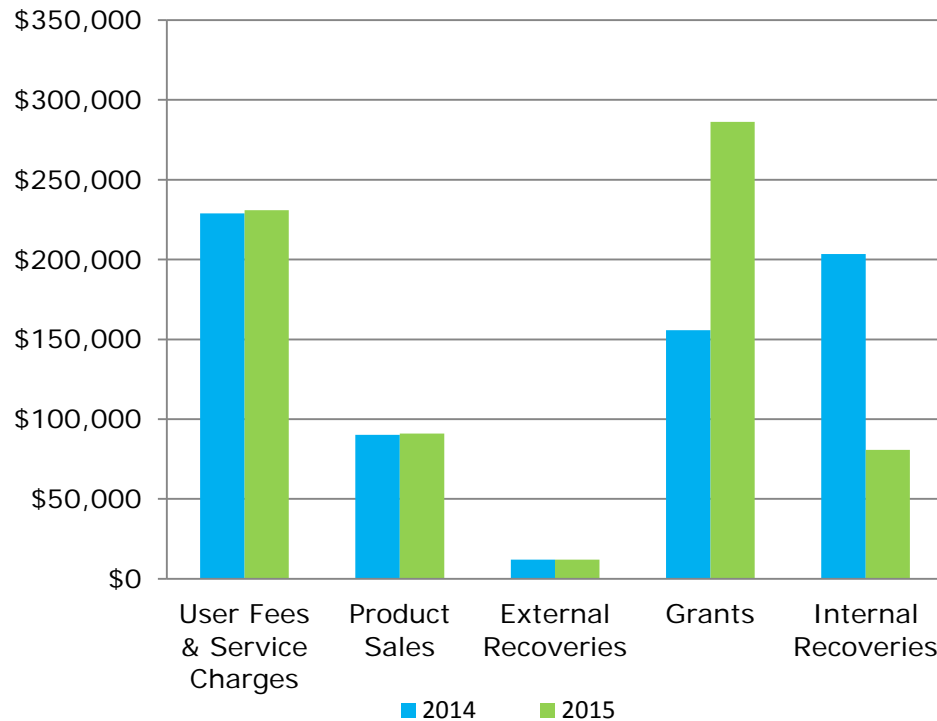
Key changes in 2015

- \$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

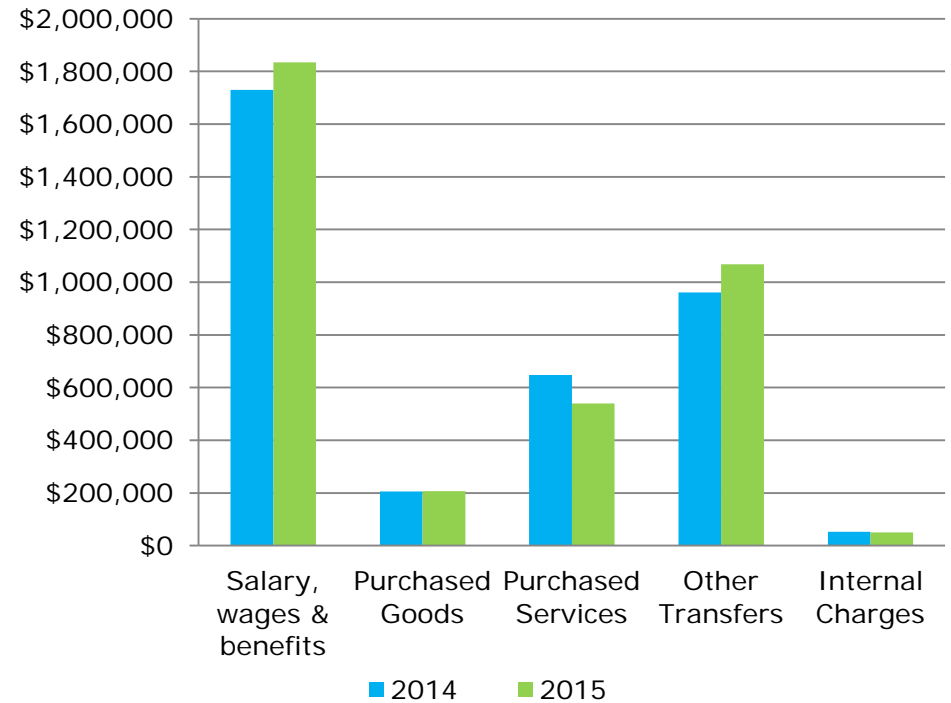
PUBLIC SERVICES

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 %
Revenue						
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%
Total Revenue	(\$486,615)	(\$620,135)	\$0	(\$620,135)	(\$133,520)	27.4%
Expenditure						
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%
Total Expenditure	\$3,545,772	\$3,649,416	\$0	\$3,649,416	\$103,644	2.9%
Net Before Internal Charges & Recoveries	\$3,059,157	\$3,029,281	\$0	\$3,029,281	(\$29,876)	(1.0%)
Internal Charges & Recoveries						
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%)
Total Internal Charges & Recoveries	(\$151,050)	(\$30,200)	\$0	(\$30,200)	\$120,850	(80.0%)
Net Budget	\$2,908,107	\$2,999,081	\$0	\$2,999,081	\$90,974	3.1%

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 Budget	2015 Approved	Yr/Yr Increase (\$)	Yr/Yr Increase (%)	Funding Sources		
					Tax Supported %	User Fee %	Grants %
Corporate Building Maintenance	\$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

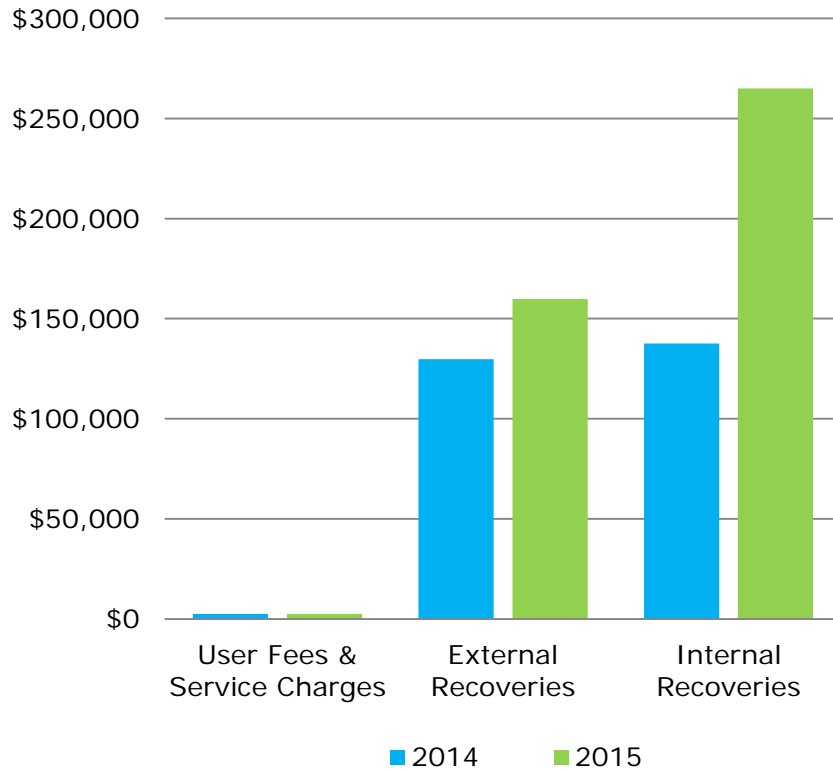
Key changes in 2015

- \$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

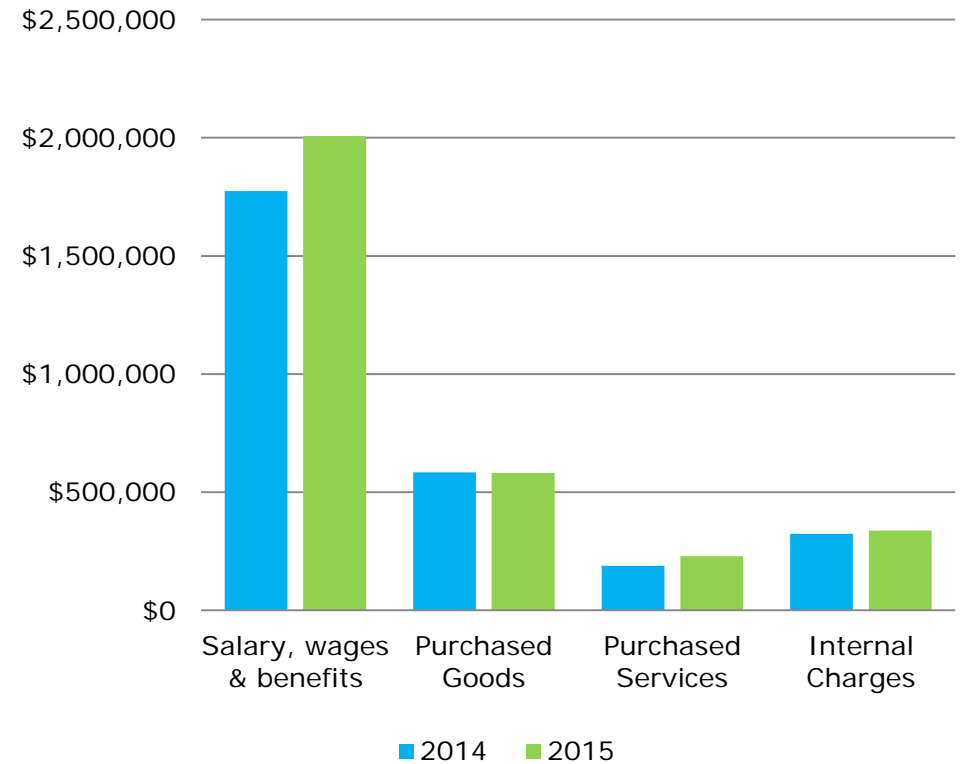
PUBLIC SERVICES

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 %
Revenue						
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%
Total Revenue	(\$132,300)	(\$162,300)	\$0	(\$162,300)	(\$30,000)	22.7%
Expenditure						
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%
Total Expenditure	\$2,546,203	\$2,818,051	\$0	\$2,818,051	\$271,848	10.7%
Net Before Internal Charges & Recoveries	\$2,413,903	\$2,655,751	\$0	\$2,655,751	\$241,848	10.0%
Internal Charges & Recoveries						
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%
Total Internal Charges & Recoveries	\$186,445	\$72,320	\$0	\$72,320	(\$114,125)	(61.2%)
Net Budget	\$2,600,348	\$2,728,071	\$0	\$2,728,071	\$127,723	4.9%

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 %
Culture and Tourism Division	\$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

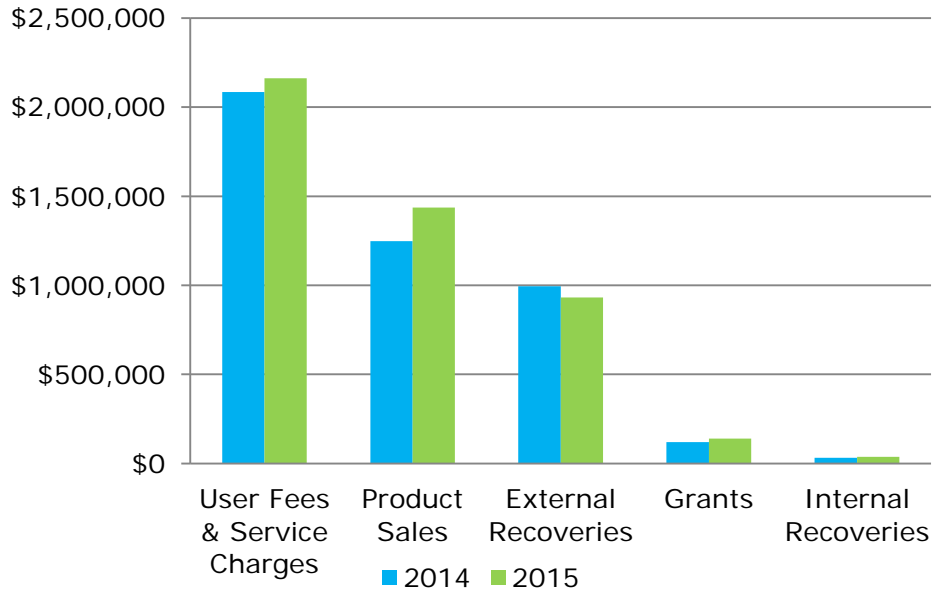
Key changes in 2015

- \$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

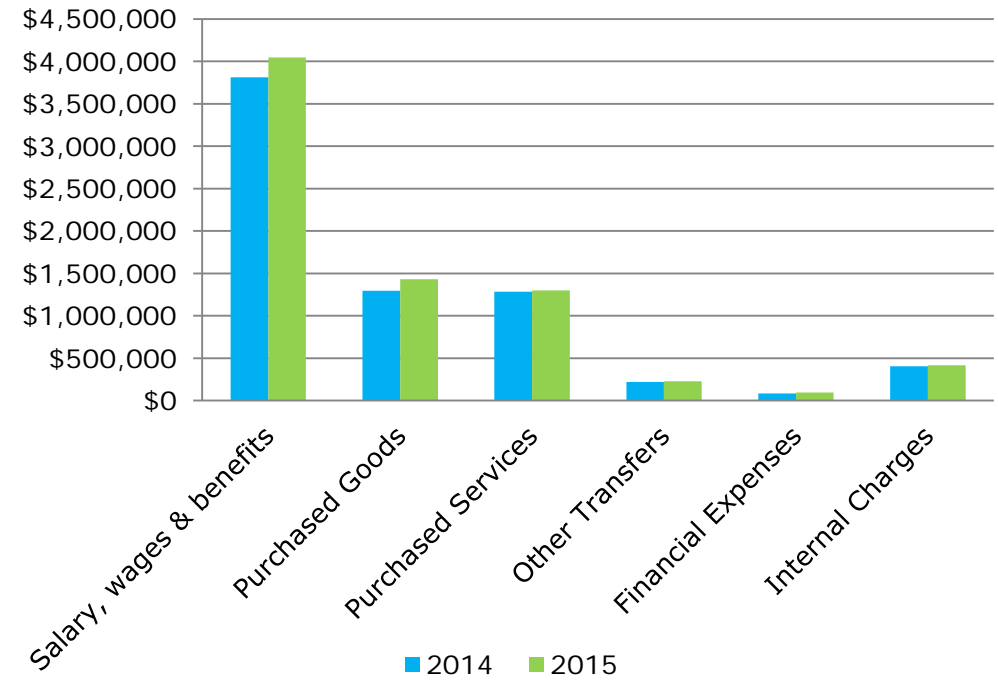
PUBLIC SERVICES

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 %
Revenue						
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%
Total Revenue	(\$4,446,330)	(\$4,668,854)	\$0	(\$4,668,854)	(\$222,524)	5.0%
Expenditure						
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%
Total Expenditure	\$6,697,432	\$7,101,477	\$0	\$7,101,477	\$404,045	6.0%
Net Before Internal Charges & Recoveries	\$2,251,102	\$2,432,623	\$0	\$2,432,623	\$181,521	8.1%
Internal Charges & Recoveries						
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%
Total Internal Charges & Recoveries	\$372,008	\$380,435	\$0	\$380,435	\$8,427	2.3%
Net Budget	\$2,623,110	\$2,813,058	\$0	\$2,813,058	\$189,948	7.2%

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 %
Emergency Services	\$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)

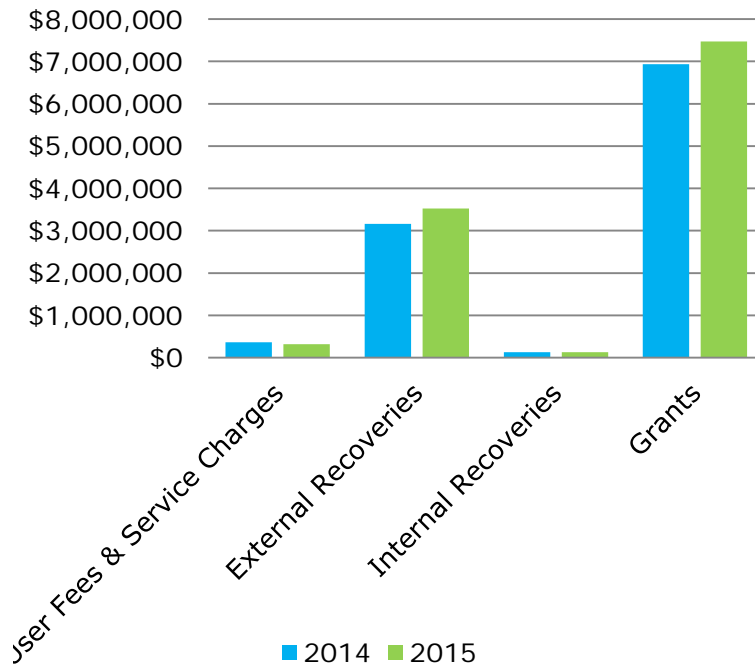
Key changes in 2015

- \$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)

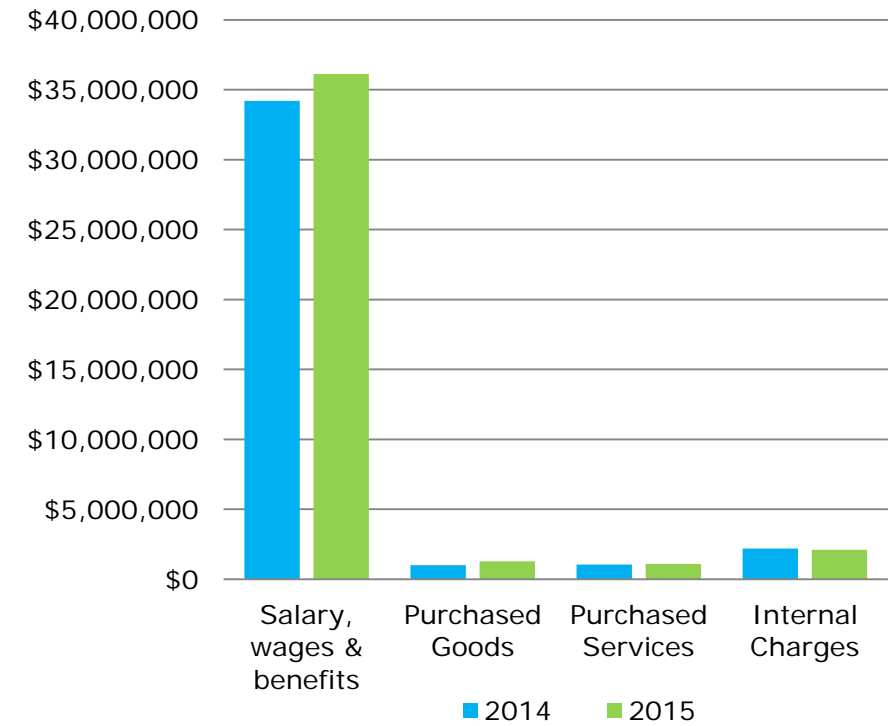
PUBLIC SERVICES

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 %
Revenue						
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%
Total Revenue	(\$10,463,547)	(\$11,094,758)	(\$218,600)	(\$11,313,358)	(\$849,811)	8.1%
Expenditure						
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%
Total Expenditure	\$36,249,580	\$37,818,734	\$649,800	\$38,468,534	\$2,218,954	6.1%
Net Before Internal Charges & Recoveries	\$25,786,033	\$26,723,976	\$431,200	\$27,155,176	\$1,369,143	5.3%
Internal Charges & Recoveries						
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%
Total Internal Charges & Recoveries	\$2,060,565	\$1,937,500	\$34,400	\$1,971,900	(\$88,665)	(4.3%)
Net Budget	\$27,846,598	\$28,661,476	\$465,600	\$29,127,076	\$1,280,478	4.6%

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 %
Transit	\$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

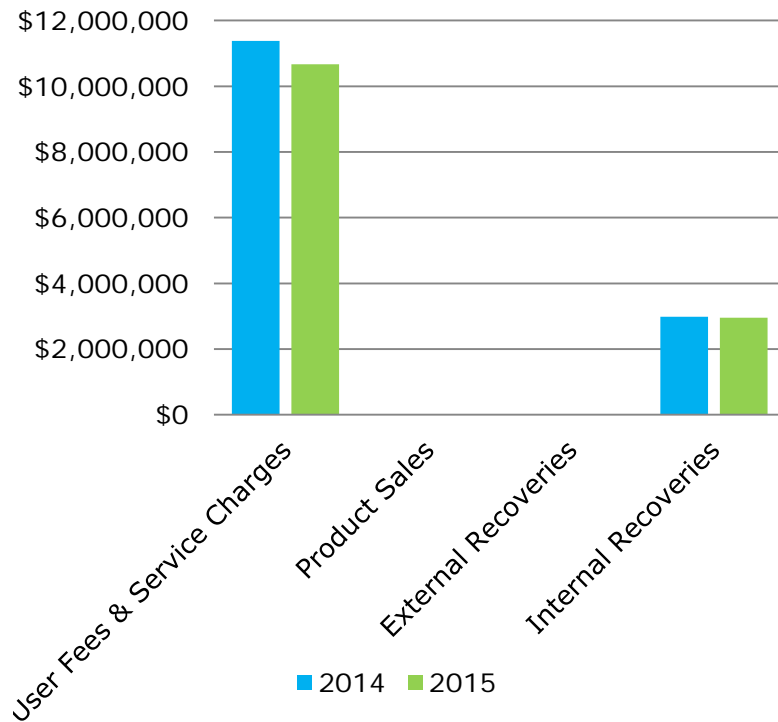
Key changes in 2015

- \$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

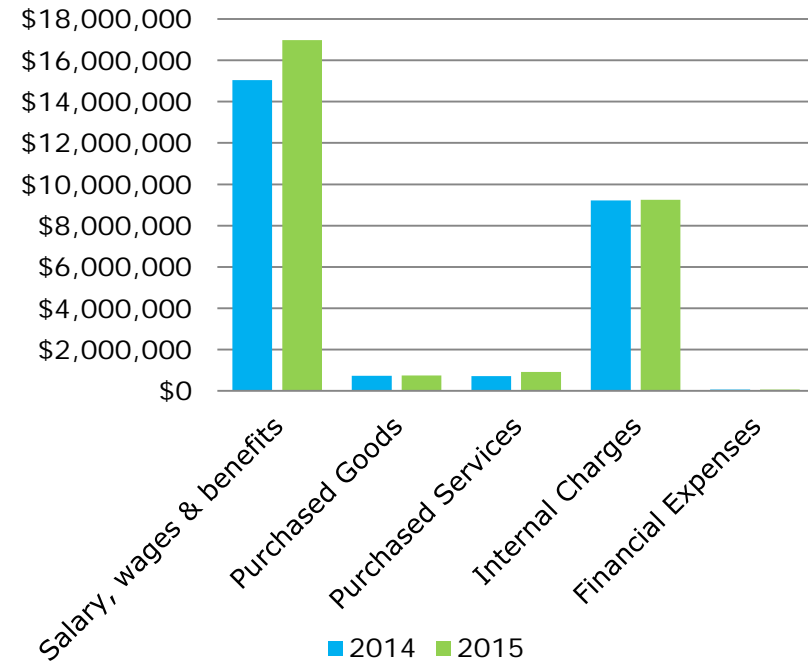
PUBLIC SERVICES

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 %
Revenue						
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%
Total Revenue	(\$11,399,333)	(\$10,688,975)	\$0	(\$10,688,975)	\$710,358	(6.2%)
Expenditure						
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%)
Total Expenditure	\$16,549,520	\$18,214,787	\$480,100	\$18,694,887	\$2,145,367	13.0%
Net Before Internal Charges & Recoveries	\$5,150,187	\$7,525,812	\$480,100	\$8,005,912	\$2,855,725	55.4%
Internal Charges & Recoveries						
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%)
Total Internal Charges & Recoveries	\$6,237,481	\$6,290,410	\$0	\$6,290,410	\$52,929	0.8%
Net Budget	\$11,387,668	\$13,816,222	\$480,100	\$14,296,322	\$2,908,654	25.5%

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 %
Parks	\$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

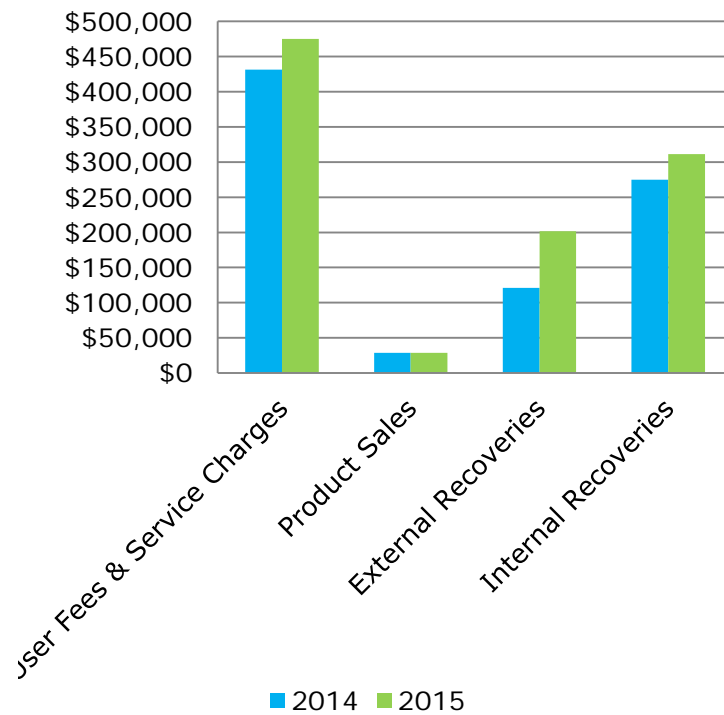
Key changes in 2015

- \$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

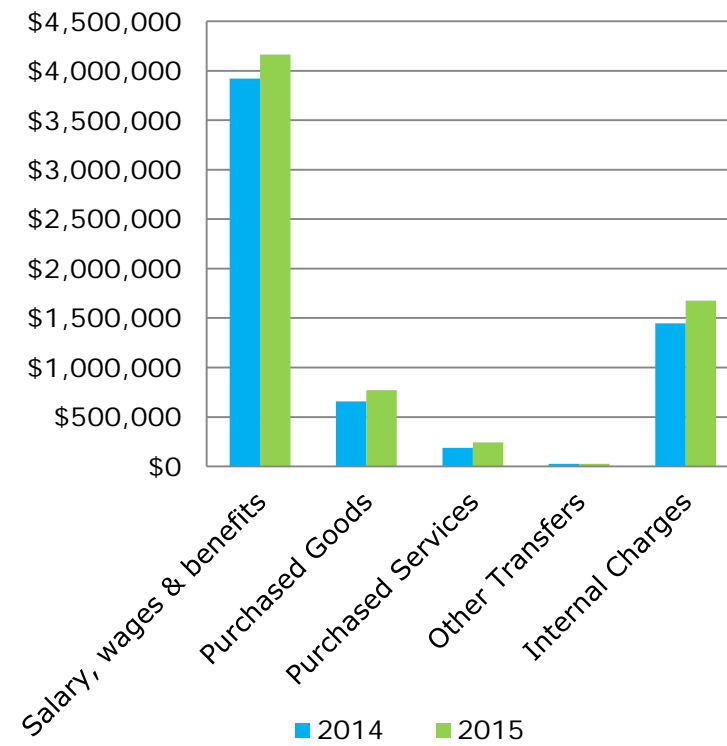
PUBLIC SERVICES

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 %
Revenue						
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%
Total Revenue	(\$581,250)	(\$705,050)	\$0	(\$705,050)	(\$123,800)	21.3%
Expenditure						
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%
Total Expenditure	\$4,795,002	\$5,207,523	\$0	\$5,207,523	\$412,521	8.6%
Net Before Internal Charges & Recoveries	\$4,213,752	\$4,502,473	\$0	\$4,502,473	\$288,721	6.9%
Internal Charges & Recoveries						
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%
Total Internal Charges & Recoveries	\$1,172,953	\$1,365,050	\$0	\$1,365,050	\$192,097	16.4%
Net Budget	\$5,386,705	\$5,867,523	\$0	\$5,867,523	\$480,818	8.9%

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 %
Recreation Programs and Facilities	\$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

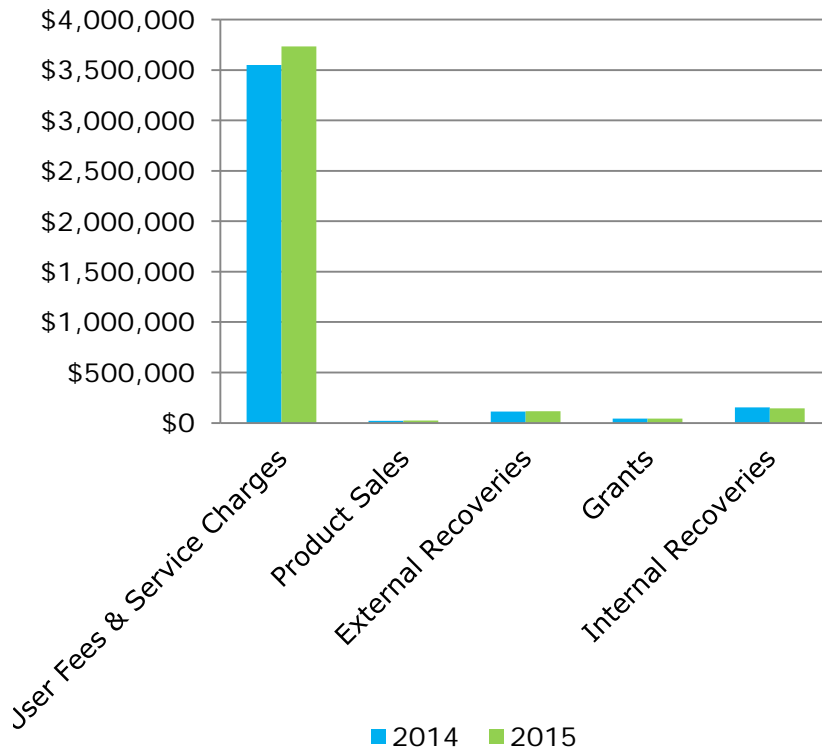
Key changes in 2015

- \$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

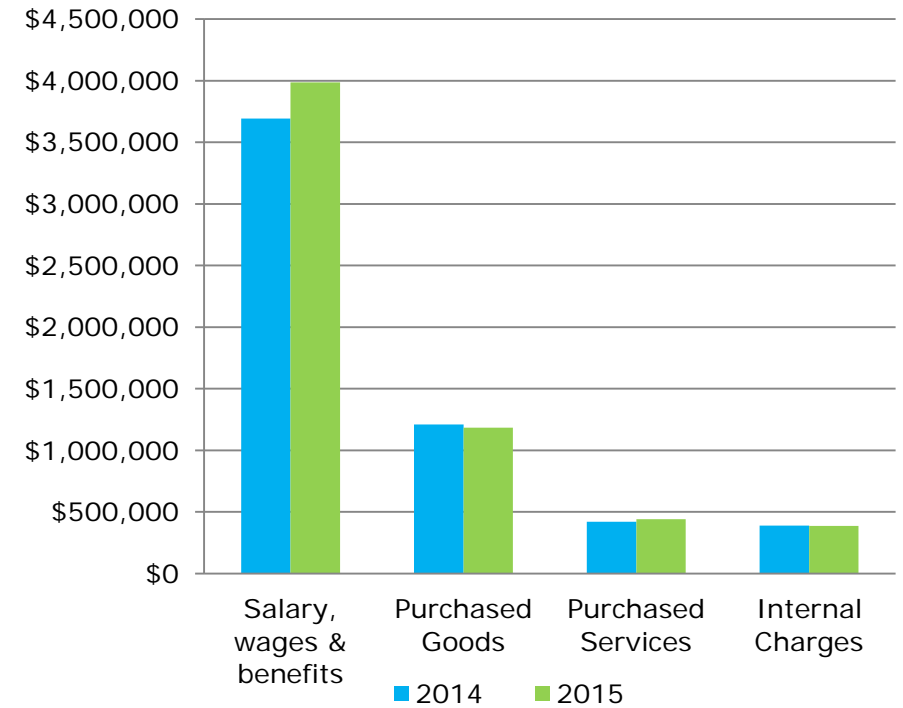
PUBLIC SERVICES

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 %
Revenue						
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%
Total Revenue	(\$3,728,925)	(\$3,914,225)	\$0	(\$3,914,225)	(\$185,300)	5.0%
Expenditure						
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%
Total Expenditure	\$5,323,049	\$5,611,397	\$0	\$5,611,397	\$288,348	5.4%
Net Before Internal Charges & Recoveries	\$1,594,124	\$1,697,172	\$0	\$1,697,172	\$103,048	6.5%
Internal Charges & Recoveries						
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%)
Total Internal Charges & Recoveries	\$233,852	\$242,120	\$0	\$242,120	\$8,268	3.5%
Net Budget	\$1,827,976	\$1,939,292	\$0	\$1,939,292	\$111,316	6.1%

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 %
Public Works	\$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

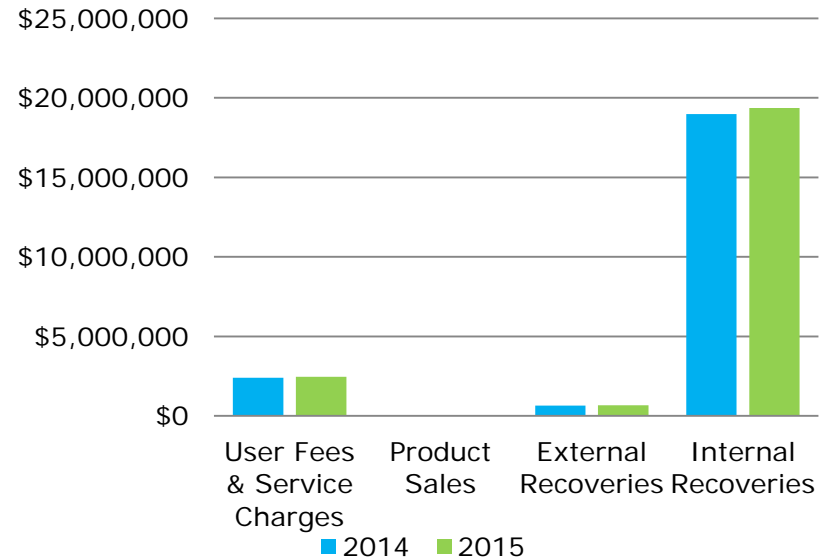
Key changes in 2015

- \$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)

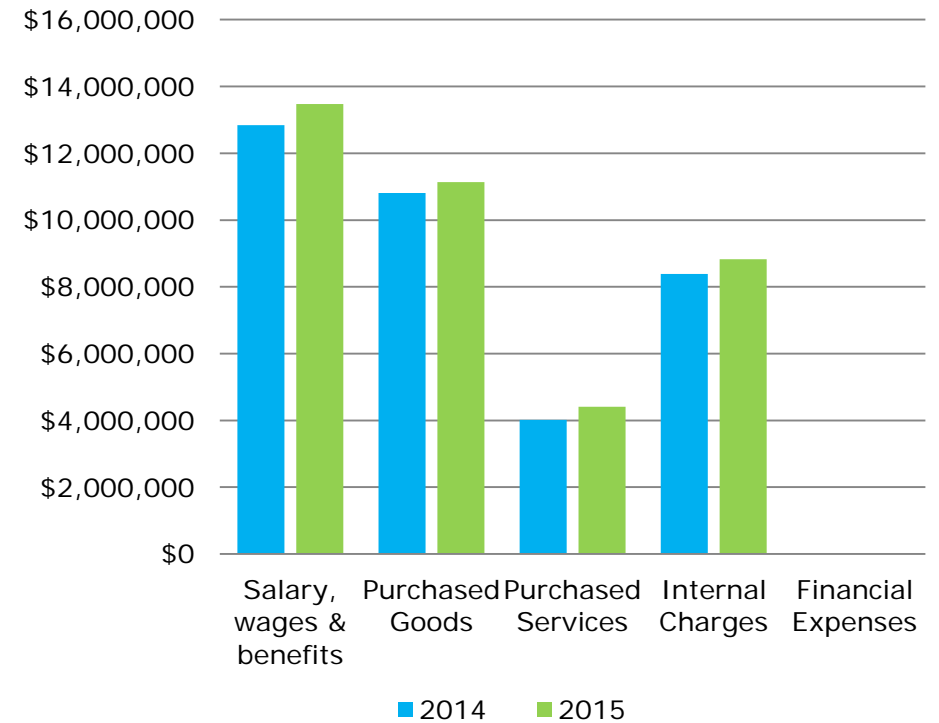
PUBLIC SERVICES

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 %
Revenue						
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%
Total Revenue	(\$3,066,545)	(\$3,163,200)	\$0	(\$3,163,200)	(\$96,655)	3.2%
Expenditure						
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%
Total Expenditure	\$27,672,796	\$28,899,201	\$133,500	\$29,032,701	\$1,359,905	4.9%
Net Before Internal Charges & Recoveries	\$24,606,251	\$25,736,001	\$133,500	\$25,869,501	\$1,263,250	5.1%
Internal Charges & Recoveries						
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%
Total Internal Charges & Recoveries	(\$10,596,316)	(\$10,588,150)	\$43,500	(\$10,544,650)	\$51,666	(0.5%)
Net Budget	\$14,009,935	\$15,147,851	\$177,000	\$15,324,851	\$1,314,916	9.4%

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
Total Changes	(\$10,571,067)

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%
Total Revenue	(\$207,314,213)	(\$217,885,280)	\$0	(\$217,885,280)	(\$10,571,067)	5.1%
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%
Total Expenditure	\$10,500	\$10,500	\$0	\$10,500	\$0	0.0%
Net Before Internal Charges & Recoveries	(\$207,303,713)	(\$217,874,780)	\$0	(\$217,874,780)	(\$10,571,067)	5.1%
Internal Charges & Recoveries						
Total Internal Charges & Recoveries	\$0	\$0	\$0	\$0	\$0	0.0%
Net Budget	(\$207,303,713)	(\$217,874,780)	\$0	(\$217,874,780)	(\$10,571,067)	5.1%

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
Total Changes	\$ 2,197,910

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%)
Total Revenue	(\$88,700)	(\$90,000)	\$0	(\$90,000)	(\$1,300)	1.5%
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%
Total Expenditure	\$7,705,449	\$9,861,459	\$0	\$9,861,459	\$2,156,010	28.0%
Net Before Internal Charges & Recoveries	\$7,616,749	\$9,771,459	\$0	\$9,771,459	\$2,154,710	28.3%
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%
Total Internal Charges & Recoveries	(\$4,509,400)	(\$4,466,200)	\$0	(\$4,466,200)	\$43,200	(1.0%)
Net Budget	\$3,107,349	\$5,305,259	\$0	\$5,305,259	\$2,197,910	70.7%

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)	
Total Changes			(\$2,705,495)	

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
Total Revenue	(\$1,116,000)	(\$1,116,000)	\$0	(\$1,116,000)	\$0	0.0%
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%
Total Expenditure	\$11,909,065	\$12,278,970	\$0	\$12,278,970	\$369,905	3.1%
Net Before Internal Charges & Recoveries	\$10,793,065	\$11,162,970	\$0	\$11,162,970	\$369,905	3.4%
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%
Total Internal Charges & Recoveries	\$17,850,725	\$14,775,325	\$0	\$14,775,325	(\$3,075,400)	(17.2%)
Net Budget	\$28,643,790	\$25,938,295	\$0	\$25,938,295	(\$2,705,495)	(9.4%)

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)	
Total Changes			\$ 521,650	

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%



Local Boards and Shared Services Strategy

2015 approved Capital and Operating Budget

OVERVIEW

In 2015, the City of Guelph will contribute \$73.87 million towards the operations of Guelph's local boards and shared services. This represents a \$2.9 million or 4.11 per cent increase over 2014. The following budgets have been extracted from the City's traditional tax-supported operating budget as City Council has limited or no control over these costs. With the exception of the Downtown Business Association, these budgets are funded through the tax levy.

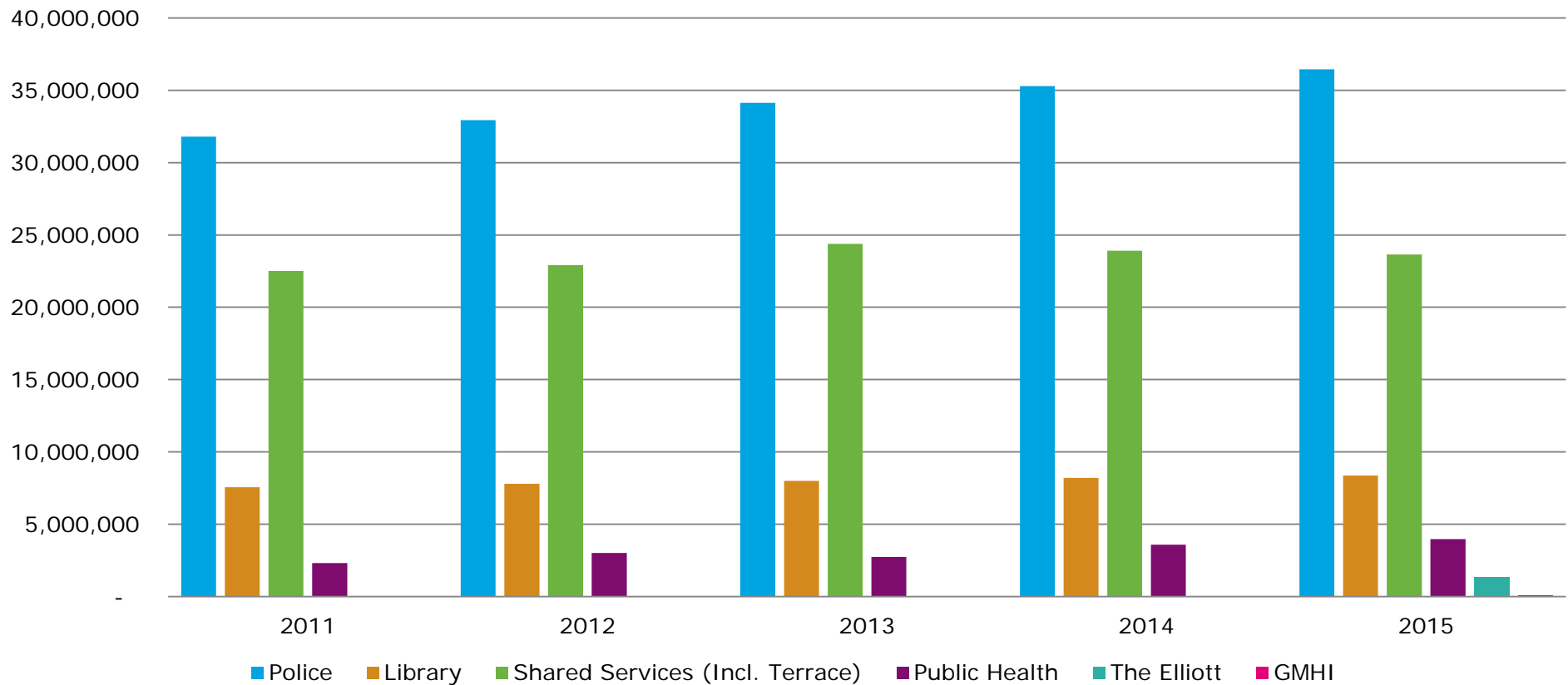
- Guelph Public Library Board
- Wellington-Dufferin-Guelph Public Health
- Social Services and Social Housing
- The Elliott
- Downtown Guelph Business Association
- Guelph Police Service Board
- Guelph Municipal Holdings Inc. (GMHI)

OVERVIEW

Chart 3 shows the five-year historical net tax levy impact by board and service.

Chart 3:

5-year trend - Net levy impact Local Boards and Shared Services



LEGISLATION

The Municipal Act, 2001 requires the municipality to prepare and adopt an annual, balanced budget that includes estimates of all sums required. The budget sets out the estimated revenues to be raised through property taxes, and the portion to be paid into reserves. Estimated revenues to be raised through property taxes must be equal to the estimates of all sums required for expenditures and transfers to create a balanced budget.

However, unlike City departments, there is additional legislation governing the local boards and shared services budgets as shown in the table below.

LEGISLATION

Legislation governing local boards and shared services budgets

Agency/Board/Commission	Governing Legislation	Budget Submission Requirement to the City	City Council Governance Role
Guelph Public Library Board	<ul style="list-style-type: none"> Public Libraries are created by municipal by-laws Public Libraries Act 	<ul style="list-style-type: none"> Operating and capital budget estimates to Council (according to the format and timetable determined by Council) 	<ul style="list-style-type: none"> Council approves or amends and approves the Board's total budget Council may not direct additions or deletions to specific items within the budget
Wellington Dufferin Guelph Public Health	<ul style="list-style-type: none"> Health Promotion and Protection Act 	<ul style="list-style-type: none"> A board of health shall give an annual written notice to each obligated municipality in the health unit served by the board of health that shall specify the amount that the board of health estimates will be required to defray the expenses incurred for the board of health and the medical officer of health, sufficient to perform its functions and duties under the Act and regulations for the year specified in the notice The notice shall specify the amount for which the obligated municipality is responsible, in accordance with proportions agreed upon or where no agreement has been entered into, in accordance with regulations The notice shall specify the times at which the board of health requires payments to be made by the obligated municipality and the amount of each payment required to be made 	<ul style="list-style-type: none"> Obligated municipalities in a health unit must pay the expenses incurred for the board of health and the medical officer of health, and shall ensure that the amount paid is sufficient to enable the board of health to provide or ensure the provision of health programs and services in accordance with the Act and regulations

LEGISLATION

Agency/Board/Commission	Governing Legislation	Budget Submission Requirement to the City	City Council Governance Role
Social Services and Social Housing	<ul style="list-style-type: none"> • Ontario Works Act • Housing Services Act • The County of Wellington is the Consolidated Municipal Services Manager (CMSM) for Social Services and Social Housing through the Local Services Realignment, authorized by the Services Improvement Act and the Social Assistance Reform Act • Long Term Care Homes Act 	<ul style="list-style-type: none"> • Income and Employment Services: CMSM determines the City budget amount required, based on residence of recipient • Child Care: CMSM determines the City budget amount required, based on residence of recipient for fee subsidy and location of the Child Care Centre for wage subsidy • Social Housing: CMSM determines the City budget amount required, based on prior residence of tenant 	<ul style="list-style-type: none"> • The City of Guelph must pay the amounts required by the CMSM on demand, and may be charged interest and penalties for nonpayment
Business Improvement Association (BIA)	<ul style="list-style-type: none"> • Municipal Act, 2001 S. 204 - 215 	<ul style="list-style-type: none"> • Operating budget estimates to Council (according to the format and timetable determined by Council) that reflect the priorities and needs of the BIA, as determined by the Board and membership 	<ul style="list-style-type: none"> • Council approves or amends and approves the Board's total budget. Council may not add expenditures to a BIA's budget
The Elliott	<ul style="list-style-type: none"> • Long Term Care Homes Act 	<ul style="list-style-type: none"> • Long Term Care: The Ministry of Health and Long Term Care requires each municipality to contribute financial support to a long-term care facility. All areas of operation are overseen by a Board of Trustees appointed by City Council. 	<ul style="list-style-type: none"> • Council provides funding to support the operations of the Long-Term Care facility.

LEGISLATION

Agency/Board/ Commission	Governing Legislation	Budget Submission Requirement to the City	City Council Governance Role
Guelph Police Service Board	<ul style="list-style-type: none"> • Police Services Act • Adequacy and Effectiveness of Police Services Regulation 	<ul style="list-style-type: none"> • Operating and capital estimates to Council (according to the format and timetable determined by Council), showing separately amounts sufficient to maintain and deliver required police services and provide appropriate equipment, facilities and other supporting infrastructure in accordance with the Act 	<ul style="list-style-type: none"> • Council must establish an overall budget • Council may not accept or reject specific items within the budget • Disputes heard by the Ontario Civilian Commission on Police Services

GUELPH PUBLIC LIBRARY BOARD

Summary

Operating

The 2015 Operating Budget for the Guelph Public Library Board (Library) is \$8,373,835, representing a 2.0 per cent or \$164,215 increase over 2014. Changes include:

- \$25,335 increase in wages and benefits
- Revenue reduction of \$21,000 largely due to decrease in donations and fundraising (\$26,000) offset by increase in User Fees and Service Charges (\$5,000)
- \$62,300 increase in purchased goods mainly due to higher materials cost.
- \$68,100 increase in purchased services mainly due to higher rental and lease costs (\$44,300), higher repairs and maintenance (\$73,500), offset by lower consulting and communications (\$49,700)
- Reduction in internal charges (\$12,520) due to decrease in reserve transfer (\$26,000) and increase in program support (\$13,480) from other departments within the City.

Capital

The Library Board will use \$0.8 million in capital funding over the three-year budget and forecast. Key projects include ongoing funding for the radio frequency identification (RFID) inventory control system initiated in 2011, as well as system and network upgrades.

Note: The Library submitted a 10-year capital budget and forecast; however, only current budget and two-year forecast were received by Council to remain consistent with the City's current budget practice.

GUELPH PUBLIC LIBRARY BOARD

Overview

The Guelph Public Library benefits the entire community and supports lifelong learning by providing access to information and recreational resources that enrich, educate and entertain.

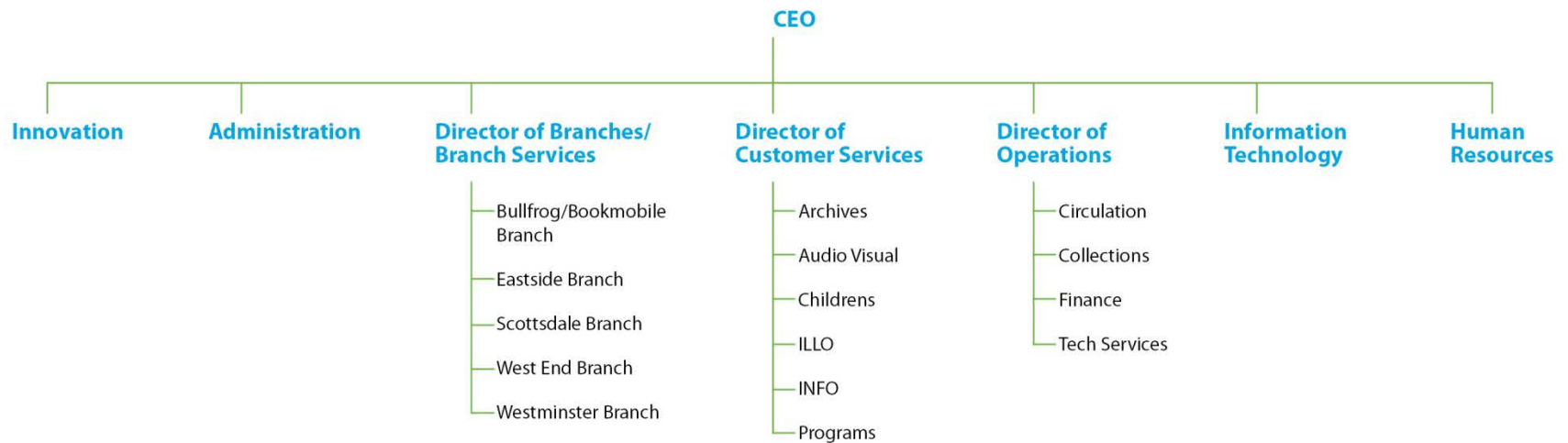
2015 Financial Snapshot

	2014	2015	Yr/Yr	Yr/Yr	Funding Sources		
	Budget	Approved	Increase (\$)	Increase (%)	Tax Supported %	User Fee %	Grants %
Library	\$8,209,620	\$8,373,835	\$164,215	2.0%	93.8%	4.3%	1.9%

GUELPH PUBLIC LIBRARY BOARD

Organizational Structure

Guelph Public Library Board



GUELPH PUBLIC LIBRARY BOARD

Services Provided

- Archival services
- Information services
- Collections and lending services
- Programming
- Children's services
- Teen service
- Outreach/seniors services

2014 Accomplishments

- Created new kids and teen web portals
- Created and launched "Check It Out," a television series hosted by Teen Advisory Group Members and made possible through a partnership with Rogers TV Cable 20 and local businesses
- Hosted Paperbag Princess Day, a community wide storefront contest with 13 downtown businesses showing their support for Guelph Public Library
- Hosted larger events such as How To Fest, Gardening Expo, Stratford Shakespeare Festival series, Tech Day, All About Munsch Fundraiser
- Guelph's Book Find Project saw Guelph's literary talents travel the world
- Enhanced community partnerships
- Ran Book an eExpert, one-on-one sessions with the community to bridge the digital divide

GUELPH PUBLIC LIBRARY BOARD

Key performance measures

Indicator Description	2013	2014	2015 Estimate
Number of collection items borrowed	2,131,595	2,183,119	2,226,780
Attendance	822,782	831,009	839,320
Reference, Referrals & Reader's Advisory (Information Requests)	108,695	114,065	116,000

2015 objectives

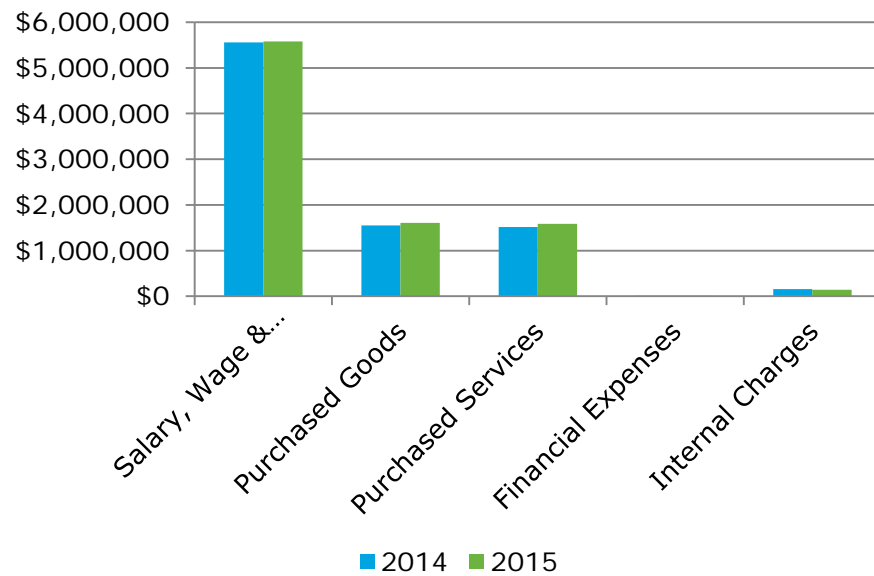
- Expand the fundraising program, with numerous events and one sustainable program, continuing the furnishing and equipping of the new Main Library
- Offer a wide variety of programs at each location that appeals to all ages and communities
- Continue delivering the excellent services to our community

Trend analysis

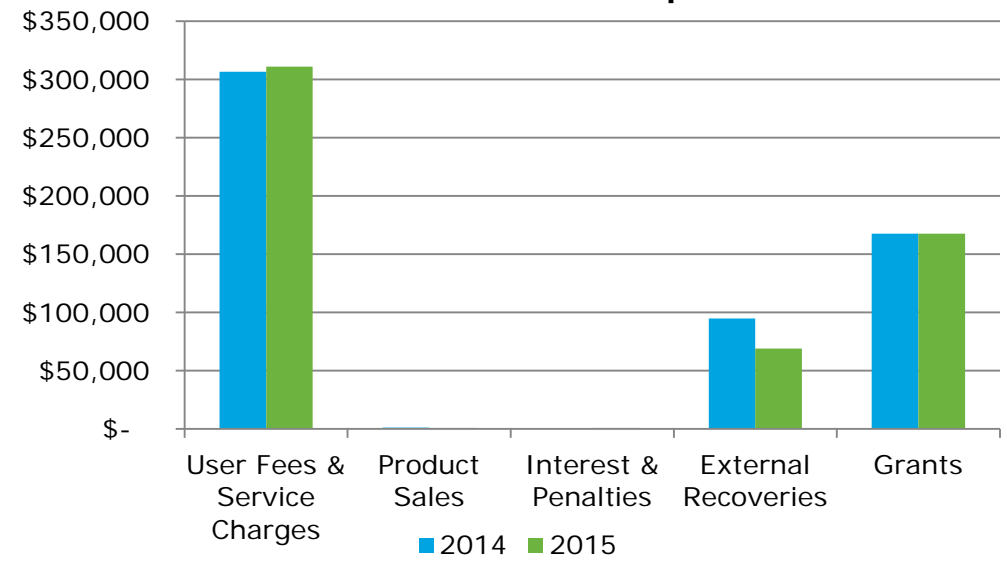
- The majority of the Library's budget is related to direct program delivery. Compensation represents 62 per cent of the library's budget, and any increase relates to the collective bargaining agreement
- The second largest cost directly related to program delivery is the purchase of library materials. It represents 17 per cent of the overall expenses, and includes books, magazines, audio/visual resources, electronic resources and other operating supplies

GUELPH PUBLIC LIBRARY BOARD

Year/Year Expenditure Comparison



Year/Year Revenue Comparison



GUELPH PUBLIC LIBRARY BOARD

2015 approved budget

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
Revenue						
User Fees & Service Charges	(\$306,600)	(\$310,900)	\$0	(\$310,900)	(\$4,300)	1.4%
Product Sales	(\$1,100)	(\$1,000)	\$0	(\$1,000)	\$100	(9.1%)
Interest & Penalties	(\$200)	(\$1,000)	\$0	(\$1,000)	(\$800)	400.0%
External Recoveries	(\$94,900)	(\$68,900)	\$0	(\$68,900)	\$26,000	(27.4%)
Grants	(\$167,700)	(\$167,700)	\$0	(\$167,700)	\$0	0.0%
Total Revenue	(\$570,500)	(\$549,500)	\$0	(\$549,500)	\$21,000	(3.7%)
Expenditure						
Salary, Wage & Benefits	\$5,555,900	\$5,581,235	\$0	\$5,581,235	\$25,335	0.5%
Purchased Goods	\$1,547,900	\$1,610,200	\$0	\$1,610,200	\$62,300	4.0%
Purchased Services	\$1,515,400	\$1,583,500	\$0	\$1,583,500	\$68,100	4.5%
Financial Expenses	\$7,200	\$7,200	\$0	\$7,200	\$0	0.0%
Total Expenditure	\$8,626,400	\$8,782,135	\$0	\$8,782,135	\$155,735	1.8%
Net Before Internal Charges & Recoveries	\$8,055,900	\$8,232,635	\$0	\$8,232,635	\$176,735	2.2%
Internal Charges & Recoveries						
Internal Charges	\$153,720	\$141,200	\$0	\$141,200	(\$12,520)	(8.1%)
Internal Recoveries	\$0	\$0	\$0	\$0	\$0	0.0%
Total Internal Charges & Recoveries	\$153,720	\$141,200	\$0	\$141,200	(\$12,520)	(8.1%)
Net Budget	\$8,209,620	\$8,373,835	\$0	\$8,373,835	\$164,215	2.0%

WELLINGTON-DUFFERIN-GUELPH PUBLIC HEALTH

The Board of Health is required to provide an annual written notice to each municipality, specifying the amounts the board estimates will be required to pay for costs incurred by the board and the medical officer of health. This estimate represents the amount required to ensure the board can provide the health programs and services, in accordance with the Health Promotion and Protection Act. The notice shall specify the amount for which the obligated municipality is responsible in accordance with the proportions agreed upon. If no agreement exists, the proportions will be made in accordance with regulations.

In 2015, the budget for Public Health is \$3,972,000 representing 11 per cent or \$ 394,100 increase over last year.

The increase is mainly due to the City's contribution to the principal and interest payment \$583,700 representing the City's share on the Capital funded through debt. This increase is per the City's debt practice, where principle repayments are budgeted in the year following the debt issue. This increase is offset by a reduction in levy (\$42,500) and increase in loan repayments (\$147,000) from Wellington-Dufferin-Guelph Public Health.

WELLINGTON-DUFFERIN-GUELPH PUBLIC HEALTH

2015 approved budget

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
Revenue						
External Recoveries	\$0	(\$588,264)	\$0	(\$588,264)	(\$588,264)	0.0%
Total Revenue	\$0	(\$588,264)	\$0	(\$588,264)	(\$588,264)	0.0%
Expenditure						
Long Term Debt Charges	\$366,870	\$950,500	\$0	\$950,500	\$583,630	159.1%
Other Transfers	\$3,211,736	\$3,610,433	\$0	\$3,610,433	\$398,697	12.4%
Total Expenditure	\$3,578,606	\$4,560,933	\$0	\$4,560,933	\$982,327	27.4%
Net Before Internal Charges & Recoveries	\$3,578,606	\$3,972,669	\$0	\$3,972,669	\$394,063	11.0%
Internal Charges & Recoveries						
Total Internal Charges & Recoveries	\$0	\$0	\$0	\$0	\$0	0.0%
Net Budget	\$3,578,606	\$3,972,669	\$0	\$3,972,669	\$394,063	11.0%

SHARED SERVICES AND SOCIAL HOUSING

The County of Wellington is the Consolidated Municipal Services Manager (CMSM) for Shared Services and Social Housing through the Local Services Realignment, authorized by the Services Improvement Act and the Social Assistance Reform Act. Under this authority, the County of Wellington is responsible for establishing the budget for these services, and the City is required to make the required payments as required by the CMSM.

In 2015, the budget for Shared Services and Social Housing is \$23,466,000 representing a 3.91 per cent or \$884,044 increase over 2014. This amount is based on the information provided by the County.

Also included under the Shared Services and Social Housing section of the City's budget is the January 2015 contribution of \$108,300 for Wellington Terrace which is the City's final contribution. The remaining 11 months are budgeted for as the City's contribution to the Elliott.

SHARED SERVICES AND SOCIAL HOUSING

2015 approved budget: Social Services

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
Revenue						
Grants	\$0	0	\$0	\$0	\$0	0.0%
Total Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Expenditure						
Government Transfers	\$3,677,956	\$3,576,000	\$0	\$3,576,000	(\$101,956)	(2.8%)
Other Transfers	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expenditure	\$3,677,956	\$3,576,000	\$0	\$3,576,000	(\$101,956)	(2.8%)
Net Before Internal Charges & Recoveries	\$3,677,956	\$3,576,000	\$0	\$3,576,000	(\$101,956)	(2.8%)
Internal Charges & Recoveries						
Total Internal Charges & Recoveries	\$0	\$0	\$0	\$0	\$0	0.0%
Net Budget	\$3,677,956	\$3,576,000	\$0	\$3,576,000	(\$101,956)	(2.8%)

SHARED SERVICES AND SOCIAL HOUSING

2015 approved budget: Social Housing

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
Revenue						
Grants	\$0	0	\$0	\$0	\$0	0.0%
Total Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Expenditure						
Government Transfers	\$16,435,000	\$17,116,000	\$0	\$17,116,000	\$681,000	4.1%
Total Expenditure	\$16,435,000	\$17,116,000	\$0	\$17,116,000	\$681,000	4.1%
Net Before Internal Charges & Recoveries	\$16,435,000	\$17,116,000	\$0	\$17,116,000	\$681,000	4.1%
Internal Charges & Recoveries						
Internal Recoveries	0	0	0	0	0	0.0%
Total Internal Charges & Recoveries	\$0	\$0	\$0	\$0	\$0	0.0%
Net Budget	\$16,435,000	\$17,116,000	\$0	\$17,116,000	\$681,000	4.1%

SHARED SERVICES AND SOCIAL HOUSING

2015 approved budget: Child Care

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
Revenue						
Grants	\$0	0	\$0	\$0	\$0	0.0%
Total Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Expenditure						
Government Transfers	\$2,469,000	\$2,774,000	\$0	\$2,774,000	\$305,000	12.4%
Other Transfers	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expenditure	\$2,469,000	\$2,774,000	\$0	\$2,774,000	\$305,000	0.0%
Net Before Internal Charges & Recoveries	\$2,469,000	\$2,774,000	\$0	\$2,774,000	\$305,000	12.4%
Internal Charges & Recoveries						
Total Internal Charges & Recoveries	\$0	\$0	\$0	\$0	\$0	0.0%
Net Budget	\$2,469,000	\$2,774,000	\$0	\$2,774,000	\$305,000	12.4%

SHARED SERVICES AND SOCIAL HOUSING

2015 approved budget: City Social Programs

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
Revenue						
Total Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Expenditure						
Purchased Services	\$0	\$0	\$0	\$0	\$0	0.0%
Government Transfers	\$1,250,000	\$108,300	\$0	\$108,300	(\$1,141,700)	(91.3%)
Other Transfers	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expenditure	\$1,250,000	\$108,300	\$0	\$108,300	(\$1,141,700)	(91.3%)
Net Before Internal Charges & Recoveries	\$1,250,000	\$108,300	\$0	\$108,300	(\$1,141,700)	(91.3%)
Internal Charges & Recoveries						
Internal Charges	75,000	75,000	0	75,000	0	0.0%
Internal Recoveries	0	0	0	0	0	0.0%
Total Internal Charges & Recoveries	\$75,000	\$75,000	\$0	\$75,000	\$0	0.0%
Net Budget	\$1,325,000	\$183,300	\$0	\$183,300	(\$1,141,700)	(86.2%)

THE ELLIOTT

The Elliott Long-Term Care Residence operates as the City's Long Term Care facility. The Elliott is a charitable corporation which operates retirement living suites and life-lease suites, in addition to the long-term care residence. The Elliott is a local board of the City as established by The Elliott Act, 2002. All areas of operation are overseen by a Board of Trustees appointed by City Council. The Long-Term Care Homes Act, 2007, S.O. 2007 requires that a municipality, approved to operate a long-term care home, form a Committee of Management composed of members of Council to oversee the responsibilities of the home. On August 25, 2014, Council passed the Delegation of Authority By-law number (2014)-19796 which establishes Community and Social Services (now Public Services) Committee as the Committee of Management.

In 2015, the budget for The Elliott is \$1,351,700 for the 11 months of long term care service beginning February 2015. The increase in contribution to long term care in 2015 from the 2014 Budget is \$210,000 or 16.8 per cent including the previous contribution to the County of Wellington for long term care.

THE ELLIOTT

2015 approved budget

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
Revenue						
Total Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Expenditure						
Government Transfers	\$0	\$1,351,700	\$0	\$1,351,700	\$1,351,700	0.0%
Total Expenditure	\$0	\$1,351,700	\$0	\$1,351,700	\$1,351,700	0.0%
Net Before Internal Charges & Recoveries	\$0	\$1,351,700	\$0	\$1,351,700	\$1,351,700	0.0%
Internal Charges & Recoveries						
Total Internal Charges & Recoveries	\$0	\$0	\$0	\$0	\$0	0.0%
Net Budget	\$0	\$1,351,700	\$0	\$1,351,700	\$1,351,700	0.0%

DOWNTOWN GUELPH BUSINESS ASSOCIATION

The Downtown Guelph Business Association is considered a business improvement area (BIA), traditionally established by the municipality using the business improvement area provisions in the Municipal Act, 2001, and under this legislation is considered a local board of the municipality. Once a BIA is approved by municipal Council, businesses within the defined boundaries become members and pay the BIA levy along with their property taxes. The BIA levies are then disbursed to the board by the municipality. The general functions of the BIA are to:

- Oversee the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the area beyond what is provided at the expense of the municipality
- Promote the area as a business or shopping area

For 2015, the total expenditure budgeted by the Downtown Guelph Business Association is \$491,075, a five per cent or \$25,900 reduction from previous year. The levy from association members has increased by 2.7 per cent or \$12,000 from the 2014 budget. This budget has no impact on the tax levy, as the expenditure is entirely funded by BIA levies collected from members and other revenues generated by the association.

DOWNTOWN GUELPH BUSINESS ASSOCIATION

2015 approved budget

	2014 Budget	2015 Budget	2015 Change \$	2015 Change %
Revenue				
Tax Levy Income	448,000.00	460,000.00	12,000.00	2.7%
Tax Levy Adjustment	-10,000.00	-10,000.00	0.00	0.0%
Total Tax Levy Income	438,000.00	450,000.00	12,000.00	2.7%
Surplus from Prior Fiscal Year	0.00	-73,375.00	-73,375.00	0.0%
Funds from City - Events	29,000.00	9,900.00	-19,100.00	-65.9%
Funds from City - Revitalization	0.00	28,000.00	28,000.00	0.0%
Co-op Advertising Revenue	30,000.00	47,200.00	17,200.00	57.3%
Grant Income	0.00	18,000.00	18,000.00	0.0%
Events & Workshop Revenue	20,000.00	10,350.00	-9,650.00	-48.3%
Gift Certificate Write-off Income	0.00	1,000.00	1,000.00	0.0%
Bank Interest	0.00	0.00	0.00	0.0%
Miscellaneous Revenue	0.00	0.00	0.00	0.0%
Total Revenue	<u>517,000.00</u>	<u>491,075.00</u>	<u>-25,925.00</u>	<u>-5.0%</u>
TOTAL REVENUE	<u>517,000.00</u>	<u>491,075.00</u>	<u>-25,925.00</u>	<u>-5.0%</u>
EXPENSE				
Payroll Expenses				
Wages & Salaries	189,000.00	170,000.00	-19,000.00	-10.1%
Contract & Part-time Staff	15,000.00	0.00	-15,000.00	-100.0%
EI Expense	5,500.00	4,000.00	-1,500.00	-27.3%
CPP Expense	4,500.00	7,000.00	2,500.00	55.6%
EHT Expense	1,000.00	1,700.00	700.00	70.0%
Benefits	10,000.00	12,000.00	2,000.00	20.0%
Pension	2,000.00	4,000.00	2,000.00	100.0%
Total Payroll Expenses	<u>227,000.00</u>	<u>198,700.00</u>	<u>-28,300.00</u>	<u>-12.5%</u>

DOWNTOWN GUELPH BUSINESS ASSOCIATION

	2014 Budget	2015 Budget	2015 Change \$	2015 Change %
Marketing & Promotion Expenses				
Newspaper Advertising	50,000.00	45,750.00	-4,250.00	-8.5%
Radio Advertising	4,000.00	3,000.00	-1,000.00	-25.0%
Directories & Guides	3,000.00	3,000.00	0.00	0.0%
Flyer & Printing Expenses	8,000.00	6,225.00	-1,775.00	-22.2%
Website Expenses	5,000.00	650.00	-4,350.00	-87.0%
Signage	1,000.00	2,150.00	1,150.00	115.0%
Promotional Material	4,000.00	6,650.00	2,650.00	66.3%
Design Fees	7,000.00	8,550.00	1,550.00	22.1%
Distribution	0.00	300.00	300.00	0.0%
Sponsorships	7,000.00	12,000.00	5,000.00	71.4%
Gift Certificate Donations	775.00	3,575.00	2,800.00	361.3%
Other General Advertising Expenses (Postage)	4,000.00	14,550.00	10,550.00	263.8%
Total Marketing & Promotion Expense	<u>93,775.00</u>	<u>106,400.00</u>	<u>12,625.00</u>	<u>13.5%</u>
Event Expenses				
Road Closure Expense	2,000.00	12,675.00	10,675.00	533.8%
Artist & Musician Fees	15,000.00	20,100.00	5,100.00	34.0%
Casual Workers	2,000.00	400.00	-1,600.00	-80.0%
Rentals	2,000.00	5,200.00	3,200.00	160.0%
Materials	1,000.00	3,600.00	2,600.00	260.0%
Misc Event Expenses	0.00	3,325.00	3,325.00	0.0%
Total Event Expenses	<u>22,000.00</u>	<u>45,300.00</u>	<u>23,300.00</u>	<u>105.9%</u>
Revitalization Expense				
City Flowers	14,500.00	10,000.00	-4,500.00	-31.0%
Downtown Streetscaping	29,000.00	22,000.00	-7,000.00	-24.1%
Downtown Lighting	5,000.00	6,000.00	1,000.00	20.0%
Total Revitalization Expenses	<u>48,500.00</u>	<u>38,000.00</u>	<u>-10,500.00</u>	<u>-21.6%</u>

DOWNTOWN GUELPH BUSINESS ASSOCIATION

	2014 Budget	2015 Budget	2015 Change \$	2015 Change %
General & Administrative Expenses				
Accounting & Legal Expenses	4,000.00	4,000.00	0.00	0.0%
Bookkeeping Expenses	4,000.00	6,500.00	2,500.00	62.5%
Consultants	5,000.00	22,000.00	17,000.00	340.0%
Rent Expense	33,000.00	32,000.00	-1,000.00	-3.0%
Telephone & Internet	5,500.00	5,000.00	-500.00	-9.1%
Insurance	200.00	225.00	25.00	12.5%
Postage & Courier	2,500.00	500.00	-2,000.00	-80.0%
Office Supplies	4,000.00	2,500.00	-1,500.00	-37.5%
Office Repairs & Maintenance	2,000.00	2,000.00	0.00	0.0%
Equipment Rental	4,000.00	2,000.00	-2,000.00	-50.0%
ED & Business Development Expense	2,000.00	2,000.00	0.00	0.0%
Board & Committee Meeting Expenses	2,000.00	2,000.00	0.00	0.0%
Staff & Exec Events	1,325.00	1,500.00	175.00	13.2%
Conference & Event Fees	4,500.00	4,000.00	-500.00	-11.1%
Education Expense	3,000.00	0.00	-3,000.00	-100.0%
Dues & Subscriptions	2,000.00	3,500.00	1,500.00	75.0%
Travel	0.00	1,000.00	1,000.00	0.0%
Gifts & Various Expenses	1,200.00	750.00	-450.00	-37.5%
Bad Debts	0.00	500.00	500.00	0.0%
Cash Short/Over	0.00	200.00	200.00	0.0%
Bank Fees	500.00	1,000.00	500.00	100.0%
Amortization	0.00	8,000.00	8,000.00	0.0%
Total General & Admin Expenses	<u>80,725.00</u>	<u>101,175.00</u>	<u>20,450.00</u>	<u>25.3%</u>
Other Expenses				
Miscellaneous Expenses	5,000.00	1,500.00	-3,500.00	-70.0%
Rink Contribution	<u>40,000.00</u>	<u>0.00</u>	<u>-40,000.00</u>	<u>-100.0%</u>
Total Other Expenses	<u>45,000.00</u>	<u>1,500.00</u>	<u>-43,500.00</u>	<u>-96.7%</u>
TOTAL EXPENSE	<u>517,000.00</u>	<u>491,075.00</u>	<u>-25,925.00</u>	<u>-5.0%</u>
NET INCOME	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.0%</u>

GUELPH POLICE SERVICES BOARD

Summary

Operating

The 2015 operating budget for the Guelph Police Service Board is \$36,443,100, representing a 3.3 per cent or \$1,159,900 increase over 2014.

- Compensation represents over 90 per cent of the Service's budget and increases can be tied back to the collective bargaining agreement and increased benefit costs.
- Minimal staff growth of 1.5 FTE has been assumed. To enhance Court Security to persons attending courthouses and judiciary, there was an addition of a Special Constable. A Technical Crimes Officer has also been added to the complement as a result of receiving grant funding. An offset to these additions is the reduction of 0.5 FTE police constable who will instead be focusing on Guelph Police Association duties. Furthermore, there will be a change in our Executive leadership.
- Traffic enforcement will be increased by the transfer of one police constable internally to the traffic division.
- Purchased Goods and Services have both decreased due primarily to savings realized in office supplies, personnel supplies, cellular, and Next Generation 911 costs.
- Internal Charges have increased due to an increase in insurance chargebacks.
- User Fees decreased due to changes in the alarm registration bylaw made to create efficiencies in front line officer response.
- Grants increased due to the Court Security Prisoner Transportation program and the Provincial Strategy on Child Pornography.
- Internal recoveries increased slightly for services provided to the City such as Special Duty, Collision reports and 911 service.

Capital

The Guelph Police Service Board is requesting \$5.0 million in capital funding over the 3-year budget and forecast. The majority of projects included in the 3-year capital budget and forecast relate to vehicle equipment replacement and police equipment life cycle requirements.

A complete overview of the Guelph Police Service Board's Operating and Capital follows later in this chapter.

Note: GPS submitted a 10-year capital budget but only three years is being presented to be consistent with the City.

GUELPH POLICE SERVICES BOARD

Overview

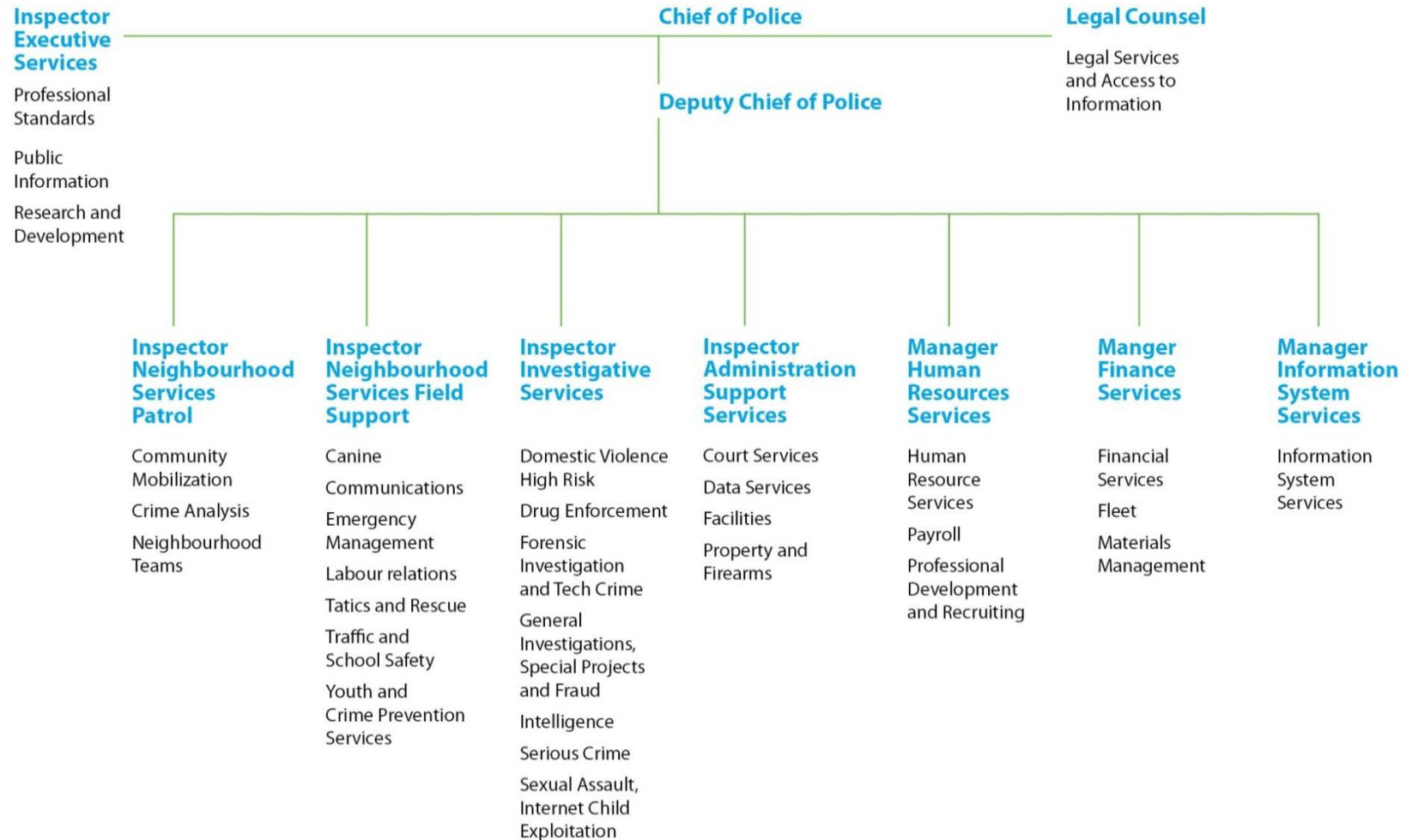
The Guelph Police Service provides policing services to the City of Guelph and has an authorized complement of 196.5 police officers and 89.42 civilians. We serve our community by way of crime prevention initiatives, intelligence-led policing and community partnerships.

- Mission: Through partnerships, we are dedicated to enhancing the quality of life and ensuring the safety of all who live, work and play in our safe and diverse community.
- Vision: To contribute to the positive growth and development of our members and our community by providing leadership and innovative policing that is effective, efficient, economical and environmentally responsible.
- Values: We, the members of the Guelph Police Service believe in:
 - **Pride** in ourselves, our work, and our community
 - **Service** with compassion and accountability
 - **Trust** shared through integrity and mutual respect

GUELPH POLICE SERVICES BOARD

Organizational structure

Guelph Police Services Board



GUELPH POLICE SERVICES BOARD

Financial snapshot

	2014	2015	Yr/Yr	Yr/Yr	Funding Sources		
	Budget	Approved	Increase (\$)	Increase (%)	Tax Supported %	User Fee %	Grants %
Police	\$35,283,200	\$36,443,100	\$1,159,900	3.3%	94.2%	1.4%	4.4%

2014 accomplishments

- Continued to make progress on an administrative review to ensure enhanced accountability and resource management to better define, deliver and support policing services.
- Successfully received grants through the Ministry of Community Safety and Correctional Services, including the Proceeds of Crime grant to implement the Guelph Enterprise model which aims to reduce crime through a collaborative and coordinated approach with other social service leaders to assist individuals in need of immediate support. Also received further funds through the Provincial Strategy to protect children from sexual abuse and exploitation on the internet grant to increase the Forensic unit by one investigator.
- Increased the number of investigative projects to improve the sustainability of operating street level drug projects and the ability to partner with surrounding agencies to combat drug trafficking, gang activity, human trafficking and organized crime.
- Continued design development for the renovation of the Police headquarters building to: 1) address known deficiencies in staff accommodations, forensic laboratories, evidence storage, locker room facilities and prisoner lock-up; and 2) ensure that the long term needs of the service will be met for a 20 year outlook and make sure that the headquarters remains in the downtown core of the City.
- Implemented goals from the 2013 to 2015 Strategic Business Plan which sets the policing priorities in nine core areas aimed at ensuring the highest quality of life for the citizens of Guelph.
- Improved community and internal communications by launching a newly designed intranet and external website that includes crime analytic capabilities.
- Employed E-Ticketing technology to generate efficiencies in the ticketing process.
- Introduced a Citizen Centered Delivery Model with one point of contact and expanded hours for more effective customer service to the community.

GUELPH POLICE SERVICES BOARD

Key performance measures

Indicator	2013	2014	2015 target	Comments
Policing Cost per Capita	\$264	\$272	\$289	Compensation continues to be the main driver of budget increases
Operating (Surplus) / Deficit	-\$153,314	-\$600,000	\$0	Successfully kept expenditures within the official budget
Population per Police Officer	656	663	667	Population to Police Officer ratio has steadily been increasing
Median Response Time (mins), Priority One Calls for Service	4.3	maintain or improve	maintain or improve	Maintained Response Time from 2012 levels
Public Complaints	8	maintain or improve	maintain or improve	Office of the Independent Police Review Director process introduced in 2013
Crime Clearance Rate	57%	maintain or improve	maintain or improve	Improved Clearance rate from 2012 by 7 points
Crime Severity Index	43	maintain or improve	maintain or improve	Ranked in the top three Canadian Census Metropolitan Areas for the "safest City in Canada" status by maintaining a low Crime Severity Index for the past seven years

GUELPH POLICE SERVICES BOARD

2015 objectives

- The 2013 to 2015 Guelph Police Service Business Plan set out an aggressive agenda for three years and includes 31 goals and 87 objectives to guide the Guelph Police Service's members in nine core areas:

Pillars

- 1) Neighbourhood Policing
- 2) Assistance to Victims
- 3) Criminal Investigations
- 4) Road Safety
- 5) Community and Organizational Communication

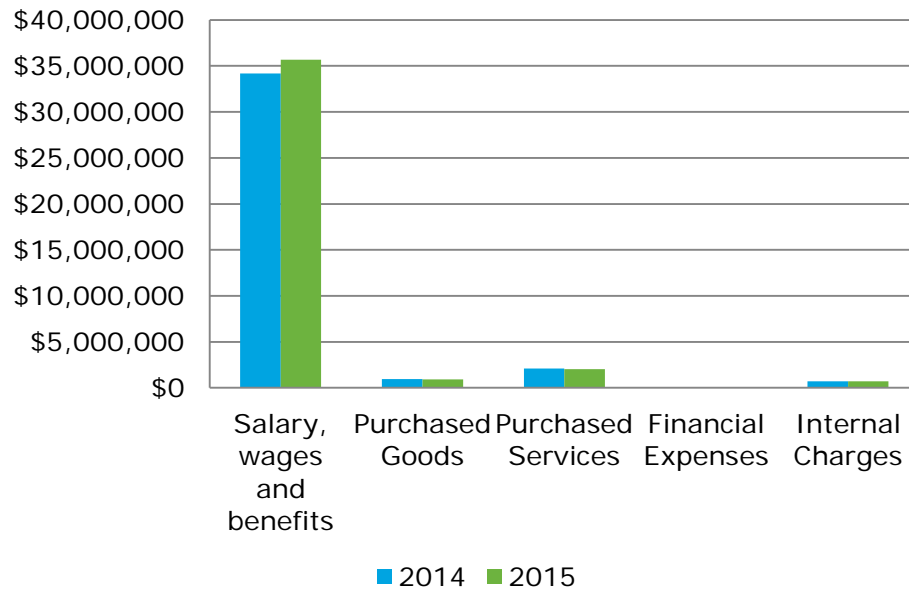
Pillar Supports

- 6) Human Resources
 - 7) Information Technology
 - 8) Finance and Administration
 - 9) Facilities Planning
- The Strategic Business Plan ensures that the Service remains committed to its Mission, Vision and Values with a strong focus on the professional development of its members. In partnership with the community, the plan will deliver policing services that are Innovative, effective, economical and Environmentally responsible.

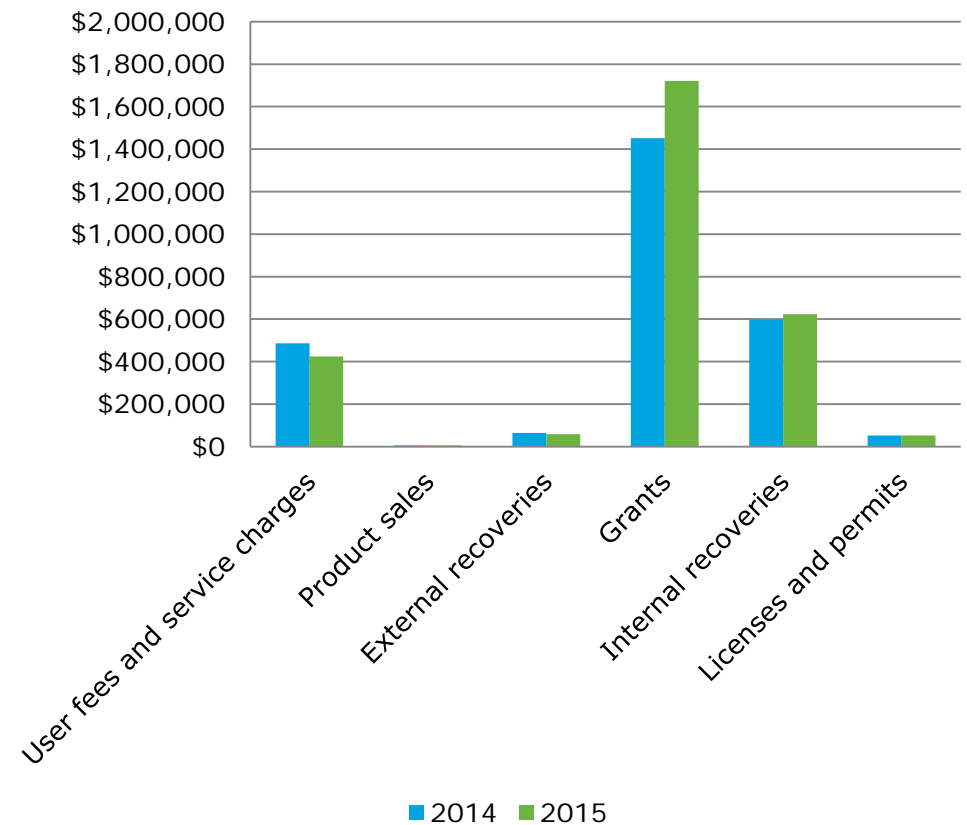
GUELPH POLICE SERVICES BOARD

Trend analysis

Year/Year Expense Comparison



Year/Year Revenue Comparison



GUELPH POLICE SERVICES BOARD

2015 approved budget

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
Revenue						
User Fees & Service Charges	(\$485,700)	(\$425,000)	\$0	(\$425,000)	\$60,700	(12.5%)
Product Sales	(\$6,000)	(\$6,000)	\$0	(\$6,000)	\$0	0.0%
Licenses & Permits	(\$53,000)	(\$53,000)	\$0	(\$53,000)	\$0	0.0%
Interest & Penalties	\$0	\$0	\$0	\$0	\$0	0.0%
External Recoveries	(\$63,800)	(\$58,300)	\$0	(\$58,300)	\$5,500	(8.6%)
Grants	(\$1,451,400)	(\$1,721,400)	\$0	(\$1,721,400)	(\$270,000)	18.6%
Total Revenue	(\$2,059,900)	(\$2,263,700)	\$0	(\$2,263,700)	(\$203,800)	9.9%
Expenditure						
Salary, Wage & Benefits	\$34,196,800	\$35,542,600	\$138,100	\$35,680,700	\$1,483,900	4.3%
Purchased Goods	\$936,900	\$897,700	\$1,900	\$899,600	(\$37,300)	(4.0%)
Purchased Services	\$2,111,300	\$2,014,700	\$10,000	\$2,024,700	(\$86,600)	(4.1%)
Financial Expenses	\$2,700	\$10,000	\$0	\$10,000	\$7,300	270.4%
Total Expenditure	\$37,247,700	\$38,465,000	\$150,000	\$38,615,000	\$1,367,300	3.7%
Net Before Internal Charges & Recoveries	\$35,187,800	\$36,201,300	\$150,000	\$36,351,300	\$1,163,500	3.3%
Internal Charges & Recoveries						
Internal Charges	\$693,300	\$715,100	\$0	\$715,100	\$21,800	3.1%
Internal Recoveries	(\$597,900)	(\$623,300)	\$0	(\$623,300)	(\$25,400)	4.2%
Total Internal Charges & Recoveries	\$95,400	\$91,800	\$0	\$91,800	(\$3,600)	(3.8%)
Net Budget	\$35,283,200	\$36,293,100	\$150,000	\$36,443,100	\$1,159,900	3.3%

GUELPH MUNICIPAL HOLDINGS INC.

The City is the sole shareholder of Guelph Municipal Holdings Inc. (GMHI). As an arm's length corporation, GMHI works in partnership with the City's Enterprise departments to create value and deliver on the City's objectives.

The 2015 total operating expenditure is \$138,900, which is fully recoverable from GMHI.

2015 approved budget

	2014 Budget	2015 Base Budget	2015 Investments	2015 Approved Budget	2015 Budget Change \$	2015 Budget Change %
Revenue						
External Recoveries	(\$24,000)	(\$98,000)	\$0	(\$98,000)	(\$74,000)	308.3%
Total Revenue	(\$24,000)	(\$98,000)	\$0	(\$98,000)	(\$74,000)	308.3%
Expenditure						
Salary, Wage & Benefits	\$0	\$175,500	\$0	\$175,500	\$175,500	0.0%
Purchased Services	\$0	\$0	\$0	\$0	\$0	0.0%
Total Expenditure	\$0	\$175,500	\$0	\$175,500	\$175,500	0.0%
Net Before Internal Charges & Recoveries	(\$24,000)	\$77,500	\$0	\$77,500	\$101,500	(422.9%)
Internal Charges & Recoveries						
Total Internal Charges & Recoveries	\$0	\$0	\$0	\$0	\$0	0.0%
Net Budget	(\$24,000)	\$77,500	\$0	\$77,500	\$101,500	(422.9%)



Capital Investment Strategy

2015-2017 approved Capital Budget and Forecast

CAPITAL ASSET MANAGEMENT

In December 2013, Council approved a Corporate Asset Management Policy to standardize and enhance the organization's approach to capital asset management.

The next step in this process is the development of asset specific plans that will be used to guide department's activities. Due to staff capacity constraints no progress was made on this during 2014.

Development of comprehensive Asset Management Plans (AMPs) is critical to determining the appropriate level of funding required for various types of infrastructure projects. The 'infrastructure gap' is the difference between the appropriate level of funding for these projects and the current funding level. Guelph is not alone—municipalities across Canada are facing the same challenge. The current estimated infrastructure gap is based on assumptions about replacement costs, overall system conditions and timing of replacement. Development of AMPs is the only way for Guelph to truly identify its own infrastructure gap and develop strategies to reduce it over time.

Asset Management is a monumental shift in the way governments approach the long term planning and maintenance of their built environment.

CAPITAL BUDGET HIGHLIGHTS

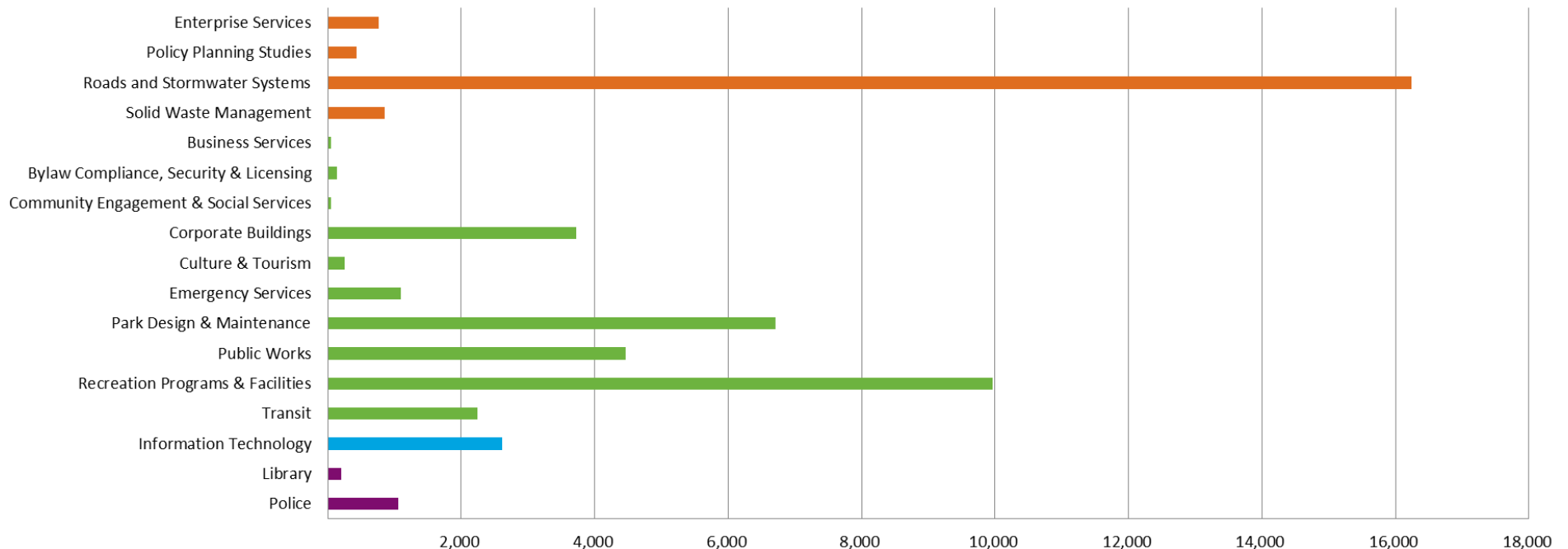
The 2015 Capital Budget is heavily focused on **taking care of what we own**; investing capital funds into the projects that will maintain existing infrastructure, **ensuring the health and safety of the community, enhancing Guelph's quality of life**, and meeting our legislative requirements.

Chart 4 highlights the approved capital budget projects by category. Additional details are provided in later in this chapter.

Note: Coloured bars relate to service area the project category falls under in the following chart.

Chart 4:

2015 Capital Budget by Project Category \$50.9 million



OPERATING IMPACTS FROM CAPITAL PROJECTS

When considering investment in new capital projects, City Council and administration evaluated the future impacts these projects would have on the operating budget. For example: while funds may be available to build the new community park, consideration is given to the life cycle of the infrastructure added (e.g., playground equipment) and the resources required to maintain the park to ensure the health and safety of the community (e.g., staffing resources, snow removal, mowing, annual landscaping). Planning for ongoing operating costs ensures the City can afford to maintain the asset year-over-year.

Project #	Project Name	FTEs	2015	2016	2017
GG0208	MUNICIPAL ST BLDG EXPANSION				60,675
GG0227	PUBLIC HEALTH NEW 2013		583,630		
GG0241	CITY HALL - ICE RESURFACER		90,000		
IT0024	IT STRATEGIC PLAN			95,300	
PK0001	SOUTH END COMMUNITY PARK			27,000	6,500
PK0002	GUELPH TRAILS			39,000	56,000
PK0004	JUBILEE PARK			83,200	
PK0007	VICTORIA RD NORTHVIEW				45,600
PK0014	EASTVIEW COMMUNITY PARK				54,000
PK0048	CITYWIDE SKATEPARK FACILITY			4,200	
PK0057	ORIN REID PARK - PHASE 2			4,500	
TC0026	TRAPEZE	6	480,100	187,000	9,600

FUNDING THE BUDGET

When evaluating and prioritizing capital plans and projects, the City considers several different kinds of financing options including but not limited to tax-funded capital reserves, Development Charges, debt, grants or subsidies from other levels of government, partnerships, user fees, special taxes or levies etc.

Different funds can be used for certain types of projects and, in preparing the proposed capital budget, the City balances and combines several financing options to make the best use of all available resources.

Chart 5 outlines the City's guideline for investing in existing infrastructure.

Chart 5:

Infrastructure Renewal Guidelines ('000s)

		2010	2011	Historical 2012	2013	2014	Approved 2015	Forecasted 2016	2017
Buildings	\$	1,750,000	2,950,000	3,252,000	5,483,400	5,191,000	5,205,500	4,804,800	6,026,400
Target = 2%	%	1.79%	2.38%	2.35%	3.38%	3.14%	2.88%	2.61%	3.21%
Transportation & Storm Water	\$	4,022,300	7,378,382	8,598,000	8,716,000	9,535,000	4,275,000	10,868,400	13,137,900
Target = 2-3%	%	1.64%	2.95%	3.26%	3.01%	2.95%	1.29%	3.24%	3.84%
Vehicle & Equipment	\$	6,132,258	5,976,525	9,548,140	11,191,010	9,106,400	11,500,000	14,786,000	10,871,500
Target = 10%	%	10.16%	9.33%	13.97%	18.26%	12.19%	14.15%	16.54%	11.05%

RESERVE FUNDS

Reserve funds play a critical role in financing current and future capital projects. According to the City of Guelph's capital financing guideline, the City can use an amount up to but not exceeding 20 per cent of the previous year's net tax levy to fund capital projects; allocating these funds to capital reserves or using them to pay back debt (debt servicing).

The City will allocate 16.1 per cent of last year's net tax levy to its capital budget. These calculations are provided in Table 1.

Table 1:

2015-2017 TAX SUPPORTED CAPITAL FINANCING GUIDELINE CALCULATION				
('000s)				
		2015	2016	2017
Assumptions				
Levy and Growth Rate Increase %		5.00%	5.00%	5.00%
Prior Year Net Tax Levy	A	\$193,289	\$202,953	\$213,101
Approved Levy and Growth Rate Increase		\$9,664	\$10,148	\$10,655
Net Taxation Requirement		\$202,953	\$213,101	\$223,756
% of Net Tax Levy for Capital	B	16.1%	18%	19%
Capital Funding /Debt Servicing (max 20% of Prior Yr Net Tax Levy)	C = B*A	\$31,061	\$36,532	\$40,489
Debt Servicing (P&I)	D	\$13,069	\$13,243	\$13,801
Capital Funding Available for Projects and Reserves	= C - D	\$17,991	\$23,289	\$26,688

RESERVE FUNDS

The 2015 tax-supported capital budget is based on \$18 million of reserve contributions which fund capital projects.

The total budget for debt financing and capital reserve contributions is \$31.1 million. This \$2.3 million decrease over last year reflects an additional \$595,000 to pay back debt, and \$2,868,000 less for capital reserve funds.

This funding has been allocated between the various reserve types highlighted below. A complete Reserve & Reserve Fund Report, along with balances, is included in Appendix 5.

2015 Reserve Fund Contributions ('000s)	
Capital Tax	2,419
DC Exemption	350
Road Infrastructure	1,385
Building Lifecycle	1,202
Vehicle and Equipment Replacement	8,536
Departmental Reserves	4,100
Total Reserve Contributions	17,991

DEVELOPMENT CHARGES

The City completed an update of its Development Charges (DC) Background Study and a new by-law was approved in January 2014.

Appendix 5 identifies projects that are budgeted differently in the DC Background Study than the approved 2015–2024 Capital Budget and Forecast. As the City secures funding through new sources or reallocates existing capital funds, the capital forecast will be revisited and projects will be re-scheduled to ensure affordability for taxpayers, and a sustainable financial future for Guelph.

DEALING WITH DEBT

In 2014, the City's credit rating was reaffirmed at AA+ with a stable outlook. This reflects the City's strong financial management framework and policies that drive transparent and accountable financial decisions, including debt management. This solid financial foundation provides a platform on which to maintain quality core services while looking to enhancing quality of life for residents through new services and facilities.

Two existing projects in the 2015 Capital Budget (Clair/Laird Road and Hanlon Interchange and Victoria Road Recreation Centre expansion/renovation) will be funded through development charge debt.

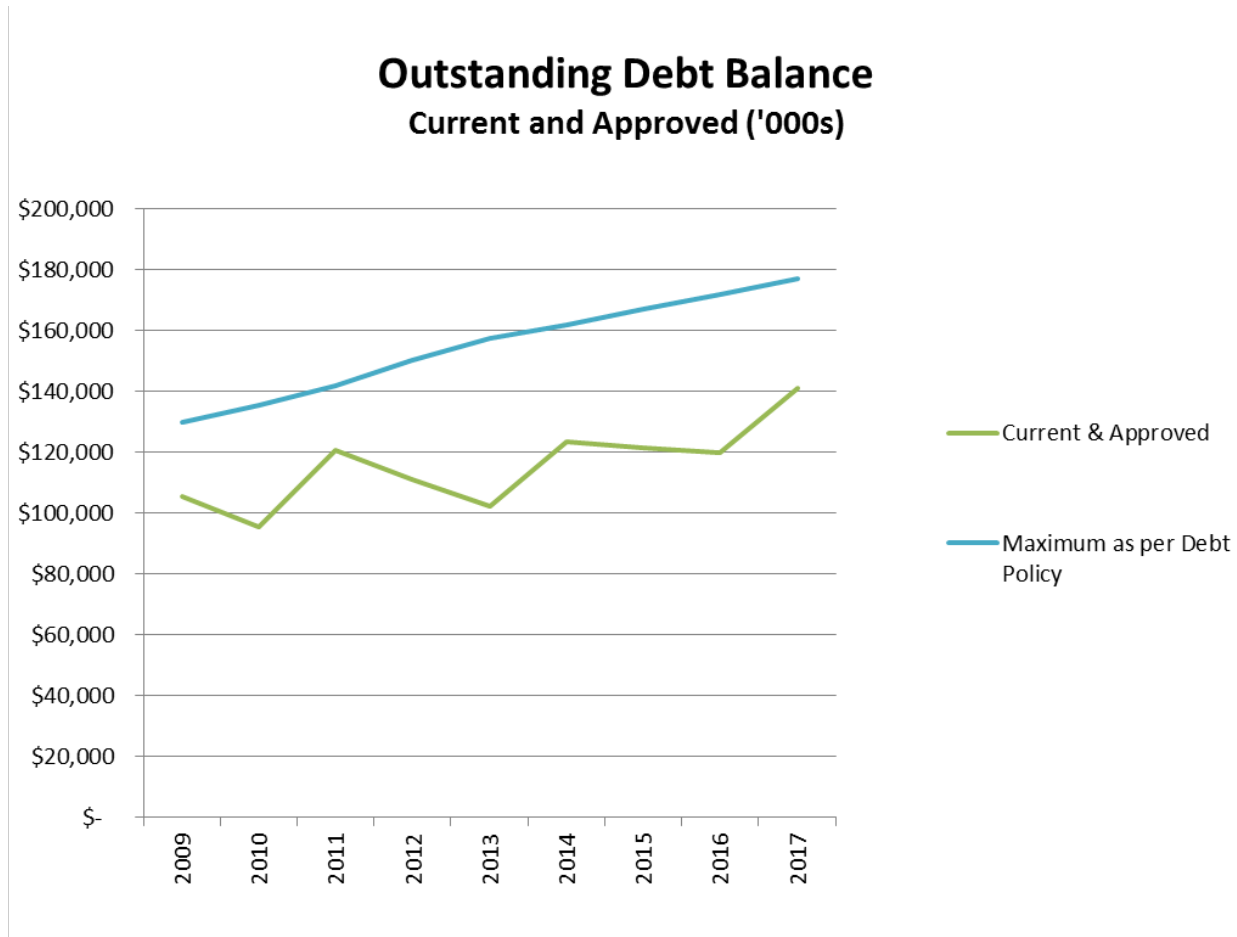
There are no additional projects identified in the 2016-2017 Capital Forecast that require the issuance of debt.

A thorough debt review and full debt continuity schedule is included in Appendix 6.

Graph 4 compares the City's total current and proposed debt to the maximum set out in Guelph's Council-approved Debt Policy.

DEALING WITH DEBT

Graph 4:



Notes

The first line (green) represents Guelph's outstanding debt balances as of December 31, 2014 and all debt-funded projects approved by Council for which the debt has not yet been issued.

Construction of the Laird/Clair/Hanlon Interchange—a \$13.5 million project legislatively required by the Province—drives the City over the Council-approved Development Charge-funded debt limit in 2016.

DEALING WITH DEBT

Chart 6 details the projects, current and proposed, funded through debt.

Chart 6:

Current Approved and 2015 Approved Debt Funding ('000s)

Project # & Description	Current Approved Obligations			2015 Approved		
	Year of Issue	Amount	Tax, DC or Other Funded Debt	Year of Issue	Amount	Tax, DC or Other Funded Debt
Previously Issued Debt	Various	124,321.3	Various			
Tax Increment Based Grants	2015-2017	13,106.5	Tax			
Baker St. Redevelopment (SS0018, SS0019, SS0020)	2016	5,274.3	Tax			
Automated Waste Collection Carts (WC0001)	2016	423.5	Tax			
Victoria Road Recreation Centre Renovation (RF0051)	2017	2,173.0	Tax	2017	9,124.3	Tax
Police Headquarters Renovations (PS0033)	2017	16,324.3	Tax			
Police Headquarters Renovations (PS0033)	2017	14,800.2	DC			
Clair/Laird Interchange (RD0267)	2016	1,592.8	DC	2016-2017	10,400.0	DC
Total		178,016.0			19,524.3	

CAPITAL BUDGET APPROVED PROJECTS

Planning

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal Reserve	Tax Debt
Planning														
PL0021 ZONING BY-LAW REVIEW	183.5	198.3		381.8				257.8		124.0	124.0			
PL0022 CLAIR/MALTBY SECONDARY PLAN	244.7			244.7				220.2		24.5	24.5			
PL0024 HERITAGE INITIATIVES		85.6		85.6				7.7		77.9	77.9			
PL0036 MIXED USE NODES & CORRIDORS		56.6	61.8	118.4				42.7		75.7	75.7			
PL0054 OFFICIAL PLAN REVIEW		100.0	227.3	327.3				220.9		106.4	106.4			
PL0055 BROWNFIELD INITIATIVES			66.0	66.0				44.6		21.5	21.5			
PL0056 URBAN DESIGN GUIDELINES			220.0	220.0				110.0		110.0	110.0			
Total Planning	428.2	440.5	575.1	1,443.8				903.9		540.0	540.0			
Total Planning	428.2	440.5	575.1	1,443.8				903.9		540.0	540.0			

CAPITAL BUDGET APPROVED PROJECTS

Engineering

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Engineering														
Roads														
RD0118 TRANSPORT STRATEGY & TDM INIT		50.0	50.0	100.0				50.0		50.0	50.0			
RD0123 INFRASTRUCTRE SUSTAIN INITIATVS		20.5	51.5	72.0						72.0	72.0			
RD0265 GORDON- CLAIR TO MALTBY			500.0	500.0				350.0		150.0	150.0			
RD0267 CLAIR/LAIRD & HANLON INTERCHNG	10,400.0			10,400.0					10,400.0					
RD0271 STONE - EVERGREEN TO VICTORIA	2,500.0	200.0		2,700.0				1,890.0		810.0	810.0			
RD0272 VICTORIA- YORK TO STONE II	200.0			200.0				140.0		60.0	60.0			
RD0273 SILVERCREEK PKWY/CN SEP		5,000.0		5,000.0			3,035.7	1,375.0		589.3	589.3			
RD0274 INT SPEEDVALE & DELHI			1,030.0	1,030.0				515.0		515.0	515.0			
RD0276 PAVEMENT DEFICIT		1,500.0	1,750.0	3,250.0	2,600.0					650.0	650.0			
RD0277 CIP ROAD UPGRADES	1,000.0	1,000.0	1,000.0	3,000.0	2,400.0					600.0	600.0			
RD0278 WYNDHAM- CARDEN TO WOOLWICH		1,000.0	1,000.0	2,000.0	1,600.0					400.0	400.0			
RD0280 MAJOR ROAD RECONSTRUCTION	1,225.0	1,500.0	1,500.0	4,225.0	2,745.0					1,480.0	1,480.0			
RD0281 MINOR ROAD RECONSTRUCTION		350.0	500.0	850.0	680.0					170.0	170.0			
RD0285 STARWOOD- WATSON TO GRANGE (SA)		190.0		190.0				133.0		57.0	57.0			
RD0310 GORDON: EDINBURGH TO LOWES		1,350.0		1,350.0			675.0	675.0						
RD0316 INT DOWNEY & NISKA		200.0		200.0				200.0						
RD0321 ACTIVE TRANSPORTATION	600.0	300.0	300.0	1,200.0				600.0		600.0	600.0			
RD0323 INT VICTORIA & CLAIR			150.0	150.0				150.0						
RD0329 DOWNEY ROAD		75.0		75.0	60.0					15.0	15.0			
RD0330 EMMA/EARL PEDESTRIAN BRIDGE			100.0	100.0						100.0	100.0			
Total Roads	15,925.0	12,735.5	7,931.5	36,592.0	10,085.0		3,710.7	6,078.0	10,400.0	6,318.3	6,318.3			
Bridges														
PL0039 WELLINGTON ST DAM EA		120.0		120.0						120.0	120.0			
RB0003 BRIDGE RECONSTRUCTION			200.0	200.0	160.0					40.0	40.0			
RB0005 2017 SPEEDVALE AVE BRIDGE			2,500.0	2,500.0	2,000.0					500.0	500.0			
RD0284 STRUCTURE REHABILITATION		150.0		150.0	120.0					30.0	30.0			
RD0286 NISKA BRIDGE REPL	200.0	1,550.0	250.0	2,000.0				1,400.0		600.0	600.0			
Total Bridges	200.0	1,820.0	2,950.0	4,970.0	2,280.0			1,400.0		1,290.0	1,290.0			

CAPITAL BUDGET APPROVED PROJECTS

Engineering continued

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Storm Water Management														
SW0049 HANLON CREEK STORM		205.0		205.0				184.5		20.5	20.5			
SW0051 SWM POND REHABILITATION			350.0	350.0	280.0					70.0	70.0			
SW0055 STORM SEWER INVESTIGATIONS		270.0	350.0	620.0						620.0	620.0			
SW0057 STORM SEWER REPLACEMENT		500.0	500.0	1,000.0	750.0					250.0	250.0			
SW0059 HANLON CREEK/MILL CREEK WATERSHED		105.0		105.0						105.0	105.0			
SW0061 WATERSHED STUDY UPDATES			100.0	100.0				72.0		28.0	28.0			
SW0062 STORM SEWER RELINE/REPAIR			500.0	500.0	400.0					100.0	100.0			
SW0063 STORM SYSTEM UPGRADES		750.0	750.0	1,500.0	1,200.0					300.0	300.0			
SW0066 STORMWATER DRAINAGE OVERSIZING		150.0		150.0				132.0		18.0	18.0			
SW0069 STORMWATER STUDY IMPLEMENTATION		250.0		250.0						250.0	250.0			
SW0070 WYNDHAM/CARDEN TO WOOLWICH		200.0	200.0	400.0	320.0					80.0	80.0			
SW0071 2015 STORM SEWER REPL CIP	650.0	1,550.0	500.0	2,700.0	2,135.0					565.0	565.0			
Total Storm Water Management	650.0	3,980.0	3,250.0	7,880.0	5,085.0			388.5		2,406.5	2,406.5			
Development														
PL0040 SITE MONITORING & REMEDIATION		50.0	75.0	125.0						125.0	125.0			
PL0058 2015 FOUNTAIN ST - GEOTECH & ENVIRO	270.0			270.0			175.0			95.0	95.0			
PL0059 2016 - 2018 HISTORICAL LANDFILL INVESTIGATION		67.0	67.0	134.0						134.0	134.0			
Total Development	270.0	117.0	142.0	529.0			175.0			354.0	354.0			
Street Lighting														
SL0001 INFRA SUSTAIN- STREETLIGHTS		300.0	300.0	600.0	480.0					120.0	120.0			
Total Street Lighting		300.0	300.0	600.0	480.0					120.0	120.0			
Total Engineering	17,045.0	18,952.5	14,573.5	50,571.0	17,930.0		3,885.7	7,866.5	10,400.0	10,488.8	10,488.8			
Total Engineering	17,045.0	18,952.5	14,573.5	50,571.0	17,930.0		3,885.7	7,866.5	10,400.0	10,488.8	10,488.8			

Solid Waste

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Solid Waste														
WC0005 NEW COLLECTION VEHICLE			325.0	325.0						325.0	325.0			
WC0006 WRIC EQUIPMENT REPLACEMENT	850.0	645.0	800.0	2,295.0	1,594.0					701.0	701.0			
WC0007 DOUBLE DECK FIBRE SCREEN			550.0	550.0						550.0			550.0	
WP0004 EASTVIEW METHANE COLLECTION SY		100.0	100.0	200.0						200.0	200.0			
WP0005 COMMERCIAL OUTBOUND SCALE			250.0	250.0						250.0	250.0			
Total Solid Waste	850.0	745.0	2,025.0	3,620.0	1,594.0					2,026.0	1,476.0		550.0	
Total Solid Waste	850.0	745.0	2,025.0	3,620.0	1,594.0					2,026.0	1,476.0		550.0	

CAPITAL BUDGET APPROVED PROJECTS

Enterprise

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Enterprise														
Community Energy Plan														
PL0029 FACILITY ENERGY MEASURES	759.8	849.8	776.9	2,386.5						2,386.5			2,386.5	
Total Community Energy Plan	759.8	849.8	776.9	2,386.5						2,386.5			2,386.5	
Total Enterprise	759.8	849.8	776.9	2,386.5						2,386.5			2,386.5	
Total Enterprise	759.8	849.8	776.9	2,386.5						2,386.5			2,386.5	

Recreation Programs and Facilities

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Recreation Programs & Facilities														
VRRC														
RF0051 VRRC EXPANSION/RENOVATION	9,934.3			9,934.3				810.0		9,124.3				9,124.3
Total VRRC	9,934.3			9,934.3				810.0		9,124.3				9,124.3
Centennial														
RF0059 CENTENNIAL ARENA RENO			40.0	40.0						40.0	40.0			
Total Centennial			40.0	40.0						40.0	40.0			
WECC														
RF0062 WECC FITNESS ROOM EQUIP		60.0		60.0						60.0	60.0			
RF0071 WECC VESTIBULE @ POOL ENTRANCE		75.0		75.0						75.0	75.0			
Total WECC		135.0		135.0						135.0	135.0			
Lyons														
RF0037 LYONS- WALL REMOVAL			20.0	20.0						20.0	20.0			
Total Lyons			20.0	20.0						20.0	20.0			
Total Recreation Programs & Facilities	9,934.3	135.0	60.0	10,129.3				810.0		9,319.3	195.0			9,124.3
Total Recreation Programs & Facilities	9,934.3	135.0	60.0	10,129.3				810.0		9,319.3	195.0			9,124.3

CAPITAL BUDGET APPROVED PROJECTS

Community Engagement and Social Services

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Community Engagement & Social Services														
Evergreen Senior's Centre														
AS0004 EVERGREEN- INTERIOR BLINDS	30.0			30.0						30.0	30.0			
AS0007 EVERGREEN - KITCHEN	25.0	25.0		50.0						50.0	50.0			
Total Evergreen Senior's Centre	55.0	25.0		80.0						80.0	80.0			
Total Community Engagement & Social Services	55.0	25.0		80.0						80.0	80.0			
Total Community Engagement & Social Services	55.0	25.0		80.0						80.0	80.0			

Culture and Tourism

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Culture & Tourism														
River Run														
RR0102 BOX OFFICE / OTHER		60.0		60.0		60.0								
RR0103 TECHNICAL / THEATRE	65.0	45.0	40.0	150.0		135.0				15.0	15.0			
RR0104 2015 FRONT OF HOUSE	100.0		25.0	125.0		125.0								
Total River Run	165.0	105.0	65.0	335.0		320.0				15.0	15.0			
Sleeman Centre														
RF0028 SLEEMAN- REPL CONSESSION EQUIP	25.0	25.0	25.0	75.0						75.0	75.0			
RF0052 SLEEMAN SPONSORSHIP PROJECT	70.0	70.0	70.0	210.0		160.0				50.0	50.0			
Total Sleeman Centre	95.0	95.0	95.0	285.0		160.0				125.0	125.0			
Total Culture & Tourism	260.0	200.0	160.0	620.0		480.0				140.0	140.0			
Total Culture & Tourism	260.0	200.0	160.0	620.0		480.0				140.0	140.0			

CAPITAL BUDGET APPROVED PROJECTS

Corporate Building Maintenance

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Corporate Building Maintenance														
FS0054 FIRE LIFECYCLE	115.0	210.0	314.5	639.5						639.5	639.5			
GG0180 ACCESSIBILITY IMPROVEMENTS		200.0	200.0	400.0						400.0	400.0			
GG0232 ADMIN LIFECYCLE		280.0	243.5	523.5						523.5	523.5			
GG0233 OPERATIONS AND TRANSIT LIFECYCLE	2,000.0	127.0	53.5	2,180.5	1,744.4					436.1	436.1			
GG0234 STRUCTURAL	479.5	350.0	400.0	1,229.5						1,229.5	1,229.5			
GG0241 CITY HAL - ICE RESURFACER	90.0			90.0						90.0	90.0			
LB0034 2017 LIBRARY LIFECYCLE			68.0	68.0						68.0	68.0			
PO0021 PARKS LIFECYCLE		330.0	320.0	650.0						650.0	650.0			
RF0080 RECREATION LIFECYCLE	1,036.0	548.0	115.0	1,699.0	1,578.4					120.6	120.6			
Total Corporate Building Maintenance	3,720.5	2,045.0	1,714.5	7,480.0	3,322.8					4,157.2	4,157.2			
Total Corporate Building Maintenance	3,720.5	2,045.0	1,714.5	7,480.0	3,322.8					4,157.2	4,157.2			

Business Services

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Business Services														
GG0243 2017 POSTAGE MACHINE			35.0	35.0						35.0	35.0			
RF0082 2015 RECREATION SYSTEM REPLACEMENT	50.0	100.0	150.0	300.0						300.0	300.0			
Total Business Services	50.0	100.0	185.0	335.0						335.0	335.0			
Total Business Services	50.0	100.0	185.0	335.0						335.0	335.0			

CAPITAL BUDGET APPROVED PROJECTS

Parks

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Parks														
Parks Planning														
PK0001 SOUTH END COMMUNITY PARK	249.3	409.8		659.1				593.2		65.9	65.9			
PK0002 GUELPH TRAILS		928.8	956.7	1,885.5				1,696.9		188.6	188.6			
PK0005 SUNNY ACRES		79.6	546.0	625.6						625.6	625.6			
PK0007 VICTORIA RD NORTHVIEW	750.0		525.0	1,275.0				1,147.5		127.5	127.5			
PK0008 BULLFROG PARK NEW BASKETBALL			56.3	56.3						56.3	56.3			
PK0009 HUGH GUTHRIE PARK REDEVELOPMENT			129.4	129.4						129.4	129.4			
PK0012 DAKOTA PARK REDEVELOPMENT		125.7	675.3	801.0						801.0	801.0			
PK0014 EASTVIEW COMMUNITY PARK	2,652.3	1,093.0	1,688.0	5,433.3				4,890.0		543.3	543.3			
PK0018 MICO VALERIOE PARK REDEVELOPMENT		382.5		382.5						382.5	382.5			
PK0022 GUELPH TRAIL UPGRADES		109.3	123.8	233.1						233.1	233.1			
PK0023 LYON PARK	631.4			631.4	505.0					126.4	126.4			
PK0027 EXHIBITION PARK			112.6	112.6						112.6	112.6			
PK0032 WINDSOR PARK REDEVELOPMENT			84.4	84.4						84.4	84.4			
PK0033 PLAYGROUND EQUIPMENT REPLA	700.0	500.0	500.0	1,700.0						1,700.0	1,700.0			
PK0038 GRANGEHILL PHASE 7			56.3	56.3				50.7		5.6	5.6			
PK0040 PETER MISERSKY			112.6	112.6				50.7		61.9	61.9			
PK0044 300 - 312 GRANGE ROAD PARK		54.6	275.7	330.3				297.2		33.1	33.1			
PK0048 CITYWIDE SKATEPARK FACILITY	831.0			831.0				623.3		207.8	207.8			
PK0053 COLONIAL DRIVE ICE RINK		75.9		75.9						75.9	75.9			
PK0058 GYM PARKING LOT EXPANSION			56.3	56.3						56.3	56.3			
PK0062 LEASH FREE ZONES POLICY REVIEW		54.6		54.6				36.6		18.0	18.0			
PK0063 PROPERTY DEMARCATION POICY REVIEW			56.3	56.3				37.7		18.6	18.6			
PK0071 WELLINGTON PARK		150.0		150.0						150.0	150.0			
PK0075 PEDSTRN CONNECTN RAILWAY BRIDGE	106.1		956.7	1,062.8				478.3		584.5	584.5			
PK0083 ST. JAMES SCHOOL			95.7	95.7						95.7	95.7			
Total Parks Planning	5,920.1	3,963.8	7,007.1	16,891.0	505.0			9,902.1		6,484.0	6,484.0			
Parks Operations														
PO0007 PARKS INFRASTRUCTURE	300.0	382.5	450.2	1,132.7	256.0					876.7	876.7			
PO0008 TREES FOR GUELPH GREENING	25.0	25.0	25.0	75.0						75.0	75.0			
PO0014 PARKS EQUIPMENT GROWTH	195.0	210.9	189.1	595.0				535.5		59.5	59.5			
PO0017 SPORTS FIELD RENOVATIONS	60.0	54.6	135.1	249.7						249.7	249.7			
PO0022 SPORTSFIELDS LIGHTING	21.2	21.9	33.8	76.9						76.9	76.9			
PO0023 CAROUSEL R & M		32.8		32.8						32.8	32.8			
PO0024 SCOREBOARD REPLACEMENTS	47.7		75.0	122.7						122.7	122.7			
PO0025 INFRASTRUCTURE RENNOVATIONS	84.9	87.4	106.9	279.2						279.2	279.2			
PO0027 2015 PARKS IRRIGATION	50.8	114.7	67.5	233.0						233.0	233.0			
Total Parks Operations	784.6	929.8	1,082.6	2,797.0	256.0			535.5		2,005.5	2,005.5			
Total Parks	6,704.7	4,893.6	8,089.7	19,688.0	761.0			10,437.6		8,489.5	8,489.5			
Total Parks	6,704.7	4,893.6	8,089.7	19,688.0	761.0			10,437.6		8,489.5	8,489.5			

CAPITAL BUDGET APPROVED PROJECTS

By-law Compliance, Security and Licensing

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Bylaw Compliance, Security & Licensing														
PG0071 SECURITY INFRA REPL	136.0	175.0	261.0	572.0						572.0	572.0			
PG0072 LICENCE PLATE RECOGNITION			77.0	77.0						77.0	77.0			
PG0080 2017 COMPUTER TICKET WRITERS			40.0	40.0						40.0	40.0			
Total Bylaw Compliance, Security & Licensing	136.0	175.0	378.0	689.0						689.0	689.0			
Total Bylaw Compliance, Security & Licensing	136.0	175.0	378.0	689.0						689.0	689.0			

Transit

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Transit														
Conventional														
TC0004 COIN EQUIPMENT	30.0			30.0				6.8		23.3	23.3			
TC0006 SATELLITE LOCAL CLAIR/GORDON		310.0		310.0				310.0						
TC0018 TERMINAL IMPROVE AT SUB-NODES			105.0	105.0				105.0						
TC0023 BASE SERVICE INCREASE- LAFARGE			1,050.0	1,050.0				945.0		105.0	105.0			
TC0043 BUS SHELTER PURCHASE		52.0	53.0	105.0						105.0	105.0			
TC0047 TRANSIT MASTER PLAN UPDATE			300.0	300.0				202.5		97.5	97.5			
TC0048 TRANSIT VEH & EQUIP REPLACEMENT 2015	2,212.0	2,193.7	2,123.6	6,529.3	550.0					5,979.3	5,979.3			
TC0050 BUS STOP ACCESS UPGRADE 2016		54.1	55.2	109.3						109.3	109.3			
Total Conventional	2,242.0	2,609.8	3,686.8	8,538.6	550.0			1,569.3		6,419.4	6,419.4			
Mobility														
TM0005 2017 MOBILITY VAN NEW			220.0	220.0				148.5		71.5	71.5			
Total Mobility			220.0	220.0				148.5		71.5	71.5			
Total Transit	2,242.0	2,609.8	3,906.8	8,758.6	550.0			1,717.8		6,490.9	6,490.9			
Total Transit	2,242.0	2,609.8	3,906.8	8,758.6	550.0			1,717.8		6,490.9	6,490.9			

CAPITAL BUDGET APPROVED PROJECTS

Public Works

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Public Works														
Roadside Operations														
RD0293 SNOW DUMP CONSTRUCTION	50.0		600.0	650.0						650.0	650.0			
RD0295 ROAD INFR SUSTAINABILITY	60.0	60.0	60.0	180.0						180.0	180.0			
RD0333 2015 RIGHT OF WAY INFR SUSTAIN	50.0	50.0	50.0	150.0						150.0	150.0			
WN0001 WINTER CONTROL UPGRADE		325.0		325.0	260.0					65.0	65.0			
Total Roadside Operations	160.0	435.0	710.0	1,305.0	260.0					1,045.0	1,045.0			
Traffic														
TF0001 STARWOOD & WATSON TRAFFIC SIGNALS		150.0		150.0				105.0		45.0	45.0			
TF0002 NEW SIGNAL INSTALLATION		165.0	173.3	338.3				304.5		33.8	33.8			
TF0003 TRAFFIC SIGNAL EQUIP REPL	160.0	168.0	264.6	592.6						592.6	592.6			
TF0004 INTERSECTION- SIGNAL REBUILD	120.0	280.0	300.0	700.0						700.0	700.0			
TF0005 SIGNALIZED CONTROL SYSTEM		425.0		425.0						425.0	425.0			
TF0007 LED SIGNAL REPLACEMENT		150.0	160.0	310.0						310.0	310.0			
TF0008 TRAFFIC MGMT INITIATIVES	85.0		250.0	335.0				167.5		167.5	167.5			
TF0009 ACCESSIBLE PEDESTRIAN SIGNALS			168.0	168.0						168.0	168.0			
TF0010 PEDESTRIAN COUNTDOWN HEADS			135.0	135.0						135.0	135.0			
TF0012 SCHOOL SPEED ZONE		21.0	22.1	43.1						43.1	43.1			
Total Traffic	365.0	1,359.0	1,473.0	3,197.0				577.0		2,620.0	2,620.0			
Parking														
PG0057 WEST PARKADE- STRUCTURAL REHAB	500.0			500.0						500.0	500.0			
PG0058 PARKADE ANNUAL STRUCTURAL REHA		410.0	375.0	785.0						785.0	785.0			
PG0059 PARK YOURSELF UNITS- REPL		50.0		50.0						50.0	50.0			
PG0061 PARKING METER- REPL			70.0	70.0						70.0	70.0			
PG0064 WEST PARKADE ROOF DECK			500.0	500.0						500.0	500.0			
PG0066 PARKADE ELEVATOR REPL		150.0		150.0						150.0	150.0			
PG0070 PARKING SIGN UPGRADES			150.0	150.0						150.0	150.0			
PG0073 SURFACE LOT ANNUAL REHAB		150.0		150.0						150.0	150.0			
PG0075 PARKING SYSTEM STUDY			100.0	100.0				45.0		55.0	55.0			
Total Parking	500.0	760.0	1,195.0	2,455.0				45.0		2,410.0	2,410.0			
Fleet														
GG0187 FLEET VEH & EQUIP RPLCMNT	2,720.3	3,907.6	2,072.0	8,699.9						8,699.9	8,699.9			
GG0228 PUBLIC WORKS FACILITY NEEDS ASSESSMENT	100.0			100.0				75.0		25.0	25.0			
GG0244 RIVERSIDE FUEL TANK 2015	300.0			300.0	150.0					150.0	150.0			
Total Fleet	3,120.3	3,907.6	2,072.0	9,099.9	150.0			75.0		8,874.9	8,874.9			
Forestry														
PO0013 EMERALD ASH BORER STRATEGY	400.0	450.0	500.0	1,350.0						1,350.0	1,350.0			
PO0026 2015 TREE & SHRUB RENEWAL	10.0	20.0	30.0	60.0						60.0	60.0			
Total Forestry	410.0	470.0	530.0	1,410.0						1,410.0	1,410.0			
Total Public Works	4,555.3	6,931.6	5,980.0	17,466.9	410.0			697.0		16,359.9	16,359.9			
Total Public Works	4,555.3	6,931.6	5,980.0	17,466.9	410.0			697.0		16,359.9	16,359.9			

CAPITAL BUDGET APPROVED PROJECTS

Emergency Services

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Emergency Services														
Fire														
FS0030 FIRE VEHICLE REPL	50.0	1,647.8	86.8	1,784.6			419.4	652.0		713.2	713.2			
FS0031 FIRE EQUIP REPL	304.9	212.0	190.8	707.7			180.3			527.4	527.4			
FS0032 FIRE RADIO REPL 11	105.1	73.6		178.7						178.7	178.7			
FS0045 RADIO INFRASTRUCTURE REPLACEMENT		750.0		750.0						750.0	750.0			
Total Fire	460.0	2,683.4	277.6	3,421.0			599.7	652.0		2,169.3	2,169.3			
Land Ambulance														
AM0001 LAND AMBULANCE VEH REPL	551.9	712.1	510.0	1,774.0			709.5			1,064.5	1,064.5			
AM0002 LAND AMBULANCE EQUIP REPL 2012	91.0	19.3		110.3			44.1			66.2	66.2			
Total Land Ambulance	642.9	731.4	510.0	1,884.3			753.6			1,130.7	1,130.7			
Total Emergency Services	1,102.9	3,414.8	787.6	5,305.3			1,353.3	652.0		3,300.0	3,300.0			
Total Emergency Services	1,102.9	3,414.8	787.6	5,305.3			1,353.3	652.0		3,300.0	3,300.0			

Information Technology

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Information Technology														
IT0001 FOLDING MACHING REPL			30.0	30.0						30.0	30.0			
IT0015 LAND AMBULANCE ITS REPL	189.2	111.2	60.3	360.7			144.4			216.3	216.3			
IT0016 DESKTOP REPLACEMENT	438.3	369.2	336.4	1,143.9						1,143.9	1,143.9			
IT0017 NETWORK EQUIP REPLACEMENT	307.1	395.0	249.9	952.0						952.0	952.0			
IT0018 SERVER REPLACEMENT	234.2	317.9	300.3	852.4						852.4	852.4			
IT0019 SOFTWARE UPGRADE REPL	180.5	577.9	193.1	951.5						951.5	951.5			
IT0020 PRINTER REPLACEMENT	135.0	211.9	15.3	362.2						362.2	362.2			
IT0024 IT STRATEGIC PLAN	843.7	863.7	364.8	2,072.2						2,072.2	2,072.2			
IT0025 IT VOIP SYSTEM REPL	179.0	16.0	304.3	499.3						499.3	499.3			
IT0027 IT STRATEGIC PLAN - LAND AMBUL	104.7	107.2	45.3	257.2			102.9			154.3	154.3			
IT0038 2017 DATA ARCHIVAL SYSTEM			65.5	65.5						65.5	65.5			
Total Information Technology	2,611.7	2,970.0	1,965.2	7,546.9			247.3			7,299.6	7,299.6			
Total Information Technology	2,611.7	2,970.0	1,965.2	7,546.9			247.3			7,299.6	7,299.6			

CAPITAL BUDGET APPROVED PROJECTS

Finance

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Finance														
GG0238 2019 DC STUDY			310.5	310.5				279.5		31.1		31.1		
Total Finance			310.5	310.5				279.5		31.1		31.1		
Total Finance			310.5	310.5				279.5		31.1		31.1		

Police

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Police														
PS0032 POLICE VEHICLES NEW		61.2		61.2						61.2	61.2			
PS0044 POLICE IT HARDWARE	211.7	308.1	267.0	786.8						786.8	786.8			
PS0045 POLICE BODY ARMOUR	28.3	63.3	62.8	154.4						154.4	154.4			
PS0046 POLICE FURNITURE	16.8	17.2	17.6	51.6						51.6	51.6			
PS0047 POLICE VEHICLE BASED EQUIPMENT	83.1	84.3	120.8	288.2						288.2	288.2			
PS0048 POLICE TACTICAL EQUIPMENT	87.8	18.5	25.8	132.1						132.1	132.1			
PS0049 POLICE EQUIPMENT GENERAL	120.4	156.6	186.5	463.5						463.5	463.5			
PS0057 POLICE VEHICLE REPL	414.4	453.6	610.4	1,478.4			24.0			1,454.4	1,454.4			
PS0059 POLICE RADIO SYSTEM		1,000.0		1,000.0						1,000.0	1,000.0			
PS0060 POLICE TELECOM EQUIP		400.0		400.0						400.0	400.0			
PS0061 POLICE HQ IT EQUIP	100.0	100.0		200.0						200.0	200.0			
Total Police	1,062.5	2,662.8	1,290.9	5,016.2			24.0			4,992.2	4,992.2			
Total Police	1,062.5	2,662.8	1,290.9	5,016.2			24.0			4,992.2	4,992.2			

Library

Project Number & Description	Gross Project Cost \$(000's)				Sources of External Funding					Net Cost to City	Sources of City Funding			
	2015	2016	2017	3 Yr Project Cost	Grants & Subsidies	Donations & Own Revenue	Developer & Partner	Development Charges	DC Debt		Capital Tax Reserves	Contingency Reserve	Capital Asset Renewal	Tax Debt
Library														
LB0018 RFID INVENTORY CONTROL SYSTEM	105.0	135.0	150.0	390.0						390.0	390.0			
LB0019 LIBRARY SYSTEM/NETWORK UPGRDS		45.0		45.0						45.0	45.0			
LB0020 MAIN LIBRARY UPGRADES	10.0	10.0	160.0	180.0						180.0	180.0			
LB0032 LIBRARY OUTREACH SERV EXPANSIO		50.0		50.0						50.0	50.0			
LB0033 BRANCH UPGRADES & SUSTAINABILI	95.0		40.0	135.0						135.0	135.0			
Total Library	210.0	240.0	350.0	800.0						800.0	800.0			
Total Library	210.0	240.0	350.0	800.0						800.0	800.0			

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

Planning

PL0021 ZONING BY-LAW REVIEW

The Planning Act requires that the City update its Zoning By-law to be in conformity with the new Official Plan Update within three years of its approval. It is anticipated this comprehensive review will commence when the City's new Official Plan comes into effect and will require consultant and contract staff resources over a period of several years.

The overall project will be phased with Phase 1 commencing in 2015 which is an update of the CBD Zoning in accordance with the Downtown Secondary Plan.

PL0022 CLAIR/MALTBY SECONDARY PLAN

In accordance with the Official Plan, a comprehensive Secondary Plan is to be prepared for the Clair Maltby lands in south Guelph. The project is anticipated to be initiated in 2015 and will take approximately 36 to 42 months. A total project budget of \$900,000 is required to undertake comprehensive environmental, servicing, transportation, planning, design, financial and other studies necessary to support a community plan of this scale.

PL0024 HERITAGE INITIATIVES

In accordance with the Official Plan and the Ontario Heritage Act, the City will be undertaking a series of Heritage Conservation District Studies between 2011 and 2021. The first such study for the Brooklyn College Hill area was initiated in 2011 and was completed in 2014 (now under appeal to the OMB).

Subsequent HCD Study areas will be determined in consultation with Heritage Guelph and area residents.

PL0036 MIXED USE NODES & CORRIDORS

The measure of intensification and the creation of an attractive and livable City will be the successful development and redevelopment of the mixed use nodes, intensification corridors and neighbourhood nodes. Several of the Mixed Use Nodes are within the Greenfield Area and make a meaningful contribution to the Greenfield density targets. The intensification corridors have been identified in the City's Growth Plan Conformity amendment–Amendment 39. Detailed plans and urban design guidelines will be developed for these areas, phased over the next 10 years. The project will focus on priority corridors experiencing redevelopment pressure.

This is an action item from the Urban Design Action Plan OP Policies.

PL0054 OFFICIAL PLAN REVIEW

To initiate the next statutory update to the Official Plan. The review may be scoped and will need to address: Lake Erie Source Water Protection Plan, 2014 Provincial Policy Statement, 10 year review of the Growth Plan for the Greater Golden Horseshoe. The review could require significant background studies/analysis and public consultation to inform potential policy revisions (e.g. local growth management strategy, commercial policy review).

PL0055 BROWNFIELD INITIATIVES

To initiate a five-year review of the Brownfields Community Improvement Plan that was completed in 2011. It is anticipated that this will be a two year project requiring \$50,000 in total funding.

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

PL0056 URBAN DESIGN GUIDELINES

DSP Implementation

Implementation of the Downtown Secondary Plan includes the development of a Riverfront Public Realm Master Plan which is anticipated to be a two year project. The master plan will ensure the river system is protected and improved from an ecosystem function perspective while allowing and managing appropriate human and enjoyment of publicly accessible amenities.

Engineering

PL0039 WELLINGTON ST DAM EA

The 50 year agreement between the City and GRCA which assigned management responsibility for the dam to GRCA elapsed in 2008, and discussions are ongoing between the City and GRCA regarding the City taking over ownership and management of the dam. As a result of this process an Environmental Assessment will be required to determine the social, economic and environmental impacts of removing or retaining the structure.

PL0040 SITE MONITORING & REMEDIATION

On going site monitoring and remediation for various City owned property such as IMICO, Fountain Street Lot, abandoned landfills as required by Ministry of Environment or other requirements.

RB0003 BRIDGE RECONSTRUCTION

Provincial regulations require all bridges to be inspected at least once every two years. Engineering Services retains a consultant to provide these inspection services. In addition to these inspection services, an inventory with condition

assessments, rehabilitation recommendations and cost estimates are provided. The 2009 replacement value for the Bridge and Structure inventory was \$65 million. Based on this overall inventory value, it is recommended to budget \$1.5 million to \$2 million annually for sustainable funding for these important municipal assets.

Capital projects are based on the recommended life cycle rehabilitation work as reported in the bridge inspection report.

This project will be aligned with the reconstruction of streets, underground infrastructure improvements and widening of bridges may be included to provide bicycle lanes.

RD0118 TRANSPORT STRATEGY & TDM INITIATIVE

Initiatives from the approved Guelph Wellington Transportation Study addresses the transportation needs in Guelph-Wellington for the planning period from 2001 to 2021. The Transportation Master Plan (Section 8 of the report) includes specific recommendations for Transportation Demand Management (TDM), walking and cycling, Guelph and inter-regional transit, City and County roadways, and Provincial highways in the study area.

PL0058 2015 FOUNTAIN ST - GEOTECH & ENVIRO

2015 - Fountain St. - Geotechnical & Environmental investigations

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

PL0059 2016 - 2018 HISTORICAL LANDFILL INVESTIGATION

Fourteen landfills to be investigated over the three year period.

RB0005 2017 SPEEDVALE AVE BRIDGE

Provincial regulations require all bridges to be inspected at least once every two years. Engineering Services retains a consultant to provide these inspection services. In addition to these inspection services, an inventory with condition assessments, rehabilitation recommendations and cost estimates are provided. The 2009 replacement value for the Bridge and Structure inventory was \$65 million. Based on this overall inventory value, it is recommended to budget \$1.5 million to \$2 million annually for sustainable funding for these important municipal assets.

Capital projects are based on the recommended life cycle rehabilitation work as reported in the bridge inspection report.

This project is aligned with the reconstruction of Speedvale to accommodate stormwater, watermain and wastewater servicing master plan recommendations. Widening of the bridge may be included to provide bicycle lanes.

RD0123 INFRASTRUCTURE SUSTAIN INITIATIVES

The project is based on advancing the city's asset management for transportation, stormwater, water and wastewater asset systems. The replacement value of these system assets from the 2012 Sustainable Infrastructure Report was \$2.1 billion.

Ongoing condition assessments, lifecycle analysis, level of service review, integration of systems, project prioritization and infrastructure sustainability reporting are some of the activities that will continue to occur within this project.

RD0265 GORDON- CLAIR TO MALTBY

Phase 2 of project commenced in 2009 for section of Gordon Street from 200 metres south of Clair Road to Maltby Road.

Existing road requires rehabilitation and upgrades due to additional anticipated traffic volumes from growth. Environmental Assessment (EA) completed for Gordon Street from Hart's Lane to Maltby. This section would be the third phase of the EA to be completed. The proposed upgrades include urbanizing the current rural road section, adding a additional through lanes, bicycle lanes and sidewalks. As well improvements for future subdivision development. The road reconstruction will be tied to future Water and Wastewater accounts to provide servicing for future development.

RD0267 CLAIR/LAIRD & HANLON INTERCHANGE

Ministry of Transportation to construct interchange in 2011 to 2014 with agreement from City pay share at the time of completion of interchange. This infrastructure supports the development of the Hanlon Creek Business Park and South Guelph Industrial Lands.

RD0270 YORK-VICTORIA TO EAST CITY LIMITS

Existing road requires rehabilitation and upgrades due to additional anticipated traffic volumes from growth. An Environmental Assessment (EA) was completed for York Road from Wyndham to Watson, this project would be an

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

update of the EA for this second phase. The proposed upgrades include urbanizing the current rural road section, adding additional through lanes, bicycle lanes and sidewalks. As well improvements will facilitate future Guelph Innovation District development. The road reconstruction will be tied to future Water and Wastewater accounts to provide servicing for future development.

RD0271 STONE - EVERGREEN TO VICTORIA

Phase 1 of project was completed in 2005 for section of Stone Road from Watson to Victoria.

Proposed Phase 2 is for Stone Road from Victoria to Monticello.

Phase 2 - Stage 1 for Stone Road from Victoria to Village Green Drive started in 2014 and will be completed in 2015 to base course asphalt

Phase 2 - Stage 2 for Stone Road from Village Green Drive to Gordon to be started in 2015

Completion expected to be in 2016 with final surface asphalt.

Environmental Assessment (EA) completed for Stone Road from Watson to Monticello.

The proposed upgrades include urbanizing the current rural road section, adding an additional through lanes, bicycle lanes and sidewalks.

RD0273 SILVERCREEK PKWY/CN SEP

Environmental Assessment (EA) study is completed to support transportation needs at this location. The construction of this grade separation is part of the Ontario Municipal Board (OMB) settlement with the developers of the adjacent "Lafarge lands".

Project budget is for City share of grade separation along with road reconstruction of Silvercreek Parkway from Paisley to Waterloo Avenue.

RD0274 INT SPEEDVALE & DELHI

Project identified in Guelph Wellington Transportation Study and City's Development Charges study.

The intersection would be reconstructed to add turning lanes and possibly bicycle lanes to facilitate anticipated increase in traffic volumes due to growth.

The reconstruction would also be tied to water and wastewater servicing master plan upgrades identified for the Speedvale corridor to support future growth and intensification.

The project is tied to the reconstruction of Speedvale Avenue from Stevenson to Woolwich. An Environmental Assessment is underway to determine the road cross section details, property and utility implications.

RD0276 PAVEMENT DEFICIT

Rehabilitation of existing road pavement at various locations throughout City. Timely rehabilitation of pavement on a life cycle cost basis will assist in reducing future budget infrastructure funding deficits. Improved road network

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

provides safe passage for the public and goods and services as well as improving the city image as being well maintained and a desirable place to live, work and play. A list of candidate roads is being developed through the city's Pavement Management System. Geotechnical investigations, closed circuit television review of underground infrastructure and consultation with city staff and external agencies will be conducted prior to establishing the 2011 Annual Asphalt Paving program.

RD0277 CIP ROAD UPGRADES

Reconstruction of existing road pavement at various locations throughout area as detailed in the St Patrick's Ward Community Improvement Plan. This capital project is tied to Sewer Replacement, Watermain Replacement and Storm Sewer Replacement capital accounts. Infrastructure improvements in the area will support property redevelopment such as Woods property redevelopment, York/Wyndham property redevelopment, IMICO property redevelopment.

RD0278 WYNDHAM- CARDEN TO WOOLWICH

This project to reconstruct Wyndham Street would include urban design elements and improvements to St. George's Square. Improved public spaces may also facilitate include cultural elements. The project would be aligned with watermain, wastewater and storm sewer replacement accounts. The design and work would support the Downtown Secondary Plan and Downtown Streetscape Plan.

RD0280 MAJOR ROAD RECONSTRUCTION

Reconstruction of existing arterial and collector roads at various locations throughout the city. This project is tied to Sewer Replacement, Watermain Replacement and Storm Sewer Replacement accounts. Project may also include recommendations from the Water and Wastewater Servicing Master Plan. It is expected that the road reconstruction will include widening the road to include bicycle lanes.

RD0281 MINOR ROAD RECONSTRUCTION

Reconstruction of existing local roads at various locations throughout the city. This project is tied to Sewer Replacement, Watermain Replacement and Storm Sewer Replacement accounts. Project may also include recommendations from the Water and Wastewater Servicing Master Plan.

RD0284 STRUCTURE REHABILITATION

Rehabilitation of various structures throughout the city to extend service life. The city's inventory includes various structures such as minor culverts, retaining walls, steps that are reviewed on a bi annual basis to be consistent with provincial requirements for bridges.

RD0285 STARWOOD- WATSON TO GRANGE (SA)

Placement of surface asphalt that has been deferred for a number of years.

RD0286 NISKA BRIDGE REPL

An Environmental Assessment (EA) study is currently underway to determine the recommended alternatives for the bridge and road on Niska Road from Downey to the west city limit.

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

RD0310 GORDON: EDINBURGH TO LOWES

An Environmental Assessment (EA) will commence in 2015 with previously approved funds to review the possible widening of Gordon Street to accommodate a centre left turn. With residential intensification planned for this corridor, it is expected that additional traffic volume will require a turning lane to accommodate the increase in users.

RD0316 INT DOWNEY & NISKA

An Environmental Assessment (EA) study is currently underway to determine the recommended alternatives for the bridge and road on Niska Road from Downey to the west city limit. The EA includes a review of the intersection of Downey and Niska.

RD0321 ACTIVE TRANSPORTATION

This project results from the findings of the approved transportation master plan and cycling master plan. The initial project to be funded from this account is the design and construction of a multi use boulevard trail on Woodlawn Road from Nicklin to Elmira Road. Future active transportation facilities would be funded from this account as well.

RD0323 INT VICTORIA & CLAIR

Anticipated increase in traffic volumes requires upgrades to this intersection including signalization.

RD0329 DOWNEY ROAD

Traffic calming measures for Downey Road from Niska to Teal Drive is being reviewed in 2015. This project would

implement the recommended traffic calming measures based on the 2015 review.

RD0330 EMMA/EARL PEDESTRIAN BRIDGE

An Environmental Assessment (EA) is required to review the possible construction of an active transportation link from Emma Street to Earl Street across the Speed River.

SL0001 INFRA SUSTAIN- STREETLIGHTS

Capital upgrades to City's street lighting system at various locations throughout the City. The existing street lighting system requires on going replacement and rehabilitation to improve the street lighting network to provide safe passage for the public and goods and services as well as improving the city image as being well maintained and a desirable place to live, work and play. This on going annual program for street lighting replacement and rehabilitation is done by Guelph Hydro.

SW0049 HANLON CREEK STORM

Storm water budget allocation to provide City share for oversizing of storm sewers and facilities in the Hanlon Creek Business Park.

SW0051 SWM POND REHABILITATION

Completion of 2008 Stormwater Management Facility Inventory, Assessment and Maintenance Needs Plan for the city's existing inventory of over 100 storm water management facilities recommended rehabilitation of various facilities at locations throughout the City.

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

Ministry of Environment certificate of approvals for storm water facilities requires on going maintenance and rehabilitation.

Another benefit of this on-going capital project is protection of the natural environment by improving quantity and quality of storm water to receiving water bodies.

SW0055 STORM SEWER INVESTIGATIONS

On going condition assessment of stormwater sewer network as part of asset management program. Information is used to assist in determining priority capital project replacement and rehabilitation work

SW0057 STORM SEWER REPLACEMENT

Reconstruction of existing storm sewers at various locations throughout the city. This project budget is tied to Major Road Reconstruction, Minor Road Reconstruction, Sanitary Sewer Replacement, Watermain Replacement, Water and Wastewater Servicing Master Plan and Stormwater Management Master Plan projects.

SW0059 HANLON CREEK/MILL CREEK WATERSHED

This project will address needs in the area south of Clair Road with respect to city share of storm water infrastructure primarily along the Gordon Street corridor

SW0061 WATERSHED STUDY UPDATES

Watershed studies completed by the city require updating as development in the area occurs to provide future guidance.

SW0062 STORM SEWER RELINE/REPAIR

Results from the Storm Sewer Investigation study from 2008 to 2010 recommend rehabilitation of storm sewers to increase the life cycle of the existing sewer assets.

The study to date has investigated 35 per cent of the city's storm sewer network and has recommended \$35 million of various repairs. The timeline for these repairs needs to be confirmed but staff at this time have assumed a 20 year timeline.

Instead of replacing storm sewers, this project would strategically target storm sewers to use trenchless technology to reline sewers and perform point repairs prior to the sewer deteriorating to the point of full replacement.

This project would possibly be linked to the Pavement Deficit project in order to rehabilitate the underground infrastructure prior to rehabilitating the road surface.

SW0063 STORM SYSTEM UPGRADES

With the expected completion and approval of the Storm Water Management Master Plan in 2011, staff is expecting, based on preliminary results, a number of storm sewer system upgrades to be recommended. To date, staff has received a preliminary list of seven projects totaling \$2.7 million. This project estimates a number of upgrades to the storm sewer system will be required.

SW0066 STORMWATER DRAINAGE OVERSIZING

This development charge project is intended for the city share of oversized sewers.

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

SW0069 STORMWATER STUDY IMPLEMENTATION

A Stormwater Funding Study is currently underway and is expected to be completed in 2015. Depending on the approved recommendations from this study, the project will provide details on implementing a possible new funding method for stormwater system assets.

SW0070 WYNDHAM/CARDEN TO WOOLWICH

This project is for the replacement and upgrading of stormwater infrastructure as part of the complete reconstruction of Wyndham Street from Carden to Woolwich. It is integrated with capital road, wastewater and water projects for this corridor.

SW0071 2015 STORM SEWER REPL CIP

On going project for the replacement or rehabilitation of existing storm sewer system. Various locations as detailed in the St Patrick's Ward Community Improvement Plan. This project is tied to CIP Road Upgrades, Ward One: Sewer Replacement, Ward One: Watermain Replacement and projects recommended in the Water and Wastewater Servicing Master Plan and Stormwater Management Master Plan. Projects here will facilitate development and intensification in CIP area such as York/ Wyndham site, Woods site, IMICO site and other properties.

Solid Waste

WC0005 NEW COLLECTION VEHICLE

This will support the Council approved project in converting the curbside waste collection program from a manual plastic bag collection program to a fully-automated cart collection program for organics, recyclables and garbage streams. This project encompasses the cost to purchase

fully automated growth collections vehicles equipped with GPS, and computer interface. It is necessary to increase the capacity of the waste collection, to accommodate for the City of Guelph's population growth. This will be achieved through the purchase of additional trucks.

WC0006 WRIC EQUIPMENT REPLACEMENT

This equipment meets the PSAB criteria for equipment replacement and has reached the end of its useful life. These initiatives will leverage technology to improve service delivery by increasing operational efficiency and improve asset management.

WC0007 DOUBLE DECK FIBRE SCREEN

One of the recommendations in the approved Solid Waste Management Master Plan is to achieve "High Performance Recycling." Installation of a new double deck fibre screen will enable the MRF to double its fibre processing capability and reduce labour costs. This aligns with best practices and improves operational efficiency, energy efficiency and service delivery levels.

WP0004 EASTVIEW METHANE COLLECTION SY

Upgrades to the system and infrastructure are required to ensure that there is sufficient amount methane being collected to supply the Ecotricity cogeneration facility and ensure it is running at its peak performance. An increase in methane collection has a direct relationship to emission reduction credits available for the city to market. This project directly contributes to several goals and objectives of the community energy objectives.

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

It will increase the reliability of the equipment, leverage energy demand management, reduce the investment in infrastructure, reduce the operating costs (dedicated manpower/maintenance costs, field transportation, energy consumption) and annual equipment depreciation will improve.

WP0005 COMMERCIAL OUTBOUND SCALE

The material shredder will reduce logistics costs by compacting the material volume for waste that is shipped off-site (increase tonnage shipped on a truck). As well, it allows for greater floor space availability for the storage of additional material.

Enterprise

PL0029 FACILITY ENERGY MEASURES

This budget item covers energy efficiency and conservation measures that will be determined through multi-year auditing and continuous commissioning at City facilities. Improved corporate energy efficiency contributes to achievement of the Community Energy Initiative. It also establishes the City as a leader, both within and outside the community. Moreover, in light of double-digit utility rate escalation, reducing utility consumption is a key risk management strategy for the City.

Recreation Programs & Facilities

RF0037 LYONS- WALL REMOVAL

A large block wall was erected at Lyon Pool when an accessibility ramp was installed in the pool. This wall reduces visibility of the guard staff and necessitates an extra staff person on deck during opening hours. Removing

the wall will enhance the look of the pool, and make it a safer facility.

Removal of the wall will result in a \$5,000 per year operating savings (PT Labour).

RF0051 VRRC EXPANSION/RENOVATION

The VRRC was built in 1974, and the average lifespan for a multi-recreational facility such as the VRRC is approximately 40 years. The ramps to access the pool and the arena viewing area do not meet current accessibility codes, and the lobby, handicap accessible pool change room and other areas need reconfiguration for future use.

RF0059 CENTENNIAL ARENA RENO

To examine the feasibility of building a second ice pad at the Centennial Arena site, and renovations to the existing arena site. Relocating the Zamboni "Corral" area so that the machine does not have to drive in an area outside the building where people may be walking.

RF0062 WECC FITNESS ROOM EQUIP

The West End fitness room is a small but extremely well used component of the community centre. Combined with the pools and gymnasium it provides for well-rounded fitness programming/opportunities for patrons. Specifically, this fitness room attracts a number of patrons who would be most unlikely to attend commercial fitness centres. There is a constantly growing demand from rehab participants and subsequently, there are a number of machines that are accessible.

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

The Nautilus equipment in the West End fitness room is from the original build in 2001. It has had a number of repairs on it and several components are nearing the end of their life cycle.

An upgraded unit will continue to serve the health and wellness needs of our patrons.

These dollars are designated to upgrading the fitness equipment in 2016.

RF0071 WECC VESTIBULE @ POOL ENTRANCE

The design of the main entrance of the West End Community Centre is impacting on the internal HVAC system. Currently the vestibule is too short and one automatic door does not have time to close before the second one opens which results in a blast of cold air each and every time the door opens. The cold air then gets pulled into the pool change rooms directly down the hall due to the negative pressure in pool/change rooms making those areas hard to maintain temperature in through our HVAC system and resulting in numerous customer complaints. This project will deliver a permanent solution that will assist in improving staff and customer experience and reducing energy consumption.

Community Engagement & Social Services

AS0004 EVERGREEN- INTERIOR BLINDS

The Evergreen Seniors Community centre was opened in 1992 and 12 large windows have the original window covering still in place. The coverings, along with being outdated are also not energy efficient. The standard blinds currently on 12 oversize windows may have an insulating

value of R-1 and with new energy efficient blinds we could achieve an insulating value of up to R-6.

AS0007 EVERGREEN - KITCHEN

The Evergreen Kitchen has been functioning for more than 20 years, and is in need of equipment life span replacement. This equipment is needed to ensure reliability for safe food storage and preparation. New equipment will ensure fire code compliance, and be more energy efficient.

The current commercial oven within the restaurant operation is now 23 years old and it has been determined that the current safety and related energy requirements surrounding the operation of this equipment may be increasing utility costs significantly and thus needs replacement. As well, the current freezers are very old, have been serviced regularly and have become unreliable. The freezer has lasted beyond its current life cycle. A new freezer is anticipated to decrease energy costs as well as ensure food is stored at proper temperatures. It is estimated that the cost of a new freezer is less than the dollar value of spoiled food from an unreliable freezer, as well as the interruption in service to customers. An industrial exhaust fan needs to be installed to properly ventilate kitchen equipment, specifically the dishwasher and convection oven. The hood exhaust over the commercial oven needs to be replaced due to being at the end of its life cycle.

Culture & Tourism

RF0028 SLEEMAN- REPL CONCESSION EQUIP

Replace aging concession equipment most of which is over 16 years old.

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

RF0052 SLEEMAN SPONSORSHIP PROJECT

The Naming Rights Agreement between the City and Sleeman Breweries Ltd calls for Sleeman Brewery Ltd to pay over a thirteen year period a sum of one million dollars. As part of the agreement, the yearly fee was phased in. It was understood that the funds were to be used exclusively for improvements at the Sleeman Centre. The current net annual fee is approximately \$66k annually. There are a number of projects that the funds were intended to be spent on and include TV replacement in bars and corridors, lighting upgrades, etc. The agreement contains an option for Sleeman to renew for a further 10 ten years on the same terms and conditions except for financial terms that would need to be renegotiated.

RR0102 BOX OFFICE / OTHER

2016 - River Run Centre Box Office life cycle replacements or improvements including sign and system replacements

RR0103 TECHNICAL / THEATRE

2015 - River Run Centre Front of House life cycle replacements or improvements including audio components and soft good replacement

2016 - River Run Centre Front of House life cycle replacements or improvements including lighting equipment and soft goods

RR0104 2015 FRONT OF HOUSE

2015 - River Run Centre Front of House life cycle replacements or improvements including lobby video monitoring system and signage

Corporate Building Maintenance

FS0054 FIRE LIFECYCLE

Plymovent system alterations to meet Ontario Building Code

GG0180 ACCESSIBILITY IMPROVEMENTS

Accessibility Audits will be coordinated with other audit projects (connectivity) in 2015, accessibility projects will be identified and prioritized for this year. AODA requirements under the Design of Public Spaces will form the base for the audits. Buildings that are likely to be of priority for this year include buildings attached to outdoor recreation facilities.

GG0232 ADMIN LIFECYCLE

Purchase of two new vehicles to be used by the supervisors in Corporate Building Maintenance

GG0233 OPERATIONS AND TRANSIT LIFECYCLE

Maintenance and replacement work at Operations building and maintenance for 50 Municipal

GG0234 STRUCTURAL

Low Risk Repairs & Assessments, some structural assessments, and Building Condition Assessment (\$125,000)

GG0241 CITY HAL - ICE RESURFACER

Purchase of a new ice resurfacing machine for the Market Square ice rink at City Hall. The current machine being used is at the end of its life cycle.

LB0034 2017 LIBRARY LIFECYCLE

2015 - Library life cycles projects includes partial flooring replacement, removal of asbestos cast iron boiler, replacement of parking lot lighting and stone repointing

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

PO0021 PARKS LIFECYCLE

Renovations to the Riverside Bandshell

RF0080 RECREATION LIFECYCLE

Replacements and repairs at Centennial Pool, Centennial Arena & Sleeman Centre, repairs and maintenance at RCP Lawn Bowling, Evergreen, Exhibition, WECC & River Run.

Business Services

RF0082 CLASS LICENSING MODULE

This funding is for the upfront systems analysis and requirements gathering - predominately consultant expertise, it is anticipated once we have a better understanding of the scope and obtain the industry products availability, the actual purchase and installation of a new product will be much higher and additional funding will be required. The current software used by the Recreation department (CLASS) is being decommissioned in 2016 by the vendor. This software is mission critical to both the Recreation and other departments. It processes all the registrations for our leisure guide programs as well as administers our low-income subsidies (Fee assistance in recreation and affordable bus pass), provides the bookings and reservations for all our sports fields, arenas, gymnasiums and community rooms and is the Corporate point-of-sale system for all items sold over the counter across the city counters including Police, Courts, Transit, PW, Parking, Farmer Market and ServiceGuelph.

The scope of this funding is to cover the system as it relates to the business of "Recreation" and not the corporate point-of-sale system which is a separate project that will need to happen as a result of the CLASS decommissioning.

GG0243 2017 POSTAGE MACHINE

Each year, the City sends approximately 200,000 items of mail valued at \$150,000 of postage. Many of the items that are mailed include legislated public notices and reports, property tax bills, invoices, and confidential or personal material. The postage machine is the fastest and most efficient way to process these daily large quantities of mail and most effective use of the staff time to complete the necessary task of getting postage on the mail.

The corporate postage machine useful life is five years and the current machine was purchased in 2012, and this is the planned replacement funding.

Parks

PK0001 SOUTH END COMMUNITY PARK

Due diligence and detailed design to support asphalt pathways for 2016.

PK0002 GUELPH TRAILS

The Guelph Trails project involves continued implementation of growth related new trail projects as identified through Council approved Guelph Trail Master Plan.

2015: Detailed design and Construction of proposed canoe launch and node at priority location.

PK0005 SUNNY ACRES

Due diligence phase: Park Re-Master Plan of P2 neighbourhood park and its implementation - design development to tender-ready set

Due diligence phase to include public consultation via community engagement model. Park budget to be

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

established in conjunction with current standards for new parks.

To include but not limited to new trails, conversion of wading pool, play equipment upgrade in conjunction with replacement schedule, a picnic shelter, additional trees and re-purposing of scrub diamond. Development standards increase due to current community needs and expectations as well as best practices in other municipalities. Cost brought into line with 2013 DC study findings.

PK0007 VICTORIA RD NORTHVIEW

Park Development: implementation phase 1

The project involves implementation of master plan including tendering process and construction of park elements for a new neighbourhood park in Northview Eastates subdivision. The programming for the park will include play equipment, planting, trails, bookable mini soccer field or neighbourhood field, natural ice rink and half basketball court. Development standards increase due to current community needs and expectations as well as best practices in other municipalities. Cost brought into line with DC study findings of 2013.

Corporate Strategic Plan: 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

Funding: typical parks DC model (90/10)

Order of Magnitude: Class E (no concept exists; however, program parameters are a build-to budget)

PK0008 BULLFROG PARK NEW BASKETBALL

Install a new half basketball court (20'x20' asphalt court, line painting, regulation height post with breakaway backboard).

PK0009 HUGH GUTHRIE PARK REDEVELOPMENT

Due diligence phase: Park Re-Master Plan of P3 community park and its implementation - design development to tender-ready set

Due diligence phase to include public consultation via community engagement model. Park budget to be established in conjunction with current standards for new parks.

New master plan - Old University Community Improvement Plan item; Public process and implementation (Play Equipment Replacement due in 2017) Development standards increase due to current community needs and expectations as well as best practices in other municipalities. Cost brought into line with 2013 DC study findings.

PK0012 DAKOTA PARK REDEVELOPMENT

Due diligence phase: Park Re-Master Plan of P2 neighbourhood park and its implementation - design development to tender-ready set

Due diligence phase to include public consultation via community engagement model. Park budget to be established in conjunction with current standards for new parks.

Re-Master Plan and Implementation to include but not limited to full/half basketball court, pathways, regarding of

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

old play equipment areas, seating and picnic area and additional plantings (trees) Development standards increase due to current community needs and expectations as well as best practices in other municipalities. Cost brought into line with 2013 DC study findings.

PK0014 EASTVIEW COMMUNITY PARK

The project involves continued implementation of Council approved Community Park Master Plan at closed Eastview Landfill Site at 186 Eastview Road. The Master Plan includes four Soccer Fields (Lit and Irrigated), two Football Fields (Lit and Irrigated), one Multi-purpose field/ Natural ice rink, Children's play area including junior play equipment, senior play equipment and water play, eight Beach Volleyball courts, two Basketball/ Tennis Courts, one concession/ washrooms/ change room facility with pedestrian plaza space, Picnic area with shelters, Recreational Trails/ pathways Vehicular Access from Speedvale Avenue and Watson Parkway and parking facilities, Tree and Shrub Plantings and Signage

2017: Construction of two soccer fields, eight beach Volleyball Courts, picnic shelters, park furniture, trails and Signage.

PK0018 MICO VALERIOTE PARK REDEVELOPMENT

Conversion of existing wading pool to splash pad - holding amount only. Final budget will depend on site analysis, and final location.

PK0022 GUELPH TRAIL UPGRADES

The project will involve design and development of trail connections within existing communities as per the Guelph Trails Master Plan.

2015: Infrastructure upgrades to existing trails

PK0023 LYON PARK

Laneway's primary purpose was to act as access for park only. With sale of roadway, the lane has become main entrance into Wood Station - including heavy equipment movement. Dangerous situations exist for users as well as city staff / contractors using the roadway. Timing ahead of roadway refurbishment to take advantage of economies.

The project itself will involve the re-design of park where significant public safety issues are present. Park program will be maintained as well as revenue generating capacity.

PK0027 EXHIBITION PARK

Redevelopment Master Planning and Implementation for an existing park.

Project Scope of work will include public consultation and Council approval of master plan.

PK0032 WINDSOR PARK REDEVELOPMENT

Due diligence phase: Park Re-Master Plan of P2 neighbourhood park and its implementation - design development to tender-ready set

Due diligence phase to include public consultation via community engagement model. Park budget to be established in conjunction with current standards for new parks

Park Master Plan implementation for an existing park where park parcel size has been changed due to a land-swap in 2008. Children's play area to be relocated from behind the lots to front on Waverley Drive due to sight line and safety issues. The project timing to coincide with timing of play

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

equipment replacement in 2015. Development standards increase due to current community needs and expectations as well as best practices in other municipalities. Cost brought into line with 2013 DC study findings.

PK0033 PLAYGROUND EQUIPMENT REPLACEMENT

Play Equipment Replacement project is used annually for the replacement of existing equipment in City parks and open spaces to keep play equipment safe and up to Canadian Standards Association safety codes, there is a need to replace equipment at the end of its useful life expectancy. For the most part replacements are based on a pre-determined schedule, but in some cases equipment is replaced earlier due to vandalism or excessive use in very active parks.

2015: Play Equipment replacements due at Windsor, CNR Spurline, Mayfield and Riverside-West Parks

Play standards increase due to current community needs and expectations as well as best practices in other municipalities. Cost brought into line with 2013 DC study findings.

PK0038 GRANGEHILL PHASE 7

Neighbourhood Park Master Planning for a future subdivision.

PK0040 PETER MISERSKY

Due diligence phase: Master Planning for Redevelopment of Peter Misersky Park.

A housing development on former school board site adjacent to the park has forced the need to reorganize a

couple of the sportsfields impacted due to the new housing project. The project will involve re-purposing of existing baseball diamonds to soccer fields and construction of trails. Extensive neighbourhood consultation will be required.

PK0044 300 - 312 GRANGE ROAD PARK

Master planning and community consultation for future parkette.

PK0048 CITYWIDE SKATEPARK FACILITY

Construction of a City-wide skateboard park facility.

PK0053 COLONIAL DRIVE ICE RINK

Installation of new Ice Rink in existing park. Increase to budget reflects new programming model - inclusion of backflow preventer and hot box.

PK0058 GYMCA PARKING LOT EXPANSION

Project scope includes GYMCA Parking Lot expansion onto Joseph Wolfond Memorial Park West.

PK0062 LEASH FREE ZONES POLICY REVIEW

Project scope of work includes review of current leash free zones policy and its update. Intended to re-align policy with new animal control by-law currently in progress. As well define new leash free zones and the associated programming, as well as future capital costs to implement.

PK0063 PROPERTY DEMARCATION POLICY REVIEW

Looks at policies surrounding demarcation of public lands, as well as interface between public and private lands and best practices surrounding edge treatments and development. also ties into encroachment policy.

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

PK0071 WELLINGTON PARK

Beginning of due diligence phase for park design and development: soils testing, FSR, tree inventory, EIS, infrastructure assessments.

PK0075 PEDSTRN CONNECTN RAILWAY BRIDGE

Detailed design development for construction in 2016 - to coincide with new railway bridge reconstruction. Bridge will be a vital link in active transportation network as well as provide key pedestrian linkage for large high-density new development sites along Arthur Street.

PK0083 ST. JAMES SCHOOL

Reto-fit of existing outdoor (public) running track; under City obligation through reciprocal agreement with Catholic Board.

PO0007 PARKS INFRASTRUCTURE

Capital funding to address upgrades and/or replacement of aging parks infrastructure, including fencing, bollards, pathways, tennis court surfacing, washroom interiors, lighting etc. Also includes projects as defined by H&S inspections for issues concerning public and employee safety. Includes all hard and soft costs of construction.

PO0008 TREES FOR GUELPH GREENING

Funding for the installation of trees and shrubs city-wide, as part of Trees for Guelph's greening initiatives with local school groups.

PO0014 PARKS EQUIPMENT GROWTH

Additional equipment is necessary due to expanded park assets/growth. The equipment will improve upon delivery of maintenance service standards.

PO0017 SPORTS FIELD RENOVATIONS

Funding to fully renovate selected sports fields, including regarding and sodding to improve drainage and playability. Some city sports fields were developed in-house 30+ years ago, using crude agricultural implements, and the assets are long overdue for renovation. The fields will be taken off-line---not permitted for the season. We have not been able to schedule this work as we've been waiting for new sports field assets to be built to minimize the inconvenience to our user groups with the loss of fields from our booking inventory.

PO0022 SPORTSFIELDS LIGHTING

Rotational program to ensure public safety and maintain service standards for user groups. Lights at all five major lit sports parks will be cleaned, re-lamped, and aimed.

2015 - Joe Kane

PO0023 CAROUSEL R & M

Rotational planning for repairs and maintenance to alleviate extensive work in a singular season

PO0024 SCOREBOARD REPLACEMENTS

Capital funding to address upgrades and/or replacement of aging parks infrastructure. Rotational program to ensure public safety and maintain service standards for user groups.

PO0025 INFRASTRUCTURE RENNOVATIONS

Contingency/emergency funding to deal with pop-up/unplanned infrastructure needs. The number has been set as a percentage of the capital works scheduled for each year.

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

PO0027 2015 PARKS IRRIGATION

This phased project includes irrigation systems at various sports fields as part of the operation's Integrated Pest Management program to improve the quality of sports turf for safe playing conditions, while maximizing the use of water.

By-law Compliance, Security and Licensing

PG0071 SECURITY INFRASTRUCTURE REPLACEMENT

To replace aging security systems (Camera, access, intrusion) within various City facilities as they reach the end of their life cycle. Existing systems within City facilities are in place to provide protection to the public, staff and City assets by discouraging unwanted activities.

PG0072 LICENCE PLATE RECOGNITION

Replacement of the current assets (licence plate recognition system) that Bylaw Compliance Officers utilize to issue parking tickets for time limit zones and to identify stolen vehicles.

PG0080 2017 COMPUTER TICKET WRITERS

Replacement of the current assets (handheld ticket writers) that Bylaw Compliance Officers utilize to issue parking tickets for various offences.

Transit

TC0004 COIN EQUIPMENT

Asset will be at the end of its useful life. This project is for replacement of the coin counter and roller/wrapper in Guelph Transit's coin room twice within the 10-year window. The first replacement is required in 2013 and the second in 2021. The 2013 expenditure was pushed out to 2014 during

the 2012 capital budget process and then pushed to 2015 during 2014 budget process.

TC0006 SATELLITE LOCAL CLAIR/GORDON

The development of this local Transit hub will support the transit network in the south end which is the fastest growing area of the City. This hub will allow the development of a route network and service levels to achieve the goals and objectives of the Transit Growth Strategy. A license agreement was signed with Loblaw Properties in March 2010.

TC0010 EXISTING BUS STOP- UPGRADE

Ongoing upgrades of signage, information posts and pads at bus stops that have not changed location under Transit Growth Strategy but will require ongoing upgrades to accessible concrete pads, info posts and signage. Accelerates Project TC0041.

TC0018 TERMINAL IMPROVE AT SUB-NODES

Improvements to sub-nodes are critical to implementation of new routes developed and approved in the Transit Growth Strategy. Locations identified in the Transit Growth Strategy include West End Rec Centre, Waste Resource Innovation Centre and Stone Road Mall.

TC0023 BASE SERVICE INCREASE- LAFARGE

Implementation of new route on Silvercreek Parkway to service Lafarge lands located between Paisley and Waterloo after Silvercreek Parkway is reopened south of Paisley. Project requires installation of stops including pads, shelters, posts, signage as well as acquisition of two new buses. Implementation of this route is detailed in the Transit Growth Strategy.

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

TC0043 BUS SHELTER PURCHASE

Increase number of bus shelters throughout the city.
Purchase of five new shelters per year.

TC0047 TRANSIT MASTER PLAN UPDATE

The Transit Growth Strategy was approved by Council in 2010. This is a review and update of that plan. The Plan is required for the proper planning and acquisition of transit related infrastructure to support future demand.

TC0048 TRANSIT VEH & EQUIP REPLACEMENT 2015

Vehicle replacements - four conventional buses, one service vehicle and onboard camera replacements

TC0050 BUS STOP ACCESS UPGRADE 2016

This is an ongoing annual program to upgrade existing bus stops from non-accessible to accessible. Bus stop accessibility upgrades are a requirement under AODA legislation, allowing passengers who utilize mobility devices access to conventional Transit services. The request for funding is a continuation of the commitment by Council to be fully compliant with accessibility standards and comply with AODA regulations.

TM0005 2017 MOBILITY VAN NEW

As per the recommendation in the Transit Growth Strategy, the Community Bus routes will be expanded to provide additional coverage. The revised Community Bus routes that were implemented in January 2012 have proven very successful and have a very high utilization rate.

Public Works

GG0187 FLEET VEH & EQUIP REPLACEMENT

This project is for the annual replacement of vehicles and equipment in the Corporate Fleet

GG0228 MUNICIPAL ST BLDG EXPANSION

This project is to provide funding for a consultant to provide a building/operation needs assessment for the Public Works Department. In 2013 Public Works undertook a project to close a section of to increase Denver Street to increase the size of the Public Works Yard. During our Community Engagement process it was made amply clear by the citizens in the neighbour that by enlarge not only were opposed to the closure of Denver Street, they would also like to see the Public Works Yard relocated to a more industrial area of the City as has been recently done by several neighbouring municipalities.

GG0244 2015 RIVERSIDE FUEL TANK

This project is for the replacement of the in-ground fuel tanks at Riverside Park.

PG0057 WEST PARKADE- STRUCTURAL REHAB

Install an elastomeric waterproofing and traffic topping system in two to three levels in the West Parkade. The intermediate garage slabs are not protected from salt penetration. Salt may eventually penetrate the reinforcing and post tensioning cables leading to costly repairs. The work, scheduling and estimated costs have been identified through an annual Structural Assessment undertaken by Engineering consultants. The planned work is required to maintain the structural integrity of the facility and forms part of other rehabilitative activities required to maintain the operation of the facility.

PG0058 PARKADE ANNUAL STRUCTURAL REHABILITATION

Minor rehabilitation of the East and West Parkades. Timely rehabilitation on a life cycle cost basis will assist in reducing

CAPITAL BUDGET APPROVED PROJECTS: DESCRIPTIONS

future budget infrastructure costs. The work, scheduling and estimated costs have been identified through an annual Structural Assessment undertaken by Engineering consultants. The planned work is required to maintain the structural integrity of the facility and forms part of other rehabilitative activities required to maintain the operation of the facility.

PG0059 PARK YOURSELF UNITS- REPLACEMENT

To replace the existing park yourself units in various parking facilities that allow the public to make direct payment to park. The existing units are at the end of their life cycle and will begin to require substantial maintenance. These replacement machines will have the ability to accept various methods of payment.

PG0061 PARKING METER- REPLACEMENT

Replacement parts and housings for on-street parking meters located on West mount Road, Delhi and other areas.

PG0064 WEST PARKADE ROOF DECK

The garage roof slab is not protected from salt penetration. Positive drainage is provided by the slope of the deck, reducing water pooling on the deck for extended periods of time. Salt from vehicle undercarriages may eventually penetrate the reinforcing and post tension cables, leading to costly repairs. As this level of the garage is exposed to the elements many waterproofing products are not suitable for this application. A bonded asphalt waterproofing and traffic topping system at this level of the garage is recommended.

PG0066 PARKADE ELEVATOR REPLACEMENT

This project encompasses the assessment and replacement of one elevator in the West Parkade. In 2010 one of the

elevator's in the West Parkade failed for long periods of time generating concerns and negative feedback from the public and the owners and occupants of the Quebec Mall.

PG0070 PARKING SIGN UPGRADES

The design and replacement of directional and kiosk signing throughout the downtown plays an important role in the viability of downtown as it provides wayfinding to the facilities as well as, could provide real time information as to what parking is available and improve the public's satisfaction with the parking operation.

PG0073 SURFACE LOT ANNUAL REHABILITATION

Minor rehabilitation of surface parking lots. Timely rehabilitation on a life cycle cost basis will assist in reducing future budget infrastructure costs. The work, scheduling and estimated costs have been identified through annual assessments undertaken by staff. The planned work is required to maintain the structural integrity of the parking lot and ensures minimum time that the lots would be unavailable for public use.

PG0075 PARKING SYSTEM STUDY

Study to assess existing parking operations and recommend new or enhanced parking operational systems with an implementation plan and schedule and cost estimate. Parking study to take into consideration growth in and around the downtown as well as any other urban growth centres or nodes that may be existing or proposed.

PO0013 EMERALD ASH BORER STRATEGY

The Emerald Ash Borer has been discovered in Guelph, it is imperative to develop a strategy to address the significant impacts of this destructive pest. With the arrival of the pest,

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thousands of ash trees will be lost and it is critical to identify a means of managing the green infrastructure.

PO0026 2015 TREE & SHRUB RENEWAL

Funding for the installation of trees and shrubs by Forestry staff for both new and replacement plantings in parks and greenways. The funding provides for discretionary plantings beyond developer funded subdivision plantings. Where trees are lost in mature neighbour hoods and parks due to storm damage or insect/disease, these funds will allow for replacement plantings. With the arrival of the Emerald Ash Borer, thousands of trees are at risk of loss.

RD0293 SNOW DUMP CONSTRUCTION

Construction of a snow storage and controlled melt facility to conform to industry best management practices and Federal salt management requirements to mitigate and reduce the impact of road salt to the physical environment.

RD0295 ROAD INFR SUSTAINABILITY

Creation of mobile road patrol/asset inspection system as required through provincial legislation to identify necessary road and related infrastructure repairs. Where deficiencies are identified, return such assets to compliance and to fund ongoing repairs identified through inspection and condition assessment processes.

RD0333 2015 RIGHT OF WAY INFRASTRUCTURE SUSTAIN

Creation of inventories and condition assessments to identify necessary repairs to infrastructure that is deficient and provide funding to return such assets to compliance such as: guide-rails, handrails, retaining walls, fencing, etc.

TF0001 STARWOOD & WATSON TRAFFIC SIGNALS

New warranted traffic signal installation to support increase traffic volumes, pedestrian flow and reduction in collisions.

TF0004 INTERSECTION- SIGNAL REBUILD

This annual project is for minor modifications to existing traffic signals e.g., replacing malfunctioning equipment, upgrading the equipment, adding pedestrian count down heads, audible pedestrian signals, advance left turn indications etc.

TF0002 NEW SIGNAL INSTALLATION

New signalized locations are based upon warrants that consider vehicle and pedestrian movements over the highest 8 traveled hours of the day and collisions that are preventable with their installation over a three year period.

TF0003 TRAFFIC SIGNAL EQUIP REPLACEMENT

This annual project is based upon the scheduled replacement of traffic signals controllers based upon a life cycle of 10 to 12 years.

TF0005 SIGNALIZED CONTROL SYSTEM

The traffic signalized control signal system coordinates traffic signals to achieve network wide traffic operational objectives. This system consists of intersection traffic signals, a communication network to tie them together and a central computer or network of computers to manage the system. The existing traffic signal system is comprised of two separate systems running independently, purchased in 1998 and 2001. It is recommended through best practice reviews that traffic signal systems be replaced every seven to 10 years due to software and hardware being aged and no replacements available and the inability of existing

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systems to add functionality such as transit priority. This is a two year project, 2015 and 2016.

TF0007 LED SIGNAL REPLACEMENT

The LED signal replacement program is required as the initial LED technology implemented has a life cycle of seven to 10 years. It is important to realize that the use of LED technology reduces energy consumption costs (hydro) by up to 90 per cent.

TF0008 TRAFFIC MGMT INITIATIVES

Traffic management initiatives consist of physical changes on local and collector roads that evolve through community engagement activities to reduce/mitigate traffic speeds and through traffic issues. Staff has been attempting to rectify these issues through the use of signage, pavement markings and enforcement. Community groups continue to request physical changes (speed humps, narrowing of roads, etc.) to resolve/mitigate the issue(s).

TF0009 ACCESSIBLE PEDESTRIAN SIGNALS

City of Guelph Accessible Customer Service Policy (AODA) states that "Reasonable efforts will be made to ensure that people with disabilities will be given an opportunity equal to that given to others to obtain, use and benefit from the goods and services." The installation of Accessible Pedestrian Signals on a planned program over a 10 year period adheres to the general principle noted above and allows both residents and non-residents the ability to be mobile throughout the community.

TF0010 PEDESTRIAN COUNTDOWN HEADS

Pedestrian Count Down Heads provide additional information to those who cross at signalized locations. It

enables improved decision making to the elderly and children as they attempt to cross the traveled portion of the roadway.

TF0012 SCHOOL SPEED ZONE

In 2014 the city implemented reduced speed zones in front of elementary schools; two types; 30 km/h all day and flashing 40 km/h during certain times of the day Monday through Friday. It is anticipated that we will be expanding this program on annual basis. These costs are based upon two additional schools per year, plus additional installations requested by Council, with a five per cent inflation per year.

WN0001 WINTER CONTROL UPGRADE

Project consists of upgrades and additions to operating equipment inventories in order to comply with federal/provincial legislation with respect to salt impact to the environment and to support the Council approved Salt Management Plan and Winter Control Service levels. Improvements also include upgrades to technological tools/software to aid in the delivery of services and reduce overall salt output and related costs.

Emergency Services

AM0001 LAND AMBULANCE VEH REPLACEMENT

Life cycling of three ambulances which have high mileage and are subject to breaking down. It is essential that this equipment be dependable as it is used to preserve life. Also includes one management SUV. This vehicle allows on call management staff to attend multi-casualty and other severe incidents.

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AM0002 LAND AMBULANCE EQUIP REPLACEMENT

Life cycle replacement of stretchers (main, bariatric and scoop), stair chairs, fracture boards and C-pap units.

FS0030 FIRE VEHICLE REPLACEMENT

Life Cycling of Chief Training Officers 10 year old vehicle.

FS0031 FIRE EQUIP REPLACEMENT

Life cycling of protective gear (helmets, clothing, boots, etc.), air monitoring equipment, generators & battery back-up, furniture, fleet mechanical equipment and fire hoses.

FS0032 FIRE RADIO REPLACEMENT

Replacement of end of life Dispatch consoles. Motorola is ceasing production of this style of console and is winding down support. Existing dispatch console is 16 years old and have been in use 24/7/365.

FS0045 RADIO INFRASTRUCTURE REPLACEMENT

The current FleetNet radio system utilized by Fire and Police will not be supported in it's current form past 2016. We have been informed that we need to be budgeting infrastructure funds as we will need upgrades if the current radio system is used or we will have to look at a replacement radio system. The province is involved in the Government Mobile Communications Project (radio system replacement) and this is coming to fruition in 2016. This is causing some uncertainty for the future of our radio system. The Guelph Police Service will be budgeting a similar amount. Should Bell Mobility Radio not be utilized a replacement radio system will be considerably more expensive.

Information Technology

IT0001 FOLDING MACHING REPLACEMENT

The Folding machine is used by various departments for mass mailings to internal and external parties. Replacement schedule is based on life-cycle analysis linked to total usage.

IT0015 LAND AMBULANCE ITS REPLACEMENT

To provide for the scheduled replacement of computer desktop hardware, network hardware, server hardware, upgrades to software systems and printing devices.

The replacement schedule is based on a life-cycle analysis that minimizes total cost of ownership.

IT0016 DESKTOP REPLACEMENT

To provide for the scheduled replacement of computer desktop hardware including: monitors, laptops, specialty laptops, specialty application desktops, multi media devices such as LCD projectors and GPS locators.

The replacement schedule is based on a life-cycle analysis that minimizes total cost of ownership.

IT0017 NETWORK EQUIP REPLACEMENT

To provide for the scheduled replacement of network hardware including the following: core network communication appliances, network security devices, fibre optic cable replacements, network supporting infrastructure, communication wiring, and existing wireless infrastructure.

The replacement schedule is based on a life-cycle analysis that minimizes total cost of ownership.

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IT0018 SERVER REPLACEMENT

To provide for the scheduled replacement of server hardware including the following: physical and virtual servers, disk drives and storage solutions, backup infrastructure and related supporting infrastructure. These devices are distributed across two data centres.

The replacement schedule is based on a life-cycle analysis for current items that minimizes total cost of ownership and maintains availability of systems as prescribed by user needs.

IT0019 SOFTWARE UPGRADE REPLACEMENT

To provide for scheduled upgrades of software systems which are required to ensure compliance with maintenance agreements as well provide the latest features and fixes of those systems. The following is also included: updates and renewal of the Corporate web site, upgrades of server operating systems, upgrades of desktop software suites, upgrades and renewal of major applications.

IT0020 PRINTER REPLACEMENT

To provide for the scheduled replacement of printing devices including the following: office printers, large format printers and other specialized printing devices.

The replacement schedule is based on a life-cycle analysis that minimizes total cost of ownership.

IT0024 IT STRATEGIC PLAN

The IT strategic plan outlines a series of goals, objectives and initiatives designed to support the strategic directions of the City. The plan will guide IT decision making, resource

allocation and prioritization by focusing on how technology is planned for and delivered to the entire organization.

The following pillars, constitute the IT Strategic Plan framework for leveraging the City's technology investment and corporate strategic goals:

I. Open Government Data/e-Government

II. IT Governance

III. IT Sustainability

IV. Service Delivery Standards.

IT0025 IT VOIP SYSTEM REPLACEMENT

"To provide for the scheduled replacement of Phone System hardware including the following:

Phones, Analog Equipment, PBX software, Applications like call queueing, Network equipment like routers and voice gateways

The replacement schedule is based on a life-cycle analysis that minimizes total cost of ownership.

IT0027 IT STRATEGIC PLAN - LAND AMBUL

This project is directly associated with IT0024. This account reflects the portion of the total IT Strategic Plan associated to Land Ambulance.

IT0038 2017 DATA ARCHIVAL SYSTEM

To provide an expansion of existing data capacity and its life cycle replacement. This secondary storage level will be used to archive older data at near line accessibility levels (as opposed to on-line) for information that is no longer current

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but required to be kept according to retention legislation and by-laws.

The replacement schedule is based on a life-cycle analysis that minimizes total cost of ownership.

Finance

GG0238 2019 DC STUDY

Development charges provide for the recovery of growth-related capital expenditures from new development. The Development Charges Act is the statutory basis to recover these charges and the background study represents the service needs arising from residential and non-residential growth over the forecast periods.

Although the current DC By-law does not expire until March 2, 2019 staff require sufficient time to prepare the necessary forecasts, gain stakeholder input and review policy recommendations.

Police

PS0032 POLICE VEHICLES NEW

Long term schedule for acquisition of new vehicles based upon projected growth.

PS0044 POLICE IT HARDWARE

The capital project Information technology (IT) hardware includes both information technology equipment and the investigative unit technical crimes equipment. The project includes the life cycle replacement of IT hardware.

PS0045 POLICE BODY ARMOUR

Life cycle replacement of police regular body armour, heavy duty tactical body armour and tactical ballistic helmets.

PS0046 POLICE FURNITURE

Life cycle replacement of furniture at police facilities.

PS0047 POLICE VEHICLE BASED EQUIPMENT

Life cycle replacement of police vehicle based equipment including lighting, prisoner partitions, etc. This also includes the general costs that are required to prepare a vehicle for the road including striping, installation of lights, etc which is an extension of the total cost of the vehicle.

PS0048 POLICE TACTICAL EQUIPMENT

Life cycle replacement of police tactical equipment including specialized equipment and firearms.

PS0049 POLICE EQUIPMENT GENERAL

Life cycle replacement of police equipment which includes firearms and specialized equipment for police units (traffic, intelligence, identification, etc.). This project excludes the tactical unit equipment as well as information technology hardware which are both budgeted in other capital projects.

PS0057 POLICE VEHICLE REPLACEMENT

Life cycle replacement strategy for police vehicles. A total of 22 vehicles are scheduled to be replaced with new and pre owned vehicles in 2015.

PS0059 POLICE RADIO SYSTEM

Due to the anticipated expiry of the current radio system contract with Bell in 2016 a placeholder has been forecasted to fund radio system infrastructure in 2016. The radio structure is shared with Fire, therefore, this project will be cost shared equally with the Fire department. There is a need for the radio system to be updated to more current technology as the current equipment will not be supported past the expiry of the current contract. An amount has been

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estimated as it is not known at this time who will be the chosen vendor as the majority of the province will be looking for a new contract in 2016.

PS0060 POLICE TELECOM EQUIPMENT

The telecom equipment that the police utilize will reach end of life in 2016 and will no longer be supported by Bell Canada for 911. The equipment will need to be transitioned from Nortel equipment to new equipment that Bell Canada will support.

PS0061 POLICE HQ IT EQUIPMENT

A placeholder has been forecasted for Information Technology equipment that will be required for the upcoming police headquarters renovation. Required equipment includes security cameras, conferencing equipment, telephones, wireless equipment and cabling.

Library

LB0018 RFID INVENTORY CONTROL SYSTEM

In keeping with the best practices the implementation of an inventory control and security system for the library's collection. This would be an ongoing project over the course of a number of years as each branch collection, unit by unit, must be tagged and information input into system. In addition workflow issues involving re-configuration of circulation desks, moving security gates, and providing self-checkout units to the different locations. This technology would be fully transferable to a new Central Library location.

LB0019 LIBRARY SYSTEM/NETWORK UPGRDS

Required upgrades to our network and server infrastructure as well as any enhancements to our Integrated Library System, Polaris. This technology is integral to the Library's

daily operations and includes, but is not limited to, traditional and wireless networks, VOIP, and the Integrated Library Software.

LB0020 MAIN LIBRARY UPGRADES

Ensuring that the current Main Branch remains operational and accessible until a new Central branch is constructed.

LB0032 LIBRARY OUTREACH SERVICE EXPANSION

As stated in the Guelph Public Library Bookmobile Service Review in 2011, the current bookmobile has been evaluated by City of Guelph Public Works Department to have a life expectancy of five years. In 2016, GPL would replace the current bookmobile with different service model to continue to serve the citizens who have difficulty accessing the library.

LB0033 BRANCH UPGRADES & SUSTAINABILITY

On-going funding requested for branch location upgrades to maintain/expand current service level.



Non-tax-supported Strategy

2015 approved Operating and Capital Budget and Forecast

WATER AND WASTEWATER

Budget development

Annual operating budget development for water and wastewater is based on net-zero funding principles, as defined by the Municipal Act, 2001, where revenues and expenses, including funding for capital reserves, are balanced. For Water and Wastewater Services, this approach to budget development involves the following steps:

- 1) Forecasting water demand volumes and wastewater treatment volumes in cubic metres (m³), and water and wastewater basic charges based on trends in current revenue streams and known changes to customer groups;
- 2) Analysis and forecasting of current year actuals and their impacts on future year expenditures;
- 3) Assessment and summation of all operating expenses that contribute to the budget expenditure total; and
- 4) Bringing together all expenditures and demand forecasts in a rate model to determine the rates required to fund the budgets. This step includes determining adjustments to various funding reserves in order to achieve financial goals including the reduction of infrastructure funding gaps.

WATER AND WASTEWATER

Summary of approved 2015 Water and Wastewater rates

Approved 2015 Water and Wastewater rates are calculated based on 2014 consumption and revenues available at the time of budget development; 2015 revenue forecasts; and total operating and capital budget funding requirements. Additional information on demand forecasting can be found below under About demand forecasting.

Water and Wastewater rates are a combination of variable rates (based on volume used or produced) and fixed rates (basic service charges). Based on Council–approved policy, volume rates capture the bulk of revenue required to fund the Water and Wastewater budgets (approximately 85 per cent of total required revenues). Basic service charges fund the balance including some of the fixed, administrative costs of providing services (e.g. billing and collection, customer service, fire protection, regulatory compliance). With this rate structure, the majority of a customer’s bill costs are driven directly by their use of the service. By managing their water use, customers maintain control of their bills and efficiency is encouraged.

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The following volumetric rates and basic service charges are approved for 2015:

Summary of Rate Changes and Impact on Average Residential Water/Wastewater Annual Bill (365 days)			
	2014	2015	Change
Water Volume Charge \$/cubic metre	\$1.43	\$1.52	\$0.09
Water Basic Charge \$/day	\$0.25	\$0.26	\$0.01
Wastewater Volume Charge \$/cubic metre	\$1.59	\$1.66	\$0.07
Wastewater Basic Charge \$/day	\$0.31	\$0.32	\$0.01
Average Residential Annual Bill (185* cubic metre)	\$763	\$794	\$31 or 4.1%

Notes:

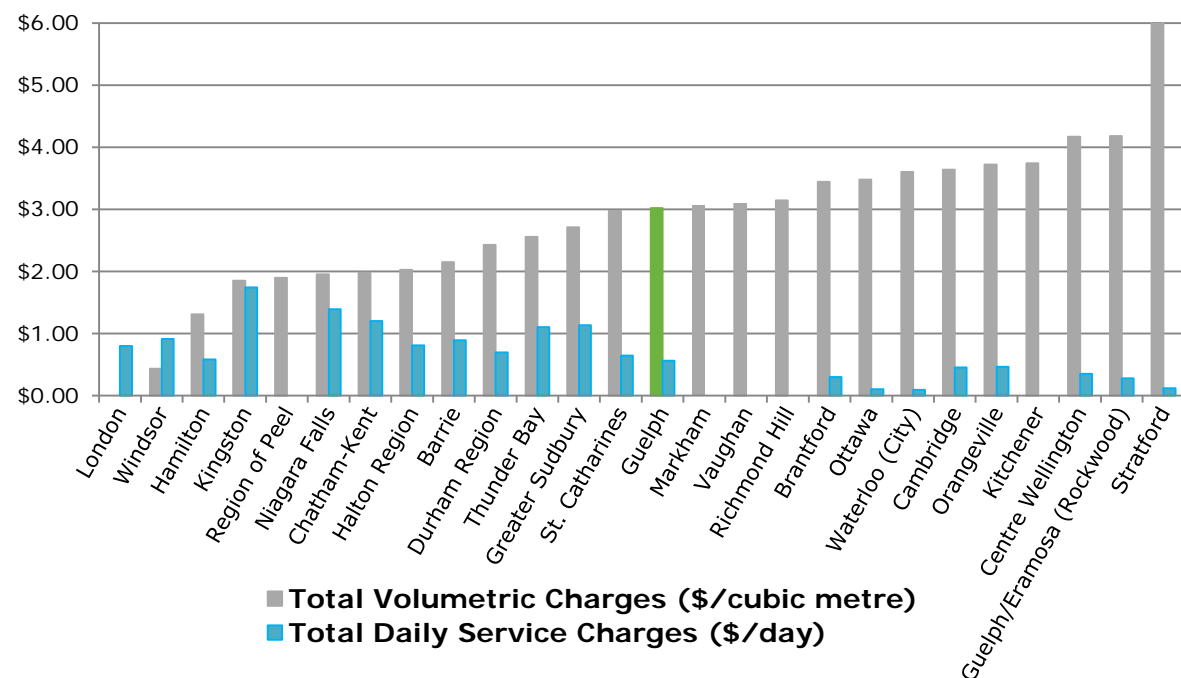
Average annual volume of water consumed by a three-person household in Guelph is estimated at 185 m³. The 2015 rates came into effect on March 1, 2015. The 2015 average annual residential bill is calculated based on two months of existing rates (January and February) and 10 months of increased rates (March to December).

WATER AND WASTEWATER

Water and wastewater rate comparisons

This chart compares Guelph's approved 2014 combined water and wastewater rates with the rates of our Council-approved comparator municipalities for the same year. For 2014 volumetric water/wastewater rates, Guelph ranks 14th among the comparator group (26 municipalities). Guelph is \$0.02 above group median.

Residential water/wastewater total volumetric and service charges by municipality (2014 rates)



Notes: The volumetric rate shown here represents the rate charged for the first cubic metre of water used each month.

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About demand forecasting

Each year the City collects and analyzes customer consumption data and estimates of growth to forecast water and wastewater billable demands. The method used to develop demand and revenue forecasts considers several factors, most notably:

- historical consumption trends
- forecasts for residential and ICI (industrial, commercial and institutional) growth
- climate impacts
- economic pressures
- conservation and efficiency program projections

In recent years, ICI consumption has recovered from the decline experienced during the 2008–2012 economic recession. Guelph continues to experience abnormally wet (2013 and 2014) and dry (2012) summer peak season weather conditions. These changing variables, as well as varying customer demand, make demand forecasting a challenging undertaking.

In recognition of this challenge, the City performs detailed evaluations of these demand drivers and continuously looks for opportunities to improve demand and revenue forecasting with a goal of being within one per cent of actuals. The table below provides a summary of the methods used for demand forecasting.

WATER AND WASTEWATER

Detailed demand forecasting methodology

Year-to-date revenue analysis and yearend forecasting	<ul style="list-style-type: none"> • break out and analyze individual revenue streams (e.g. water from wastewater, volume from basic, residential from ICI) • evaluate year-to-date revenue versus historic trends, and current progress towards annual billable volume targets • correct for known impacts/abnormalities in revenue • develop yearend billable volume estimates based on best available information
Revenue stream growth evaluation and forecast	<ul style="list-style-type: none"> • evaluate residential growth-based indicators (e.g. building permits, meter installations, planning approvals) • evaluate new account start-ups and growth among actual residential accounts • consult other city departments (Economic Development, Engineering) regarding new ICI growth forecasts and changes to customer servicing requirements • contact large ICI customers regarding planned business expansions/reductions and/or process changes which may impact demand
Accuracy assessment and revenue stream adjustment	<ul style="list-style-type: none"> • assess past revenue volatility and historic projections versus actual yearend billable revenues • adjust or correct revenue projections for past shortfalls as observed through analysis • reduce anticipated billable revenues in alignment with Council-approved annual water reduction targets • evaluate demand management program performance and future trends
2015 revenue forecast development	<ul style="list-style-type: none"> • calculate total forecasted revenue as the sum of the volumetric and basic revenue streams • define measurement approaches for future budget variance tracking • develop multi-year budget forecasts with best available information

2015 demand projections

2015 demand projections and related billable consumption by volume for water and wastewater are estimated to be 2.35 per cent lower on average than projected 2014 volumetric consumption. This estimate includes additional billable water demands from modest residential growth with no significant ICI customer growth expected. These estimates are based on direct consultation with large customers, and consultation with other City departments, notably Planning and Building Services, Engineering Services and Economic Development. Primary factors influencing the lower projection include reduced peak summer season revenues in 2014, lower

demands from new growth, and demand decreases associated with customer conservation actions.

Future year rates

To provide safe drinking water, ensure the timely replacement of Guelph's water infrastructure, and to accommodate Guelph's continued growth, water rate projections over the next four years show an increase to \$1.87 per cubic metre.

To maintain legislated wastewater treatment levels, ensure the timely replacement of wastewater infrastructure, and to accommodate service growth, wastewater rate projections over the next four years show an increase to \$1.95 per cubic metre.

WATER AND WASTEWATER

Table 2 shows past actuals and projected increases for volumetric rates (dollars per cubic metre) and overall impact to residential customer bills (percentage).

Table 2:

Historic, proposed, and projected rates and residential bill impacts									
	2010	2011	2012	2013	2014	2015 Approved	2016 Projected*	2017 Projected*	2018 Projected*
Water volume charge (per m ³)	\$1.07	\$1.17	\$1.30	\$1.38	\$1.43	\$1.52	\$1.62	\$1.73	\$1.87
Wastewater volume charge (per m ³)	\$1.15	\$1.26	\$1.41	\$1.52	\$1.59	\$1.66	\$1.71	\$1.82	\$1.95
Annual average residential bill (percentage change increase**)	9.9%	9.5%	11.5%	8.0%	3.5%	4.1%	4.3%	4.8%	5.8%

Notes:

*Forecasts based on current service levels and legislation

**Projected residential bill increase calculated assuming stable basic service charges

To address the issue of water and wastewater system sustainability and rate stability, Toronto, Barrie, Hamilton, and the Regional Municipality of York support a multi-year, uniform approach to increasing rates. This approach is also approved by Guelph City Council and is employed as a recommendation of the 2014 Water and Wastewater Long Range Financial Plan.

WATER AND WASTEWATER

Financial performance indicators

Chart 7 summarizes Water and Wastewater financial indicators and targets based on Council's financial policies and the Council-approved Water and Wastewater Long Range Financial Plan (LRFP). The approved 2015 water and wastewater budgets support each service area's continued progress towards these financial objectives. Definitions for the indicators are provided below.

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2015 Water and Wastewater financial indicators

Chart 7:

	Target	2015 Predictions from Water LRFP	Actuals Water	2015 Predictions from Wastewater LRFP	Actuals Wastewater
Debt to Total Reserve Ratio	< 1:1	0.0:1	0.0:1	0.0:1	0.0:1
Operating Reserves as a % of Own Source Revenue	8 - 10% of Revenues	8.0%	9.4%	9.9%	9.0%
Operating Surplus Ratio	Positive	Positive	Positive	Positive	Positive
Asset Consumption Ratio	35%	n/a	36.8%	n/a	46.1%
Capital Reserves as a % of Historical Asset Value	2-3%	4.5%	7.8%	4.0%	7.8%
Capital Reserves as a % of Asset Replacement Value	2-3%		2.0%		2.0%

LRFP = Long Range Financial Plan as 2014 approved by Council

Debt to total reserve ratio: compares the direct debt of the operation to the total of all rate-supported reserves and reserve funds. The generally accepted target is 1:1. Both Water and Wastewater Services are currently debt free.

Operating reserves as a percentage of own source revenue: focuses specifically on the rate stabilization reserves for water and wastewater compared to each service's own revenues. Having operating reserves within the benchmark allows both service areas to avoid spikes in user rates that may result from unexpected and dramatic changes such as an economic decline or new legislation.

Operating reserves for both water and wastewater are within the target range, but below the 10 per cent target recommended in the Council-approved LRFP (2014).

Operating surplus ratio: provides insight on how much of each service area's own source revenues were available to fund reserves after the coverage of normal operations. In 2015, both Water and Wastewater Services are budgeting higher reserve contributions than in 2014.

Asset consumption ratio: compares the condition of a municipality's assets and the potential replacement needs. A higher ratio may indicate significant replacement needs; however, if a replacement plan is in place and followed, a high ratio is not necessarily cause for concern. Ratios for both

WATER AND WASTEWATER

Water and Wastewater Services indicate an aging infrastructure, making reserve fund contributions critical for meeting current and future replacement needs. The asset consumption ratios are measured using historical asset costs. A more appropriate measure is replacement cost. The use of replacement cost will cause these measures to look significantly worse.

Capital reserves as a percentage of asset value: provides insight on the level of reserve funding for future capital projects compared to the total value of depreciable assets. Capital reserve contributions should be approximately two to three per cent of the total asset value. This prevents sudden spikes in user rates by spreading the cost of infrastructure over several years, and provides contingency for significant, unexpected infrastructure costs.

Note: Capital reserves as a percentage of asset value are shown using both historical and replacement value. Historical asset values are low as they are based on original purchase value and not replacement value. For this reason, capital reserves as a percentage of asset replacement value is more accurate.

Water and Wastewater Services Reserves and Reserve Funds

Both Water and Wastewater Services maintain a number of reserves and reserve funds as tools to support financial goals. These reserves are subject to Council-approved management policies and provide flexibility for dealing with revenue and expenditure variations and for funding service growth.

The Water and Wastewater **Operating Rate Stabilization Reserves** are funded from operating budget surpluses and are used to prevent sudden rate increases or to cover

revenue shortfalls. These reserves are important tools for providing affordability for rate payers, and financial stability and sustainability for the City. The reserves are reviewed each year and adjustments made to ensure compliance with Council policies. Using the rate model, past year rate surpluses or deficits are factored into the calculation of future rates. The rate stabilization reserve balances have increased in recent years, and remain below the 10 per cent target recommended in the Council-approved Water and Wastewater Long Range Financial Plan (2014).

For 2015 the water rate stabilization reserve has a projected balance of 9.3 per cent of total operating revenues (\$182,463 below the best-practice target of 10 per cent). **Note:** no new contributions are being made in 2015.

For 2015, the wastewater rate stabilization reserve has a projected balance of 8.9 per cent of total operating revenues (\$327,213 below the best-practice target of 10 per cent).

Note: no new contributions are being made in 2015.

The Water and Wastewater **Capital Reserve Funds** are funded with contributions from the respective operating budgets and are used to fund the completion of current and future capital projects. These projects are typically expensive, long-term investment projects to create or maintain capital assets and, in the City's case, are focused on municipal infrastructure including roads, buildings, water and wastewater treatment, and water, sanitary, and storm piping. These reserves are also reviewed each year and adjustments made to ensure compliance with levels for capital asset replacement and sustainability as outlined in the Council-approved Water and Wastewater Long Range Financial Plan (2014).

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Development Charge Reserve Funds (DC and DC Exempt)

The Water and Wastewater **Development Charge Reserve Funds** are funded by Development Charges collected from

developers and are used to pay for the growth-related component of water and wastewater projects as approved by council in the capital budget. The amount collected will be in proportion to the percentages as laid out in the Development Charges Background Study approved by Council.

The **Development Charge Exempt Reserve Fund** is funded through water and wastewater rates and is maintained to repay any Council-approved or legislated exemptions that reduce the amount of development charges collected.

Charts 8 and 9 describe the purpose of each reserve and reserve fund, the forecasted 2015 ending balance, the target, and the 2015 forecasted target.

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Chart 8:

Reserve or Reserve Fund	Purpose	2015 Forecasted Balance	Target	2015 Forecast
Water Services Stabilization Reserve	The reserve is funded from operating surpluses. Funds are transferred out at the direction of Council to help stabilize the rate as part of the annual budget process, to fund a year-end operating deficit or to pay for capital projects that will result in operating savings. The balance in this reserve should be 8-10% of gross operating revenue.	\$ 2,310,499.96	8-10% of gross operating revenue	9.3%
Water Services Capital Reserve Fund	Funds are transferred in as contributions from the operating budget or any remaining surplus not committed to another reserve upon closing individual capital projects. This reserve is used to fund the City's share of capital works related to Water Services infrastructure. Annual contributions to this reserve should, at a minimum, equal depreciation expense.	\$ 12,849,372.45	> = 100% of annual depreciation expense	100%
Water Service DC Exempt Reserve Fund	Funds transferred in as contributions from the operating budget. This reserve fund is used to fund approved growth related costs not eligible under the Development Charges Act. Annual contributions should equal the last known value of Council approved exemptions.	\$ 242,081.57	100% of last known value of Council approved exemptions	100%
Water Services Development Charges Reserve Fund	Funds are transferred in as collected from developers. The reserve fund is used to fund the growth-related component of water projects identified in the Development Charges Background Study and approved in the capital budget.	\$ 17,713,982.00	Monitor that DC collections are occurring as forecast	Updated reserve fund forecasts quarterly
Water Services Contingency Reserve	This reserve is funded by the operating surplus. Funds are transferred out to help the department to respond to emergency or unplanned expenses.	\$220,000	8% to 10% of gross purchased goods and services expenditures	4%

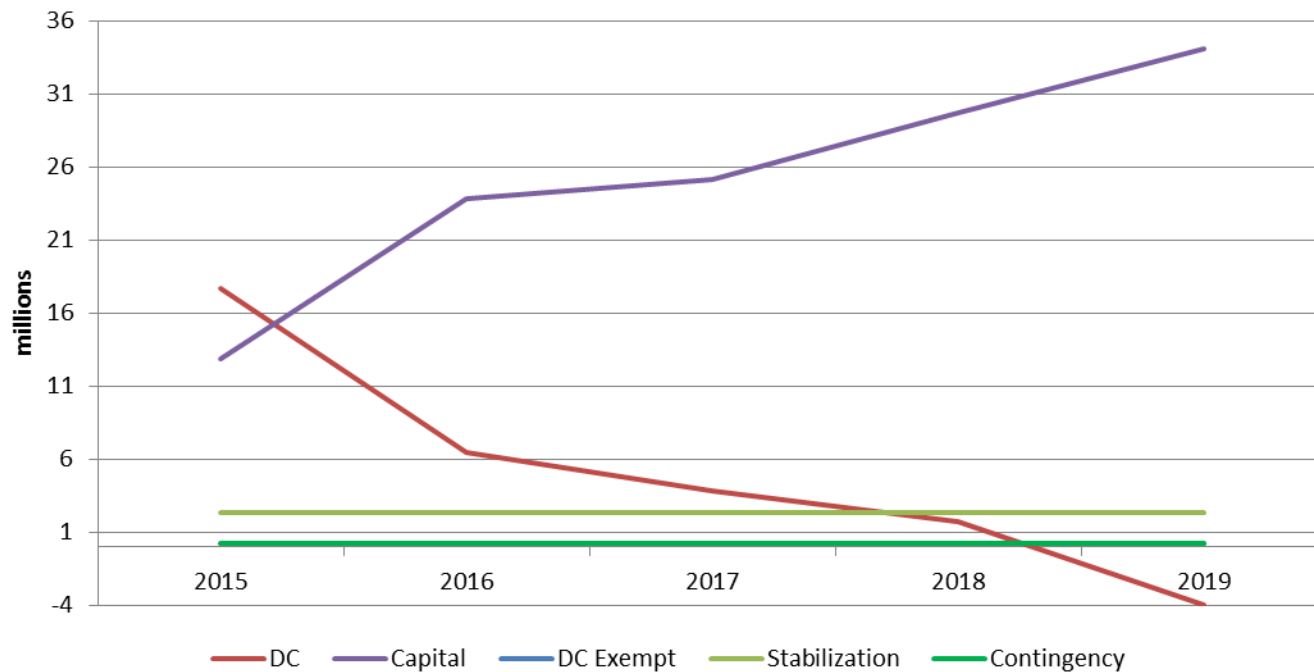
WATER AND WASTEWATER

2015–2019 Water Services Reserves and Reserve Funds (projected balances)

Graph 4 shows the five-year (2015-2019) forecasted balance for reserves and reserve funds.

Graph 4:

2015 - 2019 Water Services Reserves and Reserve Funds (Projected Balances)



Note: The balance for the Water Services Development Charges Reserve Fund goes into a negative position in 2019. This corresponds with the timing of the next update of the Development Charge Study and By-law and shortfalls related

to project requirements will be addressed through that process.

WATER AND WASTEWATER

Chart 9:

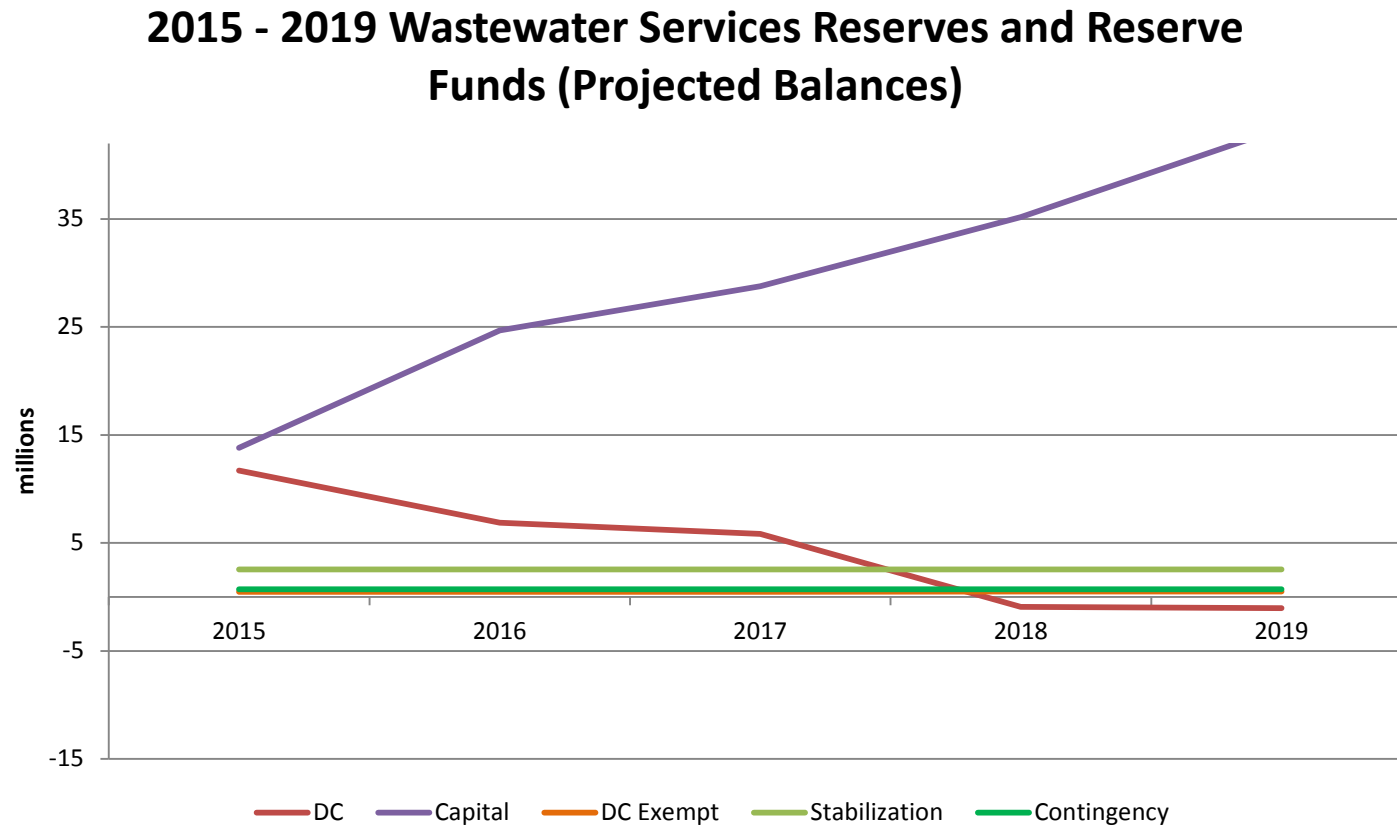
Reserve or Reserve Fund	Purpose	2015 Forecasted Balance	Target	2015 Forecast
Wastewater Services Stabilization Reserve	The reserve is funded from operating surpluses. Funds are transferred out at the direction of Council to help stabilize the rate as part of the annual budget process, to fund a year-end operating deficit or to pay for capital projects that will result in operating savings. The balance in this reserve should be 8-10% of gross operating revenue.	\$ 2,550,094.98	8-10% of gross operating revenue	8.9%
Wastewater Services Capital Reserve Fund	Funds are transferred in as contributions from the operating budget or any remaining surplus not committed to another reserve upon closing individual capital projects. This reserve is used to fund the City's share of capital works related to Wastewater Services infrastructure. Annual contributions to this reserve should, at a minimum, equal depreciation expense.	\$ 13,815,218.42	> = 100% of annual depreciation expense	100%
Wastewater Service DC Exempt Reserve Fund	Funds are transferred in as contributions from the operating budget. This reserve fund is used to fund approved growth related costs not eligible under the Development Charges Act. Annual contributions should equal the last known value of Council approved exemptions.	\$ 467,554.17	100% of last known value of Council approved exemptions	100%
Wastewater Services Development Charges Reserve Fund	Funds are transferred in as collected from developers. The reserve fund is used to fund the growth-related component of wastewater projects identified in the Development Charges Background Study and approved in the capital budget.	\$ 11,710,443.50	Monitor that DC collections are occurring as forecast	Updated reserve fund forecasts quarterly
Waste water Services Contingency Reserve	This reserve is funded by the operating surplus. Funds are transferred out to help the department to respond to emergency or unplanned expenses.	\$714,500	8% to 10% of gross purchased goods and services expenditures	10%

WATER AND WASTEWATER

2015–2019 Wastewater Services Reserves and Reserve Funds (projected balances)

Graph 5 shows the five-year (2015-2019) forecasted balance for reserves and reserve funds.

Graph 5:



The balance for the Wastewater Services Development Charges Reserve Fund goes into a negative position in 2018 based on projected revenues. The projects being funded by

this reserve will need to be monitored against actual growth through the City and the forecasts adjusted as required.

WATER SERVICES BUDGET DETAIL

Water Services ensures a safe, secure and sustainable water supply for our community including water used for residential, business, recreational and firefighting purposes. The department is responsible for planning, design, construction, operation, maintenance and overall management of over \$541.5 million in water infrastructure assets. To meet these needs and to care for its infrastructure, the Water Services operating budget provides funding for the following key functions:

Customer Service and Conservation

- Customer service and support
- Utility administration and revenue management
- Staff training and development
- Compliance and conformance programs
- Customer education, engagement and support for the efficient use of water resources, including the implementation of water conservation programs
- Capital components of conservation programs (e.g. leak detection in municipal watermains)
- Continuous service improvement including utility benchmarking and performance evaluation initiatives

Supply, Treatment and Protection

- Provision of a secure, reliable and continuous supply of water to the water distribution system
- Operation and maintenance of related infrastructure including disinfection systems, supply facilities, towers, pumping stations, and reservoirs
- Implementation of programs to ensure operational and environmental compliance
- Sponsorship of provincially mandated Source Water Protection program implemented by Engineering Services

- Sponsorship of backflow prevention program implemented by Building Services
- Planning for infrastructure, capacity and emergency response
- Management and replacement of water supply assets with support from Engineering Services

Distribution and Metering

- Provision of a secure, reliable, and continuous supply of water to customers and for fire protection
- Operations and maintenance of infrastructure including watermains, valves, hydrants and service lines
- Installation of new water meters, replacement of aging meters, and transition to automated meter reading technology
- Planning for infrastructure, capacity and emergency response
- Management and replacement of distribution system assets with support from Engineering Services

WATER SERVICES BUDGET DETAIL

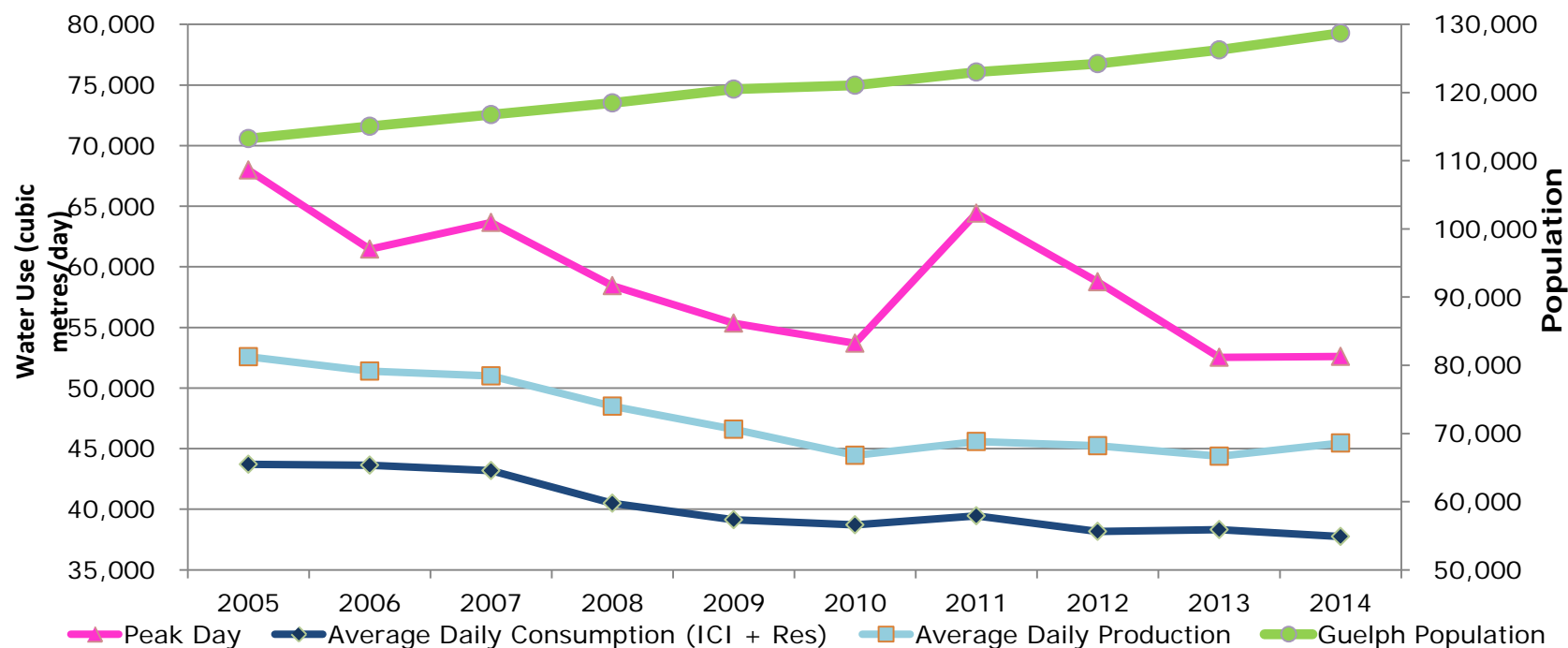
2014 accomplishments

- Continued high scores on Ministry of Environment and Climate Change compliance inspection, and passed annual, third party Drinking Water Quality Management Standard accreditation audit with no further action required
- Reclaimed approximately 1,120 m³/day in water service capacity through the Water Conservation and Efficiency Program, including over 600 m³/day reduction in water loss through the annual Leak Detection Program, resulting in lower operating costs and deferred capital upgrades for service growth
- Completed and received Council approval for the Water Supply Master Plan Update
- Continued implementation of the Arkell Adaptive Management Plan to secure sustainable, new groundwater supplies for service growth
- Improved water safety and security at the F.M. Woods Pumping Station through updated security card access and new security camera system
- Continued implementation of initiatives under provincial *Showcasing Water Innovation Program*:
 - installed real-time water source energy monitors and six distribution system district metered areas to monitor and manage resource use
 - constructed a large-scale rainwater harvesting system at Guelph Transit to reduce the use of potable water for bus washing
- Engaged community, including youth, in the protection and conservation of water resources through local education events:
 - second annual H2O Go Festival: a collaborative event between the City, local not-for profit organizations, water-based businesses, and community volunteers
 - H2Awesome: a collaborative event between the City, Wellington Water Watchers, the University of Guelph, Engineers Without Borders and local school boards for grade eight students from schools across Guelph
- Continued promotion of Guelph tap water with the Guelph Water Wagon attending 16 large-scale community events
- Developed and launched the Water Services Critical Customer Enrollment System aimed at improving emergency response
- Received Council and Ministry of Environment and Climate Change approval of the 2014 Water and Wastewater Long Range Financial Plan
- Initiated an update to the City's 2009 Water Conservation and Efficiency Strategy
- Modified the infrastructure locates program to comply with provincial ON1Call requirements
- Continued implementation recommendations of the approved Water Services management structure review
- Increased electrical power system reliability via electrical upgrades at pumping stations, and tree removals at wells
- Completed repairs on Arkell Dam and the Speedvale water tower

WATER SERVICES BUDGET DETAIL

Key performance measures

Water pumpage and consumption: Guelph water production vs. water consumption vs. population



Notes: Population estimates were provided by Planning Services through to the end of 2014.

Source: Average daily production and peak day production data is measured by water supply source meters. Average day production is calculated by dividing annual total source production in cubic metres by the number of days in each calendar year.

Average day production = total source production (m³)/365*

Peak day production is the highest amount of water produced in one given day within the calendar year. Annual water consumption is measured by customer billing meters. Average daily consumption is calculated by dividing the total annual consumption in cubic metres by the number of days in each calendar year.

Average daily consumption = total annual consumption (m³)/365*

*366 in a leap year

WATER SERVICES BUDGET DETAIL

Explanation of trend

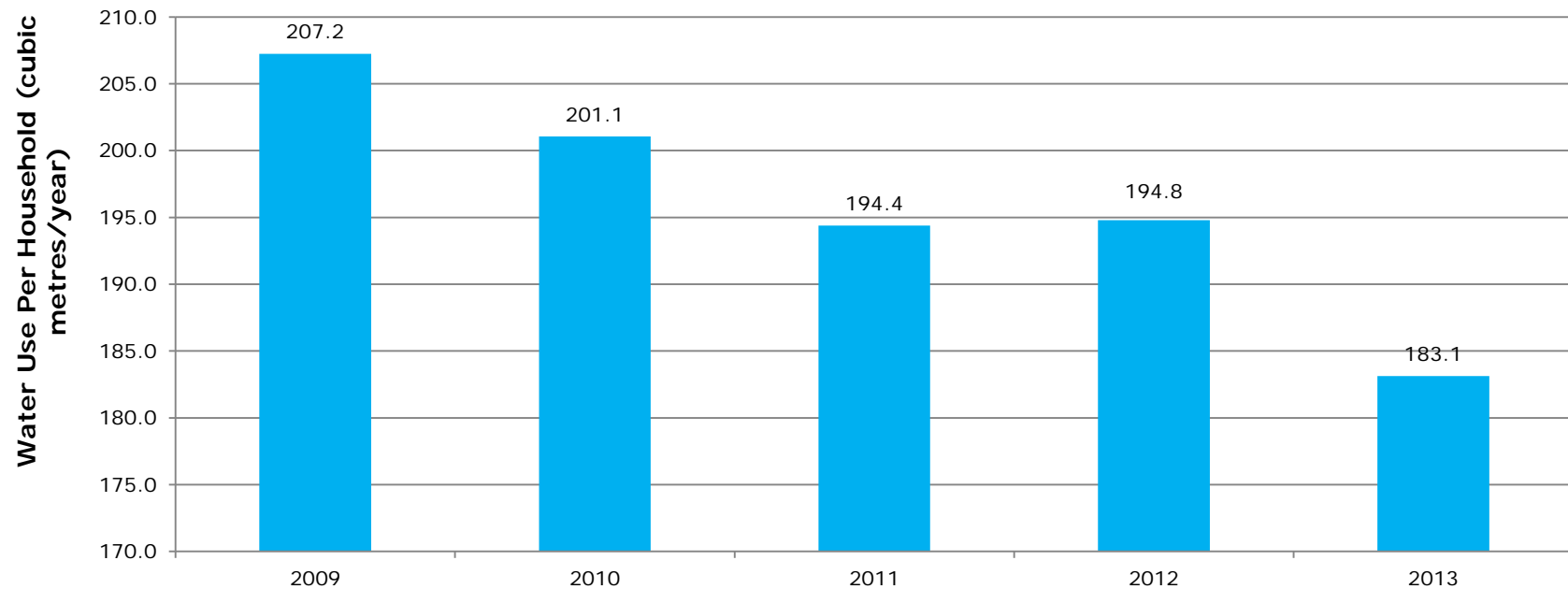
Since 2005 there has been an overall reduction in average daily water production of 12.3 per cent (almost 6,451 m³/day) and a reduction in average daily water consumption of 13.3 per cent (almost 5,807 m³/day), while population has steadily increased by 13.6 per cent (15,460 people). To date, peak daily water production for 2014 is 75 m³/day more than 2013 peak day demand.

Year-to-date average daily consumption is 1.1 per cent (425 m³/day) lower than 2013. This drop in demand can be attributed to the ongoing success of the City's water conservation programs as well as cooler seasonal temperatures and above-average precipitation in the spring and summer of 2014.

Year-to-date average daily production is 3.9 per cent (1,750 m³/day) higher than last year. The increase can, in part, be attributed to system losses associated with frozen and leaking services during an unseasonably cold winter. Prolonged cold temperatures and the penetration of frost to increased soil depths disrupted water services to approximately 80 homes and businesses for significant durations. Furthermore, from January 1 to October 31, 2014, there were 69 reported watermain breaks with many of these events (45) stemming from these severe winter conditions. This is higher than the total number of main breaks experienced during 2013 (39), and water loss reclaimed from repairs of Q1 2014 winter-based breaks and failures alone totaled more than 158,000 m³ of treated drinking water.

WATER SERVICES BUDGET DETAIL

Residential water consumption per capita: City of Guelph average household water consumption



Notes: The year-to-year household water consumption methodology has been revised to better reflect average household consumption data of single family homes; medium and high density residential consumption data has been broken out to better reflect differences resulting from household types. Data regarding average 2014 residential water demand was not available at time of budget publication.

Source: Residential water consumption data is measured by customer billing meters.

WATER SERVICES BUDGET DETAIL

Explanation of trend

Between 2009 and 2013, the average single family home's annual water consumption has decreased by 11.6 per cent (24.1 m³ or 24,100 litres per household); the most recent year-over-year comparison saw a substantial decrease in annual consumption of 6.0 per cent (11.7 m³ or 11,700 litres). This decrease may be attributed to the drop in peak seasonal demands seen throughout the cool and wet weather conditions of 2013, a contrast to the hot and dry weather experienced through much of 2012.

Applying the assumption of three people per household, average daily per capita water use in Guelph is 167.2 litres. Guelph's residential consumption is significantly lower than the last reported (2011) provincial and national averages of 207.6 and 251 litres per capita per day, respectively.

Non-revenue water management to reclaim supply capacity for growth

Non-revenue water describes the volume of treated water that is lost within the water distribution piping system; this water never finds its way through a water meter to be used directly by a customer. Non-revenue water is a metric developed for the International Water Association (IWA) Water Balance Audit to evaluate water distribution system performance. This and other IWA Water Balance metrics have become industry best practice for evaluating the efficiency of water distribution systems and have replaced dated and misleading metrics like "unaccounted for" or "per cent lost" water.

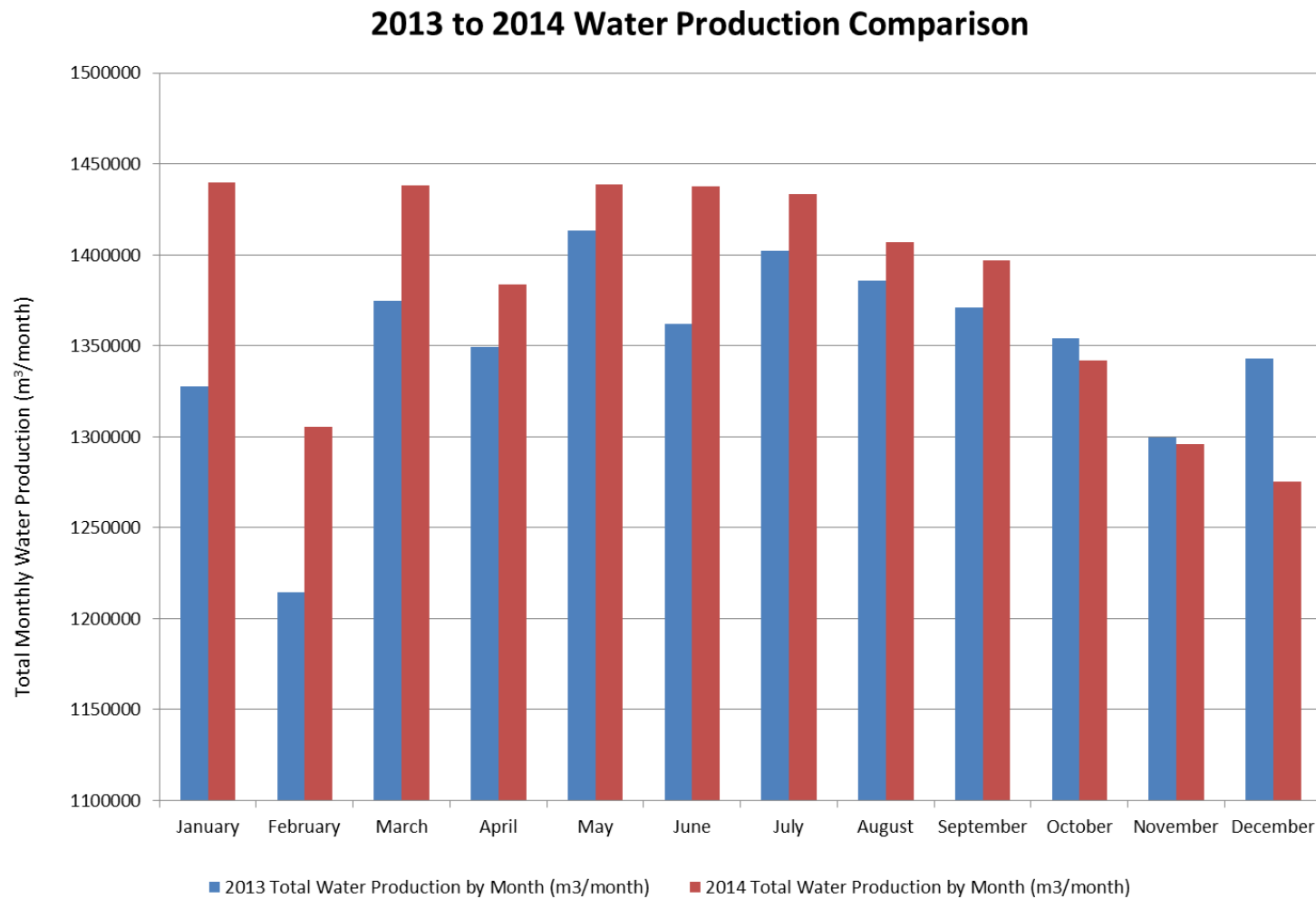
Basic factors driving the amount of non-revenue water experienced by a utility include infrastructure age and materials, soil conditions, climate, system pressures, and utility maintenance practices. No water system is without a volume of non-revenue water. The IWA assigns two streams of non-revenue water: unavoidable and avoidable.

Unavoidable non-revenue volumes are assigned to each system based on the characteristics of the system. For instance, the Guelph system is assigned a non-revenue volume of 813,000 m³ annually at a cost of \$146,000 (pumping and treatment at current expense levels). At this time, it is not considered economically feasible for systems to eliminate this unavoidable water loss.

Reductions in avoidable non-revenue water, however, can lead to significant savings in pumping and treatment costs, and can free up supply and distribution system capacity. As a result of maintenance efforts and infrastructure renewal, Guelph's volume of avoidable non-revenue water has been trending downward since 2009. Severe weather conditions and a resulting increase in leaks and frozen services during the 2013/2014 winter season resulted in an uncharacteristic increase in non-revenue water volume in 2014.

WATER SERVICES BUDGET DETAIL

2013 to 2014 water production comparison



WATER SERVICES BUDGET DETAIL

In response to the increase in avoidable non-revenue water loss in 2014, Water Services continued implementation of an enhanced leak detection program including an acoustic sounding evaluation of 300 km of metallic distribution system piping resulting in the reclamation of approximately 1,000 m³/day of treated water supply capacity. Water Services further expanded leak detection work in 2014 with the implementation of six district metered areas (DMAs) to allow for the direct measurement of system losses in predetermined areas and in real time. The DMA initiative received support from Ontario's *Showcasing Water Innovation Program* for the proactive nature and long-term benefits of this best practice approach to water loss management. Included within the approved 2015 Capital budget and forecast is a plan for Water and Engineering Services to install an additional 20 DMAs over the next four years at a cost of approximately \$3.2 million. This work is supported through local development charges with reclaimed water supply capacity supporting the needs of community growth.

Annual provincial compliance inspection results

To ensure the safety of the water provided to customers and ongoing compliance with strict provincial water legislation, each year the Provincial Ministry of the Environment and Climate Change (MOECC) performs a drinking water compliance inspection of Guelph Water Services. These multi-week inspections audit all actions taken to deliver safe water and involve the review of thousands of pieces of compliance and water quality data. At the end of the inspection the MOECC determines an inspection grade (see table of results below) for the utility based on the occurrence any non-compliances over the inspection period. Generally, found non-compliances are administrative in nature (e.g. water sample collected outside of a regulatory schedule) and result in the loss of minor inspection marks from the overall compliance score. The utility is required to put corrective actions in place to prevent recurrence of all non-compliances.

MOECC annual water system inspection scores								
Year	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-2014
City System	100%	91.97%	93.74%	97.38%	100%	96%	94.49%	100%
Gazer Mooney System	100%	100%	98.84%	100%	100%	100%	100%	100%

WATER SERVICES BUDGET DETAIL

Explanation of trend

To receive a perfect score, Water Services must successfully schedule, collect, analyze, and report on over 20,000 sampling events each year. Results of less than 100 per cent typically result from administrative non-compliance events that do not impact water quality or the delivery of safe water.

2015 objectives

- Continue to update and develop financing strategies to support the Facility Master Plan and Property Acquisition Strategy
- Revise Water By-law to improve business processes and customer service
- Complete water and wastewater rate review study
- Complete Water Conservation and Efficiency Strategy Update
- Continue implementation of proactive leak detection program including sounding/correlation condition assessment surveys and district metered areas to identify and reduce water losses throughout the system
- Complete pilot of automated meter reading infrastructure
- Complete second phase of Arkell Adaptive Management Plan: increase water takings from Arkell Spring grounds as part of the process to finalize the Arkell Wellfield Permit To Take Water
- Respond to new provincial regulations that will require additional water treatment methods based on a re-evaluation of the source water supply

- Develop water quality management plan for volatile organic compounds
- Continue sponsorship of the Source Water Protection program implemented by Engineering Services

Key changes in 2015

- Increased compensation costs of \$537,200 including \$120,200 for Supervisor of Supply Maintenance position expansion, and \$238,700 ON1Call infrastructure locates services positions expansion
- Decrease in purchased goods and purchased services of \$363,100 and \$183,200 respectively to align budgets with historical spending
- \$220,000 increase to contingency reserve; this reserve is new in 2015 and was created to provide funds to allow the department to respond to emergency or unplanned expenses
- Increased internal charges of \$107,410 charged by other city departments for fuel, computing, advertising, and legal costs
- Increased Capital financing transfer of \$386,000

Total budget expense increase for above changes is \$713,450 or 2.7 per cent.

WATER SERVICES BUDGET DETAIL

2015 Water Services operating budget

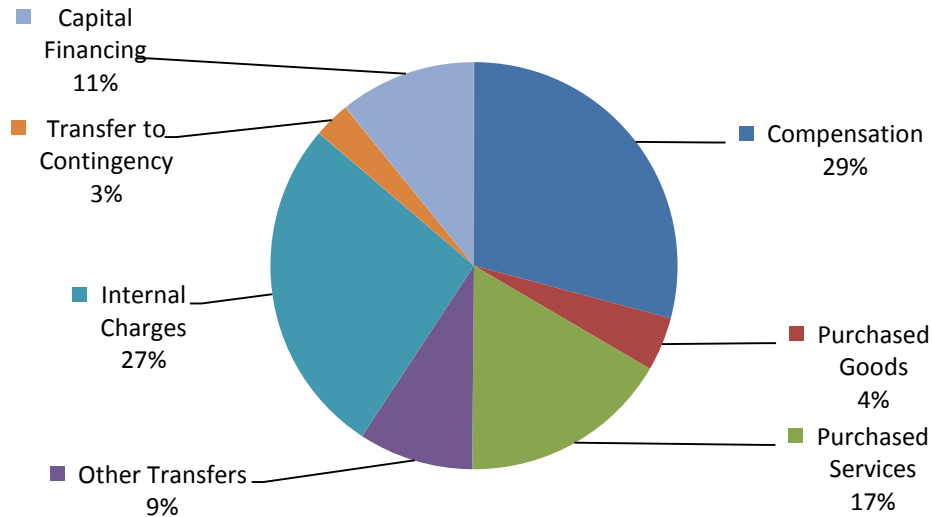
The 2015 Water Services operating budget has gross expenditures of \$27,064,930 including internal charges and transfers to reserves and reserve funds.

2015 approved Water Services operating budget (by functional area)

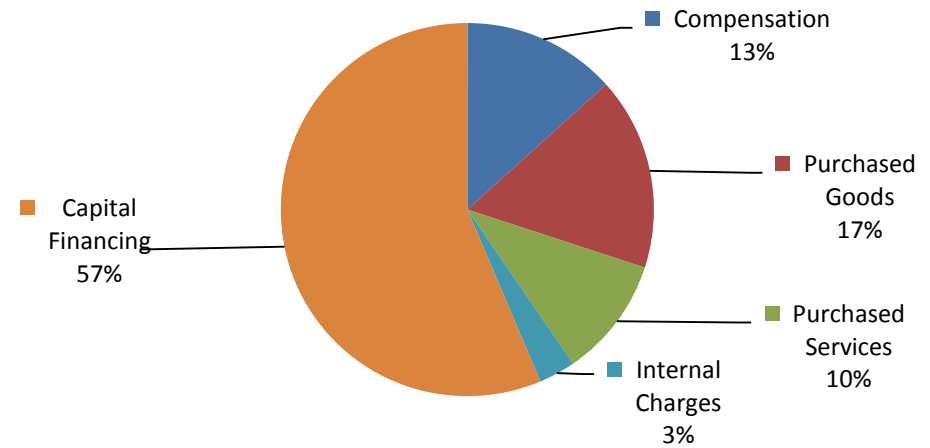
	2014 Approved Budget	Customer Service and Conservation	Supply, Treatment and Protection	Distribution and Metering	2015 Total Approved Budget	Year/Year Change (\$)	Year/Year Change (%)
Revenue							
User Fees & Service Charges	(\$24,218,680)	(\$24,929,630)	\$0	\$0	(\$24,929,630)	(\$710,950)	2.9%
Product Sales	(\$27,000)	(\$14,800)	\$0	\$0	(\$14,800)	\$12,200	-45.2%
Licenses & Permits	(\$50,000)	(\$45,000)	\$0	\$0	(\$45,000)	\$5,000	-10.0%
Interest & Penalties	(\$13,000)	(\$13,000)	\$0	\$0	(\$13,000)	\$0	0.0%
External Recoveries	(\$1,037,300)	(\$270,000)	(\$76,100)	(\$709,600)	(\$1,055,700)	(\$18,400)	1.8%
Internal Recoveries	(\$1,005,500)	(\$1,006,200)	\$0	(\$600)	(\$1,006,800)	(\$1,300)	0.1%
Total Revenue	(\$26,351,480)	(\$26,278,630)	(\$76,100)	(\$710,200)	(\$27,064,930)	(\$713,450)	2.7%
Expenditure							
Compensation	\$5,445,500	\$2,227,500	\$1,325,200	\$2,430,000	\$5,982,700	\$537,200	9.9%
Purchased Goods	\$3,127,000	\$325,700	\$1,659,700	\$778,500	\$2,763,900	(\$363,100)	-11.6%
Purchased Services	\$3,092,480	\$1,277,100	\$1,034,980	\$597,200	\$2,909,280	(\$183,200)	-5.9%
Other Transfers	\$669,000	\$677,840	\$0	\$0	\$677,840	\$8,840	1.3%
Internal charges	\$2,903,800	\$2,061,850	\$316,170	\$633,190	\$3,011,210	\$107,410	3.7%
Transfer to Contingency	\$0	\$220,000	\$0	\$0	\$220,000	\$220,000	100.0%
Sub-total (Before Capital Expenditure and Expansion)	\$15,237,780	\$6,789,990	\$4,336,050	\$4,438,890	\$15,564,930	\$327,150	2.15%
Capital Financing	\$11,113,700	\$838,920	\$5,675,249	\$4,985,831	\$11,500,000	\$386,300	3.5%
Total Expenditure	\$26,351,480	\$7,628,910	\$10,011,299	\$9,424,721	\$27,064,930	\$713,450	2.7%
Net Budget	\$0	(\$18,649,720)	\$9,935,199	\$8,714,521	\$0	\$0	0.0%
Full Time Equivalents	57.0	21.0	15.0	24.0	60.0	3.0	

WATER SERVICES BUDGET DETAIL

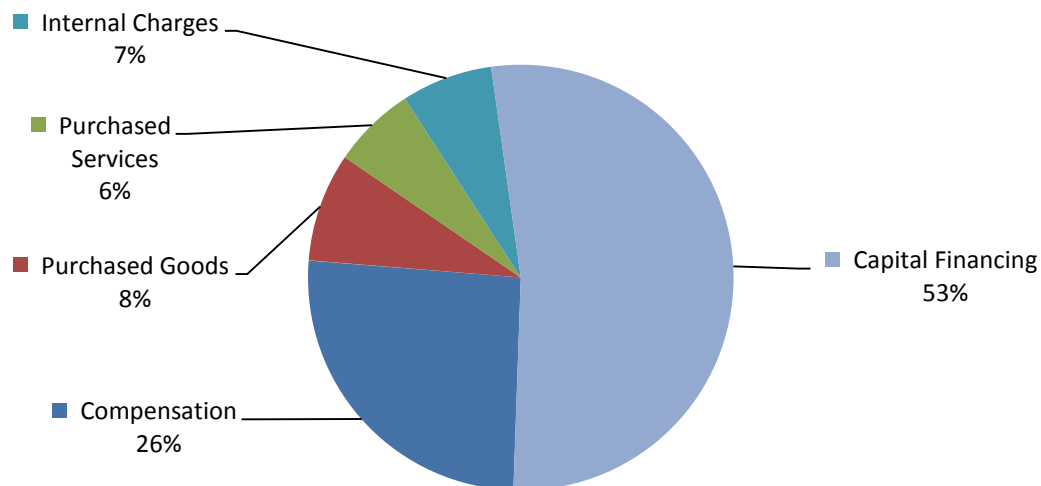
Customer Service and Conservation



Supply, Treatment and Protection



Distribution and Metering



WATER SERVICES BUDGET DETAIL

Water Services operating budget expansions

Management reorganization: Supervisor of Supply Maintenance

The approved 2015 Water Services operating budget includes an additional Full Time Equivalent (FTE) management staff position to support the recommendations of the comprehensive management organizational review conducted in 2013/2014. The review was completed with the guidance of consultants with expertise in water utility management.

The review confirmed the need to modify the team's structure—one that has been in place since the year 2000 (prior to the Walkerton water tragedy). The review also recognizes current management staffing ratios are well in excess of best practice, and makes recommendations designed to:

- maximize employee productivity through effective supervisory staffing ratios
- reduce corporate risk
- minimize health and safety risks
- support increased compliance requirements
- deliver exceptional customer service
- support corporate and employee development and engagement
- ensure realistic workloads for management staff

Recommendations of the review are being implemented in phases. The City will repurpose existing positions as opportunities arise (without jeopardizing key work), and any recommended new management positions will be added through Council-approved budget expansions. Staff will evaluate the effectiveness of all management positions before pursuing additions.

The addition of one position in 2015 will improve management staff reporting ratios as recommended by the

Corporate Organizational Review and industry standards for water utilities.

Further information on this expansion is provided in Appendix 4.

Infrastructure locates expansion: Locates Technical Coordinator and Lead Hand

The Ontario Underground Infrastructure Notification System Act (the Act) was passed in 2012. The Act mandates that all owners of underground infrastructure must be a member of Ontario One Call (ON1Call), a not-for-profit corporation created to operate a call center for locate requests to all underground infrastructure owners responsible for providing locates. ON1Call determines both membership fees and locate routing fees. ON1Call also has the legislative ability to fine members for not meeting provincial performance standards for providing a locate, including expected response times.

Historically, the City has provided locate services for buried City infrastructure as a critical core service in Water Services, Wastewater Services and Public Works. This core service has been supported with electronic mapping and infrastructure information provided by Engineering Services. Infrastructure damage caused by unauthorized excavating is a significant threat to the City's provision of essential services and, in the past, has resulted in loss of service, created safety threats to the public and City staff, and resulted in public and private property damage. Similarly, improper locates can result in damaged utilities which may result in negative impacts to the wider community.

The City's mandatory registration with ON1Call in June 2014 has resulted in a doubling in the number of utility locates coming in for response by the City (from approximately 4,500 in 2013). This doubling of locate requests has resulted in the need to defer important maintenance programs (watermain,

WATER SERVICES BUDGET DETAIL

sanitary sewer, water service, storm ditch, traffic signal) with the reassignment of resources and staffing to meet ON1Call performance guidelines. Even with these program deferrals, the City has been unable to meet ON1Call performance guidelines for 15 per cent of the locates provided since June 2014.

Water Services, Wastewater Services, Public Works and Engineering Services, prompted by the transition to ON1Call, have formed a team (the Team) to develop and implement a strategy for addressing the changes to the utility locate services provided by the City. This ongoing effort for improving locate services will increase efficiency, compliance and customer service while making the best use of existing staff, phasing in changes over a reasonable period of time, and building on a climate of teamwork and mutual support.

Ongoing improvement efforts are focused on the following actions:

- Acquiring technology to support utility locates processes (initiated in 2014 with funding from approved 2014 budget, continuing in 2015)
- Implementing a designated City Utility Locates Area that supports and coordinates locate services provided by Water Services, Wastewater Services and Public Works in order to reduce fees paid by the City to ON1Call (beginning in 2015) for member support (from approximately \$62,000 to \$15,000 annually)
- Developing field staff skills to allow for the completion of locates for all municipal infrastructures in one visit (planned for 2015)
- Updating utility resources that used by field staff to support locate services, including improved mapping, technology, and documentation (initiated in 2014, continuing in 2015)

To implement the above actions, the Team has identified the need for a Locates Technical Coordinator in 2015 at an annual

cost of \$104,700. This position will coordinate the City's utility locate services including staff training, management of emergency locates, locate pre-clearing, and coordination of GIS mapping requirements with Engineering Services. The Locates Technical Coordinator will also manage the temporary staffing resources required to meet peak demand periods (spring locate requests are seven times higher than in winter). The performance of the program will also be tracked by the Coordinator (including average time for locate completion and number of locates exceeding mandatory completion time).

The Team has also identified the need for a Locates Lead Hand to drive the move to multiple infrastructure locates (water, sewer, storm, traffic) being completed during a single field visit, a best practice followed by other municipalities. At an annual cost of \$134,000, this position will assist with the development and implementation of a training program that will minimize risk and include enhancements in field technology, electronic mapping and supporting information.

Prior to registration with ON1Call, and with a reduced locate ticket request volume, the City of Guelph's utility locates program cost approximately \$400,000 per year funded across Water Services, Wastewater Services and Public Works (Operations). With the doubling of locate ticket requests following the transition to ON1Call, staff forecast that program costs will rise to approximately \$850,000 annually. It is forecasted that the addition of these two new locate expansions, and the potential \$250,000 in annual savings they are expected to generate, will reduce annual locate program costs to \$600,000 by 2018. The efficiencies driving these savings include effective locate request pre-screening, improved electronic mapping, updated office and field technology, field-locator cross training, and program coordination. Savings from these combined efficiencies are expected to almost offset the costs of these two expansions.

Failure to obtain these additional resources will result in risk for the City in terms of the continued deferral of important

WATER SERVICES BUDGET DETAIL

maintenance programs, prolonged and significant

inefficiencies in service delivery, excessive fees and performance fines paid to ON1Call, related reputational damage, increased customer dissatisfaction, and increased risk of damage to critical City-owned buried infrastructure.

Further information on this expansion is provided in Appendix 4.

WATER SERVICES BUDGET DETAIL

Multi-year Water Services operating budget

The multi-year Water Services operating budget considers major budget expense drivers including compensation, energy costs, inflation and anticipated program expansions. Staff will work to further refine this forecast in future budgets. The summary table below is being provided for information only.

2015—2018 multi-year Water Services operating budget

	2014 Approved Budget	2015 Total Approved Budget	2016 Projected Budget	2017 Projected Budget	2018 Projected Budget
Revenue					
User Fees & Service Charges	(\$24,218,680)	(\$24,929,630)	(\$26,371,050)	(\$27,792,200)	(\$29,543,100)
Product Sales	(\$27,000)	(\$14,800)	(\$14,800)	(\$14,800)	(\$14,800)
Licenses & Permits	(\$50,000)	(\$45,000)	(\$45,000)	(\$45,000)	(\$45,000)
Interest & Penalties	(\$13,000)	(\$13,000)	(\$13,000)	(\$13,000)	(\$13,000)
External Recoveries	(\$1,037,300)	(\$1,055,700)	(\$1,055,700)	(\$1,055,700)	(\$1,055,700)
Internal Recoveries	(\$1,005,500)	(\$1,006,800)	(\$1,100,050)	(\$1,101,800)	(\$1,104,650)
Total Revenue	(\$26,351,480)	(\$27,064,930)	(\$28,599,600)	(\$30,022,500)	(\$31,776,250)
Expenditure					
Compensation	\$5,445,500	\$5,982,700	\$6,442,200	\$6,914,300	\$7,173,000
Purchased Goods	\$3,127,000	\$2,763,900	\$3,050,600	\$3,249,300	\$3,353,600
Purchased Services	\$3,092,480	\$2,909,280	\$3,050,200	\$3,094,100	\$3,215,950
Other Transfers	\$669,000	\$677,840	\$705,000	\$733,200	\$769,900
Internal Charges	\$2,903,800	\$3,011,210	\$3,031,600	\$3,031,600	\$3,163,800
Transfer to Contingency	\$0	\$220,000	\$220,000	\$0	\$0
Sub-total (Before Capital Expenditure)	\$15,237,780	\$15,564,930	\$16,499,600	\$17,022,500	\$17,676,250
Capital Financing	\$11,113,700	\$11,500,000	\$12,100,000	\$13,000,000	\$14,100,000
Total Expenditure	\$26,351,480	\$27,064,930	\$28,599,600	\$30,022,500	\$31,776,250
Net Budget	\$0	\$0	\$0	\$0	\$0
Forecast Rates (per m3)	\$1.43	\$1.52	\$1.62	\$1.73	\$1.87
Full Time Equivalents	57.0	60.0	63.0	66.0	66.0

WATER SERVICES BUDGET DETAIL

2015 Water Services capital budget

The approved 2015 Water Services capital budget and forecast identifies the most appropriate timing for capital work, project costs and funding sources. Total expenditures for the Water Services' 2015 capital budget is \$15,915,100, and the nine-year forecast is \$190,717,100.

2015 - 2024 Water Services Capital Budget & Forecast - Service Based ('000s)

Project Category	Project Cost	Federal Gas Tax	Development Charges	Partner Contribution	Grants & Subsidies	Capital Reserves
Growth						
Customer Service & Conservation	7,612.0	0.0	7,612.0	0.0	0.0	0.0
Supply, Treatment & Protection	62,535.6	0.0	55,295.6	0.0	0.0	7,240.0
Distribution & Metering	58,785.0	0.0	36,488.5	0.0	0.0	22,296.5
Total Growth	128,932.6	0.0	99,396.1	0.0	0.0	29,536.5
Infrastructure Replacement						
Customer Service & Conservation	0.0	0.0	0.0	0.0	0.0	0.0
Supply, Treatment & Protection	48,749.6	0.0	0.0	0.0	0.0	48,749.6
Distribution & Metering	28,950.0	0.0	450.0	0.0	0.0	28,500.0
Total Infrastructure Replacement	77,699.6	0.0	450.0	0.0	0.0	77,249.6
Total Capital Budget	206,632.2	0.0	99,846.1	0.0	0.0	106,786.1

Water Services needs to balance the capital budget in terms of infrastructure renewal and enhancing services for both existing and new customers. Most projects in the budget and forecast are scheduled and funded according to Council-approved Master Plans. Water Services is also updating Master Plans to include the full cost of property acquisition.

Taking care of what we own

The Province enacted Bill 175, the *Sustainable Water and Sewage Systems Act, 2000*, which mandates accelerated replacement schedules for all water and wastewater infrastructure. Over 80 per cent of the City's water system is underground. The underground infrastructure replacement program is managed and administered by Engineering Services, which allows for road and water/wastewater infrastructure replacement to occur concurrently and cost-

WATER SERVICES BUDGET DETAIL

effectively with other infrastructure replacements and scheduled road work.

The approved 2015 Water Services capital budget includes funding for Water and Engineering Services to work towards industry standards and mandatory replacement schedules for all water and wastewater infrastructure. In 2012, Engineering Services completed a Sustainable Infrastructure Report that included updates on the water system. The report highlights the \$23.5 million lifecycle costs of sustaining the City's water system, and a backlog of approximately \$46 million. Based on the approved 2015 Water Services operating and capital budget of \$27.1 million, minus approximately \$3.5 million for various programs unrelated to infrastructure (e.g. conservation, source water protection), the annual water infrastructure spending gap continues to close.

Increases to capital funding must continue to achieve the sustainability target and help address the remaining estimated \$46 million infrastructure backlog for water system assets which have theoretically reached the end of their lifecycle.

In 2015, more than \$7 million is budgeted for infrastructure upgrades including vehicles, technology, facilities, leakage reduction and watermain replacement.

Enhancing City services: preparing for continued growth

The 2014 Council-approved Development Charge By-law includes updated projects and scheduling consistent with recommendations of the various water-related and Council-approved master plans and studies, namely the 2009 Water/Wastewater Servicing Master Plan, 2009 Water Conservation and Efficiency Strategy Update, and 2014 Water Supply Master Plan Update. The latter master plan includes a number of short-term options for addressing community growth and building supply redundancy including water efficiency and conservation, optimization of existing

groundwater sources, and new, local groundwater wells. The completion of Environmental Assessments and related studies for these short-term groundwater options continue to be included in the capital budget and forecast (WT0002 New Water Supply). However, related capital funding for construction of infrastructure, including both water supply infrastructure and distribution system infrastructure, continues to be deferred until 2016 and beyond based on slower-than-forecasted growth rates and lower Development Charge revenue.

In 2015, more than \$8.7 million is budgeted for growth-related upgrades for conservation and efficiency, new supply, storage and piping.

Ensuring regulatory compliance

To ensure the security and reliability of the City's finite groundwater source, the 2015 capital budget includes \$7.2 million over the forecast to fund a host of groundwater protection initiatives driven by the province's *Clean Water Act* and the proposed Grand River Source Protection Plan (WT0009—Groundwater Protection).

The City's lead reduction program has been successful in meeting provincial guidelines for limiting the amount of lead in tap water and is funded for a remaining \$200,000 in 2015.

Water Services is also anticipating the need to provide treatment upgrades to some water supply wells based on the outcome of the province's update to the Source Characterization Guidelines. Water Services will keep Council informed of these pending changes and will incorporate related upgrades into future capital budgets.

WATER SERVICES BUDGET DETAIL

Project Number & Description	2015	2016	2017	2018	2019	Next 5 Years	Total Project Cost	Grants & Subsidies	Federal Gas Tax	Other	Development Charges	DC Debt	Net Cost to City	Equipment Replacement	Capital Envelope	Other Capital	Debt
Growth																	
Use & Awareness																	
WW0106 CONSERVATION & EFFICIENCY	1,161.0	1,161.0	2,000.0	470.0	470.0	2,350.0	7,612.0				7,612.0						
Total Use & Awareness	1,161.0	1,161.0	2,000.0	470.0	470.0	2,350.0	7,612.0				7,612.0						
Plant Operations																	
WT0002 NEW SUPPLY	1,777.0	2,431.0	1,230.3	2,826.2	2,304.8	11,336.3	21,905.6				21,905.6						
WT0003 WF3 CLYTHE BOOSTER UPGRADE			4,300.0	3,375.0			7,675.0				3,837.5		3,837.5		3,837.5		
WT0005 WF6 ZONE 1A/1B BPS & RESERVOIR	500.0	12,000.0	500.0				13,000.0				11,700.0		1,300.0		1,300.0		
WT0022 WF5 QUALITY UPGRADES & CORROSION CONT	200.0	200.0	200.0	200.0	200.0	1,000.0	2,000.0				1,300.0		700.0		700.0		
WT0023 WS1-7 MASTERPLAN STUDIES			280.0			450.0	730.0				730.0						
WT0025 EAST SIDE BPS & RESERVOIR					500.0	13,525.0	14,025.0				12,622.5		1,402.5		1,402.5		
WT0026 ZONE 2E ELEVATED TANK				500.0	2,700.0		3,200.0				3,200.0						
Total Plant Operations	2,477.0	14,631.0	6,510.3	6,901.2	5,704.8	26,311.3	62,535.6				55,295.6		7,240.0		7,240.0		
Distribution & Transmission																	
WD0001 GORDON- CLAIR TO MALTBY				707.5	707.5		1,415.0				1,273.5		141.5		141.5		
WD0002 W13 HANLON- WELLINGTON-CLAIR					3,500.0	7,250.0	10,750.0				7,955.0		2,795.0		2,795.0		
WD0003 W14 EDINBURGH TO KORTRIGHT					400.0	1,275.0	1,675.0				1,239.5		435.5		435.5		
WD0004 W15 KORTRIGHT- EDINBURGH TO GORDON						1,000.0	1,000.0				740.0		260.0		260.0		
WD0005 W16 SPEEDVALE-WATSON-WESTMOUNT	600.0	600.0	600.0	1,000.0			2,800.0				1,400.0		1,400.0		1,400.0		
WD0007 W19 WELLINGTON- HANLON-WATSON	4,200.0		1,900.0				6,100.0				3,050.0		3,050.0		3,050.0		
WD0008 W112 ZONE A/B SPLIT						500.0	500.0				250.0		250.0		250.0		
WD0009 W114 ARKELL WELL TRANSMISSION MAIN					1,000.0	13,500.0	14,500.0				7,250.0		7,250.0		7,250.0		
WD0011 W111 KORTRIGHT IB EDIN TO RICKSON					400.0	1,000.0	1,400.0				1,036.0		364.0		364.0		
WD0013 W1-18 EXHIBITION/DUBLIN					310.0	7,590.0	7,900.0				5,846.0		2,054.0		2,054.0		
WD0017 W1-15 WATSON- SPEEDVALE TO HWY 25						975.0	975.0				877.5		97.5		97.5		
WD0018 EAST SIDE TRANSMISSION LINE				1,000.0	800.0		1,800.0				1,800.0						
WD0019 EAST SIDE ZONE 2 UPGRADES				200.0	220.0		420.0				231.0		189.0		189.0		
WD0025 W1-2 SCOUT CAMP AQUEDUCT TIE-IN					1,100.0	1,400.0	2,500.0				1,250.0		1,250.0		1,250.0		
WD0026 W1-26 EAST SIDE TRANSMISSION LINE (STANT)			100.0	900.0	900.0		1,900.0				1,710.0		190.0		190.0		
WD0027 DISTRIBUTION SYSTEM WATER QUALITY ASSE				150.0			150.0				110.0		40.0		40.0		
WD0028 PROPERTY NEEDS STUDY	150.0						150.0				75.0		75.0		75.0		
WD0029 PERFORMANCE/BENCHMARKING/CRITICALITY			250.0				250.0				250.0						
WD0031 WW1-26 CLYTHE FEEDERMAINS				600.0	600.0	1,200.0	2,400.0						2,400.0		2,400.0		
WT0027 WF2 VERNEY/CLAIR CONTROL UPGRD	200.0						200.0				145.0		55.0		55.0		
Total Distribution & Transmission	5,150.0	600.0	2,850.0	4,557.5	9,937.5	35,690.0	58,785.0				36,488.5		22,296.5		22,296.5		
Total Growth	8,788.0	16,392.0	11,360.3	11,928.7	16,112.3	64,351.3	128,932.6				99,396.1		29,536.5		29,536.5		
Infrastructure Replacement																	
Plant Operations																	
GG0202 WATERWORKS FLEET REPL	299.4	348.3	350.3	298.6	347.0	1,655.8	3,299.4						3,299.4		3,299.4		
IT0021 WW ITS REPLACEMENT	82.0	79.0	87.0	55.0	92.0	445.0	840.0						840.0		840.0		
IT0030 IT STRATEGIC PLAN - WATER	35.7	36.5	15.4	2.6	16.6	66.4	173.2						173.2		173.2		
IT0034 PAGING SYSTEM REPLACEMENT - WATER SERV		60.0					60.0						60.0		60.0		
WT0007 WATER FACILITY UPG AND STUDIES	4,020.0	1,600.0	2,650.0	2,700.0	2,750.0	13,500.0	27,220.0						27,220.0		27,220.0		
WT0008 UFW REMEDIAL ACTION PLAN	40.0	145.0	150.0	155.0	160.0	865.0	1,515.0						1,515.0		1,515.0		
WT0009 GROUNDWATER PROTECTION	700.0	925.0	700.0	800.0	700.0	3,400.0	7,225.0						7,225.0		7,225.0		
WT0010 LEAD REPLACEMENT	200.0						200.0						200.0		200.0		
WT0013 BURKE TREATMENT		692.0	1,025.0				1,717.0						1,717.0		1,717.0		
WT0015 WF-4 ROBERTSON BOOSTER UPGRADES					1,500.0	5,000.0	6,500.0						6,500.0		6,500.0		
Total Plant Operations	5,377.1	3,885.8	4,977.7	4,011.2	5,565.6	24,932.2	48,749.6						48,749.6		48,749.6		
Distribution & Transmission																	
WD0015 WARD ONE - WATERMAIN REPLACEMENT	750.0	1,500.0	1,000.0	1,000.0	750.0	3,750.0	8,750.0						8,750.0		8,750.0		
WD0016 W116 HANLON CROSSING - PAISLEY		500.0					500.0				450.0		50.0		50.0		
WD0020 W1-13 CARTER AQUADUCT						3,000.0	3,000.0						3,000.0		3,000.0		
WD0021 W1-7 ZONE 1/2 BOUNDARY NORTH OF SPEED	250.0						250.0						250.0		250.0		
WD0022 DOWNTOWN CIP		500.0	500.0	200.0	200.0	800.0	2,200.0						2,200.0		2,200.0		
WD0024 WATERMAIN REPLACEMENT	750.0	1,500.0	1,500.0	1,500.0	1,500.0	7,500.0	14,250.0						14,250.0		14,250.0		
Total Distribution & Transmission	1,750.0	4,000.0	3,000.0	2,700.0	2,450.0	15,050.0	28,950.0				450.0		28,500.0		28,500.0		
Total Infrastructure Replacement	7,127.1	7,885.8	7,977.7	6,711.2	8,015.6	39,982.2	77,699.6				450.0		77,249.6		77,249.6		
Total Water Services	15,915.1	24,277.8	19,338.0	18,639.9	24,127.9	104,333.5	206,632.2				99,846.1		106,786.1		106,786.1		

WATER SERVICES BUDGET DETAIL

The following listing provides a brief summary of the various projects in the 2015 Water Services Non-Tax Supported Capital Budget.

WW0106 Conservation and Efficiency

- Various subprojects approved in CES and continue over the duration of the forecast
- For 2015 and beyond, funding for subprojects has moved from rates to DC's under the update to the DC By-law
- 2015 subprojects include: Update of the City's Water Conservation and Efficiency Strategy, continued implementation of district metered areas as part of ongoing water loss mitigation activities, as well as funding for customer rebates and associated program administration costs of the Royal Flush and Smart Wash Water Conservation Rebate Programs

WT0002 New Supply

- Various subprojects approved in the WSMP, funded from DC's, and project continues over the duration of the forecast
- Until 2015, due to reduced DC revenue, only the studies portion of New Supply projects are being completed
- 2015 projects include: Completion of Clyde Creek Well Class EA project, initiation of the Logan Well Groundwater investigation and, if the Dolime Quarry issues are resolved, completion of the Southwest Quadrant Class EA

WT0005 WF6 Zone 1A/1B BPS & Reservoir

- Project identified in WWSMP and tied to WSMP work for zone split and booster pumping station
- Construction of north – south transmission main in conjunction with possible future south west quadrant wells

WT0022 WF5 Quality Upgrades-Corrosion-CI2

- Various linear upgrades approved in the WWSMP to improve water quality
- Includes various watermain upgrades to reducing dead-end piping and stagnant water
- Includes actions to better regulate the levels of chlorine added to the City water supply
- Project continues over the duration of the forecast

WD0005 WI 6 Speedvale – Watson to Westmount

- Project identified in WWSMP to improve east – west transmission
- Construction to be integrated with road reconstruction of Speedvale Avenue between Stevenson and Woolwich

WD0007 WI 9 Wellington – Hanlon to Watson

- Project identified in WWSMP to improve east – west transmission between Clyde and Paisley pumping stations
- Construction of second phase in conjunction with York Trunk Sewer in 2015/2016

WD0028 Property Needs Study

- Various Master Plans which provide high level planning only did not include detailed studies to identify the need for and potential costs of property acquisition for new facilities, and to a limited extent, for easements for new linear infrastructure
- Goal of Property Needs Study is to identify and cost these needs to support the ongoing work of the Master Plans
- Staff anticipate that property acquisition costs will increase the current costs of many projects in the Capital Forecast

WATER SERVICES BUDGET DETAIL

WT00027 WF2 Verney/Clair Control Upgrades

- Project includes control valve upgrades to both Verney and Clair Towers in conjunction with the installation of a flow distribution facility on Dodds Avenue to equalize flows to both water towers
- Equalizing flows between the towers will allow for better use of elevated storage, pressure regulation across the lower pressure zone, and reduced pumping costs

GG0202 Waterworks Fleet Replacement

- Project administered by Fleet Services involves ongoing funding for replacement of the Water Services vehicle fleet, consisting of cars, pickup trucks, specialty vans, dump trucks, and a backhoe
- Project continues over the duration of the forecast

IT0021 WW ITS Replacement

- Project administered by Information Technology Services involves funding for replacement of the Water Services inventory of personal computers, laptops, printers, servers, and related network equipment
- Project continues over the duration of the forecast

IT0030 IT Strategic Plan - Water

- Project administered by Information Technology Services involves funding Water Services portions of the Council approved IT Strategic Plan
- Project continues over the duration of the forecast

WT0007 Water Facility Upgrades and Studies

- Project funds various subprojects related to special studies and projects, and related upgrades for Administration, Water Supply, Water Distribution, and Conservation

- Includes funding contributions to WT0013 Burke Treatment Upgrade
- Project continues over the duration of the forecast

WT0008 UFW Remedial Action Plan

- Project funds annual system leakage surveys and complements District Metered Area installations supported by SWI project
- Project continues over the duration of the forecast

WT0009 Groundwater Protection

- Project funds all provincially mandated water source protection initiatives, including the implementation of the Guelph Portion of the Grand River Source Protection Plan
- Also funds development of a groundwater monitoring network including monitors in the area of the Emma and Membro Wells. The program will improve the understanding of groundwater flow and result in a sentry well network for the long-term monitoring of groundwater levels and water quality in the area of each well
- Project continues over the duration of the forecast

WT0010 Lead Replacement

- Project funds the provincially mandated Lead Reduction Program with the goal of reducing customer lead exposure from the water supply
- Project is progressing on schedule and forecast to be completed in 2015

WD0015 Ward One Watermain Replacement

- Project integrated with road, storm water and wastewater infrastructure upgrades to support St. Patrick's Ward Community Improvement Plan

WATER SERVICES BUDGET DETAIL

WD0021 WI-7 Zone 1/2 Boundary North of Speed

- Project identified in WWSMP to improve pressures in north east section of water distribution system in
- Project related to WD0005 Speedvale and WT0003 Clythe Booster Upgrade

WD0024 Watermain Replacement

- Project integrated with road, storm water and wastewater infrastructure upgrades on various reconstruction projects

Remaining Major Projects in Forecast

There are a number of projects that will be on-going during the 2016 to 2024 forecast period. The following listing provides a brief summary of these major projects:

WT0003 WF3 Clythe Booster Upgrade

- Project approved in the WSMP and funded by a combination of DC's and rates. To be completed in 2017
- Ongoing Class EA to provide improved pumping and storage for the northeast portion of Guelph, being conducted together with the Class EA to provide sulphur removal treatment for the Clythe well and return the well to active service
- Property acquisition may be required to complete the project

WT0025 East Side Booster Pumping Station and Reservoir

- Project approved in WWSMP and funded by a combination of DC's and rates.
- Studies underway to determine timing and location of station and reservoir in combination with Clythe Booster and Zone 2E Elevated Tank

WD0002 WI 3 Hanlon – Wellington to Clair

- Project identified in WWSMP to improve north – south transmission
- Environmental Assessment to determine preferred route expected to be completed in 2015

WD0009 WI 14 Arkell Well Transmission Main

- Project identified in WWSMP to provide redundancy in transmission of water from the Arkell Spring Grounds into the City and to service growth in the southern portion of the City

WASTEWATER SERVICES BUDGET DETAIL

Wastewater Services delivers reliable sanitary services and high-quality effluent that meets or does better than regulatory requirements. The department is responsible for planning, design, construction, operation, maintenance and overall management of over \$545.1 million in wastewater infrastructure assets. To meet these needs and care for its infrastructure, the Wastewater Services operating budget provides funding for the following key functions:

Customer Service and Conservation

- Customer service and support
- Customer education about wastewater systems and proper use of toilets and drains
- Staff training and development
- Customer education, engagement and support for the efficient use of water resources, including the implementation of water conservation programs

Plant Operations and Maintenance

- Operation, maintenance and optimization of the Wastewater treatment plant
- Management, planning and compliance of the biosolids program
- Planning and implementation of new capital projects to upgrade the treatment process
- Laboratory testing and services

Spills Response, Sewer Use By-Law Enforcement, Wastewater Services Collection System Operations and Management

- Enforcing Guelph's Sewer Use By-Law
- Responding to spills

- Addressing sewer blocks and conducting sewer inspections, repairs and flushing
- Planning infrastructure replacements and expansions

2014 Accomplishments

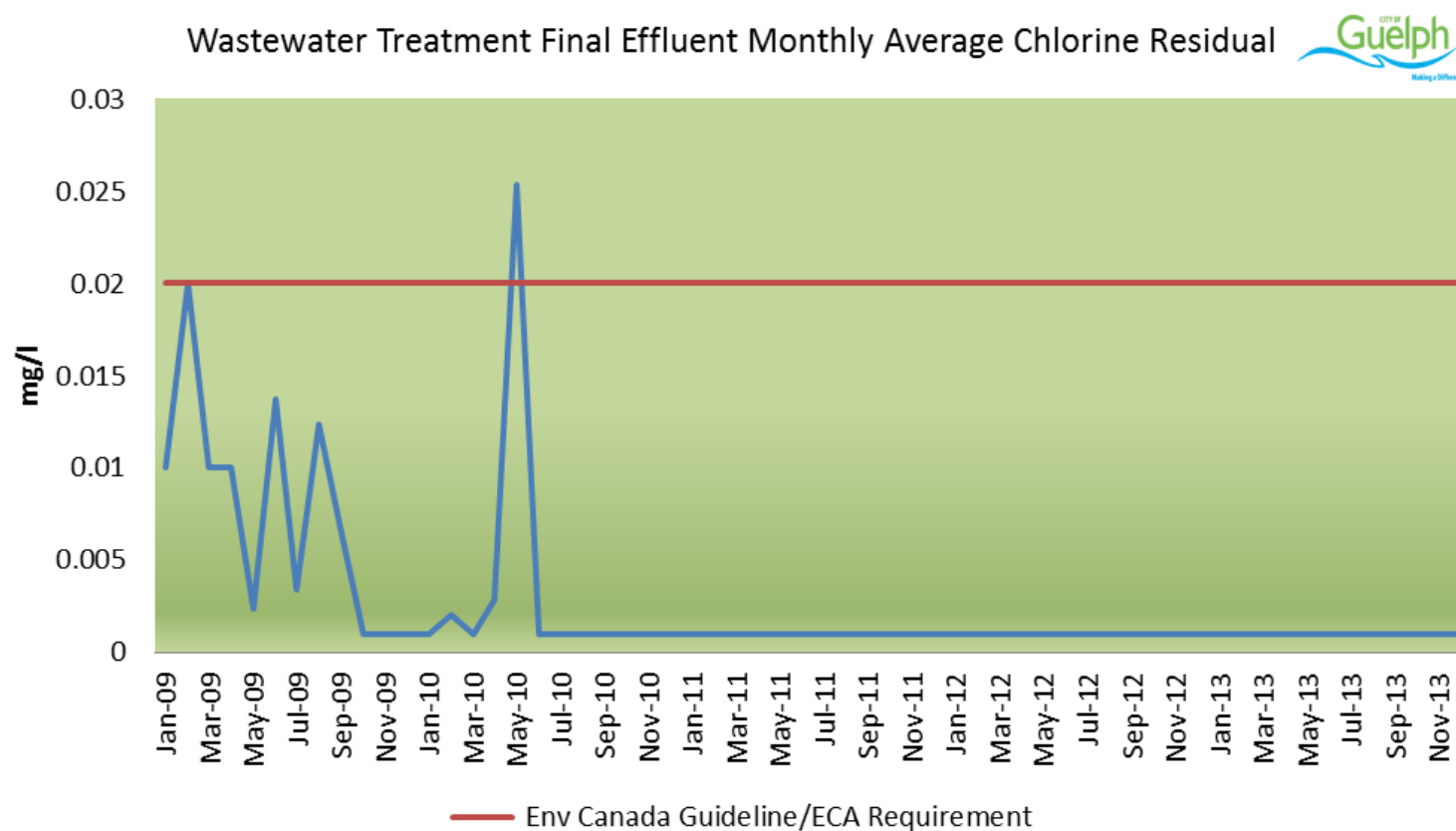
- Evaluated standby power requirements for emergency preparedness; phase II budgeted for 2015
- Started construction for anammox treatment project under the provincial *Showcasing Water Innovation Program*
- Continued capacity demonstration and submitted plant rerating pre-approval application to the Ministry of the Environment and Climate Change
- Received CALA accreditation for Wastewater Lab for ISO 17025 Quality Management System Standard
- Continued to support and co-lead a pilot project to optimize wastewater facilities throughout the Grand River watershed, a project based on Guelph's own success with its optimization program
- Started construction of the Process Operations Centre / Wastewater Services Administration building
- Continued replacement and upgrades to wastewater conveyance system to ensure system reliability
- Finalized tender for biosolids storage facility
- Continued cleaning of digesters
- Successfully implemented transition to provincially legislated ON1Call central locates service
- Started first-stage construction of York Trunk Sanitary Sewer to improve system reliability and capacity

WASTEWATER SERVICES BUDGET DETAIL

Key performance measures

The Guelph wastewater treatment plant is an advanced tertiary treatment plant that discharges into the Speed River. Graph 6 shows the results of the optimization process initiated in March 2008. Enhanced process control has been achieved resulting in a significant drop in monthly chlorine residuals to meet Environment Canada guidelines.

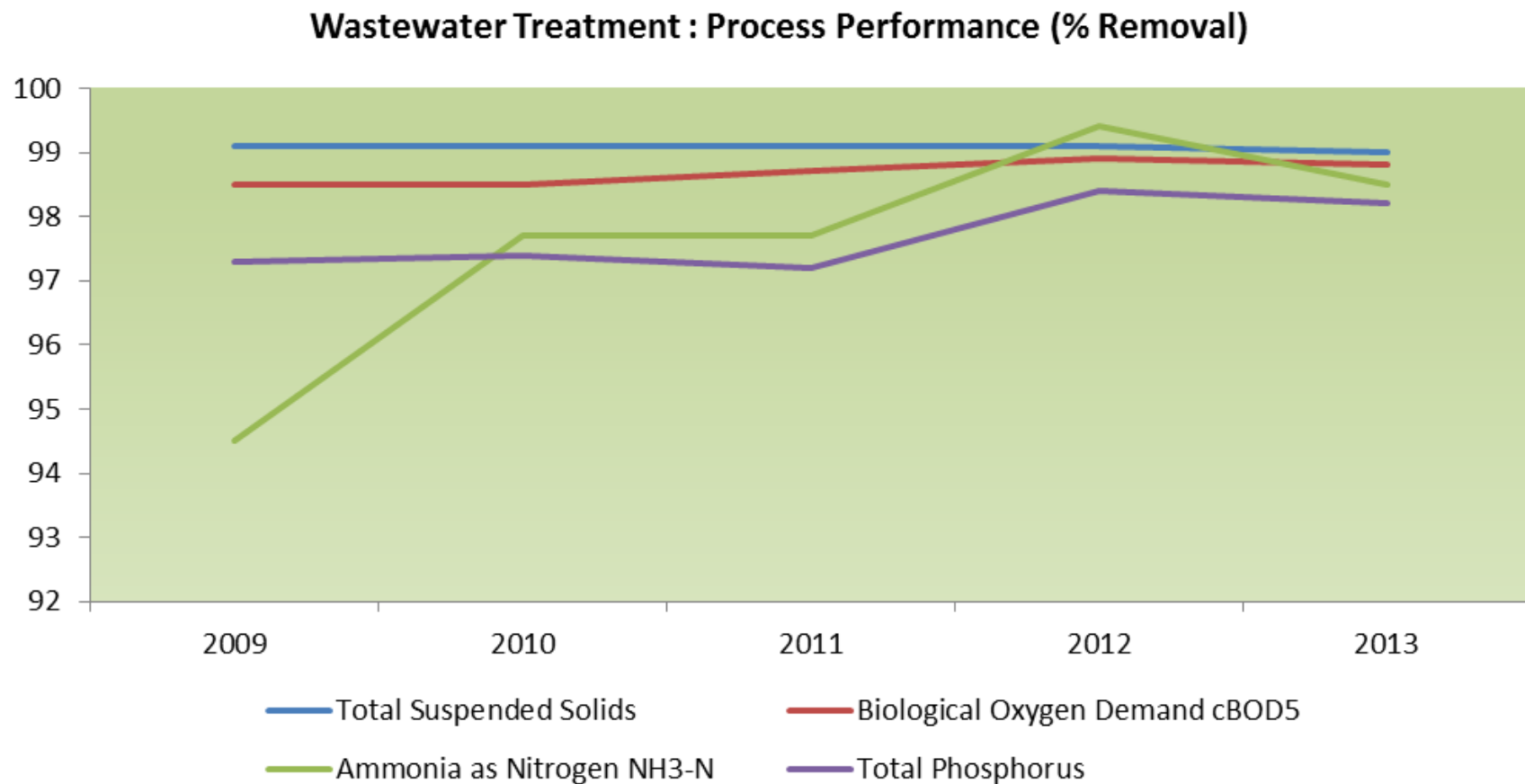
Graph 6:



WASTEWATER SERVICES BUDGET DETAIL

Graph 7 shows exemplary performance from the City's wastewater treatment infrastructure. In particular it shows a consistently high level of ammonia removal which demonstrates improved process control and results in better performance and regulatory compliance.

Graph 7:



WASTEWATER SERVICES BUDGET DETAIL

Megalitres of wastewater treated

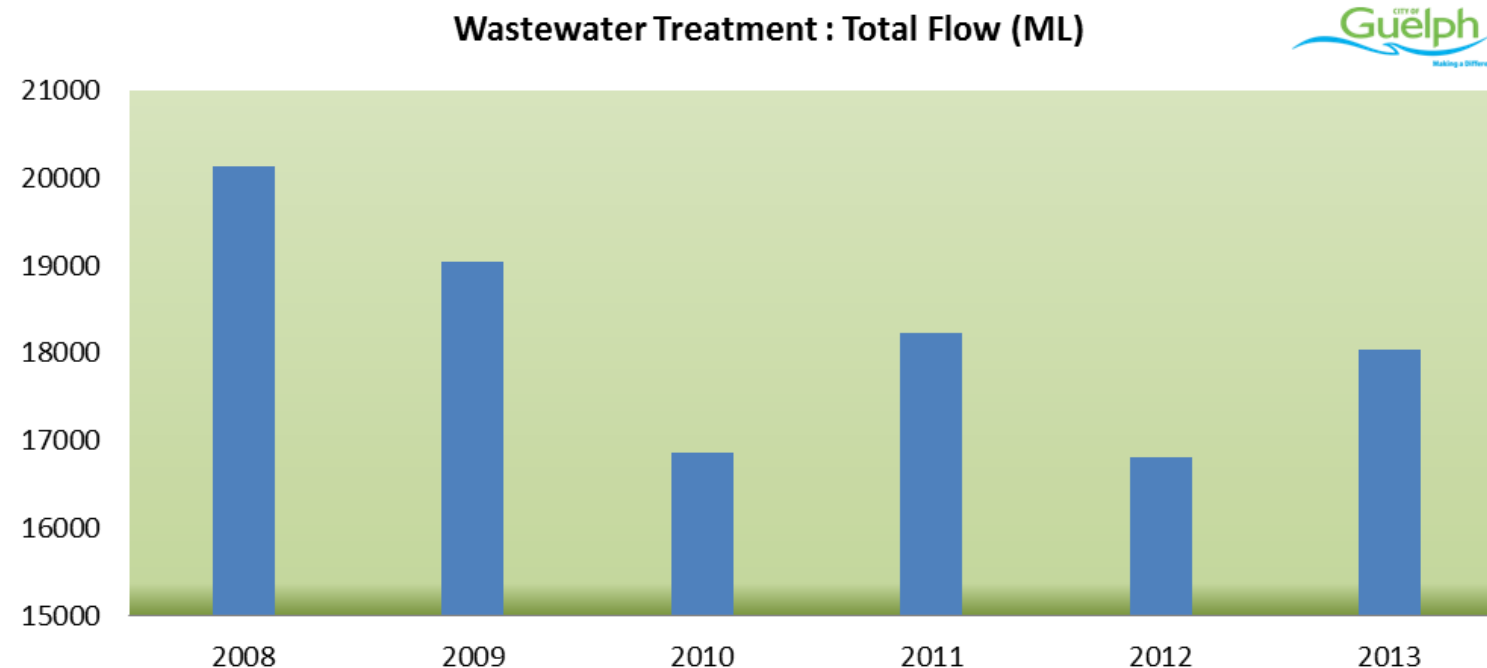
The rated capacity of the existing wastewater treatment plant is 64 million litres per day (MLD). A proposed future capital expansion of the treatment plant would increase the rated capacity to 73.3 MLD. However, Wastewater Services has demonstrated that 73.3 MLD can be treated with the existing infrastructure, thereby avoiding the need for a costly expansion.

Once the Ministry of the Environment and Climate Change approves the results of the capacity demonstration,

Wastewater Services expects to be able to defer an estimated \$14 million plant expansion.

Over the past five years, customer use and climate events have created fluctuations of flows to the wastewater treatment plant. There was an increase in flows to the facility in 2011 due to several severe rainfall events and a year-over-year increase in industrial flows.

Wastewater treatment plant annual flow treated (MLD)

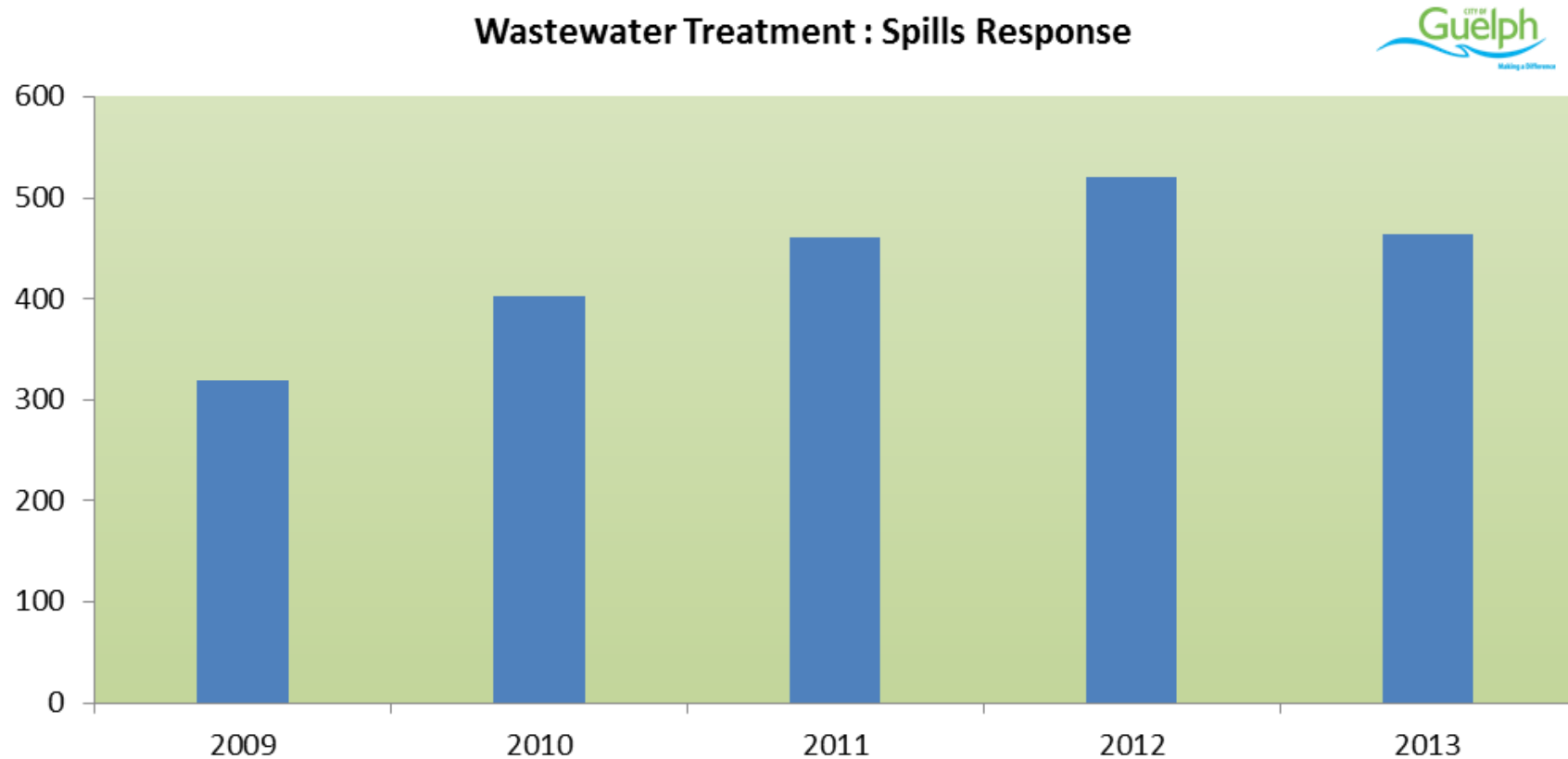


WASTEWATER SERVICES BUDGET DETAIL

Customer service

Graph 8 shows the demand for spill response over the past five years. Increased awareness about the importance of reporting spills is contributing to the overall increase in the number of spills reported.

Graph 8:



WASTEWATER SERVICES BUDGET DETAIL

2015 objectives

- Continue to support the Southern Ontario Water Consortium pilot-scale demonstration facility
- Complete construction of the anammox side stream treatment project, and pilot it on the main stream treatment system
- Seek approval from the Ministry of the Environment and Climate Change for rerating the wastewater facility to 73.3 MLD thereby deferring an estimated \$14 million in infrastructure expansion costs
- Complete construction of the Process Operations Centre/Wastewater Administration building
- Tender and complete construction of biosolids storage facility to enable more beneficial reuse of biosolids (e.g. land application)
- Begin second stage construction of York Trunk Sanitary Sewer to improve system reliability and capacity
- Continue sewer condition assessments to ensure system reliability
- Continue replacement of and upgrades to wastewater conveyance system and the wastewater treatment facility

Key changes in 2015

- Increased compensation costs of \$237,500 including salary grid moves and economic adjustment and two part-time, seasonal wastewater collection operator positions expansion.
- Decrease in purchased goods and purchased services of \$786,000 and \$499,750 respectively to align budgets with historical spending
- \$714,500 increase to contingency reserve; this reserve is new in 2015 and was created to provide funds to allow the department to respond to emergency or unplanned expenses
- Increased internal charges of \$221,792 charged by other city departments for fuel, vehicle maintenance, computing, and legal costs
- Increased Capital financing transfer of \$619,128

Total budget expense increase for above changes is \$518,688 or 1.8 per cent.

WASTEWATER SERVICES BUDGET DETAIL

2015 Wastewater Services operating budget

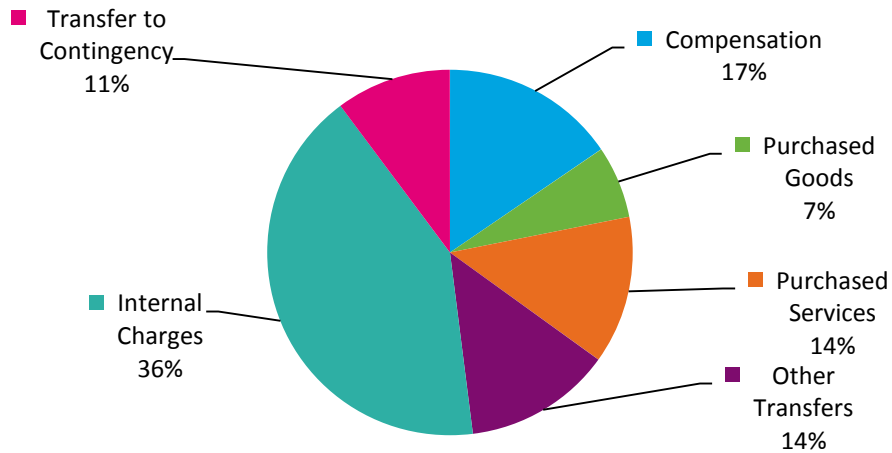
The 2015 Wastewater Services operating budget has gross expenditures of \$28,811,778 including internal charges and transfers to reserves. Chart 8 shows the cost by functional area.

Chart 8:
(by functional area)

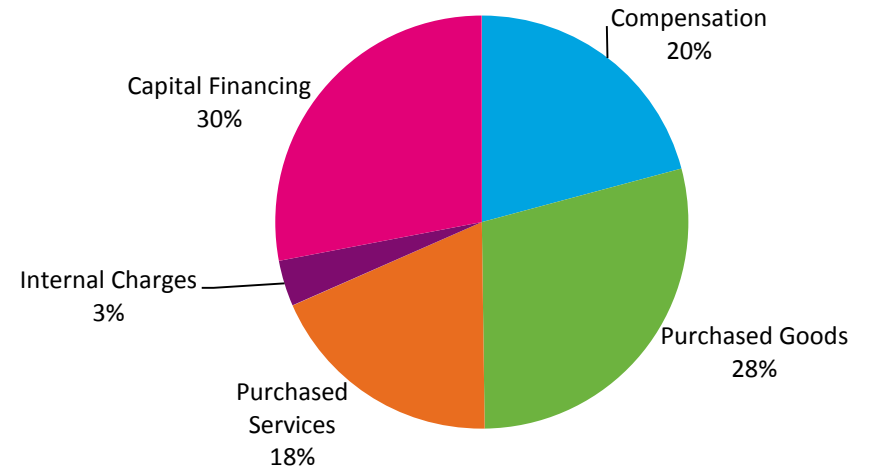
	2014 Approved Budget	Customer Service and Conservation	Plant Operations and Maintenance	Spills Response, Sewer use, Enforcement and Wastewater Collections	2015 Total Approved Budget	Year/Year Change (\$)	Year/Year Change (%)
Revenue							
User Fees & Service Charges	(\$28,222,890)	(\$28,773,078)	\$0	\$0	(\$28,773,078)	(\$550,188)	1.9%
Interest & Penalties	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
External Recoveries	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Internal Recoveries	(\$70,200)	(\$30,000)	(\$8,700)	\$0	(\$38,700)	\$31,500	-44.9%
Total Revenue	(\$28,293,090)	(\$28,803,078)	(\$8,700)	\$0	(\$28,811,778)	(\$518,688)	1.8%
Expenditure							
Compensation	\$4,816,700	\$1,082,300	\$2,535,400	\$1,436,500	\$5,054,200	\$237,500	4.9%
Purchased Goods	\$4,933,200	\$447,100	\$3,522,900	\$177,200	\$4,147,200	(\$786,000)	-15.9%
Purchased Services	\$3,823,818	\$915,420	\$2,265,048	\$143,600	\$3,324,068	(\$499,750)	-13.1%
Other Transfers	\$878,500	\$890,018	\$0	\$0	\$890,018	\$11,518	1.3%
Internal Charges	\$2,760,000	\$2,323,560	\$437,132	\$221,100	\$2,981,792	\$221,792	8.0%
Transfer to Contingency	\$0	\$714,500	\$0	\$0	\$714,500	\$714,500	100.0%
Sub-total (Before Capital Expenditure and Expansion)	\$17,212,218	\$6,372,898	\$8,760,480	\$1,978,400	\$17,111,778	(\$100,440)	-0.6%
Capital Financing	\$11,080,872	\$0	\$3,987,003	\$7,712,997	\$11,700,000	\$619,128	5.6%
Total Expenditure	\$28,293,090	\$6,372,898	\$12,747,483	\$9,691,397	\$28,811,778	\$518,688	1.8%
Net Budget	\$0	(\$22,430,180)	\$12,738,783	\$9,691,397	\$0	\$0	0.0%
Full Time Equivalents	52	9	14	29.69	52.69	.69	

WASTEWATER SERVICES BUDGET DETAIL

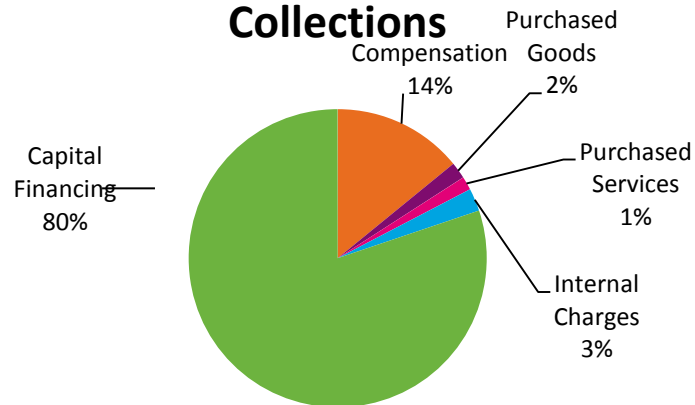
Customer Service and Conservation



Plant Operations and Maintenance



Spills Response, Sewer Use, Enforcement and Wastewater Collections



WASTEWATER SERVICES BUDGET DETAIL

2015 Wastewater Services operating budget expansions

In response to the need to meet to mandated turnaround times of the provincially legislated ON1Call central locate service while continuing regular wastewater collection duties, the approved 2015 Wastewater Services operating budget includes two additional part-time wastewater collection operators for a four-month, peak locate season period. These two positions will perform waste collection duties, including proactive video scans (CCTV) of sanitary mains, and will free up regular full-time staff to perform locates when the demand is highest between May and September.

Further information on this expansion is provided in Appendix 4.

WASTEWATER SERVICES BUDGET DETAIL

Multi-year Wastewater Services operating budget

The multi-year Wastewater Services operating budget is based on forecasted compensation, energy costs and inflation. Staff will work to refine this forecast in future budgets and will include anticipated program expansions. The Table 3 summary below is provided for information only.

Table 3:

	2014 Approved Budget	2015 Total Approved Budget	2016 Projected Budget	2017 Projected Budget	2018 Projected Budget
Revenue					
User Fees & Service Charges	(\$28,222,890)	(\$28,773,078)	(\$29,553,750)	(\$30,952,900)	(\$32,588,806)
Interest & Penalties	\$0	\$0	\$0	\$0	\$0
External Recoveries	\$0	\$0	\$0	\$0	\$0
Internal Recoveries	(\$70,200)	(\$38,700)	(\$38,700)	(\$38,700)	(\$38,700)
Total Revenue	(\$28,293,090)	(\$28,811,778)	(\$29,592,450)	(\$30,991,600)	(\$32,627,506)
Expenditure			\$0		
Compensation	\$4,816,700	\$5,054,200	\$5,203,700	\$5,359,600	\$5,543,350
Purchased Goods	\$4,933,200	\$4,147,200	\$4,281,300	\$4,420,700	\$4,562,657
Purchased Services	\$3,823,818	\$3,324,068	\$3,384,800	\$3,449,900	\$3,572,563
Long Term Debt Charges	\$0	\$0	\$0	\$0	\$0
Other Transfers	\$878,500	\$890,018	\$925,600	\$962,600	\$1,010,700
Internal Charges	\$2,760,000	\$2,981,792	\$3,097,050	\$3,098,800	\$3,238,236
Transfer to Contingency	\$0	\$714,500	\$0	\$0	\$0
Sub-total (Before Capital Expenditure)	\$17,212,218	\$17,111,778	\$16,892,450	\$17,291,600	\$17,927,506
Capital Financing	\$11,080,872	\$11,700,000	\$12,700,000	\$13,700,000	\$14,700,000
Total Expenditure	\$28,293,090	\$28,811,778	\$29,592,450	\$30,991,600	\$32,627,506
Net Budget	\$0	\$0	\$0	\$0	\$0
Forecast Rate (per m3)	\$1.59	\$1.66	\$1.71	\$1.82	\$1.95
Full Time Equivalents	52	52.69	52.69	52.69	52.69

WASTEWATER SERVICES BUDGET DETAIL

2015 Wastewater Services capital budget

The approved 2015 Wastewater Services capital budget and forecast identifies the most appropriate timing for capital work, project costs and funding sources. Total expenditures for the approved 2015 Wastewater Services capital budget is \$19,759,400, and the nine-year forecast is \$172,359,200.

2015 - 2024 Wastewater Services Capital Budget & Forecast - Service Based ('000s)

Project Category	Project Cost	Federal Gas Tax	Development Charges	Developer & Other	Capital Reserves
Growth					
Treatment Plant Operations	75,258.0		61,438.5	906.6	12,913.0
Sewer Use and Collection	58,263.0		25,649.5	0.0	32,613.5
Total Growth	133,521.0	0.0	87,088.0	906.6	45,526.5
Infrastructure Replacement					
Treatment Plant Operations	19,697.6	0.0	0.0	0.0	19,697.6
Sewer Use and Collection	38,900.0	0.0	1,180.0	0.0	37,720.0
Total Infrastructure Replacement	58,597.6	0.0	1,180.0	0.0	57,417.6
Total Capital Budget	192,118.6	0.0	88,268.0	906.6	102,944.1

Despite the City's continued efforts to make the most of its existing infrastructure and defer capital projects, this year's approved budget includes much-needed investment in growth-related projects due to increased capacity requirements.

Note: a large plant expansion (approximate cost of \$60 million) is anticipated beyond the 10-year forecast. Wastewater Services continually evaluates the need for this project and will reintroduce it into the forecast when required.

WASTEWATER SERVICES BUDGET DETAIL

Taking care of what we own

Like Water Services, Wastewater Services is subject to the *Sustainable Water and Sewage Systems Act (2000)*, which mandates accelerated replacement schedules for all water and wastewater infrastructure. Over 54 per cent of Guelph's wastewater system is underground, and replacement is managed and administered by Engineering Services.

The capital budget includes funding for Wastewater and Engineering Services to work towards industry standards and mandatory replacement schedules for all water and wastewater infrastructure. In 2012, Engineering Services completed a Sustainable Infrastructure Report that highlighted the \$30 million annual lifecycle costs of sustaining Guelph's wastewater system and a \$53 million backlog.

Based on the approved 2015 Wastewater Services operating and capital budget of \$28.9 million minus the \$5 million for various programs unrelated to infrastructure, the annual wastewater infrastructure spending gap to sustain this infrastructure is now estimated to be approximately \$ 6 million.

Increases to capital funding must continue to achieve the sustainability target and help address the remaining estimated \$53 million infrastructure backlog for wastewater system assets which have theoretically reached the end of their lifecycle.

Enhancing City services: preparing for continued growth

Wastewater will continue optimizing its systems to make the most of existing infrastructure and defer large capital projects. In addition to pursuing Ministry of the Environment and Climate Change approval to reroute the existing

wastewater facility, the approved Wastewater Services capital budget is designed to accomplish the following:

- Upgrade existing digester and standby power upgrade
- Upgrade wastewater treatment plant equipment
- Upgrade linear infrastructure as outlined in the Water/Wastewater Servicing Master Plan including detailed design and phased construction of the York Trunk Sewer
- Replace and rehabilitate existing sewers in conjunction with road reconstruction projects

Ensuring regulatory compliance

Wastewater Services oversees two Operating Licences on behalf of the Corporation to manage the wastewater treatment facility and wastewater collection systems. As a result of these licences, Wastewater Services provides and delivers services that ensure compliance with the Wastewater Systems Effluent Regulation established under the Fisheries Act. The Ministry of Environment and Climate Change (MOECC) has issued an Environmental Compliance Approval to Wastewater Services which establishes the criteria that effluent being discharged into the Speed River must meet. The MOECC's Environmental Protection Act and Ontario Regulation 675/98 is for spills management.

WASTEWATER SERVICES BUDGET DETAIL

Project Number & Description	2015	2016	2017	2018	2019	Next 5 Years	Total Project Cost	Grants & Subsidies	Federal Gas Tax	Other	Development Charges	DC Debt	Net Cost to City	Equipment Replacement	Capital Envelope	Other Capital	Debt
Growth																	
Treatment & Plant Operations																	
ST0001 PLANT RERATING - PHOS REDN IN					51.0	408.0	459.0				459.0						
ST0002 WWTP - UPGRADES & STUDIES	198.0	198.0	249.0	352.0	198.0	646.0	1,841.0						1,380.8		1,380.8		
ST0003 WWTP BIOSOLIDS FACILITY UPGRD		500.0	500.0	1,646.0	2,646.0	24,163.0	29,455.0				20,618.5		8,836.5		8,836.5		
ST0004 WWTP PHASE 2 EXPANSION		1,250.0		5,250.0		6,451.0	12,951.0			906.6	12,044.4						
ST0005 WWTP UPGRADES					1,000.0	8,801.0	9,801.0				7,840.8		1,960.2		1,960.2		
ST0006 SCADA UPGRADES		102.0	102.0	102.0	102.0	306.0	714.0				178.5		535.5		535.5		
ST0008 WASTEWATER MASTERPLAN	102.0					306.0	408.0				408.0						
ST0019 WWTP EXPANSION TO 85 MLD						6,000.0	6,000.0				6,000.0						
ST0020 PROCESS OPERATIONS CENTRE						400.0	400.0				200.0		200.0		200.0		
ST0021 2024 WWTP BIOSOLIDS FACILITY UPGRD						13,229.0	13,229.0				13,229.0						
Total Treatment & Plant Operations	300.0	2,050.0	851.0	7,350.0	3,997.0	60,710.0	75,258.0			906.6	61,438.5		12,913.0		12,913.0		
Distribution & Transmission																	
SC0003 WWI2 STEVENSON - YORK-ERAMOSA		900.0	900.0				1,800.0				558.0		1,242.0		1,242.0		
SC0004 WWI3 SPEED- HANLON TO ERAMOSA				800.0	1,350.0	3,000.0	5,150.0						5,150.0		5,150.0		
SC0005 WWI4 WATERLOO- HANLON TO YORKSHIRE					500.0	2,863.0	3,363.0				2,085.1		1,277.9		1,277.9		
SC0006 WWI7 SPEEDVL- MARLBORO TO METCALFE		793.0					793.0				87.2		705.8		705.8		
SC0008 WWI10 RIVER CROSSING/HANLON EX					400.0	2,000.0	2,400.0				1,032.0		1,368.0		1,368.0		
SC0010 WWS6 WASTEWATER MPLAN UPDATE		300.0					300.0				300.0						
SC0011 YORK RD- VICTORIA TO WATSON			775.0	775.0	775.0		2,325.0				2,325.0						
SC0012 WW-I-5 REPL YORKSHIRE TRUNK					420.0	2,750.0	3,170.0				1,236.3		1,933.7		1,933.7		
SC0018 WWI12 SIPHON IMPROVEMENTS	600.0	1,200.0		600.0	600.0	3,350.0	6,350.0				3,175.0		3,175.0		3,175.0		
SC0019 WWI14 I&I REDUCTION IMPL		250.0	250.0	250.0	250.0	2,000.0	3,000.0				1,500.0		1,500.0		1,500.0		
SC0020 WWI15 NEW GRAVITY SEWERS		250.0		250.0		750.0	1,250.0				1,125.0		125.0		125.0		
SC0021 WWI16 NEW FORCEMAINS		150.0		150.0		450.0	750.0				675.0		75.0		75.0		
SC0023 WWF1 DECOMMISSION GORDON SPS	1,350.0	1,350.0					2,700.0				1,350.0		1,350.0		1,350.0		
SC0027 GORDON- CLAIR TO MALTBY				750.0	750.0		1,500.0				1,500.0						
SC0030 WW-S-1 TRUNK SEWER INVESTIGATION	50.0	50.0	50.0	50.0	60.0		260.0				130.0		130.0		130.0		
SC0031 WW-I-1A PARALLEL PIPE EAST OF HANLON TO WWTP					250.0	8,983.0	9,233.0				1,937.0		7,296.0		7,296.0		
SC0032 WW-I-18 YORKSHIRE - BRISTOL TO WATERLOO				243.0			243.0				53.5		189.5		189.5		
SC0033 WW-I-19 WATERWORKS PLACE - YORK TO TRAIL	466.0						466.0				98.0		368.0		368.0		
SC0034 WW-I-20 MONTICELLO - STONE TO DIMSON			150.0	970.0			1,120.0				324.0		796.0		796.0		
SC0035 2015 WWI/Q/WS4 FLOW MONITORING			750.0				750.0				375.0		375.0		375.0		
WS0085 WWI1 YORK - HANLON-VICTORIA	7,560.0		1,890.0	1,890.0			11,340.0				5,783.4		5,556.6		5,556.6		
Total Distribution & Transmission	10,026.0	5,243.0	4,765.0	6,728.0	5,355.0	26,146.0	58,263.0				25,649.5		32,613.5		32,613.5		
Total Growth	10,326.0	7,293.0	5,616.0	14,078.0	9,352.0	86,856.0	133,521.0			906.6	87,088.0		45,526.5		45,526.5		
Infrastructure Replacement																	
Treatment & Plant Operations																	
GG0203 WASTEWATER FLEET REPL	287.0	129.4	113.0	111.9	45.8	1,590.5	2,277.6						2,277.6		2,277.6		
IT0022 WS ITS REPLACEMENT	58.5	85.9	78.3	31.0	117.9	304.2	675.8						675.8		675.8		
IT0031 IT STRATEGIC PLAN - WASTEWATER	44.1	45.2	19.1	3.2	20.6	82.2	214.4						214.4		214.4		
IT0035 PAGING SYSTEM REPLACEMENT - WASTEWATER	89.8						89.8						89.8		89.8		
ST0013 DIGESTER CLEANING PROGRAM	204.0	204.0	204.0	204.0	204.0	1,020.0	2,040.0						2,040.0		2,040.0		
ST0014 DIGESTER GAS PROOFING	750.0					2,250.0	3,000.0						3,000.0		3,000.0		
ST0015 REPAIRS TO PROCESS STRUCTURES	1,500.0	1,500.0		500.0	500.0	1,500.0	5,500.0						5,500.0		5,500.0		
ST0017 SCUM TROUGH				100.0		200.0	300.0						300.0		300.0		
ST0018 EQUIP REPLACE & UPGRADES	3,500.0	1,600.0			100.0	400.0	5,600.0						5,600.0		5,600.0		
Total Treatment & Plant Operations	6,433.4	3,564.5	414.4	950.1	988.3	7,346.9	19,697.6						19,697.6		19,697.6		
Distribution & Transmission																	
SC0013 WARD ONE - SEWER REPLACEMENT	750.0	1,500.0	1,000.0	1,000.0	750.0	3,750.0	8,750.0						8,750.0		8,750.0		
SC0014 SEWER REPL VARIOUS	1,500.0	1,500.0	1,500.0	1,500.0	1,500.0	7,500.0	15,000.0						15,000.0		15,000.0		
SC0015 WWI8 WATER- MAPLE TO GORDON		150.0	950.0				1,100.0						1,100.0		1,100.0		
SC0016 SANITARY/STORM SEWER UPGRADES					900.0		900.0						900.0		900.0		
SC0025 SEWER INVESTIGATION VARIOUS		300.0	300.0	300.0		900.0	1,800.0						1,800.0		1,800.0		
SC0026 WWWI13 INFRASTRUCTURE IMPROVE	500.0	600.0	600.0	600.0	600.0	3,000.0	5,900.0				1,180.0		4,720.0		4,720.0		
SC0028 DOWNTOWN SANITARY SEWERS	250.0	500.0	500.0	200.0	200.0	1,000.0	2,650.0						2,650.0		2,650.0		
ST0010 WWF2 SPS/FORCEMAIN IMPROVEMENT		200.0	200.0	200.0	200.0	2,000.0	2,800.0						2,800.0		2,800.0		
Total Distribution & Transmission	3,000.0	4,750.0	5,050.0	3,800.0	4,150.0	18,150.0	38,900.0				1,180.0		37,720.0		37,720.0		
Total Infrastructure Replacement	9,433.4	8,314.5	5,464.4	4,750.1	5,138.3	25,496.9	58,597.6				1,180.0		57,417.6		57,417.6		
Total Wastewater	19,759.4	15,607.5	11,080.4	18,828.1	14,490.3	112,352.9	192,118.6			906.6	88,268.0		102,944.1		102,944.1		

WASTEWATER SERVICES BUDGET DETAIL

The following listing provides a brief summary of the various projects in the 2015 Wastewater Services Non-Tax Supported Capital Budget.

ST0002 WWTP Upgrade and Studies

- Various studies and upgrades recommended from the studies forms part of this project. Hazardous material assessment and abatement, Safety upgrades are planned for 2015.

ST0008 Wastewater Treatment Masterplan Studies

- Project identified in WWSMP to update current master plan and growth related projects

ST0013 Digester Cleaning program

- This involves cleaning the Digesters and checking the condition of the Digester.

ST0014 Digester gas proofing

- Major repairs and gas proofing of the Digester is necessary to extend the lifecycle of the Digester.

ST0015 Repairs to Process Structures

- Various repairs to ageing process structure

ST0018 Equipment replacement and upgrade

- Upgrades to office equipments and standby power and other process equipment

SC0018 WWI 12 Siphon Improvements

- Project identified in WWSMP to improve service and capacity, create redundancy and address current condition
- First project to be implemented is upgrades to Arthur Trunk Sewer siphon design and construction in 2015

SC0023 WWF1 Decommission Gordon SPS

- Project identified in WWSMP to provide sanitary sewer

connection through Hart Farm development lands and decommission sanitary sewer pumping station

- Development lands to be possibly be approved in 2015 to allow for design of sanitary sewer connection in 2015 with subsequent construction in following years

WS0085 WWI 1 York - Hanlon –Victoria

- Project identified in WWSMP to improve service and capacity, create redundancy and address current condition
- Construction of second stage from York Road Park to Victoria Road to commence in 2015

SC0030 WWS1 Trunk Sewer Investigation

- Project identified in WWSMP to improve service and capacity, create redundancy and address current condition
- Condition assessment of trunk sanitary sewer to determine priority upgrades and rehabilitation opportunities

SC0033 WWI 19 Waterworks Place – York to Trail

- Project identified in WWSMP to improve service and capacity, create redundancy and address current condition
- Project to be integrated with WS0085 second stage construction and integrated with Waterworks Place road reconstruction

GG0203 Wastewater Services Fleet Replacement

- Project administered by Fleet Services involves on going funding for replacement of the Wastewater Services vehicle fleet, consisting of, pickup trucks etc.
- Project continues over the duration of the forecast

IT0022 WW ITS Replacement

- Project administered by Information Technology Services involves funding for replacement of the Wastewater Services inventory of personal computers, laptops, printers, servers, and related network equipment
- Project continues over the duration of the forecast

WASTEWATER SERVICES BUDGET DETAIL

IT0035 Paging system replacement

Project administered by Information Technology Services involves funding for replacement of the paging system at the Wastewater Services

SC0013 Ward One: Sewer Replacement

- Project integrated with road, storm water and water infrastructure upgrades to support St. Patrick's Ward Community Improvement Plan

SC0014 Sewer Replacement

- Project integrated with road, storm water and water infrastructure upgrades on various reconstruction projects

SC0026 Infrastructure Improvements

- Project identified in WWSMP to improve service and capacity, create redundancy and address current condition such as connections and maintenance holes

SC0028 Downtown Sanitary Sewers

- Project integrated with road, storm water and water infrastructure upgrades on various downtown reconstruction projects

ONTARIO BUILDING CODE ADMINISTRATION

The City's Building Services department authorizes all building construction and demolition in Guelph. The department is provincially mandated to administer and enforce the Ontario Building Code (OBC), and provincial legislation requires staff to maintain certification to meet provincial standards, perform mandatory inspections, and issue permits within mandated time frames.

Building Services provides the following public services associated with the administration and enforcement of the Ontario Building Code:

- Pre-permit consultation, plans examination, technical reviews and application processing
- Issuing of permits within mandated time frames to ensure conformity to the Ontario Building Code
- On-site inspections to ensure conformity with approved permit drawings, specifications, the Ontario Building Code Act and regulations
- Response to all technical inquiries throughout building projects
- Provision of enforcement and initiation of legal proceedings as required

These activities are completely funded by revenues generated from building permit fees.

Note: Building Services also administers and enforces several City by-laws and manages Guelph's termite control and backflow prevention programs. These activities are included in the tax-supported operating budget.

2014 accomplishments

Taking care of what we own

- Continued significant involvement by staff in the corporate assessment and upgrade of the AMANDA Software Program including active participation on the AMANDA Steering Committee and the AMANDA Users Group

Enhancing City services

- Contributed to the Integrated Operational Review (IOR) of Infrastructure, Development and Enterprise designed to improve development application review processes

Ensuring regulatory compliance

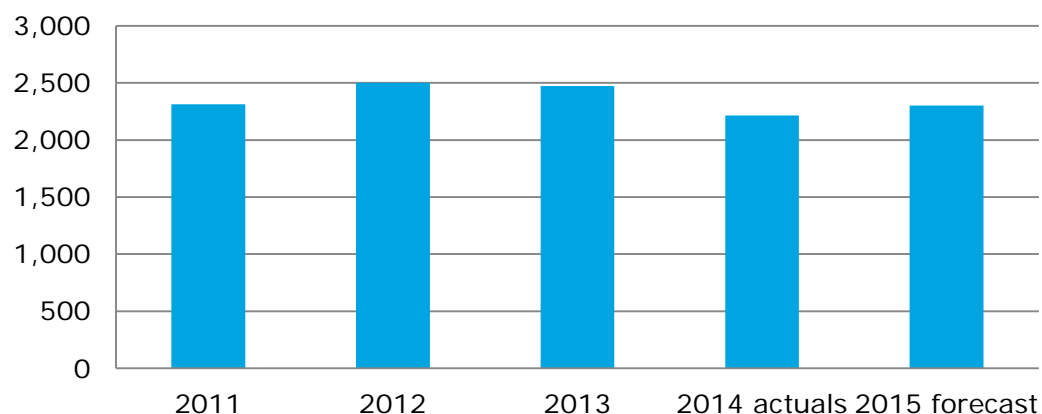
- Launched an effective Legal Proceedings Program which will assist in the enforcement of the Ontario Building Code and various by-laws; this will include such areas as training, reporting, document retention, evidence gathering and issuing penalties
- Assisted external stakeholders with all new Ontario Building Code changes effective January 1, 2014; significant changes included accessibility, energy efficiency, environmental protection, fire protection and water conservation

ONTARIO BUILDING CODE ADMINISTRATION

Key performance measures

Issuing building permits

Permits issued



2014 and 2015 permit volumes reflect a similar level of single detached dwellings (a decrease compared to 2013) and multi-residential units (an increase compared to 2013).

Turnaround times for house permits

	2011	2012	2013	2014 actual	2015 forecast
Permits issued	256	235	149	155	150
Legislated turnaround times (days)	10	10	10	10	10
Average turnaround times (days)	7.6	9.3	9.0	9.0	< 9.0
Permits issued within legislated turnaround times	93%	96%	95%	92%	95%

The average turnaround times for house permits in 2014 remains below the legislated turnaround time of 10 days. It

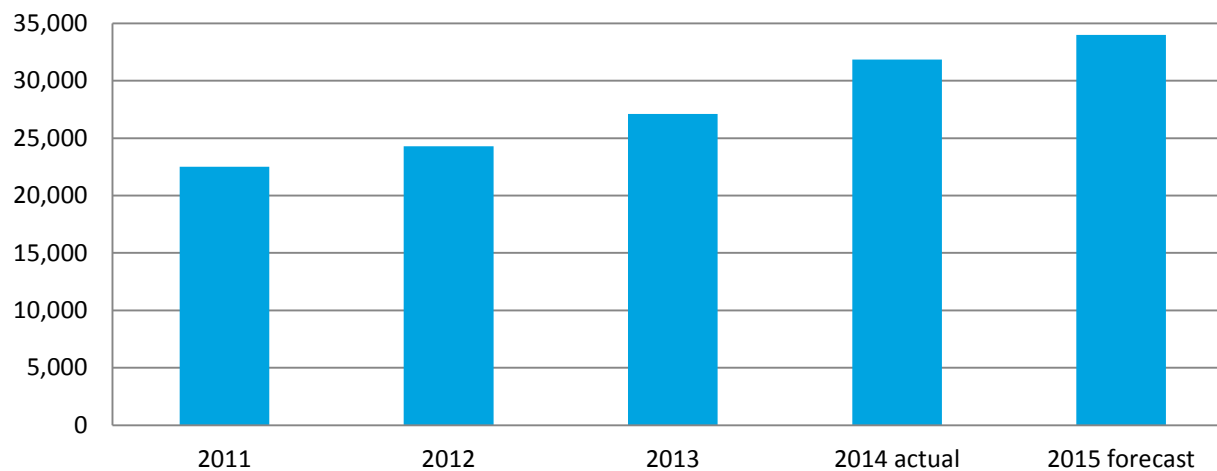
is expected that these turnaround times will further improve in 2015.

ONTARIO BUILDING CODE ADMINISTRATION

Building inspections

In 2015, OBC Administration expects to conduct approximately 34,000 on-site inspections within the provincially legislated 48-hour period. Currently most inspections are performed within 24 hours with Building Services acknowledging that this service level is necessary to accommodate the demanding schedules associated with construction projects.

Building inspections



ONTARIO BUILDING CODE ADMINISTRATION

2015 objectives

Taking care of what we own

- Complete entire upgrade of the corporate AMANDA Software Program to the current web-based version; a significant amount of effort from Building Services staff is required to ensure a successful transition

Enhancing City services: preparing for continued growth

- Final development and implementation of a comprehensive Customer Satisfaction Survey Strategy Plan to ensure our services are meeting the needs of our customers
- Take action on the Integrated Operational Review implementation plan

Ensuring regulatory compliance

- Implement effective changes in the enforcement of the Ontario Building Code and various by-laws; staff will continue to lead a multi-departmental (Legal Services and Court Services) review of a new Legal Proceedings Program
- Begin maintenance program for private sewage systems as required by the *Clean Water Act*
- Continue to implement all aspects of the new Inactive Permits Program developed by staff
- Implement and educate stakeholders on new Ontario Building Code changes to accessibility and mid-rise wood construction requirements, effective January 1, 2015

Key changes in 2015

- Increase of \$50,000 in permit revenues as building activity expected to remain strong in 2015
- Increase in internal charge of \$201,940, including \$132,900 budgeted in non-OBC business unit and cross-charged to OBC Administration for a new Resource Conservation Inspector position dealing with enhanced regulations in the Ontario Building Code
- Increase of transfer from Reserve of \$56,510 to partially fund the Resource Conservation Inspector position

ONTARIO BUILDING CODE ADMINISTRATION

2015 OBC operating budget

The approved 2015 OBC Administration Budget has gross expenditures of \$3,006,510, including internal charges. Chart 9 shows the cost by service area.

Chart 9:

	2014 Approved Budget	2015 OBC Approved Budget	Year/Year Change (\$)	Year/Year Change (%)
Revenue				
Licenses and Permits	(\$2,900,000)	(\$2,950,000)	(\$50,000)	2%
Transfer from Reserves	\$0	(\$56,510)	(\$56,510)	100%
Total Revenue	(\$2,900,000)	(\$3,006,510)	(\$106,510)	4%
Expenditures				
Purchased Goods	\$54,100	\$57,300	\$3,200	6%
Purchased Services	\$91,400	\$93,900	\$2,500	3%
Bank Charges	\$20,000	\$20,500	\$500	3%
Internal Charges	\$2,632,870	\$2,834,810	\$201,940	8%
Transfer to Reserves	\$101,630	\$0	(\$101,630)	-100%
Total Expenditures	\$2,900,000	\$3,006,510	\$106,510	4%
Net Budget	\$0	\$0	\$0	0%

Note: Compensation is budgeted in the Non-OBC business unit and then cross charged to the OBC budget based on time spent on building code work

ONTARIO BUILDING CODE ADMINISTRATION

2014-2015 internal charges

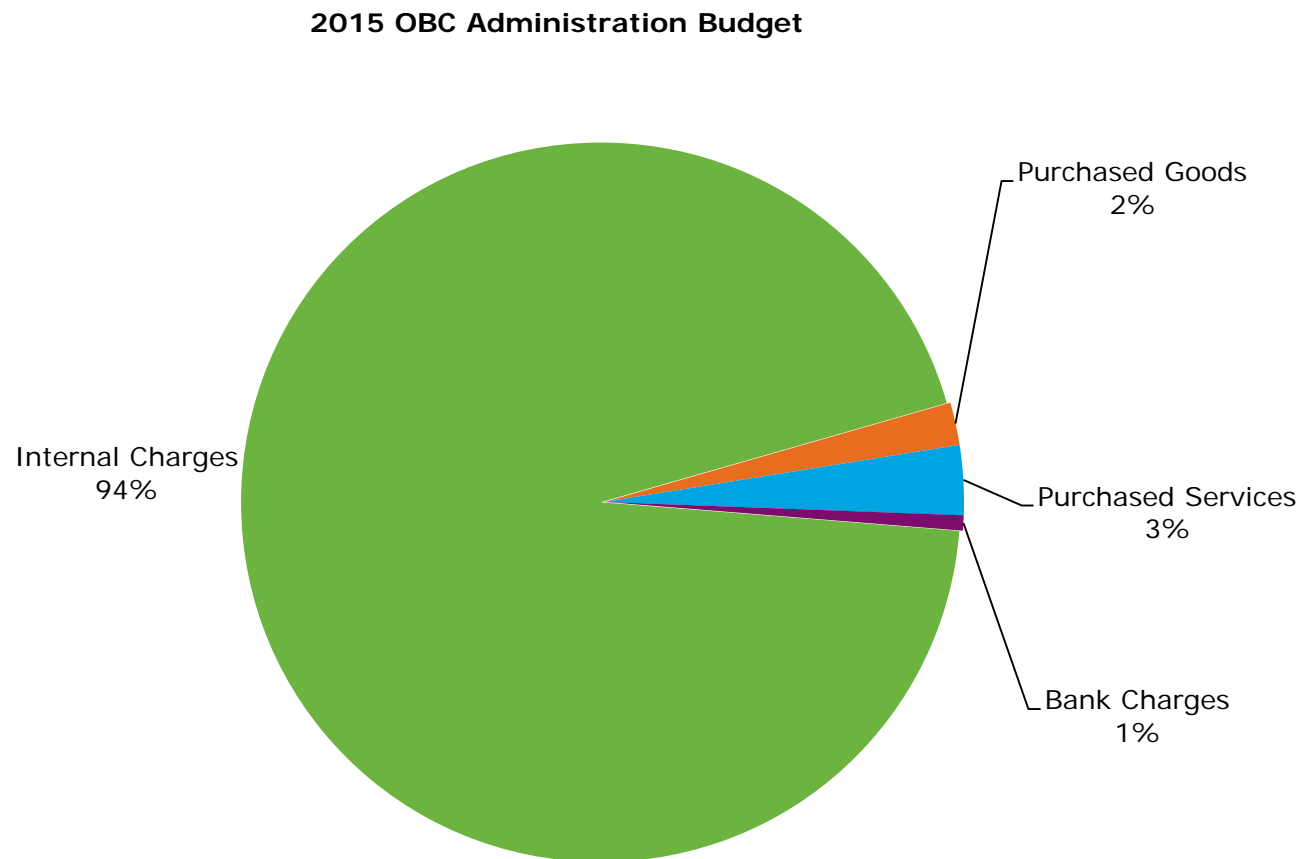
	2014	2015	Yr/Yr Change
Compensation Chargeback	\$2,038,100	\$2,225,400	\$187,300
Other Support Costs from Non-OBC Administration	\$84,470	\$82,810	(\$1,660)
Interdepartmental Service Area Support Costs (e.g. Legal, HR, etc)	\$510,300	\$526,600	\$16,300
Total Internal Charges	\$2,632,870	\$2,834,810	\$201,940

ONTARIO BUILDING CODE ADMINISTRATION

Multi-year OBC operating budget

	2015 OBC Approved Budget	2016 Proposed Budget	2017 Proposed Budget	2018 Proposed Budget
Revenue				
Licenses and Permits	(\$2,950,000)	(\$3,068,000)	(\$3,190,700)	(\$3,318,300)
Transfer from Reserves	(\$56,510)	(\$91,500)	(\$58,700)	(\$166,900)
Total Revenue	(\$3,006,510)	(\$3,159,500)	(\$3,249,400)	(\$3,485,200)
Expenditures				
Purchased Goods	\$57,300	\$58,100	\$58,900	\$59,700
Purchased Services	\$93,900	\$94,300	\$94,700	\$95,100
Bank Charges	\$20,500	\$21,100	\$21,700	\$22,400
Internal Charges	\$2,834,810	\$2,986,000	\$3,074,100	\$3,308,000
Transfer to Reserves	\$0	\$0	\$0	\$0
Total Expenditures	\$3,006,510	\$3,159,500	\$3,249,400	\$3,485,200
Net Budget	\$0	\$0	\$0	\$0

ONTARIO BUILDING CODE ADMINISTRATION



ONTARIO BUILDING CODE ADMINISTRATION

2015 OBC Capital Budget

The 2015-2024 capital budget and forecast reflects Building Services' contribution to the Corporate Technology Strategy and Implementation Plan.

2015 - 2024 Ontario Building Code Capital Budget & Forecast (\$'000s)

Project Category	Project Cost	Capital Reserves
Strategic Plan		
IT Strategic Plan	166.0	(166.0)
Total Strategic Plan	166.0	(166.0)
Total Capital Budget	166.0	(166.0)

The figure represents the 10 year Capital Costs to be funded from OBC

A detailed list of capital project is included at the **end of this section**.

OBC Reserves and Reserve Funds

The Building Code Act allows municipalities to set permit fees to cover the cost of administering and enforcing the Building Code Act, and make reasonable contributions to a reserve. The reserve can be used to offset periods of low building and construction activity, make service enhancements, and cover unexpected expenses.

To provide an upper limit while maintaining the City's ability to maintain a healthy reserve, Guelph City Council established a maximum reserve limit equal to one year of operating costs.

ONTARIO BUILDING CODE ADMINISTRATION

Chart 10 describes the purpose of the reserve, the forecasted 2015 year-end balances, and the upset limits.

Chart 10:

Reserve or Reserve Fund	Purpose	2015 Forecasted Balance	Upset Limit	2015 Forecast
Building Services Stabilization Reserve	Funds are transferred in from any surplus building permit fee revenues generated as a result of volume. Funds are transferred out, with Council approval, to stabilize revenues in lean years or to cover unexpected expenses such as training, legal fees, staffing needs, and associated support costs.	\$2,025,212	100% of one-year of Operating Costs (not including transfers to reserves)	67%

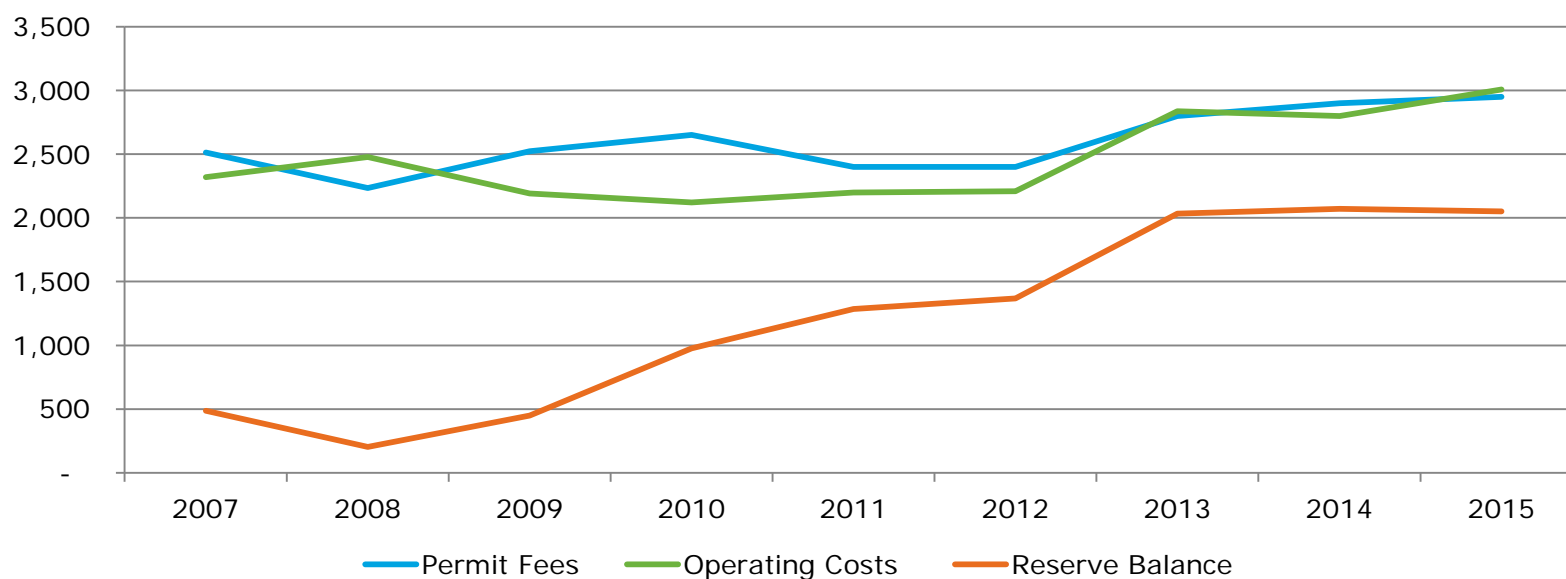
Note: The upset limit is identified in Committee Report 10-24 Annual Report on 2009 Building Permit Fees, Costs and Building Stabilization Reserve

ONTARIO BUILDING CODE ADMINISTRATION

Graph 8 shows the relationship between permit fees, operating costs and reserve activities.

Graph 8:

Permit Fees, Operating Costs & Reserve Activities (\$000s)



2015-2024 Capital Budget

Project Number & Description	2015	2016	2017	2018	2019	Next 5 Years	Total Project Cost	Grants & Subsidies	Federal Gas Tax	Other	Development Charges	DC Debt	Net Cost to City	Equipment Replacement	Capital Envelope	Other Capital	Debt
OBC Administration																	
OBC Administration																	
IT0029 IT STRATEGIC PLAN - BUILDING	34.2	35.0	14.8	2.5	15.9	63.6	166.0						166.0				166.0
Total OBC Administration	34.2	35.0	14.8	2.5	15.9	63.6	166.0						166.0				166.0
Total OBC Administration	34.2	35.0	14.8	2.5	15.9	63.6	166.0						166.0				166.0
Total OBC	34.2	35.0	14.8	2.5	15.9	63.6	166.0						166.0				166.0

COURT SERVICES

The City provides mandatory Court services under its agreement with the province of Ontario. This service is provided in accordance with the principles of justice, and as per legislative and provincial policy requirements. The provincial Offences Act (POA) Court ensures public access to justice within the framework of individual rights guaranteed by the *Canadian Charter of Rights and Freedoms* ("Charter").

Court Administration

- Administer public service components of court operations and manage stakeholder relations
- Administer charges and court-related processes and manage caseload and court scheduling
- Manage Court financials including fine enforcement
- Maintain provincial charge and statistical databases

Court Facilities

- Maintain enhanced public access to justice through the provision of fully functional, barrier-free court facilities including public service counters, waiting areas and courtrooms
- Maintain facilities and amenity areas for judicial, administration, prosecution and in-custody functions

Court Support

- Administer in-court proceedings and maintain the court record
- Provide transcript production and judicial support services

Prosecutions

- Provide prosecutorial resources and support for trials and appeals of provincial, regulatory, and municipal offences
- Maintain early resolution initiatives supporting efficiencies in case management and public access to justice
- Manage case work including case law research and the preparation of factums and legal arguments

COURT SERVICES

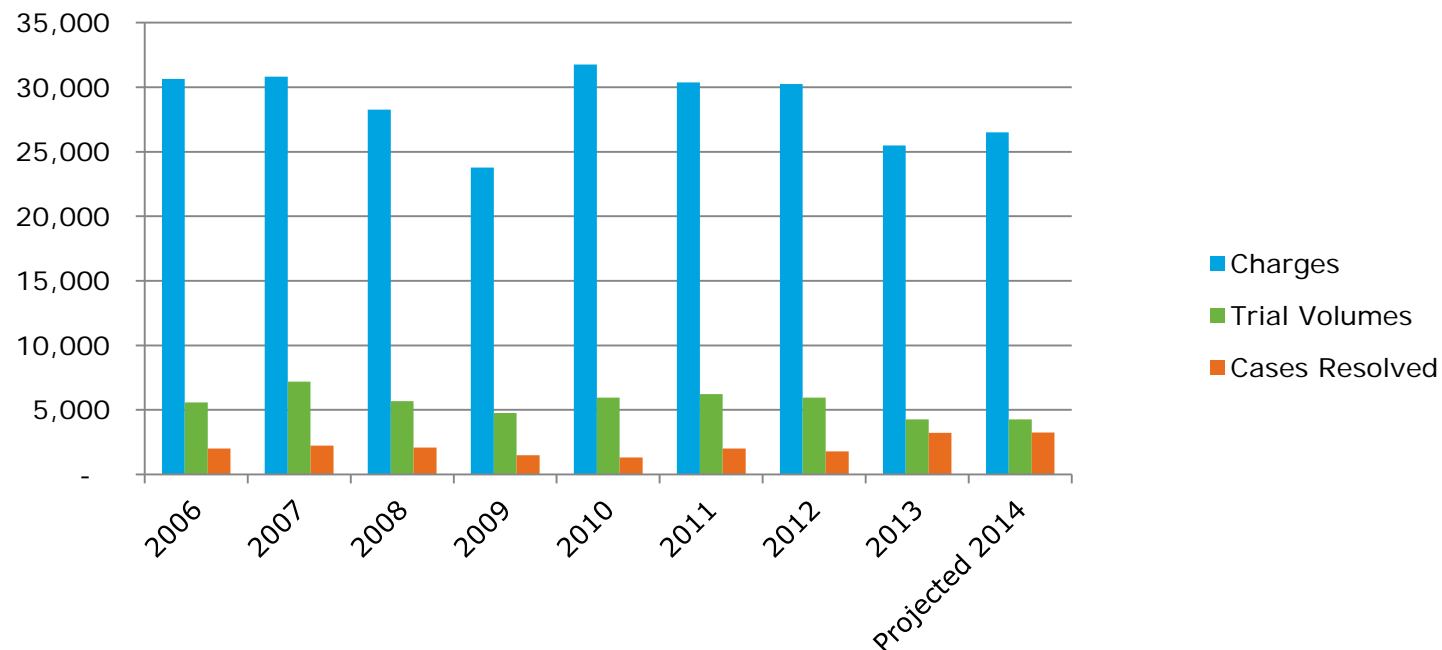
2014 accomplishments

- Revised departmental data systems to enhance real-time understanding of operating and financial trends, and to build capacity by creating efficiencies in the resources required to manage data
- Implemented use of Equifax, MTO and Geowarehouse systems to enhance defaulted fine recoveries
- Worked with Guelph Police Service to implement initial processes associated with e-tickets (electronically issued charges)
- Completed assessment of online fine payment options for implementation in 2015
- Implemented an annual maintenance program to provide corporate operational synergies and mitigate the impacts of maintenance costs
- Enhanced use of court facilities by other provincial courts and tribunals to increase rental income
- Realigned resources within the prosecutorial process resulting in streamlined service (e.g. fewer attendances for court patrons to address trial processes), lower time to trial, and fewer *Charter* challenges regarding delays
- Provided support to increased number of courts and tribunals

COURT SERVICES

Key performance measures

Charges, Trial Volumes and Case Resolutions

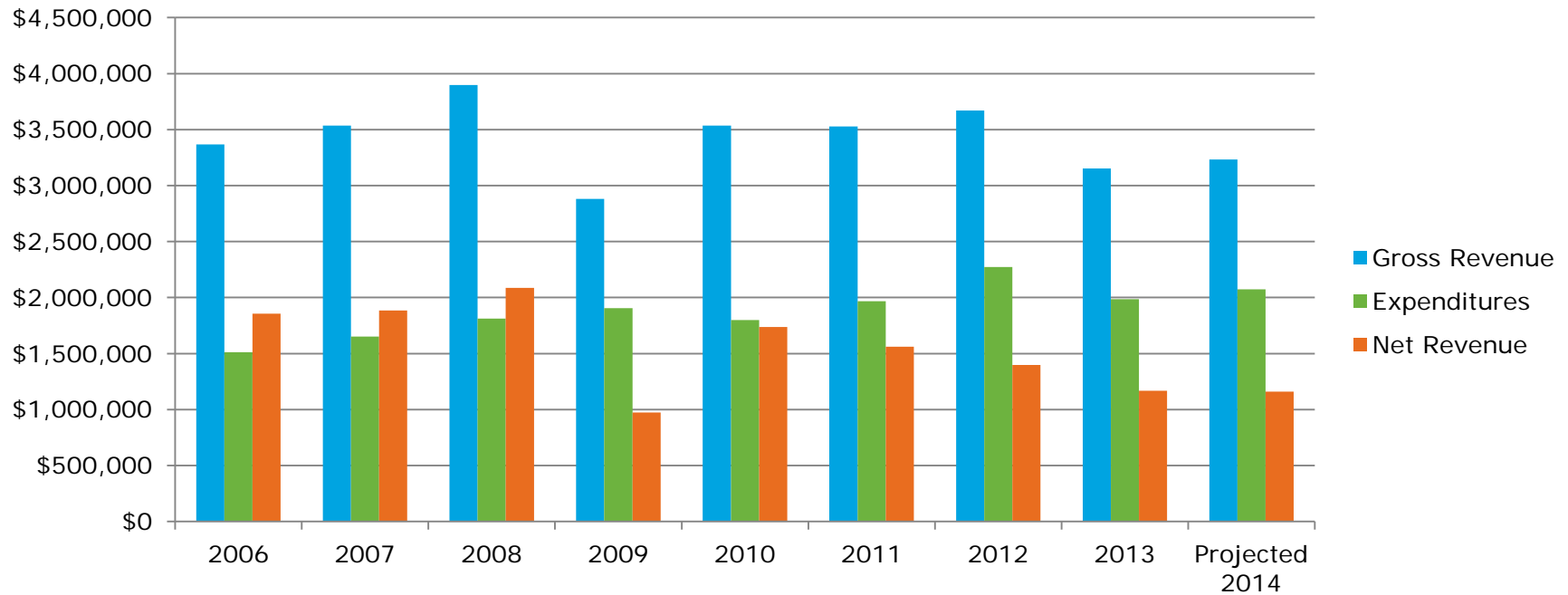


Charges are issued by enforcement agencies and police services within the Court Services area. The volume of charges in Guelph–Wellington in 2014 is projected to be lower than the average 30,000 annual charges (2002-2013). This is the second consecutive year of lower charge volumes.

The average annual trial rate remains in the range of 15-20 per cent of total charges issued. This range has remained consistent since court operations were transferred from the Province to the City in May 2000. In addition, case resolutions continue to rise with the 2014 yearend rate projected to be in line with the 76 per cent rate experienced in 2013.

COURT SERVICES

Revenues and expenditures



Lower charge volumes in 2013 resulted in negative year-end variance. As a result of similar charge volumes in 2014, Court Services is again projecting a negative year-end variance. Based on these reductions, the portion of the 2015 gross revenue related to fines is budgeted at \$287,100 less than previous years.

With cost increases budgeted at 2.0 per cent, and with the reduction in fine revenue, the net revenue for distribution between the City and the County will be \$335,710 less than the 2014 budgeted amount.

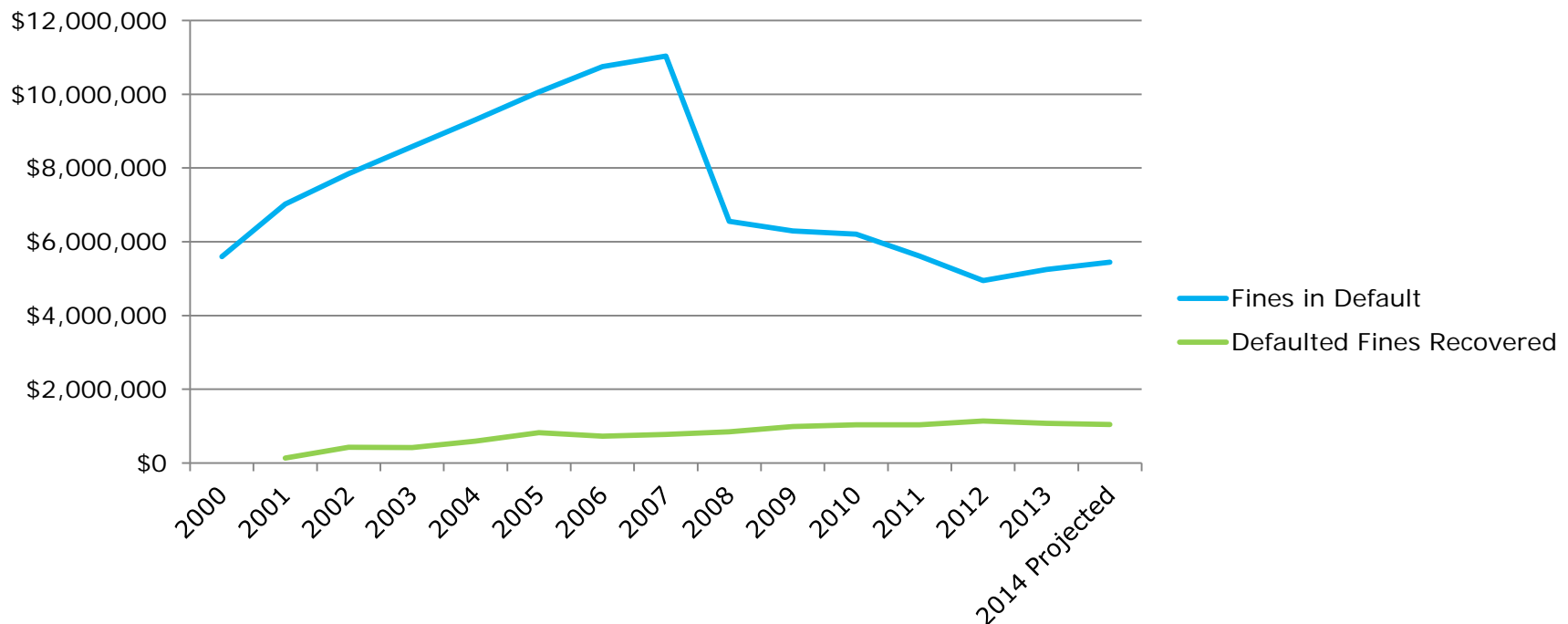
COURT SERVICES

Outstanding fine balance and recoveries

The current total outstanding fines balance is comprised of all unpaid fines (i.e. defaulted fines and written-off fines). As of December 31, 2013, the outstanding fines balance was \$12.9 million (\$5.2 million in defaulted fines; \$7.6 million in written-off fines). In 2008, pursuant to Public Sector Accounting Board (PSAB) principles of accounting, Guelph undertook to write off outstanding fines (years 1950-2002) in the amount of \$5.1 million.

Fine enforcement efforts are undertaken primarily with respect to the balance of defaulted fines. The defaulted fine balance and recovery efforts are reflected in the following graph. Those efforts have resulted in the balance decreasing since 2008. The percentage of annual gross revenue realized through fine enforcement efforts has increased from 22.2 per cent in 2005 to 34.3 per cent in 2013. Since 2010, over \$1 million of Court Services' annual gross revenue is attributable to the enforcement of defaulted fines.

Defaulted Fines – Enforcement



COURT SERVICES

2015 objectives

- Improve records management; standardize approach to departmental records identification and management
- Implement direct upload of electronic ticket (e-ticket) data to the Province's offence data base
- Implement *Paymentus* online fine payment system
- Establish operating protocols for adding fines to the tax roll
- Replace roof of Court building (2015 Capital project)
- Implement corporate operational synergies (e.g. coordinated snow removal and preventive maintenance programming between City Hall and Courts facilities)
- Provide support to the increased number of courts and tribunals utilizing the facility
- Enhance proactive response initiatives to case file inquiries and trial processes using 2014 resource realignments

Key changes in 2015

- \$292,100 reduction in gross revenue due to the current trend of fewer charges being filed with the Court
- Net revenue to the County reduced by \$105,095 over 2014 amount
- Increased costs associated with interpreters, facility equipment service costs and compensation
- Increased in purchased goods associated with utilities and operating supplies
- Increased internal charges of \$9,500 charged by other city departments for human resources, finance, legal and specialized maintenance support
- Reduced contribution to capital reserve to mitigate anticipated lower revenue due to reduced charge volumes; the proposed contribution to capital reserves is lower than what is suggested by best practices which states that the contribution should be at least equal to annual amortization, however, the capital reserve will not be overtly affected by this short-term measure and there are sufficient reserves to fund the capital work set out in the forecast

COURT SERVICES

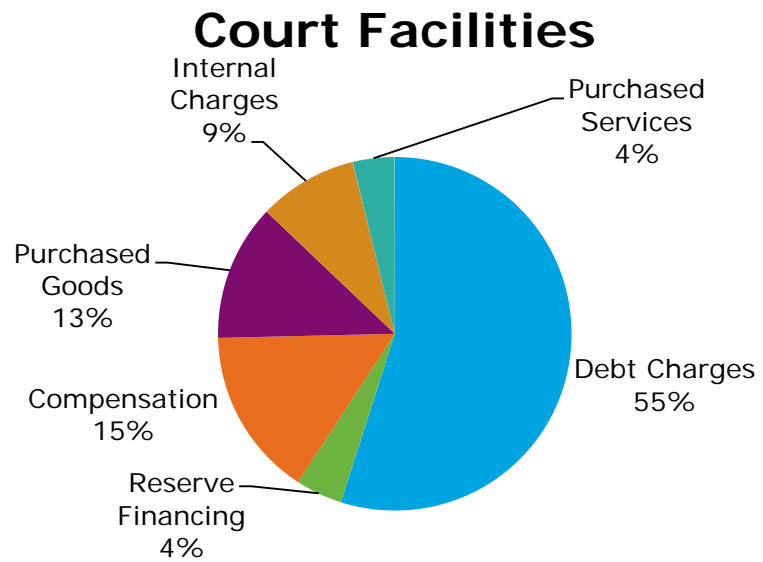
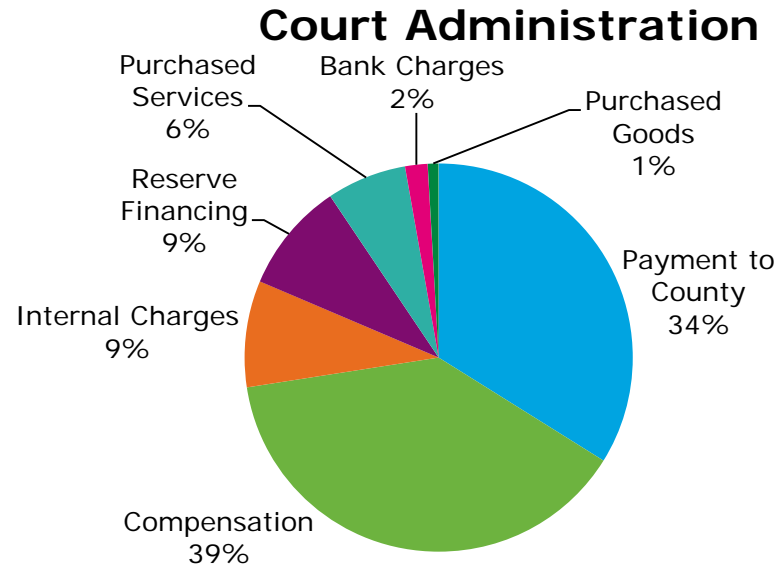
2015 operating budget

The 2015 Court Services operating budget has gross expenditures of \$3,349,900, including internal charges and transfers to reserves. Chart 10 shows the cost by service area.

Chart 10:

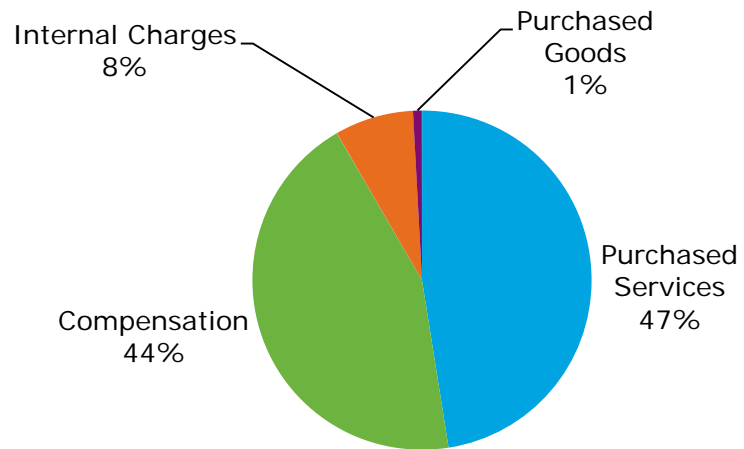
2014 Approved Budget	2015 Budget by Service					Yr/Yr Change (\$)	Yr/Yr Change (%)
	Court Administration	Court Support	Prosecutions	Facilities	Total		
Revenue							
By-Law Fines (\$131,200)	(\$111,800)	\$0	\$0	\$0	(\$111,800)	\$19,400	(15%)
POA Fines (\$3,500,000)	(\$3,232,300)	\$0	\$0	\$0	(\$3,232,300)	\$267,700	(8%)
Facility Rentals (\$2,300)	\$0	\$0	\$0	(\$2,300)	(\$2,300)	\$0	0%
Transcript Revenue (\$8,500)	\$0	(\$3,500)	\$0	\$0	(\$3,500)	\$5,000	(59%)
Total Revenues (\$3,642,000)	(\$3,344,100)	(\$3,500)	\$0	(\$2,300)	(\$3,349,900)	\$292,100	(8%)
Expenditures							
Compensation \$1,328,600	\$665,136	\$184,494	\$380,930	\$112,340	\$1,342,900	\$14,300	1%
Purchased Goods \$108,700	\$15,580	\$3,500	\$4,930	\$90,891	\$114,900	\$6,200	6%
Purchased Services \$358,110	\$114,163	\$198,577	\$29,299	\$27,981	\$370,020	\$11,910	3%
Bank Charges \$30,500	\$32,200	\$0	\$0	\$0	\$32,200	\$1,700	6%
Payment to County \$688,395	\$583,300	\$0	\$0	\$0	\$583,300	(\$105,095)	(15%)
Debt Charges \$400,000	\$0	\$0	\$0	\$400,000	\$400,000	\$0	0%
Internal Charges \$308,100	\$152,788	\$31,464	\$67,448	\$65,900	\$317,600	\$9,500	3%
Total Expenditures \$3,222,405	\$1,563,167	\$418,035	\$482,607	\$697,112	\$3,160,920	(\$61,485)	(2%)
Net Budget before Reserve Financing (\$419,595)	(\$1,780,933)	\$414,535	\$482,607	\$694,812	(\$188,980)	\$230,615	55%
Reserve Financing \$419,595	\$158,046	\$0	\$0	\$30,934	\$188,980	(\$230,615)	(55%)
Net Budget After Reserve Financing \$0	(\$1,622,887)	\$414,535	\$482,607	\$725,746	\$0	\$0	0%
Full Time Equivalents 15.8	8.28	2.37	3.8	1.35	15.8	0	

COURT SERVICES

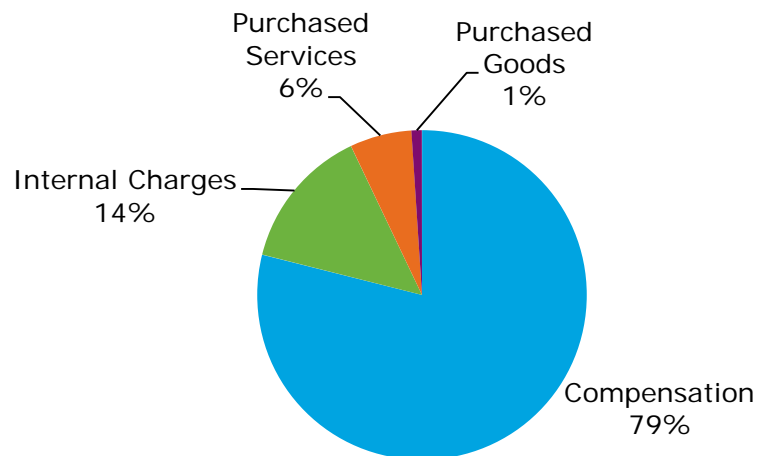


COURT SERVICES

Court Support



Prosecutions



COURT SERVICES

Multi-year operating budget

The following forecast is provided for information only. Assumptions used in developing the multi-year operating budget forecast include:

- **Salaries, wages and benefits:** annual percentage increases pursuant to collective agreements and increases in required professional trade licence fees
- **Purchased goods:** annual increases of 1.68 per cent for most goods; some cost reductions in purchased goods, e.g. reduced printing costs due to increased use of online services and e-ticketing
- **Purchased services:** annual increases of 1.68 per cent for most services; some cost reductions in provincial charges (adjudication and crown prosecution costs) due to reductions achieved in court time usage
- **Financial expenses:** annual increases based on analysis of historical trends
- **Program support costs:** annual increases in chargeback rates assessed by internal departments
- **Revenues:** expected to be lower due to decreased charge volumes experienced in 2013 and 2014

Multi-year Operating Budget

	2015 Total Approved Budget	Total 2016 Forecasted Budget	Total 2017 Forecasted Budget	Total 2018 Forecasted Budget
Revenue				
By-Law Fines	(\$111,800)	(\$114,000)	(\$116,300)	(\$118,600)
POA Fines	(\$3,232,300)	(\$3,296,900)	(\$3,362,900)	(\$3,430,100)
Facility Rentals	(\$2,300)	(\$2,300)	(\$2,300)	(\$2,300)
Transcript Revenue	(\$3,500)	(\$3,400)	(\$3,300)	(\$3,200)
Total Revenues	(\$3,349,900)	(\$3,416,600)	(\$3,484,800)	(\$3,554,200)
Expenditures				
Compensation	\$1,342,900	\$1,333,750	\$1,359,200	\$1,386,700
Purchased Goods	\$114,900	\$115,700	\$121,200	\$125,800
Purchased Services	\$370,020	\$377,520	\$380,540	\$386,524
Bank Charges	\$32,200	\$32,700	\$33,300	\$33,900
Payment to County	\$583,300	\$594,800	\$606,700	\$618,700
Debt Charges	\$400,000	\$400,000	\$400,000	\$400,000
Internal Charges	\$317,600	\$317,900	\$318,100	\$318,200
Total Expenditures	\$3,160,920	\$3,172,370	\$3,219,040	\$3,269,824
Net Budget before Reserve Financing	(\$188,980)	(\$244,230)	(\$265,760)	(\$284,376)
Reserve Financing	\$188,980	\$244,230	\$265,760	\$284,376
Net Budget After Reserve Financing	\$0	\$0	\$0	\$0
Full Time Equivalents	15.8	15.8	15.8	15.8

COURT SERVICES

2015 Capital Budget

Court Services capital budget identifies the most appropriate timing for capital investments, project costs and funding sources. In 2015, total capital expenditures are \$302,400 and the nine-year forecast equals \$380,000. The capital budget and forecast is allocated between the following categories and funding sources.

POA Capital Summary ('000s)

Project Category	Project Cost	County Contributions	Capital Reserves
Court Facilities	313.0	156.5	156.5
Court Administration	369.4	184.7	184.7
Total Capital Budget	682.4	341.2	341.2

The 2015 Courts Services capital budget includes regular replacement for information technology equipment, facility lifecycle and equipment and funding for the department's portion of the Corporate Technology Strategy.

Taking care of what we own

In August 2010, the City completed its renovation of the historic former Guelph City Hall for use as the Court facility. This facility has been in Guelph's inventory since 1856. The renovation involved significant interior redesign, a new judicial quadrant added to the southeast corner of the existing structure and some maintenance and upgrades to existing exterior features. To ensure long-term sustainability of the facility, the annual departmental budget

includes contributions to the Capital Reserve to ensure that life cycle work identified within the capital forecast can be carried out. Scheduled work in 2015 includes roof replacement, upgrades to barrier-free door openers throughout the facility, and scheduled battery power replacement in the facility's uninterrupted power supply systems.

Enhancing City services: preparing for continued growth

Improvement in the delivery of court services continues each year through innovative solutions and resource adjustments that streamline processes for justice service stakeholders and members of the public who access the court system. The 2015 budget provides for the

COURT SERVICES

implementation of online fine payments, electronic upload of charges by police, enhanced online disclosure of cases for defence firms, and improvements to court records management systems.

Ensuring regulatory compliance.

The 2015 budget provides for the continued delivery of Provincial Offences Act Court services in Guelph–Wellington within the legislative, agreement and policy framework under which it operates. Part of the court's function is to enforce court-ordered sentences involving regulatory offences. To that end, enhanced fine enforcement measures and tools used by the court in sentence enforcement are supported within the 2015 budget.

A detailed list of capital projects including descriptions is included at the **end of this section**.

COURT SERVICES

Courts Reserves and Reserve Funds

The City maintains separate funds for Court Services' capital works and operations. The chart below describes the purpose of each reserve (non-interest earning) and reserve fund (interest earning), the forecasted 2015 ending balance, the reserve or reserve fund target, and 2015 forecasted target.

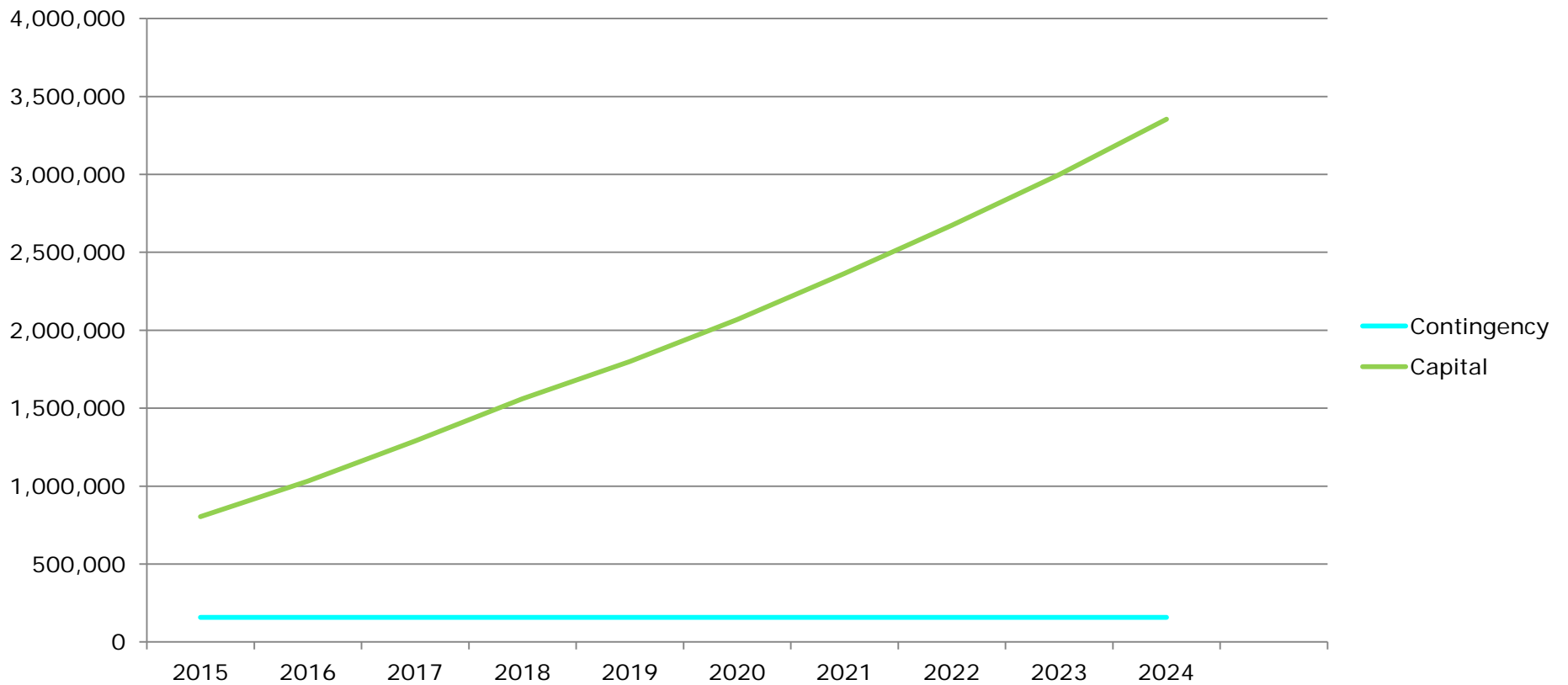
Court Services Reserves and Reserve Funds

Reserve or Reserve Fund	Purpose	2015 forecasted balance	Target	2015 forecast
Court Services Contingency Reserve	The reserve is funded from operating surpluses. Funds are transferred out at the direction of Council to help stabilize the department's annual operating budget, to fund a year-end operating deficit or to pay for capital projects that will result in operating savings. The balance in this reserve should be 10% of gross operating expenditures.	\$158,046	8—10% of gross operating expenditures	10%
Court Services Capital Reserve Fund	Funds are transferred in as contributions from the operating budget or any remaining surplus not committed to another reserve upon closing individual capital projects. This reserve is used to fund the City's share of capital works related to Court Services assets, and pay back loans (service debt) related to Guelph's Provincial Court facility. Annual contributions to this reserve should, at a minimum, equal depreciation expense.	\$901,860	At least 100% of annual depreciation expense	15%

The following graph shows the forecasted 2015-2024 balance for each of the reserves and reserve funds. As shown, the balance in the contingency reserve levels out in 2016. As long as the City's share of expenditures is paid for and reserves are adequately funded the City would be eligible to receive a dividend.

COURT SERVICES

2015 - 2024 Court Services Reserves and Reserve Funds



COURT SERVICES

Capital

Capital costs associated with the Court Services operations are funded from the City's portion of the net fine revenue remaining after all operational costs and revenue distribution to the County occurs. The Capital budget is comprised of three primary areas of replacement and/or improvements:

1. Facility life cycle;
2. Information Technology; and
3. Other equipment and systems (e.g. security infrastructure, scanning equipment, etc.).

COURT FACILITIES

Court facilities include the courthouse itself (former historic Guelph City Hall), the courtyard, planting beds and public access areas in front of the facility as well as the east side secure police in-custody transport area and the judicial parking areas to the rear of the facility.

Facility Life Cycle

Capital Budget funding is allocated for 2015 and throughout the forecast for the following life cycle upgrades and/or replacements:

2015

- Comprehensive roof replacement on the facility;
- Replacement of barrier-free door operators throughout the facility; and
- Replacement of the batteries supplying the Uninterrupted Power Supply ("UPS") system.

2019

- Interior carpet replacement.

2020

- UPS battery replacement (replaced in 2015, has five-year life cycle).

COURT OPERATIONS

Information Technology

Capital Budget funding is allocated for 2015 and annually throughout the forecast for the replacement of existing desktop computers, printers, servers and network equipment. Capital funding is included in each year of the forecast to ensure units are replaced in keeping with the corporate-wide replacement schedule.

Other Equipment and Systems

Capital Budget funding is allocated for 2015 and throughout the forecast for the following equipment and system upgrades and/or replacements:

2015

- Minor snow removal equipment;
- Installation of a publicly accessible defibrillator unit; and
- The Department's proportionate share of funding for the Corporate Technology Strategic Plan ("CTSP").

COURT SERVICES

2016

- Contribution to the CTSP.

2017

- Contribution to the CTSP.

2020

- Upgrade to security system; and
- Replacement of scanning equipment (acquired in 2013, has seven-year life cycle).

Project Number & Description	2015	2016	2017	2018	2019	Next 5 Years	Total Project Cost	Grants & Subsidies	Federal Gas Tax	Other	DC's	DC Debt	Net Cost to City	Equipmen Replacem	City Reserves	Debt
2211 Court Facilities																
GG0158 LIFE CYCLE - POA	267.0				25.0	14.0	306.0			153.0			153.0		153.0	
GG0237 POA FACILITY EQUIPMENT	7.0						7.0			3.5			3.5		3.5	
Total 2211 Court Facilities	274.0				25.0	14.0	313.0			156.5			156.5		156.5	
2212 Court Operations																
GG0242 POA SCANNING EQUIP REPL 2020						10.0	10.0			5.0			5.0		5.0	
IT0014 POA ITS REPLACEMENT	16.8	26.8	16.0	30.1	63.9	139.5	293.1			146.6			146.6		146.6	
IT0028 IT STRATEGIC PLAN - POA	11.6	11.9	5.0	0.8	5.4	21.6	56.3			28.2			28.2		28.2	
IT0036 SECURITY INFA REPLACEMENT POA						10.0	10.0			5.0			5.0		5.0	
Total 2212 Court Operations	28.4	38.7	21.0	30.9	69.3	181.1	369.4			184.8			184.8		184.8	
Total POA	302.4	38.7	21.0	30.9	94.3	195.1	682.4			341.3			341.3		341.3	

Project Number & Description	2020	2021	2022	2023	2024	Total Project 2020-2024	Grants & Subsidies	Federal Gas Tax	Other	Developm Charges	DC Debt	Net Cost to City	Equipmen Replacem ent	Capital Envelope	Other Capital	Debt
POA																
2211 Court Facilities																
GG0158 LIFE CYCLE - POA	14.0					14.0			7.0			7.0			7.0	
GG0242 POA SCANNING EQUIP REPL 2020	10.0					10.0			5.0			5.0			5.0	
Total 2211 Court Facilities	24.0	0.0	0.0	0.0	0.0	24.0	0.0	0.0	12.0	0.0	0.0	12.0	0.0	0.0	12.0	0.0
2212 Court Operations																
IT0014 POA ITS REPLACEMENT	15.9	24.2	42.7	41.8	14.9	139.5			69.8			69.8			69.8	
IT0028 IT STRATEGIC PLAN - POA	10.8	10.8				21.6			10.8			10.8			10.8	
IT0036 SECURITY INFA REPLACEMENT POA	10.0					10.0			5.0			5.0			5.0	
Total 2212 Court Operations	36.7	35.0	42.7	41.8	14.9	171.1	0.0	0.0	85.6	0.0	0.0	85.6	0.0	0.0	85.6	0.0
Total POA	60.7	35.0	42.7	41.8	14.9	195.1	0.0	0.0	97.6	0.0	0.0	97.6	0.0	0.0	97.6	0.0



Appendices

APPENDIX 1: 2015 TAX-SUPPORTED OPERATING BUDGET

25-Mar-15		2015 Base Budget					2015 Requested Budget				
	2014 Budget	2015 Base Budget	2015 Impact from Capital	2015 Base Budget Final	2015 Base Budget Change \$	2015 Base Budget Change %	2015 Strategic Investments	2015 Service Investments	2015 Final Budget	2015 Budget Change (\$)	2015 Budget Change (%)
Mayor & Council											
Mayor & Council	879,820	944,150		944,150	64,330	7.31%			944,150	64,330	7.31%
Total Mayor & Council	879,820	944,150		944,150	64,330	7.31%	0		944,150	64,330	7.31%
CAO											
CAO Administration	1,286,814	1,383,529		1,383,529	96,715	7.52%			1,383,529	96,715	7.52%
Total CAO	1,286,814	1,383,529		1,383,529	96,715	7.52%	0		1,383,529	96,715	7.52%
Infrastructure, Development & Enterprise											
IDE Administration	283,490	453,090		453,090	169,600	59.83%			453,090	169,600	59.83%
Planning	2,194,050	2,234,980		2,234,980	40,930	1.87%			2,234,980	40,930	1.87%
Building	1,012,967	1,132,250		1,132,250	119,283	11.78%		15,000	1,147,250	134,283	13.26%
Engineering	844,818	868,575		868,575	23,757	2.81%			868,575	23,757	2.81%
Solid Waste	10,366,598	10,669,210		10,669,210	302,612	2.92%			10,669,210	302,612	2.92%
Enterprise	1,828,899	1,882,496		1,882,496	53,597	2.93%	50,000		1,932,496	103,597	5.66%
Total Infrastructure, Development & Enterprise	16,530,822	17,240,601		17,240,601	709,779	4.29%	50,000	15,000	17,305,601	774,779	4.69%
Public Services											
PS Administration	890,740	747,470		747,470	(143,270)	(16.08%)			747,470	(143,270)	(16.08%)
Recreation Programs and Facilities	1,827,976	1,939,292		1,939,292	111,316	6.09%			1,939,292	111,316	6.09%
Community Engagement and Social Services Liaison	2,908,107	2,999,081		2,999,081	90,974	3.13%			2,999,081	90,974	3.13%
Culture and Tourism Division	2,623,110	2,813,058		2,813,058	189,948	7.24%			2,813,058	189,948	7.24%
Corporate Building Maintenance	2,600,348	2,728,071		2,728,071	127,723	4.91%			2,728,071	127,723	4.91%
Business Services	1,514,616	1,583,440		1,583,440	68,824	4.54%			1,583,440	68,824	4.54%
Parks	5,386,706	5,867,523		5,867,523	480,817	8.93%			5,867,523	480,817	8.93%
By-Law, Compliance, Security & Licensing	1,265,031	1,385,260		1,385,260	120,229	9.50%		100,000	1,485,260	220,229	17.41%
Transit	11,387,668	13,816,222	480,100	14,296,322	2,908,654	25.54%			14,296,322	2,908,654	25.54%
Public Works	14,009,935	15,147,851	7,500	15,155,351	1,145,416	8.18%		169,500	15,324,851	1,314,916	9.39%
Emergency Services	27,846,598	28,661,476		28,661,476	814,878	2.93%		465,600	29,127,076	1,280,478	4.60%
Total Public Services	72,260,835	77,688,744	487,600	78,176,344	5,915,509	8.19%	0	735,100	78,911,444	6,650,609	9.20%
Corporate Services											
HR Administration	2,450,553	2,551,503		2,551,503	100,950	4.12%			2,551,503	100,950	4.12%
Human Resources	641,550	647,150		647,150	5,600	0.87%			647,150	5,600	0.87%
Legal Services	1,185,591	1,221,661		1,221,661	36,070	3.04%			1,221,661	36,070	3.04%
Information Technology	4,214,425	4,319,060		4,319,060	104,635	2.48%	97,000		4,416,060	201,635	4.78%
Clerk Services	869,340	832,630		832,630	(36,710)	(4.22%)		23,100	855,730	(13,610)	(1.57%)
Corporate Communications	697,830	691,180		691,180	(6,650)	(0.95%)			691,180	(6,650)	(0.95%)
Finance	2,356,282	2,089,665		2,089,665	(266,617)	(11.32%)			2,089,665	(266,617)	(11.32%)
Total Corporate Services	12,415,571	12,352,849		12,352,849	(62,722)	(0.51%)	97,000	23,100	12,472,949	57,378	0.46%
General and Capital Financing											
General Expenditures	3,107,348	5,305,258		5,305,258	2,197,910	70.73%			5,305,258	2,197,910	70.73%
General Revenues - Subtract PIL's	(10,486,671)	(10,577,554)		(10,577,554)	(90,883)	0.87%			(10,577,554)	(90,883)	0.87%
Capital Financing	28,643,790	25,938,295		25,938,295	(2,705,495)	(9.45%)			25,938,295	(2,705,495)	(9.45%)
City Grants	1,223,800	1,745,450		1,745,450	521,650	42.63%			1,745,450	521,650	42.63%
Total General and Capital Financing	22,488,267	22,411,449		22,411,449	(76,818)	(0.34%)	0		22,411,449	(76,818)	(0.34%)
Total City Departments	125,862,129	132,021,322	487,600	132,508,922	6,646,793	5.28%	147,000	773,200	133,429,122	7,566,993	6.01%
Local Boards											
Police	35,283,200	36,293,100		36,293,100	1,009,900	2.86%		150,000	36,443,100	1,159,900	3.29%
Library	8,209,620	8,373,835		8,373,835	164,215	2.00%			8,373,835	164,215	2.00%
Guelph Municipal Holdings	(24,000)	77,500		77,500	101,500	(422.92%)			77,500	101,500	(100.00%)
Elliott	-	1,351,700		1,351,700	1,351,700	100.00%			1,351,700	1,351,700	100.00%
Total Local Boards	43,468,820	46,096,135		46,096,135	2,627,315	6.04%	0	150,000	46,246,135	2,777,315	6.39%
Shared Services											
Shared Services	27,486,092	27,621,969		27,621,969	135,877	0.49%			27,621,969	135,877	0.49%
Total Shared Services	27,486,092	27,621,969		27,621,969	135,877	0.49%	0		27,621,969	135,877	0.49%
Local Boards & Shared Services	70,954,912	73,718,104	0	73,718,104	2,763,192	3.89%	0	150,000	73,868,104	2,913,192	4.11%
Total Tax Supported	196,817,041	205,739,426	487,600	206,227,026	9,409,985	4.78%	147,000	923,200	207,297,226	10,480,185	5.32%
Prior Year Assessment Growth	3,373,038				(3,373,038)					(3,373,038)	
Tax and PIL Supported Budget for Approval	200,190,079	205,739,426	487,600	206,227,026	6,036,947	3.02%	147,000	923,200	207,297,226	7,107,147	3.55%

2: MULTI-YEAR TAX-SUPPORTED OPERATING BUDGET

23-Apr-15		2015 Approved Budget					2016 Forecasted Budget			2017 Forecasted Budget		
	2014 Approved Budget	2015 Base Budget	2015 Approved Expansions	2015 Total Approved Budget	2015 Budget Change (\$)	2015 Budget Change (%)	2016 Forecasted Budget	2016 Budget Change (\$)	2016 Budget Change (%)	2017 Forecasted Budget	2017 Budget Change (\$)	2017 Budget Change (%)
Mayor & Council												
Mayor & Council	879,820	944,150	-	944,150	64,330	7.31%	963,600	19,450	2.06%	983,900	20,300	2.11%
Total Mayor & Council	879,820	944,150	-	944,150	64,330	7.31%	963,600	19,450	2.06%	983,900	20,300	2.11%
CAO												
CAO Administration	1,286,814	1,383,529	-	1,383,529	96,715	7.52%	1,419,500	35,971	2.60%	1,458,500	39,000	2.75%
Total CAO	1,286,814	1,383,529	-	1,383,529	96,715	7.52%	1,419,500	35,971	2.60%	1,458,500	39,000	2.75%
Infrastructure, Development & Enterprise												
IDE Administration	283,490	453,090	-	453,090	169,600	59.83%	468,300	15,210	3.36%	483,900	15,600	3.33%
Planning	2,194,050	2,234,980	-	2,234,980	40,930	1.87%	2,301,800	66,820	2.99%	2,370,900	69,100	3.00%
Building	1,012,967	1,132,250	15,000	1,147,250	134,283	13.26%	1,250,900	103,650	9.03%	1,357,800	106,900	8.55%
Engineering	844,818	868,575	-	868,575	23,757	2.81%	1,005,300	136,725	15.74%	1,146,600	141,300	14.06%
Solid Waste	10,366,598	10,669,210	-	10,669,210	302,612	2.92%	10,983,600	314,390	2.95%	11,308,600	325,000	2.96%
Enterprise	1,828,899	1,882,496	50,000	1,932,496	103,597	5.66%	1,970,100	37,604	1.95%	2,008,500	38,400	1.95%
Total Infrastructure, Development & Enterprise	16,530,822	17,240,601	65,000	17,305,601	774,779	4.69%	17,980,000	674,399	3.90%	18,676,300	696,300	3.87%
Public Services												
PS Administration	890,740	747,470	-	747,470	(143,270)	(16.08%)	765,900	18,430	2.47%	784,700	18,800	2.45%
Recreation Programs and Facilities	1,827,976	1,939,292	-	1,939,292	111,316	6.09%	2,040,500	101,208	5.22%	2,145,900	105,400	5.17%
Community Engagement and Social Services Liaison	2,908,107	2,999,081	-	2,999,081	90,974	3.13%	3,055,500	56,419	1.88%	3,113,400	57,900	1.89%
Culture and Tourism Division	2,623,110	2,813,058	-	2,813,058	189,948	7.24%	2,917,935	104,877	3.73%	3,025,840	107,905	3.70%
Corporate Building Maintenance	2,600,348	2,728,071	-	2,728,071	127,723	4.91%	2,815,700	87,629	3.21%	2,907,100	91,400	3.25%
Business Services	1,514,616	1,583,440	-	1,583,440	68,824	4.54%	1,627,800	44,360	2.80%	1,673,200	45,400	2.79%
Parks	5,386,706	5,867,523	-	5,867,523	480,817	9.33%	6,123,800	256,277	4.37%	6,263,700	139,900	2.28%
By-Law, Compliance, Security & Licensing	1,265,031	1,385,260	100,000	1,485,260	220,229	17.41%	1,539,300	54,040	3.64%	1,613,800	74,500	4.84%
Transit	11,387,668	13,816,222	480,100	14,296,322	2,908,654	25.54%	14,626,000	329,678	2.31%	14,968,100	342,100	2.34%
Public Works	14,009,935	15,147,851	177,000	15,324,851	1,314,916	9.39%	16,230,200	905,349	5.91%	17,167,600	937,400	5.78%
Emergency Services	27,846,598	28,661,476	465,600	29,127,076	1,280,478	4.60%	30,465,371	1,338,295	4.59%	31,862,572	1,397,201	4.59%
Total Public Services	72,260,835	77,688,744	1,222,700	78,911,444	6,650,609	9.20%	82,208,006	3,296,562	4.18%	85,525,912	3,317,906	4.04%
Corporate Services												
HR Administration	2,450,553	2,551,503	-	2,551,503	100,950	4.12%	2,631,700	80,197	3.14%	2,717,500	85,800	3.26%
Human Resources	641,550	647,150	-	647,150	5,600	0.87%	662,300	15,150	2.34%	677,900	15,600	2.36%
Legal Services	1,185,591	1,221,661	-	1,221,661	36,070	3.04%	1,258,300	36,639	3.00%	1,295,900	37,600	2.99%
Information Technology	4,214,425	4,319,060	97,000	4,416,060	201,635	4.78%	4,543,400	127,340	2.88%	4,674,500	131,100	2.89%
Clerk Services	869,340	832,630	23,100	855,730	(13,610)	(1.57%)	880,900	25,170	2.94%	906,800	25,900	2.94%
Corporate Communications	697,830	691,180	-	691,180	(6,650)	(0.95%)	724,800	33,620	4.86%	759,800	35,000	4.83%
Finance	2,356,282	2,089,665	-	2,089,665	(266,617)	(11.32%)	2,171,300	81,635	3.91%	2,257,200	85,900	3.96%
Total Corporate Services	12,415,571	12,352,849	120,100	12,472,949	57,378	0.46%	12,872,700	399,751	3.20%	13,289,600	416,900	3.24%
General and Capital Financing												
General Expenditures	3,107,348	\$5,305,258	-	5,305,258	2,197,910	70.73%	5,860,900	555,642	10.47%	5,765,300	(95,600)	(1.63%)
General Revenues - Subtract PIL's	(10,486,671)	(\$10,577,554)	-	(10,577,554)	(90,883)	(0.87%)	(10,577,374)	180	(0.00%)	(10,577,174)	200	(0.00%)
Capital Financing	28,643,790	\$25,938,295	-	25,938,295	(2,705,495)	(9.45%)	31,906,402	5,968,107	23.01%	37,782,600	5,876,198	18.42%
City Grants	1,223,800	\$1,745,450	-	1,745,450	521,650	42.63%	2,396,700	651,250	37.31%	2,951,700	555,000	23.16%
Total General and Capital Financing	22,488,267	22,411,449	-	22,411,449	(76,818)	(0.34%)	29,586,628	7,175,179	32.02%	35,922,426	6,335,798	21.41%
Total City Departments	125,862,129	132,021,322	1,407,800	133,429,122	7,566,993	6.01%	145,030,434	11,601,312	8.69%	155,856,638	10,826,204	8.11%
Local Boards												
Police	35,283,200	\$36,293,100	150,000	36,443,100	1,159,900	3.29%	37,523,400	1,080,300	2.96%	38,635,600	1,112,200	2.96%
Library	8,209,620	\$8,373,835	-	8,373,835	164,215	2.00%	8,599,900	226,065	2.70%	8,832,700	232,800	2.71%
Guelph Municipal Holdings	(24,000)	\$77,500	-	77,500	101,500	(100.00%)	82,800	5,300	6.84%	88,200	5,400	6.52%
Elliott	-	\$1,351,700	-	1,351,700	1,351,700	0.00%	1,477,000	125,300	9.27%	1,500,000	23,000	1.56%
Total Local Boards	43,468,820	46,096,135	150,000	46,246,135	2,777,315	6.39%	47,683,100	1,436,965	3.11%	49,056,500	1,373,400	2.88%
Shared Services												
Shared Services	27,486,092	\$27,621,969	\$0	27,621,969	135,877	0.49%	28,222,900	600,931	2.18%	28,672,900	450,000	1.59%
Total Shared Services	27,486,092	27,621,969	-	27,621,969	135,877	0.49%	28,222,900	600,931	2.18%	28,672,900	450,000	1.59%
Local Boards & Shared Services	70,954,912	73,718,104	150,000	73,868,104	2,913,192	4.11%	75,906,000	2,037,896	2.76%	77,729,400	1,823,400	2.40%
Total Tax Supported	196,817,041	205,739,426	1,557,800	207,297,226	10,480,185	5.32%	220,936,434	13,639,208	6.58%	233,586,038	12,649,604	5.73%
Prior Year Assessment Growth	3,373,038				(3,373,038)			(3,373,038)			(3,373,038)	
Tax and PIL Supported Budget for Approval	200,190,079	205,739,426	1,557,800	207,297,226	7,107,147	3.55%	220,936,434	10,266,170	4.87%	233,586,038	9,276,566	4.20%

APPENDIX 2: MULTI-YEAR TAX-SUPPORTED OPERATING BUDGET

Multi-Year Operating Budget Assumptions

1. Introduction

This document provides a multi-year budget for the City of Guelph's tax supported budgets for the years 2016 and 2017. The budget is developed using the decisions and information provided as part of the development of the 2015 recommended budget. The multi-year budget as presented is for information only and shows an estimate of the operating budget if we maintain existing service levels.

For the 2015 budget process all City Departments, Guelph Police Service and Guelph Public Library had the opportunity to input a multi-year operating budget to reflect proposed future plans. Departments were instructed to only adjust their multi-year budgets if they were aware of an unusual cost or revenue that would be experienced in 2016 or 2017. Otherwise, the assumptions outlined in section three were applied.

2. Highlights

- Capital financing is increasing by \$6 million and \$5.9 million in 2016 and 2017 respectively. This is due to the assumption that the capital financing guideline will be increased from 16.03 per cent to 18 per cent in 2016 and 19 per cent in 2017. The increase to capital financing also reflects the debt servicing for the Victoria Road Recreation Centre Renovation and Expansion project beginning in 2017.

- Multi-year forecasts for The Elliott and Shared Services provided by Wellington County are based on information provided by those organizations
- Increases to City Grants are required to fund the City's commitments for grants awarded under the Tax Increment Based Grant program.

3. Assumptions

Expenditures

- All full-time and part time staffing costs increase in line with collective bargaining agreements and historical trending
- Diesel, gasoline and propane are escalating at five per cent per year
- Hydro and natural gas are escalating at five per cent per year
- Insurance is escalating at four per cent per year
- Assumes no increase to training budgets in 2016 or 2017
- All other expenditures are increasing at two per cent or less as shown by historical activity
- For purposes of the multi-year forecast, fleet costs, including fuel are not allocated out to the departments

APPENDIX 2: MULTI-YEAR TAX-SUPPORTED OPERATING BUDGET

who utilize the fleet. Rather these costs remain within the fleet business units.

- Multi-Year Operating Budgets for the County of Wellington and the Elliott have been reflected as prepared by those Boards and Agencies
- Multi-Year Operating Budget for Guelph Public Library and Guelph Police Services uses the same assumptions as City Departments
- Multi-year Operating Budget for Wellington-Dufferin-Guelph Public Health is reflecting a three per cent increase to the levy
- Transfers to Reserve Funds is increasing based on the assumptions outlined in the 20 per cent financing guideline included in the 2015-2017 Capital Budget
- Debt servicing costs reflect actual and forecasted cost of any debt issuance

Revenues

- User fees on average are estimated to increase by two per cent

- All other revenue increases were at the discretion of the department responsible. If no change was made by the department, revenues remained the same year over year.
- Unless updated by the department responsible, capital project recoveries remain unchanged over the prior year.

Internal Charges & Recoveries

- Unless updated by the department responsible, internal charges and recoveries remain unchanged over the prior year

Expansions

- Expansions are the impacts from 2015 impact from capital, strategic and service investment packages that are being recommended by staff.

Prior Year Assessment Growth

- Prior Year Assessment Growth is assumed to be the same as 2015 for purposes of the multi-year budget.

APPENDIX 3: FTE SUMMARY

Full-Time Equivalent (FTE) Summary

Department	2015 Base FTE	Impact from Capital	Strategic investments	Service investments	2015 FTE Changes	2015 Total FTE
Detail	A	B	D	E	F=B+C+D+E	G=A+E
CAO - Mayor, Strategic Planning & Initiatives	11.00		-		-	11.00
Public Services	784.95	4.00		10.80	14.80	799.75
Infrastructure, Development and Enterprise	243.68			1.00	1.00	244.68
Corporate Services	125.00		1.00	2.00	3.00	128.00
Total City Departments	1,164.63	4.00	1.00	13.80	18.80	1,183.43
Police	285.92			1.50	1.50	287.42
Library	80.50				-	80.50
Total Local Boards	366.42	-	-	1.50	1.50	367.92
TOTAL	1,531.05	4.00	1.00	15.30	20.30	1,551.35

FTE Count (FTE = Full Time Equivalent)

FTE= a budgeted amount representing permanent full and part-time productive hours of work. Department's budget hours depending on service needs.

Full time hours can vary from 2184 to 1820 hours per year, while part time hours can vary from 20 hours to 30 hours in most cases.

FTE's are NOT the same thing as headcount or the number of positions and jobs in the City.

APPENDIX 4: APPROVED EXPANSIONS – NON-TAX SUPPORTED BUDGET

Service Investments

Position Name	Description	Business Unit	FTE Impact	Salaries & Benefits	Purchased Goods & Services	One-Time Costs	Revenue / Reduced Expenditures	2015 Total	2016 Total	2017 Total
Infrastructure, Development and Enterprise										
Water Services										
Supervisor of Supply Maintenance	Staff initiated an internal comprehensive review (the Review) of the Water Services management team structure and staffing levels in 2013. The Review was conducted under the guidance of consultants with expertise in water utility management. The Review recommends that the departmental organizational structure grow and change to better delineate operation and maintenance (O & M) services and the separate support services that help sustain O & M activities, that O & M services be divided further to reflect recommended corporate staffing ratios, and that manager positions be added to the structure.	721-6110	1.00	\$97,900	\$8,600	\$35,500	(\$21,800)	\$120,200	\$101,200	\$103,200
Infrastructure Locates Lead Hand	The City's recent registration (July 2014) with ON1Call has resulted in a significant increase in the amount of utility locates that must be performed by the City's Water Services. The Locates Lead Hand will drive the move to multiple infrastructure locates (water, sewer, storm, traffic) being completed during a single field visit, a best practice followed by other municipalities. This position will assist with the development and implementation of a training program that will minimize risk and include enhancements in field technology, electronic mapping, and supporting information. The position will assist with implementing the following additional actions: managing the relationship with ON1Call; acquiring software and hardware to support the program; implementation of the designated Utility Locates Area; and updating resources (electronic maps) to provide field staff with support to provide locates as accurately as possible.	721-6450	1.00	\$90,200	\$8,300	\$35,500	\$0	\$134,000	\$102,200	\$104,100
Infrastructure Locates Coordinator	The City's recent registration (July 2014) with ON1Call has resulted in a significant increase in the amount of utility locates that must be performed by the City's Water Services. This position will coordinate the City's utility locates service including staff training, management of emergency locates, locate pre-clearing, and coordination of GIS mapping requirements with Engineering Services. The Locates Technical Coordinator will also manage the temporary staffing resources required to meet peak demand periods (spring locate requests are seven times higher than in winter). The performance of the program will also be tracked by the Coordinator (including average time for locate completion and number of locates exceeding mandatory completion time). The position will assist with implementing the following additional actions: managing the relationship with ON1Call; acquiring software and hardware to support the program; implementation of the designated Utility Locates Area; developing the skills of field staff to support one visit locates; and updating resources (electronic maps) to provide field staff with support to provide locates as accurately as possible.	721-6450	1.00	\$80,700	\$18,500	\$5,500	\$0	\$104,700	\$84,300	\$85,900
Total Water Services			3.00	\$268,800	\$35,400	\$76,500	(\$21,800)	\$358,900	\$287,700	\$293,200
Waste Water Services										
Wastewater Collection Operator (OIT)	The new On1Call legislation took effect June 19th 2014. The result has been a significant increase in workload for the wastewater collections staff with regards to clearing locate requests. Locate requests are required to be cleared within five(5) business days. Starting in January 2015, municipalities will be considered out of compliance and possibly fined if the five(5) day turn around time is exceeded. For much of the year this is achievable within the current staffing allotment. The challenge as discovered this summer is meeting the turn around time while maintaining all regular wastewater collection duties during the peak locate season that coincides with staff vacation time. For this reason a request to hire two(2) additional full time /casual Wastewater Collection Operators (OIT's) for a period of four (4) months is submitted for the 2015 locate season. These two OIT's would be performing such a work as proactive CCTV on the sanitary mains. This leads to a more efficient mainline flushing program. The additional staff then frees up regular FTE's to perform locates when the demand is highest throughout May to September.	720-6115	0.69	\$42,800	\$800	\$1,000	\$0	\$44,600	\$43,600	\$44,600
Total Waste Water Services			0.69	\$42,800	\$800	\$1,000	\$0	\$44,600	\$43,600	\$44,600
Total Service Investments- Non Tax Supported			3.69	\$311,600	\$36,200	\$77,500	(\$21,800)	\$403,500	\$331,300	\$337,800

APPENDIX 4: APPROVED EXPANSIONS – TAX-SUPPORTED BUDGET

Strategic Investments

Position Name	Description	Business Unit	FTE Impact	Salaries & Benefits	Purchased Goods & Services	One-Time Costs	Revenue / Reduced Expenditures	2015 Total	2016 Total	2017 Total
Office of the CAO, Mayor & Council										
Open Government Program Manager (1- year contract)	<p>Summary of the new request (what is it about)? Include any Background & Context. Open government is not business as usual – its a fundamental shift in the culture of the organization and the way we deliver services that puts citizens at the centre of everything we do. In order to entrench this citizen centric approach, an Open Government Action Plan (OGAP) was co-produced with the community that lays a path for:</p> <ul style="list-style-type: none"> • Modernizing the City's approach to providing the services and information that the community wants and needs; • Creating more opportunities for the public to participate in decision making and problem solving in a real and transparent manner. <p>As new technologies have proliferated, adoption by the private sector has been rapid. You can pay your phone bill, order dinner, sell stocks and buy just about anything from the palm of your hand – but government hasn't kept up. Modernizing government is about utilizing these new technologies to develop innovative and cost effective platforms for delivering services to citizens. It's also about fostering an entrepreneurial spirit within the organization by opening our doors to new ideas, approaches and diversity of voices to help us solve policy and service delivery challenges. Many surveys of the public, including our own recent outreach, show that while trust in government is low, the desire to get involved and participate is quite high. We need to improve the two-way flow of information, do a better job of explaining government processes in plain language, and support our staff to open up those processes so that the community can meaningfully participate in local decision making.</p>	New BU	0.0	\$107,700	\$88,500	\$8,000	(\$204,200)	\$0	\$0	\$0
Total Office of the CAO, Mayor & Council			0.0	\$107,700	\$88,500	\$8,000	(\$204,200)	\$0	\$0	\$0
Corporate Services										
Corporate Server Specialist (Internal Audit Recommendation)	<p>The IT Management team is recommending that a second Corporate Server Specialist position be created within the Technology Services division of the Information Technology department. In 2004, the position of Corporate Server Specialist was created to provide and manage the City's corporate servers and mass storage systems. Since then there has been explosive growth in the number of servers, data storage, and backup infrastructure required to support the Corporation's business needs. We have also commissioned a second data centre for business continuance and disaster recovery.</p> <p>Presently our Corporate Server Specialist is oversubscribed performing life cycle management of roughly 200 servers and 325 TB (Terabyte) of data storage. System maintenance has to be performed outside of core business hours to reduce downtime to the business unit. We also have to support several systems like Fire, EMS, POS (Point of Sale) at Recreation Centres, WAM (Work & Asset Management) at Operations & Transit, and Bylaw on a 24x7 basis. That means the Server Specialist has to participate in an after-hours on-call rotation, adding to the workload.</p> <p>In addition, the CTSP (Corporate Technology Strategic Plan) that was created in 2012 had a major gap. Project and applications staff were ramped up to enhance the Information Technology department's ability to better support the core applications of the City. This resulted in many larger projects that required additional servers to be built and maintained. Two years into the CTSP we have realized that without a second Server Specialist, Technology Services cannot keep up with the operational and project demands necessary to move from a "Utility" to a "Partner Player" with the business and other divisions of Information Technology.</p>	704-0345	1.0	\$108,000	\$6,300	\$2,700	(\$117,000)	\$0	(\$4,500)	(\$2,300)

APPENDIX 4: APPROVED EXPANSIONS – TAX-SUPPORTED BUDGET

Strategic Investments

Position Name	Description	Business Unit	FTE Impact	Salaries & Benefits	Purchased Goods & Services	One-Time Costs	Revenue / Reduced Expenditures	2015 Total	2016 Total	2017 Total
GIS Expansion	<p>The original Geographical Information Systems (GIS) expansion was created based on the recommendations of the cross-departmental developed GIS Technology Plan. It was the base for a extensive business case that has been pared down to accommodate financial constraints. The original request included the following for 2015;</p> <p>\$118,000 for a Program Manager</p> <p>\$112,00 for infrastructure (includes the development of a test environment, hardware needed for mobile deployment)</p> <p>\$94,000 for maintenance (for currently build intranet and internet applications)</p> <p>\$90,000 for service and data (purchase of data - such as aerial photography)</p> <p>\$15, 000 for software (data mining application - tabular database to GIS layers, public access internet applications - story map development)</p> <p>\$13, 000 for training (Non-IGS skills needed for GIS - Python scripting, Java Scripts, system architecture design strategies, new GIS advancements)</p> <p>\$325,000 for consulting (projects that require outside expertise, set up of Canadian Municipal Data Model, Data layer development, Data clean-up - stale datasets)</p> <p>This pared down version of the GIS expansion request encompasses 3 initiatives ; Procurement of an Enterprise License Agreement (ELA), Implementation of a 311GIS and the Development of an Easement Layer.</p> <p>A. ELA - will allow the corporation as a whole to take advantage of the advancements in GIS technology under one enterprise-wide licence. There is an appetite to increase the use of GIS throughout the organization as seen through the extensive participation in the both the development of the GIS Technology strategy and the Mobile/Field pilot. Adopting an ELA will results in a considerable cost saving over the alternative of which department procuring their own licences.</p> <p>B. 311 - This is an initiative to enable mobile and citizen driven service request (ex. taking a picture of a pothole and submitting it by smartphone to generate a work order). This initiative supports citizen first/Open government. It will allow for routing of requests to appropriate departments and allows those departments to generate performance report. Future work will include integrating this front-end request mechanism to our Work and Asset Management system.</p> <p>C. Easement Layer - Creates a data layer (single source of truth) for easement information which prevents development over/on to of City owned assets. This is a priority for a number of cross-functional departments including Engineering, Legal, Realty and Planning its absence creates liabilities which can easily exceed the outlay required.</p>	704-0300	0.0	\$0	\$97,000	\$0	\$0	\$97,000	\$53,200	\$64,500
Total Corporate Services			1.0	108000.0	103300.0	2700.0	-117000.0	97000.0	48700.0	62200.0
Infrastructure, Development and Enterprise										
Guelph Innovation District - Strategic Business Development Framework	<p>In May of 2014 Guelph City Council approved the following resolution relating to the planning and future development of the Guelph Innovation District: 'That the General Manager of Economic Development be directed to explore with the Province of Ontario the creation of an updated Memorandum of Understanding to address an implementation strategy framework regarding the development of a Research and Development cluster and the redevelopment of the former Guelph Correctional Facility for the purposes described in Report 14-24.' Discussions have been proceeding with the Province, Envida, the University of Guelph and potential private partners regarding the potential redevelopment of these properties. Based on these discussions, it is becoming apparent that a detailed business development framework and resulting business plan needs to be developed. It is anticipated that the framework and plan will require conceptual layouts and costing for the properties described in Council's May 12th resolution. The purpose of this request is to secure the City's share of funds to contract this service. It is anticipated that this initiative will be a joint venture between the City and other interested/benefiting stakeholders.</p>	765-0200	0.0	\$0	\$100,000	\$0	(\$50,000)	\$50,000	\$0	\$0
Total IDE			0.0	-	100,000	-	(50,000)	50,000	-	-
Total Strategic Investments Expansions			1.0	215,700	291,800	10,700	(371,200)	147,000	48,700	62,200

APPENDIX 4: APPROVED EXPANSIONS – TAX-SUPPORTED BUDGET

Impact from Capital Requests

Position Name	Description	Business Unit	FTE Impact	Salaries & Benefits	Purchased Goods & Services	One-Time Costs	Revenue / Reduced Expenditures	2015 Total	2016 Total	2017 Total
Public Services										
Control Room Supervisor (4 in 2015; 2 in 2016)	The Guelph Transit Technology Plan identified the need for Guelph Transit to implement a new bus scheduling system. Trapeze was awarded contract 13-032 through the competitive bidding process. Council approved contract 13-032 through Council resolution CON-2013.27. With the incorporation of the new Trapeze CAD/AVL and Bus to Base radio system there will be a requirement to staff a Control Room. The Control Room will take in all radio call requests in priority sequence and require categorized response to incidents. The current systems with an open radio system the Supervisory staff in the field handle all radio calls. The new Trapeze system cannot be organized within current technology to handle radio calls while on the road due to reliability of bandwidth constraints and maintain care and control of vehicles; interact with employees or customers at the same time. Therefore, the new system will require staffing the Control Room basically 24/7. There are efficiencies that can be capitalized upon such as dual roles of Control Room / Dispatch-Scheduling tasks. This will be dependent upon the radio call volume and priority of the incidents on any particular day. The new positions need to be supervisory roles due to how the CAD/AVL system works - for example: When an operator/driver is running early the system will identify to the Control Room the unit running early. It will require the Controller to call the operator/driver over the bus to base radio and inform them that they need to slow down or pull over and resume operation once back on time. The Trapeze system will require each interaction to file a report that will be summarized to management staff and may ultimately lead to disciplinary action. The Control Room functionality although will require more attention to scheduling detail - it will improve the reliability of the bus system in so far as 'early' arrivals reducing customer complaints and improved system satisfaction. Trapeze was awarded contract 13-032 through the competitive bidding process. Council approved contract 13-032 through council resolution CON-2013.27	TC0026, TC0027, TC0028, TC0029, TC0039, TM0003 Operating BU: 725-0200	4.0	\$356,600	\$3,500	\$0	\$0	\$360,100	\$547,100	\$556,700
Active Transportation - Woodlawn Rd multi-use path	This project results from the findings of the approved transportation master plan and cycling master plan. The initial project to be funded from this account is the design and construction of a multi use boulevard trail on Woodlawn Road from Nicklin to Elmira Road. Future active transportation facilities would be funded from the same account.	RD0321 / Operating BU: 720-2445	0.0	\$0	\$7,500	\$0	\$0	\$7,500	\$0	\$0
Support and Warranty for Trapeze Offering (Software and Hardware)	Transit issued a RFP to procure a suite of technology (hardware and software) to improve efficiency, provide better service to both our staff and customers and to mitigate the risk of our current unsupported methods of managing operations. Trapeze was awarded contract 13-032 to implement this request and as part of the specifications and proposal was ongoing support and warranty. This support and warranty cost is approximately \$190k every year based on our current systems being implemented by Trapeze. With the implementation of the Trapeze system, Guelph Transit will terminate the Next Bus/Grey Island contract providing a cost saving of approximately \$70k per year. Therefore, the incremental increase to the operating budget is \$120k (\$190-\$70) which has been approved by council. Council approved contract 13-032 through council resolution CON-2013.27.	725-0200 (80%)/ 735-0200 (20%)	0.0	\$0	\$120,000	\$0	\$0	\$120,000	\$0	\$0
Total Public Services			4.0	\$356,600	\$131,000	\$0	\$0	\$487,600	\$547,100	\$556,700
Total Impact from Capital Requests			4.0	\$356,600	\$131,000	\$0	\$0	\$487,600	\$547,100	\$556,700

APPENDIX 4: APPROVED EXPANSIONS – TAX-SUPPORTED BUDGET

Service Investments

Position Name	Description	Business Unit	FTE Impact	Salaries & Benefits	Purchased Goods & Services	One-Time Costs	Revenue / Reduced Expenditures	2015 Total	2016 Total	2017 Total
Infrastructure, Development and Enterprise										
Resource Conservation Inspector (100% Building Permit Funded) APPROVED	Resource conservation, including energy efficiency, has increasingly been enhanced in the Ontario Building Code. Prior to 2006, energy efficiency requirements in the Code were primarily restricted to requiring certain levels of insulation in new houses and small residential buildings. These insulation levels increased over the years, however, there were not too many other requirements and no requirements for smaller non-residential buildings and larger buildings were not well regulated either. It wasn't until 2006 when there was a shift in priority from the Provincial government to start regulating resource conservation. Starting in 2006, the Code introduced new requirements for higher levels of insulation, furnace and other equipment efficiencies and window energy requirements for new homes and small residential buildings. It also started to regulate similar requirements for small non-residential buildings and better regulate large buildings as well. Since that time the Code has progressively increased the resource conservation requirements including a 25% increase to energy efficiency levels in 2012 and an additional 13% due to take place in 2016. This requires a detailed analysis of the building envelope and equipment and an understanding of the complex calculations to confirm compliance with the referenced standards, ASHRAE 90.1 and the Model National Energy Code of Canada. The issue that arises is that, just when the industry is becoming somewhat familiar and adjusting to the resource conservation requirements, new ones are being implemented leading to a lack of understanding of the requirements and non-compliance issues. Our own staff have struggled with the complexity of the new Code requirements surrounding Resource Conservation. It is for these reasons that we are requesting the creation of a specialized Resource Conservation Inspector. This concept is not new, we already have similar specialized inspectors for plumbing and HVAC, for example.	713-0100	1.0	\$80,700	\$4,200	\$48,000	(\$132,900)	\$0	\$0	\$0
Total Infrastructure, Development and Enterprise			1.0	\$80,700	\$4,200	\$48,000	(\$132,900)	\$0	\$0	\$0
Public Services										
Reduction of 2:00a.m. to 6:00a.m. parking enforcement	On July 28, 2014 Council passed the following resolution - That the following be referred to the 2015 budget process for consideration: That the duration of the winter overnight on-street parking restriction be reduced from six months to four months (December 1 until March 31).	720-1020	0.00	\$0	\$0	\$0	\$100,000	\$100,000	\$0	\$0
Communication and Education Plan for Shared Rental Housing	At the August 25, 2014 City Council meeting, the following resolution was passed regarding the recommended "Alternative Approach" for shared rental housing issues: "That the proposed expansion package for one full-time proactive inspector and a comprehensive communications and education plan be referred to the 2015 budget process." This request is in regards to the development of a comprehensive communications and education plan. One of the key considerations and analysis of PBEE report 14-29 was titled: Education, Engagement and Partnerships with Stakeholders. The potential for improvements in resolving shared rental housing issues through further education, engagement and partnership with stakeholders was recommended as part of an overall strategy (including a new proactive inspector, search warrants, increased fines). The City has established working partnerships with local education institutions and neighbourhood associations. The City participates in Guelph's Town and Gown Committee, and supports initiatives administered by the University of Guelph's Off-campus Living Office such as Right Foot Forward, Move-In-Out Madness, and the Restorative Alternatives Pilot Program. As part of staff's analysis, it was identified that education, engagement, and partnership opportunities with stakeholders could be strengthened and improved to assist in overcoming issues relating to shared rental housing, including but not limited to safety and behavioural issues.	713-0101	0.0	\$0	\$15,000	\$0	\$0	\$15,000	\$0	\$0

APPENDIX 4: APPROVED EXPANSIONS – TAX-SUPPORTED BUDGET

Service Investments

Position Name	Description	Business Unit	FTE Impact	Salaries & Benefits	Purchased Goods & Services	One-Time Costs	Revenue / Reduced Expenditures	2015 Total	2016 Total	2017 Total
Arborist	Recommendation #5 of the Urban Forest Management Plan, adopted by Council in 2012, recommends the addition of a 2-person arborist crew in 2014 or as soon as possible thereafter. Guelph's population and urban forest continue to grow, and the trees that comprise the urban forest continue to grow in size and age, and to be exposed to additional stresses (storms, insects, diseases, urban conditions, etc.). Conversely, the capacity of the arborist crews to do the maintenance on this green infrastructure has not kept pace. Crew capacity has increased by only one arborist since 2003, an increase of 14%, while service requests during this period have risen 109% (2003 - 2005 avg vs 2011 - 2013 avg). Consequently, waiting times for citizens requesting tree work have grown to exceed a year in some cases. As the Urban Forest Management plan points out, the City of Guelph needs to undertake a robust preventive maintenance program. This is one of the best investments the City can make in its canopy, helping to make trees more resilient in the face of increasing storm activity and stresses. The crew capacity needs to be expanded to keep in-step with the growing maintenance needs of a growing and aging forest.	720-2326	1.0	\$79,350	\$2,000	\$58,250	\$0	\$139,600	\$91,800	\$93,800
Fire Prevention Officer	<p>This request is a result of legislative change within the Ontario Fire Code, that addressed Vulnerable Occupancies and the safety of occupants in rental properties namely Two Unit Dwellings. To comply with these legislative changes, it is estimated that 2395 total man-hours are required. The Fire Department does not have enough personnel to address the manpower required. For this reason, the Fire Department is requesting a new Fire Prevention Officer, as a Full-Time Equivalent.</p> <p>This additional staff member will enable the present fire prevention staff to continue with the day to day activities they presently address. New Legislation and a Directive from the Office Fire Marshal 2014-002 "Vulnerable Occupancies—Fire Drill Scenarios, Fire Drill Observations, Fire Safety Inspection" directs (a) Assistants to the Fire Marshal (Fire Prevention Officers) to approve fire drill scenario's, (b) observe the mandatory drills required by Ontario Regulation 364/13, and (c) carry out Annual Fire Safety Inspections using a standard Checklist and submit the report to the Registry of Facilities Housing Vulnerable Ontarians.</p> <p>Recently in Ontario several fire deaths have occurred in rental properties. To expand on our existing pro- active enforcement of multi- unit rental properties, additional staff could act upon locating these unregistered facilities. As estimated by the SRH committee it is believed that the city currently has approximately 8700 multi-unit dwellings. Approximately 6000 of these properties are not registered with the city nor have been inspected. At present, when these are inspected by existing staff member seldom does one of these units meet all the Fire Code requirements and put the occupants at risk.</p>	711-0600	1.0	\$137,900	\$1,500	\$34,400	(\$36,100)	\$137,700	\$112,000	\$125,200
Adult School Crossing Guards	During the 2004 budget process, City Council funded the introduction of an Adult School Crossing Guard program for the City of Guelph. There are currently 30 PT contract staff that work each school day with an additional 6 spare Adult School Crossing Guards (ASCG) that are called upon to backfill vacant positions due to absence created by sicknesses etc. There are 2 new schools that staff have been advised will be opening in September of 2015. The provision of ASCG is an on-going dialogue with the local school boards. The determination of where ASCG are required at any particular location seldom is resolved in synchronization with the budget cycles. This expansion request will provide staff with the necessary financial flexibility to better manage what has proven to be a very dynamic and at times unpredictable program.	720-3640	5.00	\$28,800	\$1,100	\$0	\$0	\$29,900	\$30,000	\$30,600

APPENDIX 4: APPROVED EXPANSIONS – TAX-SUPPORTED BUDGET

Service Investments

Position Name	Description	Business Unit	FTE Impact	Salaries & Benefits	Purchased Goods & Services	One-Time Costs	Revenue / Reduced Expenditures	2015 Total	2016 Total	2017 Total
Full Time Paramedics	<p>The EMS division of Emergency Services provides Land Ambulance service to the City of Guelph and the County of Wellington. One of the main performance indicators for the service is the response time to emergency medical calls.</p> <p>Guelph Wellington EMS is managed by the City of Guelph and funded as a partnership with the Province of Ontario and County of Wellington. The Province pays an amount equivalent to 50% of the approved budget the previous year. Of the remaining costs, Wellington County pays approximately 40% and the City pays 60%.</p> <p>Response times are important for an emergency medical service in order to ensure timely and effective pre-hospital patient care. The outcome for patients suffering from the most serious and life-threatening of illnesses and injuries (CTAS 1 patients) can be affected by the response time of the responding paramedics.</p> <p>A comparison of ambulance response time performance in the areas of City of Guelph comparators shows that the service is not to the level that Guelph and Wellington County residents should expect. Further, there is a disparity between the services provided to the City and those currently provided to the areas in the County of Wellington. This is the result of moving ambulance resources to the areas with the highest probability of emergency calls occurring.</p> <p>Staff have and continue to utilize current industry best practices to maximize the response times with current resources, and attempt as much as possible to make services equitable across the coverage area. Further improvement in response times and service equity will require additional staffing and capital resources.</p> <p>This proposal is part of an incremental enhancement of paramedic services presented to OTES committee in 2013 and includes 3 FTE paramedics plus replacement part time staffing to backfill absences.</p> <p>Specifically, the 3 paramedics would be utilized to increase the coverage in Erin Township. Our current staffing pattern allows us to staff an ambulance in the village of Hillisburgh during daytime hours, but at night it can take 30 minutes or more for an ambulance to reach parts of the coverage area around that station.</p>	713-0100	3.00	\$357,400	\$94,600	\$0	(\$180,800)	\$271,200	\$138,700	\$144,000
Supervisory Backfill	<p>The EMS division of Emergency Services provide Land Ambulance service to the City of Guelph and the County of Wellington. Staff are stationed at 2 stations in Guelph and 6 stations located across Wellington County.</p> <p>Supervision and support for the paramedics working in these stations is provided by one EMS Superintendent working 24/7 in the City of Guelph. Staffing of this position involves 5 Full Time Nume supervisors, with 4 in a staffing rotation and the 5th staff member acting as a float to backfill for absences. Staffing hours of the float person that were not required for backfill were used to completed administrative duties.</p> <p>The EMS division responded to concerns about prolonged response times for a supervisor in areas of Wellington County by redeploying the float position EMS Superintendent to work in Wellington County, 8.4 hours per day 5 days per week. the redeployment has effectively reduced many concerns about lack of support and prolonged response times when the Superintendent is on duty.</p> <p>Because the position was staffed by redeploying a Float staff member, backfill was not budgeted. As a result, the North Supervisor position covering Wellington County is not staffed when the Superintendent involved is absent because of vacation, sick time or because of other absence. The position is also left vacant when the Float Superintendent is required to backfill for other Superintendents working the 24/7 rotation in the City of Guelph.</p> <p>The proposed enhancement would provide the funding to backfill the EMS Superintendent position in Wellington County so that it is staffed 5 days per week, 8.4 hours per day. The proposal requests an additional 0.2% FTE for each of the other 4 Superintendents in that role so that the Float Superintendent does not need to be utilized for this position.</p>	733-0100	0.80	\$94,500	\$0	\$0	(\$37,800)	\$56,700	\$29,500	\$30,100
			10.80	697,950.00	114,200.00	92,650.00	- 154,700.00	750,100.00	402,000.00	423,700.00

APPENDIX 4: APPROVED EXPANSIONS – TAX-SUPPORTED BUDGET

Service Investments

Position Name	Description	Business Unit	FTE Impact	Salaries & Benefits	Purchased Goods & Services	One-Time Costs	Revenue / Reduced Expenditures	2015 Total	2016 Total	2017 Total
Corporate Services										
Assistant to Committee of Adjustment Secretary-Treasurer	<p>The Assistant to the Secretary Treasurer of the Committee of Adjustment is integral in providing essential legislated public services relating to all administrative processes associated with Committee of Adjustment applications. This position is responsible for providing support for all aspects of the operation of the Committee of Adjustment with regards to Minor Variances and Consent applications and in accordance with the Planning Act.</p> <p>This position existed in the 2013 budget, however it was not carried over as part of the transfer of Committee of Adjustment duties to the Qty Clerk's Office from Building Services. The position existed as a single FTE in Building Services where two (2) FTEs supported Committee of Adjustment services. Upon transfer to the Qty Clerk's Office one (1) FTE was moved over.</p> <p>Further contributing factors associated with this request relate to an increase in the volume of Committee of Adjustment applications received. Increased enforcement initiatives over the past few years, in addition to a healthy building economy are the contributing factors associated with the increased volumes. Furthermore, the Committee of Adjustment administrative and decision making process is legislated under the Planning Act and leaves little to no latitude in the timing of applications. Applications for minor variances must be heard by the Committee of Adjustment within 30 days of completion. Failure to do so could result in an application being appealed to the Ontario Municipal Board for a non-decision of an application within the legislated timeframe.</p> <p>Supporting data illustrates that increases will continue in relation to applications coming forward to the Committee of Adjustment. The number of variance applications have increased from 129 in 2012 to 142 in 2013 and are estimated to be 150 in 2014. This is an increase of 31% from 2012 to 2014. Applications for consent have remained constant. In contrast, fees for Committee of Adjustment applications have not kept pace with our comparators. An analysis of our comparators (Barrie, Burlington, Brantford, Cambridge, Hamilton, Kingston, Kitchener, Oakville) places variance fees between a low of \$800 and a high of \$3,560 with the average being \$1,500. The City of Guelph's current fees for variances are set at \$458 for residential and \$718 for other uses. It is proposed that the Committee of Adjustment fees for residential be increased from \$458 to \$750 and other uses be increased to \$900 in 2015. In terms of consents, the City of Guelph fee is currently \$1,225, whereas our comparators are charging between \$1,000 and \$4,760 with the average being \$2,610. As such, it is proposed that Qty of Guelph consent fees increase to \$1,500 for 2015. These increases will provide additional revenue and aid in covering the cost impacts of this expansion request.</p>	760-0400	1.0	\$61,500	\$300	\$6,300	(\$45,000)	\$23,100	\$16,900	\$17,300
Graphic Designer	<p>A graphic designer will bring the corporation's design roster to two.</p> <p>The corporation's Communications Needs Assessment (audit), conducted in Fall 2013 by third party consultant, Likely Communications Strategies Ltd., found the organization's graphic design capacity to be insufficient to meet current needs. The audit recommends creating a second graphic design position and hiring a new employee.</p> <p>At present, the Qty outsources roughly 190 design projects consisting of about 575 pieces of visual collateral per year due to insufficient capacity to service those requests in-house. It costs the City more than four and a half times to outsource graphic design than it does to pay an FTE's salary.</p> <p>The City's in-house graphic design function serves the organization by designing collateral—from documents and publications, to clothing and fleet—for the corporation and all of its service areas. That collateral is inseparably linked to Guelph's reputation.</p> <p>Just as importantly, the City's in-house graphic design function stewards the organization's visual identity, helping to ensure consistency, quality and overall visual coherence. Corporate visual identity is an important tangible asset of an organization. It is also a corporate 'frame changer'. Outsourcing the creation of the collateral that makes up that identity and managing it disparately instead of via one centralized function erodes the consistency of an organization's visual identity.</p> <p>The corporation should cease treating the design of its visual collateral disparately, and should bring more of it in-house to achieve greater consistency, alignment and cost savings.</p>	707-0199	1.00	\$67,600	\$400	\$0	(\$68,000)	\$0	\$1,100	\$2,600
Total Corporate Services			2.00	\$129,100	\$700	\$6,300	(\$113,000)	\$23,100	\$18,000	\$19,900
Total Service Investment Expansion Requests			13.80	\$907,750	\$119,100	\$146,950	(\$400,600)	\$773,200	\$420,000	\$443,600

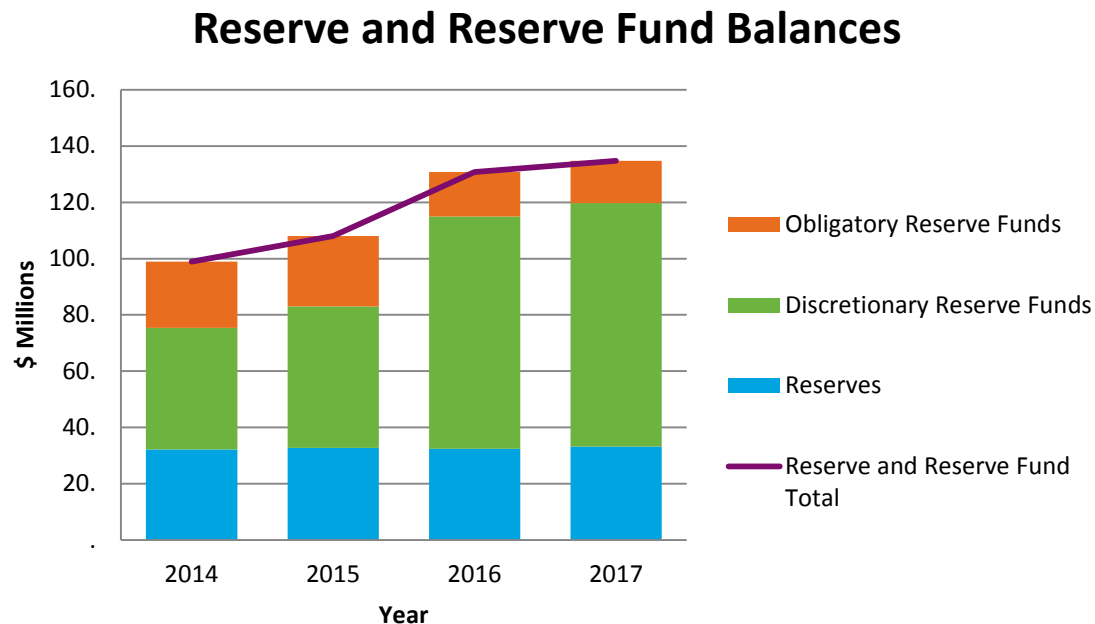
APPENDIX 5: 2015-2017 RESERVE & RESERVE FUND REPORT AND CONTINUITY SCHEDULE

Reserves and Reserve Funds are established by City by-law or through Provincial legislation and can be used in the development of the capital and operating budgets.

1. **Reserves** are established for a pre-determined use and are applied at the discretion of Council for that purpose.
2. **Reserve Funds** are restricted by statute or by Council discretion and must be segregated from general revenues.

The City has 114 reserve and reserve funds that collectively have an uncommitted balance of **\$98.63 million** as at December 31, 2014. Table 4 illustrates the historical trend in the City's reserve and reserve fund balance and provides a ten year projection based on the 2015 capital budget and forecast. Detailed forecasts are found at the end of this appendix.

Table 4



APPENDIX 5: 2015-2017 RESERVE & RESERVE FUND REPORT AND CONTINUITY SCHEDULE

Reserves

Reserves are an allocation from net revenue at the discretion of council, after the provision for all known expenditures. This allocation is made as part of an overall strategy for funding programs or projects that are set out in annual budgets or budget forecasts, and is authorized under the provisions set out in the Municipal Act. It has no reference to any specific asset and does not require segregation as in the case of a reserve fund. A reserve may be established for a predetermined purpose and applied for that purpose at the discretion of council.

As at **December 31, 2014**, the City had available the following **reserves** for operating and capital needs:

- i) **Staffing:** Staffing reserves are used to manage fluctuations in benefits payable, carry liabilities for sick time payable, maintain funds for severances, retiree benefits, union negotiations and job evaluation changes. These funds are not used in the development of the capital budget. The balance of these reserves total **\$16.27 million** as at December 31, 2014.
- ii) **Miscellaneous Reserves:** Miscellaneous reserves are funded by approved transfers from operating or operating surplus allocations and are used to support a predetermined purpose at the discretion of council.

The City has 10 miscellaneous reserves that pertain to the following programs:

APPENDIX 5: 2015-2017 RESERVE & RESERVE FUND REPORT AND CONTINUITY SCHEDULE

Reserve	Description	Uncommitted Balance (000s)
Affordable Housing (119)	Approved transfers from operating that are used to support affordable housing projects within the City	\$291
Strategic Initiatives (179)	To provide funds to supported strategic initiatives as identified in the City's Corporate Strategic Plan. Funds were transferred in through a one-time contribution as a result of a review of several of the City's operating contingency reserves	\$747
Tax Rate Stabilization (180)	This reserve accumulates operating surpluses that can be used in the budget process to mitigate the impact of large tax levy increases, or to fund year end deficits	\$1,994
Insurance (184)	Surplus amounts from the annual insurance budget are transferred to the insurance reserve to be used for insurance payouts and to lower premiums	\$1,973
Legal (193)	Approved transfers from operating are used to pay fees and payments resulting from Court/OMB settlements and expenses relating to retaining outside experts and consultants that assist the City in legal proceedings	\$1,380
Downtown Improvement (194)	Budgeted transfers from operating are used to offer incentives for facade improvements in the downtown	\$117
Election Costs (195)	This reserve is used to accumulate annual operating budget transfers to fund municipal election costs that are needed every four years	\$165
Operating Contingency (198)	To provide funds to offset the impact of unplanned events related to volatile expenditures such as energy and fuel costs and winter control. Funds were transferred in 2010 and 2011 and no further contributions have been made since that time	\$1,223
Building Operations Maintenance (206)	This reserve is funded through annual operating budget transfers and used to pay for unexpected and emergency repairs and maintenance	\$62
IT Licence (210)	This reserve is funded through annual operating budget transfers and used to fund the purchase of MS Office licence renewals.	\$608
Subdivision specific/temporary reserves (139, 140, 345)	Money collected to fund capital work	\$156
Investment Strategy (205)	Contribution from tax used to fund grants to hospitals, hospice, ARC industries and McDonald Steward Art Centre	\$90
Social Housing (208)	Reserve set up in 2009 to fund Social Housing Initiatives in 2010. Remaining balance used for Community Wellbeing Initiatives and the Elliott business case work	\$143
Total		\$8,949

APPENDIX 5: 2015-2017 RESERVE & RESERVE FUND REPORT AND CONTINUITY SCHEDULE

- iii) **Tax Increment Based Grant Reserves (Brownfield 122, Heritage 192 and Downtown 358):** As recommended in Committee Report FIN-12-01, the City's Tax Increment Based Grant (TIBG) program awards annual grants to eligible redevelopments over a maximum 10 year period. The funding for the program is transferred in from the operating budget. The current balance of the three reserves is **\$1.68 million** and represents the grant payments owing in the short term.
- iv) **Non-Tax Supported:** Water, Wastewater and the POA each have a reserve that is used to stabilize rate increases or fund one time or unforeseen expenses. The balance in these accounts total **\$5.08 million**.

Reserve Funds

Reserve funds differ from reserves in that reserve fund assets are segregated from general revenues and restricted in use to meet the purpose of the reserve fund. There are two types of reserve funds: Obligatory reserve funds and Discretionary reserve funds.

- i) Obligatory Reserve Funds (all balances are the fully committed balance as of December 31, 2014)

An Obligatory reserve fund is created when a provincial statute requires that revenue received for special purposes

be segregated from the general revenues of the municipality. Obligatory reserve funds are to be used solely for the purpose prescribed for them by statute. The City has the following 20 Obligatory Reserve Funds:

1. **Parkland Dedication (300):** This reserve fund has been set up as per Provincial legislation (subsection 42 (14) and (15) of the *Planning Act*) for the purpose of requiring the payment of cash-in-lieu of conveyance of land for a park or other public recreation purpose. The balance in this reserve fund is **\$1.85 million**
2. **Downtown Parkland Dedication (301):** This reserve fund has been set up as per Provincial legislation (subsection 42 (14) and (15) of the *Planning Act*) for the purpose of requiring the payment of cash-in-lieu of conveyance of land for a park or other public recreation purpose specifically from development in the downtown. The balance in this reserve is **\$0.33 million**.
3. **Federal Gas Tax (343):** Funds received from the Federal government through the "New Deal for Cities and Communities" program to support environmentally sustainable municipal infrastructure projects that can demonstrate progress towards clean air, clean water, and reduced greenhouse gas. The balance in this reserve fund is **\$2.50 million**
4. **Provincial Gas Tax (342):** Monies received from the Provincial government that are to be used to support increased public transportation ridership and

APPENDIX 5: 2015-2017 RESERVE & RESERVE FUND REPORT AND CONTINUITY SCHEDULE

investments in the renewal and expansion of public transportation. The balance in this reserve at December 31, 2014 is **\$1.32 million**.

5. **Building Services Stabilization (188)** allows a municipality to establish a reserve funds which may only be used to help stabilize slow years in terms of building activity and permit revenue. The balance as at December 31, 2014 is **\$2.17 million**.

6. **Development Charges** (15 individual reserve funds)

As set out under Subsection 16 (1) of the *Development Charges Act*, Development Charge (DC) reserve funds are comprised of development charges received at building permit or at subdivision agreement. These reserve funds are restricted by the Province's development charge legislation and the Development Charge Act that dictates these funds are to be used for growth related infrastructure. The following table identifies the balance in each of the 14 DC reserve funds as at December 31, 2014:

Service Area Reserve Fund	Uncommitted Reserve Fund Balance (thousands\$)
Water (311)	\$12,498
Wastewater (312)	(439)
Stormwater (313)	(2,349)
Services Related to a Highway (314)	(529)
Fire (315)	(937)
Library (316)	(57.8)
Transit (317)	(616)
Admin (318)	(360)
Recreation (319)	8,728
Parks (320)	665
Parking (323)	2,226
Police (324)	(1,051)
Ambulance (325)	(1,362)
POA (326)	(106)
Health (327)	(1,018)
Total	\$15,292

Note: A negative balance can be the result of one of two situations: the reserve fund is over-committed (i.e. if everything in the approved capital budget is spent in the current year, there will be insufficient funds available to cover the expenditures) or an actual over-expenditure has occurred (as is the case for stormwater, fire, police, transit, ambulance and the POA categories).

APPENDIX 5: 2015-2017 RESERVE & RESERVE FUND REPORT AND CONTINUITY SCHEDULE

ii) Discretionary Reserve Funds

Discretionary reserve funds are created under Section 417 of the Municipal Act, 2001 (S.O. 2001, c.25).

Discretionary reserve funds are established whenever a municipal Council wishes to earmark revenues to finance a future expenditure for which it has the authority to spend money, and to set aside a certain portion of any year's revenues so that the funds are available as required. Revenues set aside for road widening and for acquisition of fixed assets are examples of discretionary reserve funds.

There are two major advantages to discretionary reserve funds:

- a) Similar to a reserve, they help stabilize the general municipal tax levy. In a year when a large amount of revenue is required to finance capital projects, a previously established discretionary reserve fund can enable a municipality to spend money without affecting the general municipal levy or the need to issue debentures
- b) The assets of the reserve fund can be invested to earn income, thus helping to reduce the amount of money to be set aside.

As at December 31, 2014, the balances in the following discretionary reserve funds are as follows:

1. **Equipment Replacement:** established to provide future budget contributions for capital equipment replacement.

Equipment Replacement Reserve Fund	Uncommitted Reserve Fund Balance (thousands\$)
Fire (111)	\$147
Transit (113)	215
Police (115)	26
Waste management (116)	273
Computer (118)	(22)
Play Equipment (121)	5
Operations Fleet (124)	2,467
Total	\$3,111

APPENDIX 5: 2015-2017 RESERVE & RESERVE FUND REPORT AND CONTINUITY SCHEDULE

- 2. City Strategies Reserve Funds:** City resources that are earmarked for a specific purpose or to finance a future expenditure. The City's Strategic reserve funds are as follows:

Reserve Fund	Description	Uncommitted balance in the Reserve Fund (000s)
Capital Tax (150)	Monies received from the operating budget or the sale of surplus lands and used as a corporate capital contingency	\$2,641
DC Exemptions (156)	Funds received from tax supported sources that are to be transferred to DC reserve funds to compensate for DC exemptions	\$2,734
Accessibility Capital (159)	Funds transferred from operating budget to support capital projects that improve accessibility	\$16
Roads Infrastructure (160)	Monies transferred in from operating to fund road infrastructure	\$608
Building Life Cycle (190)	Monies transferred in from the operating budget and used to fund capital life cycle investments	\$32
Asset Renewal (351)	Funds received from the disposition of the City's interest in Guelph Hydro that are used to finance the renovation and replacement of existing City structures and facilities	\$7,363
Total		\$13,394

APPENDIX 5: 2015-2017 RESERVE & RESERVE FUND REPORT AND CONTINUITY SCHEDULE

3. Miscellaneous Discretionary Reserve Funds:

Reserve funds created under the Municipal Act when Council wishes to earmark revenues such as donations, grants, sale of land proceeds and special fees to finance a future expenditure for which it has the authority to spend money, and to set aside a certain portion of any year's revenues so that the funds are available as required.

APPENDIX 5: 2015-2017 RESERVE & RESERVE FUND REPORT AND CONTINUITY SCHEDULE

Reserve Fund	Description	Uncommitted Reserve Fund Balance (thousands\$)
Museum related (135,136,137)	Monies received from private donations or bequests that must be used for approved museum related expenditures	\$261
Library Bequests (138)	Funds received from private donations used for approved library expenditures	283
Landfill Compensation (155)	Allocation from tipping fees used to compensate area residents for prolonged landfill operation	72
Sleeman Centre (162,189)	Revenues from naming rights agreement and ticket surcharge used to fund approved facility related expenditures	34
Road Widening (331)	Funds transferred in from the sale of road allowances and the rental of road allowance property and used to fund road widening costs and land purchases for road widening projects	852
Industrial Land (332)	Revenues received from the sale of city-owned industrial or commercial land used to fund servicing costs, related debt payments and new land purchases	(589)
River Run (340)	Funds collected from ticket surcharge used to pay for River Run capital repairs and maintenance	94
Greenhouse Gas (352)	Monies from grants (Green Power Action & Greening Canada) used to fund environmental initiatives	223
Transportation Demand Management (350)	One time grant from Provincial government used to fund transportation projects	22
Public Art (356)	Funds transferred from operating to fund public art works or community art projects	30
Brownfield IMICO (357)	Brownfield reserve funds allocated to IMICO site rehabilitation and development efforts	7
Greening (355)	One time allocation from operating used to fund tree planning initiatives	10
Total		\$1,299

APPENDIX 5: 2015-2017 RESERVE & RESERVE FUND REPORT AND CONTINUITY SCHEDULE

4. **Departmental Capital Reserve Funds** are used to accumulate approved transfers from operating for the purpose of funding initiatives that support infrastructure life cycle or expansion.

Reserve Fund	Uncommitted Reserve Fund Balance (000s)
Parking (151)	\$31
Library (157)	\$759
Police (158)	\$60
Roads (164)	\$179
Stormwater (165)	\$152
Park Planning (166)	\$(238)
Policy Planning(167)	\$74
Operations Capital (169)	\$170
Culture (171)	\$93
Transit (172)	\$(64)
Information Technology (176)	\$17
Waste Management (186)	\$5
POA Relocation (120)	\$932
Water Capital (152)	\$10,670
Wastewater Capital (153)	\$11,119
Water DC Exemptions (353)	\$213
Wastewater DC Exemptions (354)	\$1,216
Total	<u>\$25,388</u>

APPENDIX 6: 2015-2017 DEBT REPORT AND DEBT CONTINUITY SCHEDULE

The City of Guelph currently has external debt totaling \$124.32 million that relates to investments in capital infrastructure and partner loans (such as The Elliott and Public Health) as illustrated in **Table 5**. The Province authorizes municipalities to incur long-term debt for municipal infrastructure as long as annual debt servicing (principal and interest) does not exceed 25 per cent of net revenues. This guideline is known as the annual repayment limit (ARL). The City's debt policy imposes a more conservative annual repayment limit of 10 per cent of net revenues and restricts the total debt outstanding to less than 55 per cent of annual net revenue. Currently, the City's debt servicing is 4.7 per cent of net revenues and total debt is 38.7 per cent of net revenues (**Charts 10 and 11**).

Table 5- Total Debt Outstanding December 31, 2014

Service Area	Principal Outstanding December 31, 2014
Waste Management	24,830,359
General Government	23,978,288
Roads	15,284,679
The Elliott	11,573,166
Industrial Land	10,000,000
Public Health	8,483,003
TIBG's	7,670,441
Sleeman Centre	6,857,497
Provincial Offences	4,433,522
Water	3,402,650
Waste Water	3,127,302
Fire	2,402,324
Police	2,196,082
Transit	82,000
Total	124,320,000

APPENDIX 6: 2015-2017 DEBT REPORT AND DEBT CONTINUITY SCHEDULE

Chart 10: Total Debt Outstanding as a Percentage of Annual Net Revenue

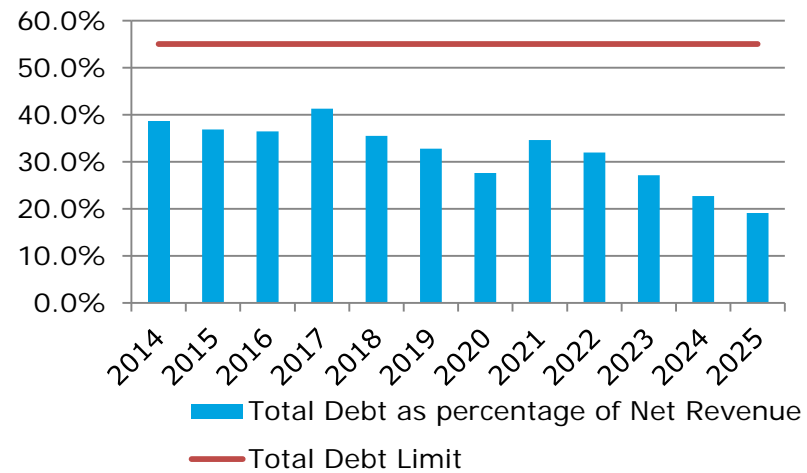
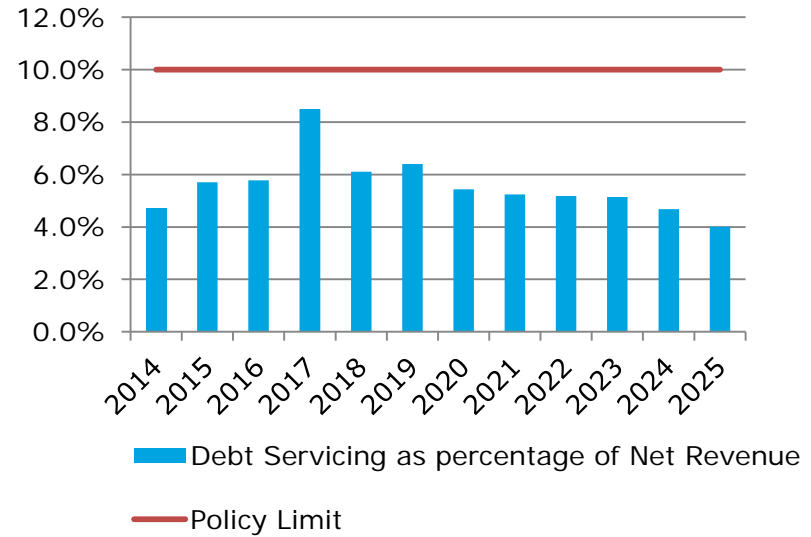


Chart 11: Debt Servicing as a Percentage of Net Revenue



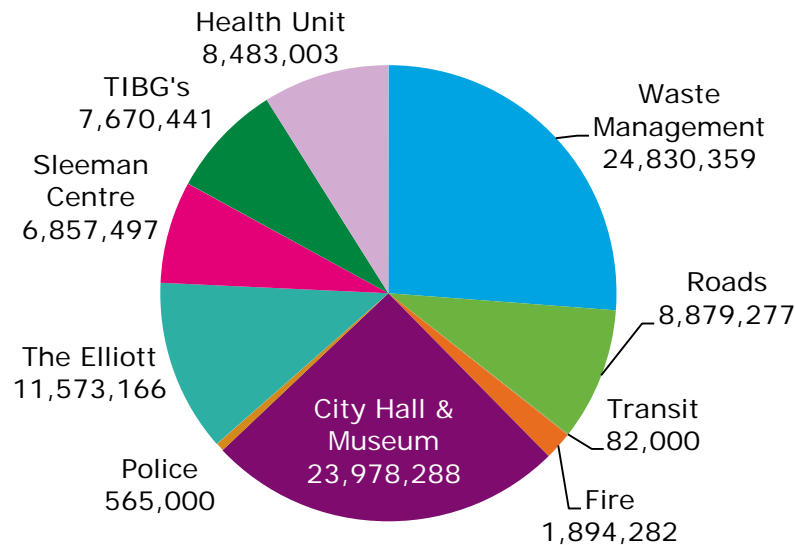
APPENDIX 6: 2015-2017 DEBT REPORT AND DEBT CONTINUITY SCHEDULE

City debt can be funded from tax and rate supported sources or from development charges (DC's), depending on the nature of the project. Currently, 76 per cent of the city's debt balance is made up of tax supported debt, 12 per cent is DC funded debt and 12 per cent is comprised of 'other' funded debt that will be serviced through 'other' sources such as land sale proceeds and fine revenue. The following section provides details of the outstanding debt balances for each of the debt funding sources.

Debt Funding Sources

A. Tax Supported Debt

Chart 3: Tax Supported Debt



APPENDIX 6: 2015-2017 DEBT REPORT AND DEBT CONTINUITY SCHEDULE

Waste Management

The organic facility composter rebuild required a debt issue of \$28 million in late 2011. As at December 31, 2014, there was an outstanding balance of \$20 million that will be fully paid off by 2021.

The automated waste collection carts were partially funded through debt, resulting in \$4.78 million issued in 2014 and an additional \$424 thousand planned for 2016. Each issue has a 10 year term.

City Hall

A \$19.5 million debenture was issued over a 25 year term in 2006 to fund work on the Civic Administration building. An additional \$2.3 million was debentured over a 10 year term in 2009. As at December 31, 2014, there is an outstanding balance of \$17 million that will be fully repaid by 2037.

The Elliott

In November 2001 the City of Guelph agreed to issue debentures on behalf of The Elliott in the amount of \$20.5 million to fund the then recent replacement and addition of suites. The debenture called for payments of interest and principal over a period of 10 years with a final balloon payment of \$13.05 million due on November 15, 2011. At that time, the Elliott requested the \$13.05 million be refinanced for an additional 10 years. As at December 31, 2014, there was \$9.4 million outstanding. In September 2004, the Elliott determined that the total cost of the

construction was \$23 million and requested an additional \$2.5 million be debentured to pay for the final costs to complete the project. The balance of this debt item is \$2.17 million and will be completely paid off by 2025.

Public Health

In 2014, Wellington-Dufferin-Guelph Public Health constructed two new facilities in Guelph and Orangeville. The City's portion of the cost was \$8.48 million and was debentured over 10 years.

Roads

The City has a balance of \$8.9 million in outstanding debt relating to road infrastructure improvements that have been completed between 2008 and 2014. These projects include:

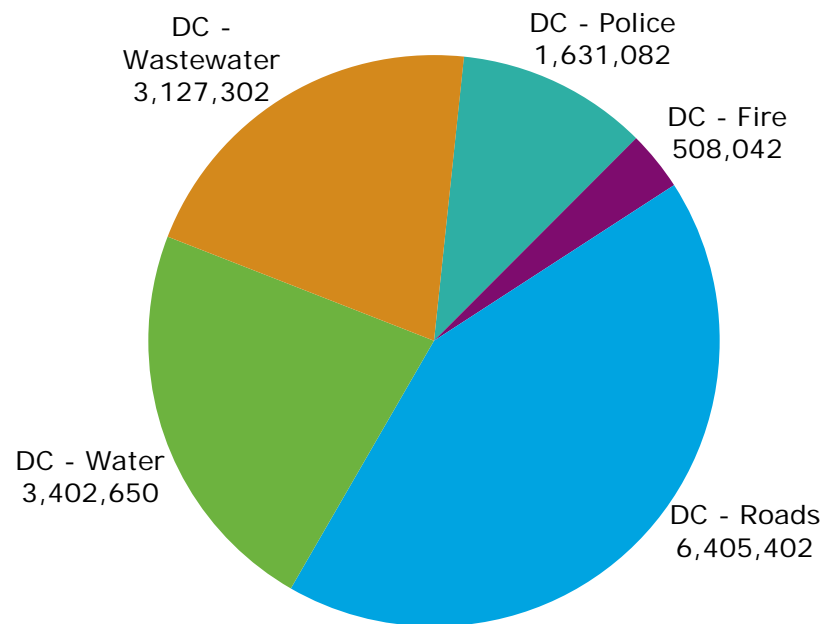
- Gordon: Harts Lane to Maltby
- Victoria Bridge: Eramosa River
- Clair: Gordon to Victoria
- Intersection of Victoria & Speedvale
- Victoria: Arkell to Clair
- Cardigan: Norwich to London
- Gordon: Wellington to Waterloo
- Victoria: York to Stone
- Intersection of Victoria and Eramosa
- Arkell: Gordon to Victoria
- Eramosa Road Bridge
- Downtown Public Realm
- Carden: Wilson to Wyndham

APPENDIX 6: 2015-2017 DEBT REPORT AND DEBT CONTINUITY SCHEDULE

B. Development Charge Funded Debt

The *Development Charges Act 1997* allows the City to issue debt for growth related capital projects and the annual servicing costs (principal and interest) are funded through development charge collections.

Chart 4: Development Charge Supported Debt



APPENDIX 6: 2015-2017 DEBT REPORT AND DEBT CONTINUITY SCHEDULE

DC Roads

The Transit Terminal was primarily funded through the Infrastructure Stimulus Fund (ISF) program but the City's share of the cost was funded through a DC debenture in 2009 totaling \$1.87 million. There is currently \$1 million outstanding and five years remaining on the term of the debenture.

The total cost of the Clair/Laird and Hanlon Interchange is \$17.4 million and the entire amount will be DC debt funded in the following increments:

- 2014: \$5.4 million
- 2016: \$8.1 million
- 2017: \$3.9 million

DC Water

The 2006 Water Supply Master Plan recommended the commissioning of new wells and additional water services. In 2009, the City issued \$5.8 million in DC funded debt to pay for new water supply at the Arkell Spring Grounds and additional wells at Clythe, Ironwood, Steffler, Sacco and Smallfield. There is a \$3.4 million balance outstanding and five years remaining on the term of the debenture.

DC Wastewater

A Bio solids Facility upgrade required a \$5.85 million DC debt issue in 2009 that currently has an outstanding balance of \$3.1 million.

DC Fire and Police

The Clair Road Emergency Services Centre was completed in 2009 and required a \$4 million debt issue that is funded from the Fire and Police DC reserve funds. There is currently a balance of \$2.14 million outstanding that will be paid off by 2019.

C. Other Debt (i.e. not serviced by tax or DC's)

Industrial Land

In December 2009, the City obtained a short term, interest only loan in the amount of \$10 million to facilitate site servicing in the Hanlon Creek Business Park (HCBP) in advance of planned land sales. This loan is to be paid back with Hanlon Creek land sale proceeds and the term of the loan expires in 2017.

Provincial Offences Building

A \$5.5 million debenture was issued in August of 2006 to fund the renovation of the City's Provincial Offences Office. The debt is to be serviced with POA fines and fee revenue. There is currently \$4.3 million outstanding and the debt will be repaid by August 2031.

APPENDIX 6: 2015-2017 DEBT REPORT AND DEBT CONTINUITY SCHEDULE

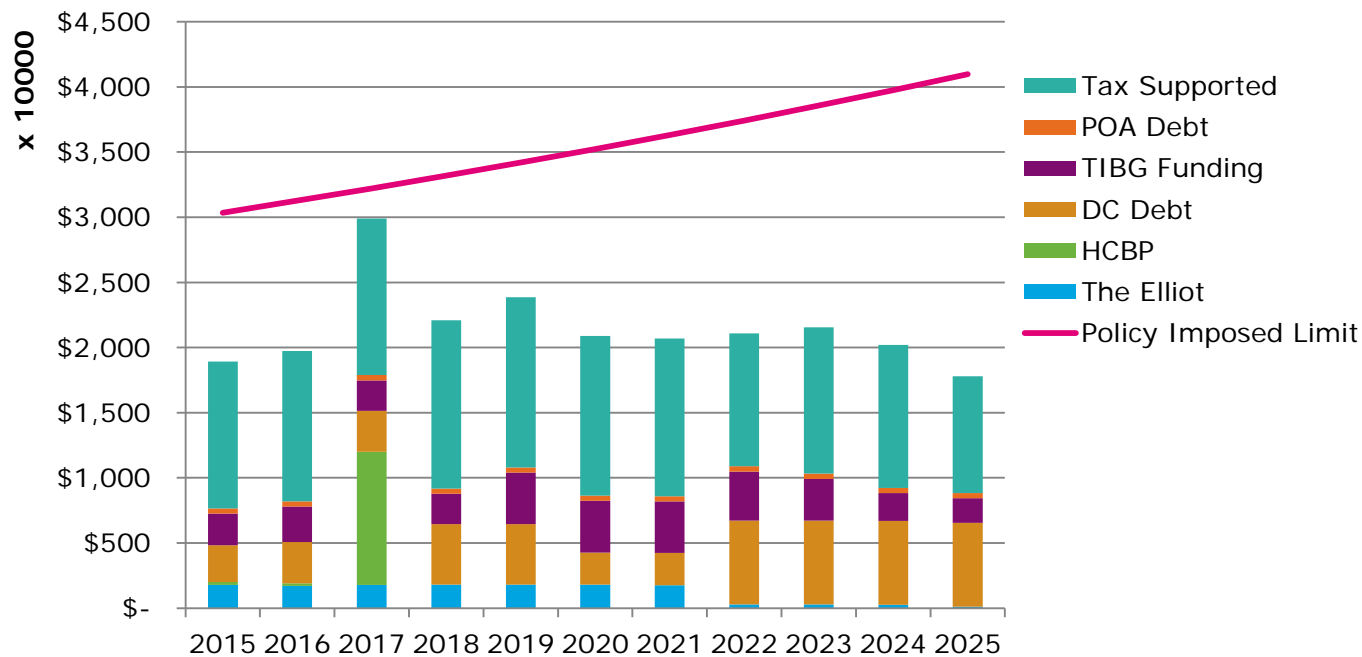
Outlook 2015-2017

There are no debt issues planned for 2015, however in 2016, there is a \$13.8 million debt issue planned for the Baker Street land purchase and the remaining balance of the Clair Laird Interchange.

The Police Headquarter renovation and the Victoria Road Recreation Centre will require debt issues in 2017 totaling approximately \$42 million.

The impact of the forecasted debt issues are illustrated in **Chart 12** and detailed in the City's Debt Continuity Schedule that can be found in **Chart 13**.

Chart 12: Total Debt Servicing Costs and Policy Imposed Limit



APPENDIX 6: 2015-2017 DEBT REPORT AND DEBT CONTINUITY SCHEDULE

Chart 13: Debt Continuity Schedule 2015-2017

05-Feb-15	2015	2016	2017
Opening Balance			
Tax Supported	82,191,647	84,032,951	78,495,291
Industrial Development	10,000,000	10,000,000	10,000,000
Elliott	11,573,166	10,167,016	8,721,952
Enterprise	4,433,522	4,266,471	4,090,556
Development Charges	15,074,477	12,737,802	18,445,655
Total Opening Debt Outstanding	123,272,812	121,204,239	119,753,454
New Issues			
Tax Supported	12,805,089	5,999,284	27,514,900
Development Charges	-	8,092,820	18,700,200
Total New Debt Issued	12,805,089	14,092,104	46,215,100
Principal Repayment			
Tax Supported	10,963,785	11,536,944	11,382,302
Industrial Development	-	-	10,000,000
Elliott	1,406,150	1,445,064	1,471,021
Enterprise	167,052	175,915	185,248
Development Charges	2,336,675	2,384,967	2,368,060
Total Principal Repayment	14,873,662	15,542,890	25,406,631
Ending Balance			
Tax Supported	84,032,951	78,495,291	94,627,889
Industrial Development	10,000,000	10,000,000	-
Elliott	10,167,016	8,721,952	7,250,930
Enterprise	4,266,471	4,090,556	3,905,308
Development Charges	12,737,802	18,445,655	34,777,795
Total Ending Debt Outstanding	121,204,239	119,753,454	140,561,922

APPENDIX 6: 2015-2017 DEBT REPORT AND DEBT CONTINUITY SCHEDULE

05-Feb-15	2015	2016	2017
New Issue Detail:			
SS0018Baker St Phase 2 - 2014	-	2,049,300	
SS0019 Baker St Redevelopment Ph 3 -2014	-	2,167,941	
SS0020 Baker St Redevelopment Ph 4	-	1,057,100	
WC0001 Automated Waste Collection Carts (internal issue)	-	423,500	
RD0267 DC for Clair / Laird & Hanlon Interchange (internal issue)		7,732,820	3,900,000
Police HQ Tax Supported			16,324,300
RF0051 VRRC Expansion Renovation	-		11,190,600
DC Guelph Police Headquarters			14,800,200
CIP Liabilities - TIBG	12,805,089	301,443	
Total New Debt Issued	12,805,089	14,092,104	46,215,100
Annual Interest Paid	4,054,000	4,219,440	4,365,239
Annual Principal Paid*	14,873,662	15,542,890	25,406,631
Annual Debt Servicing (A)	\$ 18,927,662	\$ 19,762,330	\$ 29,771,871
Total Debt (B)	\$ 121,204,239	\$ 119,753,454	\$ 140,561,922
Operating Fund Revenue - ARL (C)	\$ 331,989,461	\$ 341,733,293	\$ 351,780,644
Less: Other Revenue (Investment Inc., DC Earned, etc.)	28,451,051	29,020,072	29,600,473
Operating Fund Revenue - S&P (D)	\$ 303,538,410	\$ 312,713,221	\$ 322,180,170
Debt Servicing/Operating Fund Revenue (A/C)	5.7%	5.8%	8.5%
Debt Servicing/Operating Fund Revenue (A/D)	6.2%	6.3%	9.2%
Total Debt/Operating Fund Revenue (B/C)	36.5%	35.0%	40.0%
Total Debt/Operating Fund Revenue (B/D)	39.9%	38.3%	43.6%

APPENDIX 7: UNFUNDED GROWTH CAPITAL PROJECTS

Unfunded Growth Related Projects- Non Tax Supported								(thousands\$)	
				Captial Forecast (Indexed)					
				Net Project Budget Shortfall (overfunding)	Approved Budgets Pre 2015	2015	2016	2017	Forecast Years 2018-2024
Area	Project ID	Project Description	Background Study Timing						
Projects Not Included in the 2015 Capital Budget and Forecast									
Waste-Water	IWS0100	WW-I-11 AREA ASSET REPLACEMENT	2019-2031	6,200	-	-	-	-	6,200
		WW-F-2 IMPROVEMENTS TO LIFT STATION & FORCEMAIN	2013-2031	1,440	240	120	120	120	840
Water	not assigned	W-I-20 REPLACE DISTRIBUTION PIPIN	2018-2028	7,060	-	-	-	-	7,060
	not assigned	W-I-21 ASSET REPLACEMENT	2018-2028	4,890	-	-	-	-	4,890
	not assigned	SOUTH END TRANSMISSION MAINS	2018-2031	3,450	-	-	-	-	3,450
Projects with Budgets Greater than Background Study									
Waste water	ISC0018	WW-I-12 SIPHON IMPROVEMENTS	2013-2022	2,454	297	212	424	212	1,606

APPENDIX 7: UNFUNDED GROWTH CAPITAL PROJECTS

Unfunded Growth Related Projects- Tax Supported

(thousands\$)

Unfunded Growth Related Projects - Tax Supported				Capital Forecast (Indexed)					
Service Area	Project ID	Project Description	Background Study Timing	Net Project Budget Shortfall (overfunding)	Approved Budgets Pre				Forecast Years 2018-2024
					2015	2015	2016	2017	
Projects Partially Included in the 2015 Capital Budget and Forecast									
Services Related to a Highway	RD0269	LAIRD: CLAIR TO SOUTHGATE SILVERCREEK PARKWAY/CN	2013-2015	2,970	-	-	-	-	2,970
	RD0273	IGRADE SEPARATION AND IMPROVEMENT	2013-2015	3,620	5,600	-	9,220	-	-
	RD0321	ACTIVE TRANSPORTATION CORRIDORS	2014-2031	1,540	200	310	200	200	1,250
Parks	PK0040	PETER MISERSKY PHASE 2	2017	350	-	-	-	350	-
	PK0042	YORK OPEN SPACE DEVELOPMENT	2021	1,030	-	-	-	1,030	-
	PK0070	VICTORIA PARK WEST	2018	350	-	-	-	-	350
	PK0049	270 GRANGE ROAD - NEW PARKETTE	2019	270	-	-	-	-	270
	PK0051	VICTORIA ROAD N COMMUNITY PARK	2019-2021	1,530	-	-	-	-	1,530
	PK0036	CITYVIEW DRIVE PARK	2019	820	-	-	-	-	820
	PK0037	KORTRIGHT SPORTS COMPLEX	2020-2021	2,520	-	-	-	-	2,520

APPENDIX 7: UNFUNDED GROWTH CAPITAL PROJECTS

Projects Not Included in the 2015 Capital Budget and Forecast

Services Related to a Highway									
	RD0091	CRAWLY - CLARI TO MALTBY	2019-2021	1,030	-	-	-	-	1,030
	RD0170	RAILWAY CROSSING AT EDINBURGH RD AND ADJACENT	2013-2023	2,050	-	-	-	-	2,050
	RD0308	IELMIRA ROAD EXT TO WR 124 FEASABILITY STUDY	2021	310	-	-	-	-	310
	RD0312	INT COLLEGE AND SCOTTSDALE	2022	1,650	-	-	-	-	1,650
	RD0320	VICTORIA ROAD	2023-2031	6,210	-	-	-	-	6,210
	TRO026	WEST END REC CENTRE	2015	100	-	100	-	-	-
	TRO031	YORK/ WATSON	2017	310	-	-	-	310	-
		PW FACILITY STUDY	2023	260	-	-	-	-	260
		ROLLING STOCK	2015-2023	80	-	10	10	10	50
Parks	PK0076	DALLAN PROPERTY	2017	820	-	-	-	820	-
	PK0079	TRAIL MASTERPLAN	2015	90	-	90	-	-	-
Admin		AMBULANCE PLANNING STUDY/NEEDS ASSESSMENT	2014	130	130	-	-	-	-
		FIRE MASTERPLAN	2015	100	-	100	-	-	-
		JOINT PLANNING STUDY	2016	100	-	-	100	-	-
Ambulance		AMBULANCE TRAINING							
	AM0009	FACILITY	2023	1,080	-	-	-	-	1,080
		EQUIPMENT ON AN AMBULANCE	2014-2018	150	-	-	150	-	-
Transit		WATSON ROAD TRANSIT							
	TC0046	FACILITY	2015	4,080	-	4,080	-	-	-
	TC0030	ADVANCED TRAVELLER INFO SYSTEM WEB	2014	50	50	-	-	-	-
Parking	PG0078	WILSON PARKADE	2016	13,700	-	-	13,700	-	-
	PG0079	BAKER PARKADE	2018	23,060	-	-	-	-	23,060
Recreation		SOUTH END COMMUNITY							
	RF0050	CENTRE	2014-2019	37,270	-	-	-	-	37,270
		RECREATION EQUIPMENT	2016-2019	530	-	-	-	-	530
Library	LB0028	LIBRARY MAIN	2016	48,320	-	-	48,320	-	-
		LIBRARY COLLECTION							
		MATERIALS	2017	2,690	-	-	2,690	-	-
Police	PS0041	JOINT TRAINING FACILITY	2023	1,080	-	-	-	-	1,080
		POLICE SMALL EQUIPMENT	2013-2031	480	80	40	40	40	280
Fire	FS0053	FIRE TRAINING FACILITY	2023	1,080	-	-	-	-	1,080

APPENDIX 7: UNFUNDED GROWTH CAPITAL PROJECTS

Projects with Budgets Greater than Background Study

	IPK0002	GUELPH TRAILS	2013- 2022	-	7,371	-	80	760	-	169	-	197	-	7,685	
	IPK0014	EASTVIEW COMMUNITY PARK PEDESTRIAN CONNECTION	2013-2019	-	2,450	-	500	-	1,650	-	95	-	690	-	1,515
	IPK0075	RAILWAY	2015- 2017	-	115	-	-	-	105	-	950	-	960	-	-
Admin	PL0057	COMMUNITY IMPROVEMENT STUDY #2	2020	-	560	-	-	-	-	-	-	-	-	-	560
	PL0056	URBAN DESIGN GUIDELINES	2016- 2021	-	220	-	-	-	-	-	-	-	12	-	232
	PL0036	MIXED USE NODES AND CORRIDORS	2013- 2017	-	469	-	-	200	-	200	-	57	-	62	-
Recreation	RF0051	VICTORIA RD EXPANSION	2013-2015	-	5,415	-	4,525	-	9,940	-	-	-	-	-	-

APPENDIX 8: GLOSSARY OF TERMS AND ACRONYMS

Annualization Costs: The incremental cost of a new facility or position that was approved for less than 12 months in the prior budget year.

Assessment: Value assigned by the Municipal Property Assessment Corporation (MPAC) used as a basis for property taxation.

Assessment Growth: The amount of omitted and supplementary assessments (new assessments) less any tax or assessment appeals for a given year. These are changes made to the annual assessment roll after the roll has closed for a given year. Net Assessment Growth includes all in-year changes in calculating the value difference between the roll return for the current tax year and for the previous tax year. The assessment growth then becomes an input in the current budget.

Base Budget: Services already approved in previous budgets, adjusted for inflation, wage increases, user fee increases, etc. as well as general revenue & financing adjustments (e.g. increased reserve transfers)

Brownfield: Properties that were originally developed for the industrial and commercial uses that are now underutilized, derelict or vacant. The soil and water may or may not be impacted by contaminants as result of past practices and uses.

Business Unit: An organizational unit with a specific strategic focus and the authority to expend corporate resources in order to deliver an internal or external service.

Contingency: An appropriation of funds available to cover unforeseen events that occur during the fiscal year. These funds, if unused, lapse at year-end.

Debt Ratio: A ratio that indicates what proportion of debt a municipality has relative to the total of all reserves and reserve funds. The measure gives an idea of the potential risks the municipality faces in terms of its debt-load. A generally accepted target ratio for municipalities is considered to be 1:1. In addition, the City's Debt Management Policy (<http://guelph.ca/wp-content/uploads/DebtManagementPolicy.pdf>) calls for direct debt to be less than 55% of operating revenue.

Debt Servicing: The payment of debt interest and principal over a given period of time. The City is not allowed under Provincial regulation to issue debt which would result in the City exceeding its legislated Annual Repayment Limit (ARL) without OMB approval. The 2012 ARL is based on the City's 2010 Financial Information Return (FIR). Notwithstanding the limits prescribed in the regulations, prudent financial management calls for more stringent criteria to limit debt and assist in preserving borrowing capacity for future capital assets while maintaining maximum flexibility for current operating funds. The City's Debt Management Policy includes the following targets:

- Debt Service Costs no greater than 10% of Net Revenue Fund Revenue
- Development Charge Debt Servicing no greater than 20% of the average revenue forecast as identified in the DC background study for hard services and no greater than 10% for all other Development Charge reserve funds

APPENDIX 8: GLOSSARY OF TERMS AND ACRONYMS

Efficiencies: Output for a given input (weight of garbage picked up for \$1,000)

Effectiveness: Whether goal or objective is achieved (garbage is picked up on time)

FTE (Full Time Equivalent): A budgeted amount to represent permanent full and part-time productive hours of work. City departments budget hours of work depending on program and service needs.

Gas Tax Funding (Federal) Funding provided by the Government of Canada as part of the New Deal for Cities and Communities. This federal initiative is based on a long-term vision of sustainability for Canadian cities and communities, including four interdependent dimensions: economic, environmental, social and cultural. The program is intended to achieve results leading to cleaner air, cleaner water and reduced greenhouse gas emissions. The city uses this funding to finance various projects that work toward these goals.

Grant: A monetary contribution, typically from one level of government to another, as a means to lend support to a specific service, program for function. The City of Guelph makes grants available to various local community organizations for special events and programs.

Impact from Capital: Additional operating costs resulting from new facilities being put into service during the budget year (including compensation).

Internal Charges: Expenses allocated from one department to another. The Ontario Municipal Benchmarking Initiative (OMBI) method prescribes how costs for support areas such as Finance, HR, and

IT should be allocated as a means of moving towards full cost accounting for the City's services. Internal charges appear as expenditures of the benefiting service departments and are equal to the internal recoveries of the providing support departments.

Internal Recoveries: Recoveries in one department from another. The City is following the Ontario Municipal Benchmarking Initiative (OMBI) method of allocating the full cost of support areas to service areas. Internal recoveries appear as revenue of the providing support departments and are equal to the internal charges of the benefiting service departments.

Levy: The amount required to operate a municipality and service its taxpayers as established in its budget process.

Life Cycle Costing Practices: long term financial analysis for the acquisition, renewal and replacement of assets over the asset's useful life.

Long-Term Debt: Debt that matures more than one year after it is issued.

Non-tax Supported: Are non-tax supported departments such as Water Services, Wastewater, Court Services (POA) and the Ontario Building Code (OBC). A non-tax supported budget is a budget that is self-supporting and does not require a property tax transfer. For the City of Guelph, the costs of the respective service areas will be 100 per cent recovered through user fees and other non-tax sources.

OMBI Program Support: Ontario Municipal Benchmarking Initiative method of allocating program support costs from one City function to another using a consistent set of cost drivers as a means of moving towards full cost accounting for the City's services. OMBI fosters a culture of service excellence

APPENDIX 8: GLOSSARY OF TERMS AND ACRONYMS

in municipal government by creating new ways to measure, share and compare performance statistics to help Councils, staff and citizens understand where their administrations are performing well and where they can make improvements. It is recommended that municipalities with a population greater than 100,000 use the OMBI support cost methodology.

Own Source Revenue: All revenues received, not including Federal and Provincial Grants

Payment-in-Lieu: Revenue received by a municipality for government owned properties that are exempt from property taxation. To recognize the cost of providing services to properties that are not taxed, the provincial and federal government make payments in lieu of paying taxes. Municipally owned utility properties also make payments in lieu of paying taxes.

Under s. 323 of the Municipal Act, referred to as a tax on “heads and beds”. Instead a flat rate based on the number of students/inmates/residents is used to calculate the amount to be submitted to the municipality. Properties which are subject to this treatment include universities, provincial education institutions, public hospitals, group homes for developmentally disabled and correctional institutions.

Performance Measure: Data collected to determine how effective and/or efficient a program is in achieving its objectives. Specific service levels are established for all major services, and then monitored to determine the level of success achieved.

Reserve: An allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets. Examples of the City’s Reserves are: General

Stabilization Reserve, Employee Future Benefit & Human Resource Related and Program Specific Reserves.

Reserve Fund: Assets segregated and restricted to meet the purpose of the reserve fund. Reserve Funds may be:

- **Obligatory** – created whenever a statute requires revenues received for special purposes to be segregated, e.g., Development Charges Reserve Funds, or
- **Discretionary** – created whenever Council wishes to earmark revenues to finance a future project for which it has authority to spend money, e.g., Capital Reserve Funds and the Asset Renewal Reserve Fund.

Reserve Ratio: Municipal credit rating agencies recommend a debt to reserve ratio of \$1 in reserves for every \$1 in debt (1:1). In addition, the City’s General Reserve and Reserve Fund Policy includes the following targets:

- Working and current-purpose reserves and reserve funds at least 8% - 10% of operating revenue
- Lifecycle reserve fund annual contributions to be based on a % of the value of the relevant assets
 - 3% Buildings
 - 2-3% Roads, Stormwater, Water and Wastewater
 - 10% vehicle and Equipment

Service Investment: When additional costs are incurred in order to provide the **same level** of service to **more** citizens.

Strategic Investment: When additional costs are incurred in order to provide an **enhanced level** of service or a **new service** to **existing** citizens (Expansion).

APPENDIX 8: GLOSSARY OF TERMS AND ACRONYMS

Supplementary Revenue: Revenue based on the supplementary and omitted assessments issued by MPAC for new properties or improvements to properties that were not assessed on the annual assessment roll. Omitted assessments can be issued as far back as the current year plus the two proceeding years

Tax Levy: The total amount to be raised by property taxes for operating and debt service purposes specified in the annual Tax Levy By-Law. The City of Guelph is also responsible for levying and collecting taxes for the Boards of Education and the Business Improvement Area.

Tax Rate: A percentage rate that is applied to the assessed value (CVA) of a property to determine the taxes payable. Municipalities set Municipal/General Tax rates for each property class to pay for common services and Special Area Rates to cover costs that affect only certain areas. The provincial government sets the Education Tax Rate. The municipality is responsible for collecting education and property taxes.

20% Capital Funding Guideline: The city uses the 20% guideline to determine the amount of funding that will be allocated to the City reserves. The 20% guideline states that the City's share of capital financing cannot exceed 20% of the prior year's net tax levy. Capital financing refers to the amount that is transferred to reserves to fund capital projects, support future capital initiatives, and make debt payments (principle and interest)

ACRONYMS

AODA: Accessibility for Ontarians with Disabilities Act
AGCO: Alcohol and Gaming Commission of Ontario
ATU: Amalgamated Transit Union

CACC: Province of Ontario Central Ambulance Communication Centre

CAD/AVL: Computer Aided Dispatch/Automatic Vehicle Location

CARES: Community Assistance Registration Entry System

CBM: Corporate Building Maintenance

CCTV: Closed-Circuit Television

CIP: Community Improvement Plan

CREMS: Community Referrals by EMS

CESSL: Community Engagement and Social Services Liaise

CFAI: Commission on Fire Accreditation International

CSP: Corporate Strategic Plan

CSS: Community and Social Services

EMS: Emergency Medical Service

ESA: Electrical Safety Authority

FADM: Facility Accessibility Design Manual

GIS: Geographic Information System

GMHI: Guelph Municipal Holdings Inc.

HRIS: Human Resources Information Systems

ISF: Infrastructure Stimulus Fund

LEED: Leadership Energy Environmental Design

LIP: Local Immigration Partnership

MRF: Material Recovery Facility

MOE: Ministry of the Environment

MPAC: Municipal Property Assessment Corporation

MM: Maintenance Management

MTO: Ministry of Transportation

OBC: Ontario Building Code

OFSSA: Ontario Federation of School Athletic Associations

OMB: Ontario Municipal Board

APPENDIX 8: GLOSSARY OF TERMS AND ACRONYMS

On-Point Sign Inventory: GIS software

OPA: Official Plan Amendment (used in context with the PBEE Service Area)

OPA: Ontario Power Authority

OPTA: Ontario Public Transit Association

OTES: Operations, Transit and Emergency Services

PDP: Performance Development Plan

PIL: Payment-in-Lieu

PRPF: Parks and Recreation Programs and Facilities

RInC: Recreation Infrastructure Canada

RMO: Risk Management Official

STEPS: Support Through Engagement, Programming and Sport

TES: Traffic Engineering Software

U of G: University of Guelph

WDGPH: Wellington Dufferin Guelph Public Health

WERC: West End Recreation Centre

WRIC: Waste Resources Innovation Centre