

Council Chambers, Guelph City Hall, 1 Carden Street

DATE Thursday October 24, 2013 – 6:00 p.m.

Please turn off or place on non-audible all cell phones, PDAs, Blackberrys and pagers during the meeting.

Disclosure of Pecuniary Interest and General Nature Thereof

2014-2023 Non-Tax Supported Capital Budget & Forecast and 2014-2017 Operating Budget & Forecast

Presentation:

- Mayor Farbridge will provide introductory remarks
- Al Horsman, Executive Director Finance & Enterprise/CFO
- Mark Amorosi, Executive Director Corporate & Human Resources
 - Court Services
- Janet Laird, Executive Director Planning & Building, Engineering and Environment
 - Ontario Building Code Administration
 - Water Services
 - Wastewater Services

Delegations:

2014 Non-Tax Supported Operating and Capital Budgets

Recommendation:

THAT Council receives and refers to the November 5, 2013 Council meeting:

For Court Services

1. The 2014 Court Services Operating Budgets in the amount of \$3,642,000;
2. The 2014 Court Services Capital Budget and 2015-2023 Capital Forecast in the amount of \$602,900; and

For Ontario Building Code Administration

3. The 2014 Ontario Building Code Administration Operating Budget in the amount of \$2,900,000;
4. The 2014 Ontario Building Code Capital Budget and the 2015-2023 Capital Forecast in the amount of \$49,000.

For Water and Wastewater Services

5. The proposed expansion packages in the net amounts of \$142,900 for Water Services and \$93,500 for Wastewater Services;
6. The 2014 Water and Wastewater Operating Budgets in the amounts of \$26,351,480 and \$28,293,090 respectively, inclusive of expansions;
7. The 2014 Water and Wastewater Capital Budgets and 2015 - 2023 Forecasts in the amounts of \$193,881,300 and \$169,497,800 respectively;
8. The City of Guelph water volume charge of \$1.43 cents per cubic metre effective January 1, 2014 and the wastewater volume charge of \$1.59 cents per cubic metre, effective January 1, 2014;
9. The City of Guelph water and wastewater basic service charges and various fees and charges, be approved as per attached schedule "A" effective January 1, 2014; and
10. The Waterworks Fees and Services By-law be passed.

ADJOURNMENT

Guelph's Financial Strategy 2014



Non-tax-supported Strategy

2014 proposed Operating and Capital Budget and Forecast

Agenda

Introduction/Overview (Al Horsman);

Presentations:

- Court Services (Mark Amorosi)
- Ontario Building Code (Janet Laird);
- Water Services (Janet Laird);
- Wastewater Services (Janet Laird).

Overview Non Tax Supported Programs (Formerly “Enterprise”)

- **Court Services** – provides mandatory court services under agreement with the province of Ontario;
- **Ontario Building Code** – responsible for the administration and enforcement of the Ontario Building Code;
- **Water Services** – ensures a safe, secure and sustainable water supply for residential , business, recreation and firefighting purposes;
- **Wastewater Services** – delivers reliable sanitary services and high quality effluent that meets or exceeds regulatory requirements.

Key Highlights and Assumptions

- The 2014 Non-Tax Supported Budgets build on previous years' work;
- The 2014 Operating budgets are service based;
- Operating Strategy includes the recommended 2014 Operating Budget and a 3 year (2015 – 2017) operating forecast;
- The Recommended Non-Tax Supported Capital Budgets include 2014 for approval and a 9 year Capital forecast (2015 – 2023);
- The Non-Tax Supported includes **NO** transfer from property tax;
- Staff strived to meet a Base budget of 2.65% consistent with Tax Supported programs.

Key Themes

As with the Tax Supported Strategy, the Non-Tax Supported programs have been developed to:

- maintain existing infrastructure;
- consider affordability;
- address the infrastructure gap (achieve sustainability)

Overview/Summary

BUDGET OVERVIEW

Operating (including expansion and capital contribution)

	2013	2014	Rate change
Court Services			
Expenditure	\$3,209,153	\$3,222,405	0.41%
Revenue	\$3,644,200	\$3,642,000	-0.06%
Ontario Building Code (OBC)			
Expenditure	\$2,836,700	\$2,798,370	-1.35%
Revenue	\$2,800,000	\$2,900,000	3.57%
Water			
Expenditure	\$24,637,340	\$26,351,450	3.75%*
Revenue	\$24,637,340	\$26,351,450	3.75%*
Wastewater			
Expenditure	\$26,884,950	\$28,293,090	3.36%*
Revenue	\$26,884,950	\$28,293,090	3.36%*

Capital Budget

	2013	2014	2015–2023
Court Services	\$77,900	\$63,000	\$539,900
Ontario Building Code (OBC)	\$9,000	\$7,400	\$41,600
Water	\$12,303,900	\$17,509,000	\$176,372,300
Wastewater	\$12,417,600	\$10,277,800	\$159,220,000

*Average rate increase based on City estimate of average annual bill (200m3 consumption)

Court Services



Court Services

- Mandatory service provided by the City under agreement with the Province of Ontario;
- Service is provided in accordance with the principles of justice and legislative and provincial policy;
- Service ensures public access to justice required by the *Canadian Charter of Rights and Freedoms*;
- Municipalities cannot alter fine amounts to increase revenue. Fine amounts are set by provincial legislation, not by municipalities operating courts;

Court Services Provided

Court Administration

Public service component
of court processes
Stakeholder relations
Financial operations

Prosecutions

Case resolution services
Trials and appeals
Case management
Legal research and
document preparation

Court Support

Administration of in-court
proceedings
Transcript production
services
Judicial support services

Facilities

Provision of public, judicial,
administrative and in-
custody amenities
Maintenance and cleaning
services

2013 Court Services Accomplishments

- Reduced court schedule through efficiencies in case resolution and trial court operations.
- Permanent implementation of automated telephone reminder system for unpaid fines.
- Full implementation of on-site facility cleaning and maintenance operations.

2014 Court Services Objectives

- Continue to create efficiencies and build capacity through technological innovations (e.g. electronic images of charges).
- Improve records and data management systems to create efficiencies in operations and streamline reporting.
- Implement preventive facility maintenance schedules.

2014 Key Changes

- Cost increases in compensation and internal charges = \$48,753
- Cost reductions in purchased goods, purchased services and bank charges = (\$20,049)
- Cost factor remains within target range of 60% (58.6%)
- Budget maintains a net revenue contribution to the City and to the County in the range of \$600,000-800,000
- Funding allocations to Courts Capital Reserve Fund and Contingency Reserve to meet best practices targets

2014 Court Services proposed operating budget (by service area)

	2013 approved budget	2014 budget by service					Year/year change	Year/year change
		Court administration	Court support	Prosecutions	Facilities	Total		
Revenue								
By-law fines	-\$131,200	-\$131,200	\$0	\$0	\$0	-\$131,200	\$0	0.0%
POA fines	-\$3,500,000	-\$3,500,000	\$0	\$0	\$0	-\$3,500,000	\$0	0.0%
Facility rentals	-\$8,500	-\$2,300	\$0	\$0	\$0	-\$2,300	\$6,200	-72.9%
Transcript revenue	-\$4,500	\$0	-\$8,500	\$0	\$0	-\$8,500	-\$4,000	100.0%
Total revenues	-\$3,644,200	-\$3,633,500	-\$8,500	\$0	\$0	-\$3,642,000	\$2,200	-0.1%
Expenditures								
Compensation	\$1,302,367	\$684,707	\$178,827	\$357,251	\$107,816	\$1,328,600	\$26,233	2.0%
Purchased goods	\$109,690	\$16,480	\$2,993	\$4,535	\$84,692	\$108,700	-\$990	-0.9%
Purchased services	\$368,669	\$108,171	\$199,658	\$23,946	\$26,336	\$358,110	-\$10,559	-2.9%
Bank charges	\$39,000	\$30,500	\$0	\$0	\$0	\$30,500	-\$8,500	-21.8%
Payment to county	\$703,847	\$688,395	\$0	\$0	\$0	\$688,395	-\$15,452	-2.2%
Debt charges	\$400,000	\$0	\$0	\$0	\$400,000	\$400,000	\$0	0.0%
Internal charges	\$285,580	\$160,567	\$31,782	\$59,865	\$55,886	\$308,100	\$22,520	7.9%
Total expenditures	\$3,209,153	\$1,688,820	\$413,259	\$445,597	\$674,729	\$3,222,405	\$13,252	0.4%
Net budget before reserve financing	-\$435,047	-\$1,944,680	\$404,759	\$445,597	\$674,729	-\$419,595	\$15,452	3.6%
Reserve financing	\$435,047	\$145,595	\$0	\$0	\$274,000	\$419,595	-\$15,452	3.6%
Net budget after reserve financing	\$0	-\$1,799,085	\$404,759	\$445,597	\$948,729	\$0	\$0	0.0%
Full time equivalents	15.8	8.3	2.4	3.8	1.4	15.8	0	

3 Year Operating Budget Forecast and Drivers

- Multi-Year operating budget forecast has been provided for all 4 areas for information only

Assumptions used in the Court Services forecast

- Compensation - increases reflective of collective agreements;
- Purchased Goods – 2% applied for most goods. Projecting some reductions where transitioning to innovative solutions;
- Purchased Services – 2% for most services. Projecting some reductions in provincial chargebacks due to reduced court schedule;
- Financial Expenses and Program Support Costs – annual increases based on historic trends;
- Revenues - projecting approximately 1.5% annual increase related to enhanced default fine enforcement efforts.

Court Services Multi-Year Forecast

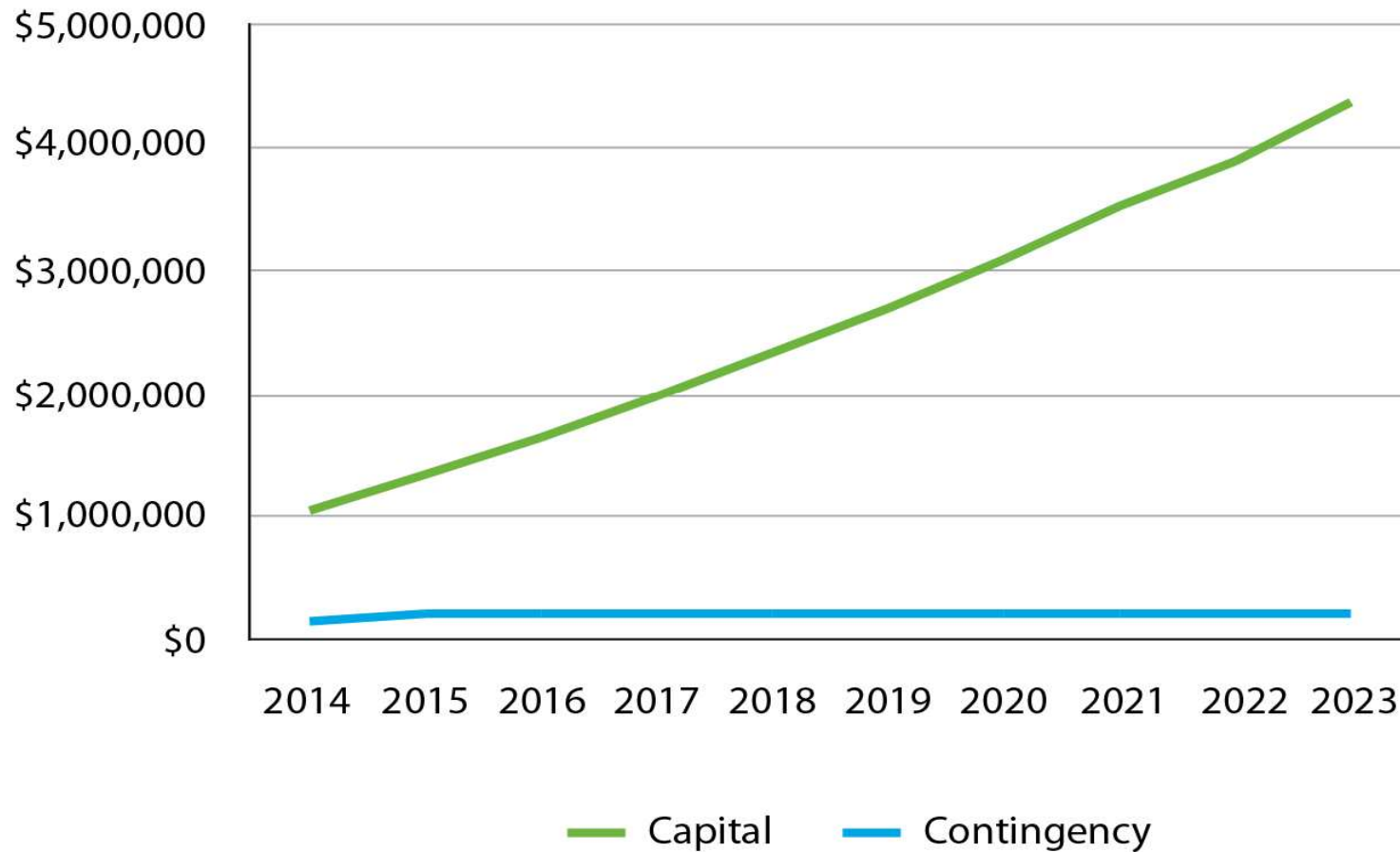
Proposed Multi-year Operating Budget

	2014 total requested budget	Total 2015 forecasted budget	Total 2016 forecasted budget	Total 2017 forecasted budget
Revenue				
By-law fines	-\$131,200	-\$133,824	-\$136,500	-\$139,230
POA fines	-\$3,500,000	-\$3,500,000	-\$3,500,000	-\$3,500,000
Facility rentals	-\$2,300	-\$2,300	-\$2,300	-\$2,300
Transcript revenue	-\$8,500	-\$8,500	-\$8,500	-\$8,500
Total revenues	-\$3,642,000	-\$3,644,624	-\$3,647,300	-\$3,650,030
Expenditures				
Compensation	\$1,328,600	\$1,351,305	\$1,384,013	\$1,417,544
Purchased goods	\$108,700	\$114,794	\$121,286	\$128,202
Purchased services	\$358,110	\$363,821	\$369,648	\$375,594
Bank charges	\$30,500	\$31,110	\$31,732	\$32,367
Payment to county	\$688,395	\$666,214	\$638,629	\$610,212
Debt charges	\$400,000	\$400,000	\$400,000	\$400,000
Internal charges	\$308,100	\$317,343	\$326,863	\$336,669
Total expenditures	\$3,222,405	\$3,244,586	\$3,272,171	\$3,300,588
Net budget before reserve financing	-\$419,595	-\$400,038	-\$375,130	-\$349,443
Reserve financing	\$419,595	\$400,038	\$375,130	\$349,443
Net budget after reserve financing	\$0	\$0	\$0	\$0
Full time equivalents	15.8	15.8	15.8	15.8

POA Capital Summary

Project category	Project cost	County contributions	Capital reserves
Court facilities	\$325,000	\$162,500	\$162,500
Court administration	\$278,000	\$139,000	\$139,000
Total capital budget	\$603,000	\$301,500	\$301,500

2014–2023 Court Services reserves and reserve funds



Ontario Building Code (OBC) Administration and Capital Budgets





Building Services Areas

Two primary service areas which are separate from one another due to their involvement with the Ontario Building Code:

OBC & Reserve – Funded solely from revenues generated by building permit fees.

Non-OBC – Various by-laws, programs & services are funded through the tax-supported operating budget.

2013 OBC Accomplishments

- Completed a Communication Plan with Industry partners in response to Building Code changes;
- Contributed to development application review process for Integrated Operational Review;
- Enhanced existing Building Services Code of Conduct, making it more accessible;
- Commenced a comprehensive assessment of software program (Amanda) for electronic permits, inspections and complaints.



2014 OBC Objectives

- Final development and implementation of a comprehensive customer satisfaction survey.
- With Information Technology, convert AMANDA software to web-based platform providing corporate-wide benefits.
- Commence implementation of program to reduce backlog of dormant permits with outstanding inspections.
- Commence legal process review of all enforcement procedures and practices related to OBC.

2013 Performance Measures

Turnaround times for house permits

	2010	2011	2012	2013 projected	2014 forecast
Permits issued	359	256	235	140	120
Legislated turnaround time (days)	10	10	10	10	10
Average turnaround times (days)	5.6	7.6	9.3	8.7	7.0
Permits issued within legislated turnaround times	96%	93%	96%	99%	99%

2014 Key Changes:

- \$100,000 increase in Revenue from permit fees due to increased building activity;
- \$18,970 increase in Internal Charges due to I.O.R contribution and reduction in administrative costs;
- \$68,200 reduction in Purchased Goods due to removal of one time costs not required in 2014;
- \$101,630 increase in contribution to reserves

2014 OBC Budget

2014 OBC administration proposed operating budget (by service area)

	2013 approved budget	2014 OBC requested budget	Year/year change	Year/year change
Revenue				
Licenses and permits	-\$2,800,000	-\$2,900,000	-\$100,000	4%
Transfer from reserves	-\$36,700	\$0	\$36,700	0%
Total revenue	-\$2,836,700	-\$2,900,000	-\$63,300	2%
Expenditures				
Purchased goods	\$122,300	\$54,100	-\$68,200	-56%
Purchased services	\$80,500	\$91,400	\$10,900	14%
Bank charges	\$20,000	\$20,000	\$0	0%
Internal charges	\$2,613,900	\$2,632,870	\$18,970	1%
Transfer to reserves	\$0	\$101,630	\$101,630	0%
Total expenditures	\$2,836,700	\$2,900,000	\$63,300	2%
Net budget	\$0	\$0	\$0	0%

Assumptions in OBC Multi-Year Forecast

- Compensation increases reflect collective agreements;
- 2% inflationary increase per year for purchased goods and services;
- 2015 – 2017 includes contributions to OBC reserve;
- Revenue estimated based on expected activity.

OBC Multi-Year Forecast

	2014 OBC requested budget	2015 proposed budget	2016 proposed budget	2017 proposed budget
Revenue				
Licenses and permits	-\$2,900,000	-\$3,001,500	-\$3,106,600	-\$3,215,300
Transfer from reserves	\$0	\$0	\$0	\$0
Total revenue	-\$2,900,000	-\$3,001,500	-\$3,106,600	-\$3,215,300
Expenditures				
Purchased goods	\$54,100	\$55,700	\$57,400	\$59,100
Purchased services	\$91,400	\$94,100	\$96,900	\$99,800
Bank charges	\$20,000	\$20,600	\$21,200	\$21,800
Internal charges	\$2,632,870	\$2,711,900	\$2,793,300	\$2,877,100
Transfer to reserves	\$101,630	\$119,200	\$137,800	\$157,500
Total expenditures	\$2,900,000	\$3,001,500	\$3,106,600	\$3,215,300
Net budget	\$0	\$0	\$0	\$0

OBC Administration: Capital Budget Overview

2014–2023 OBC capital budget and forecast – service based (\$'000s)

Project category	Project cost	Capital reserves
Strategic Plan		
IT Strategic Plan	\$49	-\$49
Total Strategic Plan	\$49	-\$49
Total capital budget	\$49	-\$49

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



Building Stabilization Reserve

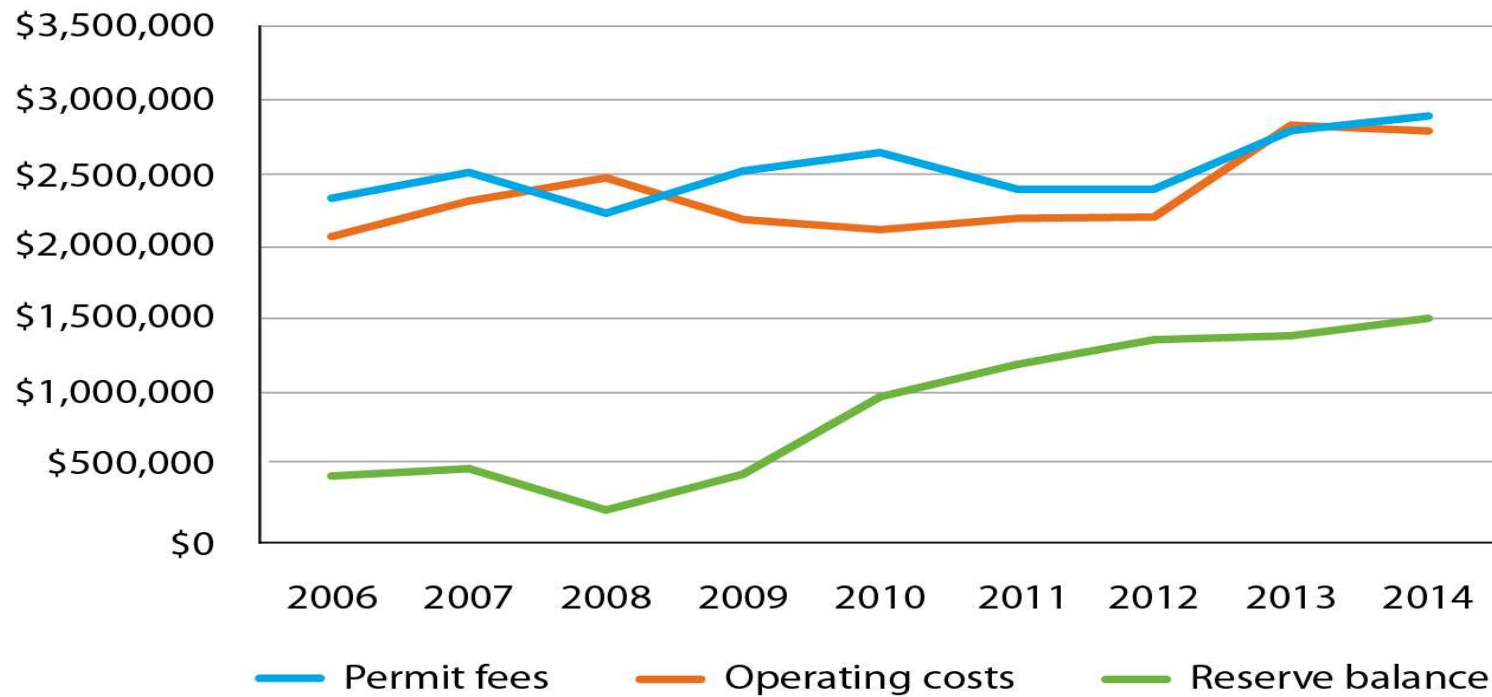
Only used for Ontario Building Code matters:

- Offset lean years;
- Implement service enhancements;
- Unexpected expenses

Maximum reserve limit = One year of operating costs.

Building Stabilization Reserve

Permit fees, operating costs and reserve activities



Water Services and Wastewater Services Budgets (Tabs 1 – 3)



Water/Wastewater Rate Pressures

- Mandatory Financial Plan requires sustainable funding;
- Infrastructure sustainable funding gap closing but capital reserves not funding accumulated depreciation (i.e. backlog);
- Capital grant reductions and increased contributions to reserve funds;
- Forecasted 1% increase in 2014 billable consumptions;
- Operating increases - compensation, energy, goods & Services, and internal charges;
- Debt free and no issuance of new debt.

Demand Forecasting Methodology

2013 YTD Revenue Analysis & Year End Forecasting



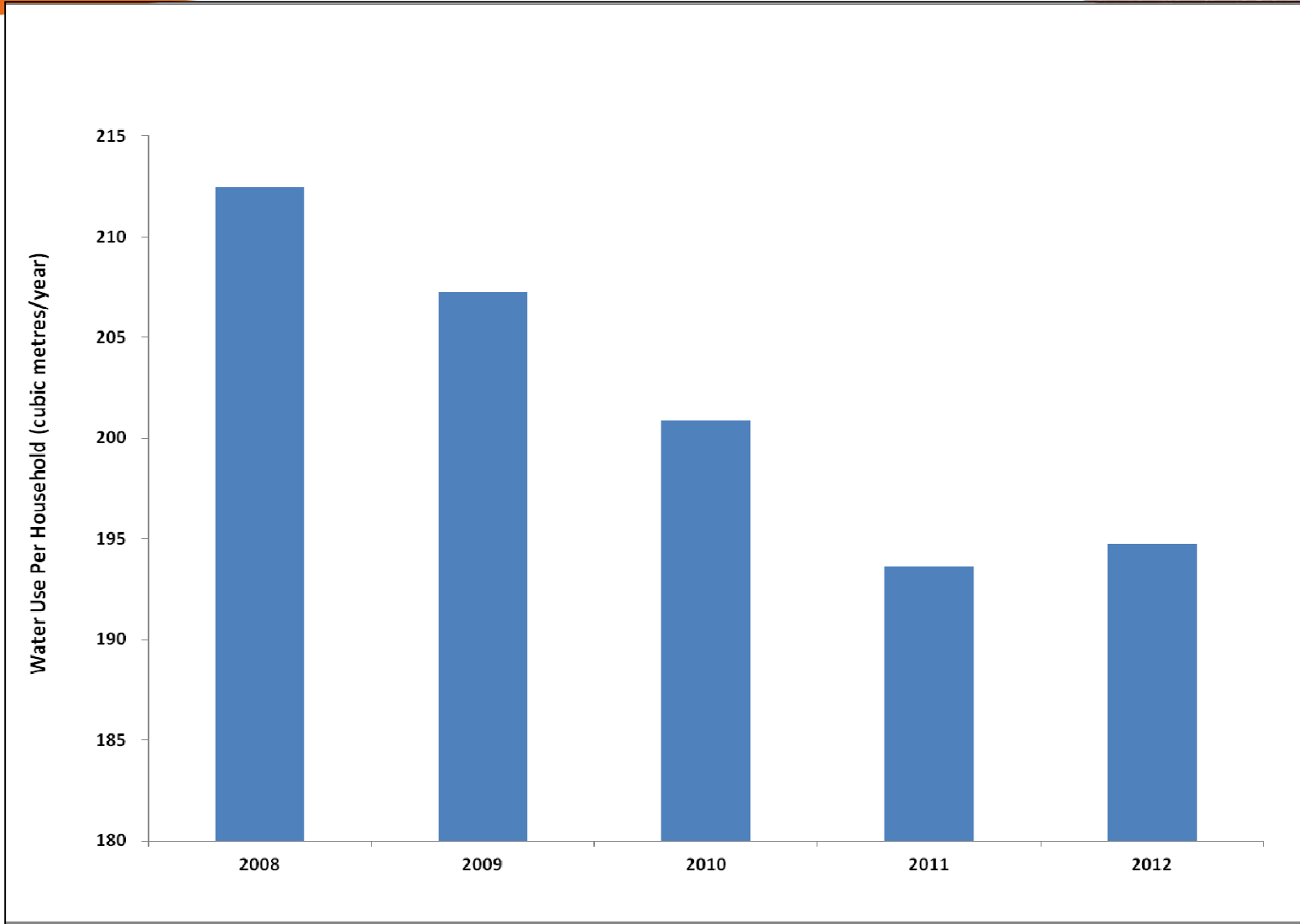
Revenue Stream Growth Evaluation & Forecast



Accuracy Assessment and Revenue Stream Adjustment



2014 Billable Revenue Forecast Development



Average Household Water Consumption

Increase to Average Annual Residential Bill

Summary of rate changes: impact on average annual residential water/wastewater bill (365 days)

	2013	2014	Change
Water volume charge - \$/cubic metre (m3)	\$1.38	\$1.43	\$0.05
Water basic charge - \$/day	\$0.24	\$0.25	\$0.01
Wastewater volume charge - \$/cubic metre (m3)	\$1.52	\$1.59	\$0.07
Wastewater basic charge - \$/day	\$0.31	\$0.31	\$0.00
Average residential annual bill (200 m3* consumption, January 1 rate change)	\$781	\$808	\$27 or 3.5%

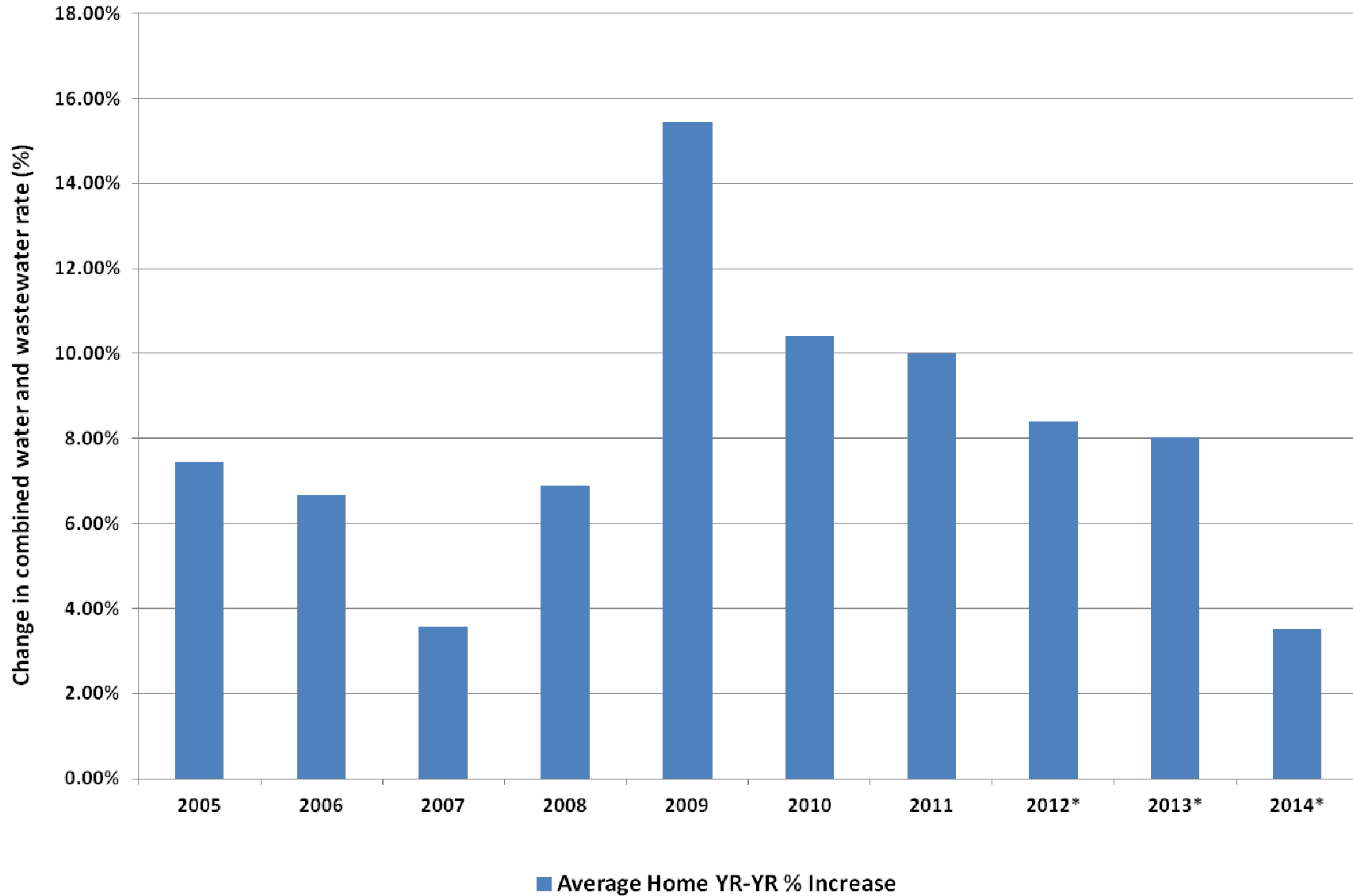
**City estimate of average annual volume of water consumed by a Guelph family of 3 people*

Note: the 2014 rates reflect January-December billing cycle

Rate Setting Goals

- Consistent with sustainability targets of Long-Range Financial Plan;
- Predictable and affordable (i.e. eliminate rate spikes);
- Reflect true cost of providing services;
- Encourage efficient use;
- Competitive with comparable municipalities.

Rate Change on the Average Home Percent Increase



* 2005-2011 is based on an average household use of 250m³/year; 2012-2014 based on an average household use of 200m³/yr.

Water Services Efficiencies

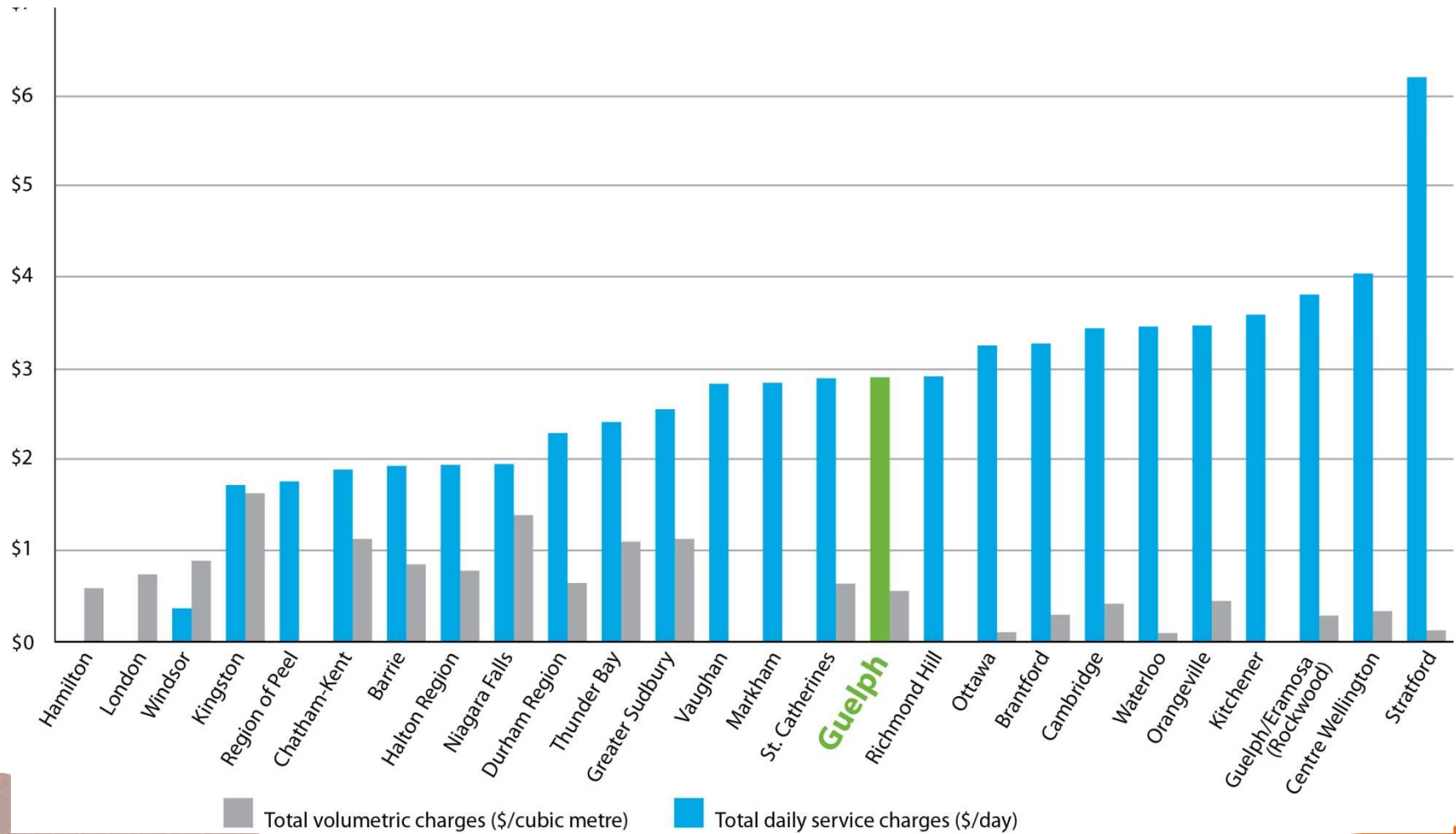
Water Use and Awareness: -\$200,000 in 2014

Efficiency Summary:

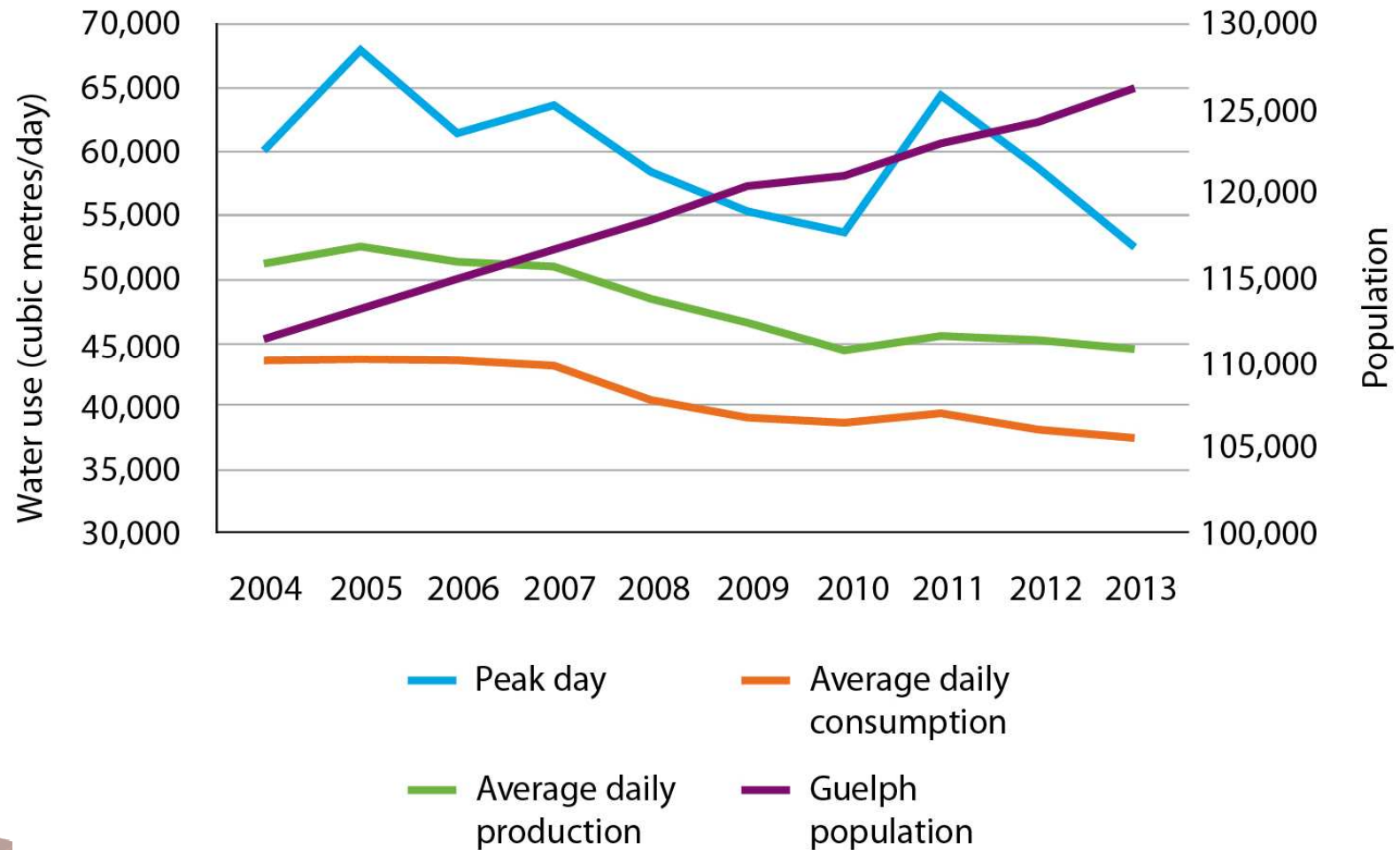
- Cancellation: Home Humidifier Rebate Program -\$50k
- Reduction: Toilet & Clothes Washer Rebate Programs -\$75k
- Transfer: Eligible marketing / administration costs to Development Charges -\$75k

Update of 2009 Conservation Strategy to initiate in 2014 will define future programming and resource needs.

Residential Water and Wastewater Volumetric Rates and Service Charges of Comparator Municipalities (2013 Rates)



Guelph water production vs. water consumption vs. population



2014 Water and Wastewater Financial Indicators

2014 Water and Wastewater Financial Indicators

	Target	2014 predictions from Water LRFP	Actuals Water	2014 predictions from Wastewater LTRP	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	10.0%	8.0%	9.9%	8.3%
Operating surplus ratio	Positive	Positive	Positive	Positive	Positive
Asset consumption ratio	35%	n/a	35.7%	n/a	45.5%
Capital reserves as a % of historical asset value	2–3%	5.8%	7.2%	5.8%	7.2%
Capital reserves as a % of asset replacement value	2–3%		1.8%		1.9%

*LRFP = Long Range Financial Plan as approved by Council

2013 Water Services Key Accomplishments

- High MOE Inspection scores;
- Reclaimed ~1,100 m³/day through demand management;
- Completed Outdoor Water Use By-law Review;
- Completed Guelph Source Protection Plan;
- Introduced 9 new Canada Water Week events;
- Guelph Water Wagon serviced 14 community events;
- Design and tender of Paisley-Clythe Feedermain;
- Clair Tower water quality upgrades and painting;
- Drinking Water Quality Management System accreditation;
- Organizational and management structure review.



2014 Water Services Key Objectives

- Complete Water Supply Master Plan update: Will ensure sustainable water supply for growth and existing customers;
- MOE approval of Water/Wastewater Long-Range Financial Plan: Will ensure financial sustainability and regulatory compliance;
- Complete Water and Wastewater Rate Review Study: Will support Financial Plan and customer service;
- Update to Water Conservation and Efficiency Strategy: Will ensure program efficiency and effectiveness;
- Pilot of automated meter reading technology: Will explore revenue collection optimization.

2014 Key Changes

- Ensuring compliance: Federal/Provincial regulations / legislation.
- Billable consumption: Forecast 1% increase.

Capital budget :

- Transfers to Capital reserves for growth/aging infrastructure: +\$1,183,700
- Capital reduction in Grant Funding -\$281,000

Operating budget :

- Purchase goods & services -\$65,300
- Internal charges: +\$222,150
- Compensation + \$299,790, including expansion
- GRCA levy +\$73,800

**Overall base operating expenditures (i.e. not including expansion)
+2.64%**

2014 Proposed Water Operating Budget by Service Area

	2013 Approved budget	2014 requested (by service area)				2014 total requested budget	Year/year change (\$)	Year/year change (%)
		Customer service and conservation	Supply, treatment and protection	Distribution and metering				
Revenue								
User fees and service charges	-\$22,791,940	-\$24,218,680	\$0	\$0	-\$24,218,680	-\$1,426,740	6.3%	
Product sales	-\$5,000	-\$27,000	\$0	\$0	-\$27,000	-\$22,000	440.0%	
Licenses and permits	-\$14,500	-\$50,000	\$0	\$0	-\$50,000	-\$35,500	244.8%	
Interest and penalties	-\$13,000	-\$13,000	\$0	\$0	-\$13,000	\$0	0.0%	
External recoveries	-\$1,037,300	-\$257,800	-\$76,100	-\$703,400	-\$1,037,300	\$0	0.0%	
Internal recoveries	-\$775,600	-\$1,005,000	\$0	-\$500	-\$1,005,500	-\$229,900	29.6%	
Total revenue	-\$24,637,340	-\$25,571,480	-\$76,100	-\$703,900	-\$26,351,480	-\$1,714,140	7.0%	
Expenditure								
Compensation	\$5,159,610	\$1,991,600	\$1,486,200	\$1,981,600	\$5,459,400	\$299,790	5.8%	
Purchased goods	\$3,044,000	\$294,600	\$1,860,200	\$971,200	\$3,126,000	\$82,000	2.7%	
Purchased services	\$3,235,280	\$1,566,800	\$859,680	\$661,500	\$3,087,980	-\$147,300	-4.6%	
Other transfers	\$595,200	\$669,000	\$0	\$0	\$669,000	\$73,800	12.4%	
Internal charges	\$2,673,250	\$1,988,400	\$286,100	\$620,900	\$2,895,400	\$222,150	8.3%	
Sub-total (before capital expenditure)	\$14,707,340	\$6,510,400	\$4,492,180	\$4,235,200	\$15,237,780	\$530,440	3.6%	
Capital financing	\$9,930,000	\$338,683	\$5,816,952	\$4,958,065	\$11,113,700	\$1,183,700	11.9%	
Total expenditure	\$24,637,340	\$6,849,083	\$10,309,132	\$9,193,265	\$26,351,480	\$1,714,140	7.0%	
Net budget	\$0	-\$18,722,397	\$10,233,032	\$8,489,365	\$0	\$0	0.0%	
Full time equivalents	54.5	19.8	14.8	20.9	55.5	1		

Expansion: Manager of Technical Services

- Water Services Organizational Review: Recommended updated departmental structure and phase-in of additional staff;
- Increase productivity, improve customer service, minimize health and safety risks, support employee engagement and corporate development;
- Management to staff ratios have increased since 2000 and exceed corporate and industry standards (30:1 and 22:1);
- Recommendations being met through the repurposing of existing positions plus gradual addition of new positions;
- Manager of Technical Services will oversee compliance and conformance, demand management, health and safety, staff training and development, and project management resources.

3 Year Operating Budget Forecast and Drivers

- Multi-year operating budget forecast provided for information

Assumptions: Water and Wastewater Services Forecast

- Reflective of the Long Range Financial Plan (LRFP);
- **2015:** 5% increase to Administration; 3% increase to Supply, Treatment & Protection, Distribution and Metering;
- **2016 & 2017:** Blended 3% increase to compensation, purchased goods and purchased services;
- **Capital contributions:** In accordance with LRFP to meet reserve fund targets;
- Projected FTE Requests for Water Services based on Organizational Review.

Water Multi-Year Forecast

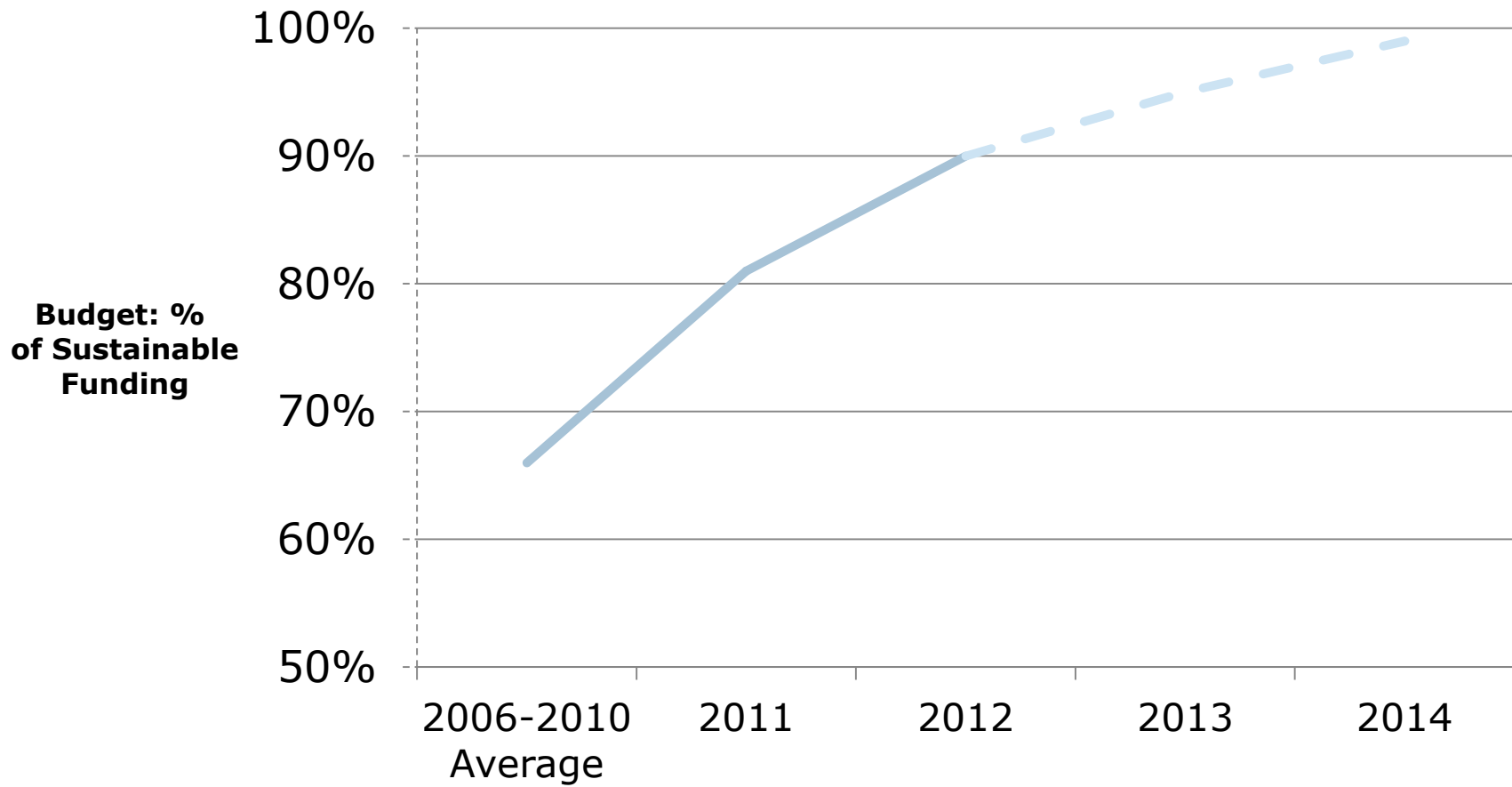
	2014 total requested budget	2015 projected budget	2016 projected budget	2017 projected budget
Revenue				
User fees and service charges	-\$24,218,680	-\$26,144,404	-\$27,859,306	-\$29,599,686
Product sales	-\$27,000	-\$27,000	-\$27,000	-\$27,000
Licenses and permits	-\$50,000	-\$50,000	-\$50,000	-\$50,000
Interest and penalties	-\$13,000	-\$13,000	-\$13,000	-\$13,000
External recoveries	-\$1,037,300	-\$1,037,300	-\$1,037,300	-\$1,037,300
Internal recoveries	-\$1,005,500	-\$1,005,500	-\$1,005,500	-\$1,005,500
Total revenue	-\$26,351,480	-\$28,277,204	-\$29,992,106	-\$31,732,486
Expenditure				
Compensation	\$5,459,400	\$5,903,014	\$6,339,135	\$6,792,700
Purchased goods	\$3,126,000	\$3,188,520	\$3,284,176	\$3,382,701
Purchased services	\$3,087,980	\$3,149,740	\$3,244,232	\$3,341,559
Other transfers	\$669,000	\$695,760	\$723,590	\$752,534
Internal charges	\$2,895,400	\$3,040,170	\$3,100,973	\$3,162,993
Sub-total (before capital expenditure)	\$15,237,780	\$15,977,204	\$16,692,106	\$17,432,486
Capital financing	\$11,113,700	\$12,300,000	\$13,300,000	\$14,300,000
Total expenditure	\$26,351,480	\$28,277,204	\$29,992,106	\$31,732,486
Net budget				
Forecast rates (per m3)	\$1.43	\$1.58	\$1.69	\$1.82
Full time equivalents	55.5	57.5	59.5	61.5

Water Services Capital Budget and Forecast

2014–2023 Water Services capital budget and forecast – service based ('000s)

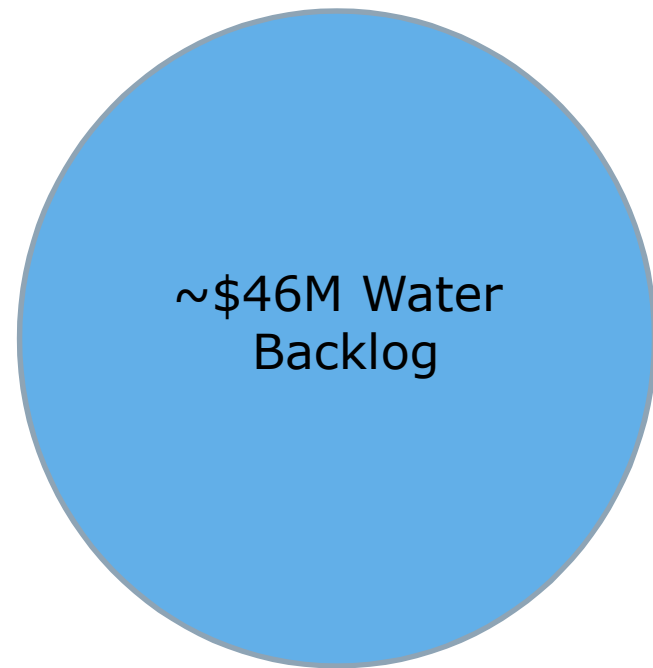
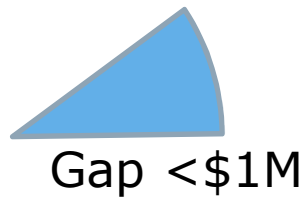
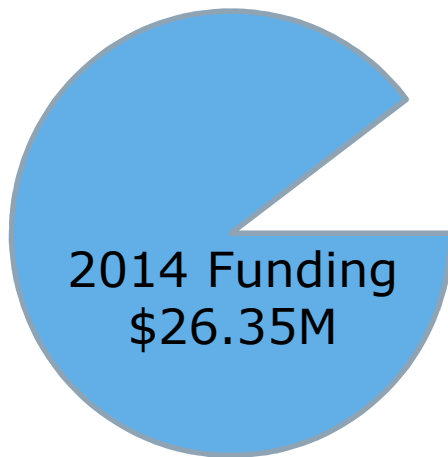
Project category	Project cost	Funding sources				
		Federal gas tax	Development charges	Partner contribution	Grants and subsidies	Capital reserves
Growth						
Customer service and conservation	\$5,845.0	\$0.0	\$5,845.0	\$0.0	\$0.0	\$0.0
Supply, treatment and protection	\$53,870.0	\$0.0	\$46,635.0	\$0.0	\$0.0	\$7,235.0
Distribution and metering	\$53,296.0	\$0.0	\$34,178.8	\$0.0	\$0.0	\$19,117.2
Total growth	\$113,011.0	\$0.0	\$86,658.8	\$0.0	\$0.0	\$26,352.2
Infrastructure replacement						
Customer service and conservation	\$61.8	\$0.0	\$0.0	\$28.7	\$30.9	\$2.2
Supply, treatment and protection	\$47,633.5	\$0.0	\$0.0	\$0.0	\$0.0	\$47,633.5
Distribution and metering	\$33,175.0	\$0.0	\$0.0	\$0.0	\$0.0	\$33,175.0
Total infrastructure replacement	\$80,870.3	\$0.0	\$0.0	\$28.7	\$30.9	\$80,810.7
Total capital budget	\$193,881.3	\$0.0	\$86,658.8	\$28.7	\$30.9	\$107,162.9

Progress to Achieve 100% Annual Sustainable Funding

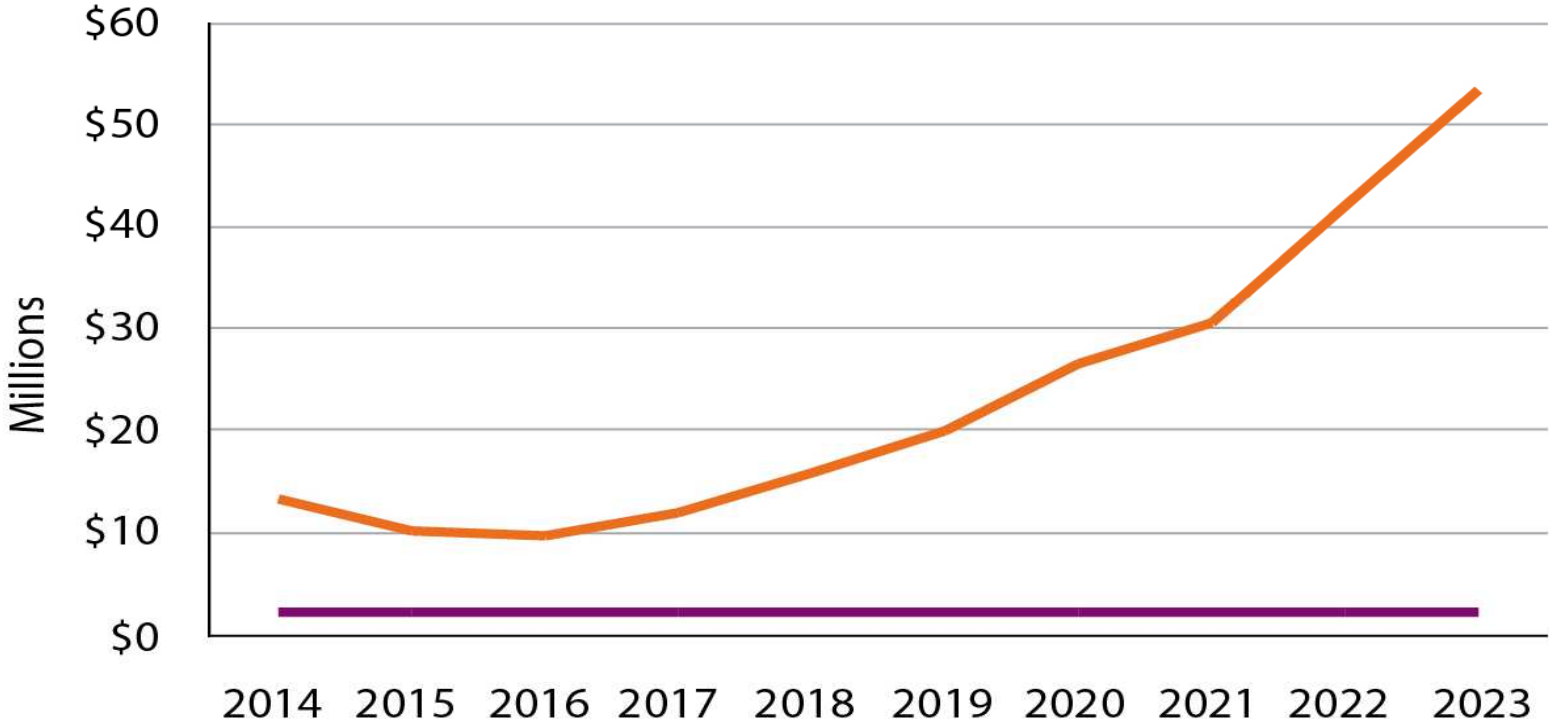


2014 Water Infrastructure Gap & Backlog

Water Annual Funding



Water Services Reserve and Reserve Funds



— Capital — Stabilization



Wastewater Services Budgets

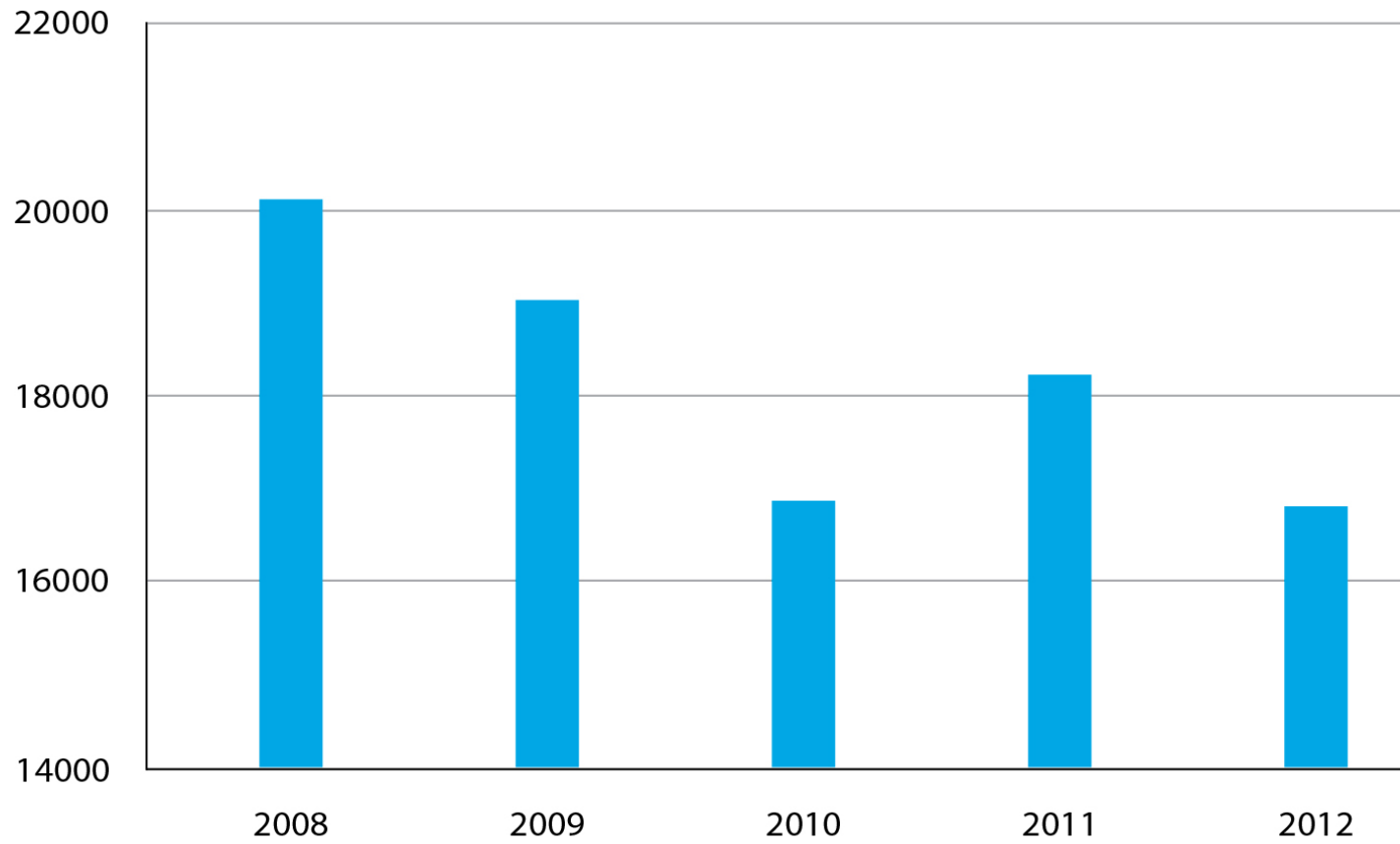
Wastewater Services Key Accomplishments 2013

- Zero non-compliance issues identified during first comprehensive Ministry of Environment Compliance Inspection;
- Based on success of Guelph's Optimization Program, staff facilitated a training program, in conjunction with GRCA, to facilitate the optimization of Wastewater facilities throughout the watershed;
- Continued capacity demonstration aimed at deferring need for \$13 million in capital expansion; subject to MOE approval;
- Completed detailed design for Showcasing Water Innovation grant-funded treatment project;
- To increase beneficial reuse, completed detailed design of Biosolids Storage Facility; construction subject to MOE approval;
- Ongoing replacement / upgrades to wastewater conveyance system;
- Completed wastewater collection system inflow/infiltration study;
- Design, field investigation and tender for York Trunk Sanitary Sewer.

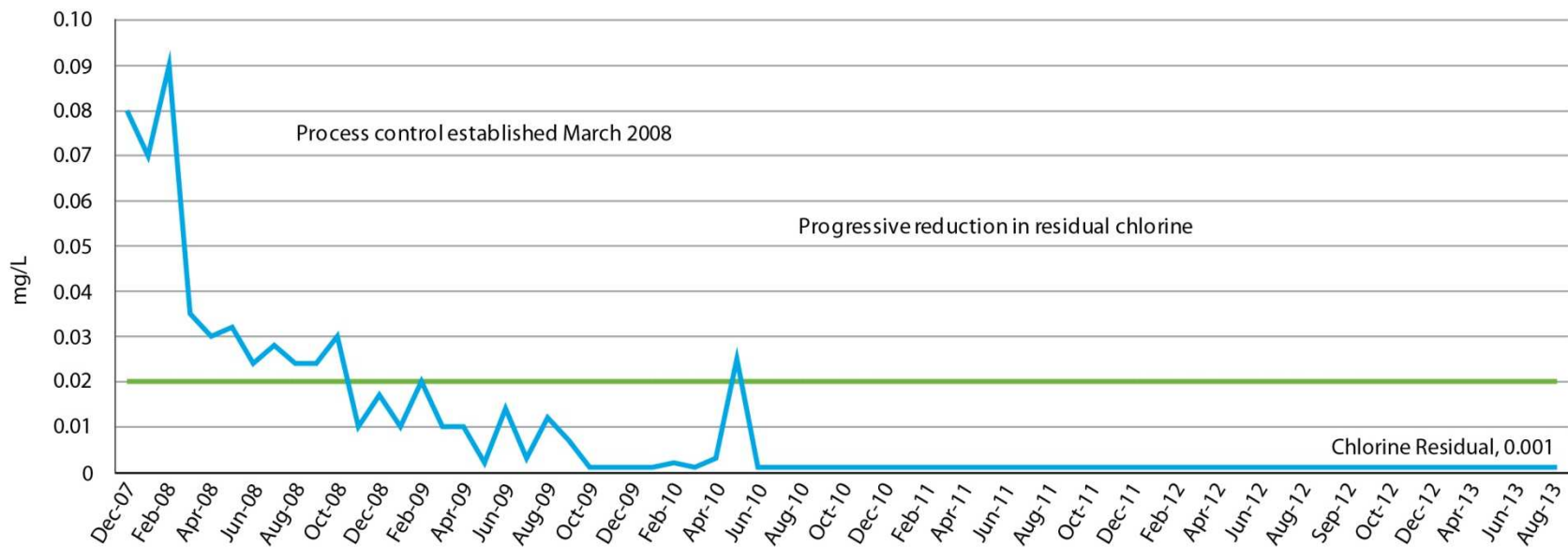
2014 Wastewater Services Key Objectives

- Complete construction of Anammox treatment process: Improve ammonia removal;
- Complete Wastewater Treatment / Biosolids Management Master Plan Updates: Will ensure sustainable wastewater treatment and biosolids management for growth and existing customers;
- Continue sewer condition assessments and begin construction of York Trunk Sanitary Sewer: Will ensure system reliability;
- Complete construction of biosolids storage facility: Will increase beneficial reuse of biosolids and ensure efficient biosolids management;
- Continue process to obtain facility re-rating from MOE: Will defer need for \$13 million in capital expansion.

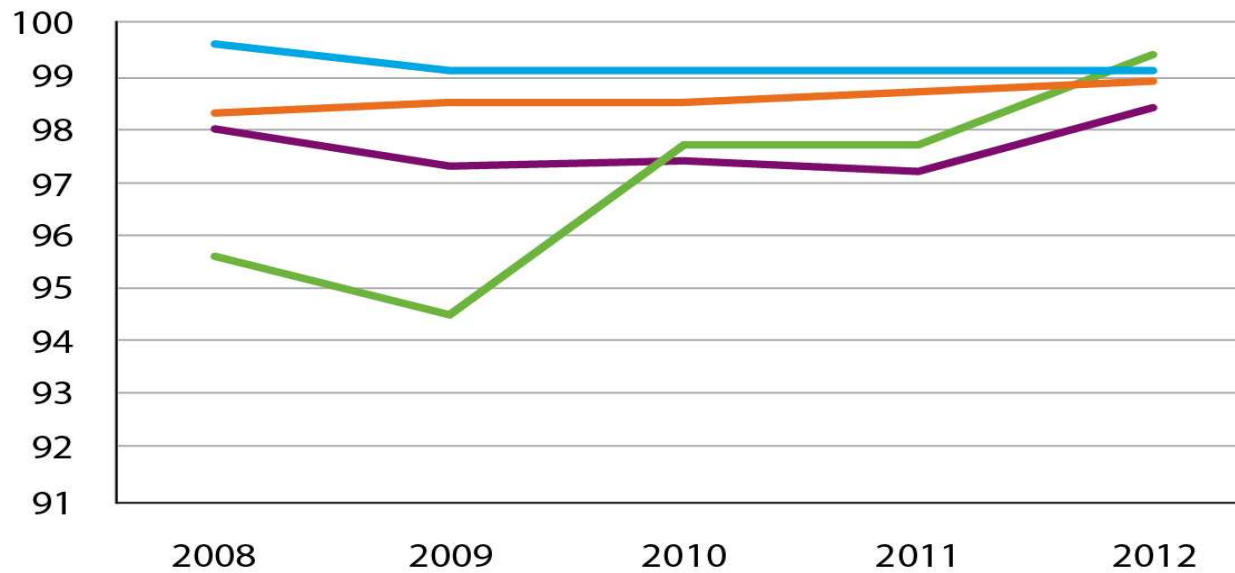
Wastewater treatment : total flow (megalitres)



Average Chlorine Residual in effluent 2008 to 2013



Wastewater treatment: process performance (% removal)

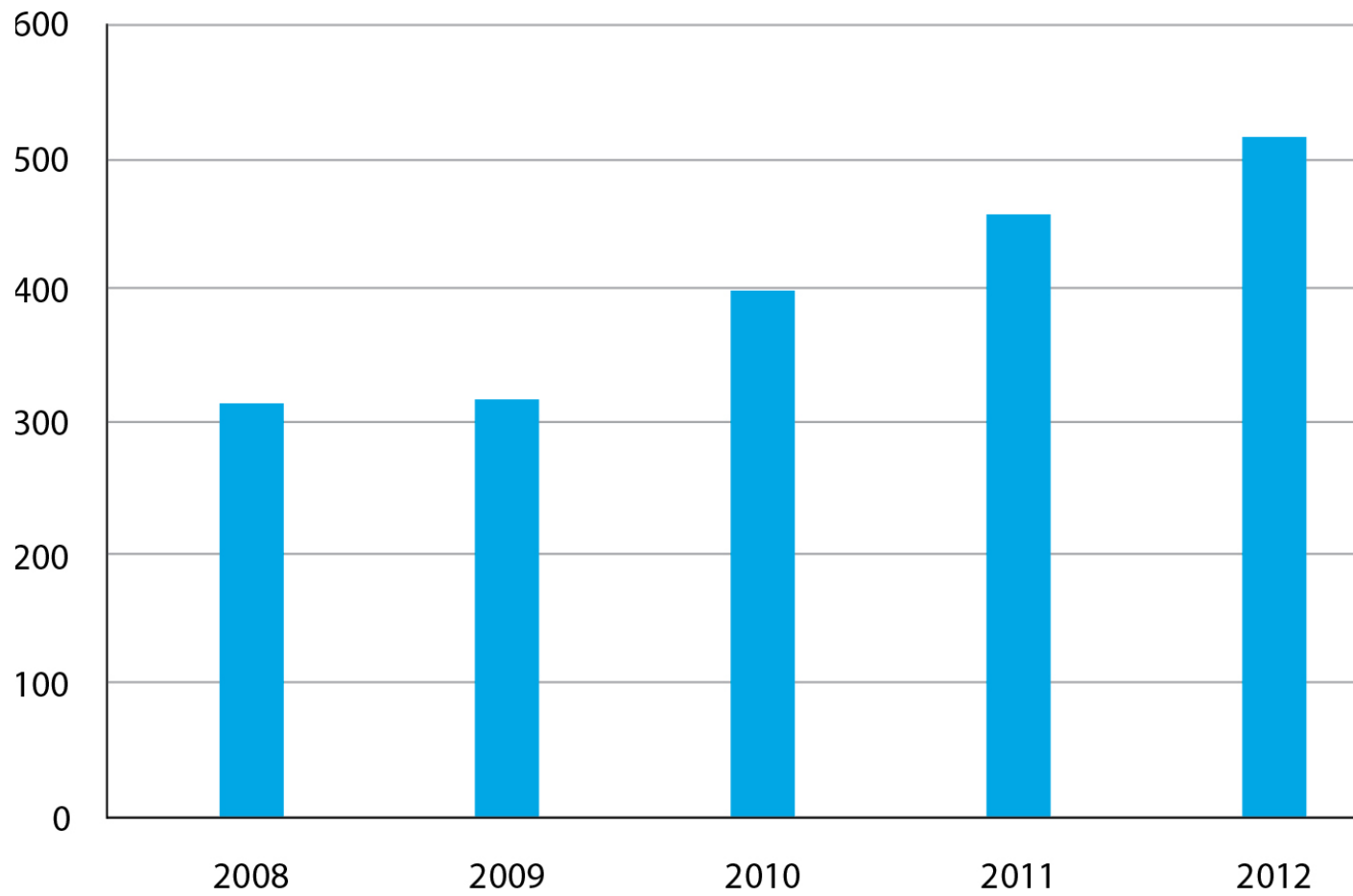


— Total suspended solids

— Biological Oxygen Demand cBOD5

— Ammonia as Nitrogen NH3-N

— Total phosphorous



Annual Response to Community Spill Events

2014 Key Changes

- Ensuring compliance: Federal/Provincial regulations / legislation.
- Billable consumption: Forecast 1% increase.

Capital budget :

- Transfers to Capital reserves for growth/aging infrastructure: +\$1,006,300.

Operating budget :

- Purchase goods: -\$17,160.
- Purchased services: -\$87,590.
- Internal charges: +\$336,450
- Compensation + \$184,440, including expansion

Overall base operating expenditures (i.e. not including expansion) +1.83

2014 Proposed Wastewater Operating Budget by Service Area

	2014 budget by service						
	2013 approved budget	Customer service and conservation	Plant operations and maintenance	Spills response, sewer use, enforcement and wastewater collections	2014 total requested budget	Year/year change (\$)	Year/year change (%)
Revenue							
User fees and service charges	-\$26,815,950	-\$28,222,890	\$0	\$0	-\$28,222,890	-\$1,406,940	5.2%
Interest and penalties	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
External recoveries	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Internal recoveries	-\$69,000	-\$61,500	-\$8,700	\$0	-\$70,200	-\$1,200	1.7%
Total revenue	-\$26,884,950	-\$28,284,390	-\$8,700	\$0	-\$28,293,090	-\$1,408,140	5.2%
Expenditure							
Compensation	\$4,645,660	\$1,069,300	\$2,434,300	\$1,326,500	\$4,830,100	\$184,440	4.0%
Purchased goods	\$4,949,860	\$463,300	\$4,186,000	\$283,400	\$4,932,700	-\$17,160	-0.3%
Purchased services	\$3,906,908	\$1,066,820	\$2,515,148	\$237,350	\$3,819,318	-\$87,590	-2.2%
Long term debt charges	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
Other transfers	\$892,800	\$878,500	\$0	\$0	\$878,500	-\$14,300	-1.6%
Internal charges	\$2,439,722	\$2,205,600	\$438,872	\$131,700	\$2,776,172	\$336,450	13.8%
Sub-total (before capital expenditure)	\$16,834,950	\$5,683,520	\$9,574,320	\$1,978,950	\$17,236,790	\$401,840	2.4%
Capital financing	\$10,050,000	\$0	\$4,643,995	\$6,412,305	\$11,056,300	\$1,006,300	10.0%
Total expenditure	\$26,884,950	\$11,367,040	\$23,792,635	\$10,370,205	\$28,293,090	\$1,408,140	5.2%
Net budget	\$0	-\$16,917,350	\$23,783,935	\$10,370,205	\$0	\$0	0.0%
Full time equivalents	51	9	14	29	52	1	

Expansion for Administrative Assistant

- Corporate Organization Capacity Assessment identified lack of administrative support across the organization;
- Wastewater Services has no administrative/management support for General Manager, Managers and Supervisors;
- Position will enable management team to focus on higher-value work, employee engagement and corporate initiatives.

Wastewater Multi-Year Forecast

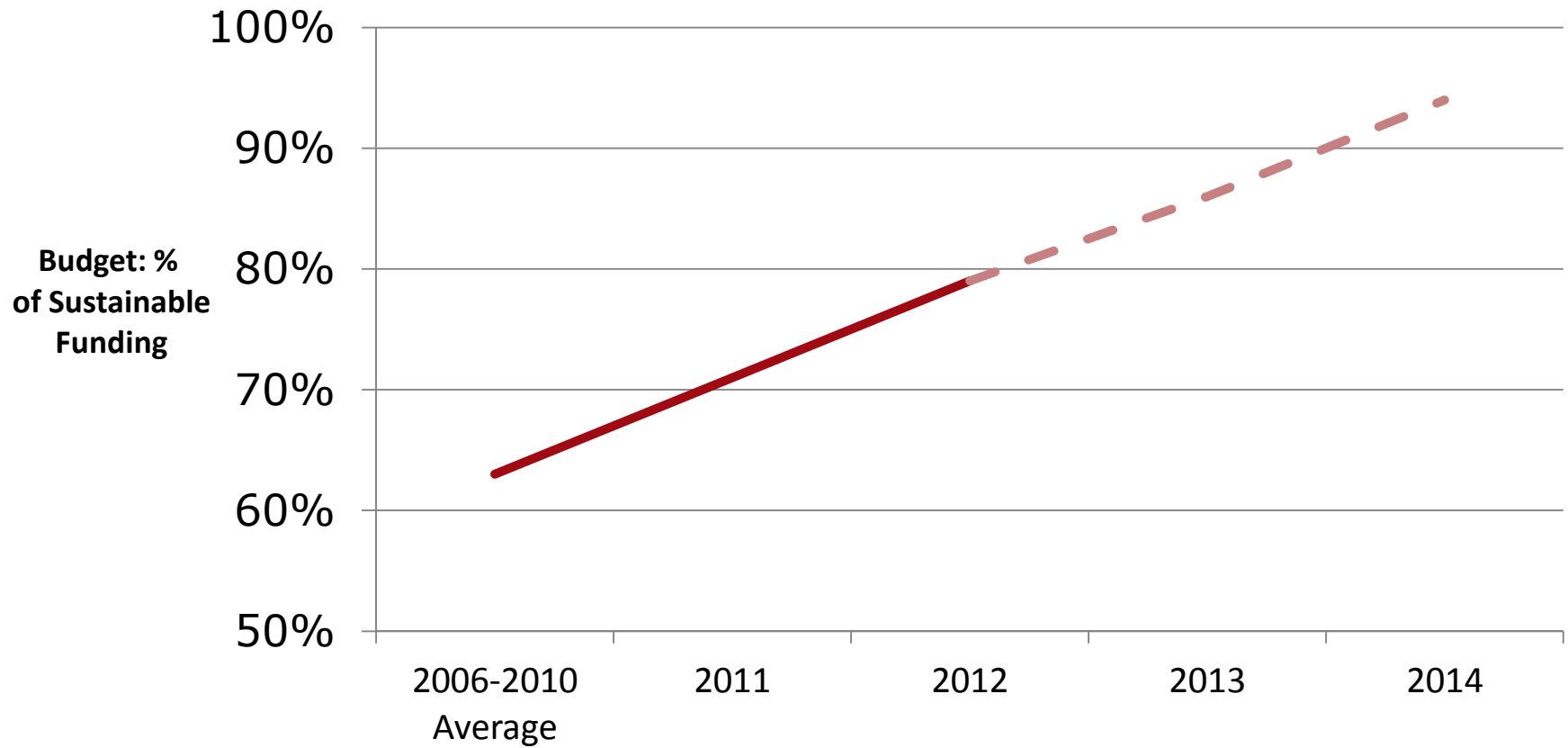
	2014 total requested budget	2015 projected budget	2016 projected budget	2017 projected budget
Revenue				
User fees and service charges	-\$28,222,890	-\$30,282,677	-\$31,941,439	-\$33,625,382
Interest and penalties	\$0	\$0	\$0	\$0
External recoveries	\$0	\$0	\$0	\$0
Internal recoveries	-\$70,200	-\$70,200	-\$70,200	-\$70,200
Total revenue	-\$28,293,090	-\$30,352,877	-\$32,011,639	-\$33,695,582
Expenditure				
Compensation	\$4,830,100	\$4,996,389	\$5,196,245	\$5,404,094
Purchased goods	\$4,932,700	\$5,093,354	\$5,246,155	\$5,403,539
Purchased services	\$3,819,318	\$3,895,704	\$4,012,575	\$4,132,953
Long term debt charges	\$0	\$0	\$0	\$0
Other transfers	\$878,500	\$913,640	\$950,186	\$988,193
Internal charges	\$2,776,172	\$3,053,789	\$3,206,479	\$3,366,803
Sub-total (before capital expenditure)	\$17,236,790	\$17,952,877	\$18,611,639	\$19,295,582
Capital financing	\$11,056,300	\$12,400,000	\$13,400,000	\$14,400,000
Total expenditure	\$28,293,090	\$30,352,877	\$32,011,639	\$33,695,582
Net budget				
Forecast rate (per m3)	\$1.59	\$1.74	\$1.87	\$2.00
Full time equivalents	52	52	52	52

Wastewater Services Capital Budget and Forecast

2014–2023 Wastewater Services capital budget and forecast – service based ('000s)

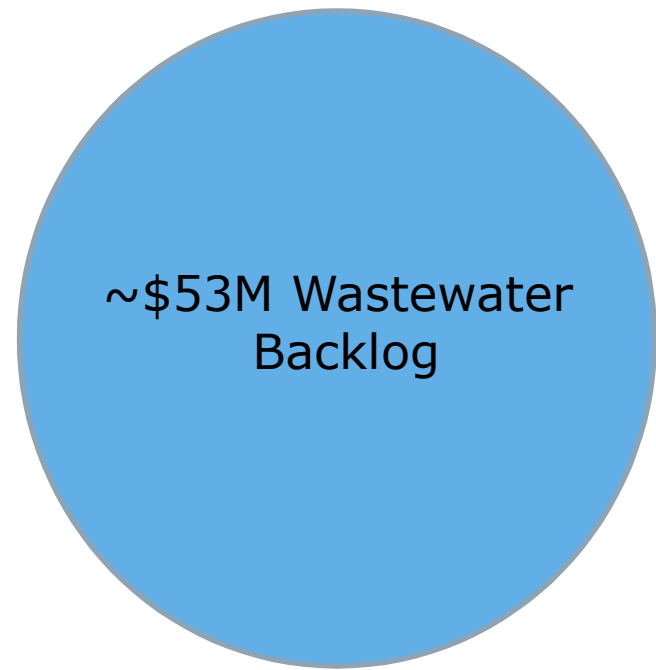
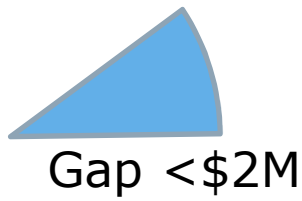
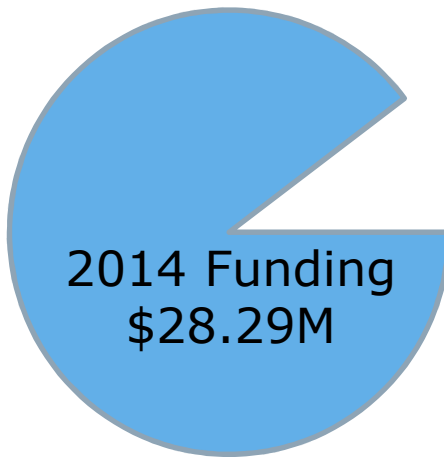
Project category	Project cost	Funding sources		
		Development charges	DC debt	Capital reserves
Growth				
Treatment plant operations	\$73,660.0	\$41,856.1	\$0.0	\$31,804.1
Sewer use and collection	\$50,095.0	\$27,152.6	\$0.0	\$22,942.5
Total growth	\$123,755.0	\$69,008.7	\$0.0	\$54,746.6
Infrastructure replacement				
Treatment plant operations	\$12,727.8	\$0.0	\$0.0	\$12,727.8
Sewer use and collection	\$33,015.0	\$0.0	\$0.0	\$33,015.0
Total infrastructure replacement	\$45,742.8	\$0.0	\$0.0	\$45,742.8
Total capital budget	\$169,497.8	\$69,008.7	\$0.0	\$100,489.4

Progress to Achieve 100% Annual Sustainable Funding

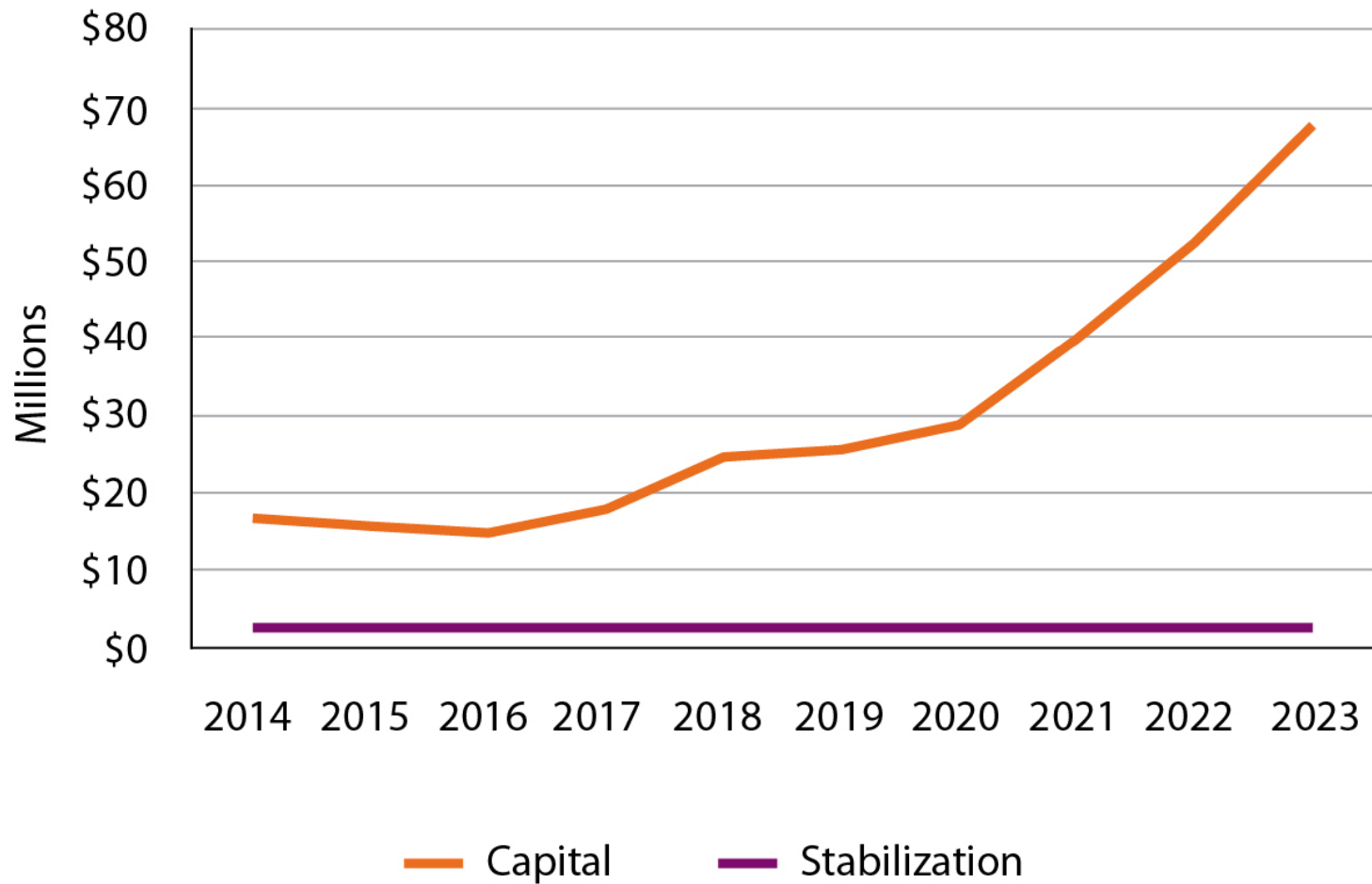


2014 Wastewater Infrastructure Gap & Backlog

Wastewater Annual Funding



2014–2023 Wastewater Services reserves and reserve funds (Projected balances)





THE END

STAFF REPORT



TO City Council

SERVICE AREA Finance and Enterprise Services

DATE October 24, 2013

SUBJECT 2014 Non-Tax Supported Operating and Capital Budgets

REPORT NUMBER FIN-13-44

EXECUTIVE SUMMARY

PURPOSE OF REPORT

To present the 2014 Non –Tax Supported Operating and Capital Budgets for Council deliberation.

KEY FINDINGS

All Non-Tax Supported budgets have been prepared using a strategy where both sound financial planning and financial tools are used to ensure expenditure reductions, reserve management, avoidance of debt financing and sourcing of external funding where appropriate. In addition, water and wastewater budgets are prepared to keep local water bills near the average of the City's list of comparable municipalities, while ensuring regulatory compliance.

FINANCIAL IMPLICATIONS

Water and Wastewater Services

The 2014 Operating and Capital Budgets align with the **2010 Water and Wastewater Long-Range Financial Plan** and reserve funding policies and targets. Operating and capital requirements identified in the attached budget are funded through rates as outlined in the table below.

Summary of Rate Changes and Impact on Average Residential Water/Wastewater Annual Bill (365 Days)			
	2013	2014	Change
Water Volume Charge \$/cubic metre	\$1.38	\$1.43	\$0.05
Water Basic Charge \$/day	\$0.24	\$0.25	\$0.01
Wastewater Volume Charge \$/cubic metre	\$1.52	\$1.59	\$0.07
Wastewater Basic Charge \$/day	\$0.31	\$0.31	\$0.00
Average Residential Annual Bill (200* cubic metres, January 1 rate change)	\$781	\$808	\$27 or 3.5%

*A volume of 200 cubic metres represents staff's projection of the average annual volume of water consumed by a Guelph family of 3 persons.

Court Services

100% of revenue generated by Court Services is being allocated to fund

STAFF REPORT

operating expenditures and fund reserves and reserve funds to meet best practices and targets. Once reserve and reserve fund targets are met, the City would be eligible to receive a dividend. However, this is not anticipated to occur for several years.

Ontario Building Code

The Ontario Building Code Administration budget reflects a transfer to the OBC Reserve. The reserve can be used to offset periods of low building and construction activity, service enhancements, and cover unexpected expenses.

ACTION REQUIRED

Council receives the 2014 Non-Tax Supported Operating and Capital Budgets for information and refers to the meeting of Council scheduled November 5, 2013.

RECOMMENDATION

That Council receives and refers to the November 5, 2013 Council meeting:

For Court Services

1. the 2014 Court Services Operating Budgets in the amount of \$3,642,000; and
2. the 2014 Court Services Capital Budget and 2015-2023 Capital Forecast in the amount of \$602,900; and

For Ontario Building Code Administration

3. the 2014 Ontario Building Code Administration Operating Budget in the amount of \$2,900,000 and
4. The 2014 Ontario Building Code Administration Capital Budget and 2015 – 2023 Capital Forecast in the amount of \$49,000

For Water and Wastewater Services

5. the proposed expansion packages in the net amounts of \$142,900 for Water Services and \$93,500 for Wastewater Services;
6. the 2014 Water and Wastewater Operating Budgets in the amounts of \$26,351,480 and \$28,293,090 respectively, inclusive of expansions;
7. the 2014 Water and Wastewater Capital Budgets and 2015 - 2023 Forecasts in the amounts of \$193,881,300 and \$169,497,800 respectively;
8. the City of Guelph water volume charge of \$1.43 cents per cubic metre effective January 1, 2014 and the wastewater volume charge of \$1.59 cents per cubic metre, effective January 1, 2014;
9. the City of Guelph water and wastewater basic service charges and various fees and charges, be increased as per attached schedule "A" effective January 1, 2014; and
10. the Waterworks Fees and Services By-law be passed.

BACKGROUND

The City of Guelph's Non-Tax Supported Budget includes Water Services, Wastewater Services, Court Services and the Ontario Building Code (OBC) Administration budgets. The Non-Tax Supported budget is a budget that is self-supporting and does not require a transfer from property taxes. For the City of Guelph, the costs of the respective services will be 100% recovered through user fees and other non-tax supported revenues.

The 2014 Non-Tax Supported budgets are presented in a service based format. Service based budgeting provides the opportunity to assist Council and management in decision making by providing information about the alignment of services provided, facilitate improved corporate and departmental business planning, develop service performance measurement and provide the ability to analyze optimal organization structure and alternative methods of service delivery.

The multi-year operating forecast provides an estimate of expected expenditures and revenues and aims to highlight identifiable pressures for the 2015 – 2017 budget years. A forecast has been prepared for each Non –Tax supported area and is included in the budget material for information only.

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The proposed 2014 Operating Budgets for all four departments reflect operating increases including compensation, goods and services, and contributions to reserves and reserve funds. Where required, various expansions have been requested to allow for more efficient and effective service delivery, ensure legislative compliance and meet Council approved service standards.

In addition, a 2014-2023 Capital Budget and Forecast has been included for Water, Wastewater, Court Services and OBC Administration. For Water and Wastewater, the capital budget and forecast reflect the capital costs related to both growth and aging infrastructure. The Court Services capital budget and forecast includes the lifecycle replacement costs for maintaining the Court facility and information technology infrastructure. The OBC Administration budget and forecast provides a budget and forecast representing OBC's contribution to the IT Strategic Plan initiative identified in the approved Corporate Strategic Plan (CSP).

REPORT

1) Water and Wastewater Services

Both Water and Wastewater continue to project increases to user rates for 2014 and beyond. Staff recommend a rate increase of 3.5% in 2014 which will increase the average annual residential bill by \$27 from last year. The 2014 increase is primarily caused by the factors listed below.

Significant changes to the Water Services Operating Budget include:

- Capital financing increased by \$1,183,700 over 2013 to pay for the City's portion of current and future capital expenditures. These funds are transferred to Water Services Capital and DC Exemption reserve funds;
- Compensation increases of \$299,790 for union and non-union staff due to negotiated economic increases, planned grid moves and an FTE expansion of \$142,900 for Water Services Manager;
- Internal recoveries have increased by \$229,900 mainly due to work associated with conservation activities being performed by water staff initiatives being recovered from the Wastewater department;
- Internal charges have increased by \$222,150 due to higher charges for services offered by other City departments mainly Engineering and IT services;
- Purchased services have decreased by \$147,300. This increase is due to higher costs associated with meter reading and billing expenditures and are offset by a reduction in conservation consulting expenses; and
- Purchased goods have increased by \$82,000 primarily due to higher hydro costs.

STAFF REPORT



Significant changes to Wastewater Services Operating Budget include:

- Capital financing increased by \$1,006,300 over 2013 to pay for the City's portion of current and future capital expenditures, These funds are transferred to Wastewater Services Capital and DC Exemption reserve funds;
- Compensation increases of \$184,440 for union and non-union staff due to negotiated economic increases, planned grid moves and an Administrative coordinator FTE expansion;
- Purchased services have decreased by \$87,590 due to a realignment of Conservation initiatives expenses to Internal charges; Alternatively, internal charges have increased by \$336,450 due to the alignment of costs associated with Conservation programming as well as higher charges from program support departments; and
- Purchased goods have decreased by \$17,160 due to a reduction in fuel and chemical expenses.

Highlights of the 2014 Water Services Capital Budget and Forecast include:

Balancing infrastructure renewal and replacement, and preparing for continued growth according to the Council approved Master Plans including the Water Supply Master Plan, Conservation and Efficiency Strategy, and Water/Wastewater Servicing Master Plan.

- 2014 marks the first year where there is no gas tax funding. All gas-tax funding received from the Federal government will be allocated to the tax-supported capital budget for projects that meet the funding requirements.
- Funding for water supply studies; and
- Funding for various linear infrastructure upgrades, replacement/rehabilitation of existing watermains. Scheduling of water linear projects has been aligned to coincide with wastewater and roads projects which will help reduce costs and minimize customer disruption. The increased funding will also help address the infrastructure gap identified in the 2012 Sustainable Infrastructure Report completed by AECOM.

Highlights of the 2014 Wastewater Services Capital Budget and Forecast include:

Balancing infrastructure renewal and replacement, and preparing for continued growth according to the Wastewater Treatment Master Plan, Biosolids Management Master Plan, Conservation and Efficiency Strategy and Water/Wastewater Servicing Master Plan.

- It should be noted that the large expansion project for the wastewater treatment plant has been moved beyond the 10-year forecast and the need for this project will be monitored as additional growth within City limits comes on-stream; and

STAFF REPORT



- funding for various linear infrastructure upgrades as outlined in the Water/Wastewater Servicing Master Plan and the replacement/rehabilitation of existing sewers. Funding for these projects has been increased in the 10-year budget and forecast to allow Engineering Services to work towards meeting industry standards and mandatory replacement schedules for infrastructure. The increased funding will also help address the infrastructure gap identified in the 2012 Sustainable Infrastructure Report completed by AECOM.

2) Court Services

The 2014 Court Services operating budget continues to provide for appropriate reserve and reserve fund contributions and supports operations to ensure that they are running as effectively and efficiently as possible. This budget reflects no additional FTE's throughout the 2014 budget and 2015- 2017 operating forecast.

Changes to the Court Services proposed operating budget include:

- reduction in facility rental income due to fewer court rooms being rented by other levels of court;
- \$20,049 reduction in purchased goods and services mainly due to reduction in bank charges and payment to County; and
- \$22,520 increase in internal charges due to costs assessed by other city departments such as legal, human resources and Information Technology.

The 2014 Court Services capital budget focuses on ensuring appropriate lifecycle budgeting of the facility and information technology requirements for the department. Court Services has also included a capital budget that represents the department's share of the IT Strategic Plan; an initiative identified as part of the City's approved Corporate Strategic Plan.

3) Ontario Building Code Administration

The 2014 proposed OBC Administration budget reflects a \$100,000 increase in revenue over 2013 levels due to the expectation that healthy building permit sales will continue to trend above what is currently budgeted in 2013.

Other changes to the OBC Administration budget include;

- a reduction of \$68,200 for Purchased goods due to removal of one-time costs in 2013 not required in 2014;and

STAFF REPORT



- Internal charges have increased by \$18,970 reflecting \$32,830 reduction in direct costs associated with the administration of the Ontario Building Code such as compensation and an increase of \$51,800 in interdepartmental service area support. Support department costs are allocated in accordance with the Ontario Municipal Benchmarking Initiative methodology.

The 2014 OBC Administration capital budget includes a project that represents the department's share of the cost associated with the IT Strategic Plan; an initiative identified as part of the City's Council approved Corporate Strategic Plan.

CORPORATE STRATEGIC PLAN

Organizational Excellence

- 1.2** Develop collaborative work team and apply whole systems thinking to deliver creative solutions
- 1.3** Build robust systems, structures and frameworks aligned to strategy

Innovation in Local Government

- 2.1** Build an adaptive environment for government innovation to ensure fiscal and service sustainability
- 2.2** Deliver Public Service better
- 2.3** Ensure accountability, transparency, and engagement

City Building

- 3.1** Ensure a well designed, safe, inclusive, appealing and sustainable City
- 3.2** Be economically viable, resilient, diverse and attractive for business

DEPARTMENTAL CONSULTATION

Budget development was a coordinated effort by the Planning, Building, Engineering and Environment Service Area, Court Services, and Finance and Enterprise Services.

STAFF REPORT

FINANCIAL IMPLICATIONS

Water and Wastewater Services

The 2014 Operating and Capital Budgets align with the **2010 Water and Wastewater Long-Range Financial Plan** and reserve funding policies and targets. Operating and capital requirements identified in the attached budget are funded through rates as outlined in the table below.

Summary of Rate Changes and Impact on Average Residential Water/Wastewater Annual Bill (365 Days)			
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Wastewater Volume Charge \$/cubic metre	\$1.52	\$1.59	\$0.07
Wastewater Basic Charge \$/day	\$0.31	\$0.31	\$0.00
Average Residential Annual Bill (200* cubic metres, January 1 rate change)	\$781	\$808	\$27 or 3.5%

*A volume of 200 cubic metres represents staff's projection of the average annual volume of water consumed by a Guelph family of 3 persons.

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100% of revenue generated by Court Services is being allocated to fund operating expenditures and fund reserves and reserve funds to meet best practices and targets. Once reserve and reserve fund targets are met, the City would be eligible to receive a dividend. However, this is not anticipated to occur for several years.

Ontario Building Code

The Ontario Building Code Administration budget reflects a transfer to the OBC Reserve. The reserve can be used to offset periods of low building and construction activity, service enhancements, and cover unexpected expenses.

COMMUNICATIONS

Public meeting notification was placed in local newspapers and on the City's website.

STAFF REPORT



ATTACHMENTS

Appendix A - Water and Wastewater Basic Service Fees

Attachments provided under a separate cover:

2014 Water Operating Budget

2014 Wastewater Operating Budget

2014 – 2023 Water Capital Budget and Forecast

2014 – 2023 Wastewater Capital Budget and Forecast

2014 Court Services Operating Budget

2014 – 2023 Court Services Capital Budget and Forecast

2014 Ontario Building Code Administration Operating Budget

2014 – 2023 Ontario Building Code Administration Capital Budget & Forecast

Prepared By:

Ron Maeresera
Corporate Analyst, Financial Planning

Prepared By:

Peter L. Busatto
General Manager of Water Services

Prepared By:

Kiran Suresh
General Manager of Wastewater
Services

Prepared By:

Brad Coutts
Manager Court Services

Prepared By:

Bruce Poole
Chief Building Official

STAFF REPORT



"original signed by Al Horsman"

Recommended By:

Al Horsman
Executive Director, Chief
Financial Officer

"original signed by Janet Laird"

Recommended By:

Janet Laird
Executive Director
Planning, Building, Engineering
and Environment

"original signed by Mark Amorosi"

Recommended By:

Mark Amorosi
Executive Director, Corporate &
Human Resources



Making a Difference

Schedule "A"
2014 Water and Wastewater
Basic Service Charge Summary
stated as a daily charge

WATER

Meter size	2013 Basic Service Charge	2014 Basic Service Charge	\$ Change
5/8 "	\$0.24	\$0.25	\$0.01
3/4 "	\$0.24	\$0.25	\$0.01
1 "	\$0.33	\$0.34	\$0.01
1 1/2 "	\$0.85	\$0.88	\$0.03
2 "	\$1.86	\$1.93	\$0.07
3 "	\$3.93	\$4.09	\$0.16
4 "	\$6.78	\$7.05	\$0.27
6 "	\$12.70	\$13.21	\$0.51
8 "	\$22.13	\$23.02	\$0.89
10 "	\$36.54	\$38.00	\$1.46

WASTEWATER

Meter size	2013 Basic Service Charge	2014 Basic Service Charge	\$ Change
5/8 "	\$0.31	\$0.31	\$0.00
3/4 "	\$0.31	\$0.31	\$0.00
1 "	\$0.50	\$0.50	\$0.00
1 1/2 "	\$1.33	\$1.33	\$0.00
2 "	\$3.00	\$3.00	\$0.00
3 "	\$6.09	\$6.09	\$0.00
4 "	\$10.89	\$10.89	\$0.00
6 "	\$20.47	\$20.47	\$0.00
8 "	\$36.05	\$36.05	\$0.00
10 "	\$60.07	\$60.07	\$0.00