CITY COUNCIL AGENDA

Council Chambers, Guelph City Hall, 1 Carden Street

DATE Monday, November 16, 2015 – 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

2016 Local Boards and Shared Services Budgets

Presentation:

- Janice Sheehy – General Manager, Finance and City Treasurer

Local Boards and Shared Services

- The Elliott Community
  - Trevor Lee, Chief Executive Officer
- Wellington-Dufferin-Guelph Public Health
  - David Kennedy, Director, Finance & Corporate Operations
- Downtown Guelph Business Association
  - Marty Williams, Executive Director
- Guelph Public Library
  - Anne McKay, Chair
  - Steve Kraft, Chief Executive Officer
- Guelph Police Services
  - Judy Sorbara, Chair
  - Jeff DeRuyter, Chief

Recommendation:

1. That the 2016 Local Boards and Shared Services budgets be received for information.

2. That the 2016 Local Boards and Shared Services Budgets be referred to the December 9, 2015 Council Meeting for final deliberation and approval.

ADJOURNMENT

STAFF REPORT

TO	City Council
SERVICE AREA	Corporate Services
DATE	November 16, 2015
SUBJECT	**2016 Local Boards and Shared Services Budgets**
REPORT NUMBER	CS-2015-87

EXECUTIVE SUMMARY

PURPOSE OF REPORT
To present the 2016 Local Boards and Shared Services budgets.

KEY FINDINGS
The local boards and shared services budget represent approximately one-third of the City's tax supported operating budget expenditure. There are various legislative and regulatory requirements governing the degree of control Council has over these budgets.

FINANCIAL IMPLICATIONS
There are no financial implications resulting from this report.

ACTION REQUIRED
That Council receives and refers the Local Boards and Shared Services budgets to the December 9, 2015 meeting of Council for deliberation and approval.

RECOMMENDATION

1. That the 2016 Local Boards and Shared Services budgets be received for information; and
2. That the 2016 Local Boards and Shared Services Budgets be referred to the December 9, 2015 Council Meeting for deliberation and approval.

BACKGROUND

As part of the City's budget process, the budgets for the Local Boards and Shared Services are presented to Council on a separate night. The budgets for the boards and agencies represent approximately one-third of the City's net expenditures.

REPORT

The budgets for the City's Local Boards and Shared Services include the following agencies, boards and commissions:

- Guelph Public Library Board;
- Wellington-Dufferin-Guelph Public Health;
- Social Services and Shared Housing;
- Downtown Guelph Business Association;
- Guelph Police Service Board, and
- The Elliott.

With the exception of the Downtown Guelph Business Association, the budgets for the City's share of these services are funded through the City of Guelph property tax levy. The Downtown Guelph Business Association is funded from a business improvement area (BIA) levy that members pay along with their municipal property taxes. To provide further clarity on costs which Council has control over versus those that it does not, these budgets have been separated from the City's traditional tax supported operating budget.

The major factor differentiating these budgets from those proposed by City departments is the additional legislation governing the actions Council can take to reduce or change a board or agency's budget. Some of the key constraints are discussed below:

- Council approves or amends and approves the total budget for a Board, but may not accept or reject specific items within the budget.
- Municipalities within a health unit must pay the expenses incurred for the Board of Health and Medical Officer. The amount paid is to be 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. Estimates are to be provided annually by the Board of Health.
- The City is obligated to pay the amounts required by the Consolidated Municipal Services Manager (CMSM) on demand. The City may be charged interest and penalties for non-payment.
- The Ministry of Health and Long-Term Care requires each municipality to contribute financial support to a long-term care facility.

CORPORATE STRATEGIC PLAN

Organizational Excellence
Develop collaborative work teams and apply whole systems thinking to deliver creative solutions

Innovation in Local Government
Ensure accountability, transparency and engagement

City Building
Be economically viable, resilient, diverse and attractive for business

DEPARTMENTAL CONSULTATION

Budget development was a coordinated effort by City Departments, Boards and Shared Services.

FINANCIAL IMPLICATIONS

There are no financial implications resulting from this report.

COMMUNICATIONS

Public meeting notification was placed on the City's web page and will be advertised in the local newspaper. Draft copies of the budgets as provided to the City are posted on the City's website.

ATTACHMENTS

None

Prepared By:
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Senior Corporate Analyst, Financial Planning
Corporate Services

Approved By
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THE Elliott COMMUNITY

2016 Budget Review

November 16, 2015

Presented to:
Guelph City Council

By: Trevor Lee, CEO

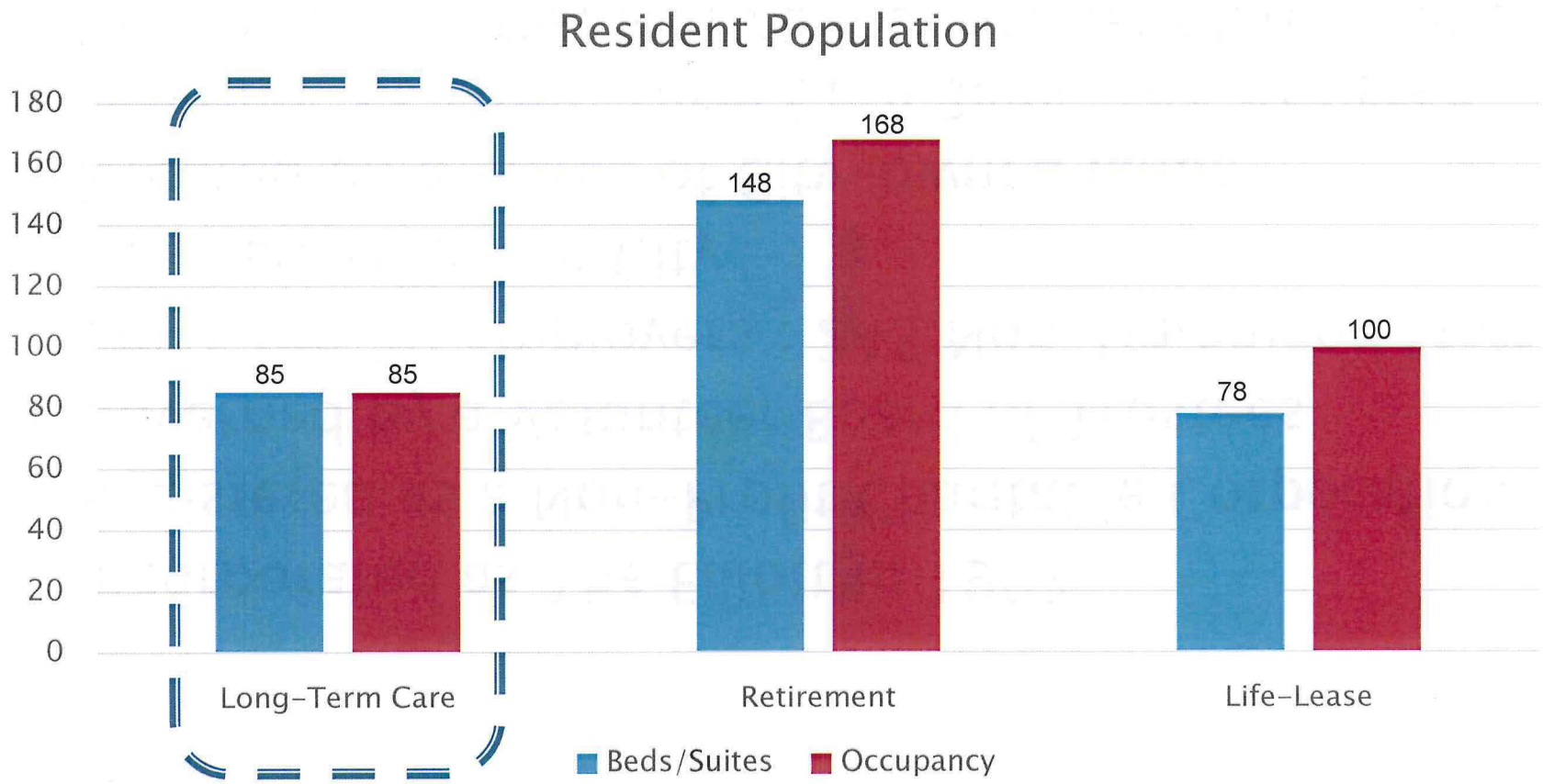
THE Elliott COMMUNITY

The Elliott Community

The Elliott Community

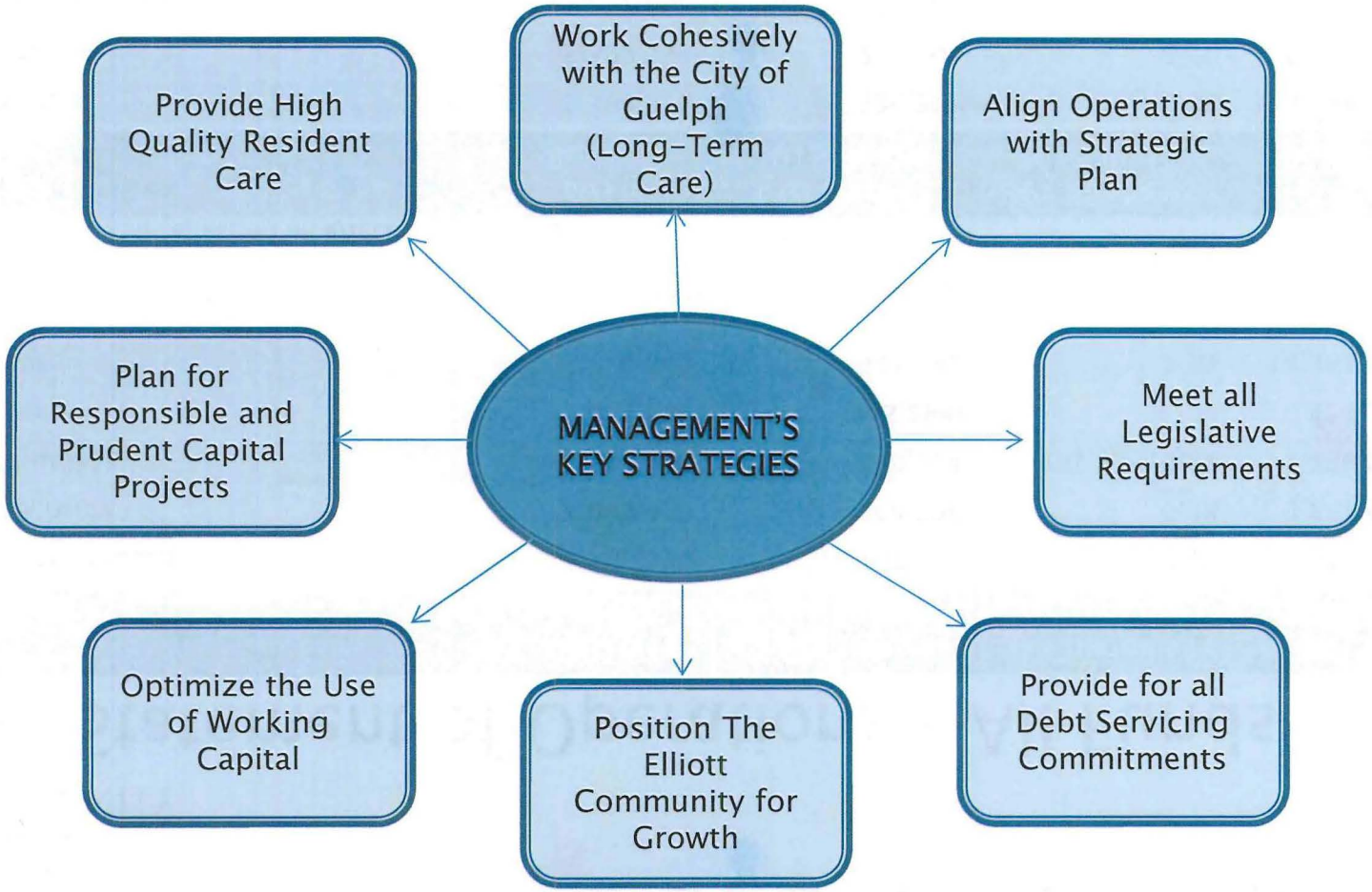
- Incorporated as The Elliott in 1907
- Registered as a Non-Profit Charitable Corporation
- Governed by a Volunteer Board of Trustees
- City's top 30 employers : 245 Non-Unionized Staff
- Local Board to the City
- Situated on 8-acres of City-owned lands
- Offering: 85 Long-Term Care Beds, 148 Assisted Retirement Suites, and 78 Independent Life-Lease Suites (Over 350 Residents)
- An example of a Campus of Care Model

The Elliott Community



THE Elliott COMMUNITY

2016 Budget Review



2016 Budget Review

Statement of Operations – All Funds

Revenue	2016 Budget	$ Change vs. 2015 Budget	% Change vs. 2015 Budget	2015 Budget
Resident Accommodation	8,565,976	167,078	2.0%	8,398,898
Provincial Subsidy	4,085,979	204,294	5.3%	3,881,685
Municipal Subsidy	1,252,404	115,504	(A) 10.2%	1,136,900
Other Revenue	879,056	(45,294)	(4.9%)	924,350
Total Revenue	14,783,415	441,582	3.1%	14,341,833

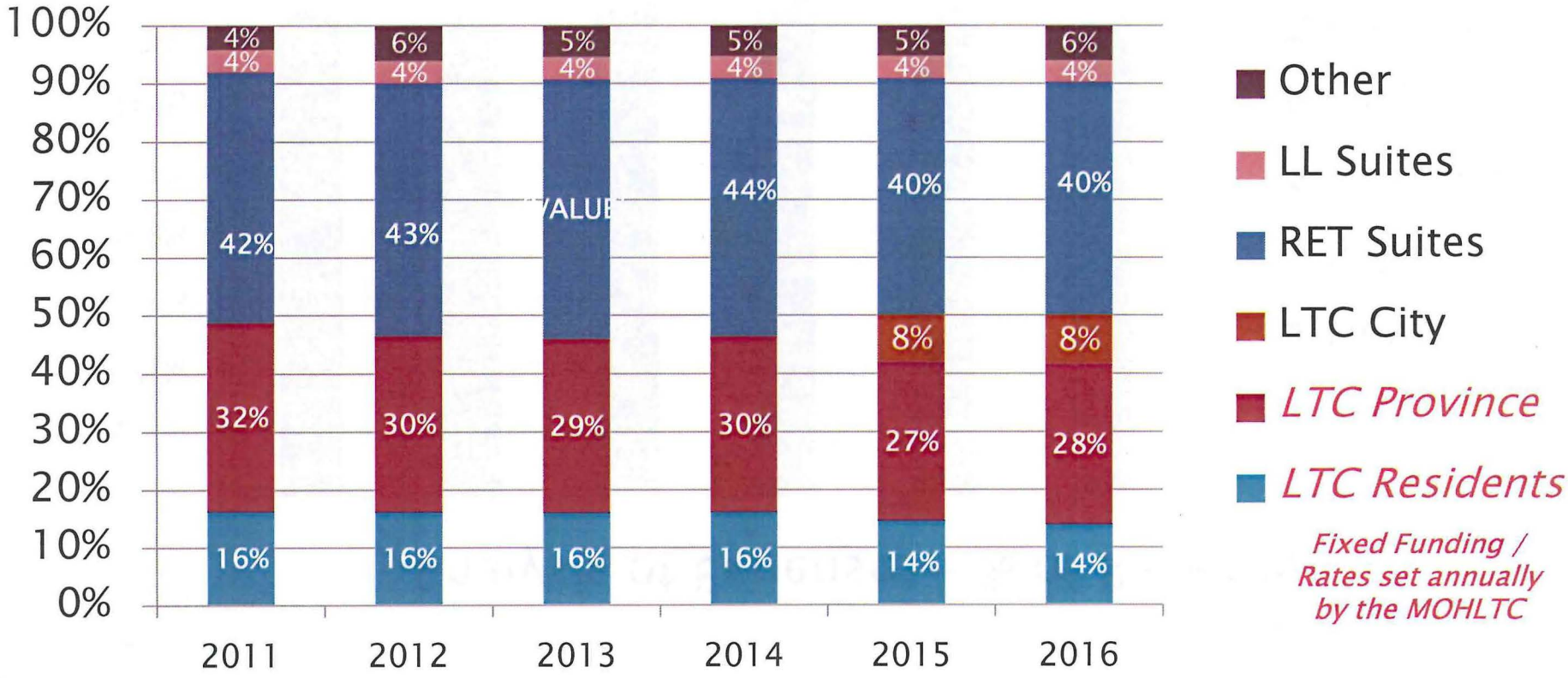
(A) The 2015 Budget for Municipal Subsidy relates to an 11-month period (February to December 2015). The municipal subsidy for 2015, annualized, would have been $1,240,254 and the increase to the 2016 budget amount of $1,252,404 would be $12,150 reflecting an effective increase of 1.0%.

Expenses	2016 Budget	$ Change vs. 2015 Budget	% Change vs. 2015 Budget	2015 Budget
Employee Costs	9,368,358	320,221	3.5%	9,048,137
Operating Costs	5,899,534	254,203	4.5%	5,645,331
Total Expenses	15,267,892	574,424	3.9%	14,693,468
Operating Deficit	(484,477)	(132,842)		(351,635)

THE Elliott COMMUNITY

2016 Budget Review

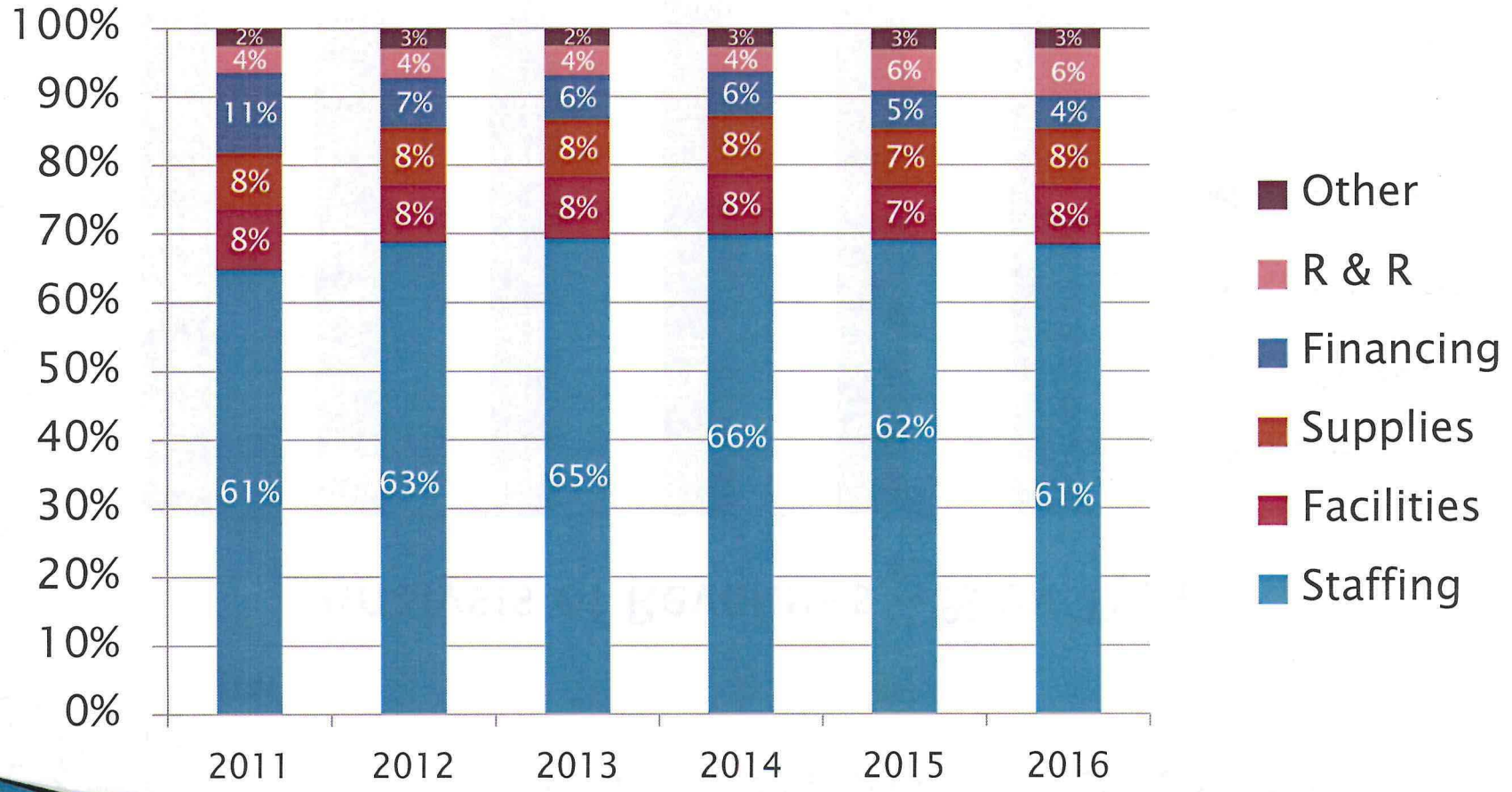
Analysis of Revenues – % by Type



THE Elliott COMMUNITY

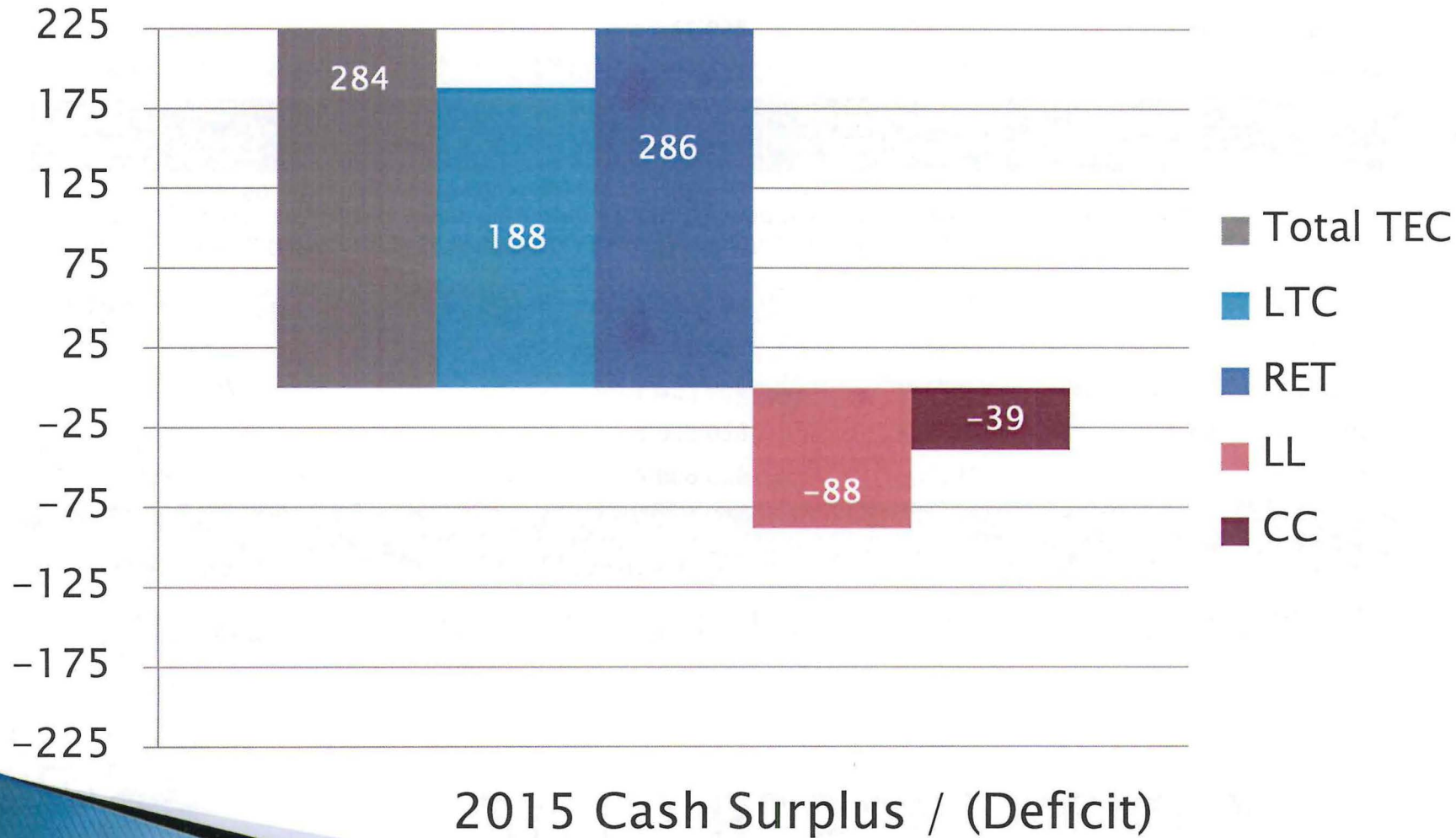
2016 Budget Review

Analysis of Expenses – % of Revenue



2016 Budget Review

Contribution by Fund ($000s)



2016 Budget Review

Statement of Operations - Long-Term Care

Revenue	2016 Budget	$ Change vs. 2015 Budget	% Change vs. 2015 Budget	2015 Budget
Resident Accommodation	2,069,076	(1,248)	(.1%)	2,070,324
Provincial Subsidy	4,085,979	204,294	5.3%	3,881,685
Municipal Subsidy	1,252,404	115,504	(A) 10.2%	1,136,900
Other Revenue	115,705	1,237	1.1%	114,468
Total Revenue	7,523,164	319,787	4.4%	7,203,377

(A) The 2015 Budget for Municipal Subsidy relates to an 11-month period (February to December 2015). The municipal subsidy for 2015, annualized, would have been $1,240,254 and the increase to the 2016 budget amount of $1,252,404 would be $12,150 reflecting an effective increase of 1.0%.

Expenses	2016 Budget	$ Change vs. 2015 Budget	% Change vs. 2015 Budget	2015 Budget
Employee Costs	4,969,772	96,734	2.0%	4,873,038
Operating Costs	2,722,652	65,703	2.5%	2,656,949
Total Expenses	7,692,424	159,437	2.1%	7,532,987
Operating Deficit	(169,260)	160,350		(329,610)

2016 Budget Review

Capital Reserve Fund - Long-Term Care

Continuity	2016 Budget	2015 Budget
Opening Balance	2,949	-
Contributions from City of Guelph	212,000	194,300
Interest Earned	74	-
Projects Identified	(211,561)	(191,351)
Closing Balance	3,462	2,949

THE Elliott COMMUNITY

2016 Budget Review

Questions / Discussion

?

WDGPH 2016 Budget

PublicHealth
WELLINGTON-DUFFERIN-GUELPH
Stay Well.

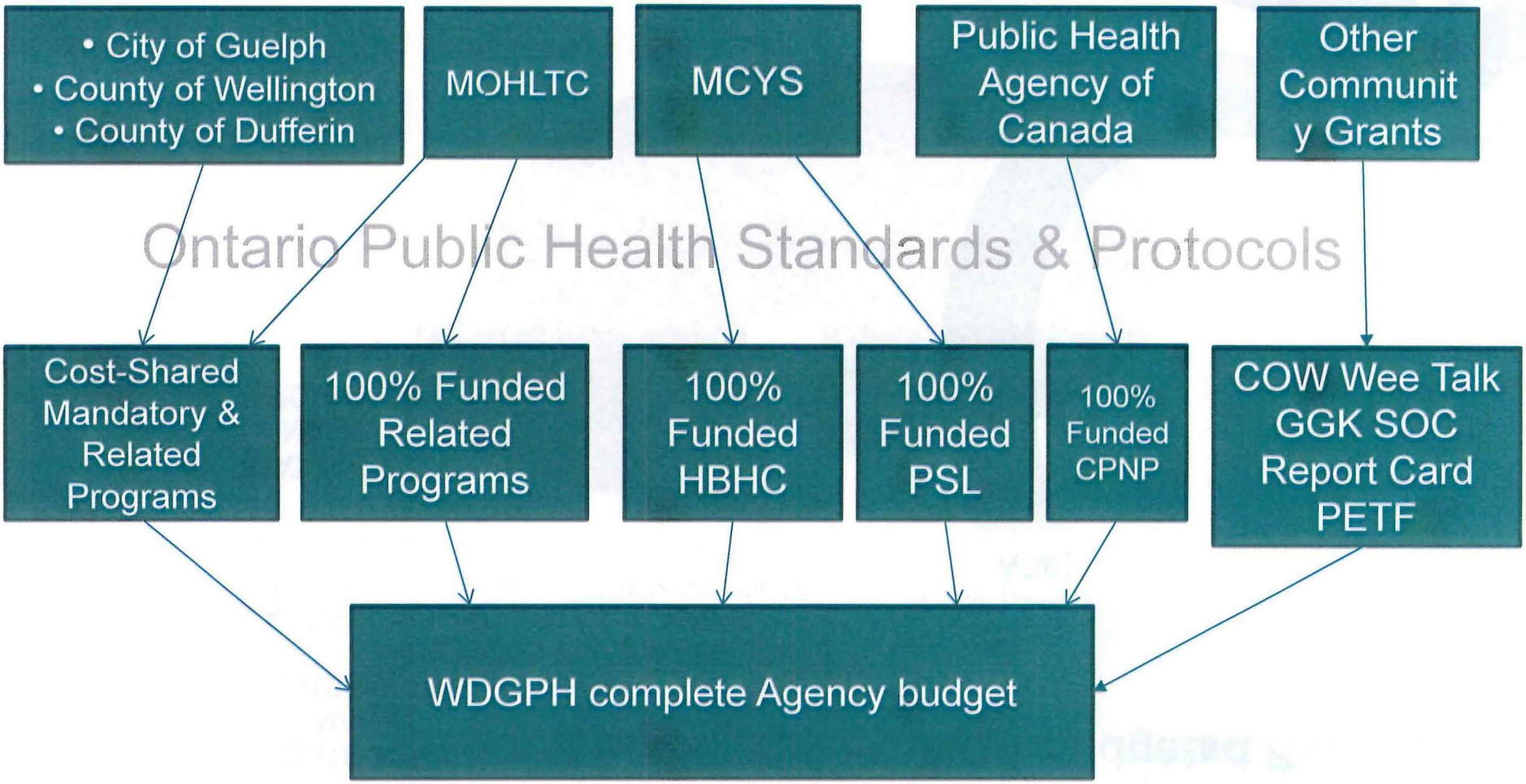
Health Protection and Promotion Act

Public Health:

- ***Protects*** health by controlling infectious diseases;
- ***Promotes*** health by education, collaboration and public policy advocacy;
- ***Prevents*** disease and injury by surveillance, screening, immunization and research;

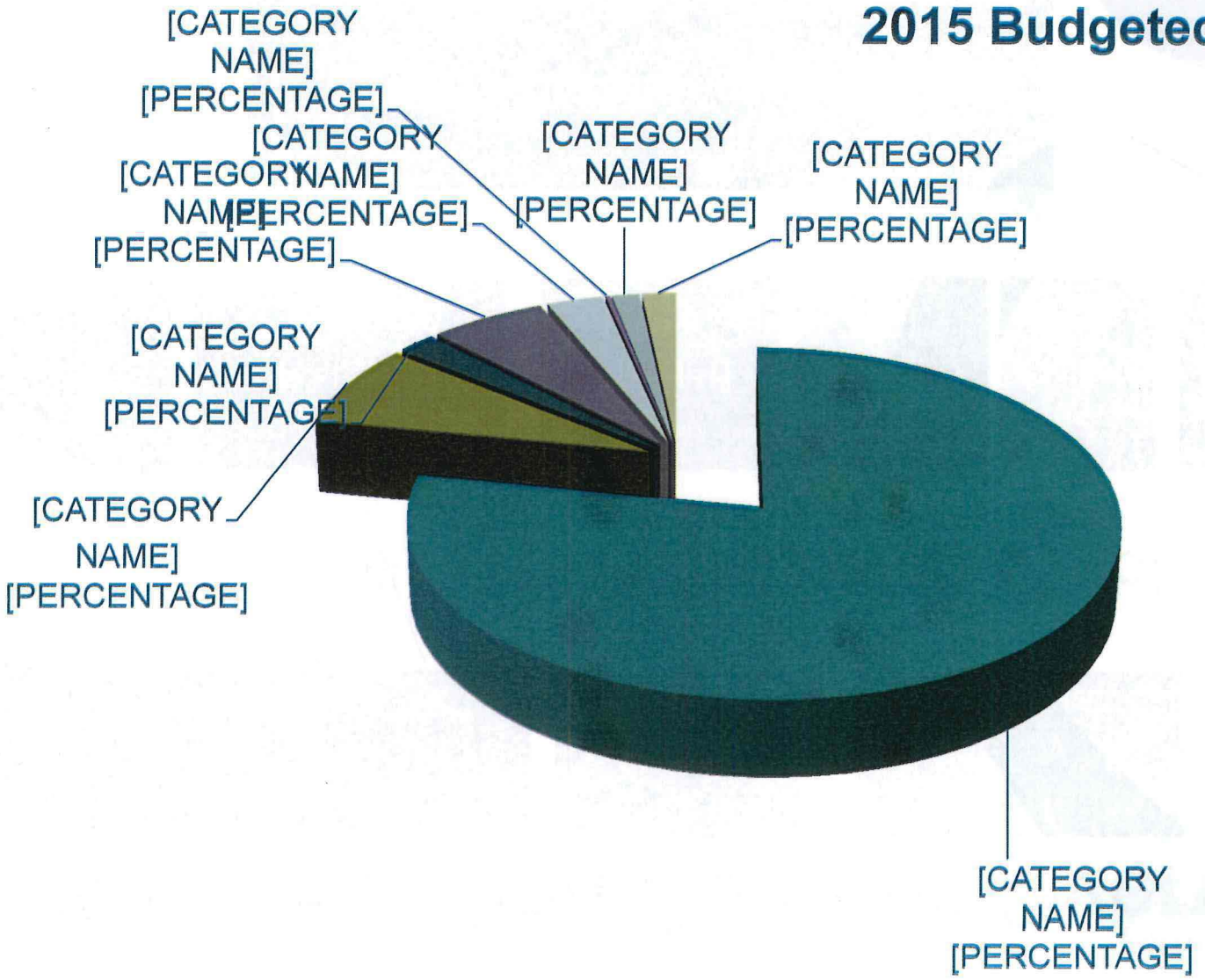
In accordance with the HPPA legislation and other governing Acts

WDGPH Funding Sources Overview



WDGPH Funding Sources

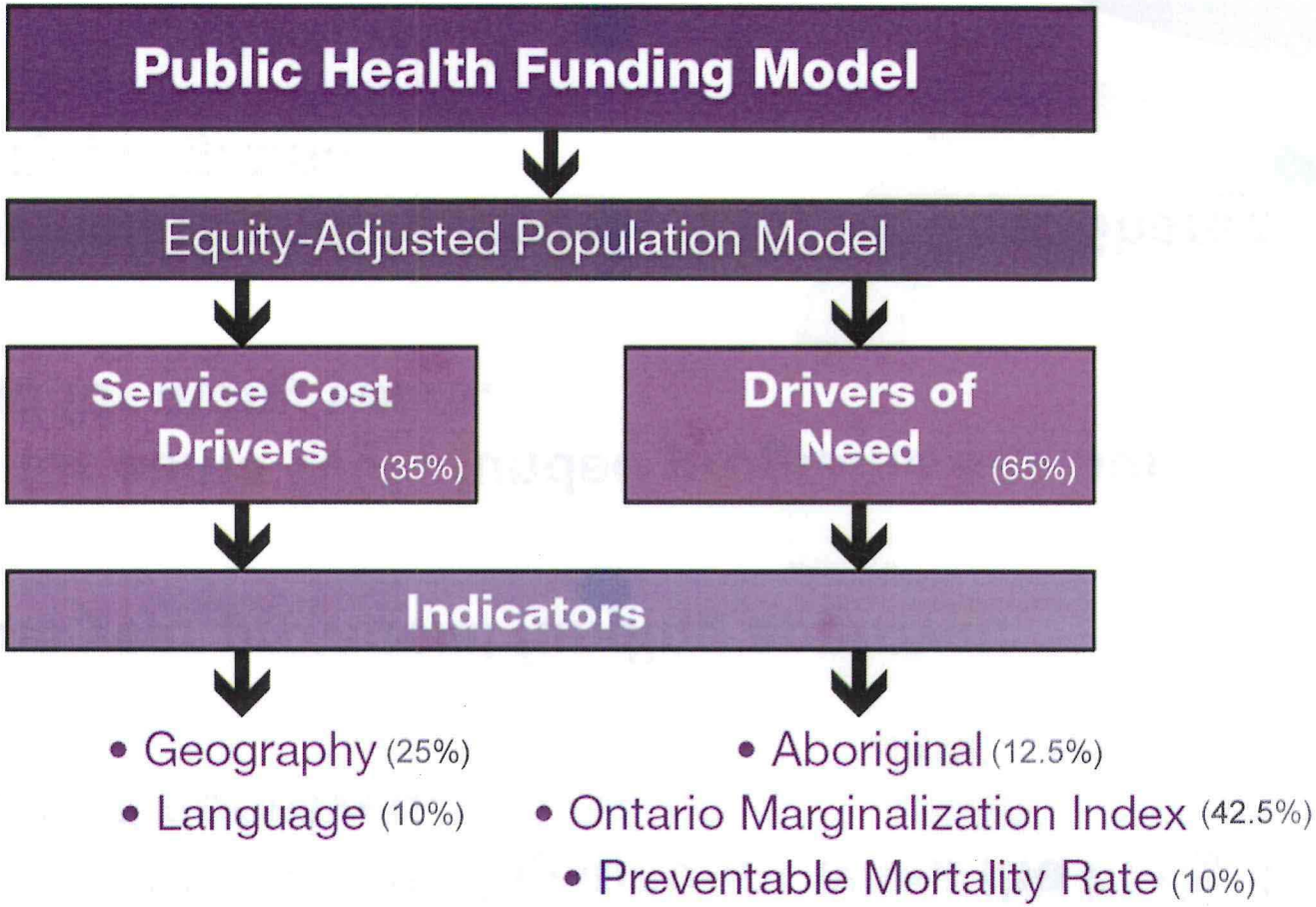
2015 Budgeted Revenue



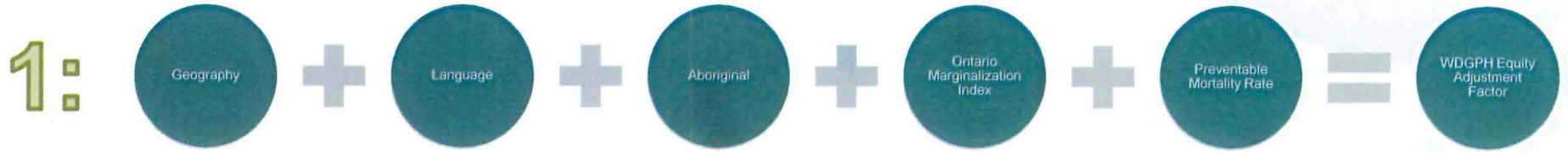
Budget Challenges

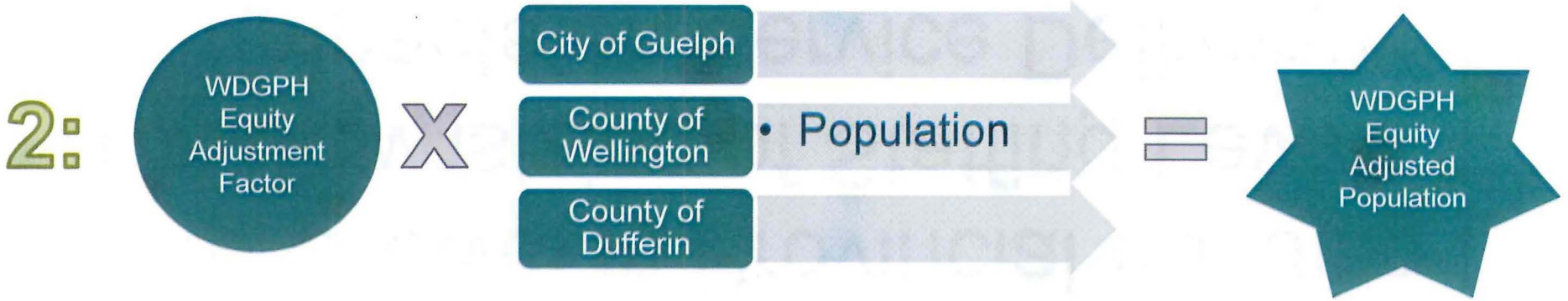
- Unknown provincial funding amount when the budget is prepared and approved.
- Late in the year provincial funding approval:
- Funding for some 100% funded programs has not increased for many years.
- New Provincial Funding Model (2015) for Cost-Shared Mandatory programs.

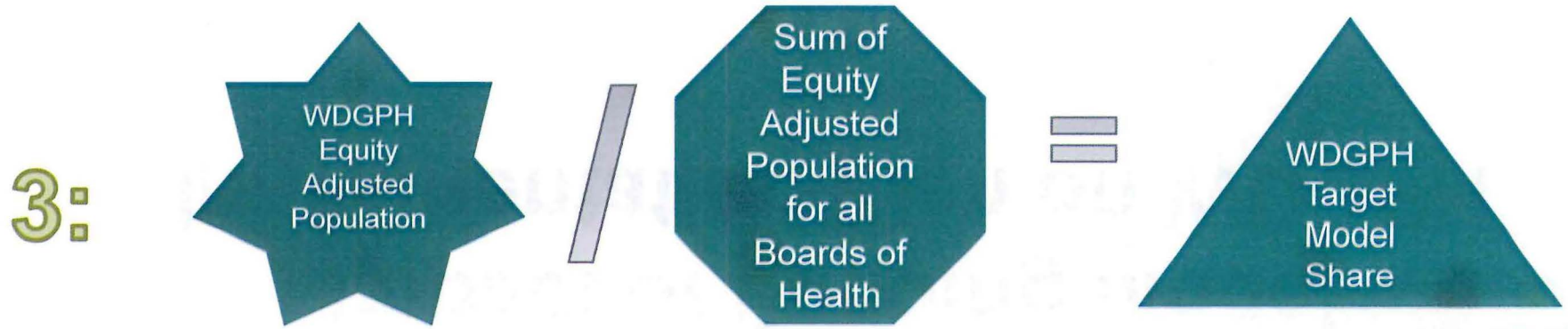
New Provincial Public Health Funding Model



Calculation of Funding Model Share







Impact of Funding Model Implementation Plan on WDGPH

No Growth in Provincial Funding
= Downsizing of Staffing Levels
(Impacts on Service Delivery)

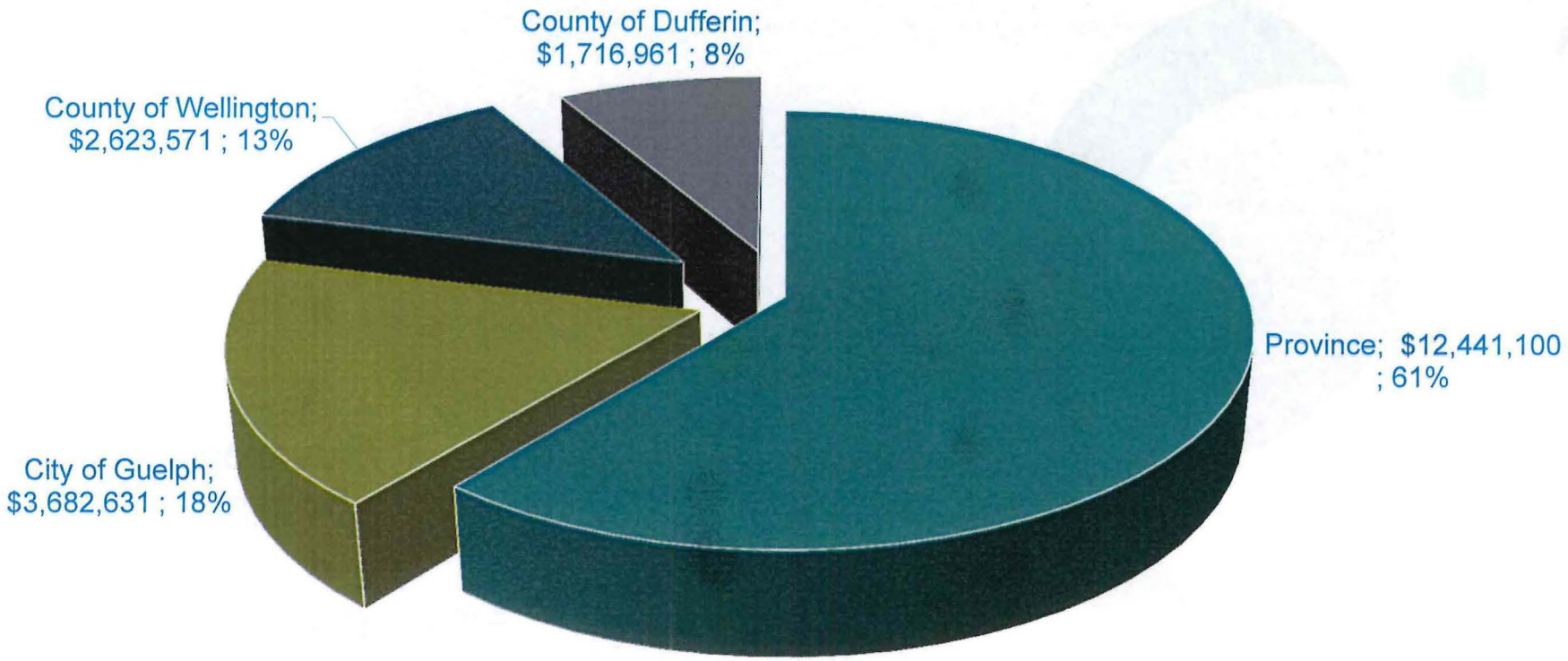
Public Health Focus for 2016

- **E-Cigarettes Act Enforcement** *(Act in force January 1, 2016)*
- **WDGPH 2016 – 2020 Strategic Plan**
- **Integration of six publicly funded low income dental programs into the new Healthy Smiles Ontario II** *(January 1, 2016):*
  - Healthy Smiles Ontario (HSO)
  - Children in Need of Treatment (CINOT)
  - Children in Need of Treatment Expansion
  - Ontario Works
  - Ontario Disability Support Program
  - Assistance for Children with Sever Disabilities

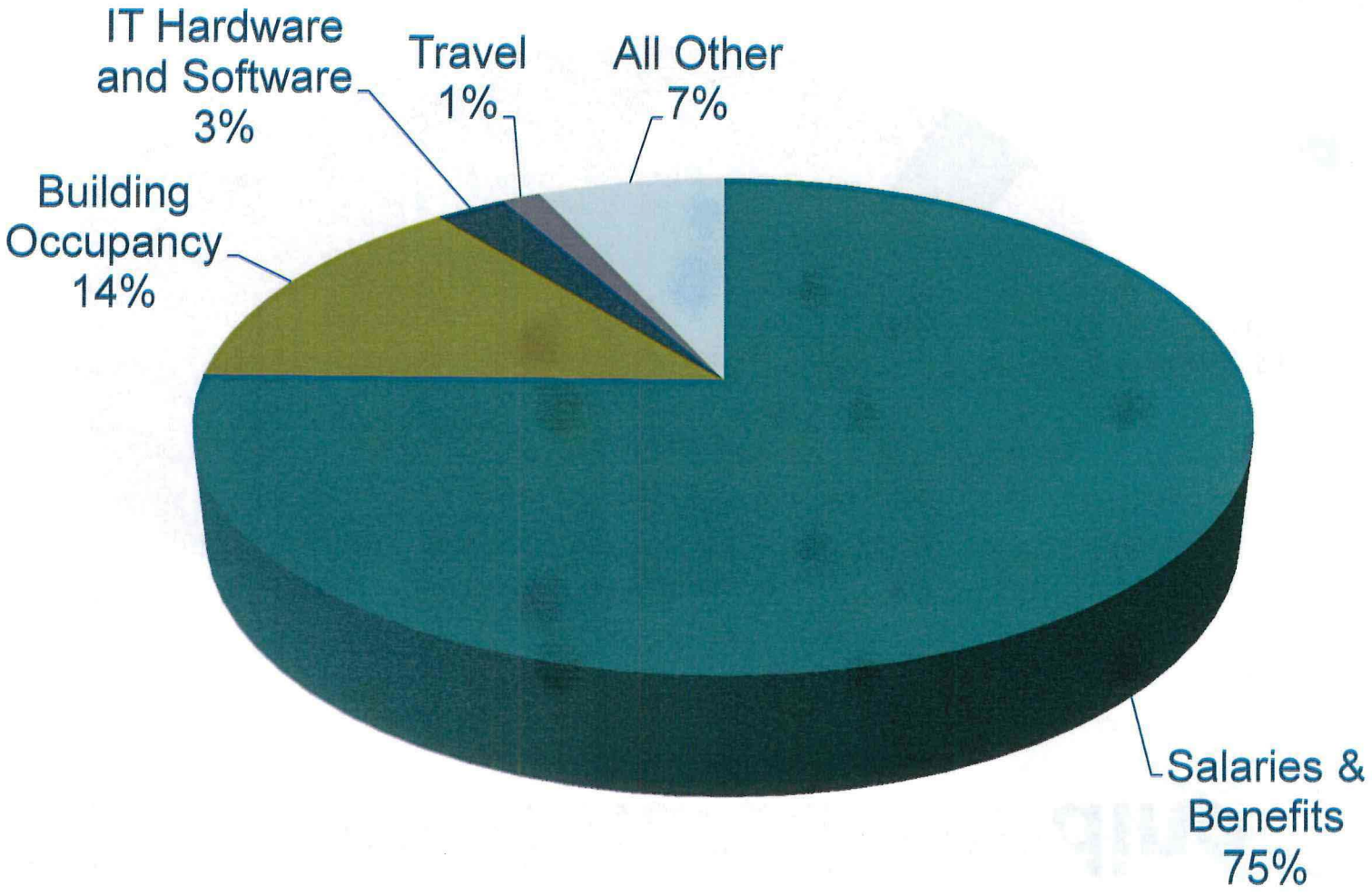
WDGPH 2016 Cost-Shared Budget

	2015	2016	Increase ($)	Increase (%)
Funding				
Provincial	$12,508,400	$12,441,100	($67,300)	(0.5%)
Municipal	7,865,869	8,023,163	157,294	2.0%
Interest	50,000	20,000	(30,000)	(60.0%)
Total Funding	20,424,269	20,484,263	59,994	0.3%
Expenditures				
Employee Costs	14,975,346	15,172,175	196,829	1.3%
Operating Costs	5,339,023	5,312,089	(26,934)	(0.5%)
Total Expenditures	20,314,369	20,484,264	169,895	0.8%
Net Surplus (Deficit)	**$0**	**$0**	**$0**	

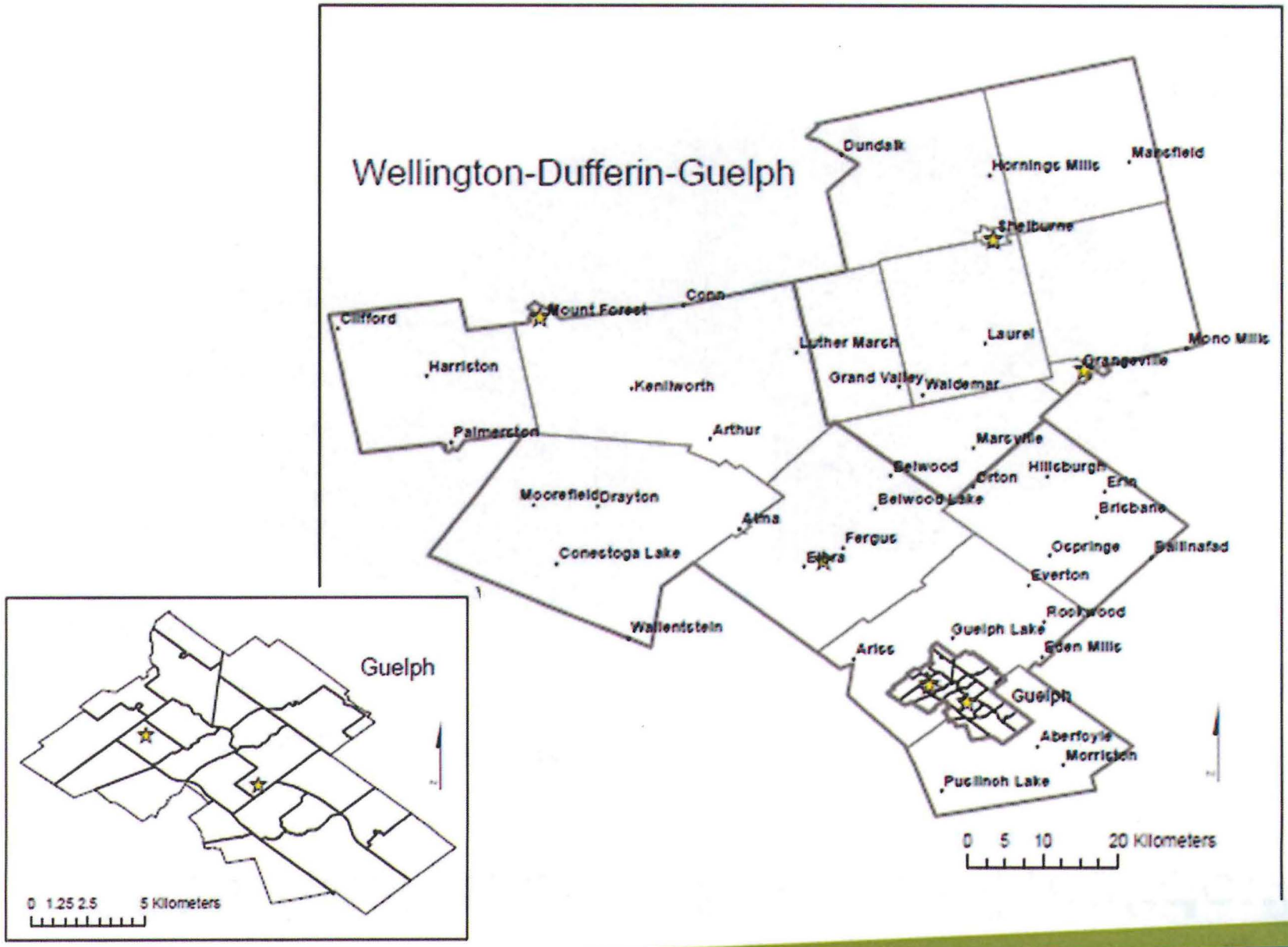
2016 Cost-Shared Funding



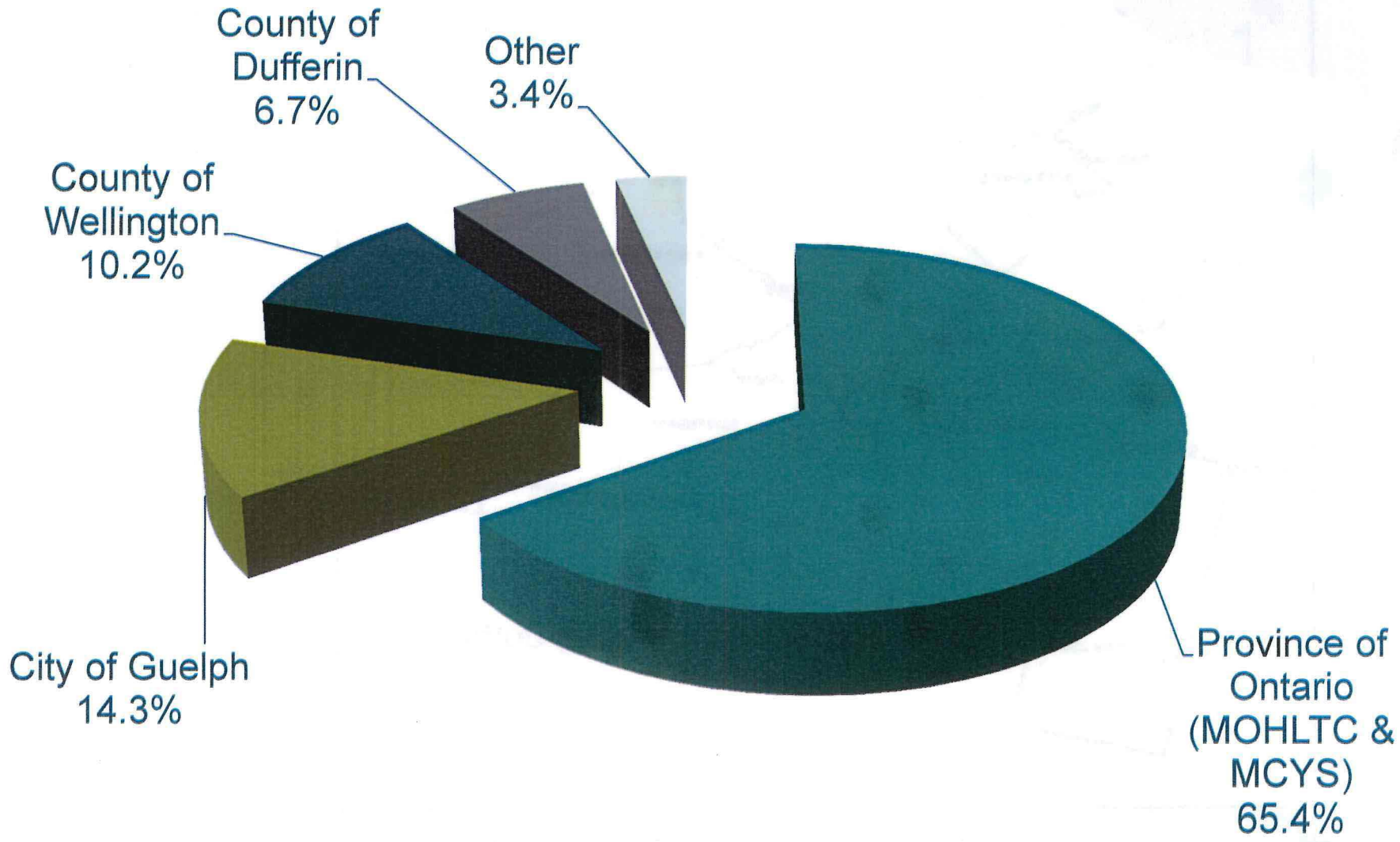
2016 Cost-Shared Expenditures



WDGPH Territory



2016 Total Agency Funding Breakdown



*Assumption: HBHC, PSL, Wee-Talk, CPNP, HSO, and Community Grants all held at 2015 levels.
** 2016 provincial one-time grants are not included as they are not yet approved.

Questions?

Downtown Guelph Business Association

Marty Williams
Executive Director

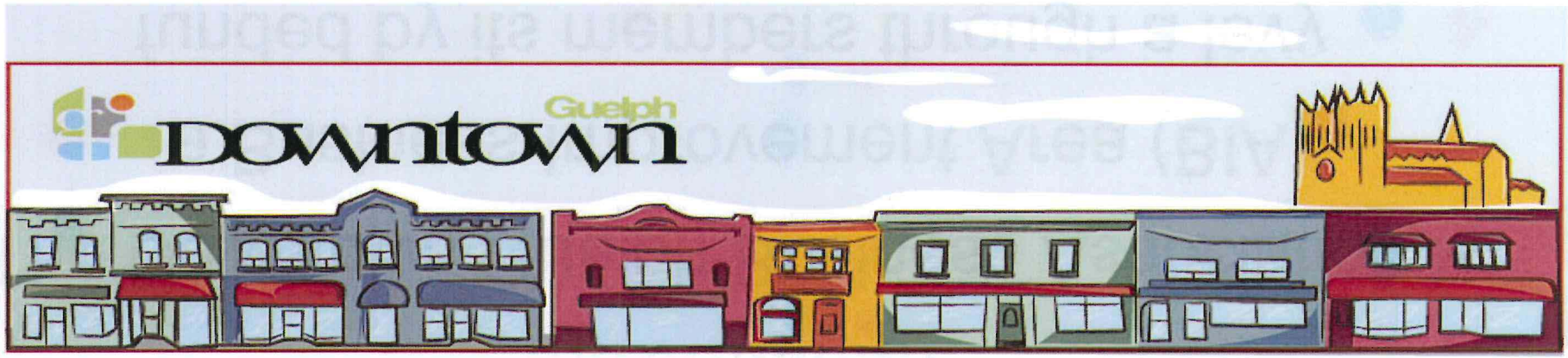
1. Introduction to DGBA

2. Highlights from Operations

3. Budget

Introduction

The Downtown Guelph Business Association is a Business Improvement Area (BIA) funded by its members through a levy

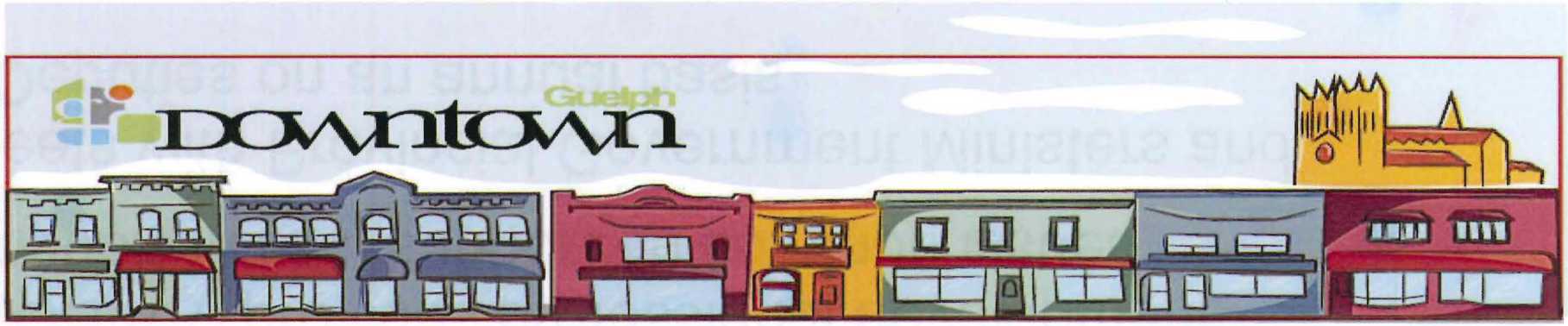


There are over 300 BIAs in Ontario all with a mandate to:

1. Beautify (flowers, banners, lights, benches)
2. Attract people to the area (promotions and events)
3. Advocate on behalf of their members

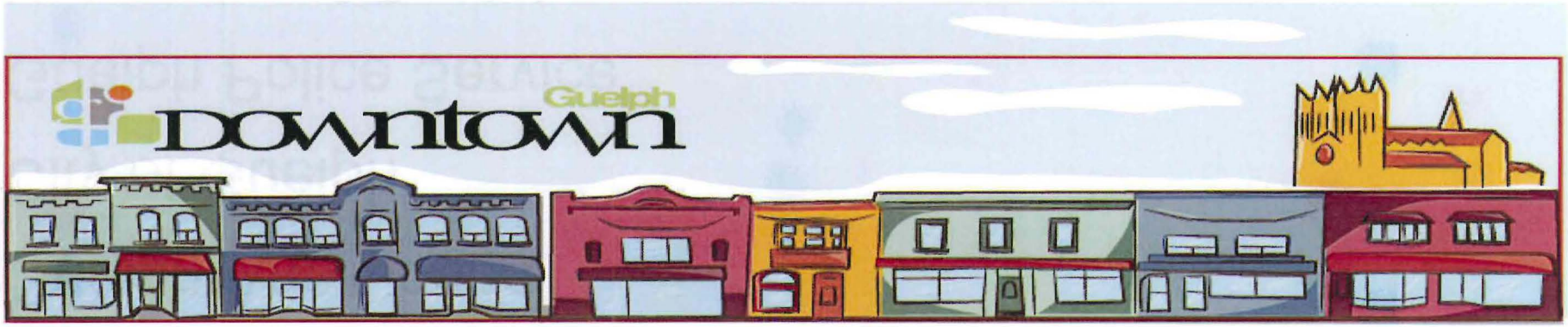
The Ontario Business Improvement Area Association (OBIAA) provides professional development opportunities, support on common issues

Meets with Provincial Government Ministers and Deputies on an annual basis



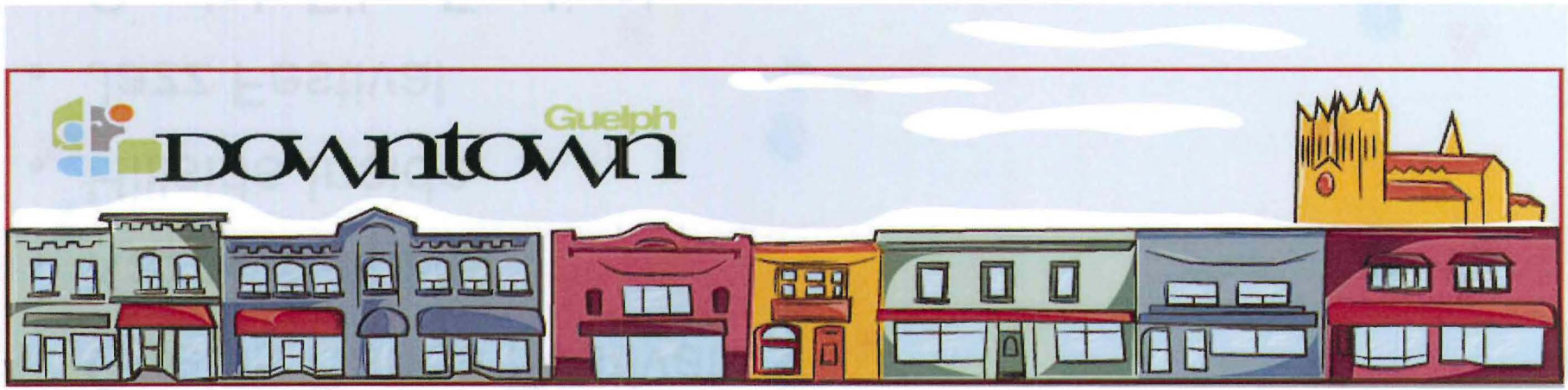
Events and Promotions

- Dig-in Downtown
- Art on the Street
- Wednesday Market
- Santa Claus Parade
- Friday noon concerts



Sponsorships

- Guelph Dance Festival
- Kazoo Festival
- Hillside Inside
- Jazz Festival
- Guelph Film Festival

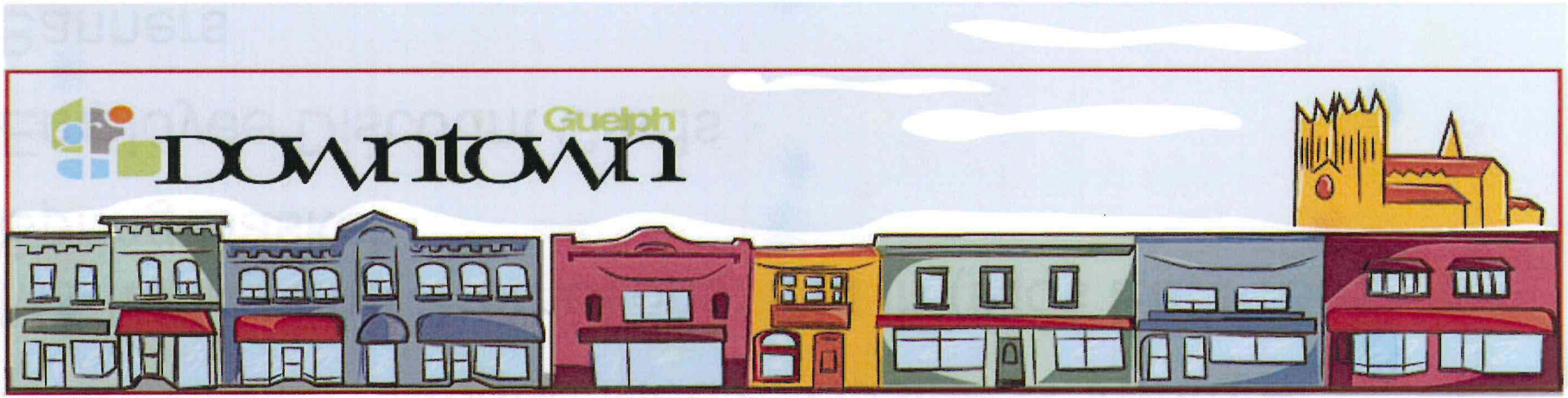


Partnerships

- Guelph Arts Council
- City of Guelph
- Guelph Police Service
- University of Guelph

Marketing and Member Services

- Cooperative Advertising: SNAP, Mercury, Tribune, Hotel Books, Intrigue Media, Business Venture
- Marketing and Promotions: Dig In (Kids Eat Free), Spring Basket
- Employee Discount Cards
- Banners



Selected Issues and Concerns

- Parking
  - Increase in inventory key to prosperity
- Solid Waste
  - Functional but problematic

Budget Highlights (From the detailed budget circulated to council)

- Small levy increase of $12,000
- Returning funding to 2014 levels
- Clarity of costing
- Small operational surplus to contingency

Tax Levy Income (2015 in brackets)

472,000 (460,000)

Total Income

571,500 (491,075)

Expenses

Total Payroll Expenses 217,500 (198,700)

Total Marketing & Promotion Expense

116,250 (106,400)

Total Event Expenses 54,600 (45,300)

Total Revitalization Expenses 46,000 (38,000)

Total General & Admin Expenses 104,925 (101,175)

Total Other Expenses 17,000 (1,500)

Total Income 571,500 (491,075)

Total Expenses 556,275 (491,075)

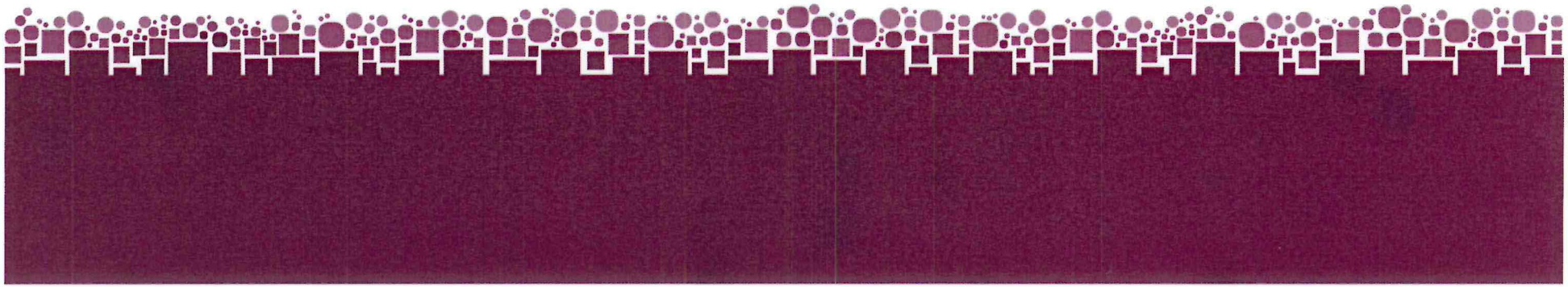
Net Income 15,225 (0)

Guelph Public Library

Explore • Connect • Thrive

2016 Proposed Operating Budget

November 16, 2015



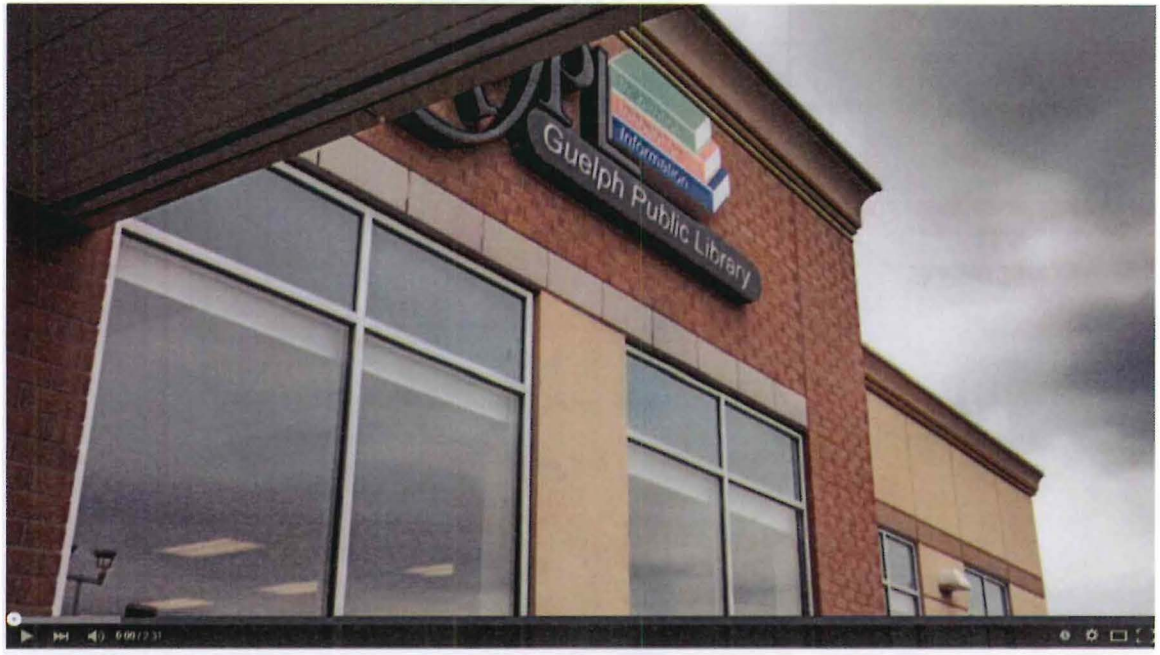
The Guelph Public Library is...

- Working to provide lifelong learning opportunities to the entire community by promoting in the freedom to read, learn and discover.

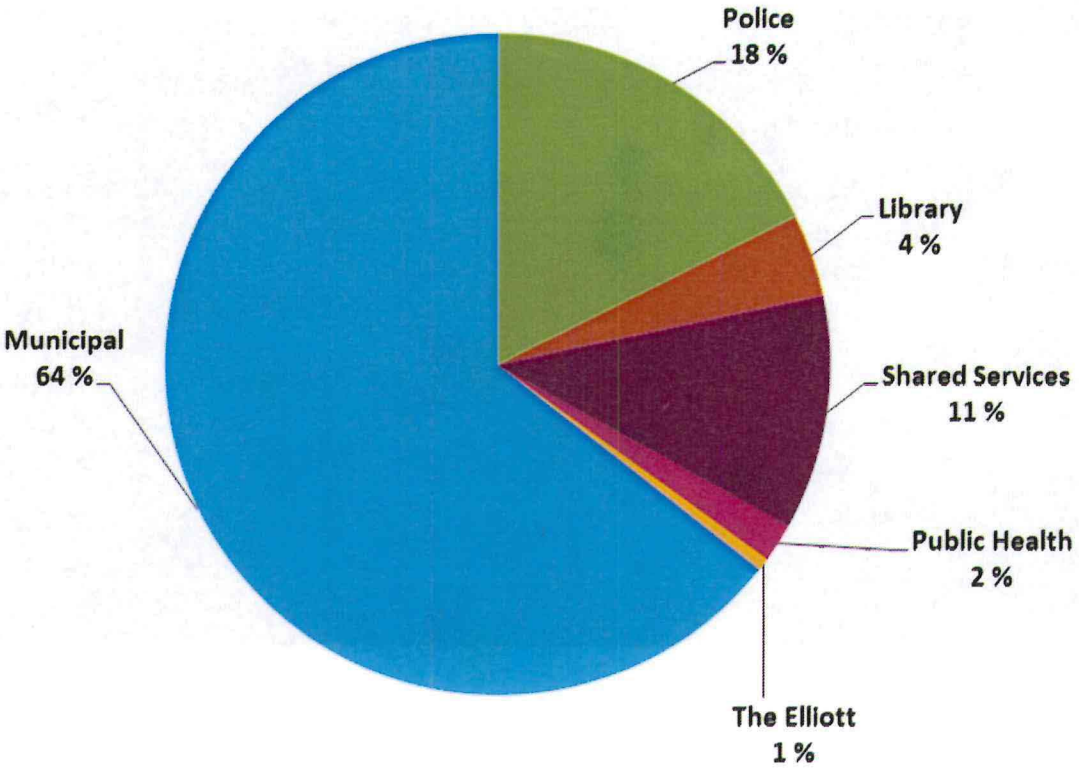
- Working to ensure that everyone has **equal access** to reliable information which, in turn, promotes a strong, vibrant, and healthy community.

- Constantly innovating by recalibrating and capitalizing on opportunities to remain relevant to the residents of the City of Guelph.

A 2015 Time Lapse Short



2015 Distribution of Municipal Tax Dollars



2016 Financial Snapshot

- The proposed 2016 Operating Budget for the Guelph Public Library is $8,541,340 representing a 2% or $167,505 increase over 2015

2014 Actuals	2015 Approved Budget	2016 Requested Budget	Yr/Yr Change ($)	Tax Supported (%)	Fees (%)	Donations (%)	Grant Funded (%)
8,208,782	8,373,835	8,541,340	167,505	93.9%	3.5%	0.8%	1.8%

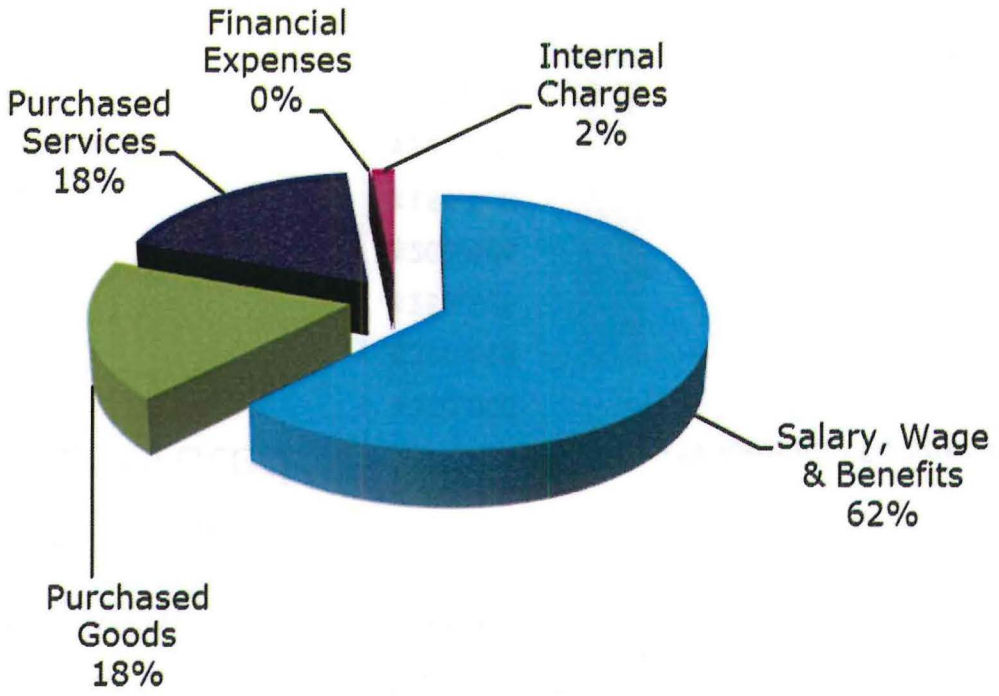
2016 Proposed Operating Budget

Changes include:

- Wages and benefits will increase by $84,800
- Purchased goods will increase by $20,500 mainly due to higher operating ($32,100) and utilities costs (1,400). Administration/office expense and land and equipment decrease by $10,000 and $2,500 respectively
- Purchased services will increase by $62,865 mainly due to repairs and maintenance ($49,565) and higher rental and lease costs ($3,600). Consulting, promotion, and communication costs increase by $9,800
- Internal charges will decrease by $660 due to a decrease in insurance ($3,860). Common charges for the West End Library increase by $3,200

Operating Expenses

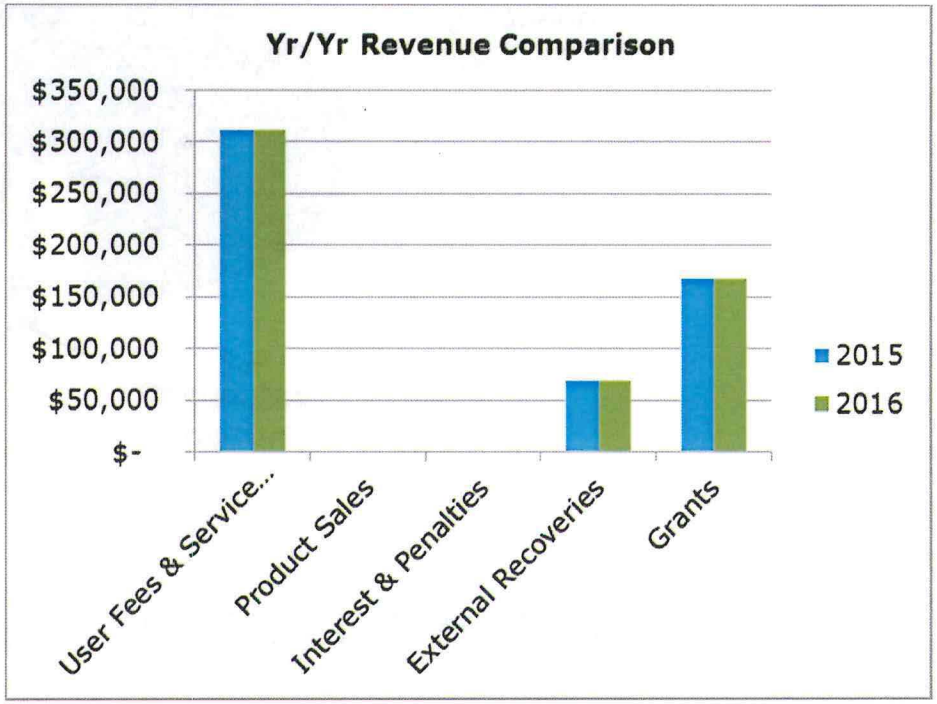
Total expenses are projected at $9,090,840 with no increase in FTEs



Revenue

Revenue is projected to be $549,500

- 12% - Fundraising and donations
- 31% - Provincial grant
- 57% - Self-generated



Aligning with Corporate Strategic Plan

- To be the City that makes a difference…acting locally…to improve the lives of residents, [and] the broader community…

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

CITY OF Guelph

Making a Difference

What people are saying about us...

Mara, senior: "The Library is about giving and in return, I receive so much back. The library is so important to me. I see how many people use the library every day and how little the world knows about the services they provide. I am so pleased to be able to access lots of genealogy resources.

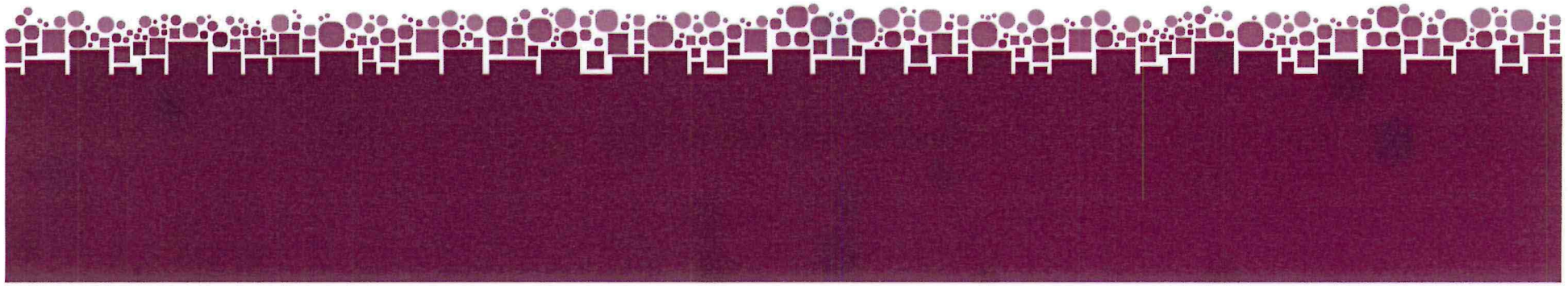
Ruby, teen: "My life would lose all meaning if I didn't have the library. I would have to buy books which my allowance and my small room could not support. The library is important to a lot of my friends too. We can take refuge, check internet with wifi, chat with a librarian – only if we want too, and all the clubs events benefit society as a whole.

Summary

- Guelph Public Library proposes a budget of $8,541,340 to support library services in Guelph.

Guelph Public Library

Explore • Connect • Thrive



2016 Proposed Budget

November 16, 2015

PRIDE SERVICE TRUST

Police Services Act

Adequate and effective police services must include, at a minimum, all of the following police services:

1. Crime prevention
2. Law enforcement
3. Assistance to victims of crime
4. Public order maintenance
5. Emergency response

In providing adequate and effective police services, a municipality shall be responsible for providing all the infrastructure and administration necessary for providing such services, including vehicles, boats, equipment, communication devices, buildings and supplies.

Ontario

Strategic Business Plan

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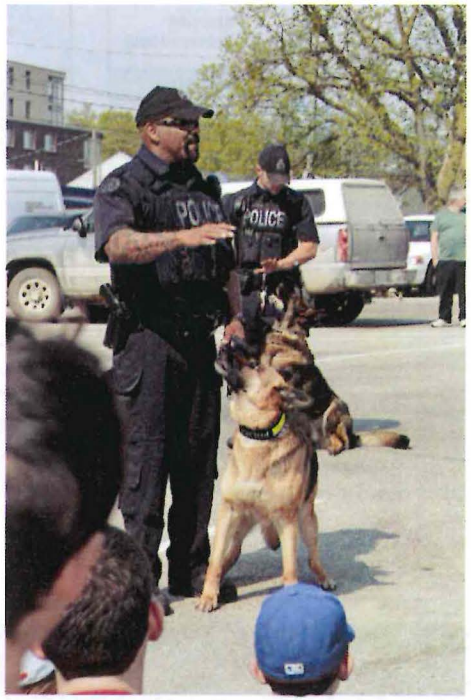
Final Year of the 2013-2015 Strategic Business Plan

- 9 Pillars focusing on Core Functions of Policing
  1. Neighbourhood Policing
  2. Assistance to Victims
  3. Criminal Investigations
  4. Road Safety
  5. Community and Organizational Communication
  6. Human Resources
  7. Information Technology Plan
  8. Finance and Administration
  9. Headquarters Renovation



- 89 Objectives with a Matrix of Performance
- Achieved 83% of business plan objectives

Creation of 2016-2018 Strategic Business Plan

GUELPH POLICE SERVICE

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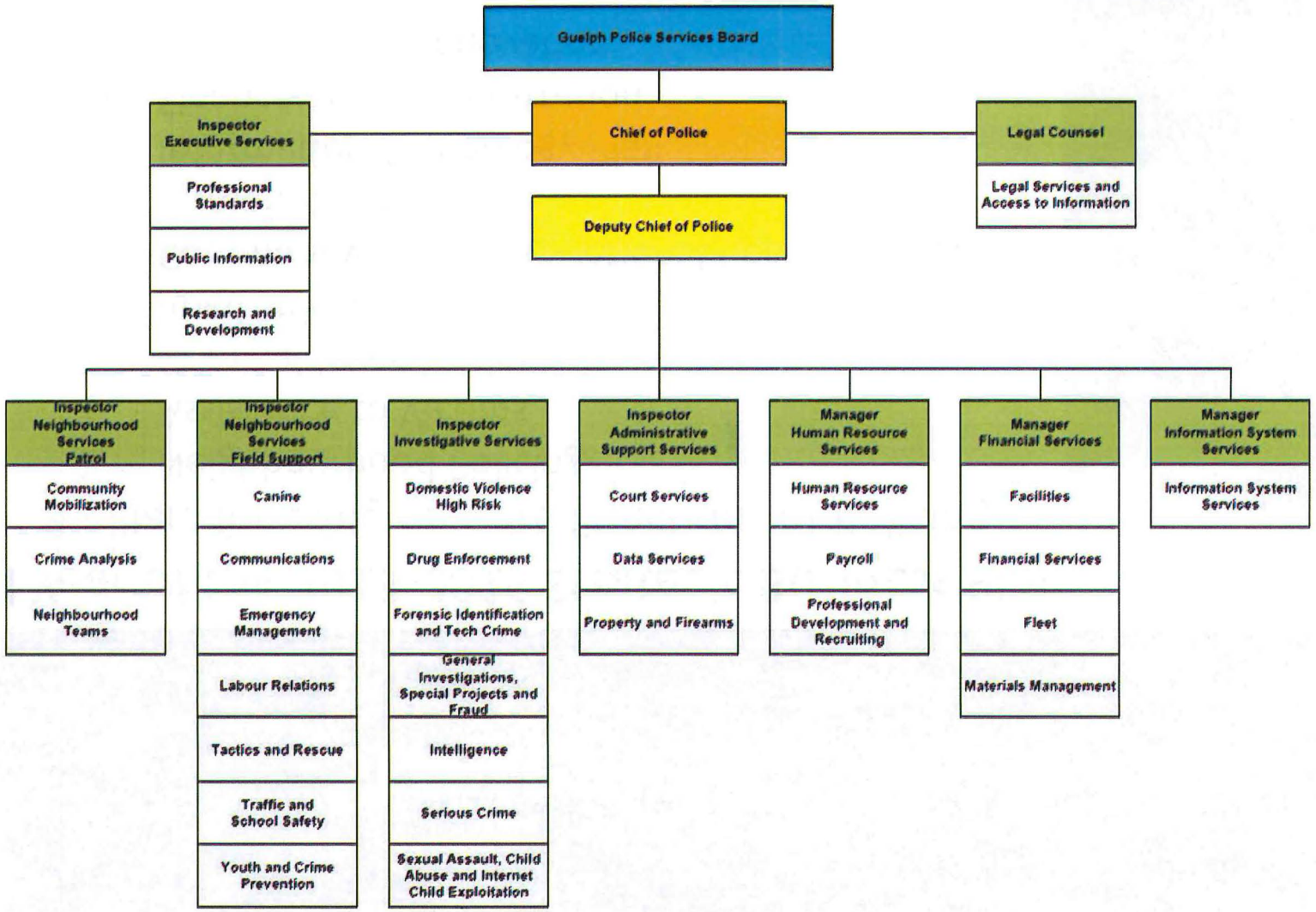
Serving the City of Guelph



Budget Development

- Reflects, highlights and prioritizes the Guelph Police Service Board, stakeholder and community policing and public safety priorities
- Ensures compliance with legislation, provincial adequacy standards, and MCSCS policy requirements and guidelines
- Recognizes the continued need to examine all areas of service and program delivery to ensure financial stewardship while maximizing all resources
- Aligns strategically with City of Guelph to consider the tax rate guideline to support the City of Guelph long-term financial plan;
- Forecasting the 2017-2018 GPS operating budget and ten year capital forecast to ensure resource planning

Budget Development

- Base budget review by mid-management team including a service delivery review of all program areas;

- DRAFT submission reviewed by the Senior and Executive Leadership Teams resulted in budget reductions of $118,700 or 0.33% and the deferral of staffing requests;

- September 2015: Police Services Board approved 2016 Operating Budget at ***$37,681,500 or 3.4%;***

- *Surpassed City Capital target by reducing capital funding for 2016 - 2017*

Continual Improvement

Commitment to adapt to challenges and address the costs of policing:

- ✓ Administrative Review in progress
  - Citizen Delivery Model implemented in 2014
  - Court Work Process alignment
  - Prepare for e-disclosure
- ✓ Deployment review
- ✓ Prisoner care and control model
- ✓ Program Analysis
- ✓ Collaboration between police agencies
  - Involvement with OACP
  - Board involvement with OAPSB

Continual Improvement

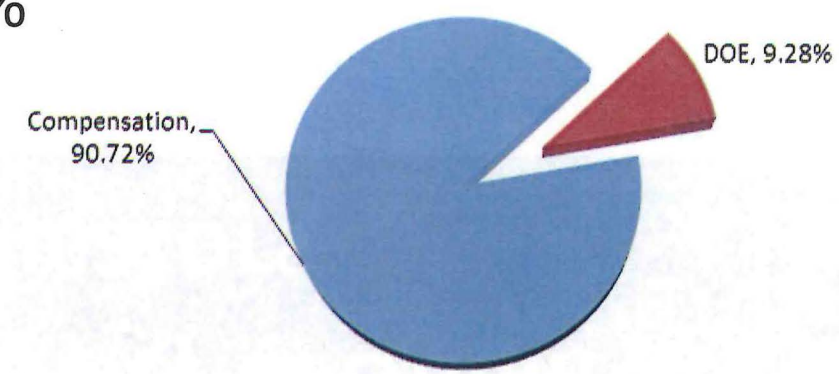
- ✓ Community Partnerships
  - Mental Health Response (IMPACT team)
  - Drug treatment court
  - Connectivity/Situation table
  - Special Olympics 2016
- ✓ Optimize use of technology
- ✓ Partnerships with emergency service agencies
- ✓ Effective fleet management
- ✓ Maximize grant revenue

Service Activity & Quality Indicators

- 63,978 Calls for Service in 2014
  - 5,090 violent crime calls
  - 3,029 property crime calls.
  - ➢ 88% of police calls are focused on non criminal activities
- 2014 Total Violent Crime Clearance Rate of 90% (-1.7%)
- 2014 Total Property Crime Clearance Rate of 32% (-0.6%)
- 47.7 Crime severity index –> 5th ranking
- High citizen satisfaction
- Low number of Public Complaints
- Engagement with youth, diverse communities
- Culture of planning

2016 Key Driving Forces

- Policing is resource intensive
- Collective bargaining drive annual increases
  - Contingency for both the 2015 and 2016 Budget;
- Minimal 1.5 FTE growth to address:
  - Growth in City traffic and address citizen priorities
  - Meet obligations under MFIPPA
- Total growth requests = 0.53%



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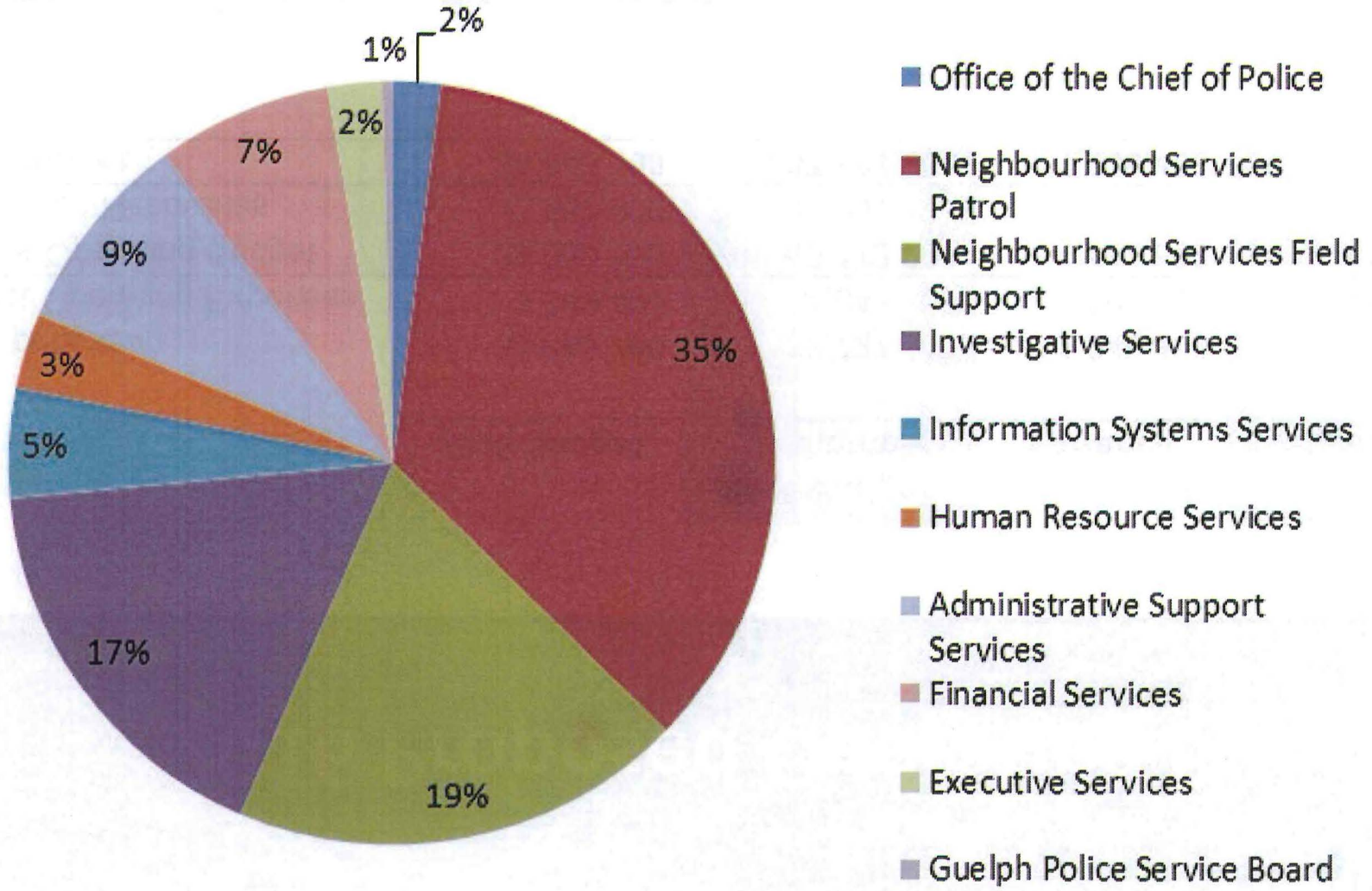
2016 Breakdown
Service Delivery Model



2016 Proposed Operating Budget

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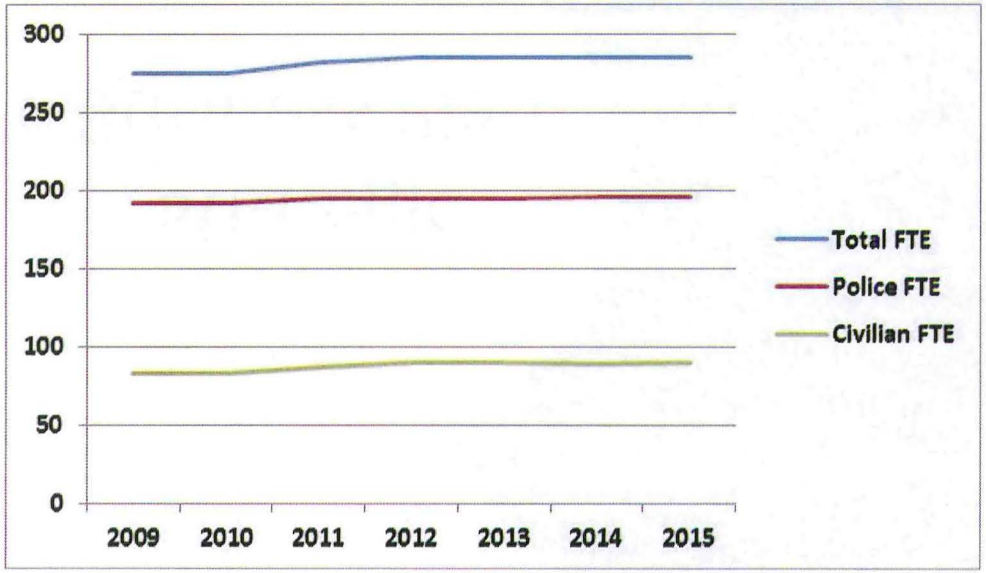
	2015 Budget	2016 Budget Estimate	Variance	% Change
Compensation	35,680,700	36,727,100	1,046,400	2.93%
Direct Operating Expenses	3,649,400	4,045,800	396,400	10.86%
Gross Operating Budget	39,330,100	40,772,900	1,442,800	3.67%
Revenues/Recoveries	(2,887,000)	(3,091,400)	(204,400)	7.08%
Net Budget	**36,443,100**	**37,681,500**	**1,238,400**	**3.40%**

Total Net Operating Budget: 3.4%

- Minimal human resource additions
- Including assessment growth ~ 2.4%

Resource Planning



Authorized headcount increased in the 2016 Budget by 1.5 FTE to 287.42:

- 1 Traffic Officer
- Increase of 0.5 to the Information and Privacy Legal Assistant position

Linkage to the Strategic Business Plan

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Strategic Business Plan

- Highest delivery of policing services to the city of Guelph
- Intelligence-led policing that promotes community mobilization & proactive policing
- A culture of planning that promotes a learning organization
- Community safety and well-being
- Use of information technology to support the delivery of effective and efficient police services
- Effective performance reporting
- Best practice review with other police agencies

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Questions ? – Thank You