

Special City Council Meeting Agenda

Consolidated as of February 1, 2019



Thursday, February 7, 2019 – 4:00 p.m.
Council Chambers, Guelph City Hall, 1 Carden Street

Please turn off or place on non-audible all electronic devices during the meeting.

Please note that an electronic version of this agenda is available on guelph.ca/agendas.

Guelph City Council and Committee of the Whole meetings are streamed live on guelph.ca/live.

Changes to the original agenda have been highlighted.

Disclosure of Pecuniary Interest and General Nature Thereof

Special Council Meeting - Presentation of Tax Supported Operating Budget

CS-2019-01 2019 Tax Supported Operating Budget (presentation)

Presentation:

Tara Baker, General Manager, Finance/City Treasurer
Mayor Guthrie

Derrick Thomson, Chief Administrative Officer

Scott Stewart, Deputy CAO, Infrastructure, Development and Enterprise Services

Colleen Clack, Deputy CAO, Public Services

Trevor Lee, Deputy CAO, Corporate Services

Recommendation:

That the following recommendations from Report CS-2019-06 titled 2019 Tax Supported Operating Budget be referred to March 5, 2019:

1. That the 2019 tax supported operating budget be approved with a property tax increase net of assessment growth of 3.93 per cent over 2018 and a property tax levy of \$243,330,620 inclusive of the following:
 - a) a departmental base operating budget including reserve and reserve fund transfers and user fee increases, totaling a net levy requirement of \$2,427,604 or 1.04 per cent

- b) capital financing and general revenues including a 1.00 per cent dedicated infrastructure levy, totaling a net levy requirement of \$3,867,656 or 1.65 per cent
 - c) a local boards and shared services operating budget, totaling a net levy requirement of \$1,568,904 or 0.67 per cent.
 - d) Council in-year decisions totaling a net levy requirement of \$2,247,886 or 0.96 per cent.
 - e) assessment growth revenue of \$3,700,000 or 1.58 per cent.
 - f) department growth budget requests totaling a net levy requirement of \$1,274,905 or 0.54 per cent.
 - g) local board growth budget requests totaling a net levy requirement of \$558,200 or 0.24 per cent.
 - h) department service enhancements and service review requests totaling a net levy requirement of \$1,030,800 or 0.44 per cent.
 - i) a departmental base operating budget reduction for 2019 NUME compensation of \$75,300 or 0.03 per cent.
2. That the proposed user fees posted at <https://guelph.ca/city-hall/budget-and-finance/city-budget/2019-proposed-budget/> be approved and enacted through by-law.
 3. That a new Rental Property Reserve to align City-owned rental property revenue with associated maintenance and capital expenditures be created and that Appendix A of the General Reserve and Reserve Fund Policy be updated and referred to the 2018 Year-end Reserve and Reserve Fund report for approval.
 4. That a new Parking Capital Reserve Fund to support the Council approved Parking Master Plan financial model be created and that Appendix A of the General Reserve and Reserve Fund Policy be updated and referred to the 2018 Year-end Reserve and Reserve Fund report for approval.

Special Resolutions

Adjournment



2019 **proposed budget**

Tax supported operating strategy

2019 proposed
operating budget



Budget timeline

Budget	Staff presentation	Public delegations	Council approval
Non-tax supported operating <ul style="list-style-type: none"> • Court Services • Ontario Building Code Administration • Stormwater Services • Water Services • Wastewater Services 	Completed	Completed	Completed
Capital	Completed	Completed	Completed
Tax supported operating	Tonight	February 20	March 5
Local Boards and Shared Services	February 13	February 20	March 5



Overview

- Building the budget
- Service area overviews
- General and capital financing
- Proposed budget
- Other budget requests for Council consideration



Corporate Administrative Plan



Pillar	Description	Corporate Focus
Our services	Municipal services that make lives better	<ul style="list-style-type: none"> • Service Simplified • Digital Services/myGuelph • Accountability and Performance Management Framework
Our people	Building a great community together	<ul style="list-style-type: none"> • Talent Blueprint • Expanded Leadership Charter
Our resources	A solid foundation for a growing city	<ul style="list-style-type: none"> • Long-term Financial Plan • IT Core Business Systems • Information Management



Recommended budget highlights

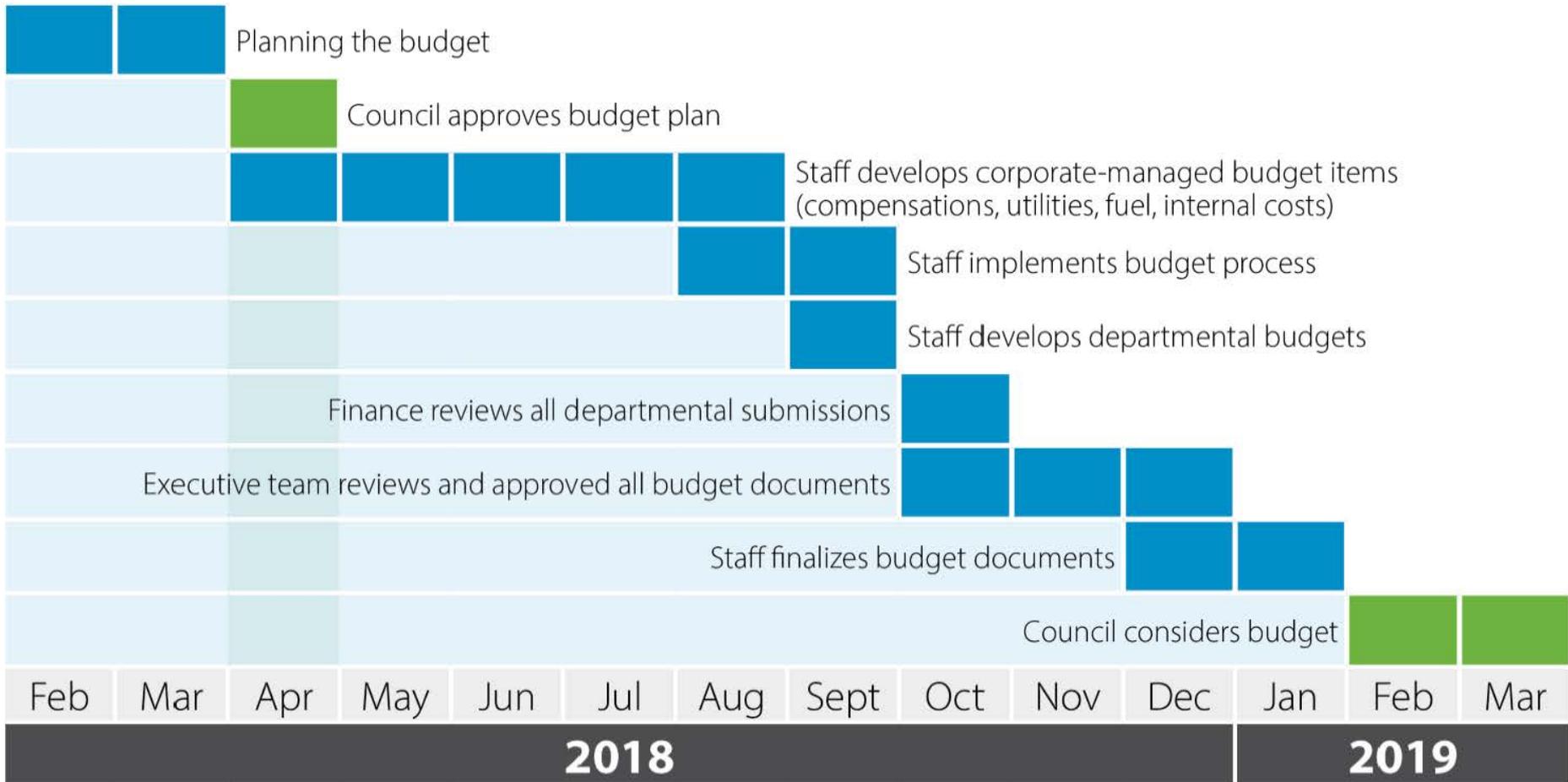
- Staff recommends 3.93 per cent tax supported budget encompassing:
 - \$1 million of new on-going dividend revenue resulting from the Alectra/Guelph Hydro merger – reduce the impact of the 1 per cent dedicated infrastructure levy.
 - Priority growth and service enhancement budget requests identified through service reviews, internal audit and Council in-year decision.
 - Capital investment including the 1 per cent dedicated infrastructure levy
 - Leveraging reserves to fund one-time expenditures and initiatives
 - Linking growth revenues to growth expenditures for transparent use of the assessment growth revenues



Building the budget



Budget – a year in the making!



Building the budget assumptions

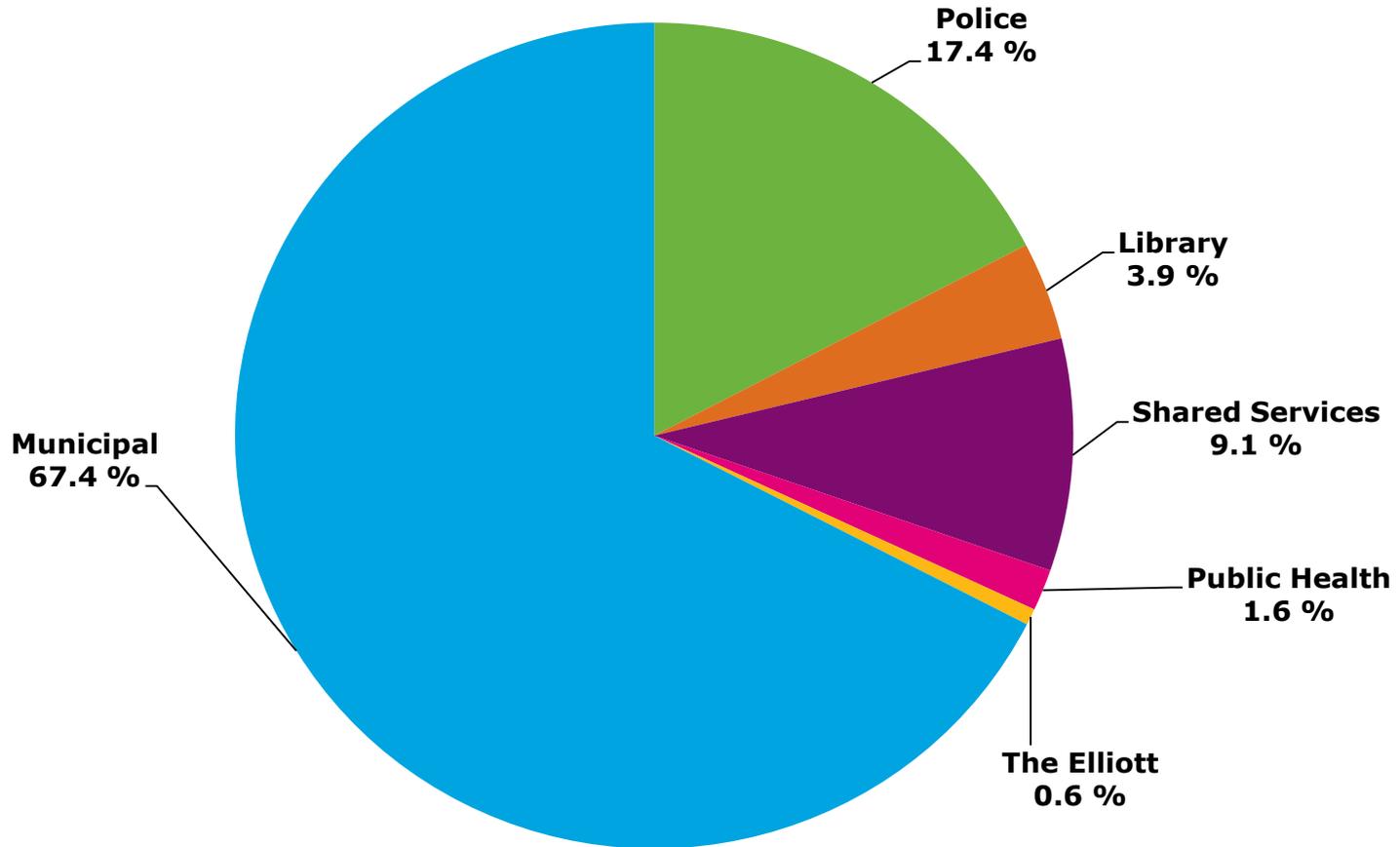
- existing service levels
- base expenditure targets and revenue guidelines
- direction from City Council and Corporate Administrative Plan
- recommendations for improving programs and services (internal audits and service reviews)
- addressing external pressures including legislative changes and local boards and shared services impacts
- impacts from 2018 approved capital projects



2019 proposed budget	2019 proposed budget	2019 budget change	2019 levy impact
City department base budget increase	\$2,427,604	1.88%	1.04%
Capital financing and general revenues (including 1% dedicated infrastructure levy)	\$3,867,656	14.03%	1.65%
Local boards and shared services base budget increase	\$1,568,904	2.03%	0.67%
Council in-year decisions	\$2,247,886		0.96%
Assessment growth revenue	(\$3,700,000)		(1.58%)
City department growth related budget requests	\$1,274,905		0.54%
City department service enhancement budget requests	\$1,030,800		0.44%
Local boards growth related budget requests	\$558,200		0.24%
Total proposed tax supported budget	\$9,275,955		3.96%
Council approved NUME compensation	(\$75,300)		(0.03%)
Revised total tax supported budget	\$9,200,655		3.93%



2019 distribution of tax dollars (\$243.4M)



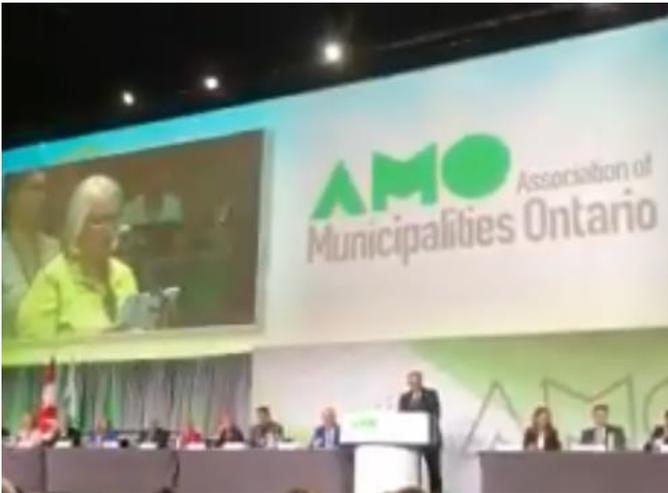
Service area overviews



Office of the Mayor and City Council



2018 accomplishments



2019 initiatives

Our **services**

- Use new customer service software to improve the Office of Mayor's efficiency in responding to invitations and requests for certificates.
- Support the Mayor in his new role as Chair of the Large Urban Mayors' Caucus of Ontario (LUMCO).
- Participate in ongoing training to ensure an effective transition to the new term of Council.



Budget highlights

	2018	2019	Year/Year change	Year/Year change
Base budget total	\$979,505	\$1,107,735	\$128,230	13.1%

Budget drivers

- Council approved 2019 remuneration



Budget considerations

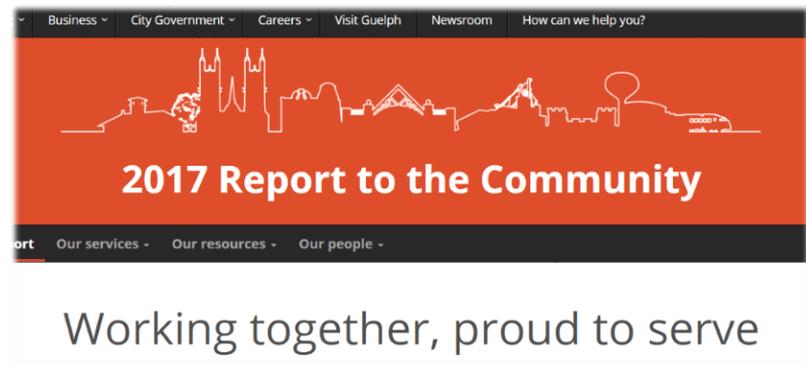
Budget request	FTEs	2019 total	Page
Other considerations			
Council and Mayor training budget enhancement	0	\$42,250	150
Council and Mayor Administrative Assistant*	0.5	\$26,300	151
Total	0.5	\$68,550	



Office of the CAO



2018 accomplishments

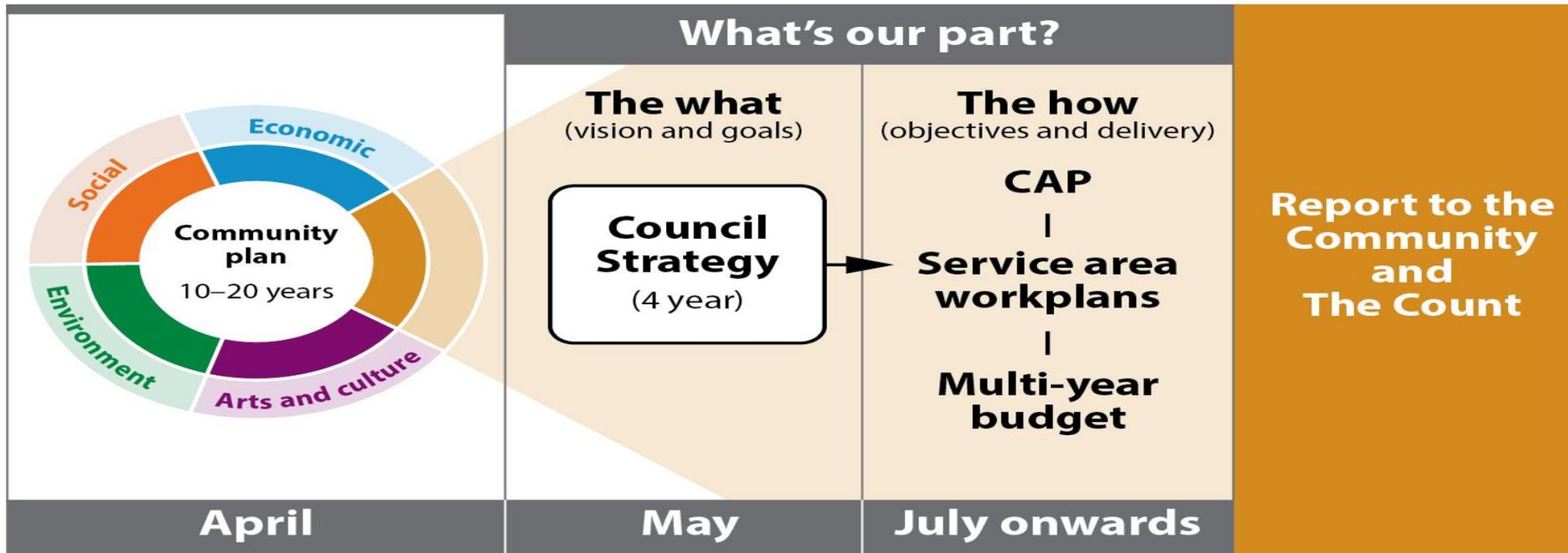


2018 accomplishments



2019 initiatives – Our services

- Refresh and implement the strategic planning framework
Community's big vision



2019 initiatives – Our services

- Implement new corporate governance structure for GMHI and GMHI Development Corporation.
- Conduct business service reviews.
- Develop multi-year business service review plan.
- Lead the submission of the final proposal to Infrastructure Canada's Smart Cities Challenge.



2019 initiatives – Our people

- Implement **Service Simplified; a Customer Service Strategy.**
- Develop staff capacity in innovation and continuous improvement.
- Talent development opportunities.



2019 initiatives – Our resources

- Complete and implement the Community Plan.
- Continue to support and coordinate Provincial and Federal Infrastructure Funding opportunities.
- Continue to build strong relationships with all levels of government.
- Complete the inventory of City services.



Budget highlights

	2018	2019	Year/Year change	Year/Year change
Net Base budget total	\$3,517,565	\$3,456,878	(\$60,687)	(1.7%)

Budget drivers

- Increased internal recoveries for Internal Audit and Business Process Management.
- Increased compensation and consulting services to support Community Plan.
- Reallocation of Legal, Realty and Court Services from CAO's Office to Corporate Services.



Budget request

Budget request	FTEs	2019 total	Page
Service enhancements			
Corporate Customer Service	2	\$345,800	143
Total	2	\$345,800	



Infrastructure, Development and Enterprise Services (IDE)



2018 accomplishments



**Listen,
learn, lead**

**Let's keep
improving how
we do business
together**

**BUILDING
PARTNERSHIPS**

**We're making it easier
for business to do
business with City Hall**

 **invest in Guelph**



Baker District Redevelopment

Overview

The Baker District redevelopment is a City of Guelph development project aimed at transforming the existing parking lot and properties fronting the north end of Wyndham Street into a unique mixed-use development, including a **new central library**.



2019 initiatives

We're building partnerships and continuously improving to make it easy to do business with City Hall and ultimately, invest in Guelph.

Our **services**

- Plan, design and deliver major linear (roads and pipes) infrastructure construction projects throughout the city.
- Continue planning studies for the Clair Maltby Secondary Plan and Commercial Policy Review.
- Work collaboratively across departments to continuously improve customer service for development approvals as part of the Building Partnerships initiative.
- Improve parking in the downtown by implementing the Downtown Parking Master Plan recommendations.



2019 initiatives

Our **people**

- Plan for workforce and organizational needs over the next five years in key departments, in support of the City's Talent Blueprint.
- Offer asset management and project management secondments for staff to build skills and capacity within the organization.
- Steward and champion Our Energy Guelph's efforts to develop Guelph's community energy plan.
- Work toward an aligned and collaborative culture that engages staff and inspires more efficient and innovative service delivery.



2019 initiatives

Our **resources**

- Develop the Baker District business case and continue to work alongside Windmill Development Group.
- Lead the Accessibility for Ontarians with Disabilities Act compliance through upgrades to City facilities, site plan reviews, construction consultations, and staff training.
- Update the Solid Waste Management Master Plan and prepare for legislative changes that support efficient waste collection and high diversion rates.
- Continue to lead the Guelph Police Services headquarters renovation, Wilson Street Parkade, and South End Community Centre.



Budget highlights

	2018	2019	Year/Year Change	Year/Year Change
Net Base Budget Total	\$24,418,531	\$25,732,270	\$1,313,739	5.4%

Budget drivers

- Increase for waste haulage costs and revenue loss related to sale of carbon credits and recyclable materials.
- Increase for operating impacts from capital approved in 2018 budget (\$60K).



Budget request

Budget request	FTEs	2019 total	Page
Growth			
Planning technician (Policy and Design)	1	\$95,850	134
Traffic safety analyst	1	\$117,380	136
Total	2	\$213,230	



Public Services



2018 accomplishments



Plow Tracker



**Pillowcase 72 Hr
Emergency Kits**



Park Renewal



**Free Transit
for Events**



Wilson St. Public Art



**Community
Paramedicine**



2019 initiatives

Our **services**

- Recreation Services will implement a new recreation software system to meet customer expectations for online program registrations, bookings, and events.
- Support Canadian Elite Basketball League's inaugural season at Sleeman Centre.
- Respond to the impact of cannabis legalization.

Our **people**

- Increase cultural competency training focused on truth and reconciliation with Indigenous peoples in Canada.
- Implementation of a DZ driver training program.
- Improve paramedic supervision capacity in Wellington County.



2019 initiatives

Our **resources**

- Implement creative solutions through the public fire safety education and fire prevention programs to elevate the needs of residents in the community.
- Develop a Transit fare collection system and fare strategy to ensure we are modernizing fare systems.
- Analyze inventory management processes.



Budget highlights

	2018	2019	Year/Year Change	Year/Year Change
Net Base budget total	\$85,387,491	\$86,855,591	\$1,468,100	1.7%

Budget drivers

- Increase in land ambulance grant revenue from Ministry of Health based on 2018 enhancements (\$886K).
- Decrease in advertising revenue and corporate sponsorships.
- Increase in transit revenue from universal bus pass agreement.
- Increase in fuel and maintenance costs for a growing and aging corporate fleet.
- Increase for operating impacts from capital approved in 2018 budget (\$210K).



Budget request

Budget request	FTEs	2019 total	Page
Growth			
Fleet operating costs		\$101,500	138
Natural Areas Stewardship Technologist	1	\$140,800	139
Paramedic Resources	8	\$519,800	141
Service enhancements			
Transit Service Review *		\$498,626	147
Total	9	\$1,262,100	

* Transit service review request has a capital component in 2019 of \$2,717,000



Corporate Services



2018 accomplishments



2018 Municipal Election



GeoDataHub –New Mapping Resources



Partnership for Success



Training Re-set



Live Stream – City Council and Committee of the Whole meetings



Financial Sustainability



2019 initiatives

Corporate Services provides enterprise-wide support for all City departments to reinforce the delivery of outstanding service and value to the community.

Our **services**

- Administer legislative and corporate processes.
- Negotiate collective agreements.
- Support implementation of new corporate governance structure for GMHI.
- Continue to modernize our information technology.
- Enhance the corporate financial oversight.



2019 initiatives

Our **resources**

- Continue to remediate and innovate our technology infrastructure.
- Assist with implementing proactive risk management measures.
- Continue implementing the Long-term Financial Plan.
- Implement improvements and software upgrades to the corporate financial information systems.
- Implement the Records and Information Management Strategy.



2019 initiatives

Our **people**

- Continue to implement the Talent Blueprint including:
 - the Learning and Development program and systems
 - Leadership Charter for front-line employees
 - employee career path programs
 - Diversity and Inclusion Plan
- Continue to develop strong, productive and collaborative relationships to support the delivery of municipal services.



Budget highlights

	2018	2019	Year/Year Change	Year/Year Change
Net Base Budget Total	\$14,038,825	\$14,491,580	\$452,755	3.2%

Budget drivers

- Compensation increase to assist in implementing internal audit recommendations, and the expiration of an external professional contract.
- Reallocation of Legal, Realty and Court Services from CAO's Office.
- Increased software licensing and application costs.
- Increase for operating impacts from capital approved in 2018 budget (\$80K).



Budget request

Budget request	FTEs	2019 total	Page
----------------	------	------------	------

Growth

Manager of Capital Strategy and Long-term Planning	1	\$164,025	130
Senior Procurement Agent – Strategic Sourcing	1	\$135,550	132

Service enhancements

Career Path Program, Diversity and Inclusion Plan		\$185,000	145
Total	2	\$484,575	



General and Capital Financing



Budget highlights

	2018	2019	Year/Year Change	Year/Year Change
Net Base Budget Total	\$27,569,295	\$31,463,951	\$3,867,656	14%

Budget drivers

- Increased investment income from bettering market rates
- Increased dividend revenue from Alectra and GJR
- Dedicated infrastructure levy of 1 per cent
- Increased transfer to capital reserve and reserve funds



2019 proposed budget summary



2019 proposed budget	2019 proposed budget	2019 levy impact
City department base budget increase	\$2,427,604	1.04%
Capital Financing and General Revenues (including 1% dedicated infrastructure levy)	\$3,867,656	1.65%
Local boards and shared services base budget increase	\$1,568,904	0.67%
Council in-year decisions	\$2,247,886	0.96%
Assessment growth revenue	(\$3,700,000)	(1.58%)
City department growth related budget requests	\$1,274,905	0.54%
City department service enhancement budget requests	\$1,030,800	0.44%
Local boards growth related budget requests	\$558,200	0.24%
Total proposed tax supported budget	\$9,275,955	3.96%
Council approved NUME compensation	(\$75,300)	(0.03%)
Revised tax supported budget	\$9,200,655	3.93%



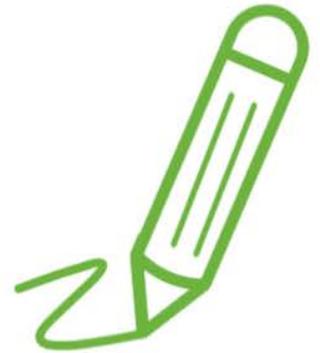
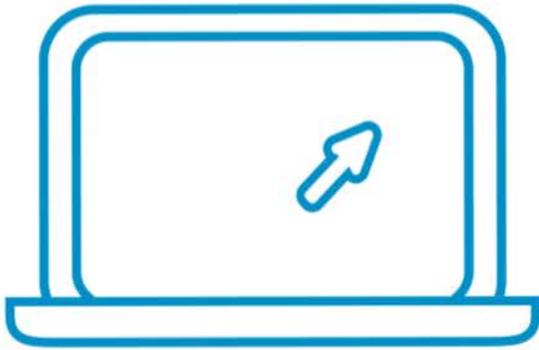
Budget request – Other considerations

Budget request	Service area	FTEs	2019 total	Page
----------------	--------------	------	------------	------

Service enhancements

Council Training	Council		\$42,250	150
Council Administrative Assistant	Council	0.5	\$26,300	151
Yard Waste Program	IDE		\$375,000	152
Hardscaped Medians	PS		\$59,300	153
Rotary Trail	PS		\$158,000	154
Total		0.5	\$660,850	





guelph.ca/budget

 @cityofguelph, #GuelphBudget

 Facebook.com/cityofguelph

