

# Special City Council Meeting Agenda

Consolidated as of November 3, 2017



**Wednesday, November 8, 2017 – 2:00 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](http://guelph.ca/agendas).

Changes to original agenda have been highlighted.

---

## Open Meeting – 2:00 p.m.

**Disclosure of Pecuniary Interest and General Nature Thereof**

---

## Special Council – Presentation of 2018 Tax Supported Operating Budget

**CON-2017.50      2018 Tax Supported Operating Budget**

### **Presentation:**

Trevor Lee, Deputy CAO Corporate Services  
Tara Baker, General Manager, Finance/Treasurer  
Mayor Cam Guthrie of behalf of Council  
Derrick Thomson, Chief Administrative Officer  
Scott Stewart, Deputy CAO Infrastructure, Development and Enterprise  
Colleen Clack, Deputy CAO Public Services  
Trevor Lee, Deputy CAO Corporate Services  
Tara Baker, General Manager, Finance/Treasurer  
Kealy Dedman, General Manager of Engineering and Capital Infrastructure Services/City Engineer

### **Recommendation:**

That report CS-2017-32 be received for information and referred to budget deliberation and approval on December 5, 2017:

1. That the Executive Team recommended Tax Supported Operating Budget with a net levy requirement of \$232,907,226 or 2.19 per cent above the 2017 net tax levy operating budget be approved, including:

- i. A base operating budget, including reserve and reserve transfers, user fee increases and assessment growth, totaling a net levy requirement of \$232,063,026 or 1.82 per cent above last year;
- ii. Impacts from other levels of government totaling a net levy requirement of \$844,200 or 0.37 per cent above last year;
- iii. That the proposed user fees (Tab 9) be approved:

That the following budget submissions be considered:

2. City department budget expansions totaling a net levy requirement of \$3,194,028 or 1.4 per cent;
3. An additional contribution towards the City's long-term goal of sustainable capital funding in the form of the Dedicated Infrastructure Levy of 1.0 per cent of the overall 2018 net levy;
4. Local Board expansions totaling a net levy requirement of \$567,409 or 0.25 per cent.

#### **CON-2017.49      Dedicated Infrastructure Levy**

##### **Recommendation:**

That report titled Dedicated Infrastructure Levy and numbered CS-2017-31 be received.

#### **Adjournment**

The background of the slide is a solid green color. Overlaid on this background are several large, light green, semi-transparent icons. These include a bar chart with an upward-trending line graph, a pie chart, a large dollar sign, a balance scale, a calculator, a handshake, a large percentage sign, and several stacks of coins.

# 2018 **recommended budget**

# Tax-supported Operating Strategy

2018 recommended Operating Budget



# Budget Timeline

| Budget  | Staff Presentation | Public Delegations | Council Approval |
|---|--------------------|--------------------|------------------|
| <b>Non-tax Supported Operating</b> <ul style="list-style-type: none"> <li>• Court Services</li> <li>• Ontario Building Code Administration</li> <li>• Stormwater Services</li> <li>• Water Services</li> <li>• Wastewater Services</li> </ul> | Completed          | Completed          | Completed        |
| <b>Capital Tax and Non-Tax Supported</b>  | Completed          | Completed          | Completed        |
| <b>Tax supported Operating</b>  | Tonight            | November 22        | December 5       |
| <b>Local Boards and Shared Services</b>   | November 15        | November 22        | December 5       |

# Overview

- Building the budget
- Service area overviews
- General and capital financing
- 2018 recommended operating budget
- Expansions
- Dedicated infrastructure levy
- Recommendations

# Corporate Administrative Plan



| Pillar               | Description                               | Corporate Focus  |
|----------------------|---|--|
| OUR <b>SERVICES</b>  | Municipal services that make lives better | <ul style="list-style-type: none"> <li>• Customer Service Framework</li> <li>• Service Review and Improvement Network</li> </ul> |
| OUR <b>PEOPLE</b>    | Building a great community together       | <ul style="list-style-type: none"> <li>• Expanded Leadership Charter</li> <li>• Culture of collaboration</li> </ul>              |
| OUR <b>RESOURCES</b> | A solid foundation for a growing city     | <ul style="list-style-type: none"> <li>• Asset Management Program</li> <li>• Long-term Financial Plan</li> </ul>                 |

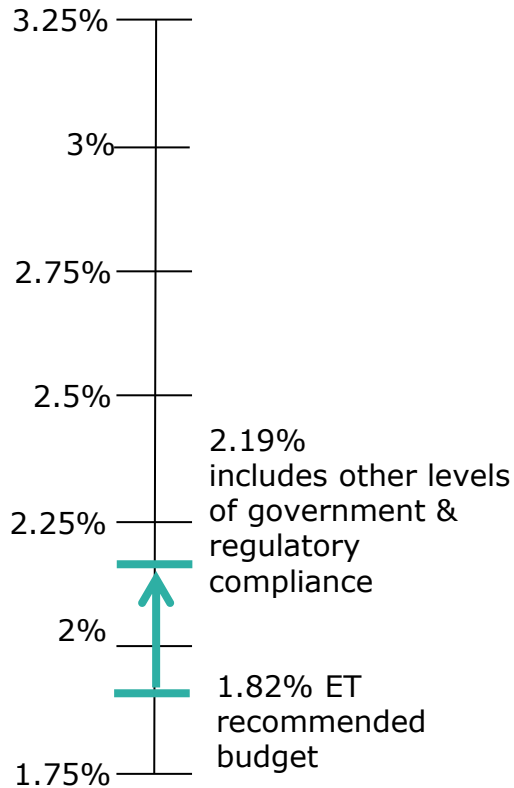


# Building the budget





# Getting to 2.19 per cent



## What was done

Departments limited to 0.50 per cent increase over 2017 (excludes Council prior decisions and corporate adjustments)

Corrected historical budgeting issues and changes in experience

Overtime, Learning and Development, consulting fees and temporary salaries set to zero, built up

## The risk

Limited funding for growth or new projects

Departments have to find additional ways to reduce budget to compensate for budget to actual corrections. Not all budgets were corrected

Funding levels may not be adequate or realistic causing year-end variances

# 2018 recommended budget

| 2017 approved budget                            | Amount (\$)        |                   |
|---|--------------------|-------------------|
| Approved levy including est. assessment growth  | 227,915,948        |                   |
| 2018 recommended budget                         | Amount             | Tax levy impact % |
| Base Budget                                     |                    |                   |
| Revenue adjustments                             | (3,097,665)        | (1.36)            |
| Departmental adjustments                        | 2,358,280          | 1.04              |
| Corporate adjustments                           | 1,612,067          | 0.71              |
| Council prior decisions                         | 4,586,066          | 2.01              |
| Local boards & shared services                  | 1,488,330          | 0.65              |
| Assessment growth                               | (2,800,000)        | (1.23)            |
| <b>2018 recommended base budget</b>             | <b>232,063,026</b> |                   |
| <b>2018 recommended base budget increase</b>    | <b>4,147,078</b>   | <b>1.82</b>       |
| Other levels of government impacts              |                    |                   |
| Minimum wage and standby                        | 405,600            |                   |
| WSIB  | 183,600            |                   |
| Payment card industry compliance                | 255,000            |                   |
| <b>Total other levels of government impacts</b> | <b>844,200</b>     | <b>0.37</b>       |
| <b>Total 2018 recommended budget</b>            | <b>232,907,226</b> |                   |
| <b>Total 2018 recommended budget increase</b>   | <b>4,991,278</b>   | <b>2.19</b>       |

# Other considerations

- Approved levels of service
- Direction from City Council and Council Shared Agenda
- Input from community
- Recommendations for improving programs and services (internal and external audits and reviews)

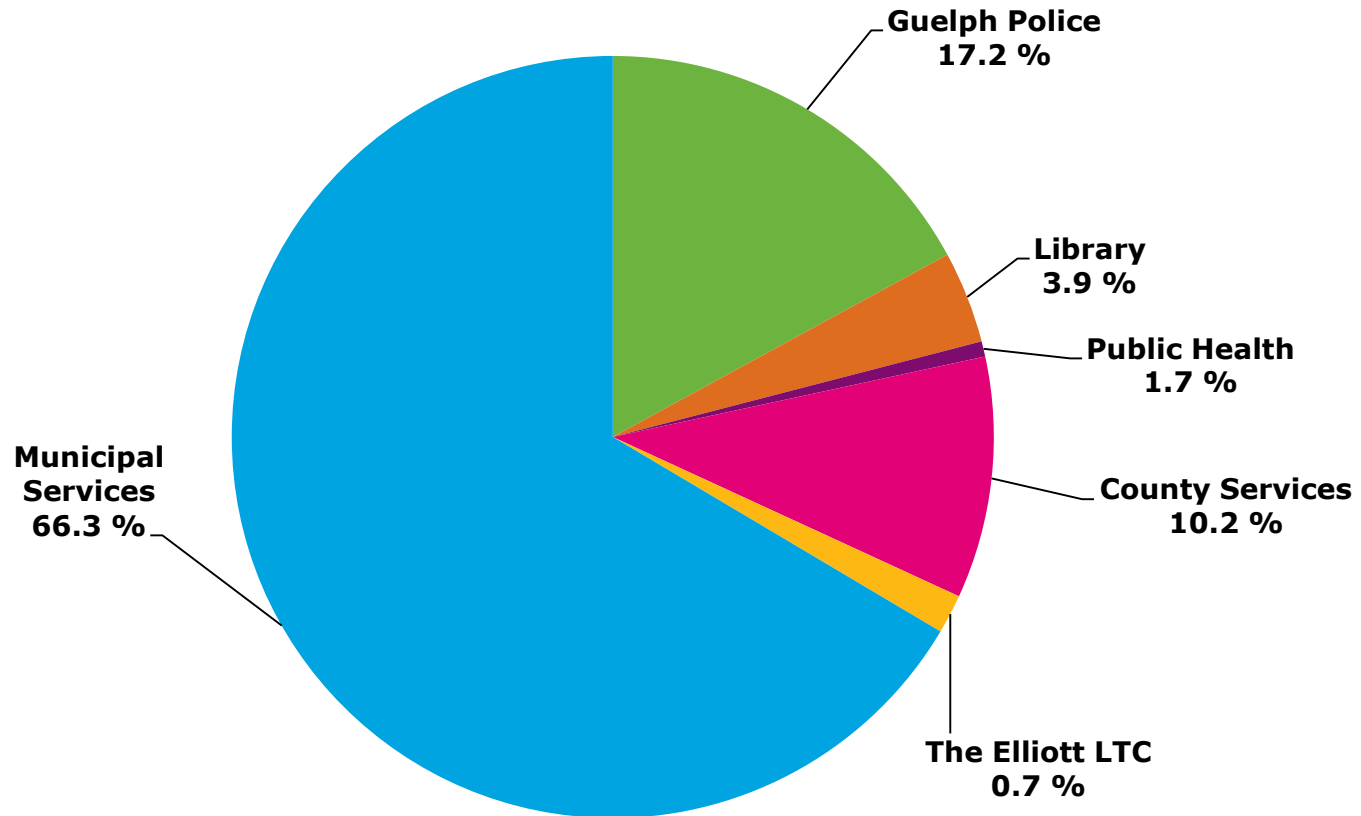
# Reductions

- Reduction to the Vacancy Rebate Program of \$470,000
- Maintained the budget practice of gapping
- Departments realign and reduce base budgets to meet the 0.5 per cent target
- Further reduction would mean reduction in service for community

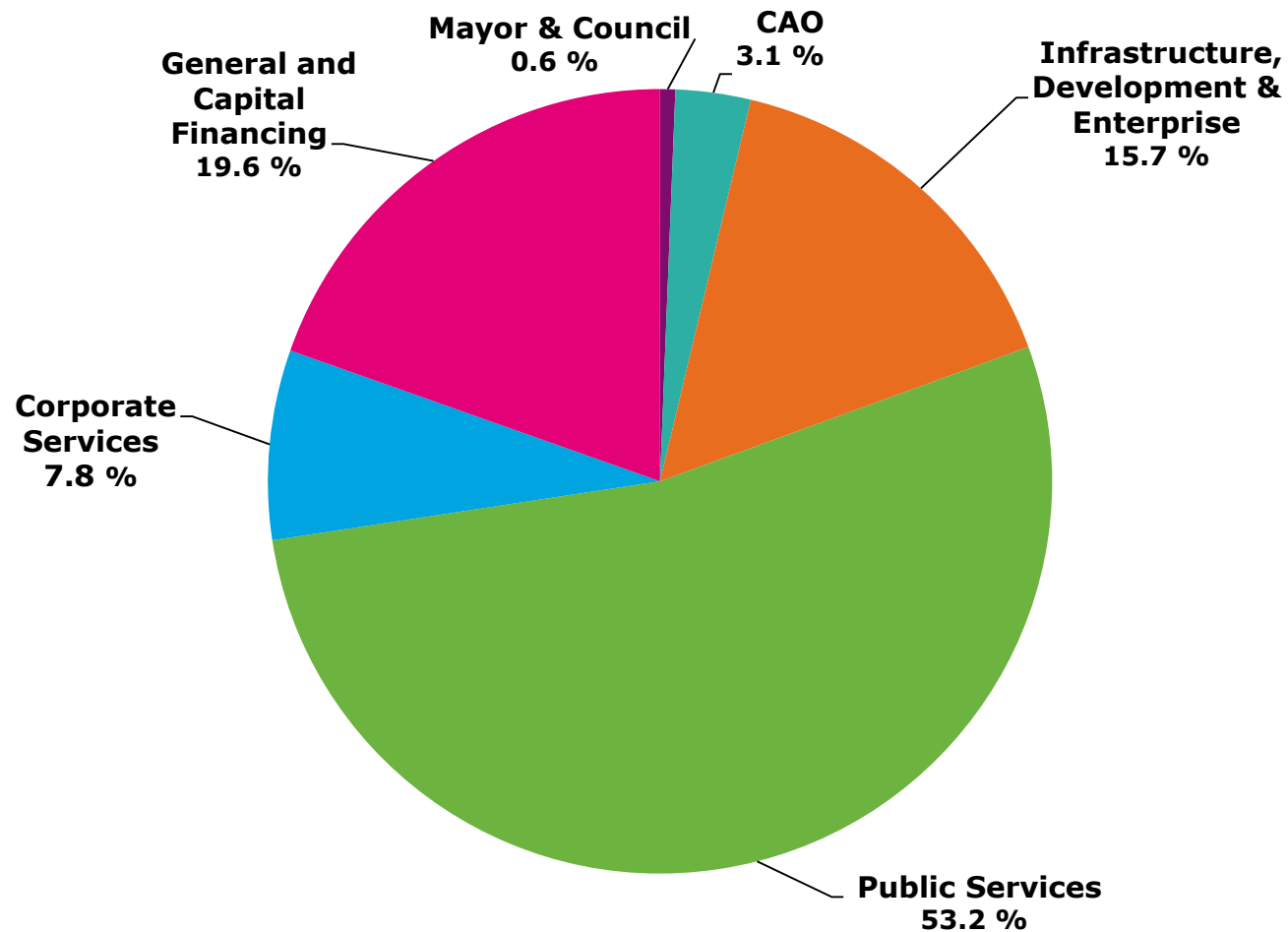
## Considerations — historical actuals

| Year                  | Tax Levy Increase | \$ Equivalent to 1% increase (\$M) |
|-----------------------|-------------------|------------------------------------|
| 2013                  | 3.10%             | \$1.80                             |
| 2014                  | 2.38%             | \$1.93                             |
| 2015                  | 3.55%             | \$2.00                             |
| 2016                  | 2.99%             | \$2.16                             |
| 2017                  | 3.15%             | \$2.25                             |
| <b>5 year average</b> | <b>3.03%</b>      | n/a                                |
| 2018 recommended      | 2.19%             | \$2.27                             |

# 2018 distribution of tax dollars (\$232.9M)



# 2018 distribution of City tax dollars





# Service Area overviews



# Office of the Mayor and City Council



# Mayor and Council: 2018 initiatives

## OUR **Services**

- Use new customer service tools to enhance the efficiency, responsiveness, and accountability of the Office's service to citizens
- Continue to champion jobs and economic development for Guelph
- Support planning for the transition and orientation of a new Council

# Mayor and Council: Budget Highlights

|                   | 2017      | 2018      | Yr/Yr<br>Change<br>(\$) | Yr/Yr<br>Change<br>(%) |
|-------------------|-----------|-----------|-------------------------|------------------------|
| Base Budget Total | \$965,030 | \$970,455 | \$5,425                 | 0.6%                   |

## Budget drivers

- Increase in compensation

## 2018 Office the Mayor and Council budget

| Department                | 2017 approved budget \$ | 2018 recommended budget \$ | 2018 Budget Change \$ | 2018 Budget % |
|---------------------------|-------------------------|----------------------------|-----------------------|---------------|
| Mayor                     | 395,100                 | 402,175                    | 7,075                 | 1.8           |
| Council                   | 569,930                 | 568,280                    | (1,650)               | (0.3)         |
| <b>Total Service Area</b> | <b>965,030</b>          | <b>970,455</b>             | <b>5,425</b>          | <b>0.6</b>    |

# Office of the CAO



Tab 4



# Office of the CAO: 2018 initiatives

## OUR **SERVICES**

- Evaluate the impact of the Corporate Administrative Plan
- Improve performance reporting
- Inspire innovation through the Improvement Network and the Civic Accelerator
- Support the work of GMHI
- Lead audit projects



# Office of the CAO: 2018 initiatives

## OUR **PEOPLE**

- Roll out of the customer service framework
- Increase leadership opportunities
- Continue to build strong relationships with all levels of government

# Office of the CAO: 2018 initiatives

## OUR **RESOURCES**

- Develop a Community Plan
- Promote Guelph's role on the innovation corridor
- Seek out provincial and federal infrastructure funding opportunities
- Assist with implementing proactive risk management measures
- Develop recommendations for procurement and implementation of corporate contract management software

# Office of the CAO: Budget Highlights

|                   | 2017        | 2018        | Yr/Yr<br>Change<br>(\$) | Yr/Yr<br>Change<br>(%) |
|-------------------|-------------|-------------|-------------------------|------------------------|
| Base Budget Total | \$5,237,558 | \$4,793,178 | \$(444,380)             | (8.5)%                 |

## Budget drivers

- Small budget driven primarily by compensation and economic adjustments
- \$100,000 reduction in insurance claims to align with historical trend
- \$497,300 decrease for transfer of Service Guelph to Corporate Services

# 2018 Office of the CAO budget

| Department  | 2017 Approved Budget \$ | 2018 recommended budget \$ | 2018 Budget Change \$ | 2018 Budget % |
|---|-------------------------|----------------------------|-----------------------|---------------|
| CAO Administration                                | 705,925                 | 706,475                    | 550                   | 0.1           |
| Strategy, Innovation & Intergovernmental Services | 985,198                 | 1,027,920                  | 42,722                | 4.3           |
| Legal, Realty and Risk Services                   | 1,890,685               | 1,836,520                  | (54,165)              | (2.9)         |
| Internal Audit                                    | 222,650                 | 225,473                    | 2,823                 | 1.3           |
| Corporate Communications                          | 1,433,100               | 996,790                    | (436,310)             | (30.4)        |
| <b>Total</b>                                      | <b>5,237,558</b>        | <b>4,793,178</b>           | <b>(444,380)</b>      | <b>(8.5)</b>  |
| 2017 Reallocation to Corporate Services           | (497,300)               | 0                          | 497,300               | n/a           |
| <b>Total Service Area</b>                         | <b>4,740,258</b>        | <b>4,793,178</b>           | <b>52,920</b>         | <b>1.1</b>    |

# Infrastructure, Development and Enterprise Services (IDE)



Tab 5

# IDE: 2018 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**

- Deliver major linear (roads and pipes) infrastructure construction projects throughout the city.
- Conduct research and community engagement for the Transportation Master Plan update.
- Continue to provide efficient waste collection and disposal that focuses on customer service and high diversion rates.

# IDE: 2018 initiatives

## OUR **PEOPLE**

- Enable project managers to apply process and project management best practices.

## OUR **RESOURCES**

- Complete the Solid Waste Business Service Review and improve business practices for a financially sustainable and competitive solid waste operation.
- Champion the implementation strategy that aligns future Downtown Secondary Plan activities to leverage private investment.
- Continue to lead the City's climate mitigation, adaptation and sustainability efforts.



# IDE: 2018 initiatives

## OUR **RESOURCES**

- Align resources across multiple departments to support the success of Clair-Maltby Secondary Plan and finalize the Natural Heritage Action Plan, Cultural Heritage Action Plan, and the Urban Design Manual.
- Continue to lead the City's tier 1 capital projects—Guelph Police Services Headquarters Renovation, Wilson Street Parkade, South End Community Centre.

# IDE: Budget Highlights

|                      | 2017         | 2018         | Yr/Yr<br>Change<br>(\$) | Yr/Yr<br>Change<br>(%) |
|----------------------|--------------|--------------|-------------------------|------------------------|
| Base Budget<br>Total | \$23,241,179 | \$24,332,513 | \$1,091,334             | 4.7%                   |

## Budget drivers

- \$471,192 increase in the organics facility tipping fees because of higher tonnage as well as contractual increase
- \$188,600 increase in revenue from recyclable processing and organics contracts
- \$84,954 increase in user fees due to 5% increase in parking permits and \$100K decrease to subdivision fees to help correct related perennial variance

# 2018 Infrastructure, Development and Enterprise Services budget

| Department                                    | 2017 Approved Budget \$ | 2018 recommended budget \$ | 2018 Budget Change \$ | 2018 Budget % |
|---|-------------------------|----------------------------|-----------------------|---------------|
| IDE Administration                            | 222,150                 | 245,670                    | 23,520                | 10.6          |
| Planning, Urban Design and Building Services  | 3,149,700               | 3,287,400                  | 137,700               | 4.4           |
| Facilities Management                         | 5,303,128               | 5,437,170                  | 134,042               | 2.5           |
| Engineering & Capital Infrastructure Services | 1,600,864               | 1,742,195                  | 141,331               | 8.8           |
| Environmental Services                        | 10,935,980              | 11,614,918                 | 678,938               | 6.2           |
| Business Development & Enterprise Services    | 1,518,782               | 1,453,590                  | (65,192)              | (4.3)         |
| Project Management Office                     | 510,575                 | 551,570                    | 40,995                | 8.0           |
| <b>Total</b>                                  | <b>23,241,179</b>       | <b>24,332,513</b>          | <b>1,091,334</b>      | <b>4.7</b>    |

# Public Services



# Public Services: 2018 initiatives

## OUR **SERVICES**

- Conduct a service review of Guelph Transit to ensure we are offering the right service at the right level
- Launch the Guelph Wellington Paramedic Service Master Plan (2018-2022)
- Develop an updated 2018 Parks and Recreation Department Master Plan

## OUR **PEOPLE**

- Increase cultural competency training focused on truth and reconciliation with Indigenous peoples in Canada
- Creation of a DZ driver training program

# Public Services: 2018 initiatives

## OUR **RESOURCES**

- Implement creative public fire safety education and prevention programs
- Develop a Transit fare collection system and fare strategy

# Public Services: Budget Highlights

|                   | 2017         | 2018         | Yr/Yr<br>Change<br>(\$) | Yr/Yr<br>Change<br>(%) |
|-------------------|--------------|--------------|-------------------------|------------------------|
| Base Budget Total | \$79,811,297 | \$82,302,438 | \$2,491,141             | 3.1%                   |

## Budget drivers

- Increase in land ambulance grant revenue from Ministry of Health based on enhancements included in 2017 (\$1,129,840)
- \$130,000 decrease in ice rental revenues to adjust to actual trend
- \$112,000 increase in parking ticket fine recovery to align to trend



# 2018 Public Services budget

| Department                              | 2017 Approved Budget \$ | 2018 recommended budget \$ | 2018 Budget Change \$ | 2018 Budget % |
|---|-------------------------|----------------------------|-----------------------|---------------|
| PS Administration                       | 503,900                 | 430,560                    | (73,340)              | (14.6)        |
| Parks & Recreation Services             | 12,050,194              | 13,250,728                 | 1,200,534             | 10.0          |
| Culture, Tourism & Community Investment | 5,831,368               | 6,053,931                  | 222,563               | 3.8           |
| Guelph Transit                          | 17,113,449              | 17,428,750                 | 315,301               | 1.8           |
| Operations                              | 14,520,689              | 14,689,069                 | 168,380               | 1.2           |
| Fire Department                         | 24,381,796              | 25,131,140                 | 749,344               | 3.1           |
| Guelph-Wellington Paramedic Services    | 5,409,901               | 5,318,260                  | (91,641)              | (1.7)         |
| <b>Total</b>                            | <b>79,811,297</b>       | <b>82,302,438</b>          | <b>2,491,141</b>      | <b>3.1</b>    |

# Corporate Services



# Corporate Services: 2018 initiatives

Corporate Services provides support to all City departments to reinforce the delivery of outstanding municipal service and value to our citizens and community.

## OUR **SERVICES**

- Plan and deliver an efficient and easy to access municipal election and Council orientation process
- Enhance customer service delivery and experience through process improvements and employee training
- Continue to enhance the City's financial communication through improved internal and external web presence

# Corporate Services: 2018 initiatives

## OUR **PEOPLE**

- Continue to implement the Talent Blueprint, and the City's leadership and engagement program
- Provide the tools, support and career development opportunities that enable exceptional public service

## OUR **RESOURCES**

- Continue to remediate critical technology infrastructure to ensure the City's information network is reliable and secure

# Corporate Services: Budget Highlights

|                   | 2017         | 2018         | Yr/Yr<br>Change (\$) | Yr/Yr<br>Change (%) |
|-------------------|--------------|--------------|----------------------|---------------------|
| Base Budget Total | \$10,906,622 | \$12,096,330 | \$1,189,708          | 10.9%               |

## Budget drivers

- \$424,440 increase in IT purchased services for software, network and consulting services
- \$497,300 increase for transfer of Service Guelph from CAO Office

# 2018 Corporate Services budget

| Department                 | 2017 Approved Budget \$ | 2018 recommended budget \$ | 2018 Budget Change \$ | 2018 Budget % |
|----------------------------|-------------------------|----------------------------|-----------------------|---------------|
| CS Administration          | 360,200                 | 331,610                    | (28,590)              | (7.9)         |
| Human Resources            | 2,545,525               | 2,580,585                  | 35,060                | 1.4           |
| Information Technology     | 4,699,742               | 5,201,240                  | 501,498               | 10.7          |
| City Clerk's Office        | 1,044,200               | 1,613,030                  | 568,830               | *54.5         |
| Finance                    | 2,256,955               | 2,369,865                  | 112,910               | 5.0           |
| <b>Total</b>               | <b>10,906,622</b>       | <b>12,096,330</b>          | <b>1,189,708</b>      | <b>10.9</b>   |
| 2017 Reallocation from CAO | 497,300                 | 0                          | (497,300)             |               |
| <b>Service Area Total</b>  | <b>11,403,922</b>       | <b>12,096,330</b>          | <b>692,408</b>        | <b>6.1</b>    |

\* includes the transfer of ServiceGuelph from the CAO's Office

# General and Capital Financing



Tab 8



# General & Capital Financing: 2018 Focus

- Transfer into the City's reserve funds to pay for the City's share of the 2018 capital program
- Maintain 13.49% of prior year's net levy

|               | 2018 Transfer | Debt Servicing | Available for Capital | Replacement Cost of Assets | Rate  |
|---------------|---------------|----------------|-----------------------|----------------------------|-------|
| Tax Supported | 40,800        | 13,200         | 27,600                | 2,273,600                  | 1.21% |
| Water         | 14,400        | -              | 14,400                | 615,500                    | 2.34% |
| Wastewater    | 13,500        | -              | 13,500                | 559,700                    | 2.41% |
| Storm         | 4,494         | -              | 4,494                 | 558,200                    | 0.81% |
|               | 73,194        | 13,200         | 59,994                | 4,007,000                  |       |

# 2018 recommended operating budget



# 2018 Base Operating Budget before expansions (change)

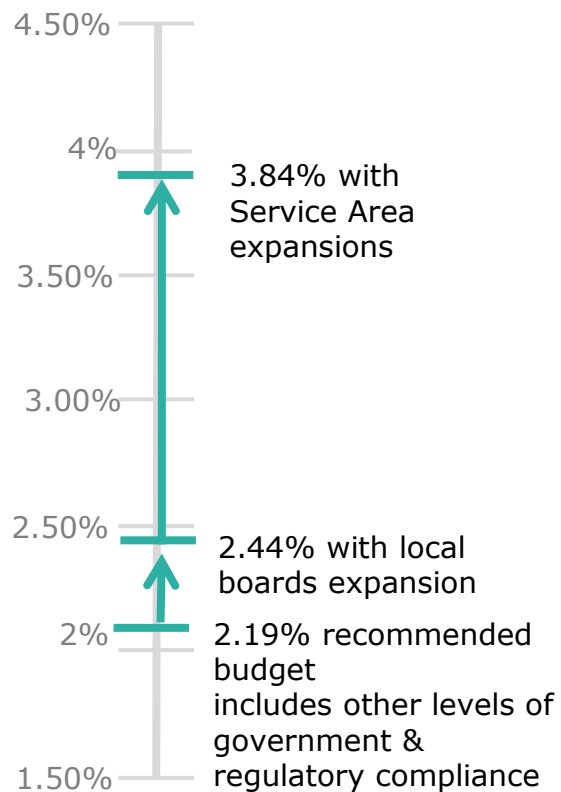
|  | 2018<br>(\$ change ) | % change     |
|--|----------------------|--------------|
| <b>Revenue</b>   |                      |              |
| Departmental Revenues  | (2,983,041)          | (1.31%)      |
| General Revenues   | (114,624)            | 0.20%        |
| <b>Expenditures</b>  |                      |              |
| General Expenditures & Capital Financing, Grants & Cross Charges | \$1,526,028          | 0.64%        |
| Compensation   | \$5,826,529          | 0.96%        |
| Utilities (Hydro, Taxes)   | \$386,600            | 0.24%        |
| Other Purchased Goods  | \$148,513            | 0.07%        |
| Purchased Services   | \$1,448,944          | 0.64%        |
| Local Boards & Shared Services                                   | \$1,552,330          | 0.68%        |
| Prior Year Assessment  | (\$2,800,000)        | (1.23%)      |
| <b>TOTAL</b>   | <b>\$4,991,279</b>   | <b>2.19%</b> |

# Expansions



Tab 10

# Impact of expansions



| Local Boards | Expansions Total  | Levy Impact  |
|--------------|-------------------|--------------|
| <b>Total</b> | <b>\$ 567,409</b> | <b>0.25%</b> |

| Corporate Administrative Plan                       | Expansion Total    | Levy Impact   |
|---|--------------------|---------------|
| Mayor and Council                                   | \$9,050            |               |
| Office of the CAO                                   | \$142,000          |               |
| Infrastructure, Development and Enterprise Services | \$1,453,000        |               |
| Public Services                                     | \$906,378          |               |
| Corporate Services                                  | \$683,600          |               |
| <b>Total</b>  | <b>\$3,194,028</b> | <b>1.40 %</b> |

# Expansions – Mayor and Council (Alphabetical order)

| Program of work  | Benefit   | Risk  | FTE | 2017 investment | page |
|------------------|---|---|-----|-----------------|------|
| Council Training | Support Council training and attend municipal governance oriented conferences | Potentially undermines the Council being appropriately informed | n/a | \$9,050         | 10-6 |

# Expansions – Office of the CAO (Alphabetical order)

| Program of work  | Benefit   | Risk   | FTE | 2017 investment | page  |
|------------------|---|--|-----|-----------------|-------|
| Internal Auditor | Will provide risk management, controls and governance processes recommendations | Unidentified potential risks may have significant financial, reputational and operational impact to the City | 1   | \$142,000       | 10-25 |



# Expansions – Infrastructure, Development and Enterprise Services (Alphabetical order)

| Program of work                            | Benefit   | Risk  | FTE | 2017 investment | page  |
|--|---|---|-----|-----------------|-------|
| Analyst, Corporate Asset Management        | Support improved asset management   | Insufficient resources – asset management progress limited to current staffing capacity | 1   | \$123,900       | 10-12 |
| Business Service Reviews                   | Provide industry specific expertise   | Inability to meet deadlines   | n/a | \$100,000       | 10-23 |
| Financial Analyst – Environmental Services | Development of tools and spreadsheet models to track and forecast complex revenues and expenditures | Financial Risk - delayed analysis in significant revenue forecasting shortfalls         | 1   | \$117,500       | 10-15 |
| Multi-Residential Waste Collection         | Expands collection service to Multi-Res properties  | Negative impact on waste diversion rates  | 1   | \$524,700       | 10-27 |

# Expansions – Infrastructure Development and Enterprise Services (Alphabetical order continued)

| Program of work           | Benefit  | Risk  | FTE | 2017 investment | page  |
|---------------------------|--|---|-----|-----------------|-------|
| Public Service Operators  | Proper screening of all materials              | receiving unacceptable materials                        | n/a | \$50,100        | 10-34 |
| Waste Collection Operator | Maintains level of service                     | loss of public confidence                               | 1   | \$78,800        | 10-38 |
| Yard Waste Collection     | Improves service levels and reduces wait times | increased traffic and wait times at the Public Drop Off | n/a | \$458,000       | 10-40 |

# Expansions – Public Services (Alphabetical order)

| Program of work                                | Benefit  | Risk   | FTE | 2017 investment | page  |
|--|--|--|-----|-----------------|-------|
| Affordable Housing Financial Incentive Program | Assist the city in the implementation of the Affordable Housing Strategy   | May not address the affordable housing shortage as quickly as planned                            | n/a | \$322,900       | 10-21 |
| Paramedics – Additional Guelph Shift           | Will increase service to one extra day shift in Guelph enabling quicker access to emergency medical and transport services | Will increase delays of responses to critically ill patient and reduce effectiveness of programs | 4   | \$399,200       | 10-29 |
| Paramedics Field Superintendent                | Increase capacity of supervisor coverage in the North zone   | Increased health and safety risks and cause non-compliance with MOHLTC legislation               | 1   | \$87,900        | 10-31 |
| Parks Seasonal Staff Sportsfields and Trails   | Maintains levels of service  | Potential loss of revenue at sportsfields  | n/a | \$46,878        | 10-33 |
| Security Guards                                | Proactive patrol and security response to city facilities /properties and allow Bylaw staff to focus on bylaw matters      | Increased response times to Bylaw calls  | 2   | \$49,500        | 10-36 |

# Expansions – Corporate Services (Alphabetical order)

| Program of work  | Benefit   | Risk   | FTE | 2017 investment | page |
|--|---|--|-----|-----------------|------|
| Career Path Program                                      | Increases Employee engagement and retention   | Reduce momentum gained on workforce planning, engagement and performance development       | n/a | \$135,000       | 10-2 |
| Corporate Recognition and Diversity & Inclusion Training | Support City obligations as an employer under the Human Rights Code and Accessibility Act | Exposure to legal action and human rights complaints                                       | n/a | \$60,000        | 10-4 |
| Learning and Development Coordinator                     | Provide a coordinated systematic approach to corporate learning and development           | Non-compliance with legislated training may increase health and safety issues and injuries | 1   | \$100,300       | 10-7 |

# Expansions – Corporate Services (Alphabetical order continued)

| Program of work                      | Benefit   | Risk   | FTE | 2017 investment | page  |
|--------------------------------------|---|--|-----|-----------------|-------|
| Manager of Financial Strategy        | Support organization in complex business decisions<br>Alleviate capacity pressures related to strategic financial support | Delays critical process improvements and long-term financial plan work   | 1   | \$158,900       | 10-17 |
| Senior Purchasing Agent              | Increase level of service and efficiencies by providing a dedicated purchasing agent for each service area                | Delays in response times, with issuing RFPs and tenders, and with implementing purchasing audit recommendations      | 1   | \$129,100       | 10-19 |
| WSIB Claims & Disability Coordinator | Optimization of absence management and return to work programs  | Penalties from WSIB for late payments and filings, short term disability claims experience will continue to increase | 1   | \$100,300       | 10-9  |

# Dedicated Infrastructure Levy



# Approved in 2017 budget

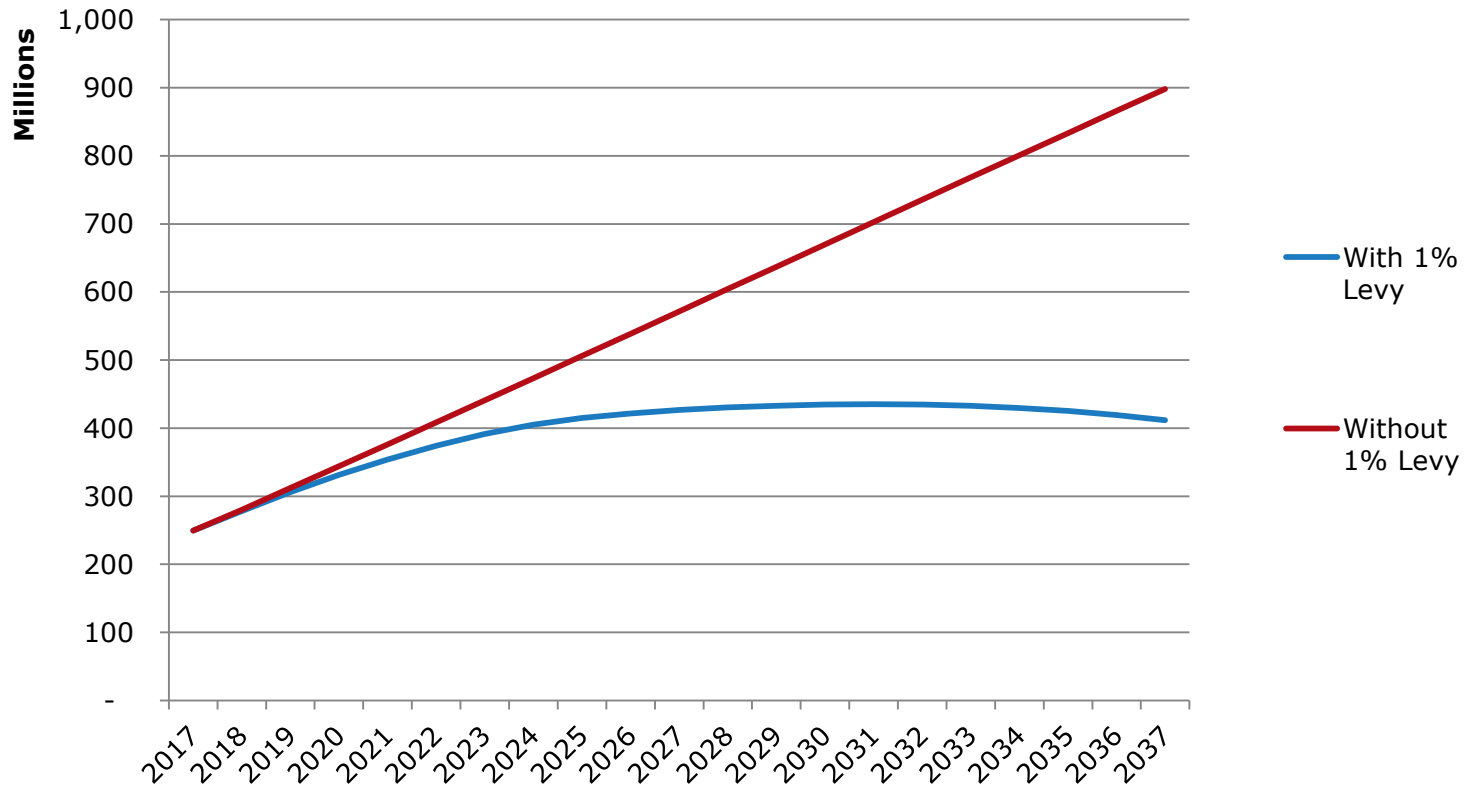
- A 1 per cent dedicated infrastructure levy
  - Levy was shown separate on the 2017 tax bill
- Council endorsed a continuation of the levy for nine years (2018–2026)
  - Staff will recommend a 1 per cent increase each year for the 10 years for a total of 10 per cent (without the compounding effect)



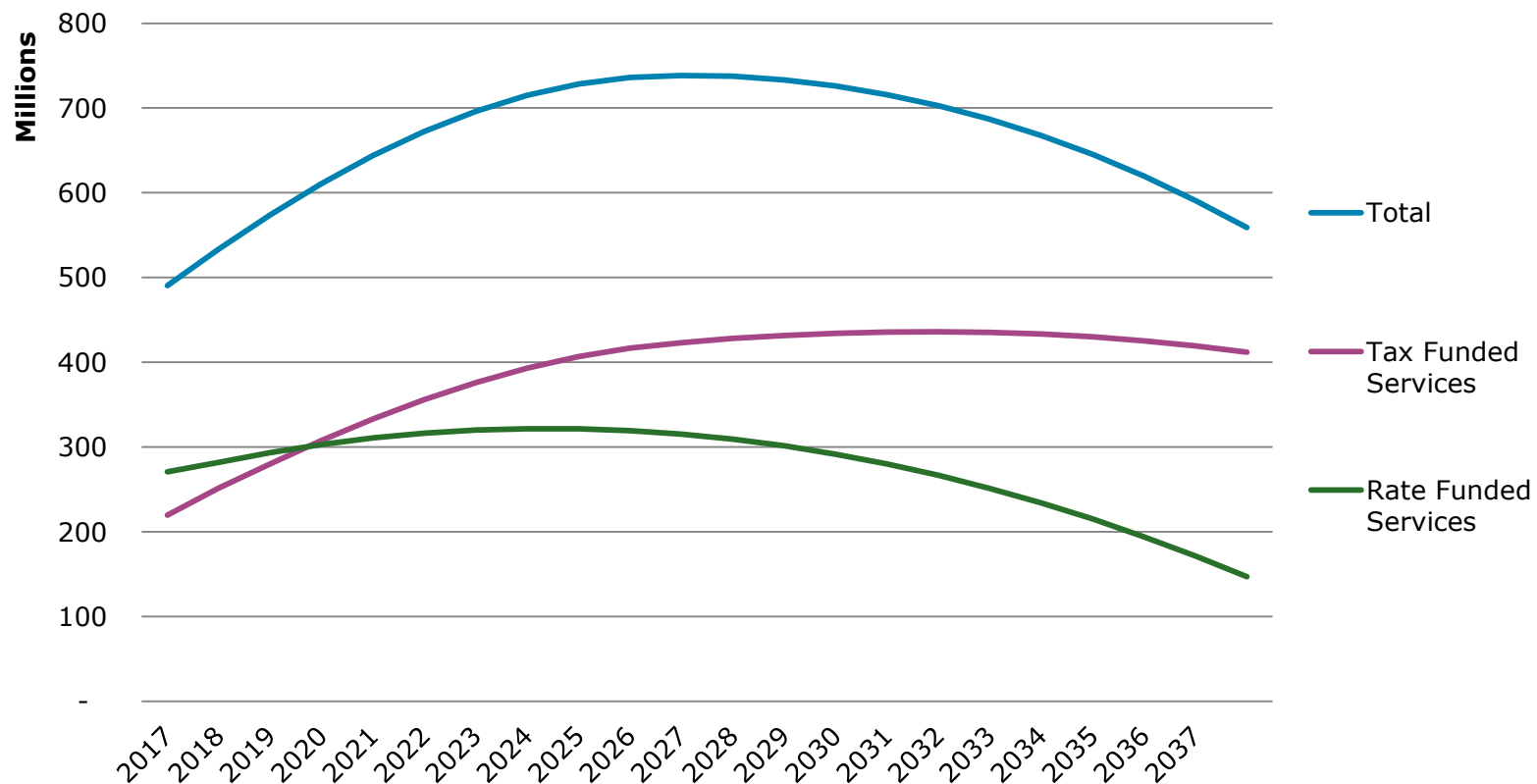
# Facts about the levy

- City has \$2.2 M more available in tax funding the 2018 capital budget and strategy, including maintaining appropriate capital reserves due to the levy
- The levy funds collected in 2017 were set aside in the capital reserve funds to support the long-term financial strategy of have funds available when needed
- The levy is a tool to increase capital funding levels for all tax supported infrastructure renewal and city building projects
- These funds are used in the same manner as all other capital funding
  - Funds are allocated to capital projects as identified through the City's comprehensive, corporate-focused risk, and prioritization methodology

# Tax funded infrastructure backlog with and without the 10 year levy



# Infrastructure backlog forecast to 2037 (with the 1% dedicated levy assumed)



# Recommendation

That report CS-2017-32 be received for information and referred to budget deliberation and approval on December 5, 2017:

1. That the Executive Team recommended tax-supported operating budget with a net levy requirement of \$232,907,226 or 2.19 per cent above the 2017 net tax levy operating budget be approved, including:
  - i. A base operating budget, including reserve and reserve transfers, user fee increases and assessment growth, totaling a net levy requirement of \$232,063,026 or 1.82 per cent above last year;
  - ii. Impacts from other levels of government totaling a net levy requirement of \$844,200 or 0.37 per cent above last year;
  - iii. That the proposed user fees (Tab 9) be approved:

That the following budget submissions be considered:

2. City department budget expansions totaling a net levy requirement of \$3,194,028 or 1.4 per cent;
3. An additional contribution towards the City's long-term goal of sustainable capital funding in the form of the dedicated infrastructure levy of 1.0 per cent of the overall 2018 net levy;
4. Local board expansions totaling a net levy requirement of \$567,409 or 0.25 per cent



**[guelph.ca/budget](http://guelph.ca/budget)**



@cityofguelph, #GuelphBudget



Facebook.com/cityofguelph

