

Tax supported operating strategy

2019 approved operating budget



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Introduction

Approved 2019 budget

The approved 2019 tax supported operating budget is the City of Guelph's realistic plan to build a stable financial foundation for the City. The tax supported operating budget was prepared in accordance with the Council approved Budget, Debt Management, and General Reserve and Reserve Fund policies.

The City and its staff is focused on delivering service and value to the community. This budget enables the City to continue its focus on customer service by investing in the services that matter to residents while remaining affordable for taxpayers.

The approved 2019 budget reflects an increased net levy requirement of 2.69 per cent. The approved budget takes into consideration inflationary cost pressures such as compensation, hydro and natural gas, fuel and diesel, software maintenance costs and other contractual increases. Further to this, the budget includes estimated increases for outstanding labour contract negotiations, impacts of previous Council decisions, operating impacts from capital approved during the 2018 budget deliberations, and the one per cent dedicated infrastructure levy.

Revenue adjustments have also been incorporated to mitigate against rising property tax rates where possible and include increases to user fees for programs and services, food and beverage sales, investment income and parking fees. Further, assessment growth revenue for 2019 budget has been included at \$3.7 million which should be used to fund growth related operating increases. The budget reflects that some grants ended in 2018 and the corresponding revenue and expenses have been removed from the budget.

The successful merger of Guelph Hydro with Alectra has resulted in net new on-going dividend revenue of \$1 million in 2019 which the City has applied towards the dedicated infrastructure levy. This is consistent with the recommendation by staff through report CS-2019-02 2019-2028 Approved Capital Budget and Forecast.

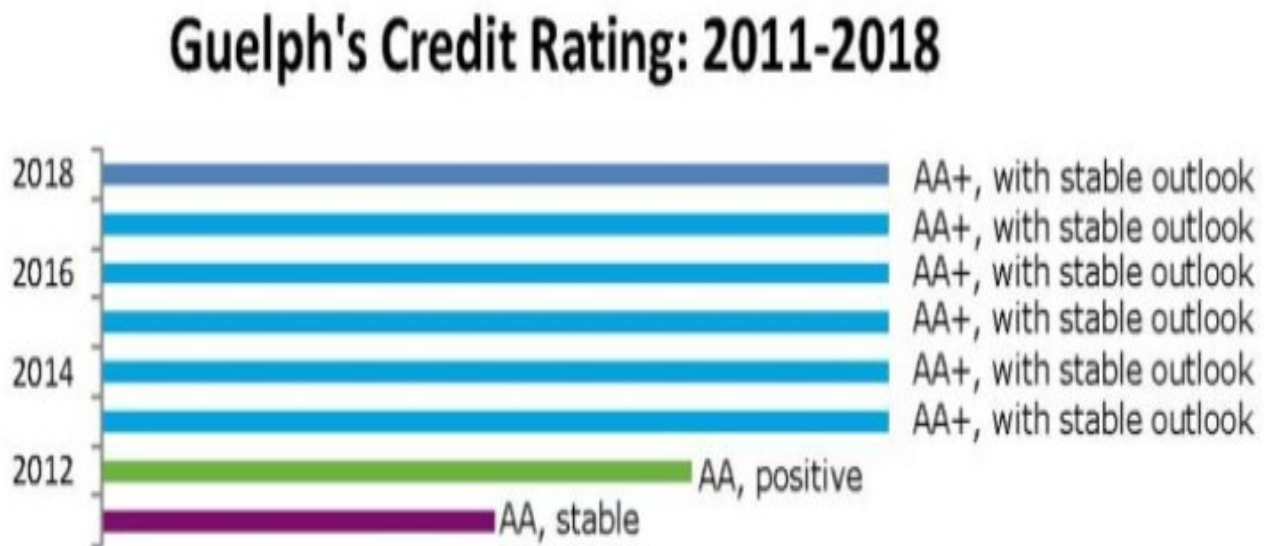
The City has also used a reserve strategy to fund one-time initiatives and one-time budget pressures totalling \$1,905,315 to further reduce the property tax impact as affordability continues to be a primary consideration. As a reminder, a reserve strategy was also used in the 2019 non-tax operating budget as the water and wastewater contingency reserves allowed for this flexibility. Healthy, well-managed reserves can allow for this budgetary flexibility and staff are pleased that with the recent reserve and reserve fund review, the City is now in a position to better use the reserves in this type of strategic manner.

Financial policies

Guelph has developed solid financial policies that guide corporate decisions, including the development of the annual budget. This work has consistently been recognized and is reflected in the City's credit rating.

In 2018, the City's credit rating was reaffirmed at AA+ with a stable outlook. This reflects the City's strong financial management framework and policies that drive transparent and accountable financial decisions, including debt management. This solid financial foundation provides a platform on which to maintain quality core services while looking to enhancing quality of life for residents through new services and facilities.

Figure 1, Guelph's credit rating 2011-2018



Build-a-budget model

Departmental base operating impacts - \$1,984,429

The approved City departmental base operating budget represents an increase of 0.83 per cent or \$1.98 million.

Included in the base budget figures above is an adjustment for Environmental Services Solid Waste Resources related to operations at the Material Recovery Facility (MRF) due to ending of the contract to process another municipality's recyclable materials. These budget reductions are the result of a successful service review process and are reflected in changes in product sales, compensation, and other purchased goods and services. In addition, the Solid Waste Resources budget has made adjustments to product sales to reduce revenue risk related to the sale of carbon credits and the sale of recyclable materials. These adjustments to Solid Waste Resources in total represented a \$0.854 million or 0.36 per cent net levy impact.

Other key drivers to changes within department budgets include:

- user fees, licenses and permit fee increases
- investment income and dividend income increases
- stewardship Ontario grant increase for blue box recycling offset by grant reductions for climate change, healthy kids, and DAIR due to completion of grants
- compensation economic increases as outlined in collective agreements
- repairs and maintenance cost increases due to contractual increases for waste haulage, software maintenance, and janitorial services
- consulting cost decreases related to expiration of grants and other consulting reductions
- realignment of budgets to actual trends for risk management and corporate insurance expenses

City departments were given both revenue and expenditure targets that were unique to the service area that reflected operating needs. In most cases, departments were required to find efficiencies to be able to meet the expenditure targets and this has led to a base departmental increase of only a net 1.5 per cent. Further reductions to the city department base budget would impact service delivery.

Capital financing and general revenue base operating budget - \$3,762,656

The approved capital financing and general revenue base operating budget represents an increase of 1.61 per cent or \$3.76 million. The key drivers of this budget increase include the following:

- Increase transfers to capital reserve and reserve funds to continue along the path towards sustainable funding and closing the infrastructure gap.
- Increase in Tax Increment Based Grants in accordance with the Council approved plan to fund the Community Improvement Plans.
- Increase additional taxation revenue due to growth.
- Additional decrease in vacant unit tax rebates due to Councils approval of report CS-2017-67 in 2017.

Local boards and shared services base operating budget - \$1,318,904

The approved local board and shared services operating budget represents an increase of 0.56 per cent or \$1.32 million. This budget is discussed in further detail through staff report CS-2019-07 and was presented by local boards on February 13, 2019. Please refer to tab 4 in the budget binder for this material.

Council in-year decisions - \$1,253,075

Through the 2018 budget and other 2018 in-year reports, Council made a number of decisions that directly impacted the 2019 base operating budget. The transit Route 3 is approved to be funded through a one-time transfer from Contingency Reserve. These changes are outlined in Table 1 below and include the links to the associated staff report for further information.

Table 1, Council in-year decisions summary

	Staff report	2019 approved budget	2019 reserve transfer (from)/to	2019 levy impact
2019 operating impacts from approved 2018 capital projects	CS 2017-81 2018-2027 Capital Budget and Forecast October 26, 2017 Page 48	\$350,360		0.15%

	Staff report	2019 approved budget	2019 reserve transfer (from)/to	2019 levy impact
Transit Route 3 – half year cost to June 2019	PS-2018-22 Guelph Transit - Route 3	\$175,715	(\$175,715)	0.00%
Council Remuneration	CS-2018-56 Council Remuneration Advisory Committee Report	\$127,000		0.05%
Cancellation of on-street paid parking	IDE-2018-69 Downtown Parking Master Plan Update	\$600,000		0.26%
Total		\$1,253,075	(\$175,715)	0.46%

Assessment growth - \$3,771,060

Assessment growth revenue included in the 2019 approved budget is \$3.77 million. This is an increase over 2018 of \$1,497,433 and these revenues should be directed towards growth related operating costs.

City departmental growth budget requests - \$977,752

City departmental growth requests total \$977,752. The requests include a total of 13 new full-time equivalent (FTE) positions funded for six months in 2019. Further information can be found on page 129 through 130 in this document.

Local boards growth budget requests - \$558,200

Guelph Police Services (GPS) submitted growth budget requests as part of the 2019 budget process. There is additional legislation governing the local boards and shared services budgets. For GPS, Council must establish an overall budget, Council may not accept or reject specific items within the budget, and disputes are heard by the Ontario Civilian Commission on Police Services. Therefore, Council will need to consider these expansions when Council approves the budget for local boards and shared services. Budgets for local board and shared service were presented to Council on February 13, 2019.

City departmental service enhancement budget requests - \$518,626

Council approved the Transit Service Review budget request in the amount of \$398,626 which included \$2.70 million of capital funding to purchase five buses along with three FTEs and \$100,000 for contract staff to conduct a route review.

Other considerations for Council

Although not approved by staff, Council considered the budget requests below. Table 2 provides a summary. For a complete listing of other Council decisions, see table 106.

Table 2, Other considerations for Council

Service enhancement budget request	Service area	FTEs	2019 Approved	2019 Not Approved
Council Training (total request was for \$42,250 Council approved 50 per cent)	Council	0	\$21,125	\$21,125
Council Administrative Assistant	Council	0.5		\$26,300
Yard Waste Collection	IDE	0		\$375,000
Hardscaped Medians	PS	0		\$59,300
Rotary Trail (funded from 2018 surplus)	PS	0	\$158,000	
Total		0	\$179,125	\$481,725

Financial summary

The City's approved 2019 budget is \$244,126,832 which represents a 2.69 per cent net tax levy increase over 2018.

The budget is based on estimates reflective of historic trends to minimize year-end variances.

The following chart summarizes the approved 2019 operating budget by service area and includes the dedicated infrastructure levy as well as the staff approved growth and service enhancement budget requests.

Table 3, Mayor and Council approved operating budget

Mayor and Council	2018 budget	2019 approved budget	2019 budget change	2019 budget change
Mayor	\$404,595	\$455,180	\$50,585	12.5%
Council	\$574,910	\$673,680	\$98,770	17.2%
Total Mayor and Council	\$979,505	\$1,128,860	\$149,355	15.2%

Table 4, CAO approved operating budget

CAO	2018 budget	2019 approved budget	2019 budget change	2019 budget change
CAO Administration	\$731,475	\$666,225	(\$65,250)	(8.9%)
Strategy, Innovation and Intergovernmental Services	\$1,027,920	\$1,088,950	\$61,030	5.9%
Internal Audit	\$367,473	\$288,663	(\$78,810)	(21.4%)
Corporate Communications and Customer Service	\$996,790	\$1,082,440	\$85,650	8.6%
Business Process Management	\$393,907	\$258,600	(\$135,307)	(34.3%)
Total CAO	\$3,517,565	\$3,384,878	(\$132,687)	(3.8%)

Table 5, Infrastructure, Development and Enterprise Services approved operating budget

Infrastructure, Development and Enterprise Services	2018 budget	2019 approved budget	2019 budget change	2019 budget change
IDE Administration	\$245,670	\$193,530	(\$52,140)	(21.2%)
Planning and Building Services	\$3,360,975	\$3,530,320	\$169,345	5.0%
Facilities Management	\$5,402,470	\$5,376,007	(\$26,463)	(0.5%)
Engineering and Transportation Services	\$1,994,808	\$2,229,226	\$234,418	11.8%
Environmental Services	\$11,940,318	\$12,964,880	\$1,024,562	8.6%
Business Development and Enterprise Services	\$1,439,590	\$1,487,902	\$48,312	3.4%
Total Infrastructure, Development and Enterprise Services	\$24,383,831	\$25,781,865	\$1,398,034	5.7%

Table 6, Public Services approved operating budget

Public Services	2018 budget	2019 approved budget	2019 budget change	2019 budget change
PS Administration	\$430,560	\$438,850	\$8,290	1.9%
Parks and Recreation Services	\$13,275,006	\$13,783,392	\$508,386	3.8%
Culture, Tourism and Community Investment	\$6,153,931	\$6,531,282	\$377,351	6.1%

Public Services	2018 budget	2019 approved budget	2019 budget change	2019 budget change
Guelph Transit	\$17,698,350	\$18,797,767	\$1,099,417	6.2%
Operations	\$14,659,039	\$15,297,954	\$638,915	4.4%
Fire Services	\$26,575,910	\$26,550,096	(\$25,814)	(0.1%)
Guelph-Wellington Paramedic Services	\$6,629,395	\$6,461,281	(\$168,114)	(2.5%)
Total Public Services	\$85,422,191	\$87,860,622	\$2,438,431	2.9%

Table 7, Corporate Services approved operating budget

Corporate Services	2018 budget	2019 approved budget	2019 budget change	2019 budget change
CS Administration	\$331,610	\$328,500	(\$3,110)	(0.9%)
Human Resources	\$2,580,585	\$2,794,035	\$213,450	8.3%
Information Technology	\$5,291,715	\$5,501,410	\$209,695	4.0%
City Clerk's Office	\$1,628,530	\$1,704,450	\$75,920	4.7%
Finance	\$2,369,865	\$2,551,572	\$181,707	7.7%
Legal, Realty and Court Services	\$1,836,520	\$1,581,300	(\$255,220)	(13.9%)
Total Corporate Services	\$14,038,825	\$14,461,267	\$422,442	3.0%

Table 8, Shared Services approved operating budget

Shared Services	2018 budget	2019 approved budget	2019 budget change	2019 budget change
Shared Services	\$22,341,117	\$22,109,117	(\$232,000)	(1.0%)
Public Health	\$3,868,973	\$3,946,400	\$77,427	2.0%
Total Shared Services	\$26,210,090	\$26,055,517	(\$154,573)	(0.6%)

Table 9, Local Boards approved operating budget

Local Boards	2018 budget	2019 approved budget	2019 budget change	2019 budget change
Guelph Police Services	\$40,301,300	\$42,019,900	\$1,718,600	4.3%
Guelph Public Library	\$9,089,062	\$9,363,062	\$274,000	3.0%
The Elliott Community	\$1,514,557	\$1,553,634	\$39,077	2.6%
Total Local Boards	\$50,904,919	\$52,936,596	\$2,031,677	4.0%

Table 10, General and Capital Financing approved operating budget

General and Capital Financing	2018 budget	2019 approved budget	2019 budget change	2019 budget change
General Expenditures	\$5,280,706	\$6,465,111	\$1,184,405	22.4%
General Revenues	(\$244,594,736)	(\$256,512,596)	(\$11,917,860)	4.9%
Capital Financing	\$31,189,405	\$35,270,181	\$4,080,776	13.1%

General and Capital Financing	2018 budget	2019 approved budget	2019 budget change	2019 budget change
Grants	\$2,667,700	\$3,167,700	\$500,000	18.7%
Total General and Capital Financing	(\$205,456,925)	(\$211,609,604)	(\$6,152,679)	3.0%

Table 11, Total tax supported and levy requirements

	2018 budget	2019 approved budget	2019 budget change	2019 budget change
Total tax supported (including assessment growth)	\$234,129,965	244,126,832	\$9,996,867	2.69%

Funding the budget

The City's budget is comprised of costs which the municipality can control and those it cannot.

The costs which the City cannot control are due to relationships with other levels of government and autonomous boards, and are related to contractual and legislated responsibilities. For the City this means that 33 per cent of the budget is not directly controlled by City Council.

- The approved 2019 local boards and shared services budget increase over 2018 is \$2,031,677 or 0.91 per cent tax levy impact.
- Detailed information about Guelph Police Services Board, The Elliott Community, Wellington-Dufferin-Guelph Public Health, Social Services and Social Housing and the Guelph Public Library Board was presented as part of the approved 2019 local boards and shared services budget.

The costs which the City and Council can control are those relating to departmental budgets, Council decisions and, to an extent, uncontrollable adjustments. For the City this means that 67 per cent of the tax supported budget is directly controlled by City Council.

For the taxpayer, this means that of every \$1 collected in municipal taxes, the City retains roughly \$0.67 to deliver the services the community uses every day; services like fire and emergency response, snow removal, public transportation, curbside collection, parks and public spaces, recreation programs and seasonal events, community centres and museums, public art and street lighting.

Tax stabilization

The City's Operating Contingency Reserves are intended to manage the tax levy, mitigate fluctuations to the tax rate for planned one-time operating budget impacts, fund any year-end variances and prevent sudden tax levy increases, particularly during financially difficult times or exceptional events. The collective tax supported contingency reserves are not yet at the targeted levels of 8–10 per cent of gross expenditures.

Additional information related to City reserves is included on pages 119 through 126.

Historical actuals

Over the past five years, the average annual operating budget increase has been three per cent. For the approved 2019 budget, the net operating tax levy is 3.96 per cent.

Table 12, Historical tax levy increases

Year	Tax levy increase	Equivalent to 1 per cent increase(\$M)
2014	2.38%	\$1.93
2015	3.55%	\$2.00
2016	2.99%	\$2.16
2017	3.15%	\$2.25
2018	2.95%	\$2.34
5 year average	3.00%	
2019 approved	2.69%	\$2.34

Office of the Mayor

The Office of the Mayor is a prominent public face of the City for citizens, businesses, community organizations, media, elected officials and other governments.

The Office of the Mayor supports the Mayor in the execution of duties as articulated in the Municipal Act, 2001. These include representing the municipality within and outside the city; promoting the city locally, nationally, and internationally; encouraging public involvement in City initiatives; and fostering the economic, social, and environmental well-being of the city and its residents.

2019 initiatives

Our services

- Use new customer service software to improve 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). LUMCO is comprised of mayors of municipalities with more than 100,000 residents, who collectively represent approximately 67 per cent of Ontario's population. It advocates to the provincial and federal governments on issues and policies important to Ontario's largest cities.

Financial information

Table 13, Office of the Mayor budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$358,884	\$365,100	\$416,000	\$50,900	13.9%
Purchased goods	\$18,979	\$16,635	\$18,260	\$1,625	9.8%
Purchased services	\$7,435	\$22,060	\$20,920	(\$1,140)	(5.2%)
Internal charges	\$2,925	\$800	\$0	(\$800)	(100.0%)
Total expenditures	\$388,223	\$404,595	\$455,180	\$50,585	12.5%

This budget represents 12.5 per cent increase or \$50,585 over 2018.

Explanation of changes

- \$50,900 increase in compensation due to the Federal Government's elimination of the tax exemption for elected officials
- \$1,625 increase in training budget
- \$1,140 decrease in communication expenses

City Council

Guelph's City Council is elected to represent and consider the interest and well-being of the public and municipality. Through their term in office, Council will:

- Develop and evaluate municipal policies and programs.
- Determine which services the municipality will provide.
- Ensure administrative and controllership policies, practices and procedures are in place to implement Council decisions.
- Ensure accountability and transparency of municipal operations.
- Maintain the financial integrity of the municipality.
- Carry out the duties of Council under the Municipal Act, 2001 and any other Act.

2019 initiatives

Our people

- Participate in orientation and training to ensure an effective transition to this new term of Council.

Financial information

Table 14, City Council budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$491,499	\$488,700	\$571,300	\$82,600	16.9%
Purchased goods	\$4,959	\$6,000	\$25,500	\$19,500	325.0%
Purchased services	\$38,943	\$80,210	\$76,880	(\$3,330)	(4.2%)
Internal charges	\$192	\$0	\$0	\$0	0.0%
Total expenditures	\$535,593	\$574,910	\$673,680	\$98,770	17.2%

This budget represents 17.2 per cent increase or \$98,770 over 2018.

Explanation of changes

- \$82,600 increase in compensation mainly due to the Federal Government's elimination of the tax exemption for elected officials
- \$19,500 increase in training budget
- \$3,330 decrease in communication expenses

Office of the Chief Administrative Officer

The Chief Administrative Officer (CAO) is appointed by, and reports directly to, City Council. Based on delegated authorities from City Council, the CAO will:

- Oversee the overall administration of the City.
- Ensure the strategic direction for the City's short- and long-term corporate objectives are set and achieved.
- Ensure the implementation of policy decisions made by City Council.
- Ensure all departments adhere to the highest standards of service, accountability and values of the corporation.
- Build current and future leadership of the corporation to fully achieve its Leadership Charter.

The Office of the CAO oversees four functions:

- Business Process Management Office
- Corporate Communications and Customer Service
- Internal Audit
- Strategy, Innovation and Intergovernmental Services

Financial information

This budget represents a 3.1 per cent decrease or \$132,687 below 2018.

Table 15, Office of the CAO, service area budget trend 2017 to 2019

CAO	2018 budget	2019 approved budget	2019 budget change	2019 budget change
CAO Administration	\$731,475	\$666,225	(\$65,250)	(8.9%)
Strategy, Innovation and Intergovernmental Services	\$1,027,920	\$1,088,950	\$61,030	5.9%
Internal Audit	\$367,473	\$288,663	(\$78,810)	(21.4%)

CAO	2018 budget	2019 approved budget	2019 budget change	2019 budget change
Corporate Communications and Customer Service	\$996,790	\$1,082,440	\$85,650	8.6%
Business Process Management	\$393,907	\$258,600	(\$135,307)	(34.3%)
Total CAO	\$3,517,565	\$3,384,878	(\$132,687)	(3.8%)

Table 16, Office of the CAO, administration budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$480,755	\$417,200	\$424,800	\$7,600	1.8%
Purchased goods	\$8,858	\$11,600	\$11,600	\$0	0.0%
Purchased services	\$71,662	\$302,175	\$229,825	(\$72,350)	(23.9%)
Internal charges	\$75,759	\$500	\$0	(\$500)	(100.0%)
Total expenditures	\$637,034	\$731,475	\$666,225	(\$65,250)	(8.9%)

Explanation of changes

- \$72,350 decrease in purchased services \$350 for cellular phone charges and \$72,000 related to Council's approval of the mitigation memo
- \$500 decrease in internal charges for in-house print shop charges

Strategy, Innovation and Intergovernmental Services

Strategy, Innovation and Intergovernmental Services supports exceptional City leadership, accountability and service excellence by building strong relationships with other levels of government, citizens and stakeholders. The department partners with others to create and implement corporate-wide strategy, policy and programs to support the organization to innovate, improve and meet its corporate and service area goals.

Policy and Intergovernmental Relations

- promote the City's identity, value proposition/profile by building and fostering relationships with government decision-makers
- support funding opportunities for the City by coordinating federal and provincial grant application processes
- collaborate with local and regional partners and municipal networks to address common needs and advocate for policy changes

Strategy and Community Engagement

- Co-ordinate corporate-wide planning, accountability and performance management processes, including performance/impact tracking and reporting to the public and stakeholders.
- Develop and deliver engagement programming to further civic education and stakeholder involvement in municipal decision making.
- Provide in-house community engagement and facilitation services to support public participation in municipal decision making through transparent, consistent and coordinated community engagement processes.
- Carry out major City surveys and engagement projects such as the Citizen Satisfaction Survey.

Innovation and Improvement

- Act as ambassadors and leaders in the field of municipal innovation. Represent the City as thought leaders at conferences, speaking engagements, multi-city and cross jurisdictional collaborations and networks.
- Manage a variety of innovation programs including the Civic Accelerator and the Municipal Innovation Exchange and coordinate the Improvement Network to build capacity of employees to innovate, engage and deliver service excellence to grow a culture of innovation and service modernization across all City departments.

- Attract and leverage new funding, partnerships and resources to support municipal problem solving and programs.
- Accelerate the delivery of a comprehensive digital service experience for citizens by partnering with departments to modernize their services.

Strategic Communications and Public Affairs

- Support the organization with reputation management.
- Deliver strategic communications in support of the Office of the CAO to ensure consistency of messaging and corporate vision.

2019 initiatives

Our services

- Continue to provide the Council and community with clear accountability reports on the City's performance, value and organizational improvement. Implement continuous improvement practices across the organization, continue public performance dashboard development based on stakeholder feedback.
- Continue to coordinate and grow innovation programs through the Improvement Network including growth and scaling of the Civic Accelerator as a means to procure innovation. Lead the Municipal Innovation Exchange, which is an extension of the Civic Accelerator program, in developing multi-city challenges that will result in improved services for citizens.
- Lead the submission of the final proposal to Infrastructure Canada's Smart Cities Challenge. The proposal, developed in concert with the County of Wellington, community agencies, academia and businesses, contemplates a vision that Guelph/Wellington will become Canada's first technology-enabled circular food economy.

Our resources

- Complete the Community Plan and bring the plan to Council for endorsement.
- Review the City's core strategy to align with the Community Plan.
- Continue to support and coordinate Provincial and Federal Infrastructure Funding opportunities. Most notably ensuring success in receiving federal Phase 2 Investing in Canada infrastructure funding. Access to funding supports the City's financial sustainability and advancement of key infrastructure priorities.

Our people

- Support the Mayor, Council and staff to increase leadership opportunities in municipal and relevant associations and delegations to increase influence and advocacy opportunities with other levels of government.

- Build capacity of employees in the areas of continuous improvement, problem solving and community engagement through existing and new programming.

Financial information

Table 17, Strategy, Innovation and Intergovernmental Services revenue trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$59,411)	\$0	\$0	\$0	0.0%
Internal recoveries	(\$81,032)	\$0	(\$266,000)	(\$266,000)	n/a
Total revenue	(\$140,443)	\$0	(\$266,000)	(\$266,000)	n/a

Explanation of changes

- \$266,000 increase for a one-time reserve transfer to fund the 2019 Community Plan work

Table 18, Strategy, Innovation and Intergovernmental Services expenditure trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$896,930	\$879,100	\$1,058,300	\$179,200	20.4%
Purchased goods	\$5,992	\$7,518	\$7,518	\$0	0.0%
Purchased services	\$208,966	\$141,302	\$289,132	\$147,830	104.6%
Internal charges	\$15,466	\$0	\$0	\$0	0.0%

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Total expenditures	\$1,127,354	\$1,027,920	\$1,354,950	\$327,030	31.8%

Explanation of changes

- \$116,000 compensation increase due to addition of a temporary community plan activator position
- \$147,830 net increase in purchased services mainly due to one-time community plan activities

Table 19, Strategy, Innovation and Intergovernmental Services net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$986,911	\$1,027,920	\$1,088,950	\$61,030	5.9%

Business Process Management

The primary mandate of Business Process Management (BPM) is to ensure the organization is operating both effectively and efficiently through the facilitation, development and promotion of business process management capabilities. BPM is an internal service provided to departments and the organization. BPM provides services to guide, review, support and encourage process improvement and management activities.

2019 initiatives

Our services

- Conduct business service reviews to examine service provision and service levels aiming toward the most efficient and effective delivery of City services.
- Develop multi-year business service review plan.
- Support ongoing continuous improvement activities through cross-functional collaboration.

Our resources

- Further develop and implement standard processes and tools for continuous and process improvement.
- Develop a service inventory and service profiles for City's services.

Our people

- Enable continuous improvement through ongoing training and workshops.

Financial information

Table 20, Business Process Management revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
External recoveries	(\$108,000)	\$0	\$0	\$0	0.0%
Internal recoveries	(\$3,000)	(\$100,000)	(\$118,800)	(\$18,800)	18.8%

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Total revenue	(\$111,000)	(\$100,000)	(\$118,800)	(\$18,800)	18.8%

Explanation of changes

- \$100,000 decrease in transfer from reserve as this was one-time in nature
- \$118,800 increase in revenue due to increase in internal recoveries

Table 21, Business Process Management expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$538,212	\$368,301	\$341,700	(\$26,601)	(7.2%)
Purchased goods	\$2,439	\$2,275	\$2,550	\$275	12.1%
Purchased services	\$58,789	\$123,331	\$33,150	(\$90,181)	(73.1%)
Internal charges	\$1,711	\$0	\$0	\$0	0.0%
Total expenditures	\$601,151	\$493,907	\$377,400	(\$116,507)	(23.6%)

Explanation of changes

- \$26,601 decrease in compensation is mainly due to reorganization of staff
- \$90,181 net decrease in purchased services due to reduction in one-time council approved consulting to support transit business service review

Table 22, Business Process Management net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$490,151	\$393,907	\$258,600	(\$135,307)	(34.3%)

This budget represents a 34.3 per cent decrease or \$135,307 below 2018.

Corporate Communications and Customer Service

The Corporate Communications and Customer Service department provides communications services through a variety of channels to various audiences. The department supports the City and its departments by providing timely, relevant, objective, factual, easy-to-understand information and engagement opportunities to citizens.

Corporate Communications

The Corporate Communications division provides support that enables the City to meet its business and service goals by:

- Fostering an engaged community that participates in the public process and recognizes its role in addressing issues, and contributing to municipal policy and solutions.
- Informing citizens about the City services, initiatives and activities.
- Enhancing communication within the organization.
- Enhancing staff's capacity to anticipate and respond to issues effectively.
- Establishing and building on mutually beneficial, trustworthy relationships with stakeholders.

Customer Service

The Customer Service division is a key partner and business enabler in delivering service that is citizen-focused. In partnership with our service delivery partners the division develops strategy to support citizen service directly across multiple channels: in person, via phone, mobile, email and social to create an easy, consistent, and high quality customer service experience for all citizens.

2019 initiatives

Our services

- Implement *Service Simplified; a Customer Service Strategy*.

Our resources

- Continue to support 85 recurring initiatives and services, along with dozens of new services, programs and opportunities for public involvement. This is part of the department's core service function: strategic communications planning, implementation and management.

Our people

- Implementation of the City's internal communications strategy.

Financial information

Table 23, Corporate Communications and Customer Service revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
External recoveries	(\$29,377)	(\$20,000)	(\$20,000)	\$0	0.0%
Internal recoveries	(\$486,158)	(\$487,400)	(\$441,500)	\$45,900	(9.4%)
Total revenue	(\$515,535)	(\$507,400)	(\$461,500)	\$45,900	(9.0%)

Explanation of changes

- \$45,900 net decrease in revenue mainly due to reduction in internal advertising chargebacks

Table 24, Corporate Communications and Customer Service expenditures budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$1,151,830	\$1,235,190	\$1,263,490	\$28,300	2.3%
Purchased goods	\$7,133	\$14,900	\$14,500	(\$400)	(2.7%)
Purchased services	\$244,304	\$253,700	\$265,950	\$12,250	4.8%
Internal charges	\$3,862	\$400	\$0	(\$400)	(100.0%)
Total expenditures	\$1,407,129	\$1,504,190	\$1,543,940	\$39,750	2.6%

Explanation of changes

- \$12,250 increase in purchased services due to increase in professional consulting and advertising expenses

Table 25, Corporate Communications and Customer Service net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$891,594	\$996,790	\$1,082,440	\$85,650	8.6%

This budget represents an 8.6 per cent or \$85,650 increase over 2018.

Budget requests

Corporate Customer Service – not approved

Internal Audit

Internal Audit is an independent assurance and consulting function designed to add value and improve the City's operations and systems of internal controls.

Internal Audit brings a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes.

Internal Audit undertakes:

- Helping the organization focus on strong controls, accurate reporting, effective oversight, mitigation of risks, and protection of investments.
- Assisting management and Council in identifying risks.
- Providing insight on effectiveness of controls and compliance with policies, procedure, regulations, and recommends improvements.
- Developing a risk based three-year work plan.
- Overseeing the risk management framework.
- Conducting special investigations.

2019 initiatives

Our services

Council and senior management rely on Internal Audit for objective assurance and insight on the effectiveness and efficiency of governance, risk management and internal control processes.

- Perform audit projects included in the 2019 work plan.
- Review and update the Internal Audit Charter.

Financial information

Table 26, Internal Audit revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Internal recoveries	(\$10,291)	\$0	(\$88,300)	(\$88,300)	n/a
Total revenue	(\$10,291)	\$0	(\$88,300)	(\$88,300)	n/a

Explanation of changes

- \$88,300 increase in revenue due increase in internal recoveries

Table 27, Internal Audit expenditures budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$234,646	\$321,800	\$326,000	\$4,200	1.3%
Purchased goods	\$1,586	\$1,963	\$1,963	\$0	0.0%
Purchased services	\$1,092	\$43,710	\$49,000	\$5,290	12.1%
Internal charges	\$2,321	\$0	\$0	\$0	0.0%
Total expenditures	\$239,645	\$367,473	\$376,963	\$9,490	2.6%

Explanation of changes

- \$5,290 increase in purchased services is due to additional professional consulting costs

Table 28, Internal Audit net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$229,354	\$367,473	\$288,663	(\$78,810)	(21.4%)

This budget represents a 21.4 per cent decrease or \$78,810 below 2018.

Infrastructure, Development and Enterprise Services

Infrastructure, Development and Enterprise's (IDE) dedicated team plans, protects, builds, sustains and grows Guelph's high quality of life and strong economy. Community safety, innovation, environmental leadership and building partnerships is at the heart of what it does.

This service area's tax supported departments—Engineering and Transportation Services, Environmental Services' Solid Waste Resources, Facilities Management, and Planning and Building Services—manage critical municipal assets, policies, services and infrastructure that citizens, visitors, students and businesses rely on every day. The Business Development and Enterprise department develops strategy and programs that attract and retain foreign and local business investment and drive economic growth in our community. The Guelph Innovation District Office leads the City's efforts to create a world-class community within Guelph's eastern gateway, inspired by the beautiful property's 100-year-old unique history.

The following four divisions are also a part of this service area and their budgets are available in the City's non-tax supported budget: Stormwater Management; Water Services; Wastewater Services; and the Ontario Building Code Administration

All IDE departments are committed to continuously improving and building partnerships with a variety of stakeholders including developers, builders and businesses. The IDE team's 'get to yes' approach is built on great service, advice and tools that make it easy to do business with City Hall and invest in Guelph.

Equally important for the IDE service area is its efforts to work across departments on creating a culture of alignment and collaboration to improve internal processes, employee engagement and ultimately, more efficient and innovative service delivery.

Financial information

This budget represents 5.7 per cent increase or \$1,398,034 over 2018.

Table 29, Infrastructure, Development, and Enterprise Services, service area total net budget trend 2017 to 2019

Infrastructure, Development and Enterprise Services	2018 budget	2019 approved budget	2019 budget change	2019 budget change
IDE Administration	\$245,670	\$193,530	(\$52,140)	(21.2%)
Planning and Building Services	\$3,360,975	\$3,530,320	\$169,345	5.0%
Facilities Management	\$5,402,470	\$5,376,007	(\$26,463)	(0.5%)
Engineering and Transportation Services	\$1,994,808	\$2,229,226	\$234,418	11.8%
Environmental Services	\$11,940,318	\$12,964,880	\$1,024,562	8.6%
Business Development and Enterprise Services	\$1,439,590	\$1,487,902	\$48,312	3.4%
Total Infrastructure, Development and Enterprise Services	\$24,383,831	\$25,781,865	\$1,398,034	5.7%

**Table 30, Infrastructure, Development, and Enterprise Services,
administration revenue budget trend 2017 to 2019**

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Internal recoveries	(\$207,983)	(\$149,400)	(\$210,000)	(\$60,600)	40.6%
Total revenue	(\$207,983)	(\$149,400)	(\$210,000)	(\$60,600)	40.6%

Explanation of changes

- \$60,600 increase in revenue for internal recoveries

**Table 31, Infrastructure, Development, and Enterprise Services,
administration expenditure budget trend 2017 to 2019**

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$414,517	\$366,000	\$369,700	\$3,700	1.0%
Purchased goods	\$2,473	\$5,000	\$5,000	\$0	0.0%
Purchased services	\$16,902	\$21,970	\$28,330	\$6,360	28.9%
Internal charges	\$85	\$2,100	\$500	(\$1,600)	(76.2%)
Total expenditures	\$433,977	\$395,070	\$403,530	\$8,460	2.1%

Explanation of changes

- \$6,360 increase in purchased services for travel and training

**Table 32, Infrastructure, Development, and Enterprise Services,
administration net budget trend 2017 to 2019**

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$225,994	\$245,670	\$193,530	(\$52,140)	(21.2%)

This budget represents a 21.2 per cent decrease or \$52,140 below 2018.

Planning and Building Services

The Planning and Building Services department works with multiple City departments, outside agencies, community stakeholders, residents, developers and homebuilders to ensure Guelph continues to be a vibrant, accessible, inclusive and beautiful community that attracts residents, businesses and visitors. The department provides all facets of planning, urban design and building services for the development and building industry, and the citizens of Guelph. In addition to supporting the focus areas of the Corporate Administrative Plan, the department is leading and participating in the Building Partnerships initiative and creating a culture of alignment and collaboration.

Development Planning

- Process approvals for Official Plan and Zoning Bylaw amendments, plans of subdivisions and condominiums, and site plans.
- Review and comment on Committee of Adjustment applications to address compliance with relevant planning policies.
- Approve part lot control.
- Provide advice and information to the development community and public regarding City land use, planning policies and procedures.
- Review development applications for urban design and landscaping elements.
- Identify and implement continuous improvement and customer service initiatives in relation to development approvals processes.

Policy Planning and Urban Design

- Prepare Official Plan updates and secondary plans to ensure compliance with provincial and federal legislation and to reflect the community's values and aspirations.
- Develop and implement urban design policies and guidelines to ensure new development meets Guelph's goals for a well-designed, safe, inclusive, appealing and sustainable city.
- Provide data and statistical information analysis to support planning and interdepartmental projects.
- Review and prepare environmental policies to protect and enhance Guelph's natural assets including rivers, waterways, urban forest and other naturalized spaces.
- Protect and preserve Guelph's cultural assets and places of historic significance through heritage planning.
- Support the efficient processing of development applications.

Building Services

- Issue building permits and conduct building inspections as required under the Building Code Act and Building Bylaw.
- Administer and enforce various City by-laws including the Zoning, Swimming Pool, Two Unit Registration and Sign bylaws.
- Administer the Termite Control Program, Backflow Prevention Program and Sewage System Maintenance Inspection Program.

2019 initiatives

Our services

- Recommend a new Sign Bylaw to Council to address newer best practices and industry, technology and other changes that have occurred since the bylaw was last comprehensively reviewed in 1996.
- Continue major land use planning studies, including the Clair-Maltby Secondary Plan and Commercial Policy Review; initiate the City's comprehensive Zoning Bylaw review and begin scoping the City's next Official Plan Review and Growth Plan Conformity Exercise.
- Work collaboratively with other City departments to continue to advance continuous improvement and customer service initiatives related to development approvals through Building Partnerships.

Our resources

- Continue to support long-term corporate financial planning and master planning initiatives through such measures as provision of municipal growth forecasts, demographic data and other analytics.
- Work with multiple departments to finalize the Cultural Heritage Action Plan, implement the Urban Design and Natural Heritage Action Plans and collaborate to align resources accordingly (staff and budget).
- Continue to align resources across multiple departments to support the Clair-Maltby Secondary Plan process.

Our people

- Support staff involvement in working groups to improve work place culture.
- Ensure staff are engaged with the Building Partnerships business direction and the associated four pillars through collaboration with Building Partnerships Management Committee.
- Implement a Workforce Plan for Planning Services to address anticipated workforce and organizational needs over the next five years. Workforce planning is part of the talent blueprint initiative in the Corporate Administrative Plan.

Financial information

Table 33, Planning and Building Services revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$573,815)	(\$461,800)	(\$492,500)	(\$30,700)	6.6%
Product sales	(\$1,182)	(\$200)	\$0	\$200	(100.0%)
Licenses and permits	(\$181,480)	(\$120,000)	(\$120,000)	\$0	0.0%
External recoveries	(\$117,374)	(\$110,000)	(\$110,000)	\$0	0.0%
Internal recoveries	(\$3,261,811)	(\$2,901,400)	(\$2,943,600)	(\$42,200)	1.5%
Total revenue	(\$4,135,662)	(\$3,593,400)	(\$3,666,100)	(\$72,700)	2.0%

Explanation of changes

- \$30,700 increase in user fees and services charges for planning fees
- \$42,200 increase in program support recoveries

Table 34, Planning and Building Services expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$6,407,129	\$6,715,900	\$6,934,675	\$218,775	3.3%

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Purchased goods	\$34,631	\$63,150	\$70,400	\$7,250	11.5%
Purchased services	\$220,727	\$133,825	\$145,945	\$12,120	9.1%
Other transfers	\$279,591	\$0	\$0	\$0	0.0%
Financial expenses	\$1,000	\$1,500	\$1,500	\$0	0.0%
Internal charges	\$192,536	\$40,000	\$43,900	\$3,900	9.8%
Total expenditures	\$7,135,61	\$6,954,375	\$7,196,420	\$242,045	3.5%

Explanation of changes

- \$44,425 increase in salaries and benefits for planning technician (policy and design) approved budget request
- \$7,000 increase in purchased services for equipment related to the planning technician approval
- \$12,120 increase in purchased services for cellular phones reallocated from non-tax Ontario Building Code Administration

Table 35, Planning and Building Services net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$2,999,952	\$3,360,975	\$3,530,320	\$169,345	5.0%

This budget represents a 5.0 per cent increase or \$169,345 over 2018.

Budget request

Planning Technician (Policy and Design) – approved March 5, 2019

Capital programs of work

Corporate Projects

Facilities Management

The Facilities Management department is involved in the maintenance, repair and energy efficient operation of more than 80 City facilities representing 1.1 million square feet of gross floor area. The program includes preventative maintenance, demand maintenance and repairs, building automation, energy efficiency, accessibility, property management, space planning, heritage restoration, asset management and project management of a large variety of capital building projects. Recent additions to the department include the Community Energy portfolio and the responsibility for the day-to-day operation of City Hall.

Facilities Management is involved in obtaining and addressing deficiencies identified in building condition assessments, roofing condition assessments, and structural assessment for the majority of the corporation's facilities. The department is responsible for documentation and management of hazardous materials inventory including asbestos, indoor air quality investigations, fire safety plans, fire alarm inspection and verification, service contract management, corporate oversight and implementation related to accessibility including training, site plan review, facility audits and upgrades, and a liaison role with the Accessibility Advisory Committee.

2019 initiatives

Our services

- Continue to find operational efficiencies and improve the customer and staff experience in our flagship facility, Guelph City Hall.
- Lead a cross-departmental review of our maintenance activities to improve coordination between departments, identify and address any service gaps, and improve efficiency.
- Continue improvements in the energy efficiency of our facilities through our collaboration across departments in finding low cost or no cost operational savings.

Our people

- Strengthen interdepartmental collaboration through the creation of the Energy, Water, and Climate Change committee (EWaCC), which focuses on energy efficiency related projects, water conservation, waste diversion, community energy and environmental initiatives.
- Continue to lead the Community Energy Initiative task force, now known as Our Energy Guelph, in developing Guelph's community energy plan.

Our resources

- Complete a facility needs assessment involving public works, parks operations, corporate building maintenance, transit, and solid waste divisions and updating the inventory of building condition assessments to inform the 10-year capital budget as part of the City's corporate asset management program.
- Upgrade accessibility at City facilities and provide site plan review services, consulting services to our construction project teams, and training of staff to ensure compliance with the AODA requirements.
- Continue to lead the City's tier-1 capital projects including the expansion and renovation of the Guelph Police Services headquarters, construction of the Wilson Street parkade, design and construction of the South End Community Centre, and replacement of the existing inventory of streetlights with LED technology and adaptive controls.
- Continue to lead Guelph's climate adaptation and resilience efforts through the EWaCC and apply for external funding opportunities to advance these efforts.

Financial information

Table 36, Facilities Management revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$21,054)	(\$19,700)	(\$86,200)	(\$66,500)	337.6%
External recoveries	(\$389,176)	(\$612,200)	(\$612,200)	\$0	0.0%
Grants	(\$113,000)	(\$175,000)	\$0	\$175,000	(100.0%)
Internal recoveries	(\$77,837)	(\$63,930)	(\$216,700)	(\$152,770)	239.0%
Total revenue	(\$595,067)	(\$870,830)	(\$915,100)	(\$44,270)	5.1%

Explanation of changes

- \$66,500 increase in lease revenue for city-owned properties
- \$175,000 decrease in grants due to completion of Guelph Community Energy Initiative project funded by the Federation of Canadian Municipalities (FCM)
- \$152,770 increase in program support recoveries

Table 37, Facilities Management expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$2,638,455	\$2,723,683	\$2,726,670	\$2,987	0.1%
Purchased goods	\$2,220,724	\$2,301,900	\$2,342,400	\$40,500	1.8%
Purchased services	\$1,083,509	\$1,149,717	\$1,014,887	(\$134,830)	(11.7%)
Internal charges	\$102,101	\$98,000	\$207,150	\$109,150	111.4%
Total expenditures	\$6,044,789	\$6,273,300	\$6,291,107	\$17,807	0.3%

Explanation of changes

- The increase in compensation was partially offset by transfer of one position to Culture, Tourism, and Community Investment.
- \$40,500 increase in purchased goods for utilities
- \$134,830 decrease in purchased services due to reduction in consulting expenses which is offset by the decrease in the grant funding from FCM
- \$109,150 increase in reserve transfers for payback of energy retrofit projects of \$23,000 as well as \$81,500 for maintenance costs of city properties

Table 38, Facilities Management net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$5,449,722	\$5,402,470	\$5,376,007	(\$26,463)	(0.5%)

This budget represents a 0.5 per cent decrease or \$26,463 below 2018.

Capital programs of work

Corporate Projects

Emergency Services

Open Spaces, Recreation, Culture and Library

Solid Waste Services

Transportation Systems

Engineering and Transportation Services

Engineering and Transportation Services works in collaboration with other City departments and community stakeholders to ensure Guelph is a well-designed, safe, appealing and sustainable city. Together, the Infrastructure Planning, Development and Environmental Engineering, Design and Construction, and Technical Services divisions plan, design, build and renew Guelph's roads, bridges, stormwater management network, watermains, sanitary sewers and sidewalks, and provide expertise when building new facilities and undertaking environmental protection matters. In addition, the Corporate Asset and Project Management division is responsible for coordinating and advancing the City's overall asset management system and practices with the goal of making the best possible decisions regarding the City's assets through balancing costs, opportunities and risks against the desired levels of service, to achieve the organizational objectives. This division is also responsible for establishing and monitoring project management frameworks and policies to facilitate project governance, risk management, consistent reporting and performance measurement across the corporation.

The department also leads Guelph's transportation planning, traffic engineering and signal design activities through the Transportation Services division to ensure safe and efficient movement of all transportation modes. In addition, Transportation Services provides safe and competitively priced off-street and on-street public parking.

2019 initiatives

Our services

- Plan, design and deliver major linear (roads and pipes) infrastructure construction projects throughout the city.
- Conduct research, visioning and community engagement related to the Transportation Master Plan update.
- Design and implement active transportation facilities from the Cycling Master Plan, Sidewalk Needs Assessment and Active Transportation Network Study.
- Provide development engineering review services to support city growth
- manage administration of the stormwater service fee and implement associated capital program.
- Initiate development of a city-wide Road Safety Program.
- Implement recommendations for the Downtown Parking Master Plan.

Our resources

- Complete corporate-wide risk assessments for City-owned assets and infrastructure.
- Conduct monitoring and remediation on City-owned contaminated sites.
- Develop Roadway Condition Assessment and Lifecycle Management Strategy Development.
- Initiate Natural Capital Asset Valuation Strategy and Management Plan.

Our people

- Provide Corporate Asset and Project Management Office secondment opportunities for staff in various departments to build capacity within the organization.

Financial information

Table 39, Engineering and Capital Infrastructure Services revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$2,648,157)	(\$3,054,650)	(\$3,738,900)	(\$684,250)	22.4%
Product sales	(\$165)	(\$250)	(\$250)	\$0	0.0%
External recoveries	(\$3,699,241)	(\$2,466,935)	(\$2,426,935)	\$40,000	(1.6%)
Internal recoveries	(\$1,311,533)	(\$1,284,200)	(\$1,170,956)	\$113,244	(8.8%)
Total revenue	(\$7,659,096)	(\$6,806,035)	(\$7,337,041)	(\$531,006)	7.8%

Explanation of changes

- \$684,250 increase in user fees and service charges due to \$537,300 increase in parking fees as per the Downtown Parking Master Plan Update and \$146,950 increase in other development related fees

- \$40,000 decrease in external recoveries offset by increase in user fees and service charges
- \$113,244 decrease in internal recoveries due to reallocation of two Water Source Protection staff to Water Services

Table 40, Engineering and Capital Infrastructure Services expense budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$6,435,802	\$7,091,599	\$7,350,890	\$259,291	3.7%
Purchased goods	\$1,307,723	\$587,192	\$630,635	\$43,443	7.4%
Purchased services	\$499,863	\$516,552	\$615,742	\$99,190	19.2%
Financial expenses	\$19,361	\$10,200	\$10,200	\$0	0.0%
Internal charges	\$823,652	\$595,300	\$958,800	\$363,500	61.1%
Total expenditures	\$9,086,401	\$8,800,843	\$9,566,267	\$765,424	8.7%

Explanation of changes

- \$58,690 increase in salary, wage and benefits for a traffic and safety analyst
- \$142,633 increase in purchased goods and services is primarily due to the increase in repair and maintenance costs, software, as well as leasing costs for the Elizabeth Street parking lot which is offset by increased parking revenues
- \$363,500 increase in internal charges is due to:
 - \$392,700 increase in transfer to parking reserve in accordance with the Downtown Parking Master Plan funding model
 - \$18,700 increase in transfer to reserve for payback of energy retrofit projects
 - \$47,900 decrease in internal program support costs

**Table 41, Engineering and Capital Infrastructure Services net budget trend
2017 to 2019**

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$1,427,305	\$1,994,808	\$2,229,226	\$234,418	11.8%

This budget represents 11.8 per cent increase or \$234,418 over 2018.

Budget request

Traffic Safety Analyst – approved March 5, 2019

Capital programs of work

Contaminated Sites

Corporate Projects

Stormwater Management

Transportation Systems

Wastewater Services

Water Services

Environmental Services

The Environmental Services department is comprised of three divisions: Solid Waste Resources, Water Services, and Wastewater Services. This department manages municipal legislative requirements for safe and reliable drinking water, the responsible management of waste—garbage, organics and recyclables—and high quality, dependable wastewater treatment. The City's environmental stewardship related to water conservation and sustainability, waste diversion, and river system health is also led by this department. Of the three divisions, Water Services and Wastewater Services are reviewed and approved through the City's non-tax supported budget.

The City's Solid Waste Resources division manages Guelph's organic, recyclable, hazardous and other solid waste. Solid Waste Resources provides residential and commercial waste management services in compliance with all provincial legislation and regulations including waste collection, recycling, organics processing, household hazardous waste management, waste disposal, and waste reduction education programs designed to reduce the amount of waste sent to landfill, reduce greenhouse gas emissions and reach the City's goal to achieve a diversion target of 70 per cent by 2021.

The department also:

- Operates Guelph's curbside waste collection program, recycling facility, public drop off facilities, household hazardous waste depot, organics processing facility and waste transfer station.
- Plans and implements waste reduction programs.
- Monitors and maintains the former Eastview Landfill site and operates a methane gas collection system.

2019 initiatives

Our services

- Continue to provide efficient, effective waste collection and disposal focused on strong customer service and high diversion rates.
- Initiate review and update of the Solid Waste Management Master Plan.
- Prepare for legislative changes related to Extended Producer Responsibility.
- Implement approved expanded multi-residential three stream waste collection program.
- Proceed with phase 2 of Waste Resources Innovation Centre (WRIC) site logistics enhancements (scale upgrades).
- Complete design of waste packer garage and implementation.

- Continue to implement recommendations arising from the 2018 Service Review.

Our resources

- Continue to improve business practices to ensure a financially sustainable and resilient operation that is competitive and prepared for coming legislative changes.

Our people

- Continue to rely on staff strengths to affect the above changes and grow staff to better support business planning and business change implementation.

Financial information

Table 42, Environmental Services revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$6,957,128)	(\$6,624,320)	(\$5,599,520)	\$1,024,800	(15.5%)
Product sales	(\$3,944,482)	(\$3,782,400)	(\$831,400)	\$2,951,000	(78.0%)
External recoveries	(\$878,973)	(\$672,000)	(\$672,000)	\$0	0.0%
Grants	(\$1,178,703)	(\$1,134,714)	(\$1,348,000)	(\$213,286)	18.8%
Internal recoveries	(\$2,411,463)	(\$1,715,100)	(\$1,756,900)	(\$41,800)	2.4%
Total revenue	(\$15,370,749)	(\$13,928,534)	(\$10,207,820)	\$3,720,714	(26.7%)

Explanation of changes

- \$1,024,800 decrease in user fees and service charges due to:

- \$1,139,600 net decrease in recyclable material processing fees related to exiting a recycled goods processing contract.
- Off set by \$104,800 increase in revenue related to the organics contract with The Region of Waterloo.
- \$2,951,000 decrease in product sales due to:
 - \$1,720,000 decrease due to lower sale of recycled goods also related to the exiting of a recycled goods processing contract.
 - \$706,000 decrease in sale of commodities due to changes in international markets.
 - \$525,000 decrease in revenue due to limited buyers of carbon credits in the voluntary market.
- \$213,286 increase in Province of Ontario blue box grant funding.

Table 43, Environmental Services expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$9,028,130	\$9,164,010	\$8,658,440	(\$505,570)	(5.5%)
Purchased goods	\$6,636,440	\$5,231,600	\$3,021,550	(\$2,210,050)	(42.2%)
Purchased services	\$7,736,351	\$7,822,942	\$7,924,860	\$101,918	1.3%
Financial expenses	\$10,863	\$12,000	\$12,000	\$0	0.0%
Internal charges	\$3,567,374	\$3,638,300	\$3,555,850	(\$82,450)	(2.3%)
Total expenditures	\$26,979,158	\$25,868,852	\$23,172,700	(\$2,696,152)	(10.4%)

Explanation of changes

- \$1,171,760 decrease in compensation due to cancellation of a recycled goods processing contract partially offset by other compensation related increases
- \$2,108,132 decrease in purchased goods and services mainly due to cancellation of a recycled goods processing contract and budget realignments due to efficiencies, partially offset by \$210,000 increase in contractual waste haul-dispose costs
- \$125,000 decrease in transfer to Greenhouse Gas Reserves which relates to the reduction in carbon credit revenues

Table 44, Environmental Services net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$11,608,409	\$11,940,318	\$12,964,880	\$1,024,562	8.6%

This budget represents an 8.6 per cent increase or \$1,024,562 over 2018.

Capital programs of work

Solid Waste Services

Business Development and Enterprise

The Business Development and Enterprise (BDE) leads the City in three key areas: economic development, portfolio management (investment readiness), and downtown renewal.

These integrated divisions work to create a city that attracts and supports business investment, fosters collaboration and partnerships among stakeholders, and leverages local assets to create sustainable growth opportunities for the community.

Business development activities include:

- Investment attraction (both domestic and international).
- Business retention and expansion.
- Strategic policy development and implementation (e.g. Downtown Secondary Plan, Guelph Innovation District Secondary Plan).
- Economic development related strategic and implementation plans update every three to five years (e.g. Economic Development, Foreign Direct Investment, and the Business Retention and Expansion strategies).
- Business case development, project planning and implementation.
- Property development, portfolio management, marketing/sales and/or disposition (e.g. Hanlon Creek Business Park, Baker District Redevelopment, Beverley Street, and Drill Hall).
- Economic and demographic data collection and analyses.
- Strategic economic partnerships development and maintenance (such as the Innovation Corridor).
- Guelph Junction Railway business development and administrative support.

2019 initiatives

Our services

- Update Guelph's economic strategy to inform future programming, resource requirements and partnerships aimed at the creation, retention, expansion and attraction of business and new investment opportunities beyond 2020.
- Develop targeted domestic and foreign investment attraction marketing initiatives in agri-tech, green-tech, advanced manufacturing, industrial and commercial real estate, and downtown renewal.
- Undertake business retention and expansion research to better understand the business community's needs, to inform new municipal policies and program, and to identify opportunities to coordinate community and municipal responses to business retention and expansion matters.

- Continue marketing and selling land in the Hanlon Creek Business Park phase 1 and leading the work related to the development and disposition for the land in phase 3.
- Promote and support the service offerings of Guelph Junction Railway.
- Continue to lead and update the implementation of the Downtown Secondary Plan including next steps on developing City-owned land for Baker District, approved repurposing of the Drill Hall, and supporting Conestoga College's plans for a downtown campus location.
- Enhance reporting on local economic trends and analysis for its projects to provide the corporation, Council and the community with reliable and accountable data on economic impacts and direction.

Our people

- Continue fostering a culture of collaboration with internal colleagues and external stakeholders in the community and at other government agencies to successfully achieve mutually beneficial project deliverables.

Our resources

- Lead the creation of a multi-disciplined, inter-departmental implementation strategy to align future Downtown Secondary Plan activities/assets for the purpose of leveraging private sector investment.
- Continue to manage the private-sector investment incentive tool—Downtown Guelph Community Improvement Plan (CIP)—to further the goals of the Downtown Secondary Plan.
- Continue to position municipal assets such as the Hanlon Creek Business Park, the former IMICO property, the Baker Street parking lot, and the Wilson Street parking lot for development, and where appropriate, for private sector investment.

Financial information

Table 45, Business Development and Enterprise revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$8,444)	(\$8,400)	(\$8,568)	(\$168)	2.0%

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Product sales	(\$1,321,158)	\$0	\$0	\$0	0.0%
External recoveries	(\$59,432)	(\$64,300)	(\$54,300)	\$10,000	(15.6%)
Grants	(\$22,180)	(\$20,000)	(\$20,000)	\$0	0.0%
Internal recoveries	(\$231,385)	\$0	\$0	\$0	0.0%
Total revenue	(\$1,642,599)	(\$92,700)	(\$82,868)	\$9,832	(10.6%)

Explanation of changes

- \$10,000 decrease in revenues related to lower contributions from external partners

Table 46, Business Development and Enterprise expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$990,210	\$982,500	\$1,002,000	\$19,500	2.0%
Purchased goods	\$94,460	\$114,100	\$127,100	\$13,000	11.4%
Purchased services	\$220,575	\$255,790	\$261,370	\$5,580	2.2%
Other transfers	\$282,805	\$178,500	\$178,500	\$0	0.0%
Internal charges	\$1,459,766	\$1,400	\$1,800	\$400	28.6%
Total expenditures	\$3,047,816	\$1,532,290	\$1,570,770	\$38,480	2.5%

Explanation of changes

- \$13,000 increase in purchased goods for promotional materials related to business retention and expansion, and marketing initiatives
- \$5,580 increase in purchased services for travel and training related to conferences, memberships and trade show fees

Table 47, Business Development and Enterprise net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$1,405,217	\$1,439,590	\$1,487,902	\$48,312	3.4%

This budget represents 3.4 per cent increase or \$48,312 over 2018.

Capital programs of work

Corporate Projects

Open Spaces, Recreation, Culture and Library

Public Services

Public Services hosts some of the most outwardly facing departments in the City including Parks and Recreation, Guelph Transit, Guelph-Wellington Paramedic Services, Fire Services, Culture, Tourism and Community Investment, and Operations.

Guelph citizens and tourists interact with Public Services routinely every day from creating memories and moments at one of our art or community centres, being active on our trails and parks, travelling along our roads and sidewalks, and getting assistance from our emergency teams. Our services contribute to the quality of life in our city for residents and visitors alike.

Financial information

This budget represents a 2.9 per cent increase or \$2,438,431 over 2018.

Table 48, Public Services, service area budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Public Service Administration	\$508,524	\$430,560	\$438,850	\$8,290	1.9%
Parks and Recreation Services	\$12,061,810	\$13,275,006	\$13,783,392	\$508,386	3.8%
Culture, Tourism and Community Investment	\$6,109,054	\$6,153,931	\$6,531,282	\$377,351	6.1%
Guelph Transit	\$17,294,328	\$17,698,350	\$18,797,767	\$1,099,417	6.2%
Operations	\$13,948,187	\$14,659,039	\$15,297,954	\$638,915	4.4%
Fire Services	\$26,171,378	\$26,575,910	\$26,550,096	(\$25,814)	(0.1%)

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Guelph-Wellington Paramedic Services	\$6,182,697	\$6,629,395	\$6,461,281	(\$168,114)	(2.5%)
Total Public Services	\$82,275,978	\$85,422,191	\$87,860,622	\$2,438,431	2.9%

Table 49, Public Services, administration expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$471,593	\$370,100	\$379,700	\$9,600	2.6%
Purchased goods	\$10,847	\$3,750	\$3,750	\$0	0.0%
Purchased services	\$11,894	\$43,010	\$41,500	(\$1,510)	(3.5%)
Internal charges	\$14,720	\$13,700	\$13,900	\$200	1.5%
Total expenditures	\$509,054	\$430,560	\$438,850	\$8,290	1.9%

Explanation of changes

- \$1,510 decrease in purchased services for cellular phone charges

Parks and Recreation

The Parks and Recreation department provides inclusive, safe and enjoyable recreation, sport and passive recreation opportunities for all community members. The department strives to meet and exceed the needs of the community through active engagement of residents and stakeholders, strategic partnerships, community outreach, volunteerism and event initiatives, where appropriate, and as directed by City Council. The City's parks, trails, indoor and outdoor recreation spaces, facilities and programs are essential to the quality of life in Guelph.

Open Space Planning

- Establish long range Open Space Planning initiatives.
- Develop and implement the City's capital construction programs for parks, trails and other associated infrastructure.
- Project management, contract preparation and oversight of capital projects.
- Review development applications and provide input on impacts to public open space to ensure adequate parkland or cash-in-lieu to build new parks, trails and open spaces.

Parks Operations and Forestry

- Maintain trails, parks, sports fields, playground equipment and open spaces.
- Ensure public safety regarding parks, sports fields and their amenities (i.e., meet minimum Canadian Safety Association standards for playground maintenance).
- Operate splash pads and amusement rides.
- Renew and redevelop existing park amenities, infrastructure and trails.
- Provide operational support for outdoor community events, festivals and sports tournaments.
- Maintain the City's urban forest through the ongoing implementation of the Urban Forest Management Plan and a rigorous Emerald Ash Borer program.

Recreation Services

- Operate and maintain safe, clean and affordable recreation facilities including community centres, indoor and outdoor pools, a pottery centre, arenas, fitness room, gymnasium/auditorium, community spaces and a public restaurant.
- Develop and provide inclusive and accessible community recreation programming in a wide variety of interest areas to people of all ages and skill levels including aquatic lessons, summer camp programs and specialized and general interest programs.

- Liaise with and coordinate bookings for sports/recreational groups and associations that utilize City parks and recreation facilities.
- Develop and implement policies regarding use of City facilities to ensure safe, inclusive and equitable practices.
- Plan for new facilities and retrofits of existing ones to meet programming needs.

2019 initiatives

Our services

- Develop an updated Parks and Recreation department Master Plan that will provide a strategic roadmap for the future.
- Implement a new recreation software system to maintain and grow customers' expectations for program registrations, bookings and events.

Our resources

- Vigorously pursue all relevant local, provincial and federal grant opportunities to improve and complement the current roster of services and facilities and will be persistent and responsive in the delivery of new programs, services, and facilities.

Our people

- Special focus on developing leaders including succession planning and mentorship of potential next leaders; foster a growing culture of collaboration, innovation, and service excellence.
- Address the recommendations outlined in the recently completed departmental audit to ensure the health and safety of employees.

Financial information

Table 50, Parks and Recreation revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$4,669,668)	(\$4,848,171)	(\$4,980,306)	(\$132,135)	2.7%
Product sales	(\$152,925)	(\$135,600)	(\$136,100)	(\$500)	0.4%

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Licenses and permits	(\$18,455)	\$0	\$0	\$0	0.0%
External recoveries	(\$748,088)	(\$500,855)	(\$501,355)	(\$500)	0.1%
Grants	(\$591,882)	(\$415,848)	(\$96,848)	\$319,000	(76.7%)
Internal recoveries	(\$223,825)	(\$197,962)	(\$196,062)	\$1,900	(1.0%)
Total revenue	(\$6,404,843)	(\$6,098,436)	(\$5,910,671)	\$187,765	(3.1%)

Explanation of changes

- \$132,135 increase for registration fees in aquatics and summer camps
- \$319,000 decrease in grants due to completion of two grant funded programs and removal of budget for a discretionary special grant

Table 51, Parks and Recreation expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$12,605,860	\$13,238,479	\$13,616,950	\$378,471	2.9%
Purchased goods	\$2,687,595	\$2,963,834	\$2,941,894	(\$21,940)	(0.7%)
Purchased services	\$1,463,391	\$1,379,829	\$1,296,419	(\$83,410)	(6.0%)
Other transfers	\$11,470	\$15,000	\$15,000	\$0	0.0%

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Financial expenses	\$56,858	\$56,700	\$58,400	\$1,700	3.0%
Internal charges	\$1,641,479	\$1,719,600	\$1,765,400	\$45,800	2.7%
Total expenditures	\$18,466,653	\$19,373,442	\$19,694,063	\$320,621	1.7%

Explanation of changes

- \$44,150 increase in salary, wage and benefits for Natural Areas Stewardship Technologist
- \$21,940 net decrease in purchased goods due to completion of two grant-funded programs (\$46,700), utilities decrease of (\$47,100) along with operating expenses increase of \$61,840 which includes expenses approved for the Natural Areas Stewardship Technologist
- \$83,410 net decrease in purchased services due to completion of two grant-funded programs (\$182,700), offset with increase of \$99,290 for contractor repairs and maintenance, vehicle and equipment rentals, and contract staff for programming

Table 52, Parks and Recreation net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$12,061,810	\$13,275,006	\$13,783,392	\$508,386	3.8%

This budget represents a 3.8 per cent increase or \$508,386 over 2018.

Budget request

Natural Areas Stewardship Technologist – approved March 5, 2019

Capital programs of work

Open Spaces, Recreation, Culture and Library

Culture, Tourism and Community Investment

The Culture, Tourism and Community Investment department actively provides a diverse range of enriching cultural opportunities, social services and visitor experiences. The department enhances community well-being by providing opportunities for participation and belonging while championing civic connectivity, responsible stewardship and community building.

The department coordinates the delivery, marketing and support of fundraising for related programs and services, oversees the operations of the River Run Centre, Sleeman Centre, Market Square, Guelph Farmers' Market, and Guelph Museums. The department is responsible for related programming in the facilities, civic events planning, public art development, tourism development, community and neighbourhood partnerships, grant allocations and community investment programs. Staff liaises with, and provides leadership to, Council-appointed advisory committees for Guelph Museums, Tourism and Public Art, and convenes the Local Immigration Partnership Council.

Culture and Tourism

The Culture division promotes and develops artists and culture programs within the community, and Tourism partners with the community to promote and develop Guelph as a destination. Together, they foster a well-connected and vibrant community through partnerships and events. It also:

- Develops initiatives within the arts community and provide marketing partnerships.
- Fosters Destination Guelph and tourism partnerships.
- Offers promotional programs aimed at visitor attractions and experiences.
- Manages and promote the Guelph Farmers' Market.

Community Investment

Community Investments builds community and neighborhood partnerships and responds to issues such as food security, poverty elimination and youth adversity. It also:

- Fosters community building through the Community Investment Strategy supporting organizations such as Guelph Neighbourhood Support Coalition, Wellington-Dufferin-Guelph Public Health, and Wyndham House through collaboration and funding, and administers Wellbeing Grants for all eligible not-for-profit organizations.

- Promotes economic and social inclusion of immigrants through the Local Immigration Partnership (LIP), the Guelph Wellington Immigration Portal, and the Welcome to Guelph program.
- Develops and implements policies and strategies to support vibrant communities through subsidy programs including the Affordable Bus Pass and Fee Assistance in Recreation (FAIR).

Guelph Museums

The Guelph Civic Museum showcases Guelph's history through permanent and changing exhibitions, an engaging and interactive family gallery, and special events and programs. It also:

- Collects, preserves and shares the objects and stories that trace Guelph's history.
- Manages Guelph Civic Museum, McCrae House National Historic Site, Locomotive 6167, and a comprehensive collection of over 45,000 artifacts and images.
- Provides interactive exhibitions, engaging programs, community meeting space, and research resources.

River Run Centre and Civic Events

River Run Centre is Guelph's signature performing arts facility enriching the lives of residents and growing the reputation of Guelph as a lively cultural destination. The River Run manages events in the Centre's 786 seat theatre, 225 seat theatre and multi-purpose reception space. The River Run also:

- Fosters and supports over 400 annual events including concerts, dance, competitions, children's camps, corporate meetings and wedding receptions.
- Offers and promotes a high-quality professional performance season.
- Provides hands-on mentorship program for youth.
- Manages the City's civic and special events, including John Galt Day, Community Celebration (National Indigenous Day) and culturally significant celebration events.

Sleeman Centre and Market Square

Sleeman Centre is a modern, well-equipped multi-use 5,000 seat facility that serves as the city's premier venue for sports and entertainment. The arena is home ice for the Ontario Hockey League's (OHL) Guelph Storm and legacy events like the Upper Grand District Schoolboard's Empowerment Day and the Royal Canadian Legion's Remembrance Day Ceremony. It also:

- Provides client and patron services including full food and beverage services in Draft Picks Restaurant, multiple concessions stands and VIP Suites.

- Manages venue operations providing hands-on support for all games and events including professional skating, graduations, concerts and annual celebration events like the Cheer Sport and University of Guelph's Winter Homecoming Frosty Mug (game).
- Provides building services support for the Guelph Farmers' Market and Market Square.

2019 initiatives

Our services

- Commemorate the 240th birthday of Guelph founder John Galt.
- Continue the Guelph Farmers' Market bylaw and policy review.
- Support Canadian Elite Basketball League's inaugural season at Sleeman Centre.

Our resources

- Establish sponsorship program and guidelines.
- Review Community Investment Strategy; exploring growth.
- Propose Municipal Accommodation Tax program.

Our people

- Increase cultural competency training focused on truth and reconciliation with Indigenous peoples in Canada.

Financial information

Table 53, Culture, Tourism and Community Investment revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$1,735,369)	(\$1,841,030)	(\$1,866,830)	(\$25,800)	1.4%
Product sales	(\$1,584,359)	(\$1,546,500)	(\$1,677,000)	(\$130,500)	8.4%
External recoveries	(\$922,518)	(\$835,250)	(\$804,050)	\$31,200	(3.7%)

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Grants	(\$476,350)	(\$388,599)	(\$372,599)	\$16,000	(4.1%)
Internal recoveries	(\$60,416)	(\$38,160)	(\$35,160)	\$3,000	(7.9%)
Total revenue	(\$4,779,012)	(\$4,649,539)	(\$4,755,639)	(\$106,100)	2.3%

Explanation of changes

- \$55,800 increase in program/ticket sales partially offset by a \$30,000 decrease in advertising revenue
- \$130,500 increase in product sales for food and beverage
- \$31,200 decrease in external recoveries for corporate sponsorships
- \$16,000 decrease in Canadian Heritage grant

Table 54, Culture, Tourism and Community Investment expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$5,255,023	\$5,278,106	\$5,598,956	\$320,850	6.1%
Purchased goods	\$1,704,784	\$1,609,468	\$1,722,559	\$113,091	7.0%
Purchased services	\$1,567,691	\$1,363,046	\$1,356,356	(\$6,690)	(0.5%)
Other transfers	\$1,837,206	\$1,985,800	\$2,017,800	\$32,000	1.6%
Financial expenses	\$54,471	\$61,350	\$66,550	\$5,200	8.5%
Internal charges	\$468,891	\$505,700	\$524,700	\$19,000	3.8%

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Total expenditures	\$10,888,066	\$10,803,470	\$11,286,921	\$483,451	4.5%

Explanation of changes

- \$320,850 increase in compensation due to one position transfer from Facilities Management, increases to temporary wages and overtime, and labour contract increases
- \$113,091 increase in purchased goods for utilities and food and beverage purchases

Table 55, Culture, Tourism and Community Investment net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$6,109,054	\$6,153,931	\$6,531,282	\$377,351	6.1%

This budget represents a 6.1 per cent increase or \$377,351 over 2018.

Capital programs of work

Open Spaces, Recreation, Culture and Library

Guelph Transit

Guelph Transit provides riders of all ages, incomes and physical abilities a safe, affordable and inclusive public transportation throughout the city. By collaborating with community partners, initiatives like the Affordable Bus Pass, Guelph Transit contributes to community well-being and strives to become the preferred mode of transportation for residents, employers and visitors in Guelph.

Guelph Transit also reduces greenhouse gas emissions and air pollution in the city by reducing traffic congestion, which helps achieve the goals of the Community Energy Initiative and improves quality of life for residents.

Transit Business Services

- Manage Guelph Transit's daily business functions including budget preparation, financial reporting and contract administration.
- Maintain all communication and monitor the implementation and performance of marketing and sales programs, pilots and initiatives.
- Oversee customer service and manage protocols, benchmarks and respond to route planning requests, public comments and inquiries.

Transit Operations

- Operate 74 fully accessible low-floor buses that operate weekdays on varying frequencies ranging from 10 to 30 minutes, weekends and holidays operate on varying frequencies ranging from 15 to 30 minutes, statutory holidays operate on varying frequencies ranging from 30 to 60 minutes.
- Provide curb-to-curb service for passengers who may or may not use personal mobility devices such as walkers or wheelchairs through a fleet of 10 mobility vehicles and with assistance from a third-party contractor.
- Offer two community routes for passengers to travel to key destinations throughout the City of Guelph including seniors' centres, hospitals and shopping locations.

Planning and Scheduling

- Prepare annual service standards and benchmarking reports to ensure Guelph Transit maintains service level goals and expectations, financial performance and route efficiency.
- Assess route performance and develop route and service adjustment strategies.
- Collaborate with City departments and external agencies to ensure Guelph Transit service supports the City's growth and planning objectives.

Quality Assurance and Continuous Improvement

- Maintain the facility used to repair, store, clean and fuel all conventional and mobility vehicles.
- Maintain Guelph Central Station; a multi-modal transportation hub in downtown Guelph connecting local and regional public transit.
- Oversee and manage major transit projects.

2019 initiatives

Our services

- Implement the recommendations of the Transit Business Service Review.
- Update the Transit Master Plan with the goal of designing transit accessible neighbourhoods and continuing the discussion around inter-regional transit.

Our resources

- Develop a fare collection system and fare strategy to ensure we are modernizing our systems to collect revenue and to ensure there is sufficient revenue generated from all fares to fund required service levels.
- Work towards transit signal priorities such as queue-jumping lanes, which will allow buses to have the right of the way through traffic increasing on-time delivery of service.

Our people

- Work towards a full complement of operators to meet service demands.

Financial information

Table 56, Guelph Transit revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$12,194,223)	(\$12,815,070)	(\$13,135,270)	(\$320,200)	2.5%
Product sales	(\$2)	\$0	\$0	\$0	0.0%
External recoveries	(\$35,509)	(\$18,000)	(\$18,000)	\$0	0.0%
Internal recoveries	(\$88,732)	(\$9,000)	(\$3,001,715)	(\$2,992,715)	33,252.4%
Total revenue	(\$12,318,466)	(\$12,842,070)	(\$16,154,985)	(\$3,312,915)	25.8%

Explanation of changes

- \$501,000 decreased revenue from monthly bus pass sales, cash and ticket, and lease revenue
- \$821,200 increased revenue from universal bus pass agreement, bus charters and advertising
- \$2,992,715 increase in internal recoveries including \$175,715 increase in transfer from reserve one-time to fund route 3 January to June and \$2.7 million from capital reserve to fund the purchase of buses

Table 57, Guelph Transit expenditure Budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$18,604,912	\$19,043,630	\$19,602,610	\$558,980	2.9%
Purchased goods	\$815,584	\$829,150	\$3,585,650	\$2,756,500	332.4%
Purchased services	\$653,597	\$695,740	\$1,459,816	\$764,076	109.8%
Financial expenses	\$60,629	\$66,600	\$66,600	\$0	0.0%
Internal charges	\$9,478,072	\$9,905,300	\$10,238,076	\$332,776	3.4%
Total expenditures	\$29,612,794	\$30,540,420	\$34,952,752	\$4,412,332	14.4%

Explanation of changes

- \$2,756,500 increase in purchased goods for office supplies and furniture, municipal taxes, employee engagement initiatives, public signage and safety supplies and capital purchase of buses
- \$764,076 increase in purchased services due to terminal maintenance costs including concrete repairs, janitorial costs, increase in corporate membership fee for CUTA, and half a year cost for route changes to Route 3 previously approved by Council and approval of budget request for transit service review implementation
- \$332,776 increase in internal charges due to fuel and maintenance of fleet buses

Table 58, Guelph Transit net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$17,294,328	\$17,698,350	\$18,797,767	\$1,099,417	6.2%

This budget represents a 6.2 per cent increase or \$1,099,417 over 2018.

Budget request

Transit Business Service Review – approved March 5, 2019 included \$2.7 million bus purchase

Capital programs of work

Transportation Services

Operations

The Operations department, based mostly out of 45 Municipal Street, provides service to residents, visitors and businesses, 24 hours a day, 365 days a year. Operations staff help ensure a safe, inclusive, appealing and sustainable city through its work in the following three divisions: Fleet Services, Public Works (Roads, Storm water, Sidewalk, Downtown Maintenance and Traffic), and Bylaw Compliance, Security and Licensing. In addition, the department provides assistance to Emergency Services staff during many different kinds of emergencies as needed.

Operations Administration

- Provide administrative support for all divisions of the department.
- Process all fees, licences, and permits.
- Ensure applicable staff training is conducted and recognize training impacts as the result of new legislation.

Fleet Services

- Purchase, commission, assess, maintain, repair, decommission and dispose of all City vehicles and related equipment.
Develop fleet technical specifications and standards on behalf of fleet users with a focus on lowest life cycle costing.
- Establish driver safety training and compliance for all City staff excluding transit, fire, police and paramedic staff.
- Maintain/manage Fleet Information Management System (FMIS) and the City's two-way radio system.

Public Works

- Maintain roads, traffic signs and signals, storm collection systems, sidewalks and boulevards.
- Maintain downtown public spaces including City owned parking lots.
- Coordinate and manage the annual street sweeping, pothole repairs, sign and sidewalk inspection and loose leaf collection programs.
- Manage the City's winter control program for all regulated roads, sidewalks, downtown parking spaces and the Transit Terminal.

Bylaw Compliance, Security and Licensing

- Provide enforcement of the majority of City bylaws.
- Conduct bylaw reviews of all City bylaws on a rotating basis.

- Ensure corporate security including alarm response, maintenance/installation of security infrastructure and security consultation for other departments.
- Oversee the Animal Control contract, issues and animal control enforcement.
- Conduct licensing administration and business licence inspections.

2019 initiatives

Our services

- Respond to the impact of cannabis legalization.
- Plow route review and optimization.

Our resources

- Extend the lifecycle of City vehicles.
- Increase management of road material usage.

Our people

- Implement the DZ driver licensing program.
- Centralize and train corporate security staff.

Financial information

Table 59, Operations revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$250,107)	(\$214,300)	(\$284,300)	(\$70,000)	32.7%
Product sales	(\$364,729)	(\$4,500)	(\$4,500)	\$0	0.0%
Licenses and permits	(\$320,505)	(\$319,600)	(\$341,800)	(\$22,200)	6.9%

External recoveries	(\$319,017)	(\$326,800)	(\$366,800)	(\$40,000)	12.2%
Internal recoveries	(\$19,069,146)	(\$19,772,620)	(\$20,290,576)	(\$517,956)	2.2%
Total revenue	(\$20,323,504)	(\$20,637,820)	(\$21,287,976)	(\$650,156)	3.2%

Explanation of changes

- \$70,000 increase in user fees for animal tags in bylaw
- \$22,200 increase in licenses and permits for business and taxi licences
- \$40,000 increase in external recoveries from Province of Ontario related to cannabis
- \$517,956 increase in internal recoveries related to the increased costs associated with a growing and aging fleet as further explained in Table 60

Table 60, Operations expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$14,266,023	\$15,885,511	\$16,300,517	\$415,006	2.6%
Purchased goods	\$9,499,136	\$10,212,845	\$10,564,645	\$351,800	3.4%
Purchased services	\$4,570,558	\$4,230,383	\$4,635,018	\$404,635	9.6%
Other transfers	\$611,860	\$610,500	\$622,700	\$12,200	2.0%
Financial expenses	\$3,292	\$1,200	\$200	(\$1,000)	(83.3%)
Internal charges	\$5,320,822	\$4,356,420	\$4,462,850	\$106,430	2.4%
Total expenditures	\$34,271,691	\$35,296,859	\$36,585,930	\$1,289,071	3.7%

Explanation of changes

- Included in the 2.6 per cent increase is compensation primarily for regular contractual wage and benefit related increases is \$40,000 to support implementation of cannabis legalization
- \$351,800 increase in purchased goods for fuel, parts and auto supplies, communications equipment and software because of a growing and aging corporate fleet and extension of fleet life cycle as described in 2019 capital budget
- \$404,635 increase in purchased services for repairs and maintenance because of the growing and aging fleet. As the City extends the fleet lifecycle in order to defer capital replacement in the short-term, operating pressures will increase until capital funding becomes sustainable. Increases in vehicle and equipment rentals are also included as prices and use rise

Table 61, Operations net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$13,948,187	\$14,659,039	\$15,297,954	\$638,915	4.4%

This budget represents a 4.4 per cent increase or \$638,915 over 2018.

Budget Request

Fleet operating costs – approved March 5, 2019

Capital programs of work

Corporate Projects

Solid Waste Services

Transportation Systems

Wastewater Services

Water Services

Guelph Fire

The Guelph Fire department contributes to community well-being and peace of mind by providing legislated public education and inspection programs, emergency preparedness planning and fire suppression/rescue services designed to keep the community safe in their homes and businesses.

Emergency Preparedness

- Prevent, mitigate, prepare for, respond to and recover from emergencies.
- Train and encourage staff and community partners in business continuity planning to minimize disruptions to public service during times of crisis.
- Strive to become a more disaster-resilient community through public education and training programs.

Fire Services

- Provide fire prevention services through education and inspections and other fire related planning, firefighting/suppression, public assistance, rescue, hazardous material response, medical response, as well as fire investigations for the City of Guelph.
- Provide leadership to the Guelph-Eramosa Fire department through the Guelph Fire Chief.
- Provide full fire prevention/investigation services and fire/rescue coverage for the former Guelph Township contracted area.

2019 initiatives

Our services

- Continue to work with Commission on Fire Accreditation International (CFAI) in maintaining Accredited Status.
- Maintain compliance with Emergency Management and Civil Protection Act (EMCPA) Regulation 380/04, and continue to work with all City departments to develop continuity of government (business continuity) plans that will benefit the community.

Our resources

- Implement creative solutions through the public fire safety education and fire prevention programs to elevate the needs of residents in the community to reduce the likelihood of fire –related injuries and death, and enforcement intervention.

- Engage community groups (vulnerable and static) and consult reliable data/studies to furnish contingencies for public education and fire prevention programs.

Financial information

Table 62, Guelph Fire Department revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$283,642)	(\$317,700)	(\$470,700)	(\$153,000)	48.2%
External recoveries	(\$27,468)	(\$20,000)	(\$20,000)	\$0	0.0%
Internal recoveries	(\$1,605,961)	\$0	\$0	\$0	0.0%
Total revenue	(\$1,917,071)	(\$337,700)	(\$490,700)	(\$153,000)	45.3%

Explanation of changes

- \$153,000 increase total revenue from fire services revenue and fire property fees which includes revenue from Township Dispatch contracts finalized in 2018

Table 63, Guelph Fire Department expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$26,228,393	\$25,028,590	\$25,107,557	\$78,967	0.3%
Purchased goods	\$754,334	\$677,800	\$581,900	(\$95,900)	(14.1%)
Purchased services	\$885,946	\$999,320	\$1,038,539	\$39,219	3.9%
Financial expenses	\$2,385	\$0	\$0	\$0	0.0%

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Internal charges	\$217,391	\$207,900	\$312,800	\$104,900	50.5%
Total expenditures	\$28,088,449	\$26,913,610	\$27,040,796	\$127,186	0.5%

Explanation of changes

- \$39,219 increase in purchased services from telephone equipment repair/maintenance, cellular phone charges

Table 64, Guelph Fire Department net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$26,171,378	\$26,575,910	\$26,550,096	(\$25,814)	(0.1%)

This budget represents 0.1 per cent decrease or \$25,814 below 2018.

Capital programs of work

Emergency Services

Guelph-Wellington Paramedic Services (GWPS)

Guelph Wellington Paramedic Service (GWPS) is the designated provider of emergency paramedic ambulance services for the City of Guelph and the County of Wellington. The service is dedicated to providing compassionate quality patient-focused emergency medical care and transport service. Paramedics are based in 10 stations spread throughout the coverage area of more than 2,600 square kilometres.

The City of Guelph holds the licence to provide paramedic services as issued by the Ontario Ministry of Health and Long-Term Care. There are specific legislated requirements that the service must meet to maintain that licence. Some of the requirements include:

- A training program that ensures paramedics are kept up-to-date on treatments and changes in medicine.
- A quality assurance program to ensure that care being delivered meets the ministry standard.
- A vehicle preventative maintenance program to ensure reliability and patient safety.
- A record-keeping system that protects patient privacy.
- A staffing and deployment plan that ensures rapid response to emergency calls.
- The development of an annual Response Time Performance Plan to provide residents with a reasonable expectation of the response time required for paramedics to reach locations in the coverage area.

In addition to the legislated requirements, the GWPS has been successful in seeking annual provincial grant funding to establish and maintain a Community Paramedicine program. This program includes a variety of initiatives designed to educate members of the public, provide more effective and efficient care to vulnerable populations with significant medical concerns and to prevent medical conditions from becoming emergencies.

The paramedic service is challenged by ongoing increases to call volumes year over year. A consultant was contracted in 2016 to determine the staffing needs and appropriate station locations to provide optimal and efficient services.

2019 initiatives

Our services

- Continue to implement the GWPS Master Plan (2018-2022).
- Increase day time paramedic services in Centre Wellington.

Our resources

- Analyze inventory management processes.

Our people

- Improve supervision capacity at Wellington County stations.

Financial information

Table 65, Guelph-Wellington Paramedic Services budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$32,782)	(\$15,900)	(\$16,200)	(\$300)	1.9%
External recoveries	(\$3,882,720)	(\$4,224,900)	(\$4,645,384)	(\$420,484)	10.0%
Grants	(\$8,912,455)	(\$9,633,800)	(\$10,519,980)	(\$886,180)	9.2%
Internal recoveries	(\$477,435)	\$0	\$0	\$0	0.0%
Total revenue	(\$13,305,392)	(\$13,874,600)	(\$15,181,564)	(\$1,306,964)	9.4%

Explanation of changes

- \$886,180 increase in land ambulance grant revenue from the Ministry of Health which includes capital amortization, 911 police services chargeback and one per cent assumed incremental increase per the provincial planning guideline
- \$420,484 increase in disbursement recoveries from County of Wellington

Table 66, Guelph-Wellington Paramedic Services expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$15,719,595	\$16,311,615	\$17,396,615	\$1,085,000	6.7%
Purchased goods	\$945,940	\$789,300	\$950,700	\$161,400	20.4%
Purchased services	\$844,496	\$660,680	\$765,600	\$104,920	15.9%
Financial expenses	\$840	\$0	\$0	\$0	0.0%
Internal charges	\$1,977,218	\$2,742,400	\$2,529,930	(\$212,470)	(7.7%)
Total expenditures	\$19,488,089	\$20,503,995	\$21,642,845	\$1,138,850	5.6%

Explanation of changes

- \$1085,000 increase in salary, wage and benefits for eight new full-time equivalents approved as part of the Paramedic Resources budget request
- \$266,320 increase in purchased goods and services including medical and operating supplies, linens and uniforms, software and network costs, training and cellular costs primarily due to increased call volumes
- \$212,470 net decrease as a result of reduced lease, computing services and internal postage chargeback costs offset by increases in permit fees, equipment fuel and maintenance, financial services, insurance services, advertising, police services and staff chargebacks

Table 67, Guelph-Wellington Paramedic Services net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$6,182,697	\$6,629,395	\$6,461,281	(\$168,114)	(2.5%)

This budget represents 2.5 per cent decrease or \$168,114 below 2018.

Budget request

Paramedic Resources – approved March 5, 2019

Capital programs of work

Emergency Services

Corporate Services

Corporate Services (CS) supports the daily functions of all City departments to effectively deliver quality services and programs to our community.

This service area includes the City Clerk's Office, Finance, Human Resources, Information Technology, and Legal, Realty and Court Services. CS consists of dedicated staff members who have a diversity of skills and knowledge to deliver the good work that is done every day. Collectively, this team manages: statutory compliance, financial responsibilities, talent recruitment, retention and employee wellness, and the modernization of our digital services. Guelph's Provincial Court Administration is also part of this service area and their budget is available in the non-tax supported budget.

Financial information

Table 68, Corporate Services, service area total net budget trend 2017 to 2019

Corporate Services	2017 actuals	2018 budget	2019 approved budget	2019 budget change	2019 budget change
CS Administration	\$309,476	\$331,610	\$328,500	(\$3,110)	(0.9%)
Human Resources	\$2,545,878	\$2,580,585	\$2,794,935	\$213,450	8.3%
Information Technology	\$4,800,881	\$5,291,715	\$5,501,410	\$209,695	4.0%
City Clerk's Office	\$1,533,272	\$1,628,530	\$1,704,450	\$75,920	4.7%
Finance	\$1,972,266	\$2,369,865	\$2,551,572	\$181,707	7.7%
Legal, Realty and Court Services	\$1,752,569	\$1,836,520	\$1,581,300	(\$255,220)	(13.9%)

Corporate Services	2017 actuals	2018 budget	2019 approved budget	2019 budget change	2019 budget change
Total Corporate Services	\$12,914,342	\$14,038,825	\$14,461,267	\$422,442	3.0%

This budget represents a 3.0 per cent or \$422,442 increase over 2018.

Table 69, Corporate Services revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Internal recoveries	(\$11,600)	(\$12,900)	(\$38,500)	(\$25,600)	198.4%
Total revenue	(\$11,600)	(\$12,900)	(\$38,500)	(\$25,600)	198.4%

Explanation of changes

- \$25,600 increase in internal recoveries for support service costs recovered from non-tax budgets

Table 70, Corporate Services, administration expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$312,496	\$330,300	\$354,400	\$24,100	7.3%
Purchased goods	\$1,051	\$1,800	\$1,200	(\$600)	(33.3%)
Purchased services	\$7,203	\$12,410	\$11,400	(\$1,010)	(8.1%)
Internal charges	\$326	\$0	\$0	\$0	0.0%

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Total expenditures	\$321,076	\$344,510	\$367,000	\$22,490	6.5%

Explanation of changes

- \$24,100 compensation increase is mainly due to the court services reorganization
- \$1,010 decrease in purchased services due to decrease in consulting expenses

Table 71, Corporate Services net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$309,476	\$331,610	\$328,500	(\$3,110)	(0.9%)

This budget represents a 0.9 per cent decrease or \$3,110 below 2018.

Capital programs of work

Corporate Projects

Human Resources

The Human Resources (HR) department champions an engaged and diverse work place where people are empowered and supported to achieve their goals and be a success.

Our employees can count on us to be:

- inclusive and accessible
- a trusted advisor
- accountable

We're here for our employees, so they can be there for our community.

The HR department is responsible for enabling employees, teams and the corporation to meet its business and service goals through:

Human Resources Administration

- Deploying strategic talent management practices by implementing the Integrated Talent Blueprint.
- Fostering culture change with the Leadership Charter and Corporate Values of integrity, excellence and wellness.
- Aligning business and people strategies with performance outcomes.
- Understanding workforce performance, total compensation and rewards and recognition.
- Implementing Council's direction and decisions from employment-related legislative requirements.

Client Services

- Manage day-to-day client services including staffing and employee relations.
- Facilitate the administration and interpretation of collective agreements.
- Manage performance issues, grievance process, mediation/arbitration hearings, and collective bargaining.
- Implement HR programs, processes and policies.
- Create strategies to support operational needs and workforce planning programs which address labour market and skills shortages.
- Use evidence-based decision making to manage talent priorities and service needs throughout the City.

Talent and Organizational Development

- Enable culture change through the Leadership Charter, Corporate Values and the employee engagement process.
- Develop and delivering diversity and inclusion programs and policies.
- Develop skill and knowledge building programs including leadership development, employee onboarding, continuing education, career development and learning programs.
- Facilitate team development, leader and employee coaching, and support organizational change initiatives.
- Manage the performance development program.
- Investigate harassment and discrimination complaints.
- Develop health and safety policies, ensure mandatory safety training, and oversee safety audits and accident/incident investigations.
- Manage day to day employee inquiries related to HR services, including records and employee files.

Total Rewards and HR Systems

- Develop, manage and administer total compensation strategies including corporate payroll, job evaluation and analysis, benefits and Ontario Municipal Employees Retirement System (OMERS).
- Implement and maintain human resource information systems.
- Provide information and statistical reports for organizational design, employee compensation and payroll activity.
- Analyze and report on benchmarking and human resources trends and metrics.
- Maintain and enhance the employee recognition program.
- Manage corporate attendance, disability cases and return to work programs for ill/injured employees.
- Design and deliver wellness initiatives.

2019 initiatives

Our services

- Continue to improve the HR service delivery model.
- Negotiate a collective agreement for paramedics.
- Prepare for and begin negotiations with CUPE unions.
- Conduct Wellness Program, Disability Management, and Attendance Support Program business process review and implementation.
- Implement the Internal Payroll Audit recommendations.

Our resources

- Continue with the implementation of the Human Resource technology plan.

Our people

- Continue to implement the Talent Blueprint including:
 - Review the Learning and Development program and systems.
 - Provide learning opportunities and Leadership Charter for front-line employees.
 - Continue with employee career path programs.
 - Implement the Diversity and Inclusion Plan.

Financial information

Table 72, Human Resources revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Internal recoveries	(\$605,614)	(\$415,800)	(\$578,150)	(\$162,350)	39.0%
Total revenue	(\$605,614)	(\$415,800)	(\$578,150)	(\$162,350)	39.0%

Explanation of changes

- \$162,350 net increase in internal recoveries is for:
 - \$136,550 reserve transfer for the first year of a multi-year compensation and data analyst position to assist in implementing the recommendations from the Payroll Audit
 - \$25,800 for support service costs recovered from non-tax budgets

Table 73, Human Resources expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$2,696,197	\$2,641,400	\$3,014,550	\$373,150	14.1%
Purchased goods	\$50,817	\$60,750	\$62,750	\$2,000	3.3%
Purchased services	\$398,185	\$290,135	\$291,885	\$1,750	0.6%
Other transfers	\$0	\$3,000	\$3,000	\$0	0.0%
Internal charges	\$6,293	\$1,100	\$0	(\$1,100)	(100.0%)
Total expenditures	\$3,151,492	\$2,996,385	\$3,372,185	\$375,800	12.5%

Explanation of changes

- \$373,150 net compensation increase as a result of a temporary contract position to assist in implementing the internal audit recommendations, increases as a result of the job evaluation process, and new position created from cost savings through the court services reorganization
- \$1,750 net increase in purchased services mainly due to \$20,000 increase in Licensing, Education and Accreditation Program partially offset by a reduction in professional consulting

Table 74, Human Resources net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$2,545,878	\$2,580,585	\$2,794,035	\$213,450	8.3%

This budget represents a 8.3 per cent increase or \$213,450 over 2018.

Budget requests

Career Path Program, Diversity and Inclusion Plan - \$20,000 approved for Licensing, Education and Accreditation Program, \$165,000 for Diversity and Inclusion Plan was not approved

Information Technology

The Information Technology (IT) department is responsible for the strategic and operational implementation of technology for the City. This work includes enterprise business systems, communications systems, networking and infrastructure.

Through its five divisions, the IT department, deploys innovative technology that supports the City in delivering quality public service to:

Business Engagement

- Build and foster relationships with business partners to actively translate corporate technology initiatives, push continuous improvement for IT and support the City's strategic adoption of technology.

Corporate Applications

- Partner with departments to facilitate the ongoing evolution of critical information systems through strategic planning, process and functional review, lifecycle renewal, data integration and operational support.

Service Desk

- Provide a customer-focused, single point of contact for IT services and support across the City.
- Manage requisitioning and support for all corporate mobile devices, computers, tablets and phones.

Infrastructure Operations

- Investigate and deploy new and innovative technology infrastructure to realize corporate efficiencies while also ensuring the City's IT network and information is stable and accessible to the City and the public.

Projects, Strategy and Digital

- Providing subject matter expertise in corporate data management, geographic information systems (GIS), project management, and online services in the form of front-line resolution to incidents, new service implementations and strategic planning.

2019 initiatives

Our services

- Continue to modernize our IT systems and improve overall functionality and efficiency for staff and service delivery.
- Deliver myGuelph (citizen web portal) and digital services to provide the public with the ability to manage their customer profile with the City, submit work orders and make transactions online.

Our resources

- Continue to remediate critical technology infrastructure to ensure that the City's information network is reliable and secure.
- Begin to roll out infrastructure innovation that allows staff to access the city network, email and files from any computer or mobile device.

Our people

- Evolve our IT Business Engagement program to support the City in planning for its future technology needs.
- Provide staff with the required tools and support so that they can provide exceptional service to the community.

Financial information

Table 75, Information Technology revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
External recoveries	(\$109,620)	(\$30,000)	\$0	\$30,000	(100.0%)
Internal recoveries	(\$1,785,174)	(\$1,790,000)	(\$1,963,400)	(\$173,400)	9.7%
Total revenue	(\$1,894,794)	(\$1,820,000)	(\$1,963,400)	(\$143,400)	7.9%

Explanation of changes

- \$30,000 decrease in external recoveries due to expiry of Guelph Hydro phone-system support agreement
- \$173,400 increase in internal recoveries for support service costs recovered from non-tax budgets

Table 76, Information Technology expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$4,675,708	\$4,789,285	\$5,107,610	\$318,325	6.6%
Purchased goods	\$10,507	\$15,280	\$14,770	(\$510)	(3.3%)
Purchased services	\$1,986,942	\$2,302,950	\$2,325,730	\$22,780	1.0%
Internal charges	\$22,518	\$4,200	\$16,700	\$12,500	297.6%
Total expenditures	\$6,695,675	\$7,111,715	\$7,464,810	\$353,095	5.0%

Explanation of changes

- \$318,325 net compensation increase as a result of the job evaluation process, and new position created through the expiration of an external professional contract
- \$22,780 net increase in purchased services for increase in software and network maintenance, support and licensing costs offset by reduction in professional consulting
- \$12,500 increase in insurance costs for cyber insurance

Table 77, Information Technology net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$4,800,881	\$5,291,715	\$5,501,410	\$209,695	4.0%

This budget represents a 4.0 per cent increase or \$209,695 over 2018.

Capital programs of work

Corporate Projects

City Clerk's Office

The City Clerk's Office is responsible for coordinating and supporting various statutory responsibilities of the municipality and Council.

Legislative Services

The Legislative Services division coordinates and supports various responsibilities required under provincial legislation, including:

- Support to Council, Committee of the Whole and various other agencies, boards and committees.
- Issue of public notices pursuant to legislation.
- Deliver marriage services and commissioning services for affidavits.
- Support of provincial vital statistics processes.

Information, Privacy and Elections

The Information, Privacy and Elections division coordinates and supports various responsibilities required under provincial legislation, including:

- Manage the City's records and information holdings.
- Administer the City's compliance with privacy legislation including processing freedom of information requests.
- Strategic plan, administration and delivery of the municipal and school board elections.

ServiceGuelph

ServiceGuelph is a centralized customer service team that delivers City of Guelph information, services, and resources to customers. Whether citizens need to make a payment, register for a program, or complete an application, ServiceGuelph functions as a one-stop shop.

ServiceGuelph manages three core services:

- central customer service counter at City Hall
- City's main switchboard
- corporate mail services

2019 initiatives

Our services

- Administer legislative and corporate processes following the municipal election, including Council orientation, financial filings, compliance audit and associated reporting in the new term of Council.
- Support the development of the Service Simplified Strategy, in collaboration with the Corporate Communications and Customer Service department, for the City of Guelph.
- Implement a live streaming system for the Council Chamber and begin streaming all Council and Committee of the Whole meetings.
- Continue to deliver excellent customer service.

Our resources

- Continue to implement the Records and Information Management Strategy and enhance the use of our information assets with increased training, resources and the development of an Archival Needs Assessment.

Financial information

Table 78, City Clerk's Office revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$241,185)	(\$221,200)	(\$221,200)	\$0	0.0%
Product sales	(\$2,025)	\$0	\$0	\$0	0.0%
Licenses and permits	(\$76,679)	(\$74,000)	(\$74,000)	\$0	0.0%
Internal recoveries	(\$157,724)	(\$169,200)	(\$162,400)	\$6,800	(4.0%)
Total revenue	(\$477,613)	(\$464,400)	(\$457,600)	\$6,800	(1.5%)

Explanation of changes

- \$6,800 decrease in revenues due to net decrease in internal recoveries related to print shop and postage

Table 79, City Clerk's Office expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$1,562,397	\$1,645,000	\$1,684,400	\$39,400	2.4%
Purchased goods	\$31,859	\$26,700	\$39,150	\$12,450	46.6%
Purchased services	\$225,986	\$247,230	\$256,000	\$8,770	3.5%
Financial expenses	\$53,791	\$31,500	\$31,500	\$0	0.0%
Internal charges	\$136,852	\$142,500	\$151,000	\$8,500	6.0%
Total expenditures	\$2,010,885	\$2,092,930	\$2,162,050	\$69,120	3.3%

Explanation of changes

- \$12,400 increase in purchased goods for council chamber equipment repair and maintenance
- \$8,770 net increase in purchased services mainly related to increase in postage
- \$8,500 net increase in internal charges due to increase in \$20,000 transfer to the election reserve offset by \$11,500 decrease in internal support chargebacks

Table 80, City Clerk's Office net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$1,533,272	\$1,628,530	\$1,704,450	\$75,920	4.7%

This budget represents a 4.7 per cent increase or \$75,920 over 2018.

Capital programs of work

Corporate Projects

Finance

The Finance department ensures the financial accountability and transparency of the City and helps make Guelph an economically resilient city. Through its five divisions, Finance provides advice and analysis to the City, and supports Council in making strategic decisions while maintaining the municipality's financial integrity in compliance with the Municipal Act, 2001. Each of the divisions plays an integral part in the financial success of the corporation by:

Finance Client Services

- Support budget preparation and analysis for all City departments and managing the corporate budget process.
- Monitor expenses and revenues in compliance with the budget and legislation.
- Provide financial advisory support for all City departments including grant reporting, Council report review, and program costing assistance.

Financial Planning and Strategy

- Develop and maintaining financial policies that support long-term sustainability.
- Provide long-term capital and reserve fund forecasting including the City's debt and development charge revenue planning.
- Manage capital, letter of credit and reserve accounting, and the integrity of the capital asset reporting system.

Procurement

- Facilitate the purchase of goods and services using open and transparent processes.
- Ensure fair competition and compliance with governing policies and legislation.
- Manage the City's purchasing card program and insurance portfolio.

Financial Reporting and Accounting

- Provide general accounting, accounts receivable, accounts payable and treasury functions to the City.
- Manage the City's cash and investment portfolio, indirect tax filing and overall integrity of the interfacing financial systems.
- Prepare the annual financial statements, Financial Information Return (FIR) reports, and manage the external audit.

Taxation and Revenue

- Issue tax bills and collect tax payments including issuance of tax certificates and remit education taxes to school boards.
- Recommend tax policies, review and establish payment options and process methods, and set tax rates.
- Review assessment roll and maintaining tax collectors' roll according to governing policies, by-laws and legislation.

2019 initiatives

Our services

- Enhance corporate financial oversight through quarterly key performance metric reporting to senior management.
- Continue to enhance the City's financial communication through improved internal and external web presence and Council education.

Our resources

- Support the planned improvements and software upgrades to the City's corporate financial information systems including the transition of procurement into the primary corporate finance system, the implementation of a new salary planning budget module, support the transition to a new recreation revenue management system and selection of a corporate payment management solution.
- Investigate options for the replacement of the City's aging taxation software with a focus on self-service functionality.
- Continue to implement the foundational components of the Long-Term Financial Plan which include either leading or supporting the following:
 - multi-year budgeting, related policy development and financial system readiness
 - debt Management Policy Review
 - parking enterprise model
 - Downtown Secondary Plan Financial Model update
 - phase 2 of the funded 10-year capital forecast model

Our people

- Focus on employee cross-training, supporting career development and municipal finance knowledge enhancement.
- Implement recruitment practices that support the changing needs of the department.

Financial information

Table 81, Finance revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$776,172)	(\$733,650)	(\$737,550)	(\$3,900)	0.5%
External recoveries	(\$121,313)	(\$90,500)	(\$90,500)	\$0	0.0%
Internal recoveries	(\$773,354)	(\$751,600)	(\$936,000)	(\$184,400)	24.5%
Total revenue	(\$1,670,839)	(\$1,575,750)	(\$1,764,050)	(\$188,300)	11.9%

Explanation of changes

- \$3,900 net increase in user fees mainly due to increase in tax registration and administration
- \$84,400 increase in internal recoveries for support service costs recovered from non-tax budgets and a one-time transfer of \$100,000 from reserve for multi-year budget support

Table 82, Finance expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$3,476,654	\$3,748,125	\$4,116,218	\$368,093	9.8%
Purchased goods	\$62,675	\$88,110	\$53,604	(\$34,506)	(39.2%)
Purchased services	\$93,856	\$108,880	\$145,800	\$36,920	33.9%

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Financial expenses	\$90	\$0	\$0	\$0	0.0%
Internal charges	\$9,830	\$500	\$0	(\$500)	(100.0%)
Total expenditures	\$3,643,105	\$3,945,615	\$4,315,622	\$370,007	9.4%

Explanation of changes

- \$145,687 increase in salary, wage and benefits for two full time equivalent positions approved
- \$100,000 compensation increase due to one-time multi-year budget support

Table 83, Finance net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$1,972,266	\$2,369,865	\$2,551,572	\$181,707	7.7%

This budget represents a 7.7 per cent increase or \$181,707 over 2018.

Budget requests

Manager of Capital Strategy and Long-term Planning – approved March 5, 2019

Senior Procurement Agent - Strategic Sourcing – approved March 5, 2019

Capital programs of work

Corporate Projects

Legal, Realty and Court Services

The Legal, Realty and Court Services department offers strategic legal advice and guidance to City Council and City departments, ensures accountability and transparency, protects the City's interests, manages corporate risk, and provides realty services for the corporation. Court services is also part of this department but is represented in the non-tax supported budget.

Legal Services

- Provide timely, cost-effective and qualified legal advice and opinions to Council, committees, City departments and City-controlled corporations.
- Represent the City before the courts, the Local Planning Appeal Tribunal (LPAT) and other administrative tribunals.
- Manage external counsel.
- Review and prepare contracts, by-laws and other legal documentation, including real estate transactions.

Realty Services

- Acquisition and disposition of real property for all City departments, including site search and selection services.
- Provide legal advice relating to real estate matters.
- Negotiate realty agreements.
- Administer the City's Land Encroachment Bylaw.
- Maintain inventory of all realty interests of the City.

Insurance and Risk Management Services

- Investigate and handle all insurable claims under the City's applicable insurance deductible.
- Provide advice and support to City departments to assist in mitigating or eliminating the corporation's exposure to risk.

2019 initiatives

Our services

- Assist with implementing new corporate governance structure for GMHI and GMHI Development Corporation.
- Develop a set of key performance indicators against which to measure, and be accountable for, whether the services delivered by this department are planned appropriately, on time and meet internal stakeholder expectations.

Our resources

- Develop recommendation for procuring and implementing corporate contract management software.
- Assist the Business Process Management Office and Internal Audit to implement proactive risk management measures.

Our people

- Continue to develop an engaged, diverse, innovative and high-performing departmental team in order to ensure continuous improvement in the delivery of Legal, Realty and Court services.
- Continue to develop strong, productive and collaborative relationships with Council and client departments, thus enabling the department to support the delivery of municipal services.

Financial information

Table 84, Legal, Realty and Court Services revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
User fees and service charges	(\$71,248)	(\$47,500)	(\$53,300)	(\$5,800)	12.2%
External recoveries	(\$317,562)	(\$12,500)	(\$12,500)	\$0	0.0%
Internal recoveries	(\$515,787)	(\$422,000)	(\$530,400)	(\$108,400)	25.7%
Total revenue	(\$904,597)	(\$482,000)	(\$596,200)	(\$114,200)	23.7%

Explanation of changes

- \$114,200 increase in revenue is predominantly due to increase in internal legal support recoveries

Table 85, Legal, Realty and Court Services expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	\$1,490,453	\$1,488,300	\$1,550,000	\$61,700	4.1%
Purchased goods	\$11,786	\$14,500	\$14,500	\$0	0.0%
Purchased services	\$1,124,470	\$814,920	\$613,000	(\$201,920)	(24.8%)
Internal charges	\$30,457	\$800	\$0	(\$800)	(100.0%)
Total expenditures	\$2,657,166	\$2,318,520	\$2,177,500	(\$141,020)	(6.1%)

Explanation of changes

- \$201,920 decrease in purchased services is due to realignment of \$2,000 staff advertising budget to the Human Resources department and a reduction of \$200,000 to the risk management budget

Table 86, Legal, Realty and Court Services net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$1,752,569	\$1,836,520	\$1,581,300	(\$255,220)	(13.9%)

This budget represents a 13.9 per cent decrease or \$255,220 below 2018.

General and Capital Financing

General revenues

The general revenues section of the City's operating budget relates to revenues generated outside a specific City department including:

- Supplementary tax revenue generated from new properties and additions or improvements to existing properties.
- Payments in lieu of taxes (PILs).
- Investment income generated from the City's investment portfolio.
- Penalty revenue generated from property tax arrears.

Financial information

Table 87, General revenues revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Taxation	(\$299,608,328)	(\$240,137,465)	(\$250,628,392)	(\$10,490,927)	4.4%
Interest and penalties	(\$5,191,119)	(\$4,492,771)	(\$6,019,704)	(\$1,526,933)	34.0%
External recoveries	(\$55,689)	(\$50,000)	(\$50,000)	\$0	0.0%
Total revenue	(\$304,855,136)	(\$244,680,236)	(\$256,698,096)	(\$12,017,860)	4.9%

Explanation of changes

- \$395,060 increase to additional taxation revenue from growth
- Increase in interest and penalties of \$1,526,933 including:
 - \$426,933 net increase in investment income as a result of bettering market rates and conditions

- \$100,000 dividend from Guelph Junction Railway (GJR) and \$1,000,000 dividend from Alectra which were transferred to the capital reserves (see table 8 below)

Table 88, General revenues expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
School board transfers	\$63,686,506	\$0	\$0	\$0	0.0%
Other transfers	\$455,278	\$0	\$0	\$0	0.0%
Financial expenses	\$1,669,470	\$10,500	\$10,500	\$0	0.0%
Internal charges	\$475,000	\$75,000	\$175,000	\$100,000	133.3%
Total expenditures	\$66,286,254	\$85,500	\$185,500	\$100,000	117.0%

Explanation of changes

- \$100,000 transfer to reserve funds for increased interest revenue

Table 89, General revenues net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	(\$238,568,882)	(\$244,594,736)	(\$256,512,596)	(\$11,917,860)	4.9%

This budget represents 4.9 per cent increase or \$11,917,860 over 2018.

General expenditures

Expenditures related to the City including but not limited to insurance, audit fees, assessment fees, provision collective bargaining agreements, property tax write-offs and rebates and corporate transfers to operating reserves are considered general expenditures.

Table 90, General expenditures revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Product sales	(\$779)	(\$3,000)	(\$3,000)	\$0	0.0%
External recoveries	(\$113,022)	(\$14,800)	(\$294,800)	(\$280,000)	1,891.9%
Internal recoveries	(\$6,187,860)	(\$5,861,600)	(\$5,049,950)	\$811,650	(13.8%)
Total revenue	(\$6,301,661)	(\$5,879,400)	(\$5,347,750)	\$531,650	(9.0%)

Explanation of changes

- \$280,000 increase in external recoveries is for one-time cannabis revenue from the Province of Ontario
- \$682,250 decrease in internal support recoveries due to methodology alignment, and adjustment for internal leasing of paramedic facilities partially offset by an increase transfer from reserve to offset a portion of the paramedic resources budget request approved
- \$129,400 decrease in reserve transfers for human resources contingency

Table 91, General expenditures expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Salary, wage and benefits	(\$1,491,966)	\$1,992,680	\$2,382,865	\$390,185	19.6%

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Purchased goods	\$108,970	\$84,230	\$115,700	\$31,470	37.4%
Purchased services	\$3,846,996	\$4,275,156	\$4,173,756	(\$101,400)	(2.4%)
Government transfers	\$1,683,016	\$1,691,540	\$1,761,540	\$70,000	4.1%
Other transfers	\$40,299	\$42,500	\$30,000	(\$12,500)	(29.4%)
Financial expenses	\$2,576,540	\$2,282,000	\$2,382,000	\$100,000	4.4%
Internal charges	\$9,222,745	\$792,000	\$967,000	\$175,000	0.0%
Total expenditures	\$15,986,600	\$11,160,106	\$11,812,861	\$652,755	5.8%

Explanation of changes

- \$390,185 increase in compensation contingency for collective bargaining contracts not yet settled
- \$31,470 increase in purchased goods due to increased utility costs
- \$101,400 net decrease in purchased services is for:
 - \$280,000 increase for one-time costs related to cannabis regulatory inspection and compliance program and offset with revenue above
 - \$106,100 decrease in consulting expenses for human resources negotiations and contingency
 - \$200,000 decrease to corporate insurance costs
 - \$75,000 decrease related to NUME compensation
- \$70,000 increase in government transfers for the City's cost to support the Municipal Property Assessment Corporation (MPAC)
- \$100,000 net increase in financial expenses due to \$200,000 increase in tax write-offs partially offset by \$100,000 reduction due to the elimination of the vacancy rebate program
- \$175,000 increase in internal charges due to transfer to reserve for affordable housing of \$330,000 partially offset by a transfer from reserve of \$155,000 for strategic initiatives

Table 92, General expenditures net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$9,684,939	\$5,280,706	\$6,465,111	\$1,184,405	22.4%

This budget represents 22.4 per cent increase or \$1,184,405 over 2018.

Capital financing

This section includes debt servicing costs (principal and interest) associated with Council-approved capital projects, and the current year contributions to reserves to fund current and future capital projects.

Financial information

Table 93, Capital financing revenue budget trend 2017 to 2019

Revenue	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
External recoveries	(\$2,002,524)	(\$1,704,228)	(\$1,704,300)	(\$72)	0.0%
Grants	(\$10,411,754)	(\$10,360,400)	(\$10,826,250)	(\$465,850)	4.5%
Internal recoveries	(\$22,595,130)	(\$14,417,448)	(\$14,846,330)	(\$428,882)	3.0%
Total revenue	(\$35,009,408)	(\$26,482,076)	(\$27,376,880)	(\$894,804)	3.4%

Explanation of changes

- \$465,850 increase in federal gas tax funding
- \$428,882 increase in net recoveries from capital reserves due to an accounting change for the funding of development charge debt costs (\$1,487,850) plus other capital recoveries (\$111,558) less the one-time transfer (\$1,170,526) for the 0.5 per cent Dedicated Infrastructure Levy funded from reserves in 2018

Table 94, Capital financing expenditure budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Long term debt charges	\$24,845,171	\$14,574,050	\$16,061,900	\$1,487,850	10.2%
Financial expenses	\$10,970	\$5,700	\$0	(\$5,700)	(100.0%)
Internal charges	\$38,951,660	\$43,091,731	\$46,585,161	\$3,493,430	8.1%
Total expenditures	\$63,807,801	\$57,671,481	\$62,647,061	\$4,975,580	8.6%

Explanation of changes

- increase of \$1,487,850 in long term debt due to a change in accounting for development charge funded debt payments, previously budgeted in Development Charge Reserve Funds, no net impact to tax levy
- \$3,493,430 increase in net contribution to capital reserves including:
 - one per cent 2019 Dedicated Infrastructure levy of \$2,450,107, offset by \$1,000,000 of increased dividends from Alectra for a net dedicated levy of \$1,450,107
 - indexing of 2018 capital transfers of \$1,030,669 to maintain base capital funding incorporating inflation and impacts from 2018 growth related projects
 - transfer of \$600,000 to the Parking Capital Reserve Fund approved as part of Downtown Parking Master Plan
 - transfer of \$1,083,180 including \$465,850 to Federal Gas Tax Reserve Fund and \$600,000 to Capital Infrastructure Renewal Reserve Fund due to increased revenues from grants and dividends

Table 95, Capital financing net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$28,798,393	\$31,189,405	\$35,270,181	\$4,080,776	13.1%

This budget represents 13.1 per cent increase or \$4,080,776 over 2018.

City grants

This section reflects contributions to fund the City's obligations related to the Tax Increment Based Grant program. This program promotes redevelopment of brownfield, heritage and downtown properties that meet specific criteria.

Table 96, City Grants revenue budget trend 2017 to 2019

Revenues	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Internal recoveries	\$0	\$0	(\$460,400)	(\$460,400)	n/a
Total revenue	\$0	\$0	(\$460,400)	(\$460,400)	n/a

- \$460,400 increase in internal charges due to Council approval of the addiction court support worker (\$61.2K), supportive recovery room (\$150K), welcoming streets initiative (\$91.2K), and rotary trail (\$158K)

Table 97, City Grants budget trend 2017 to 2019

Expenditures	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Other transfers	\$2,000	\$16,700	\$477,100	\$460,400	2756.9%
Internal charges	\$2,421,000	\$2,651,000	\$3,151,000	\$500,000	18.9%
Total expenditures	\$2,423,000	\$2,667,700	\$3,628,100	\$960,400	36.0%

This budget represents 36.0 per cent increase or \$960,400 over 2018.

Explanation of changes

- \$460,400 increase in other transfers due to Council approval of the addiction court support worker (\$61.2K), supportive recovery room (\$150K), welcoming streets initiative (\$91.2K), and rotary trail (\$158K)
- \$500,000 increase in funding towards the Tax Increment Based Grant program as previously approved by Council to achieve the sustainable level of funding for current community improvements plans

Table 98, City grants, net budget trend 2017 to 2019

	2017 actuals	2018 approved budget	2019 approved budget	2019 budget change	2019 budget change
Net budget	\$2,423,000	\$2,667,700	\$3,167,700	\$500,000	18.7%

Reserve and reserve funds

Table 99, Transfer to tax supported capital reserve and reserve funds

Name of reserve /reserve fund	2018	2019	Change	Change	Purpose of transfer
Infrastructure Renewal	\$26,052,030	\$26,762,294	\$710,264	3%	Fund capital expenditures related to the renewal of existing infrastructure either through rebuilding or replacement. Also includes transfers to fund capital debt financing costs.
Growth	\$2,935,668	\$3,093,000	\$157,332	5%	Fund capital expenditures to accommodate growth that is not covered by Development Charges, either due to restrictions and exemptions in the DC Act or the City's DC Bylaw.
City Building	\$3,168,633	\$3,437,947	\$269,314	8%	Fund capital expenditures to improve existing assets or add additional assets to accommodate expanded or new services not driven by growth.

Name of reserve /reserve fund	2018	2019	Change	Change	Purpose of transfer
City-Owned Contaminated Sites	\$1,045,000	\$2,500,000	\$1,455,000	139%	To fund expenditures associated with city-owned environmentally contaminated sites.
Parking	\$0	\$992,700	\$992,700	n/a	New capital parking reserve. Transfers from central business and Elizabeth Street lot revenue and 707-0195 general capital financing.
Sleeman Centre Naming Rights	\$90,000	\$90,000	\$0	0%	Fund on-going capital works at the Sleeman Centre. Funds received as part of the Sleeman Centre Naming Rights agreement.
Total	\$33,291,331	\$36,875,941	\$3,584,610	11%	

Table 100, Transfer to tax supported operating reserve and reserve funds

Name of reserve /reserve fund	2018	2019	Change	Change	Purpose of transfer
Redevelopment Incentives	\$2,651,000	\$3,151,000	\$500,000	19%	Annual contribution to provide funding for the Council approved TIBG program based on previously approved long-term funding strategy.
Sleeman Centre		\$22,500	\$22,500	n/a	Funds collected from ticket surcharge used to pay for Sleeman capital repairs and maintenance.
Tax Rate Operating Contingency	\$425,000	\$300,000	(\$125,000)	(29%)	Annual Contribution to provide funding to build to targeted levels equal to 8-10% of gross operating expenditures in order to mitigate against unknown / unexpected operating risks of the organization.

Name of reserve /reserve fund	2018	2019	Change	Change	Purpose of transfer
Social Housing Contingency	\$130,000	\$130,000	\$0	0%	Due to legislated changes related to property tax exemptions on social and affordable housing, the City is required to hold savings related to this change for Social Housing capital related costs. The City has put these funds in a capital reserve to use for funding capital costs and potential unfavourable variances arising from the County managed program.
Strategic Initiatives	\$45,000	\$200,000	\$155,000	344%	Contribution to fund continued work on strategic/community planning activities.
Election Costs	\$131,000	\$151,000	20,000	15%	Annual contribution to help offset the cost of the municipal election.
Rental Property (NEW)	\$0	\$92,000	\$92,000	n/a	Transfer rental revenue from city owned rental properties to a reserve to improve management of maintenance activities and align rental income and related expenses.

Name of reserve /reserve fund	2018	2019	Change	Change	Purpose of transfer
River Run Centre	\$65,000	\$65,000	\$0	0%	Funds collected from ticket surcharge used to pay for River Run capital repairs and maintenance.
Greenhouse Gas	\$125,000	\$0	(\$125,000)	(100%)	Funds collected from sale of greenhouse gas credits. This program has ended.
Efficiency, Innovation, and Opportunity Fund	\$370,950	\$409,050	\$38,100	10%	Contributions to payback loan related to Energy and Joint Wireless retrofit projects.
Library Bequests	\$50,000	\$50,000	\$0	0%	Transfer restricted donation revenues to reserves.
Compensation Contingency	\$60,200	\$30,200	(\$30,000)	(50%)	Annual contribution for collective bargaining related costs.
WSIB	\$885,327	\$844,691	(\$40,636)	(5%)	Contribution to fund payments to WSIB and other Health and Safety related costs.

Name of reserve /reserve fund	2018	2019	Change	Change	Purpose of transfer
Paramedic Retirement	\$376,000	\$115,000	(\$261,000)	(69%)	Contribution to fund retirement payments to qualifying Paramedic employees in accordance with the collective agreement.
Police Sick Leave	\$355,000	\$455,000	\$100,000	28%	Contribution to fund sick leave retirement payouts to eligible Police staff in accordance with the collective agreement.
Fire Sick Leave	\$617,115	\$550,000	\$67,115	(11%)	Contribution to fund the sick leave payments to eligible Fire staff in accordance with the collective agreement.
Affordable Housing Reserve	\$0	\$330,000	\$330,000	n/a	To provide incentives to developers that encourage the creation of affordable rental units.
Total	\$6,286,592	\$6,895,441	\$608,849	10%	

Table 101, Total transfers to reserves and reserve funds

Name of reserve /reserve fund	2018	2019	Change	Change	Purpose of transfer
Total	\$39,577,923	\$43,771,382	\$4,193,459	11%	

Table 102, Transfer from Tax Supported Operating Reserve and Reserve Funds

Name of reserve /reserve fund	2018	2019	Change	Change	Purpose of transfer
Sleeman Centre Naming Rights Reserve	\$33,160	\$33,160	\$0	0%	Fund expenditures related to suite rental and advertising costs.
Compensation Contingency	\$239,600	\$632,750	\$393,150	164%	Funding of Employee Assistance Program, negotiation costs, and one-time compensation costs related to a compensation analyst, solid waste supervisor, sergeant, and multi-year budget support.
Police Sick Leave	\$300,000	\$400,000	\$100,000	33%	Fund the sick leave liability for eligible Police staff in accordance with the collective agreement.
Municipal Election	\$525,000	\$0	(\$525,000)	(100%)	No election related costs to be funded in 2019 as funds are accumulated for the 2022 election.
Police Contingency	\$0	\$50,000	\$50,000	n/a	Funding GPS impact from capital and one time negotiations expense.

Name of reserve /reserve fund	2018	2019	Change	Change	Purpose of transfer
Strategic Initiatives	\$0	\$266,000	\$266,000	n/a	To fund expenses related to the Community Plan including temporary compensation costs.
Social Housing Contingency	\$0	\$130,000	\$130,000	n/a	Funds to support social housing capital expenditures.
Tax Rate Operating Contingency	\$1,370,826	\$891,115	(\$479,711)	(35%)	To fund additional transit costs for Route 3 from January to June, addiction court support worker, supportive recovery room, welcoming streets initiative, transit route review (two-year commitment), rotary trail, and transfer to strategic initiatives reserve
Total	\$2,468,586	\$2,403,025	(\$65,561)	(3%)	

[illegible]

Approved budget requests

The following list summarizes 2019 budget requests, by growth and service enhancements arranged in order by service area and then alphabetical order. City administration went through a rigorous evaluation process to determine if these services and positions were required and consistent within the Corporate Administrative Plan (CAP). Collectively, these budget requests will help improve the health and safety of the community, help the City to meet legislative requirements, improve service delivery and find efficiencies for departments.

Table 103, Budget request summary – growth

Growth	Service area	FTEs approved	2019 approved	2020 commitment
Manager of Capital Strategy and Long-term Planning	CS	1	\$81,912	\$82,012
Senior Procurement Agent – Strategic Sourcing	CS	1	\$67,775	\$67,775
Planning Technician (Policy and Design)	IDE	1	\$51,425	\$37,425
Traffic Safety Analyst	IDE	1	\$58,690	\$58,690
Fleet Operating Costs	PS	0	\$101,500	
Natural Areas Stewardship Technologist	PS	1	\$96,650	\$36,750
Paramedic Resources	PS	8	\$519,800	(\$184,166)

Growth	Service area	FTEs approved	2019 approved	2020 commitment
Total		13	\$977,752	\$297,153

Table 104, Budget request summary – service enhancements

Service enhancements	Service area	FTEs approved	2019 approved	2019 not approved
Corporate Customer Service	CAO	0		\$345,800
Career Path Program, Diversity and Inclusion Plan	CS	0	\$20,000	\$165,000
Transit Business Service Review * (\$100,000 funded from reserve – two year commitment)	PS	3	\$498,626	
Total		3	\$518,626	\$510,800

*Transit Service Review request has a capital component in 2019 of \$2,717,000 which was approved on March 5, 2019

Table 105, Total growth and service enhancement budget requests

Budget request	FTEs approved	2019 approved	2020 commitment	2019 not approved
Total growth requests	13	\$977,752	\$297,153	\$0
Total service enhancements	3	\$518,626		\$510,800
Total	16	\$1,496,378	\$297,153	\$510,800

Other considerations

The following list summarizes 2019 budget requests that were identified through previous Council decisions to be referred to the 2019 operating budget as well as Council intentions raised during budget discussion. City administration went through a rigorous evaluation process to determine if these services and positions were required and within the Corporate Administrative Plan (CAP). Collectively, these budget requests were not deemed as high priority as the approved budget requests and have not been included in the 2019 approved operating budget. Council can approve these requests at their discretion.

Table 106, Other considerations and Council intentions budget requests – service enhancements

Service enhancements	Service area	FTEs approved	2019 approved	2019 not approved	2020 commitment
Council Training (Council approved 50 per cent of request)	Council	0	\$21,125	\$21,125	
Council Administrative Assistant	Council	1	n/a	\$90,600	
Yard Waste Program	IDE	0	n/a	\$375,000	
Hardscaped Medians	PS	0	n/a	\$59,300	
Rotary Trail (from 2018 surplus)	PS	0	\$158,000		
Addiction support worker (from 2018 surplus)			\$61,200		
Supportive recovery room (from 2018 surplus)			\$150,000		

Service enhancements	Service area	FTEs approved	2019 approved	2019 not approved	2020 commitment
Welcoming streets initiative (from 2018 surplus)			\$91,200		
Transit route review (from tax rate operating contingency reserve – two year commitment)			\$100,000		\$100,000
Transfer to Strategic Initiative Reserve			\$155,000		
Total		0	\$736,525	\$546,025	\$100,000