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Introduction

Approved 2020 budget

The approved 2020 tax supported operating budget is the City of Guelph's realistic plan to build a stable financial foundation for the City. As with previous years, the approved budget includes all annualized costs. 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 is focused on delivering valuable services and programs to the community by investing in what matters to residents while balancing tax rate increases with citizen expectations.

The approved 2020 budget reflects an increased net levy requirement of 3.60 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. In addition, the budget includes estimated increases for outstanding labour contract negotiations, impacts of previous Council decisions, operating impacts from capital approved during the 2019 budget deliberations, and capital funding requirements to meet priorities set through the Strategic Plan.

Council also approved a levy of \$750,000 for six years to support the Guelph General Hospital expanding the Emergency Department and enhancing the spaces for mental health and addictions care, replacing aging equipment and purchasing innovative technologies, and transforming the Special Care Nursery.

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, dividends and investment income. Further, assessment growth revenue for 2020 budget has been finalized at \$3.3 million which should be used to fund growth related operating increases. The budget reflects that some grants ended in 2020 and the corresponding revenue and expenses have been removed from the budget.

The City has also used a reserve strategy to fund one-time initiatives and one-time budget pressures totalling \$1,647,900 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 2020 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 is pleased that with the

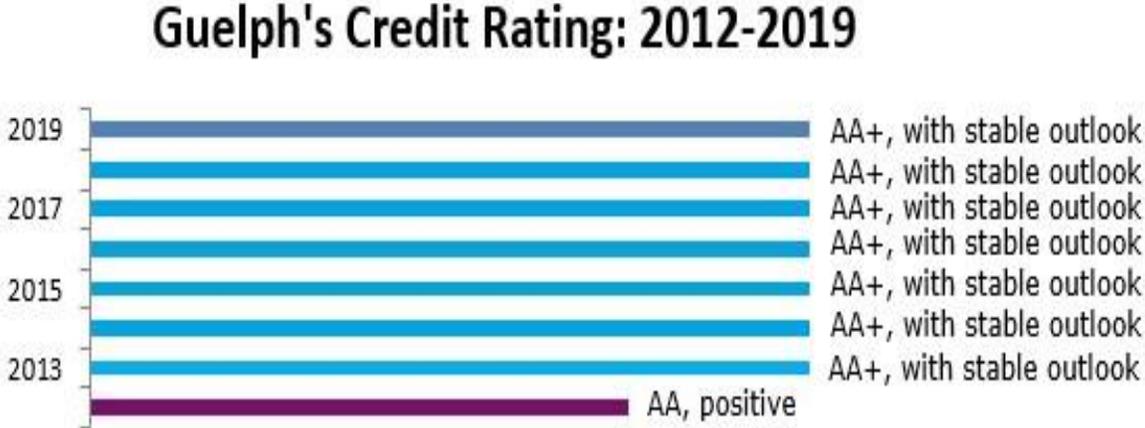
recent reserve and reserve fund review, the City is now in a position to better use the reserves in this type of strategic manner.

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 2019, 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 2012-2019



Financial summary

The City's approved 2020 budget is \$256,192,624 which represents a 3.60 per cent net tax levy increase over 2019. In addition to the City's approved budget, Council also approved a net levy increase of \$750,000 for the Guelph General Hospital. This will be in place for six years to raise a total of \$4.5 million for the Guelph General Hospital.

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

The following chart summarizes the approved net 2020 operating budget by service area.

Table 1, Net 2020 Tax Supported Operating Budget

	2019 budget	2020 budget	2020 budget change	2020 budget change
City Departments and General and Capital Financing				
Mayor & Council	1,128,860	1,161,3500	32,490	2.9%
CAO	3,169,278	3,178,013	8,735	0.3%
Infrastructure, Development & Enterprise Services	27,721,660	27,984,823	263,163	0.9%
Public Services	89,721,050	92,938,937	3,217,887	3.6%
Corporate Services	12,783,153	13,115,644	332,491	2.6%
General and Capital Financing	30,610,718	34,059,971	3,449,253	11.3%
Total Tax Supported City	165,134,719	184,524,530	7,304,019	4.4%
Local Boards and Shared Services				
Local Boards	52,936,596	56,844,169	3,907,573	7.4%
Shared Services	26,055,517	26,909,717	854,200	3.3%
Total Tax Supported	244,126,832	256,192,624	12,065,792	4.9%
Assessment Growth	-	-	(3,284,157)	(1.3%)
Total Net Levy Requirement	244,126,832	256,192,624	8,781,635	3.6%

Funding the budget

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

The costs that 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; of that 33 per cent, \$4,761,773 is the increase approved for the 2020 local boards and shared services budget which represents a 1.95 per cent tax levy impact. This increase covers the budget ask by the Guelph Public Library Board, Guelph Police Services Board, Wellington-Dufferin-Guelph Public Health, The Elliott Community and Social Services and Social Housing. Details of this ask will be presented as part of the local boards and shared services Council presentation on November 20, 2019.

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 dollar collected in municipal taxes, the City retains roughly \$0.67 to deliver these services; 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. In addition to this, the City also collects education property taxes which are mandated by the province and distributed to the local school boards.

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 at 78 per cent of targeted levels.

Additional information related to City reserves is included on pages 67 through 69.

Historical actuals

Over the past five years, the average annual operating budget increase has been just over three per cent. The net operating tax levy for 2019 was 2.69 per cent.

Table 2, Historical tax levy increases

Year	Tax levy increase
2015	3.55%
2016	2.99%
2017	3.15%
2018	2.95%
2019	2.69%
5 year average	3.06%
2020 approved	3.60%

Office of the Mayor



2020 initiatives

- Support the Mayor in his two-year 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 3, Office of the Mayor 2018 to 2020 trend

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
Total Revenue	-	-	-	-	0.0%
Expenditure					
Salary, Wage & Benefits	351,099	416,000	424,090	8,090	1.9%
Purchased Goods	7,247	18,260	18,260	-	0.0%
Purchased Services	6,896	20,920	42,620	21,700	103.7%
Internal Charges	1,050	-	-	-	0.0%
Total Expenditure	366,292	455,180	484,970	29,790	6.5%
Net Budget	366,292	455,180	462,470	29,790	6.5%

Explanation of changes

- \$22,500 increase for Chief Administrative Officer performance evaluation

Budget requests

None

During the 2019 budget, Council approved an amendment that the Council Administrative Assistant be referred to the 2020 budget. No budget request has been put forward due to the planned council composition review. Staffing levels will be reviewed after the completion of the council composition review.

City Council



2020 initiatives

- Participate in ongoing training and conferences to support Council's governance mandate.

Financial information

Table 4, City Council 2018 to 2020 trend

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
Total Revenue	-	-	-	-	0.0%
Expenditure					
Salary, Wage & Benefits	492,765	571,300	579,300	8,000	1.4%
Purchased Goods	4,923	25,500	25,500	-	0.0%
Purchased Services	37,494	76,880	71,580	(5,300)	(6.9%)
Internal Charges	130	-	-	-	0.0%
Total Expenditure	535,312	673,680	676,380	2,700	0.4%
Net Budget	535,312	673,680	676,380	2,700	0.4%

Explanation of changes

- \$5,300 decrease in communication expense due to new contract

Budget requests

None

Office of the Chief Administrative Officer

The Chief Administrative Officer (CAO) focuses on the administration of City business that delivers services that matter to Council and the community, and ensures a strong future for the City. The 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.
- Implement City Council policy decisions.
- Guide all departments adhere to the highest standards of service, accountability and Corporate values.
- Encourage current and future corporate leaders to fully achieve the Leadership Charter.
- Support the Mayor as current chair of the Large Urban Mayor's Caucus of Ontario to oversee Caucus business.

The Office of the CAO includes Strategy, Innovation and Intergovernmental Services, Internal Audit, Corporate Communications and Customer Service. Collectively, these departments provide administrative and advisory leadership to the organization to improve operations, exchange information, engage our community and stakeholders to maintain strong relationships and build partnerships, and create innovative approaches to solve problems and deliver services.

Financial information

Table 5, Budget trend 2018 to 2020 (CAO Service Area)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
CAO Administration	616,337	689,225	701,605	12,380	1.8%
Strategy, Innovation & Intergovernmental Services	1,097,674	874,470	882,800	8,330	1.0%
Internal Audit	337,463	288,663	283,048	(5,615)	(1.9%)
Corporate Communications & Customer Service	977,878	1,316,920	1,310,560	(6,360)	(0.5%)
Total CAO	3,029,352	3,169,278	3,178,013	8,735	0.3%

Table 6, Budget trend 2018 to 2020 (CAO Administration)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
Internal Recoveries	(47,155)	-	-	-	0.0%
Total Revenue	(47,155)	-	-	-	0.0%
Expenditure					
Salary, Wage & Benefits	469,249	424,800	441,440	16,640	3.9%
Purchased Goods	10,409	11,600	9,440	(2,160)	(18.6%)
Purchased Services	105,779	252,825	250,725	(2,100)	(0.8%)
Internal Charges	78,055	-	-	-	0.0%
Total Expenditure	663,492	689,225	701,605	12,380	1.8%
Net Budget	616,337	689,225	701,605	12,380	1.8%

Explanation of changes

- \$2,160 decrease in operating expenses related to promotional materials and books to align with historical spending trends
- \$2,100 decrease in advertising expenses to align with historical spending trends

Strategy, Innovation and Intergovernmental Services



2020 initiatives

- Finalize and begin to implement the City’s new Strategic Plan—develop action plans and performance tracking and reporting to focus and align resources to achieve measureable success over the next four years.
- Continue to work with partners and stakeholders to align with, and champion the Community Plan—outreach, promote collaboration and report community progress.
- Review and evolve Guelph’s strategic innovation portfolio to support and empower staff to work in new ways and be ‘future ready’, and to enhance Guelph’s reputation as an innovative community.
- Continue to advocate for provincial and federal funding and consultation opportunities, and support the Mayor, Council and staff to increase Guelph’s influence with relevant associations and other levels of government.

Financial information

Table 7, Budget trend 2018 to 2020 (Strategy, Innovation and Intergovernmental Services)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
Internal Recoveries	(118,617)	(266,000)	(417,800)	(151,800)	57.1%
Total Revenue	(118,617)	(266,000)	(417,800)	(151,800)	57.1%
Expenditure					
Salary, Wage & Benefits	1,007,821	851,000	863,250	12,250	1.4%
Purchased Goods	13,651	6,018	6,018	0	0.0%
Purchased Services	166,826	283,452	431,332	147,880	52.2%
Internal Charges	27,993	-	-	-	0.0%
Total Expenditure	1,216,291	1,140,470	1,300,600	160,130	14.0%
Net Budget	1,097,674	874,470	882,800	8,330	1.0%

Explanation of changes

- \$150,000 increase in transfer from reserve to fund implementation of the strategic plan
- \$150,000 increase in purchased services to support the development of the five strategic pillar action plans, and investigation of a performance tracking and reporting system

Budget requests

None

Internal Audit



2020 initiatives

- Continue to support Council and senior management by providing objective assurance and insight on the effectiveness and efficiency of governance, risk management and internal control processes.
- Perform audit projects included in the 2020 work plan as approved by Council.

Financial information

Table 8, Budget trend 2018 to 2020 (Internal Audit)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
Internal Recoveries	(1,277)	(88,300)	(100,700)	(12,400)	14.0%
Total Revenue	(1,277)	(88,300)	(100,700)	(12,400)	14.0%
Expenditure					
Salary, Wage & Benefits	297,374	326,000	328,190	2,190	0.7%
Purchased Goods	1,275	1,963	1,963	0	0.0%
Purchased Services	39,706	49,000	53,595	4,595	9.4%
Internal Charges	385	-	-	-	0.0%
Total Expenditure	338,740	376,963	383,748	6,785	1.8%
Net Budget	337,463	288,663	283,048	(5,615)	(1.9%)

Explanation of changes

- \$12,400 increase in internal recoveries related to internal support services
- \$5,000 increase in consulting expenses related to internal audit work

Budget requests

None

Corporate Communications and Customer Service



2020 initiatives

- 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.
- Develop the City's communications master plan.
- Implement the City's internal communications strategy.

Financial information

Table 9, Budget trend 2018 to 2020 (Corporate Communications and Customer Service)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
External Recoveries	(32,106)	-	-	-	0.0%
Internal Recoveries	(474,022)	(441,500)	(470,950)	(29,450)	6.7%
Total Revenue	(506,128)	(441,500)	(470,950)	(29,450)	6.7%
Expenditure					
Salary, Wage & Benefits	1,235,980	1,470,790	1,498,220	27,430	1.9%
Purchased Goods	9,251	16,000	17,400	1,400	8.8%
Purchased Services	213,441	271,630	265,890	(5,740)	(2.1%)
Internal Charges	25,334	-	-	-	0.0%
Total Expenditure	1,484,006	1,758,420	1,781,510	23,090	1.3%
Net Budget	977,878	1,316,920	1,310,560	(6,360)	(0.5%)

Explanation of changes

- \$29,450 increase in internal recoveries related to internal support services
- \$5,150 decrease in advertising and cellular expenses to align with historical spending trends

Budget requests

None

Infrastructure, Development and Enterprise Services

Infrastructure, Development and Enterprise Services' (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 five tax supported departments—Planning and Building Services, Facilities Management, Engineering and Transportation Services, Environmental Services' Solid Waste Resources, and Business Development and Enterprise—manage critical municipal assets, policies, services and infrastructure that citizens, visitors, students and businesses rely on every day and that drive economic growth in our world-class community.

The following 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, Parking 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 ultimately, invest in Guelph.

Equally important, the IDE service area works across departments to create a culture of alignment and collaboration to improve internal processes and employee engagement for more efficient and innovative service delivery.

Financial information

Table 10, Net Budget trend 2018 to 2020 (Infrastructure Development, & Enterprise Services Service Area)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
IDE Administration	298,888	193,530	223,310	29,780	15.4%
Planning and Building Services	2,924,487	3,640,320	3,646,295	5,975	0.2%
Facilities Management	5,462,150	5,892,207	6,130,347	238,140	4.0%
Engineering and Transportation Services	3,023,677	3,402,821	3,480,579	77,758	2.3%
Environmental Services	10,344,557	13,064,880	13,077,100	12,220	0.1%
Business Development & Enterprise Services	1,364,630	1,527,902	1,427,192	(100,710)	(6.6%)
Total Infrastructure, Development & Enterprise Services	23,418,389	27,721,660	27,984,823	263,163	0.9%

Table 11, Budget trend 2018 to 2020 (Infrastructure Development, & Enterprise Services Administration)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
Internal Recoveries	(283,144)	(210,000)	(210,000)	-	0.0%
Total Revenue	(283,144)	(210,000)	(210,000)	-	0.0%
Expenditure					
Salary, Wage & Benefits	510,333	369,700	379,480	9,780	2.6%
Purchased Goods	3,678	5,000	5,000	-	0.0%
Purchased Services	66,240	28,330	48,330	20,000	70.6%
Internal Charges	1,781	500	500	-	0.0%
Total Expenditure	582,032	403,530	433,310	29,780	7.4%
Net Budget	298,888	193,530	223,310	29,780	15.4%

Explanation of changes

- \$ 20,000 increase in purchased services for employee engagement and continuous improvement activities

Planning and Building Services



2020 initiatives

- Collaborate and align resources across departments to continue major land use planning initiatives, including the Clair-Maltby Secondary Plan, the Comprehensive Zoning Bylaw review and the Official Plan Review/Growth Plan Conformity Exercise.
- Implement continuous process and customer service improvements, and continue to develop awareness of and seek customer feedback on Building Partnerships both internally and externally.
- Work with multiple departments and appropriate external stakeholders to continue to implement the Cultural Heritage Action Plan, Urban Design Action Plan and Natural Heritage Action Plan and collaborate to align resources accordingly (staff and budget).
- Support staff involvement in working groups to improve work place culture, including implementing the IDE Setting the Course Action Plan and identified 2020 priority actions.
- Continue to implement workforce/succession plans to address anticipated workforce and organizational needs within the department over the next five years.
- 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.

Financial information

Table 12, Budget trend 2018 to 2020 (Planning and Building Services)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
User Fees & Service Charges	(614,645)	(492,500)	(524,960)	(32,460)	6.6%
Product Sales	(1,632)	-	-	-	0.0%
Licenses & Permits	(150,040)	(120,000)	(122,400)	(2,400)	2.0%
External Recoveries	(181,167)	-	-	-	0.0%
Internal Recoveries	(3,773,369)	(2,943,600)	(230,500)	2,713,100	(92.2%)
Total Revenue	(4,720,853)	(3,556,100)	(877,860)	2,678,240	(75.3%)
Expenditure					
Salary, Wage & Benefits	6,435,330	6,934,675	4,266,030	(2,668,645)	(38.5%)
Purchased Goods	27,595	70,400	70,400	-	0.0%
Purchased Services	225,987	145,945	143,825	(2,120)	(1.5%)
Other Transfers	879,165	-	-	-	0.0%
Financial Expenses	1,372	1,500	1,500	-	0.0%
Internal Charges	75,891	43,900	42,400	(1,500)	(3.4%)
Total Expenditure	7,645,340	7,196,420	4,524,155	(2,672,265)	(37.1%)
Net Budget	2,924,487	3,640,320	3,646,295	5,975	0.2%

Explanation of changes

- \$34,900 increase in revenues related to Planning fees increase of 5.2 per cent, which is an automatically indexed amount per Council approved policy.
- Ontario Building Code staff is budgeted within Ontario Building Code Administration in 2020 and as a result the compensation has decreased in tax-supported Building Services and the corresponding internal recovery has been reduced.

Budget requests

None

Capital programs of work

Corporate Projects

Facilities Management



2020 initiatives

- Continue to find operational efficiencies, and improve the customer and staff experience at City Hall.
- Extend lifecycle of building and equipment assets with preventative maintenance activities to mitigate potential issues before they arise and respond efficiently to unforeseen maintenance needs.
- Continue to improve the energy efficiency and conservation of our facilities through collaboration across departments and focus on implementation of energy projects that support the Corporate Energy target of 100 per cent renewable energy by 2050.
- Continue to work towards the community energy target of net zero carbon by 2050 by implementing electric transit buses and fleet vehicles, as well as supporting the Community Energy Initiative and Our Energy Guelph.
- Continue the facility needs assessment to include fire, paramedic services and the farmers market 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 and consulting services to our construction project teams, and train staff to ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA) requirements.
- Continue to lead the City's Tier 1 capital projects including the expansion and renovation of the Guelph Police Services headquarters, design and construction of the South End Community Centre, and replacement of the existing inventory of streetlights with LED technology and adaptive controls.

Financial information

Table 13, Budget trend 2018 to 2020 (Facilities Management)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
User Fees & Service Charges	(39,758)	(86,200)	(133,700)	(47,500)	55.1%
External Recoveries	(547,802)	(96,000)	(96,000)	-	0.0%
Grants	(62,000)	-	-	-	0.0%
Internal Recoveries	(23,044)	(216,700)	(175,700)	41,000	(18.9%)
Total Revenue	(672,604)	(398,900)	(405,400)	(6,500)	1.6%
Expenditure					
Salary, Wage & Benefits	2,756,037	2,726,670	2,919,320	192,650	7.1%
Purchased Goods	2,232,916	2,342,400	2,342,800	400	0.0%
Purchased Services	908,942	1,014,887	1,065,727	50,840	5.0%
Internal Charges	236,859	207,150	207,900	750	0.4%
Total Expenditure	6,134,754	6,291,107	6,535,747	244,640	3.9%
Net Budget	5,462,150	5,892,207	6,130,347	238,140	4.0%

Explanation of changes

- \$85,500 decrease in revenue is related to a \$133,000 decrease in program support recoveries and a \$47,500 increase in rent revenue for City owned properties
- \$121,500 increase in compensation for in-year Council approved Project Manager position for Renewable Energy that is partially offset by \$92,000 transfer from the 100RE reserve
- \$50,800 net increase in purchased services related to increased maintenance costs for City Hall.

Budget requests

None

Capital programs of work

Corporate Projects
 Emergency Services
 Open Spaces, Recreation, Culture and Library
 Solid Waste Services
 Transportation Systems

Engineering and Transportation Services



2020 initiatives

- Plan, design and deliver major linear (roads and pipes) infrastructure construction projects throughout the city and as approved in the capital plan.
- Continue community engagement and studies related to the Transportation Master Plan update.
- Study, design and build active transportation facilities from the Cycling Master Plan, Sidewalk Needs Assessment and Active Transportation Network Study and as approved in the capital plan.
- Provide development engineering review services to support city growth.
- Initiate a city-wide Road Safety Program
- Conduct monitoring and remediation on City-owned contaminated sites.
- Continue work on-going corporate-wide asset inventory and condition updates, with a focus on operations and maintenance planning activities.
- Initiate Natural Capital Asset Management Plan.
- Begin service-specific Levels of Service reviews to establish targets.
- Develop and roll out corporate training program for both Asset and Project Management across the City.

Financial information

Table 14, Budget trend 2018 to 2020 (Engineering and Transportation Services)

	2018 Actuals	2019 Approved Budget	2020 Budget	2020 Budget Change	2020 Budget Change
Revenue					
User Fees & Service Charges	(219,925)	(668,200)	(563,300)	104,900	(15.7%)
Product Sales	(431)	(250)	-	250	(100.0%)
External Recoveries	(3,487,942)	(1,755,000)	(1,751,500)	3,500	(0.2%)
Internal Recoveries	(1,410,324)	(1,731,456)	(1,806,650)	(75,194)	4.3%
Total Revenue	(5,118,622)	(4,154,906)	(4,121,450)	33,456	(0.8%)
Expenditure					
Salary, Wage & Benefits	6,578,428	6,879,500	6,912,952	33,452	0.5%
Purchased Goods	894,949	146,985	146,185	(800)	(0.5%)
Purchased Services	327,464	417,842	431,192	13,350	3.2%
Financial Expenses	194	-	-	-	0.0%
Internal Charges	341,652	113,400	111,700	(1,700)	(1.5%)
Total Expenditure	8,142,299	7,557,727	7,602,029	44,302	0.6%
Net Budget	3,023,677	3,402,821	3,480,579	77,758	2.3%

Explanation of changes

- \$33,000 net decrease in revenue is related to:
 - \$100,000 decrease due to reversal of one-time 2019 temporary inspector costs fully funded from revenues resulting in a net impact of zero. The position is not required at this time.
 - \$75,000 increase in internal recoveries for support service costs recovered from non-tax budgets.
- \$13,350 increase in purchased services mainly due to increased consulting costs

Budget requests

None

Capital programs of work

Contaminated Sites
Corporate Projects
Stormwater Management
Transportation Services
Wastewater Services
Water Services

Environmental Services



2020 initiatives

- Update the Solid Waste Management Master Plan to provide effective waste collection and increase diversion rates.
- Prepare for legislative changes related to Extended Producer Responsibility for recyclables to position Guelph for a successful transition.
- 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 Collection Operation Centre and implementation.

Financial information

Table 15, Budget trend 2018 to 2020 (Environmental Services)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
User Fees & Service Charges	(6,447,486)	(5,599,520)	(6,104,700)	(505,180)	9.0%
Product Sales	(2,690,063)	(831,400)	(815,400)	16,000	(1.9%)
External Recoveries	(593,442)	(572,000)	(572,000)	-	0.0%
Grants	(1,630,785)	(1,348,000)	(1,523,000)	(175,000)	13.0%
Internal Recoveries	(1,524,746)	(1,756,900)	(1,576,320)	180,580	(10.3%)
Total Revenue	(12,886,522)	(10,107,820)	(10,591,420)	(483,600)	4.8%
Expenditure					
Salary, Wage & Benefits	8,454,627	8,658,440	8,865,195	206,755	2.4%
Purchased Goods	3,773,748	3,021,550	2,987,070	(34,480)	(1.1%)
Purchased Services	7,638,862	7,924,860	8,203,105	278,245	3.5%
Financial Expenses	19,052	12,000	12,000	-	0.0%
Internal Charges	3,344,519	3,555,850	3,601,150	45,300	1.3%
Total Expenditure	23,230,808	23,172,700	23,668,520	495,820	2.1%
Net Budget	10,344,286	13,064,880	13,077,100	12,220	0.1%

Explanation of changes

- \$505,180 net increase in user fees and service charges due to:
 - \$110,000 increase in public drop-off revenues due to rates and fees increases (\$60,000) and aligning budget to historical trends (\$50,000)
 - \$2,000 decrease in bulky item stickers
 - \$47,180 increase in waste processing fees due to contractual increases in the organics plant (\$77,000) partially offset by a decrease from third party processing revenue
 - \$325,000 increase in tip fees due to rates and fees increases (\$160,000) and aligning budget to historical trends (\$165,000)
 - \$25,000 increase in lease agreement revenue
- \$16,000 net decrease in product sales due to:
 - \$26,000 decrease in the sale of recycled goods due to fluctuating market conditions
 - \$10,000 increase in the sale of goods for increased cart sales
- \$175,000 increase in Province of Ontario blue box grant funding primarily driven by the net cost the City incurs to deliver the blue box program. Budget has been set using a three-year rolling average calculation.
- \$180,580 decrease in internal recoveries primarily due the reversal of one-time temporary position funding (\$126,300) which is offset with a corresponding reduction in expenditures
- \$237,100 increase in compensation related to operating impacts from 2019 approved capital projects
- \$34,480 net decrease in purchased goods primarily in operating supplies and parts to align with historical trends
- \$278,245 net increase in purchased services mainly attributable to an increase in contractual waste haulage costs and operating impacts from 2019 approved capital projects
- \$45,300 net increase in internal charges mainly due to increased fuel and maintenance costs related to operating impacts from 2019 approved capital projects

Budget requests

None

Capital programs of work

Solid Waste Services

Business Development and Enterprise



2020 initiatives

- Update Guelph’s economic strategy (Prosperity20Next) to align with the “Guelph. Future Ready” strategic plan, to inform future programming, resource requirements, and partnerships—targeted to domestic and foreign investment attraction opportunities, and to continue Guelph’s vibrant business retention and expansion programs in a fast-changing digital world.
- Continue marketing and selling lands in the Hanlon Creek Business Park Phase 1 and leading the work related to the development and disposition for the land in Phase 3; developing the former IMICo site for its successful development into a mixed-use site with affordable housing as a key feature.
- Promote and support the service offerings and the commercial success of Guelph Junction Railway.
- Continue to lead and update the implementation of the Downtown Secondary Plan including Baker District, proposed repurposing of the Drill Hall, and supporting Conestoga College’s plans for a downtown campus location.
- Partner with regional coalitions advocating for Two Way All Day GO, the Innovation Corridor, Ontario Food Cluster, Smart Cities, and other relevant business growth initiatives.
- Continue to manage the private-sector investment incentive tools—the Brownfield Community Improvement Plans (CIP), the Heritage CIP, and to reinstate Downtown Guelph CIP.

Financial information

Table 16, Revenue Budget trend 2018 to 2020 (Business Development & Enterprise)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
User Fees & Service Charges	(8,426)	(8,568)	(8,568)	-	0.0%
Product Sales	(1,984,611)	-	-	-	0.0%
External Recoveries	(26,850)	(14,300)	(14,300)	-	0.0%
Grants	(12,182)	(20,000)	(20,000)	-	0.0%
Total Revenue	(2,032,069)	(42,868)	(42,868)	-	0.0%
Expenditure					
Salary, Wage & Benefits	832,159	1,002,000	1,020,850	18,850	1.9%
Purchased Goods	133,620	127,100	128,200	1,100	0.9%
Purchased Services	277,381	261,370	270,710	9,340	3.6%
Other Transfers	35,000	178,500	48,500	(130,000)	(72.8%)
Internal Charges	2,118,539	1,800	1,800	-	0.0%
Total Expenditure	3,396,699	1,570,770	1,470,060	(100,710)	(6.4%)
Net Budget	1,364,630	1,527,902	1,427,192	(100,710)	(6.6%)

Explanation of changes

- \$130,000 decrease in other transfers due to the consolidation of this grant into the General Expenditures section for consistency in presentation of all Community Improvement Plan grants and incentives

Budget requests

None

Capital programs of work

Contaminated Sites
Corporate Projects
Open Spaces, Recreation, Culture and Library

Public Services

The City's Public Services' departments offer some of the most outwardly facing services and programs to the community from parks and recreation including senior services, to transit, paramedics, fire, culture and tourism including Market Square programming, and operations including road and sidewalk maintenance and business licensing.

Guelph citizens and visitors to the city routinely interact with Public Services from creating memories and moments at one of our cultural or community centres, or with our dedicated staff as they maintain public and civic buildings, roads, trails and sidewalks. We interact with our community daily by helping residents and tourists move between places, and by providing emergency services to those in need. These services strive to contribute to the quality of life in our city now and in years to come.

Financial information

Table 17, Budget trend 2018 to 2020 (Public Services Area)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
30 PS Administration	395,831	438,850	446,930	8,080	1.8%
31 Parks & Recreation Services	13,287,012	13,969,492	14,108,653	139,161	1.0%
32 Culture, Tourism & Community Investment	6,502,557	6,531,282	6,664,028	132,746	2.0%
34 Guelph Transit	17,646,584	18,669,181	20,260,210	1,591,029	8.5%
35 Operations	14,858,276	15,378,954	16,064,135	685,181	4.5%
36 Fire Services	27,500,431	27,631,596	28,230,886	599,290	2.2%
37 Guelph-Wellington Paramedic Services	6,615,096	7,101,695	7,164,095	62,400	0.9%
Total Public Services	86,805,787	89,721,050	92,938,937	3,217,887	3.6%

Table 18, Budget trend 2018 to 2020 (Public Services Administration)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
External Recoveries	(280)	-	-	-	0.0%
Internal Recoveries	(133,357)	-	-	-	0.0%
Total Revenue	(133,637)	-	-	-	0.0%
Expenditure					
Salary, Wage & Benefits	503,652	379,700	388,680	8,980	2.4%
Purchased Goods	2,059	3,750	3,750	0	0.0%
Purchased Services	10,627	41,500	41,000	(500)	(1.2%)
Internal Charges	13,130	13,900	13,500	(400)	(2.9%)
Total Expenditure	529,468	438,850	446,930	8,080	1.8%
Net Budget	395,831	438,850	446,930	8,080	1.8%

Explanation of changes

- No notable changes

Parks and Recreation



2020 initiatives

- Implement the updated Parks and Recreation Department Master Plan that will provide a strategic roadmap for the future.
- Launch the new recreation software system to meet compliancy and customers' expectations for program registrations, facility bookings and events.
- Pursue all relevant local, provincial and federal grant opportunities to improve and complement the current roster of programs services and facilities.
- Special focus on developing leaders and foster a growing culture of collaboration, innovation, and service excellence across the department and the corporation.
- Address recommendations related to the department in the Natural Heritage Action Plan, the Urban Forestry Management Plan and the Older Adult Strategy.

Financial information

Table 19, Budget trend 2018 to 2020 (Parks and Recreation)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
User Fees & Service Charges	(4,953,525)	(4,980,306)	(4,967,136)	13,170	(0.3%)
Product Sales	(160,516)	(136,100)	(136,700)	(600)	0.4%
Licenses & Permits	(18,642)	-	-	-	0.0%
External Recoveries	(481,671)	(315,255)	(316,455)	(1,200)	0.4%
Grants	(497,829)	(96,848)	(96,848)	-	0.0%
Internal Recoveries	(274,146)	(196,062)	(173,612)	22,450	(11.5%)
Total Revenue	(6,386,329)	(5,724,571)	(5,690,751)	33,820	(0.6%)
Expenditure					
Salary, Wage & Benefits	13,389,657	13,616,950	13,996,731	379,781	2.8%
Purchased Goods	2,772,181	2,941,894	2,838,094	(103,800)	(3.5%)
Purchased Services	1,518,311	1,296,419	1,329,019	32,600	2.5%
Other Transfers	10,000	15,000	15,000	-	0.0%
Financial Expenses	68,257	58,400	58,400	-	0.0%
Internal Charges	1,914,935	1,765,400	1,562,160	(203,240)	(11.5%)
Total Expenditure	19,673,341	19,694,063	19,799,404	105,341	0.5%
Net Budget	13,287,012	13,969,492	14,108,653	139,161	1.0%

Explanation of changes

- \$45,180 compensation increase is mainly related to annualization of the Natural Areas Stewardship Technologist position that was approved for half year in 2019
- \$137,880 net savings due to closure of Centennial Pool
- \$22,100 increase in repairs and maintenance based on historical trends and facility needs
- \$203,240 savings in internal charges as a result of realigning budgets based on historical trends
- \$60,500 increase in expenditures for approval of Hardscaped Medians budget request which was presented to Council as other considerations

Budget requests

None

Capital programs of work

Open Spaces, Recreation, Culture and Library

Culture, Tourism and Community Investment



2020 initiatives

- Continue to expand Guelph's founding story with the First Nation, Inuit and Metis peoples; allowing our learnings to influence our work.
- Implement Guelph Farmers' Market bylaw and policy review.
- Implement new Community Investment Strategy including new granting streams.
- Propose Municipal Accommodation Tax program.

Financial information

Table 20, Budget trend 2018 to 2020 (Culture, Tourism and Community Investment)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
User Fees & Service Charges	(1,978,011)	(1,866,830)	(1,883,830)	(17,000)	0.9%
Product Sales	(1,626,055)	(1,677,000)	(1,686,000)	(9,000)	0.5%
External Recoveries	(1,059,645)	(804,050)	(904,050)	(100,000)	12.4%
Grants	(596,737)	(372,599)	(368,599)	4,000	(1.1%)
Internal Recoveries	(123,738)	(35,160)	(45,400)	(10,240)	29.1%
Total Revenue	(5,384,186)	(4,755,639)	(4,887,879)	(132,240)	2.8%
Expenditure					
Salary, Wage & Benefits	5,659,115	5,598,956	5,766,380	167,424	3.0%
Purchased Goods	1,757,698	1,722,559	1,777,631	55,072	3.2%
Purchased Services	1,759,080	1,356,356	1,374,496	18,140	1.3%
Other Transfers	1,972,575	2,017,800	2,058,300	40,500	2.0%
Financial Expenses	72,754	66,550	66,850	300	0.5%
Internal Charges	665,521	524,700	508,250	(16,450)	(3.1%)
Total Expenditure	11,886,743	11,286,921	11,551,907	264,986	2.3%
Net Budget	6,502,557	6,531,282	6,664,028	132,746	2.0%

Explanation of changes

- \$132,240 increase in revenue is mainly related to utility recoveries for district energy at Sleeman Centre and payroll recoveries for Community Investment administration
- \$25,050 increase in compensation is related to Market Square operations budget request for regulatory changes
- \$55,072 increase in purchased services due to an increase in utilities at Sleeman Centre
- \$40,500 increase in other transfers is due to annual increase for inflation on Community benefit agreements and Community grants

Budget requests

Market Square operations - regulatory changes

Capital programs of work

Open Spaces, Recreation, Culture and Library

Guelph Transit



2020 initiatives

- Continue to implement the recommendations of the transit service review including increase number of operators to meet service demands.
- Update the Transit Master Plan with the goal of designing transit accessible neighborhoods and continuing the discussion around inter-regional transit.
- 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.
- Implement new route planning option and receive real time bus arrival information.
- Implement digital signage at terminals.
- Continue to expand revenue opportunities for Guelph Transit.

Financial information

Table 21, Budget trend 2018 to 2020 (Guelph Transit)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
User Fees & Service Charges	(12,799,226)	(13,140,270)	(13,425,270)	(285,000)	2.2%
External Recoveries	(14,342)	(18,000)	(18,000)	-	0.0%
Internal Recoveries	(173,255)	(284,715)	(109,000)	175,715	(61.7%)
Total Revenue	(12,986,823)	(13,442,985)	(13,552,270)	(109,285)	0.8%
Expenditure					
Salary, Wage & Benefits	19,447,680	19,960,650	21,655,840	1,695,190	8.5%
Purchased Goods	761,579	878,650	884,750	6,100	0.7%
Purchased Services	597,957	968,190	908,670	(59,520)	(6.1%)
Financial Expenses	55,773	66,600	66,600	-	0.0%
Internal Charges	9,770,418	10,238,076	10,296,620	58,544	0.6%
Total Expenditure	30,633,407	32,112,166	33,812,480	1,700,314	5.3%
Net Budget	17,646,584	18,669,181	20,260,210	1,591,029	8.5%

Explanation of changes

- \$285,000 net increase in user fees and service charges due to:
 - \$291,000 increase in University of Guelph fare pass revenue resulting from annual price increase and higher student enrolment.
 - \$41,000 net increase in regular fares due to increased ridership.
 - \$100,000 decrease to advertising revenues due to change in advertising program delivery.
 - \$18,000 increase in lease revenues for bus bay and parking at terminal.
 - \$35,000 increase in fares for the service level enhancements approved by Council
- \$175,715 decrease in internal recoveries due to the reversal of a transfer from reserves for funding of a one-time 2019 budget expense
- \$1,695,190 net increase in compensation due to:
 - \$1,050,100 increase for service level enhancements approved by Council which includes 13 full time equivalents.
 - \$175,715 decrease from reversal of a 2019 one-time approval.
 - \$85,000 increase in for a mobility driver previously budgeted under consulting as a 2019 operating impact from 2018 capital.
 - \$89,800 increase for a mobility driver approved as part of the 2020 operating impacts from 2019 capital budget.
 - \$100,000 increase in benefit costs reflecting historical average costs.
 - \$135,400 net increase due to an addition of three transit drivers as recommended in the transit service review.
 - \$410,605 remaining is related to collective bargaining agreements and increased benefit costs.
- \$59,520 decrease in purchased services due to a budget reallocation from consulting to compensation
- \$58,544 increase in internal charges for transit fleet maintenance costs mainly due to the addition of a mobility van, with fleet operating costs of \$40,400, approved as part of the 2020 operating impacts from 2019 capital budget

Budget requests

None – Council approved recommendations as presented in the Allocation of New Buses report PS-2019-23

Capital programs of work

Transportation Systems

Operations



2020 initiatives

- Continue to implement improvements to the City’s winter control and salt management efforts through the use of new plow equipment along with the opening of the City’s new snow disposal management site.
- Report back to council on recommendations identified during the bylaw reviews on smoking (tobacco/cannabis) restrictions, alcohol consumption in public areas and short term rental lodging.
- Review policies and identify opportunities to reduce the fleet carbon footprint through early planning and costing of fleet electrification as well as a focus on fleet reduction and right-sizing. This will be done through an interdepartmental fleet working group.
- Conduct a business licensing bylaw review on pay day loan establishments.
- Implement inventory and security recommendations identified in the fleet Inventory Audit and the Provincial Offences Act Cash Handling Audit.

Financial information

Table 22, Budget trend 2018 to 2020 (Operations)

	2018 actuals	2019 approved budget	2020bBudget	2020 budget change	2020 budget change
Revenue					
User Fees & Service Charges	(345,536)	(284,300)	(294,300)	(10,000)	3.5%
Product Sales	(410,312)	(4,500)	(4,500)	-	0.0%
Licenses & Permits	(375,429)	(341,800)	(360,800)	(19,000)	5.6%
External Recoveries	(299,375)	(135,300)	(135,300)	-	0.0%
Internal Recoveries	(19,950,712)	(20,290,576)	(20,769,176)	(478,600)	2.4%
Total Revenue	(21,381,364)	(21,056,476)	(21,564,076)	(507,600)	2.4%
Expenditure					
Salary, Wage & Benefits	15,780,723	16,300,517	16,960,597	660,080	4.0%
Purchased Goods	9,975,638	10,441,145	11,066,695	625,550	6.0%
Purchased Services	4,746,057	4,608,018	4,656,283	48,265	1.0%
Other Transfers	647,553	622,700	647,900	25,200	4.0%
Financial Expenses	724	200	200	0	0.0%
Internal Charges	5,088,945	4,462,850	4,296,536	(166,314)	(3.7%)
Total Expenditure	36,239,640	36,435,430	37,059,111	623,681	1.7%
Net Budget	14,858,276	15,378,954	16,064,135	685,181	4.5%

Explanation of changes

- \$478,600 increase in internal recoveries due to inflationary increase for Fleet maintenance chargebacks to City departments of 1.8 per cent along with increases for Public Works chargebacks for increased parking lot maintenance and Water Services road work
- \$673,815 net increase in purchased goods and services due to an increase of \$650,000 to Transit Fleet for the service enhancements of five buses, along with increased roads maintenance of \$25,000 approved as part of the 2020 operating impacts from 2019 capital budget
- \$112,314 decrease in internal charges is mainly due to lower insurance premiums for the City's vehicle fleet

Budget requests

None

Capital programs of work

Corporate Projects
 Open Spaces, Recreation, Culture and Library
 Solid Waste Services
 Stormwater Management
 Transportation Systems
 Wastewater Services
 Water Services

Guelph Fire Department



2020 initiatives

- Continue to move the current county dispatch contracts to full dispatch services and increase revenue in accordance with the service level changes.
- Implement the new records management system. Transfer previous records and train staff on the new system.
- Maintain compliance with Emergency Management and Civil Protection Act (EMCPA) Regulation 380/04, and continue to work with all City departments to develop and review their continuity of government (business continuity) plans that will benefit the community.
- Engage with community groups (vulnerable and static) and consult reliable data/studies to furnish contingencies for public education and fire prevention programs.

Financial information

Table 23, Budget trend 2018 to 2020 (Guelph Fire Department)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
User Fees & Service Charges	(416,215)	(470,700)	(455,700)	15,000	(3.2%)
External Recoveries	(29,531)	(20,000)	(20,000)	-	0.0%
Internal Recoveries	(502,247)	-	-	-	0.0%
Total Revenue	(947,993)	(490,700)	(475,700)	15,000	(3.1%)
Expenditure					
Salary, Wage & Benefits	26,559,671	26,189,057	26,807,457	618,400	2.4%
Purchased Goods	762,730	581,900	620,500	38,600	6.6%
Purchased Services	946,719	1,038,539	937,729	(100,810)	(9.7%)
Financial Expenses	459	-	-	-	0.0%
Internal Charges	178,845	312,800	340,900	28,100	9.0%
Total Expenditure	28,448,424	28,122,296	28,706,586	584,290	2.1%
Net Budget	27,500,431	27,631,596	28,230,886	599,290	2.2%

Explanation of changes

- \$15,000 decrease in user fees and service charges due to realigning budget based on historical trends
- \$38,600 increase in purchased goods due to increased cost of medical supplies and breathing apparatus because of new tariff levied on international supply
- \$100,810 savings in purchased services due to realigning budget based on historical trends
- \$28,100 net increase in internal charges due to increase in transfer to reserve for collective bargaining impacts (\$50,000) and decrease in program support costs to realign with historical trends

Budget requests

None

Capital programs of work

Emergency Services

Guelph-Wellington Paramedic Services (GWPS)



2020 initiatives

- Continue to implement the GWPS Master Plan (2018-2022) to prepare for future growth.
- Continue to focus on improving Paramedic stations in the City and the County.
- Improve inventory management processes.
- Coordinate with external partners to maximize services provided to the community in as efficient manner as possible.

Financial information

Table 24, Budget trend 2018 to 2020 (GWPS)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
User Fees & Service Charges	(13,868)	(16,200)	(16,200)	-	0.0%
External Recoveries	(4,778,458)	(4,534,535)	(4,201,317)	333,218	(7.3%)
Grants	(9,785,353)	(10,519,980)	(11,378,818)	(858,838)	8.2%
Internal Recoveries	(352,693)	-	-	-	0.0%
Total Revenue	(14,930,372)	(15,070,715)	(15,596,335)	(525,620)	3.5%
Expenditure					
Salary, Wage & Benefits	17,281,412	17,926,180	18,213,055	286,875	1.6%
Purchased Goods	1,039,664	950,700	1,003,375	52,675	5.5%
Purchased Services	873,647	765,600	818,900	53,300	7.0%
Internal Charges	2,350,745	2,529,930	2,725,100	195,170	7.7%
Total Expenditure	21,545,468	22,172,410	22,760,430	588,020	2.7%
Net Budget	6,615,096	7,101,695	7,164,095	62,400	0.9%

Explanation of changes

- \$333,218 decrease in disbursement recoveries from County of Wellington due to 50 per cent of 2019 service enhancement being recovered from the Ministry of Health in 2020 and an increase in City call volumes which increases the City's proportionate share of costs resulting in a savings to the County
- \$858,838 increase in land ambulance grant revenue from the Ministry of Health which includes capital amortization, and the previous year council approved service enhancement. The Ministry of Health has not approved the Grant funding but the required grant documents have been submitted.
- \$52,675 increase in purchased goods due to increase in medical supplies and office supplies to accommodate increase in service demand calls.
- \$53,300 increase in purchased services based on historic trend for software services, network maintenance, and training
- \$195,170 net increase in internal charges due to:
 - \$93,000 increase in program support costs for fuel, maintenance, and corporate support such as finance and human resources.
 - \$102,170 increase in transfer to capital reserve fund which is a direct transfer of the increased provincial revenue for capital amortization.

Budget requests

None

Capital programs of work

Emergency Services

Corporate Services

Corporate Services is the internal energy of the organization, providing enterprise-wide support services to all City departments to facilitate the effective delivery of quality services and programs to the community.

Corporate Services includes the City Clerk's Office (including ServiceGuelph), Finance, Human Resources, Information Technology and Legal, Realty and Court Services.

Corporate Services provides a diverse set of professional skills and knowledge to optimize our City's service delivery including:

- Modernizing our services with the right digital technology,
- Managing our fiscal responsibilities with a focus on long-term sustainability and policies.
- Providing legal support that mitigates corporate risk and protects the City's interests
- Supporting Council to oversee their organizational governance and decision-making abilities.
- Safeguarding our records and information that ensures proper security and public access.
- Administering legislative requirements that ensures organizational compliance,
- Advocating for staff in finding, growing and retaining great talent, as well as, providing resources to achieve individual health and wellness.

Guelph's Provincial Court Administration is also part of this service area and represented in the non-tax supported budget.

Financial information

Table 25, Net Budget trend 2018 to 2020 (Corporate Services Service Area)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
CS Administration	330,257	328,500	329,680	1,180	0.4%
Human Resources	2,580,714	2,906,621	2,962,885	56,264	1.9%
Information Technology	5,321,473	3,408,910	3,438,870	29,960	0.9%
City Clerk's Office	1,546,577	1,704,450	1,736,510	32,060	1.9%
Finance	2,678,582	2,853,372	3,087,869	234,497	8.2%
Legal, Realty and Court Services	1,695,081	1,581,300	1,559,830	(21,470)	(1.4%)
Total Corporate Services	14,152,684	12,783,153	13,115,644	332,491	2.6%

Table 26, Budget trend 2018 to 2020 (Corporate Services Administration)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2018 actuals
Revenue					
Internal Recoveries	(164,221)	(38,500)	(43,500)	(5,000)	13.0%
Total Revenue	(164,221)	(38,500)	(43,500)	(5,000)	13.0%
Expenditure					
Salary, Wage & Benefits	487,493	354,400	357,680	3,280	0.9%
Purchased Goods	902	1,200	1,200	-	0.0%
Purchased Services	6,083	11,400	14,300	2,900	25.4%
Total Expenditure	494,478	367,000	373,180	6,180	1.7%
Net Budget	330,257	328,500	329,680	1,180	0.4%

Explanation of changes

- No notable changes

Human Resources



2020 initiatives

- Conduct a Non-union Municipal Employee (NUME) compensation and benefit review to validate compensation that is competitive to attract and retain talent while aligning with our comparator municipalities.
- Implement the City's employee Diversity and Inclusion plan to create an environment where people feel involved, respected, valued and connected.
- Lead the negotiation of collective agreements with the City's three Canadian Union of Public Employees (CUPE) groups that achieves both employee needs and excellent service delivery.
- Implement updates to the employee Wellness Program, Disability Management, and Attendance Support Program that will make it easier for employees to access and support their health and wellness needs.
- Continue to implement recommendations from the Internal Payroll Audit that include system optimization and a single digital solution that modernizes current Human Resource technology that will result in cost savings and improved staff capacity.
- Provide City leaders with the tools and resources needed to increase employee engagement, using data from the 2019 employee survey, to ensure a strong work culture and service delivery.
- Refresh the Talent Blueprint to align people policies and programs with the new Strategic Plan and corporate values including:
 - Update workforce-planning data (projected retirements, turnover, etc.).
 - Update learning and development core competencies and learning opportunities.
 - Continue the career path programs to support employee career growth.

Financial information

Table 27, Budget trend 2018 to 2020 (Human Resources)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
Internal Recoveries	(416,579)	(578,150)	(952,700)	(374,550)	64.8%
Total Revenue	(416,579)	(578,150)	(952,700)	(374,550)	64.8%
Expenditure					
Salary, Wage & Benefits	2,736,464	3,127,136	3,326,060	198,924	6.4%
Purchased Goods	44,128	62,750	60,750	(2,000)	(3.2%)
Purchased Services	209,628	291,885	525,775	233,890	80.1%
Other Transfers	-	3,000	3,000	-	0.0%
Internal Charges	7,073	-	-	-	0.0%
Total Expenditure	2,997,293	3,484,771	3,915,585	430,814	12.4%
Net Budget	2,580,714	2,906,621	2,962,885	56,264	1.9%

Explanation of changes

- \$374,550 net increase in internal recoveries for support service costs recovered from non-tax budgets and a one-time reserve transfer of \$300,000 to implement the digital system modernization plan mentioned above
- \$100,000 compensation increase related to one-time for payroll system optimization project
- \$233,890 increase in purchased services is mainly related to payroll system optimization project

Budget requests

None

Capital programs of work

Corporate Projects

Information Technology



2020 initiatives

- Build a City-owned fiber optic network to eliminate dependency on external service providers and reduce risks of network outages. This is a multi-year initiative.
- Modernize the City's work and asset management solution through purchase and implementation of a new system to enable a mobile work force and enhance reporting capabilities.
- Consolidate purchasing and inventory functionality into corporate financial system to gain efficiencies.
- Pilot a cloud solution for file storage, collaboration and intranet services to prepare for corporate rollout.

Financial information

Table 28, Budget trend 2018 to 2020 (Information Technology)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
External Recoveries	(135,872)	-	-	-	0.0%
Internal Recoveries	(1,832,650)	(1,963,400)	(2,053,300)	(89,900)	4.6%
Total Revenue	(1,968,522)	(1,963,400)	(2,053,300)	(89,900)	4.6%
Expenditure					
Salary, Wage & Benefits	4,994,975	5,107,610	5,262,200	154,590	3.0%
Purchased Goods	13,588	14,770	8,770	(6,000)	(40.6%)
Purchased Services	2,265,257	233,230	191,700	(41,530)	(17.8%)
Financial Expenses	245	-	-	-	0.0%
Internal Charges	15,930	16,700	29,500	12,800	76.6%
Total Expenditure	7,289,995	5,372,310	5,492,170	119,860	2.2%
Net Budget	5,321,473	3,408,910	3,438,870	29,960	0.9%

Explanation of changes

- \$89,900 increase in internal recoveries mainly for support service costs recovered from non-tax budgets
- \$41,530 net decrease in purchased services is due to reduction in cellular phone charges, employees training and realignment of professional consulting consistent with historical actual cost trends and efficiency impacts
- \$12,800 increase is mainly due to addition of cyber security insurance and chargeback from non-tax water for optic fiber locate services.

Budget requests

None

Capital programs of work

Corporate Projects

City Clerk's Office



2020 initiatives

- Implement an electronic agenda management system to make it easier for the public, Council and staff to interact and engage with the Council decision making process.
- Conduct the Council Composition and Employment Status Review to ensure that Council's composition, governance structure, employment status and wards continue to adequately serve and represent Guelph residents.
- Replace the City's postage machine to ensure reliable, efficient, and cost effective processing of large quantities of mail in a timely manner.
- Conduct community engagement on ranked ballot voting and bring recommendations forward to Council to ensure a voting method decision is made according to legislative timelines for the 2022 municipal election.
- Determine costing and submit a capital budget request for an enterprise content management solution to improve electronic records management and legislative compliance in line with the Records Information Management Strategy.
- Implement the Archival Needs Assessment to ensure that the City's records of archival and historical value are preserved and accessible to City employees and the public.

Financial information

Table 29, Budget trend 2018 to 2020 (City Clerk's Office)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
User Fees & Service Charges	(246,238)	(221,200)	(234,800)	(13,600)	6.1%
Product Sales	(617)	-	-	-	0.0%
Licenses & Permits	(79,625)	(74,000)	(74,000)	-	0.0%
Internal Recoveries	(608,233)	(162,400)	(413,900)	(251,500)	105.6%
Total Revenue	(934,713)	(457,600)	(722,700)	(265,100)	40.5%
Expenditure					
Salary, Wage & Benefits	1,647,803	1,684,400	1,749,560	65,160	3.9%
Purchased Goods	56,632	39,150	27,150	(12,000)	(30.7%)
Purchased Services	598,080	256,000	500,000	244,000	64.1%
Financial Expenses	38,269	31,500	31,500	-	0.0%
Internal Charges	140,506	151,000	151,000	-	0.0%
Total Expenditure	2,481,290	2,162,050	2,459,210	297,160	10.0%
Net Budget	1,546,577	1,704,450	1,736,510	32,060	1.9%

Explanation of changes

- \$265,100 increase in revenue is mainly related to:
 - \$230,000 one-time reserve transfer for council composition and employment status review.
 - \$24,500 increase in internal recoveries for support service costs recovered from non-tax budgets.
 - \$13,600 user fee increase resulting from increasing fee volumes and an internal fee review.
- \$12,000 decrease in purchased goods due to reduction in hardware/software budget for council chamber equipment upkeep
- \$244,000 net increase in purchased services mainly related to:
 - \$230,000 increase for one-time for council composition and employment status review.
 - \$28,000 increase from operating impact of electronic meeting management project approved in the 2019 capital budget.
 - \$14,000 decrease mainly due to reduction in postage as city continues to switch to electronic mode of communications where legislatively possible.

Budget requests

None

Capital programs of work

Corporate Projects

Finance



2020 initiatives

- Implement the new Continuous Improvement Office with a focus on LEAN training principles that support implementing efficiency projects and developing reportable metrics.
- Lead the corporate implementation of the new Community Benefit Charge Strategy and Development Charge Study update because of legislation changes in 2019.
- 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 selection and implementation of corporate maintenance management system, and development of a project implementation plan for the 2021 taxation software replacement that will have self-service functionality.
- Implement the next phase of a long-term financial plan including multi-year budget implementation, related policy development, and financial system readiness.
- Support the financial modeling and costing of the Strategic Plan action plans, the Clair-Maltby Secondary Plan and a number of service-level master plans.

Financial information

Table 30, Budget trend 2018 to 2020 (Finance)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
User Fees & Service Charges	(774,712)	(737,550)	(733,100)	4,450	(0.6%)
Product Sales	-	(3,000)	(3,000)	-	0.0%
Interest & Penalties	(196)	-	-	-	0.0%
External Recoveries	(150,919)	(92,500)	(100,500)	(8,000)	8.6%
Internal Recoveries	(9,244,091)	(1,054,800)	(1,069,900)	(15,100)	1.4%
Total Revenue	(10,169,918)	(1,887,850)	(1,906,500)	(18,650)	1.0%
Expenditure					
Salary, Wage & Benefits	4,173,042	4,457,918	4,605,025	147,107	3.3%
Purchased Goods	97,551	104,354	88,294	(16,060)	(15.4%)
Purchased Services	171,589	178,950	200,875	21,925	12.3%
Internal Charges	8,406,318	-	100,175	100,175	n/a
Total Expenditure	12,848,500	4,741,222	4,994,369	253,147	5.3%
Net Budget	2,678,582	2,853,372	3,087,869	234,497	8.2%

Explanation of changes

- \$18,650 net increase in revenue is mainly for support service costs recovered from non-tax budgets and the reversal of 2019 approved one-time multi-year budget support
- \$147,107 compensation increase is mainly related to annualization of the Manager Financial Strategy and Senior Purchasing Agent positions which were approved for half year funding in 2019
- \$16,060 decrease in purchased goods is due to reduction in administrative and operating expenses to reflect historical actual trends
- \$21,925 increase in purchased services is mainly for new consulting and LEAN training requirements in the Continuous Improvement Office
- \$100,175 increase in internal charges is due to a transfer to the Efficiency, Innovation, and Opportunity Fund reserve for the net savings resulting from the reduction of one full time equivalent in the Continuous Improvement Office

Budget requests

None

Capital programs of work

Corporate Projects

Legal, Realty and Court Services



2020 initiatives

- Protect the City's interests in its dealings with external contractors by collaborating with the Procurement Division in reviewing, updating and modernizing the City's contract templates.
- Collaborate with the Information Technology department in the purchase and implementation of a new corporate contract management software solution that will improve the City's contract management process and technology.
- Provide advice and support to the Steering Committee and the Project Manager regarding the legal agreements and property acquisitions required to support the Baker District Redevelopment Project.
- Provide advice and support regarding required changes to the City's Development Charges By-law and the drafting and implementation of a new community benefits charge by-law, in light of the Bill 108 amendments.
- Provide realty-related advice and support for the negotiations and sale of City-owned property within the Hanlon Creek Business Park.

Financial information

Table 31, Budget trend 2018 to 2020 (Legal, Realty and Court Services)

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
User Fees & Service Charges	(63,025)	(53,300)	(53,300)	-	0.0%
External Recoveries	(316,695)	(12,500)	(12,500)	-	0.0%
Internal Recoveries	(876,160)	(530,400)	(574,500)	(44,100)	8.3%
Total Revenue	(1,255,880)	(596,200)	(640,300)	(44,100)	7.4%
Expenditure					
Salary, Wage & Benefits	1,662,842	1,550,000	1,571,030	21,030	1.4%
Purchased Goods	10,741	14,500	14,500	-	0.0%
Purchased Services	1,067,143	613,000	614,600	1,600	0.3%
Internal Charges	210,235	-	-	-	0.0%
Total Expenditure	2,950,961	2,177,500	2,200,130	22,630	1.0%
Net Budget	1,695,081	1,581,300	1,559,830	(21,470)	(1.4%)

Explanation of changes

- \$44,100 increase in revenue is due to increase in internal recoveries mainly for support service costs recovered from non-tax budgets

Budget requests

None

General Revenue, General Expenditures, Grants, 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.

General expenditures

Corporate expenditures including, but not limited to, insurance, external audit fees, Municipal Property Assessment Corporation fees, provision for collective bargaining agreements, property tax assessment related write-offs and rebates and corporate transfers to operating reserves are considered general expenditures.

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.

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.

Financial information

Table 32, 2020 Operating Budget—General and Capital Financing

	2018 actuals	2019 approved budget	2020 budget	2020 budget change	2020 budget change
Revenue					
Supplementary and other taxation	(7,614,630)	(6,501,560)	(6,599,560)	(98,000)	1.5%
Interest & Penalties	(5,375,439)	(6,019,704)	(7,831,944)	(1,812,240)	30.1%
External Recoveries	(1,830,261)	(2,047,100)	(1,767,900)	279,200	(13.6%)
Grants	(11,984,814)	(10,826,250)	(10,826,250)	0	0.0%
Internal Recoveries	(20,726,968)	(20,356,680)	(19,079,542)	1,277,138	(6.3%)
Total Revenue	(47,532,112)	(45,751,294)	(46,105,196)	(353,902)	0.8%
Expenditure					
Salary, Wage & Benefits	(1,767,021)	771,800	761,800	(10,000)	(1.3%)
Purchased Goods	22,086	67,500	27,500	(40,000)	(59.3%)
Purchased Services	3,631,916	6,132,407	6,276,451	144,044	2.3%
Long Term Debt Charges	14,279,352	16,061,900	14,715,717	(1,346,183)	(8.4%)
Government Transfers	1,727,145	1,761,540	1,806,540	45,000	2.6%
School Board Transfers	-	-	-	-	0.0%
Other Transfers	590,981	507,100	348,900	(158,200)	(31.2%)
Financial Expenses	3,326,533	2,392,500	2,495,500	103,000	4.3%
Internal Charges	56,081,397	48,667,266	53,732,760	5,065,494	10.4%
Total Expenditure	77,892,389	76,362,013	80,165,168	5,065,494	5.0%
Net Budget	30,360,277	30,610,719	34,059,972	3,449,253	11.3%

Explanation of changes

- \$4,800,000 net increase in capital financing to fund the Infrastructure Renewal, City Building Growth and 100 per cent Renewable Energy Strategies as identified in the 2020 Capital Budget offset by:
 - \$500,000 transfer from the 100RE Reserve Fund due to carbon credit revenues earned in 2019.
 - \$1,432,000 net increase in interest and penalties due to improved cash flow management and a higher investment rate of return as a result of an improving market, and investment portfolio size and diversification.
 - \$380,000 net increase in dividend revenue due to \$400,000 increase in Alectra dividend revenue and a \$20,000 decrease in Guelph Junction Railway dividend.
- \$428,800 increase in corporate software licensing and network expenses
- \$24,000 increase to the Tax Increment Based Grant program as previously approved by Council. This is the last budget increase under the 2012 program
- \$170,000 increase transfer to affordable housing reserve
- \$260,000 decrease in internal recoveries for lower insurance costs due to aligning budget to historical actuals; net zero impact city-wide
- \$251,700 net increase resulting from the transfer of Parking services to a non-tax budget; net zero impact city-wide
- \$182,900 decrease in transfer to parking services

Reserve & Reserve Fund Summary

Table 33, Reserve & Reserve Fund Summary

	Reserve Number	2019 Budget Net Transfer	Transfer to Reserve	Transfer (From) Reserve	2020 Net Transfer to/(from)	Comments
Tax Rate Operating Contingency	180	(591,110)	150,000	(1,532,200)	(1,382,200)	Transfer to reserve to fund one time items. Transfer from reserve is to fund strategic initiatives (\$300K), council composition review (\$230K), Welcoming Streets (91K), Addiction Court Support Program (61.2K), Supported Recovery Room (\$150K), Funding for the Elliott one-time capital need (\$100K), Transfer to Police to reduce 2020 tax impact (\$500K), and Transit route review specialist (\$100K)
Compensation Contingency	131	(602,550)	30,200	(710,300)	(680,100)	Transfer to reserve to cover collective bargaining negotiation related costs. Transfer from reserve for funding of Employee Assistance Program, negotiation costs, and one-time costs related to HR compensation analyst, GPS Sergeant and KRONOS payroll system optimization.
Police Contingency	115	(50,000)	-	(50,000)	(50,000)	Funding from reserve for GPS Board Legal expenses and completion of GPS HQ building condition assessment. Funds were approved in 2019 budget but were not required in 2019. Therefore, requesting transfers in 2020 budget.
Social Housing Contingency	208	-	130,000	(130,000)	-	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 will put these funds in a new social housing reserve to use against potential unfavourable variances arising from the County managed program. Transfer from reserve to support social housing capital expenditures
Fire Sick Leave	100	550,000	600,000	-	600,000	Contribution to fund the sick leave payments to eligible Fire staff in accordance with the collective agreement.
Police Sick Leave	101	55,000	455,000	(400,000)	55,000	Contribution to fund retirement payments to qualifying employees in accordance with the collective agreement. Transfer from to fund sick leave liability for eligible Police staff in accordance with collective agreement
WSIB	330	844,691	754,948	-	754,948	Contribution to fund payments to WSIB and other Health and Safety related costs
Paramedic Retirement	338	115,000	125,682	-	125,682	Contribution to fund retirement payments to qualifying Paramedic employees in accordance with the collective agreement.
Election Costs	195	148,000	151,000	-	151,000	Annual contribution to help offset the cost of the municipal election.
Affordable Housing	119	330,000	500,000	-	500,000	Provide incentives to developers that encourage the creation of affordable rental units.
Redevelopment Incentives Reserve Fund	122	3,151,000	3,175,000	-	3,175,000	Annual contribution to provide funding for the Council approved TIBG program based on previously approved long-term funding strategy.

	Reserve Number	2019 Budget Net Transfer	Transfer to Reserve	Transfer (From) Reserve	2020 Net Transfer to/(from)	Comments
Greenhouse Gas/100 Renewable Energy	352	-	-	(592,000)	(592,000)	2019 sale of carbon credits is projecting additional revenue of \$592,000. Staff recommend the transfer of this additional revenue to the reserve in 2019 to offset \$500K tax impact one-time in 2020 for the 100 per cent renewable capital investment and \$92K tax impact one-time for the
Strategic Initiatives	179	(66,000)	195,000	(117,800)	77,200	Contribution to fund continued work on strategic/community planning activities. Transfer from reserve is to fund temporary compensation costs related to implementing the strategic plan previously approved in 2019 budget
Library Bequests	138	50,000	50,000	-	50,000	Transfer restricted donation revenues to reserves
Rental Property	206	92,000	92,000	-	92,000	Transfer rental revenue to improve management of maintenance cost activities annually
Sleeman Centre Naming Rights	162	56,840	90,000	(34,400)	55,600	Fund on-going capital works at the Sleeman Centre. Funds received as part of the Sleeman Centre Naming Rights agreement. Transfer from reserve fund expenditures related to suite rental and advertising costs. 2020 Capital budget recommends funding projects totalling \$80,000 from this reserve
Sleeman Centre	189	22,500	29,500	-	29,500	Transfer ticket surcharge revenue to the Sleeman Centre reserve to fund non-lifecycle capital projects at the Sleeman Centre
River Run	340	65,000	65,000	-	65,000	Funds collected from ticket surcharge used to pay for River Run capital repairs and maintenance. 2020 Capital Budget recommends funding projects totalling \$75,000 from this reserve
Efficiency, Innovation, & Opportunity Fund	351	409,050	509,225	-	509,225	Contributions to payback loan related to Energy and Joint Wireless retrofit projects. Savings from reduction of one full time equivalent from continuous improvement office transferred for future continuous improvement initiatives. 2020 Capital budget recommends funding projects totalling \$1,150,000 from this reserve.
Total		4,579,421	7,102,555	(3,566,700)	3,535,855	

Tax funded contingency reserves

The total tax funded contingency reserves are projected to be at 82 per cent of target at year end 2020.

Table 34, tax funded contingency reserves

	2018 Ending Balance	2019 Budgeted transfers and In-year transfers	2020 Approved budgeted transfers	2020 Projected Year-end Balance
Tax Funded Contingency Reserves	20,629,704	(2,035,115)	(3,860,855)	16,482,289
Balance as per cent of Target	107.4			82.2



Budget requests

Budget requests

The following list summarizes 2020 budget requests which have been included in the approved budget. One request has been included as it is a legislative requirement.

Table 35, Budget Requests – legislative requirements

Service enhancements	Service area	FTEs	2019 total	Page
Market Square regulatory changes	PS	0	\$26,150	72
Total		0	\$26,150	

Public Services, Culture, Tourism and Community Investment



Market Square Regulatory Changes

Request number: 000448

Service area: Public Services

Department: Culture, Tourism and Community Investment

Category: Provincial Impacts

Overview of request

Public Health's water regulations changed to now classify Market Square's water feature as a wading pool. New regulations require that a wading pool be supervised when operating. This budget request allows the wading pool to be open seven days a week from middle of May through to the end of September.

Benefits

Supports community engagement and vitality in Market Square with fun water play. Allows for community use of the space in front of City Hall.

Risk of not proceeding with request

Without supervision by a wading pool attendant, Market Squares water could only operate as an ascetic water feature that could not permit any access or any play in it.

Options considered

This request balances some operational hours each day for access and ascetics verses no play or access and includes reduction in hours verse shut down.

Expenditures	2020	2021
Compensation	\$25,050	\$500
Purchased goods and services	1,100	n/a

Other considerations

The following list summarizes 2020 budget requests that were identified through previous Council decisions to be referred to the 2020 operating budget. City administration went through a rigorous evaluation process to determine if these services and positions were required and within the Strategic Plan. Collectively, these budget requests were not deemed as high priority as the recommended budget requests and have not been included in the 2020 recommended operating budget. Council can approve these requests at their discretion.

Table 36, Other considerations budget requests – service enhancements

Service enhancements	Service area	FTEs	2019 total	Page
Yard Waste Program	IDE	0	\$352,600	75
Hardscaped Medians – Approved by Council	PS	0	\$60,500	76
Paramedic Resources	PS	4	\$376,900	77
Total		4	\$790,000	

Infrastructure, Development and Enterprise Services, Environmental Services



Yard Waste Program

Request number: 000623

Service area: Infrastructure, Development and Enterprise Services

Department: Environmental Services

Category: Audit/Service Reviews

Overview of request

This program request is to increase the service frequency of the City's Yard Waste Collection Program to biweekly, April through November, from the existing two times per year to address an identified service level gap.

Benefits

Addresses identified service level gap; best uses available organics processing capacity in the green bin and at the organics facility, which reduces current organics costs; addresses site logistics issues and optimizes site for future program needs; supports loose leaf program and winter control conversion needs.

Risk of not proceeding

Currently yard waste is stored in two locations at the Waste Innovation Resource Centre, which constrains traffic flow and can impact use of the site for future. Service level gap identified in Solid Waste Service Review not addressed.

Options considered

Varying frequency of yard waste collection, alternate site configurations and organics capacity implications assessment.

Cost

If Council approves this request it would add a net \$352,600 to the 2020 operating budget and have a 0.14 per cent levy impact.

Public Services, Parks and Recreation Services



Parks Forestry Hardscaped Medians – Approved by Council

Request number: 000636

Service area: Public Services

Department: Parks and Recreation Services

Category: Council Requests

Overview of request

In spring 2018, the Boulevard Maintenance Service Review was completed and presented to Council. The scope of that project included the evaluation of hardscaped center medians and their maintenance within road allowances. A pilot project was conducted with 10 sites in 2018 and as a result, it was determined that the requirement to maintain vegetation maintenance on all sites could occur with an additional seasonal contract position, an additional seasonal staff position and two rented vehicles. Currently with existing resources, we are unable to meet satisfactory service levels to provide public safety and to meet community expectations.

Benefits

Currently, medians are maintained on a complaint-basis only. This service will provide consistency across the city on a bi-annual basis.

Risk of not proceeding with request

Hardscaped median weeds can cause visual distractions to drivers and impede sight lines. This service is not funded and results in a negative variance when work is required as they are overgrown.

Options considered

Completed pilot program for 20 per cent of sites in high-risk situations requiring extra safety precautions, early hours and specific equipment in volatile traffic conditions. Little integration efficiencies possible.

Cost

If Council approves this request it would add \$60,500 to the 2020 operating budget and have a 0.02 levy impact.

Public Services, Guelph-Wellington Paramedic Services



Paramedic Resources

Request number: 000473

Service area: Public Services

Department: Guelph-Wellington Paramedic Services

Category: Growth

Overview of request

The paramedic Service Master Multi-year Plan was developed based on the results of a consultant study and modeling and defines necessary expenditures that will allow the service to meet the needs of the growing call volumes, the demands of a growing and aging population and to equalize response times and services across the service area. The 2020 proposed enhancement adds resources in Guelph Eramosa to increase ambulance staffing from 12 hours per day to 24 hours per day. This also aids the City of Guelph as the ambulance stationed in Rockwood is the first resource brought to the City when call volume increases beyond available resources in the busiest area.

Benefits

The resources are required to maintain the current level of paramedic services to the residents of Guelph and Wellington County. An external consultant has confirmed that service levels, as measured by response times to the most serious emergency calls, cannot be sustained with current resources given the trend in increasing volumes. Without resources, response times will fall well below that of comparator municipalities.

Risk of not proceeding with request

Paramedic response times have an impact on patient outcome including, in the most critical emergencies, to patient survival. Worsening response times caused by increasing call volumes will have a direct negative impact on the residents of Guelph and Wellington County.

Options considered

The Paramedic Service continues to operate a Community Paramedicine program funded by the province. One of the goals of this program is to mitigate some pressures of increasing response volumes, while better meeting the needs of patients and area residents.

Cost

If Council approves this request it would add \$376,900 to the 2020 operating budget and have a 0.15 levy impact, it would also increase the County of Wellington cost by \$221,300. In 2021 the City may receive funding of 50 per cent from the province for this request which would increase funding from the province by \$299,100 and reduce the county cost by \$110,700 and the City cost by \$188,400.