



Guelph's  
Multi-Year Budget

# Budget Manual

Serving the 2024–2027  
Multi-Year Budget

## Table of Contents

|   |    |
|---|----|
| Municipal budget legislation .....                        | 5  |
| Multi-year budgeting .....                                | 5  |
| Strong mayor legislation .....                            | 5  |
| Budget structure .....                                    | 7  |
| Operating budget .....                                    | 8  |
| Tax-supported operating budget.....                       | 10 |
| Non-tax supported operating budget.....                   | 11 |
| Capital budget .....                                      | 12 |
| Programs of Work .....                                    | 14 |
| Long-term financial planning .....                        | 16 |
| Policy .....  | 17 |
| Long-term financial strategies .....                      | 17 |
| Infrastructure Renewal Strategy .....                     | 18 |
| Corporate Asset Management Plan.....                      | 18 |
| Growth Strategy.....                                      | 21 |
| Service Enhancement Strategy .....                        | 24 |
| Brownfield Renewal Strategy .....                         | 25 |
| 100 Per Cent Renewable Energy (100RE) Strategy.....       | 26 |
| Financing tools.....                                      | 26 |
| Debt Strategy .....                                       | 26 |
| Reserves and reserve funds.....                           | 27 |
| Organizational structure .....                            | 29 |
| Office of the Mayor and Council.....                      | 29 |
| Office of the Mayor and Council .....                     | 29 |
| Office of the Chief Administrative Officer .....          | 30 |
| Strategy, Innovation and Intergovernmental Services.....  | 30 |
| Internal Audit.....                                       | 31 |
| Strategic Communications and Community Engagement .....   | 32 |
| Infrastructure, Development and Enterprise Services ..... | 34 |

|  |    |
|--|----|
| Economic Development and Tourism .....                                   | 34 |
| Engineering and Transportation Services .....                            | 35 |
| Environmental Services.....  | 36 |
| Planning and Building Services .....                                     | 37 |
| Facilities and Energy Management .....                                   | 38 |
| Public Services .....  | 39 |
| Parks .....  | 39 |
| Culture and Recreation .....   | 40 |
| Guelph Transit.....  | 41 |
| Operations .....   | 42 |
| Fire Services .....  | 43 |
| Guelph-Wellington Paramedic Service (GWPS) .....                         | 44 |
| Corporate Services .....   | 45 |
| Human Resources .....  | 45 |
| Information Technology .....   | 46 |
| City Clerk's Office .....  | 47 |
| Finance .....  | 48 |
| Legal, Realty and Court Services .....                                   | 49 |
| General revenue, general expenditures, grants and capital financing..... | 50 |
| General revenues.....  | 50 |
| General expenditures .....   | 50 |
| City grants.....   | 50 |
| Capital financing .....  | 51 |
| Local Boards and Shared Services .....                                   | 52 |
| Guelph Public Library .....  | 52 |
| Guelph Police Service .....  | 53 |
| County of Wellington Social Services.....                                | 53 |
| Wellington-Dufferin-Guelph Public Health.....                            | 54 |
| The Elliott Community .....  | 56 |
| Downtown Guelph Business Association .....                               | 57 |

|   |    |
|---|----|
| Grand River Conservation Authority (GRCA) ..... | 58 |
| Budget glossary .....                           | 60 |
| Abbreviations .....                             | 67 |

## Municipal budget legislation

Municipalities must create and adopt a balanced budget as mandated by the *Municipal Act*, 2001 (the Act). The budget should include estimates for all necessary funds. The budget sets out the estimated revenues to be raised through property taxes. To create a balanced budget, estimated revenues raised through property taxes must cover all expenses and reserve transfers.

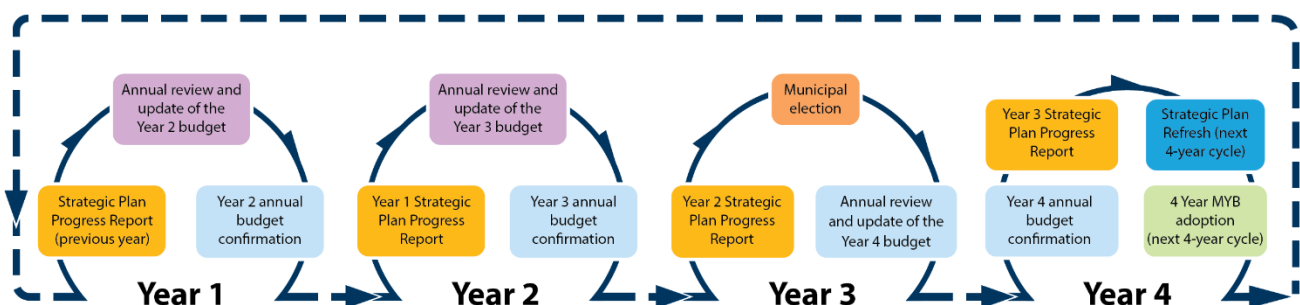
No matter the legislation handed down to municipalities from higher levels of government, like Bill 109 and Bill 23, which limit revenue for municipalities, the Act says all municipalities must have a balanced budget. No exceptions.

## Multi-year budgeting

Municipalities may prepare a multi-year budget (MYB) for up to five years, according to Section 291 of the Act. If a municipality passes a MYB, it must “readopt” the budget every second or subsequent year. This can happen in the year that the budget applies or in the preceding year.

The City of Guelph is an early adopter of multi-year budgeting, an emerging best practice for municipalities to plan finances. In December 2021, Council approved the City’s first MYB for 2022 and 2023. The 2024-2027 MYB will be the City’s first four-year budget aligned with the Future Guelph Strategic Plan. This budget will determine the pace at which strategic plan initiatives will be put into action. MYB is not a “set-it-and-forget-it” approach to budgeting. The City has a three-step Budget Confirmation process, which includes reviewing, updating, and confirming the budget. This is the mechanism for readoption in the [City’s Budget Policy](#). The MYB cycle for the City of Guelph is provided in Image 1.

Figure 1. City of Guelph MYB cycle



## Strong mayor legislation

On July 1, 2023 Part VI.1 of the *Municipal Act*, 2001 (the Act), as well as associated Ontario Regulations (O. Regs.) were applied as a result of the strong mayor power



expansion to the City of Guelph. In September 2023, Council received a staff report called [Updates Resulting from the Extension of Strong Mayor Powers](#). This report outlines the new mayoral powers and authorities, specifically, the powers and duties regarding budget which are provided below:

Section 284.16 of the Act outlines a statutory process for how municipal budgets are adopted. It starts with the Mayor's proposed budget. Then, City Council can make changes to the budget through an amendment period. If the Mayor doesn't agree with the changes made by Council, they can veto them. But, City Council can override the veto with a super-majority vote.

The general provisions of the Act regarding budgets are summarized below in a Guelph-specific context:

The Mayor must, by February 1 of each year, prepare and propose a municipal budget to City Council for consideration. The authority to prepare and propose the municipal budget rests solely with the Mayor and cannot be delegated to City Council or City staff. The Mayor may, however, issue a mayoral direction to City staff to prepare the budget.

After receiving the Mayor's proposed budget, City Council has 30 days to meet and pass amendments to the budget. The 30-day timeline can be shortened by a resolution of City Council. In practice, this means that a special City Council meeting will be scheduled to give City Council the opportunity to amend the Mayor's proposed budget within the 30-day timeline. For example, if that meeting were held 25 days after the budget was proposed, City staff would also ask City Council to shorten the amendment period to 25 days reflecting the fact that City Council has met, made amendments to the proposed budget, and does not plan on meeting again to pass additional amendments.

Following the amendment period, the Mayor has 10 days to veto budget amendments passed by City Council. Mayoral vetoes must be set out through a mayoral decision and include the reasons for the veto. The Mayor can shorten the veto period through a mayoral decision. Budget amendments which have been vetoed by the Mayor are considered not to have been passed by City Council. Budget amendments which have not been vetoed by the Mayor are deemed to have been adopted.

Within 15 days of the veto period ending, City Council may meet to attempt to override any mayoral vetoes. Any City Council override of a mayoral veto requires a two-thirds super majority (nine members) to pass.

After the process of amendments, vetoes and overrides is finished, the budget is deemed to have been adopted. City Council no longer votes on the budget in its entirety. The budget is considered to have been passively adopted once the process outlined above has finished.

Although the budgets are broken down into service areas, the budget is considered and adopted as a whole to enhance the City's decision-making process.

Further information specific to strong mayor legislation in the multi-year budget process will be updated as staff work to understand these impacts.

## **Budget structure**

The City and its staff are focused on delivering service and value to the community. The budget enables the City to invest in the services that matter to residents while striving for affordability for taxpayers.

When creating the budget, the City must prioritize projects that meet legislative requirements and community need. In Guelph, the City considers projects and services that align with the strategic plan and values, to make the most of public funds. City staff aim to provide responsible, responsive and professional public service to Guelph's growing and diverse community.

The budget aligns with the strategic planning cycle and the four themes in the Future Guelph Strategic Plan. From 2024 to 2027, these priorities guide the budget. The goal is to make the city sustainable by supporting a strong workforce and united community. This will help our city grow while protecting the environment and economy. Having a strategy is crucial, but it must work hand-in-hand with a strong financial plan to provide the necessary resources to implement it. Aligning the budget with the strategic planning process demonstrates excellence in fiscal management. It also reinforces that the budget reflects decisions made by Council.

The City uses capital reserve funds to soften the impact of the capital plan on property taxes and user rates. This strategy is a long-term approach to capital funding. Transfers to capital reserve funds connect the operating and capital budgets. Five funding strategies support capital reserve transfers. In the [capital section](#) of this manual, the City highlights the funding strategies and additional sources of funding for capital projects.

The capital budget affects the operating budget if there's a need for maintenance or staffing for a new asset. These are called operating impacts from capital. An example of an operating impact from capital is the staffing and maintenance costs for a newly built facility like a recreation facility.

## Operating budget

The City's operating budget and forecast provides a realistic financial plan that directs how much money the City will raise and spend in a year. This plan helps build a stable foundation for Guelph. The operating budget covers daily spending on services like emergency services, snow removal, and public transportation. This also includes the delivery of safe drinking water, recreation and parks.

When developing the operating budget, the City considers:

- its financial policies under the [Long-Term Financial Framework](#);
- principles of predictability and affordability for the community;
- budget estimates based on historic multi-year actuals;
- targets for contingency and other reserve funds which protect the City in an emergency situation and allow for the strategic replacement and investment in infrastructure;
- legislated requirements;
- approved levels of service;
- direction from City Council
- community input (e.g., open houses, surveys and development of master plans) related to programs and services that influence staff recommendation;
- strategic plan; and
- recommendations for improving programs and services.

The operating budget consists of both expenses and revenues.

The categories of expenses, or the cost to deliver services, include:

1. Compensation  
Many City services are delivered to people by people. Compensation covers the cost of staff who provide services to the community. It makes up almost half of the operating budget.
2. Purchased services  
Includes services such as repairs and maintenance costs, insurance, consulting and contracted services.
3. Purchased goods  
Includes goods such as fleet fuel, equipment, operating supplies and utilities.
4. External transfers  
Amount of money the City may transfer to other agencies to provide services. Some are required by legislation, others by Council decision. These services include social services (social housing, childcare subsidies and Ontario Works), public health, long-term care, conservation and protection services and other services through community grants.
5. Financial expenses



Include taxation reassessment adjustments, rents and leases and bank charges.

6. Operating reserve transfers

Includes transfers to reserves to fund program-specific or strategic items such as affordable housing, election costs, or redevelopment incentives.

7. Capital reserve fund transfers

Transfers to capital reserve funds make up the second largest portion of the operating budget. Capital reserve funds are then used to fund the capital projects. These transfers are based on five funding strategies. They are explained in greater detail in the [capital section](#) of this report. Debt principal and interest are also included in this category.

The City builds the budget using the same assumptions across all services. The main assumptions include factors for compensation based on collective bargaining agreements, inflation on contracts that span multiple years, and price increases for commodities like gas, electricity and chemicals. Departments are always trying to do more with each dollar. They want to make their operations more efficient by automating manual processes and eliminating paper-based transactions. This will also improve customer service.

Recall from the previous section: the *Municipal Act* requires that all municipalities have a balanced budget. No exceptions.

So, the sum of the expenses must be offset completely by revenue.

The categories of revenues, or the funding to deliver services, are:

1. User fees, rates and charges

Tools that recover costs and can reduce expenses for property taxpayers for services that benefit individuals or the public. Some examples of fees and rates are for activities like recreation or for water and wastewater usage.

2. Capital grants and subsidies, development charges, and other contributions

Include grants received from the federal and provincial governments, development charges, and parkland dedication revenue. This is the category of revenue with the most vulnerability resulting from recently changing legislation.

3. Operating grants

Includes provincial funding for paramedic services and federal funding for special projects and programs.

4. Licenses, permits, investment income, and external recoveries

Includes funding from other agencies for shared service delivery like paramedic services, business and marriage licenses, and investment income.

5. Taxation and payments in lieu of taxes

Represents the City's revenue collected from property taxes and accounts for more than half of the City's revenues. Taxation and payments in lieu are presented net of assessment growth.

Assessment growth is the total changes to our City's tax base in a year. This includes new construction, major renovations, demolitions and property value appeals. Assessment growth revenue is the year-over-year change in property tax revenue from assessment growth in the City.

The Municipal Property Assessment Corporation (MPAC) does property assessment. Assessment growth revenue can be negative if the changes to our tax base net out to a negative value. It's important to note that reassessment changes do not immediately result in more income for the City. The value of homes in our community can change, which might affect how much individual homeowners pay. However, no new money is collected.

### Tax-supported operating budget

The City's budget includes costs the municipality can control and those it cannot.

The City and Council can control costs related to departmental budgets, Council decisions, and budget to actual experience. For the taxpayer, this means that for every \$1 collected in municipal taxes, the City retains approximately \$0.66 to provide services to the community.

In Guelph, about 34 per cent of the budget is not controlled by the City Council. Costs outside of City and Council control are related to relationships with other levels of government and autonomous boards. These costs are related to contractual and legislated obligations.

Most of the services that the city provides are funded either partially or fully through taxation. This is highlighted through the 'Our budget' part within the [Organizational Structure](#) section of this document.

### Tax stabilization

The purpose of the City's Operating Contingency Reserves is to mitigate fluctuations to the tax rate for planned one-time operating budget impacts, fund any year-end deficits and prevent sudden tax levy increases, particularly during financially difficult times or exceptional events.

Learn more about how this works in the [Reserve and reserve funds](#) section of this document.

## Non-tax supported operating budget

The City's non-tax supported budget is comprised of Stormwater Services, Water Services and Wastewater Services, Parking Services, Ontario Building Code (OBC) Administration and Court Services.

The operating costs of running these service areas, excluding Parking Services, are 100 per cent paid for by user rates and fees and other non-tax supported revenues, not property taxes. Based on a past Council decision, Parking Services is a hybrid model that has a flat tax contribution, and the balance is managed within the dedicated parking rate model.

The development of the non-tax-supported operating budget is based on key elements that align with the City's financial strategy:

- A strong financial foundation based on a financial policy framework that includes debt management, reserve and reserve fund and investment policies.
- Solid financial performance as indicated through third-party evaluations by the City's external auditor and credit rating assessments.
- A goal to build capital funding to sustainable levels to ensure the City's infrastructure is reliable and safe.
- Maintain affordability and rate competitiveness with municipal comparators.

Water and Wastewater budget development is centred on the objectives of ensuring regulatory compliance, managing the assets from water sources to the customer, and maintaining affordability for our customers.

The non-tax budgets' annual operating budget is developed based on full cost-recovery funding principles. These principles ensure a balance between revenues and expenses, including funding transfers to capital reserve funds.

The non-tax-supported budget incorporates direction from City Council, approved master plans, input from community and the strategic focus areas of the City's Strategic Plan.

Each non-tax supported business has a capital reserve fund and an operating contingency reserve. An exception is the OBC which does not have a capital reserve fund. Each of these reserves and reserve funds have specific targets established through the [General Reserve and Reserve Fund Policy](#). The operating budget incorporates strategies to maintain or move funding levels closer to the target.

The City's water, wastewater, stormwater and parking infrastructure are funded by the capital reserve funds. These funds cover all capital costs not funded through

development charges (DCs) and non-grant-funded capital costs, including infrastructure renewal, growth, and service enhancement. The funding transfer to the capital reserve is measured against the 100-year average annual capital replacement need. This helps to maintain and replace the City’s current assets. The goal of each of these services is to increase the operating transfer to fund capital. This helps the City achieve a sustainable level of funding. However, progress is affected by both funding level and legislative changes.

**Capital budget**

The City exists to provide services to our community. To provide services, the City needs infrastructure like water pipes, sewers, roads, salt domes, snowplows, fire trucks, ambulances, playground equipment, tennis courts, recreation centres, garbage trucks and more. Once purchased or built, infrastructure must be maintained and replaced over time to maintain service levels to the community.

These purchases are planned through the capital budget and built based on Council-approved [Master Plans](#). Master plans are policy documents that outline the infrastructure and operational needs for specific services. They provide more detailed information than the strategic plan. Similar to the strategic plan, master plans set out the “what” and the budget determines the pace of work, or the “when”. The City builds master plans based on its official plan, secondary plans and growth forecast.

Figure 2. City of Guelph's strategic alignment diagram



Capital projects are categorized as:

- Infrastructure renewal: taking care of City assets
- Growth: new infrastructure required to serve our growing population
- Service enhancement: infrastructure that increases service levels

Some capital projects fall neatly into one of these three categories, but many more are a combination of all three. For example, consider the new library build. The library will replace the existing main branch that has reached the end of its useful life (infrastructure renewal), will accommodate the growing population (growth), and will enable a higher level of service for the whole community than the current main branch does (service enhancement). Another example that you have likely encountered would be a road reconstruction project where aging water pipes and sewers are replaced (infrastructure renewal) and upgraded to larger pipes and sewers to accommodate increasing population (growth) and adding road width to accommodate a dedicated cycling lane (service enhancement).

Funding for the capital budget comes from multiple sources. The major funding sources are:

- City capital reserve funds (property tax and rate funded)
- development charges
- parkland dedication cash-in-lieu
- community benefits charges
- grants from the federal and provincial governments.

These funding sources and their application are detailed in each of the [Long-Term Financial Strategies](#) section of this document.

The City does not directly fund capital projects from the operating budget. The operating budget includes transfers to reserve funds, and capital projects are funded from reserve funds. This is explained in greater detail in the [Reserve and reserve funds](#) section of this document.

The City also issues debt to fund capital projects. Debt is not a funding source, it is a cash flow tool. When debt is issued, a funding source is required to repay the debt principal and interest over time. More details about debt can be found in the [Debt Strategy](#) portion of this document.

The [How your City budget works](#) video also provides a high-level graphic overview of these concepts.

## Programs of Work

The City presents the capital budget by program of work. Presenting capital projects within a program of work highlights the connections between individual projects. This allows projects that provide similar services to be viewed together regardless of what City department manages the project or the underlying asset. Programs of work are designed to align with front-facing service delivery. They provide a clear picture of the capital work planned for the City's core services. Each program is divided into sub-programs and may be supported by a number of departments. Table 1 outlines the program of work structure and provides examples of investments that may be found under each category.

Table 1. Program of work structure

| <b>Program</b>                               | <b>Sub-program</b>          | <b>Included investments</b>   |
|--|-----------------------------|---|
| Corporate plans, programs and technology     | Brownfield renewal          | Remediation and monitoring projects - city owned sites  |
|  | Studies, plans and programs | Asset management, Project management, energy reduction, planning studies, climate adaptation                            |
|  | Technology initiatives      | Corporate technology projects, data initiatives – anything technology-related not specifically attached to a department |
| Corporate facilities, public works and bylaw | Administrative facilities   | Accessibility improvements, Administration facilities like Operations, Courts and Public Works.                         |
|  | Vehicles and equipment      | Corporate fleet, bylaw, and building services   |
| Emergency services                           | Fire Services               | Fire planning, equipment, vehicles and facilities   |
|  | Paramedic Services          | Paramedic planning, equipment, vehicles and facilities  |
| Parks and open spaces                        | Buildings and structures    | Park buildings and structures   |



| <b>Program</b>               | <b>Sub-program</b>                        | <b>Included investments</b>   |
|------------------------------|---|---|
|                              | Vehicles and equipment                    | New and renewal assets specific to park and forestry needs (line painter, maintenance equip, etc) |
|                              | Natural heritage assets                   | Urban forest/trees, wetlands, rivers/creeks, grasslands, natural buffers,                         |
|                              | Parks, playgrounds and splash pads        | New parks, playgrounds, splash pads and related amenities   |
|                              | Sports fields and amenities               | Surface improvements, lighting improvements, new surfaces   |
|                              | Plans, studies and programs               | Tree canopy, invasive species protection plans  |
| Parking and transit services | Parking services                          | Parking planning, equipment, vehicles and facilities  |
|                              | Guelph Transit                            | Transit planning, equipment, vehicles and facilities  |
| Solid waste services         | Plant and buildings                       |   |
|                              | Vehicles and equipment                    |   |
|                              | Plans, studies and programs               |   |
| Culture and recreation       | Buildings, vehicles and equipment         | River Eun, Sleeman Centre, museum and community centres, Evergreen Centre, Market Square          |
|                              | Plans, studies and programs               | Master plans and studies  |
|                              | Public Art and cultural initiatives       | Public art, other public squares  |
| Transportation network       | Bridges and structures                    | Bridges, pedestrian bridges   |
|                              | Full roadway and underground construction | Road segments, cycling infra, underground servicing   |
|                              | Plans, studies and programs               | Master plans and studies  |

| <b>Program</b>            | <b>Sub-program</b>  | <b>Included investments</b>   |
|---------------------------|---|---|
|                           | Traffic management  | Traffic intersection improvements, cross walks signals                  |
|                           | Trails, sidewalks and active transportation network (ATN) | ATN trails, new trails, multi-use trails, sidewalks, cycling standalone |
| Water management          | Stormwater ponds and structures                           |   |
|                           | Wastewater plant and equipment                            | Excludes underground pipe work attached to roads                        |
|                           | Water buildings and wells                                 | Excludes underground pipe work attached to roads                        |
|                           | Vehicles and equipment                                    |   |
|                           | Plans, studies and programs                               |   |
| Other boards and agencies | Guelph Police Services                                    | Guelph Police planning, equipment, vehicles and facilities              |
|                           | Guelph Public Library                                     | Guelph Library planning, equipment, vehicles and facilities             |

## Long-term financial planning

The City has a four-year budget cycle and a 10-year capital budget and forecast. However, many assets that support the City services last much longer and require expensive maintenance and replacement to maintain service levels over time.

In addition, our City is growing and will reach a population of 208,000 by 2051. Infrastructure must be built to support this growth before it happens. After new homes and businesses are constructed, additional services will need to be provided to the growing population.

Finally, the community wants increased service levels for some services, as described in the strategic plan, Future Guelph. Once the City builds assets, they must be maintained and operated over time. To improve services, money is needed for assets and to cover extra operating costs. This requires careful planning and sustained commitment. Enter long-term financial planning.

Long-term financial planning involves forecasting capital costs, funding sources, operating revenues and expenditures over several years. It helps make major expenses affordable and achievable over time. The City of Guelph combines policy with strategies to guide long-term financial planning.

## **Policy**

The City's [Long-term Financial Framework \(LTFF\)](#) guides the development of long-term financial planning. The LTFF is a central collection of corporate fiscal policies to support the principles of sustainability, vulnerability and flexibility.

- sustainability is the ability to maintain services over an extended period of time
- vulnerability is the level of resiliency within the City to handle unexpected negative factors
- flexibility is the ability to adapt to changing opportunities and environments

The annual [Treasurer's Report](#) and other [routine financial reporting](#) provides insight into how the City is doing.

Long-term planning in Guelph is maturing, including the ability to model financial performance into the future. In fall 2023, the first four-year budget for 2024-2027 will be presented. This is a change in City budgeting culture and process from the initial multi-year budget for 2022-2023 and previous annual budgeting. Council, as the board of directors, will consider the impact of taxes and rates on the community when making service level decisions.

## **Long-term financial strategies**

The City's 2024-2027 budget is built to advance [Future Guelph](#). While Future Guelph explains where the City is going, the budget determines the pace at which it will get there. Maintaining the City's healthy financial position is a foundational objective in Future Guelph.

The City has five financial strategies. These strategies explain the long-term financial planning approach to Council and the community and show how factors outside the City are shaping the budget. They explain how major future expenses are planned for in the three investment categories: infrastructure renewal, growth, and service enhancement. In addition to the five financial strategies, the City uses financing tools to make capital investments more affordable and achievable by spreading the costs over time through the use of debt and reserves and reserve funds.

## Infrastructure Renewal Strategy

The purpose of the Infrastructure Renewal Strategy is to plan for the long-term costs of maintaining and replacing City-owned assets. This ensures that services to the community are provided at the expected levels.

To serve the community, the City owns and maintains a large amount of infrastructure that supports a variety of services. [Asset management planning](#) helps keep track of what needs to be replaced and when. The [2020 Corporate Asset Management Plan](#) (CAMP) and the [2021 Core Asset Management Plan](#) are important foundational documents. They help determine the funding required through the Infrastructure Renewal Strategy to take care of the City-owned assets.

Every year, there are planned projects for road work, water pipe replacement and sewer replacement. These projects have a relatively consistent annual expenditure and aim to replace a specific number of kilometers each year. Other projects, such as the replacement of old buildings, come up less frequently and show up as large spikes in the capital budget. The Infrastructure Renewal Strategy plans for ongoing annual work and sets aside funds for unexpected expenses. It estimates the necessary funding level to accomplish this.

### Corporate Asset Management Plan

The City oversees assets worth \$4.39 billion, such as roads, bridges, facilities, pipes, structures, vehicles and equipment. The CAMP helps to manage this inventory. The age, condition and criticality of each asset determines when and how it needs maintenance and replacement. The CAMP sets out the practices and policies that guide this work. Since 2016, the City has been improving its asset management practices and has achieved a “core” rating. “Core” assets include roads and bridges, water, wastewater, and stormwater infrastructure, and make up just over 81 per cent of the City’s total assets.

Municipalities in Ontario must do asset management planning under [Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure](#) under the *Infrastructure for Jobs and Prosperity Act, 2015*. The City will present its next update of the Asset Management Plan to Council in spring 2024. This aligns with provincial requirements. By then, it is expected that the replacement value of the City’s assets will have significantly increased from the 2020 CAMP and 2021 Core Asset Management Plans due to inflation.

The CAMP also establishes the estimated annual cost of maintenance and capital renewal. The City has a resource gap between the sustainable funding required for infrastructure renewal and the amount available each year from the City’s operating budgets. In addition to property tax and utility rate supported transfers to capital

reserve funds, the following funding sources are included as part of the total available funding for infrastructure renewal:

- Canada Community Building Fund (previously federal gas tax)
- Dedicated Gas Tax Funds for Public Transportation (provincial gas tax)
- dividends from the City's two wholly owned subsidiaries: Guelph Municipal Holdings Inc.(GMHI) and Guelph Junction Railway (GJR), and
- interest earned on reserve fund balances.

The City is working on improving asset management practices. This includes data collection, implementing support systems and development of asset management teams to achieve overall maturity in the asset management program. The Enterprise Resource Planning suite of technology will be used to integrate and share asset data within our workforce.

### Capital Infrastructure Renewal Strategy

The CAMP determines the target capital funding levels for sustainability. These levels depend on the estimated replacement cost of all assets, and the age and condition of each asset at the time the CAMP was created. As per the CAMP, the annual sustainable funding target is \$124 million per year. The annual funding target is continuously refined through updates to the asset management plan and will be revised as part of the 2024 Asset Management Plan update. A significant increase is expected due to high inflation rates from 2021 through 2023.

The City has a long-term approach to reaching capital sustainability in each of the service groups. The City assesses water, wastewater, stormwater and parking services sustainability levels separately because they each have their own funding models based on user rates. The tax-supported businesses are grouped in the tax category and include roads, bridges, community centres, transit fleet and facilities, City Hall and emergency service facilities and vehicles.

### Sources of funding

Since 2015, the City has made great progress toward increasing funding for infrastructure renewal. A new strategy was introduced in 2017 to increase funding with the goal of reaching sustainable funding over a planned 10-year period. This strategy relies on an increase equal to one per cent of the tax levy annually for tax-supported transfers. The strategy also builds in annual increases for inflation, and the impacts from growth and service enhancement capital investments. In 2022 the increase in tax-supported reserve fund transfers for infrastructure renewal under this strategy were reduced by 50 per cent as recommended by staff. This recommendation was due to resourcing challenges identified to deliver the capital program. To address this, the [Capital Program Resourcing Strategy](#) was

implemented. In 2023, staff recommended a 0.5 per cent annual tax levy increase to invest in infrastructure renewal. However, Council removed this increase through the budget confirmation process as they were faced with significant budget increases resulting from service enhancement investments.

As noted above, sustainable infrastructure funding can come from sources other than property tax and utility rates. The [Dedicated Gas Tax Funds for Public Transportation Program](#) and the [Canada Community-Building Fund](#) can support infrastructure renewal and are included when measuring progress towards sustainability. This funding strategy also includes investment income earned on the reserve funds, and dividends from both Guelph Municipal Holdings Inc. and Guelph Junction Railway. The City actively applies to other grant opportunities to help fund these requirements as they become available from the federal and provincial governments.

### Target infrastructure renewal funding

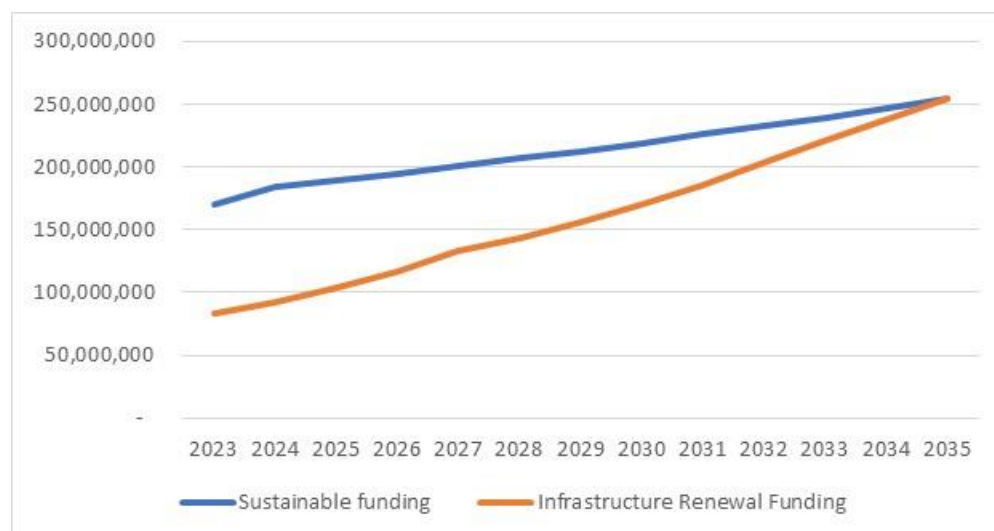
Target infrastructure renewal funding is linked to the 2020 CAMP. In the 2020 CAMP, sustainable annual funding for renewing and replacing the City's assets was determined to be \$124 million per year. When adjusting for inflation from the second quarter of 2020 to the second quarter of 2023 (the most recent data available at the time this document was prepared), there is an increase of 37.1 per cent, or \$46 million. The 2023 inflation-adjusted estimated sustainable annual funding target is \$170 million, a difference of \$87 million from the gross total transfers to reserves outlined above.

### Forecast time to sustainability

At this time, the City is providing an interim forecast of expected progress toward sustainable funding for infrastructure renewal based on an inflation-adjusted estimate of the level of sustainable funding as identified in the 2020 CAMP and forecasted infrastructure renewal funding from all sources outlined above. As previously noted, the CAMP will be updated in 2024, and at that time, this forecast will be revisited. If adjustments are made to the level of tax- or rate-supported funding for infrastructure renewal, dividends from wholly owned subsidiaries increase or decrease, or federal or provincial gas tax grants differ from amounts forecast, the below forecast will change.



Figure 3. Sustainable infrastructure renewal funding forecast



### Accumulated infrastructure backlog

The CAMP identifies a portion of assets which have reached the end of their useful life from either an age or condition basis and are still in use and delivering service. The 2020 CAMP estimate of the total replacement value of assets in this category was \$289 million. While these assets were at the end of life, they were still providing service and there is minimal risk of harm or injury to citizens or employees from continuing to use them in their current condition. The most significant risk of continuing to use assets in this category is the high cost of maintenance and upkeep, and the risk of interruption to service delivery. The assets in this category are the first priority when assessing which projects to put into the capital budget. As they are renewed or replaced the assets move from this category to the very good condition category. However, other assets continue to move into the backlog category while current levels of funding and project execution are below sustainable levels. The 2024 update to the Asset Management Plan will provide an update on the accumulated infrastructure backlog.

One-time grant funding programs can help reduce the backlog, but only temporarily. If funding isn't sustainable, more assets will go into the backlog than the City can renew or replace. To use one-time funding for capital renewal projects, the City still needs the people resources to carry out and support project delivery.

### Growth Strategy

As a city, Guelph is expected to grow from a population of 147,000 in 2023 to 208,000 and 116,000 jobs by 2051. These projections can be found in the City's Official Plan and are aligned with provincial growth targets. The City needs to

expand its infrastructure to meet the needs of the growing population. Below is a summary of the growth planning process.

To start planning for growth, Guelph uses the Municipal Comprehensive Review (MCR) and Official Plan. These documents guide where and how the city will grow, alignment with provincial legislation. Next, the City develops service delivery master plans that assess the current state of infrastructure and identify the changes required to accommodate growth. Service delivery master plans identify the capital investments required to service growth. This includes things like more watermains, wastewater treatment facilities and or road widening. The master plans may also identify the need for operating investments. Using the example of more watermains, additional water operators and watermain maintenance are operating costs. In short, growth impacts both the capital and operating budgets. The Growth Strategy is for funding growth-related capital and operating costs.

The City uses several growth-related revenue sources to fund the associated operating costs. These include:

- property tax assessment and utility rate revenue growth
- user fee growth
- building permit fees
- planning and development application fees

According to the [Revenue Budget Policy](#) the City should use growth revenue to pay for the costs of growth. Building permit fees and planning and development application fees are paid exclusively by growth to offset the costs of providing those services. The growth in the community affects user fees, rates, and property tax assessments. For each budget year, the City compares the increase in revenue from growth to the increase in costs for servicing growth. If the growth-related revenue is more than the expenses, the surplus is transferred to the corresponding reserve fund for the service. In years where the growth-related expenses are higher than the revenues, the transfer to the reserve is reduced.

For the capital budget, the growth-related revenues that can be used to fund growth-related capital expenses include:

- development charges
- parkland dedication
- community benefit charges
- property tax assessment growth and utility rate growth

The City of Guelph is focused on exploring funding options to support the cost of growth. Parkland dedication and community benefits charges are a funding source for growth-related capital and governed by the *Planning Act*. Development charges

are the most significant revenue tools to support growth-related capital costs, and are governed by the *Development Charges Act, 1997*, as amended (DCA).

When calculating and collecting DCs, the City must follow the rules provided by the DCA. Certain rules restrict the recovery of growth-related capital costs from DCs. For instance, some services' growth-related costs cannot be recovered. Examples include growth studies and waste management not related to waste diversion.

When calculating the charge, the DCA also requires certain deductions. Additionally, some types of development are exempt from the paying DCs. Provincial Bill 23, *More Homes Built Faster Act*, requires new DC rates to be phased in over a five-year period. In the first year, only 80 per cent of the new rate charged will be charged. In the second year, it will be 85 per cent, and so on. By the fifth year, the full rate (100 per cent) will be charged. As a result, DCs do not fund the full capital costs of growth.

The DCA requires that costs not funded from DC collections must be funded from other (non-DC) sources like property tax and user rates. Pre-Bill 23 estimates found that DCs funded approximately 85 per cent of the total growth-related capital costs. Since Bill 23, the DCA was amended further to exempt even more developments. This makes more expenditures ineligible and requires the five-year phase-in to new DC rates.

Capital costs for growth that aren't funded by DCs are paid for from the Growth Reserve Fund (156). From there, funding is provided for growth-related parts of capital projects that cannot be funded by DCs or another growth-revenue stream. In addition, exemptions and phase-in costs for tax-supported DC services are funded from Growth Reserve Fund (156). For rate-funded services including water, wastewater, and stormwater, growth-related costs not funded through DCs are funded from each service's capital reserve. More details on the reserve funds are included in the Council-approved [General Reserve and Reserve Fund Policy](#).

During the budget process, staff review whether the Council-approved transfer, along with inflationary adjustments, can cover the capital costs and exemptions for the Growth Reserve Fund. If a negative reserve fund balance is predicted, the City may suggest increasing from transfer from operating. For rate-supported services (water, wastewater, and stormwater), a reserve transfer would be funded from utility rates rather than property taxes. If sustained positive balances that exceed the approved target are forecasted, the transfer would be reduced. Depending on the size of the increase, it may be phased in over multiple years. Additionally, capital projects may be deferred if the reserve cannot sufficiently fund the projects.

## **Service Enhancement Strategy**

Service enhancement is a tax-supported funding strategy used to fund investments that increase the City's service levels for the community. It is aligned with the Council-approved strategic plan and service delivery master plans. This strategy aims to fund enhancements beyond current service levels which typically means increasing funding for that service.

There are various ways to make investments for service enhancement. An investment can affect the operating or the capital budget, and sometimes it can affect both. One example of the latter is when the City has to buy or build assets that need more money once completed to operate and maintain.

Capital projects often rely on a mix of funding strategies including portions funded from growth, infrastructure renewal, and service enhancement. For example, to increase the number of people using public transportation, Guelph Transit needs more buses and a bigger operations facility. This will help accommodate Guelph's growing population. A percentage of these projects would be considered Service Enhancement. There is a growth component to the investment as well, so a portion of the capital funding comes from development charges, and if a new transit facility is replacing an existing facility that is at the end of its useful life, a portion of the facility will also be funded through infrastructure renewal. As a result of the expansion, there are new operating costs required to operate each additional bus (e.g., fuel, maintenance, operator, route planning, and ultimately its future replacement) which will require an increase in operating funds for Guelph Transit. The growth-related portion of these additional operating costs will be managed within new property tax assessment growth but enhancing service levels will mean an increase in the property tax levy beyond inflationary increases. Staff also pursue grants from higher levels of government that can be applied to these projects.

This strategy provides funding for the Service Enhancement reserve fund (159). As noted in the Council-approved [General Reserve and Reserve Fund Policy](#), this reserve funds enhancements to the City's assets that are not growth-related or asset renewal. They can include new assets related to new services.

This strategy is funded from property taxes through an annual transfer from the operating budget. Each year Council approves a transfer from the operating budget (tax) to Service Enhancement Reserve Fund. The annual transfer funds enhancements to specific services as approved by Council and is increased annually for inflation. Changes to the annual transfer from operating are proposed as part of the budget process after assessing the service enhancement portion of capital projects included in the budget. As noted in the other strategies, a phased approach to increasing the annual transfer may be proposed. If the required

funding level is not affordable, some capital projects (or parts of them) may be deferred, or marked as proceeding only if external funding can be obtained, or cancelled as part of the budget process.

## **Brownfield Renewal Strategy**

The City of Guelph owns [properties that are contaminated](#) because of the historical use of the land, including industrial activities prior to City-ownership, and landfills that are now closed. The contamination at each site varies, but it's closely monitored to manage risks as required by the Ministry of the Environment, Conservation and Parks.

As part of the 2015 audited Financial Statements, the City had to value the [liability related to cleaning up](#) the contamination on inactive sites. As a result, the City allocated a portion of annual capital funding to address this long-term liability. This liability shows up on two lines in the [consolidated financial statements](#): liability for contaminated sites, and landfill post-closure liability. The new Asset Retirement Obligations (ARO) accounting standard (PS 3280) is in the process of being implemented and reporting on AROs will begin in the 2023 consolidated financial statements. The City will estimate any future costs from legal obligations for retiring City assets in use, including inactive sites. Landfill post-closure liability will be merged into the new ARO standard. Future updates to this strategy will consider funding for all AROs in addition to inactive contaminated sites and landfill post-closure costs.

The capital projects that monitor and complete the environmental cleanup activities are part of the Brownfield renewal sub-program of work. These projects are under the corporate plans, programs and technology program of work in the capital budget. Projects undertaken for this purpose are funded from the Brownfield Renewal reserve fund (155).

Funding for this strategy comes from property taxes and utility rates, with approximately two thirds of the funding from property taxes, and one third from water and wastewater rates.

The outcome of this ongoing annual investment will result in sites that are returned to a usable status with risks to the surrounding environment reduced or eliminated. In some cases, these sites may be redeveloped for active uses such as residential or Institutional/Commercial/Industrial (ICI). The goal of this strategy is to bring the liability down to less than \$5 million over the next 10 to 25 years.

## **100 Per Cent Renewable Energy (100RE) Strategy**

The City is implementing a strategy to conserve energy and reduce greenhouse gas (GHG) emissions. This supports Council's commitment to the [United Nations' Race to Zero campaign](#). Guelph's Race to Zero commitments aims to cut emissions by 63 per cent against the 2018 baseline by 2030 and become a net-zero carbon community by 2050. The city will use 100 per cent renewable energy (100RE) sources for all its facilities and operations. These Council commitments are reflected in the Environment theme of the Future Guelph strategic plan.

The 2018 total community GHG emissions were 902,152 tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e). To achieve the 63 per cent emissions reduction by 2030 target, 344,048 tCO<sub>2</sub>e will need to be cut. The City's own operations contributed 19,508 tCO<sub>2</sub>e in 2018, requiring a reduction of 12,290 tonnes to 7,215 tonnes by 2030 to achieve the 63 per cent reduction target. The City must lead by example and reduce its own emissions. It also has a responsibility to help the community reduce their emissions.

The City's Corporate Energy and Climate Change team developed a list of focus projects. These projects will help the City reach its goal of reducing emissions from City operations by 63 per cent. Both tax and non-tax sources fund these projects. Non-tax funding comes from grants from other levels of government in addition to water, wastewater, and stormwater rates.

The 100RE Strategy aims to fund tax and rate-supported funding for initiatives that will reduce emissions and help Guelph become a net-zero carbon community by 2050. Capital funding invested in the 100RE Strategy goes into reserve fund 355 – 100RE, and the 100RE parts of these projects are funded from this source. The Council-approved transfer is indexed for inflation each year. If there is not enough money forecasted in the reserve and reserve fund, the City can propose increasing the transfer during the budget process to fund different initiatives.

## **Financing tools**

### **Debt Strategy**

Municipalities can issue debt (or borrow money) under The *Municipal Act* for certain types of expenditures, within set limits. Municipalities can only issue long-term debt to finance capital projects. The City follows the [Debt Management Policy](#), to use debt to help achieve strategic objectives while keeping within legislative limits. The City also sets its own policy limits for using debt in alignment with and in addition to legislative requirements.



There are several reasons for issuing long-term debt. These reasons include:

- to align the capital cost with the useful life of an asset and to get the cost back from future users;
- limited or insufficient internal financing sources (reserve funds);
- limited availability of external grant funding; and
- unanticipated cost escalations.

If the reserve and reserve fund balances are expected to be less than what is needed to fund the 10-year capital program, staff consider the use of debt to finance some key projects. Projects proposed to be financed by debt are identified in the budget for Council's review.

In general, the City only borrows money for a project when it is substantially complete unless interest rates are low and projected to increase, or unless cash flow projections indicate the need to borrow earlier for large projects.

Council's approval of debt as a financing source through the capital budget is not the final approval for debt. A Council bylaw is required before debt can be issued and the bylaw recommendation goes to Council for approval accompanied by a Council report with background information in advance of any money being borrowed.

### Reserves and reserve funds

A reserve or reserve fund is money set aside for a specific purpose. These tools help the City be more sustainable and flexible while reducing vulnerability. They are important for the City's long-term financial strategy. The City uses reserves and reserve funds to set aside money for planned capital expenses, unexpected events or extraordinary expenses, and to stabilize the operating and capital budgets. Reserve and reserve funds provide options to respond to unexpected issues, phase-in funding impacts over time, as well as reduce reliance on debt.

The City has almost 80 reserve and reserve funds. This can change with legislative requirements and special programs. The City manages funds in a fiscally responsible way by minimizing reserves and using a "one city" approach instead of department-specific funds. Below are the main types of funds and examples for each type.

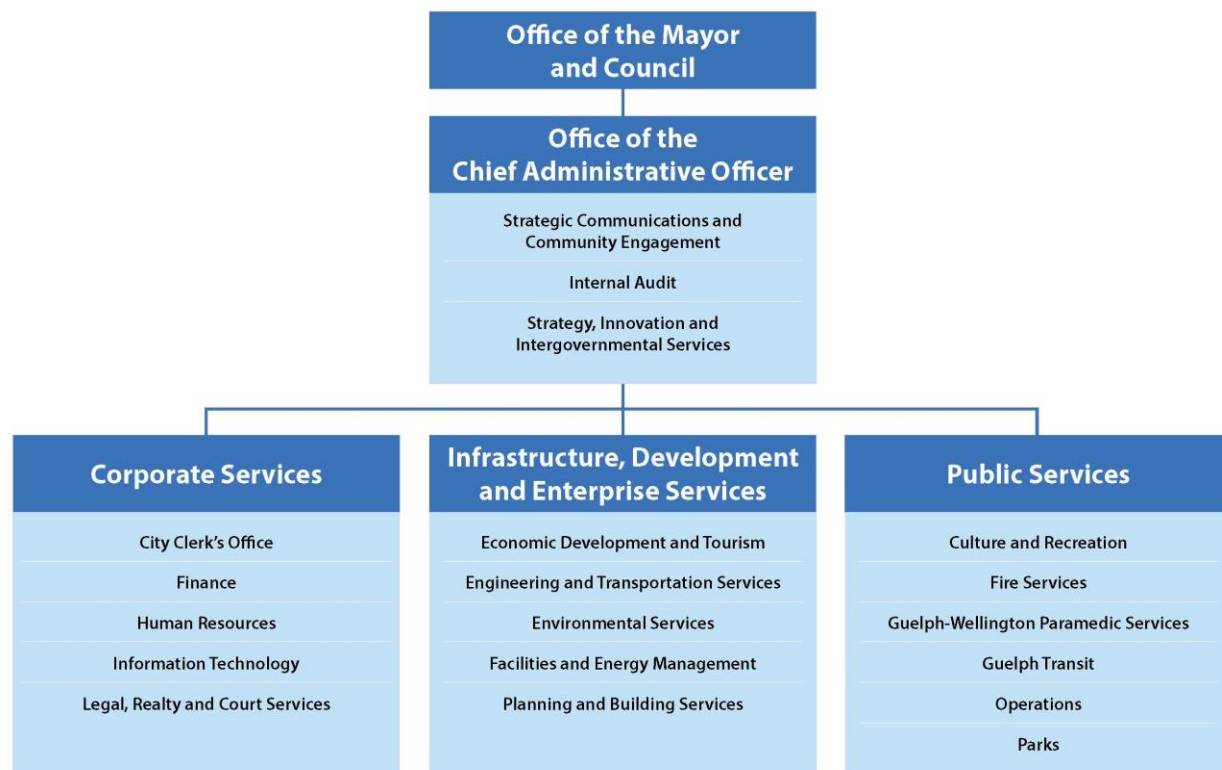
Table 2. City of Guelph reserve fund types

| Reserve or reserve fund type | Examples  |
|------------------------------|---|
| Operating reserves           | <ul style="list-style-type: none"> <li>• Tax rate operating contingency (180)</li> <li>• Affordable housing (119)</li> </ul>                      |
| Discretionary reserve funds  | <ul style="list-style-type: none"> <li>• Infrastructure renewal (150)</li> <li>• 100RE (355)</li> </ul>   |
| Obligatory reserve funds     | <ul style="list-style-type: none"> <li>• Canada Community-Building Fund, formerly Federal Gas Tax (343)</li> <li>• Development charges</li> </ul> |

Detailed information on reserves and reserve funds is provided in the Council-approved [General Reserve and Reserve Fund Policy](#). This policy guides how to use the money, sets fund goals, and controls spending authority. It also outlines the funding sources for each reserve and reserve fund. A long-term forecast of the reserve and reserve funds is prepared as part of the budget process. This helps the City understand the affordability of the operating and capital budget and forecasts. The forecast includes planned transfers from different funding strategies and any external grants received. The reserve balances should stay positive throughout the forecast. This shows that the plans are affordable and sustainable. Sometimes, the balances in certain funds may be too low to fund the planned program. In these cases, staff explore borrowing money between funds or taking on external debt.

## Organizational structure

Figure 4. City of Guelph organizational structure



### Office of the Mayor and Council

#### Office of the Mayor and Council

##### Our work

- Provide respectful, accessible, fair and transparent service to the community.
- Support Mayor and Council in executing their duties outlined in the Municipal Act.
- Support Mayor and Council engagement with the local community.

##### Our value

The Office of the Mayor and Council is a prominent public face of the City of Guelph for people, businesses, community organizations, media, elected officials and other governments. The key focus areas for the Office of the Mayor and Council include effective and responsible governance, as well as authentic community engagement. These areas of focus enable the Mayor, as head of Council, and all members of Council to lead a trusted local government that reflects our community's values and works in alignment with the four themes of the Future Guelph strategic plan:

- Foundations: equips the City with the support needed to be an employer of choice, advocate for our community, lead with accountability, maintain the City's healthy financial position and provide excellent service. It's where we're improving the underlying tools and resources needed to achieve success within the other three themes.
- City building: focuses on growth and all the supporting elements needed to make Guelph a more liveable city including improving housing supply, growing and caring for community spaces and places and making it easier to get around.
- Environment: empowers us and the community to help fight and adapt to climate change by being a leader in climate action and helping the community to get involved in creating a sustainable city.
- People and economy: supports our communities by growing Guelph's economy, making downtown a vibrant place for everyone and supporting community well-being.

#### Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    |                                 |
| Product sales                   |                                 |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             |                                 |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           |                                 |

### Office of the Chief Administrative Officer

Strategy, Innovation and Intergovernmental Services

#### Our work

- Manage development, implementation and performance reporting of the City's corporate strategic plan.
- Collaborate with partners and stakeholders to champion the Community Plan and make Guelph a more inclusive, connected and prosperous city where people look after each other and the environment.
- Foster a culture of innovation to support and empower staff to work in new and innovative ways. We also share our learnings to support progress in the municipal sector and enhance Guelph's reputation as an innovative community.

- Support the implementation of the City's corporate strategic plan with emphasis on successful integration of work plans with departmental business plans and corporate budget process.
- Forge relationships with stakeholders to identify opportunities and advocate for policy changes, process efficiencies, financial supports and consultation opportunities with relevant associations and other levels of government.
- Strengthen engagement and relationships with Indigenous government and community partners to advance reconciliation.
- Advocate to other levels of government to effect policy changes, process efficiencies, and to identify partnership opportunities and financial supports to advance shared priorities.

## Our value

Working together, our goal in Strategy, Innovation and Intergovernmental Services is to support the delivery of responsible, responsive and professional public service to Guelph's growing and diverse community. We do this by being community-driven in our values, supporting and encouraging Guelph's innovation economy, fostering strong relationships with other levels of government and supporting corporate decision-making and transparency through strategic plan performance reporting.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    |                                 |
| Product sales                   |                                 |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             |                                 |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           |                                 |

## Internal Audit

### Our work

- Perform assurance and consulting engagements based on our Council- approved risk-based audit plan.
- Provide assurance services including but not limited to; compliance, operational, financial, forensic, technology, value for money and internal control audits.

- Provide consulting services related to internal controls, governance and risk management as requested by management to assist in areas such as, the implementation of a new or revised internal process or system changes.
- Conduct or provide support for special investigations.
- Deliver practical and actionable recommendations to City senior management and the Audit Committee.
- Provide follow-up reports to the Audit Committee on the status of implemented audit recommendations.
- Provide advice to management with respect to conducting risk assessments.

### Our value

The City's Internal Audit Department exists to provide independent and objective assurance and consulting services designed to add value to help enhance the operations of the City. We assist the City in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organization's governance, risk management and internal controls.

### Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    |                                 |
| Product sales                   |                                 |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             |                                 |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           |                                 |

## Strategic Communications and Community Engagement

### Our work

- Lead the City's communications and engagement efforts with people and groups living and operating in our community, our employees, and external agencies or other levels of government including rights-bearing Indigenous governments.
- Support the organization to communicate and engage effectively by providing:
  - Strategic communications and community engagement research, planning, implementation and evaluation
  - Reputation and issues management planning and response



- Values-based insights and strategic advice based on listening and environmental scans
- Crisis and emergency communications planning and response
- Digital communications and engagement solutions
- Media relations outreach and analysis
- Visual communications and design services
- Communications and engagement training and coaching for employees
- Employee communications planning and implementation

## Our value

Communication and engagement are critical functions that serve the public interest. It is through communications and engagement that the community has opportunities to share their hopes and concerns and provide input into City decisions that impact them.

We understand our community's values, needs, hopes, concerns and perceptions by fostering reciprocal or mutually beneficial relationships where we listen as much or more than we talk and respond or adapt to what we hear through action or change, not simply with words.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    |                                 |
| Product sales                   |                                 |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             |                                 |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           |                                 |

## Infrastructure, Development and Enterprise Services

### Economic Development and Tourism

#### Our work

- Attract domestic and international investment in Guelph.
- Enable business retention and expansion.
- Lead City-owned land sales in the Hanlon Creek Business Park.
- Facilitate special development projects (i.e., Baker Street and 200 Beverley Street projects).
- Lead tourism and destination marketing.
- Manage Guelph Junction Railway business development.

#### Our value

Economic Development and Tourism fosters a sustainable, creative and smart local economy by building partnerships, helping businesses succeed and add value to the community, and by supporting businesses as they adapt to changing workforce needs. We help enhance quality of life in Guelph, promote our city as a destination of choice, manage the Guelph Junction Railway and improve Guelph's overall fiscal position.

#### Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   |                                 |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             | X                               |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## Engineering and Transportation Services

### Our work

- Plan, design, manage and oversee construction of essential municipal services such as roads, watermains, sewers, active transportation facilities and other infrastructure.
- Ensure quality control through survey, inspection and contract administration services on infrastructure projects.
- Conduct engineering reviews for development applications (e.g., subdivisions) to ensure growth projects meet City standards and that housing is connected with expected levels of service.
- Manage and deliver a significant capital project portfolio for various engineering disciplines including environmental, stormwater, water, wastewater and transportation to protect our environment and connect our community.
- Administer the City's corporate asset management and project management programs to inform financial strategy and capital prioritization.
- Modernize City processes through the Enterprise Resource Planning program.
- Plan for the city's future transportation needs and implement improvements to existing transportation infrastructure.
- Administer Guelph's Vision Zero road safety program and transportation engineering services such as traffic engineering and signal work.
- Provide parking services in downtown Guelph.

### Our value

Engineering and Transportation Services focuses on planning, designing, and building the infrastructure needed for the future of Guelph. We ensure municipal services are properly designed and constructed to provide expected levels of service to the community and to support new housing starts. We remediate contaminated sites and protect the environment through best-practice development engineering design principles. We plan and build Guelph's transportation network for people of all ages and abilities, and manage a network of crossing guards to ensure students can get to and from school safely. Our work is essential to the health and prosperity of the city and the environment, particularly as we prepare to support population growth targets and increased housing supply.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   |                                 |
| Licenses and permits            |                                 |
| Interest and penalties          | X                               |
| External recoveries             | X                               |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## Environmental Services

### Our work

- Deliver reliable sanitary services through the collection and treatment of wastewater.
- Respond to spills and proactively monitor businesses to ensure hazardous materials do not impact the natural environment.
- Ensure the city's water resources are protected and provide the community with safe, consistent, high-quality drinking water.
- Facilitate the processing, diversion and disposal of waste generated by the community.

### Our value

Environmental Services plays a key role in mitigating climate change and protecting the natural environment. We help reduce Guelph's carbon footprint by employing innovative ways to manage Guelph's waste streams through our work in the development and implementation of a circular economy while ensuring the community properly sorts and reduces waste, and by using methane gas, a by-product of bio-solids, as a source of energy. Our award-winning water efficiency, water supply planning and source protection programs ensure we protect the quantity of Guelph's finite groundwater source, and ensure that the quality of our water supply is uncompromised. Our team maintains water, wastewater systems and solid waste assets through proactive maintenance programs and aging asset replacements to sustain current levels of service for our community.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   | X                               |
| Licenses and permits            | X                               |
| Interest and penalties          | X                               |
| External recoveries             | X                               |
| Operating grants                | X                               |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## Planning and Building Services

### Our work

- Prepare and update the City's Official Plan to guide growth and development including preservation of the natural environment and cultural heritage resources.
- Regulate land use through the Zoning Bylaw.
- Provide professional planning, land use and development advice and information to outside agencies, community partners, developers and homebuilders.
- Ensure new development meets the land use goals and objectives of our Official Plan and is consistent with provincial policy.
- Review and process development applications.
- Encourage community participation in planning applications.
- Issue building permits and conduct building inspections as required under the Building Code Act and Ontario Building Code.
- Administer and enforce the Zoning Bylaw and Sign Bylaw.
- Administer termite control, backflow prevention and sewage system maintenance inspection programs.

### Our value

Planning and Building Services helps our customers build Guelph's neighbourhoods and buildings to be inclusive and safe in ways that enhance and nurture community and social well-being. Our contributions to smart growth and development, as guided by the Official Plan, are key for a sustainable future, particularly as we strive to support population growth targets and increased housing supply, for people who live here now or who may choose Guelph as their home in the future.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   |                                 |
| Licenses and permits            | X                               |
| Interest and penalties          |                                 |
| External recoveries             | X                               |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## Facilities and Energy Management

### Our work

- Manage and maintain City facility assets.
- Lead accessibility services.
- Design, build, construct and renovate City facilities.
- Identify and plan facility needs assessments and space requirements for City services.
- Lead corporate energy and climate change projects and initiatives.

### Our value

Facilities and Energy Management ensures existing City-owned buildings are in good condition and is responsible for the design and construction of new facilities and capital projects, ensuring they all comply with the Accessibility for Ontarians with Disabilities Act. We also strive to achieve Race To Zero goals by reducing corporate energy use through conservation and efficiency improvements, incorporating renewable energy sources and reducing greenhouse gas emissions.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   |                                 |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             | X                               |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## Public Services

### Parks

#### Our work

- Provide inclusive, safe and enjoyable recreation, sport and passive recreation opportunities for all community members.
- Strive 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 Council.
- Maintain parks, trails and manage programs that are essential to the quality of life in Guelph.
- Support the sustainability and growth of the city's urban forest canopy through a variety of operations and collaborations.

#### Our value

The Parks team strives to attract and develop highly skilled professionals who work collaboratively internally and externally to deliver quality operations and services. As the community grows, we will continue to enhance our community's climate change resilience by investing in our tree canopy, the environment, natural areas and infrastructure to provide parks and open spaces to enhance the health and wellness of the community.

## Our budget

| <b>Operating Funding Source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   | X                               |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             | X                               |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## Culture and Recreation

### Our work

- Manage the operations of the River Run Centre, Sleeman Centre, Market Square, Guelph Museums, six indoor recreation facilities, and outdoor recreation spaces.
- Lead civic events planning, community special event planning support, public art development, volunteer recruitment and cultural and recreation programming.
- Support grant allocations, subsidy programs and community investment programs.
- Host the Local Immigration Partnership and newcomer programs.

### Our value

The Culture and Recreation department is growing and caring for community places and spaces by actively providing diverse range of enriching cultural, recreational and heritage opportunities. The programs and services attract more people to our spaces to enrich the lives of the community and promote healthy living. Through strong delivery of customer service, we advance services, programs and events to broaden our view to include all and remove any barriers and inequities. Also, by providing opportunities for fair and equitable participation and belonging we foster civic connectivity and community vitality.



## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   | X                               |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             | X                               |
| Operating grants                | X                               |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## Guelph Transit

### Our work

- Manage Guelph's essential transit service and operate in accordance with Provincial legislation.
- Provide conventional, on-demand and mobility transit services to the city of Guelph.
- Deliver transit services Monday to Saturday (5:45 a.m. to 12:15 a.m.), Sunday (9:15 a.m. to 6:45 p.m.) except Route 99 Mainline (7:15 a.m. to 10:15 p.m.) and holidays via on-demand service (9:15 a.m. to 6:45 p.m.)

### Our value

Guelph Transit provides safe, reliable and affordable transportation choices for the community. A key focus is on establishing connections between various workplaces both within and beyond Guelph. We are committed to harnessing technology to encourage active and efficient transportation methods. By adhering to these principles, we have successfully built an efficient and interconnected transit network that effectively serves the needs of the residents while promoting sustainable transportation options. We are also taking proactive measures towards a sustainable future by striving to achieve a net-zero transit service.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   |                                 |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             | X                               |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## Operations

### Our work

- Maintain and respond to issues related to the City's road network, winter control program, storm water collection systems, traffic signals/signs, downtown public spaces and municipal parking lots.
- Provide bylaw compliance, corporate security services, animal control and community emergency management coordination for the City of Guelph.
- Manage the purchasing, replacement, maintenance and insurance of vehicles for the City of Guelph.
- Support daily operation and needs of the City fleet such as fuel, mechanical parts and automotive service provided by external vendors.
- Administer the City's business license program.

### Our value

The Operations department helps ensure a safe, inclusive, appealing and sustainable city. The department does this by providing service 24 hours a day, seven days a week and is able to respond and provide assistance during natural and human-made emergencies. We also work to reduce and right-size the City's fleet along with the exploration of alternative fuel options.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   | X                               |
| Licenses and permits            | X                               |
| Interest and penalties          |                                 |
| External recoveries             | X                               |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## Fire Services

### Our work

- Responsible for public fire and life safety education, fire safety inspections and enforcement of the Ontario Fire Code, and emergency response
- Provide fire and emergency response services 24 hours a day, seven days a week through six fire stations.
- Deliver fire services in accordance with applicable provincial and municipal legislation.
- Manage a fire department that consists of six divisions including administration, communications, fire prevention & public education, training, mechanical, and fire suppression across four platoons.

### Our value

Fire Services provide a safe community and ensure that critical services are maintained and available when needed by the community. We continually manage critical infrastructure, finding efficiencies as infrastructure is updated.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   |                                 |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             | X                               |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## Guelph-Wellington Paramedic Service (GWPS)

### Our work

- Respond to calls for assistance received through the 911 system for patients with a variety of illnesses and injuries in the City of Guelph and the County of Wellington.
- Perform medical assessments and transport patients to a hospital or other facility based on their condition and severity.
- Provide emergency medical services in accordance with the provincial Ambulance Act and associated regulations.
- Provide appropriate clinical care, public education and information to the communities we serve.
- Run a community paramedicine program that helps individuals access collaborative resources to reduce calls to 911 and non-emergency trips to hospitals.

### Our value

Guelph-Wellington Paramedic Service ensures that residents suffering an emergency have rapid access to professional, competent and advanced care in the prehospital setting. We assist in entry into the health care system and assist with health care navigation for those in need. Our efforts help the City ensure safe and healthy communities through direct service delivery and through alignment with our community health care partners.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   |                                 |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             | X                               |
| Operating grants                | X                               |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## Corporate Services

### Human Resources

#### Our work

- Use strategic talent management practices to ensure we have the right people with the right skills to support organizational success.
- Foster culture change rooted in our corporate values of integrity, service, wellness, learning and inclusion.
- Develop current and aspiring leaders who engage and empower teams.
- Develop employees who take pride in public service.
- Align business and people strategies with performance outcomes.
- Facilitate workforce planning (including considerations for a hybrid workforce), performance management, total compensation and rewards and recognition.
- Execute Council's direction and decisions complying with employment-related legislative requirements.

#### Our value

Human Resources supports the Foundations theme in our Future Guelph strategic plan by positioning the organization as an employer of choice both internally with staff to help retain talent and externally in the labour market to help attract new talent with a focus on enhancing our organizational culture of inclusion and belonging. We work to align people, policies and programs to ensure the City has the talent needed to thrive now and into the future. We enable engaged, skilled and collaborative employees to meet the City's business and service goals.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    |                                 |
| Product sales                   |                                 |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             |                                 |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           |                                 |

## Information Technology

### Our work

- Protect the City's information and operation by ensuring the safe and secure function of the city's IT systems, networks and programs.
- Deliver high quality IT services and end-user support for over 1,500 computers and tablets, 1,250 mobile devices, 200 printers and 1,300 desktop phones.
- Empower staff to provide excellent service to citizens through ongoing support of our suite of business applications.
- Enable the public to interact with the City through our convenient online services, our website and other public-facing technologies.

### Our value

The Information Technology department ensures the alignment of corporate technology initiatives including improving foundational IT systems, evolving business intelligence, establishing data and content governance and managing information of all types to actively support the Future Guelph strategic plan. In collaboration with all departments across the organization, we strive to modernize our workplace and ultimately improve the lives of the citizens of Guelph.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    |                                 |
| Product sales                   |                                 |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             | X                               |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## City Clerk's Office

### Our work

- Provide legislative support services to City Council, Committee of the Whole and more than 20 agencies, boards and committees, including public notice requirements.
- Support and promote the accountability and transparency of Council and City department work.
- Deliver City services to customers at City Hall over multiple channels through ServiceGuelph.
- Provide records and information management, access and privacy advice and support to internal departments and manage the Freedom of Information process with the public.
- Manage the administration of municipal and school board elections.
- Support public facing service delivery in the areas of civil marriage ceremonies and commissioning of documents.
- Support and, in some cases, lead important corporate continuous improvement projects including the review of customer, citizen and public service processes and systems.
- Lead, in partnership with other City departments, the City's customer service and experience modernization work.

### Our value

The City Clerk's Office supports the delivery of responsible and responsive public service to Guelph's growing and diverse community by ensuring an effective and trusted local government. We provide paths through which the community can

access City services. We do so with engaged, skilled and collaborative employees that deliver legislative services, front-line customer service and programs through the Service Simplified Strategy and processes that promote accountability and transparency such as our support of Council and their open meetings. Additionally, we support and issue public notices and records and information management work. All this helps to contribute to a strong organizational foundation that will directly support our organization's Future Guelph strategic plan over the next four years and beyond.

#### Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   |                                 |
| Licenses and permits            | X                               |
| Interest and penalties          |                                 |
| External recoveries             |                                 |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           |                                 |

#### Finance

##### Our work

- Provide financial accountability and transparency to City activities and decisions through robust Council reporting and strong internal financial control structures.
- Develop and maintain long-term financial policy and forecasts that make Guelph economically resilient and flexible to respond to emerging priorities.
- Recommend corporate financial strategies to fund the key actions in the strategic plan.
- Manage the corporate treasury function including liquidity planning, investment strategy, debt capacity and reserve forecasts.
- Support operating departments with business support and LEAN training to continuously improve service delivery processes to create service capacity, mitigate inflationary budget pressures and increase productivity.
- Ensure compliance with legislation while executing transactional requirements including property taxation, development charges, competitive procurement, indirect taxes, and provincial and grant reporting.



## Our value

Finance is a critical player in upholding a fiscally responsible and trusted local government. We directly contribute to the Future Guelph strategic plan by working to maintain the City's healthy financial position daily, ensuring compliance with legislation, property taxation and development charge requirements, risk management and more. We lead the development of a long-term financial strategy that is achievable and affordable and supported by our City's strong credit rating performance. We collaborate across the organization to encourage a culture of innovation and high performance by leading the Capital Steering Committee and multi-year budget process, and through the implementation of the Continuous Improvement Office. We also support various initiatives and strategies including the Strategic Property Committee, the City's Housing Pledge and Race to Zero.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   | X                               |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             | X                               |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## Legal, Realty and Court Services

### Our work

- Offer strategic legal advice and guidance to City Council and City departments.
- Ensure accountability and transparency, protect the City's interests, manage corporate risk and provide realty services for the Corporation.
- Deliver the administrative, prosecutorial and court support functions as prescribed under the Provincial Offences Act.

## Our value

We support the City's Future Guelph strategic plan through the continued development of strong, productive and collaborative relationships with City Council, the Executive Team, the Corporate Management Team, and client departments to

support the delivery of municipal services. We also provide mandatory court services under the City's agreement with the Province of Ontario. These services are provided in accordance with the principles of justice and legislative and provincial policy requirements and ensure public access to justice.

Our budget

| <b>Operating funding source</b> | <b>Applicable to department</b> |
|---------------------------------|---------------------------------|
| Taxation                        | X                               |
| User fees, rates and charges    | X                               |
| Product sales                   |                                 |
| Licenses and permits            |                                 |
| Interest and penalties          |                                 |
| External recoveries             | X                               |
| Operating grants                |                                 |
|                                 |                                 |
| <b>Capital budget</b>           | X                               |

## **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
- 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 assessment write-offs and rebates and corporate transfers to operating reserves are considered general expenditures.

### City grants

This section reflects contributions to fund the City's obligations related to the Tax Increment Based Grant program as approved through Community Improvement

Plans. This program promotes redevelopment of brownfield, heritage and downtown properties that meet specific criteria.

### 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.

## Local Boards and Shared Services

The City of Guelph's 2024-2027 Multi-year Budget includes funding for local boards and shared services. With the exception of the Downtown Guelph Business Association, the City's share of these services is funded through the property tax levy. These budgets are reported separately from the City's traditional tax-supported operating budget as City Council has limited or no control over these costs.

### Guelph Public Library

#### Our work

- Provide City of Guelph residents opportunities to "Explore, Connect, Thrive" under the *Public Libraries Act*. The *Act* helps ensure free and equitable access to public library service in Ontario.

#### Our value

A strong library system is the cornerstone of a strong community. It contributes to education, literacy and life-long learning in Ontario communities. Municipal bylaws create Ontario's public libraries and public library boards govern them. The Guelph Public Library supports the City of Guelph vision of an inclusive, connected and prosperous city where we look after each other and our environment.

#### Our budget

| Operating funding source     | Applicable to organization |
|------------------------------|----------------------------|
| Taxation                     | X                          |
| User fees, rates and charges | X                          |
| Product sales                | X                          |
| Licenses and permits         |                            |
| Interest and penalties       | X                          |
| External recoveries          | X                          |
| Operating grants             | X                          |
|                              |                            |
| <b>Capital budget</b>        | X                          |

## Guelph Police Service

### Our work

- Ensure the safety of our community, compliance with regulations/legislation and the wellness of our members.

### Our value

To ensure the highest quality of life for the people of Guelph. Our service is aligned with the strategic priorities as identified in the Guelph Police Service Strategic Plan.

### Our budget

| <b>Operating funding source</b> | <b>Applicable to organization</b> |
|---------------------------------|-----------------------------------|
| Taxation                        | X                                 |
| User fees, rates and charges    | X                                 |
| Product sales                   | X                                 |
| Licenses and permits            |                                   |
| Interest and penalties          |                                   |
| External recoveries             | X                                 |
| Operating grants                | X                                 |
|                                 |                                   |
| <b>Capital budget</b>           | X                                 |

## County of Wellington Social Services

### Our work

- Designated as the Consolidated Municipal Services Manager (CMSM) for the delivery of Social Services through the Province of Ontario's Local Services Realignment process, authorized by the *Services Improvement Act* and the *Social Assistance Reform Act*.
- Oversees the planning, management, and implementation of the following provincially mandated services, each with their own division:
  - Children's Early Years
  - Housing Services
  - Ontario Works
- Responsible for establishing the budget for these services, and the City is required to make the required payments as required by the CMSM.

## Our value

The County of Wellington has been delivering Income Support and Child Care programs on an uninterrupted basis within the City of Guelph and the County of Wellington since 1969.

Today, the three divisions work collaboratively with local community agencies and organizations to support thriving communities where everyone has access to the services they need by:

- Supporting the provision of high quality licensed child care and EarlyON Centres that are equitably available, accessible, and affordable to all children and families;
- Supporting everyone to find and maintain an appropriate, safe, and affordable; place to call home; and
- Supporting the complex and unique needs of low-income individuals and families so that they can move towards employment and financial independence.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to organization</b> |
|---------------------------------|-----------------------------------|
| Taxation                        | X                                 |
| User fees, rates and charges    |                                   |
| Product sales                   |                                   |
| Licenses and permits            |                                   |
| Interest and penalties          |                                   |
| External recoveries             |                                   |
| Operating grants                |                                   |
|                                 |                                   |
| <b>Capital budget</b>           |                                   |

## Wellington-Dufferin-Guelph Public Health

### Our work

- Provide clinical services like immunizations, sexual health, harm reduction and reproductive health.
- Offer dental care programs and services for children and seniors.
- Provide parenting programs and supports to help families ensure their children are as healthy and safe as possible.

- Monitor environmental hazards and respond to health emergencies or disease outbreaks.
- Inspect food establishments to ensure safe food practices.
- Inspect pools, spas, salons and tattoo and piercing establishments for infection control.
- Inspect infection control practices of regulated health professionals if a complaint is received from the public.
- Advocate for public policy and legislation at the local, provincial and federal government levels to support healthy lifestyles.
- Conduct and share results of health research on local populations while offering health expertise and advice to community partners.
- Advise healthcare workers regarding disease outbreaks and other health matters.
- Ensure every student has up-to-date immunization records with Public Health so they can attend school.
- Enforce the ban on selling tobacco products to minors and support the Smoke-Free Ontario Act.

## Our value

An essential part of the healthcare system, WDG Public Health is committed to the health and well-being of the communities we serve. By protecting the health of individuals, families and communities, and by promoting healthy behaviours, WDG Public Health helps the community stay well. WDG Public Health provides the health information and services the community needs to be as healthy and safe as possible wherever you live, learn, work or play.

The majority of WDG Public Health's budget is comprised of cost-shared programs that are jointly funded between the Ministry and the municipalities that the Agency serves. The Ministry also provides separate 100 per cent funding for a number of other public health programs that historically have not required a municipal contribution.

## Our budget

| <b>Operating funding source</b> | <b>Applicable to organization</b> |
|---------------------------------|-----------------------------------|
| Taxation                        | X                                 |
| User fees, rates and charges    |                                   |
| Product sales                   |                                   |
| Licenses and permits            |                                   |
| Interest and penalties          |                                   |
| External recoveries             |                                   |
| Operating grants                |                                   |
|                                 |                                   |
| <b>Capital budget</b>           |                                   |

## The Elliott Community

### Our work

- Act as operator the City's long-term care home.
- Operate retirement living suites and life-lease suites, in addition to the long-term care home.

### Our value

The Elliott is a charitable not-for-profit corporation which operates retirement living suites and life-lease suites, in addition to the long-term care home. The Elliott is a local board of the City of Guelph as established by The Elliott Act, 2002. All areas of operation are overseen by a Board of Trustees appointed by City Council. The *Fixing Long-Term Care Homes Act, 2021* requires that a municipality, approved to operate a long-term care home, form a Committee of Management composed of members of Council to oversee the responsibilities of the home.

On August 25, 2014, Council passed the Delegation of Authority By-law number (2014)-19796 which delegated authority to The Elliott to operate The Elliott Long-Term Care Residence as the City's long-term care home. By-law Number (2023) – 20769 is the current by-law that outlines the composition of the Committee of Management (seven members of Council, the service area vice-chairs of Corporate Services, Public Services, Infrastructure, Development and Enterprise Services, Governance, and Audit, respectively, the service area chair of Public Services, and the Council appointee to the Board of Trustees).



## Our budget

| <b>Operating funding source</b> | <b>Applicable to organization</b> |
|---------------------------------|-----------------------------------|
| Taxation                        | X                                 |
| User fees, rates and charges    |                                   |
| Product sales                   |                                   |
| Licenses and permits            |                                   |
| Interest and penalties          |                                   |
| External recoveries             |                                   |
| Operating grants                |                                   |
|                                 |                                   |
| <b>Capital budget</b>           | X                                 |

## Downtown Guelph Business Association

### Our work

- Oversee the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the area beyond what is provided at the expense of the municipality.
- Promote the area as a business or shopping area.

### Our value

The Downtown Guelph Business Association (DGBA) is considered a business improvement area (BIA), traditionally established by the municipality using the business improvement area provisions in the Municipal Act, 2001, and under this legislation is considered a local board of the municipality. Once a BIA is approved by City Council, businesses within the defined boundaries become members and pay the BIA levy in addition to their property taxes. The BIA levies are collected by the municipality and then disbursed to the DGBA Board for use in accordance with

the approved budget.

Our budget

| <b>Operating funding source</b> | <b>Applicable to organization</b> |
|---------------------------------|-----------------------------------|
| Taxation                        | X                                 |
| User fees, rates and charges    |                                   |
| Product sales                   |                                   |
| Licenses and permits            |                                   |
| Interest and penalties          |                                   |
| External recoveries             |                                   |
| Operating grants                |                                   |
|                                 |                                   |
| <b>Capital budget</b>           |                                   |

Grand River Conservation Authority (GRCA)

Our work

- Manage water and other natural resources on behalf of 38 municipalities and close to one million people in the Grand River watershed.
- Operate seven large, multi-purpose dams to manage river flows. These multi-purpose dams work as a system to address frequent and severe flooding; extremely low summer river flows; and challenges with water quality.
- Maintain seven dike systems in partnership with watershed municipalities to help protect low-lying areas.

Our value

The Grand River Conservation Authority is the oldest water management agency in Canada and one of the oldest in the world. We support and facilitate an integrated watershed-wide approach to address water needs and to help achieve common water goals through our Water Management Plan, a collaboration between the GRCA, municipalities, provincial and federal government agencies and First Nations to support communities, economies and ecosystems.

A 26-member board of directors oversees the policies, programs and budgets of the GRCA. Municipalities appoint the members of the board. Many appointees are also municipal Councillors while some are citizen appointees. At the GRCA, we work closely with our municipal partners to mitigate flood damage, provide access to outdoor spaces, share information about the natural environment, and make the

watershed more resilient to climate change. We operate a range of programs and services in engineering, planning, land management, recreation and education.

Under the Clean Water Act, the members of the GRCA board also serve as members of the Grand River Source Protection Authority (GRSPA) who meet when required to carry out duties associated with drinking water source protection.

Our budget

| <b>Operating funding source</b> | <b>Applicable to organization</b> |
|---------------------------------|-----------------------------------|
| Taxation                        | X                                 |
| User fees, rates and charges    |                                   |
| Product sales                   |                                   |
| Licenses and permits            |                                   |
| Interest and penalties          |                                   |
| External recoveries             |                                   |
| Operating grants                |                                   |
|                                 |                                   |
| <b>Capital budget</b>           |                                   |

## Budget glossary

| Term                       | Definition   |
|----------------------------|--|
| <b>100RE</b>               | 100 per cent renewable energy.   |
| <b>Annualization costs</b> | The incremental costs of a new facility or position that was approved for less than 12 months in the prior budget year.  |
| <b>Appropriation</b>       | A sum of money to be used for a particular purpose.  |
| <b>Assessment</b>          | The value assigned to a property by the Municipal Property Assessment Corporation (MPAC) used as a basis for property taxation.  |
| <b>Assessment growth</b>   | The amount of omitted and new assessments minus any tax or assessment appeals for a given year. These are changes made to the annual assessment roll after the roll has closed for a given year.                                 |
| <b>Base budget</b>         | Covers services already approved in previous budgets, adjusted for inflation like wage and user fee increases and general revenue and financing (e.g. increased reserve transfers).  |
| <b>Brownfields</b>         | Properties that were originally developed for industrial and commercial purposes and are now under used, derelict or vacant. The soil and water may or may not be impacted by contaminants as result of past practices and uses. |
| <b>Business unit</b>       | An organizational unit with a specific strategic focus area and the authority to expend corporate resources to deliver an internal or external service.  |

| Term                              | Definition  |
|-----------------------------------|---|
| <b>Capital Funding Strategy</b>   | Used to determine the amount of funding that will be allocated to the City reserve funds as well as the amount allocated to the various services to support infrastructure replacement, growth and service enhancement. The strategy is based on asset management data and the corporate strategic plan.  |
| <b>Contingency</b>                | An allotted set of funds available to cover unforeseen events that occur during the fiscal year. These funds are not carried over year-to-year.   |
| <b>Consumer Price Index (CPI)</b> | <p>An indicator of changes in consumer prices experienced by Canadians.</p> <p>CPI is obtained by comparing, over time, the cost of a fixed basket of goods and services purchased by consumers. Since the basket contains goods and services of unchanging or equivalent quantity and quality, the index reflects only pure price change. As CPI is an indicator of changes for goods and services that can be associated with a retail price many public goods and services provided by governments are excluded since they cannot be associated with a retail price. The target population of the CPI consists of families and individuals living in urban and rural private households in Canada.</p> |
| <b>Debt ratio</b>                 | Indicates what proportion of debt a municipality has relative to the total of all reserves and reserve funds. The measure gives an idea of the potential risks the municipality faces in terms of its debt-load. A generally accepted target ratio for municipalities is considered to be 1:1. In addition, the City's Debt Management Policy calls for direct debt to be less than 55 per cent of operating revenue.   |

| Term                           | Definition   |
|--------------------------------|--|
| <b>Debt servicing</b>          | <p>The payment of debt interest and principal over a given period of time.</p> <p>Provincial regulation does not allow the City to issue debt which would result in it exceeding its legislated Annual Repayment Limit (ARL) without approval from the Ontario Land Tribunal (OLT). The Ministry of Municipal Affairs and Housing calculates the ARL based on the City's Financial Information Return (FIR).</p> <p>Notwithstanding the limits prescribed in the regulations, the City has established its own Debt Management Policy as prudent financial management calls for more stringent criteria to limit debt and assist in preserving borrowing capacity for future capital assets while maintaining maximum flexibility for current operating funds.</p> |
| <b>Development charges</b>     | <p>Fees levied against new developments to pay for the initial capital costs of servicing growth.</p> <p>The principle behind development charges is that 'growth pays for growth' to ensure the financial burden of servicing new development is not placed on existing taxpayers.</p>  |
| <b>Development charge debt</b> | Any debt funded from development charges.  |
| <b>Efficiencies</b>            | The savings realized or additional revenue generated using existing resources.   |
| <b>Effectiveness</b>           | Refers to whether goal or objective is achieved. For example, garbage is picked up on time therefore the program is effective.   |

| Term                                | Definition   |
|-------------------------------------|--|
| <b>FTE (Full-time equivalent)</b>   | A budgeted amount to represent permanent full and part-time hours of work. City departments budget hours of work depending on program and service needs.   |
| <b>Grant</b>                        | A monetary contribution—typically from one level of government to another—as a means to lend support to a specific service, program or function. The City of Guelph makes grants available to various local community organizations for special events and programs.   |
| <b>Growth</b>                       | When additional costs are incurred in order to provide the same level of service to more citizens.   |
| <b>Internal charges</b>             | <p>Expenses allocated from one department to another.</p> <p>The Ontario Municipal Benchmarking Initiative (OMBI) method prescribes how costs for support areas such as Finance, Human Resources, and Information Technology should be allocated as a means of moving towards full cost accounting for the City's services. Internal charges appear as expenditures for the departments in receipt of the service and are equal to the internal recoveries of the departments providing the support.</p> |
| <b>Internal recoveries</b>          | Amounts recovered by one department from another. The City uses the Ontario Municipal Benchmarking Initiative (OMBI) method of allocating the full cost of support areas to service areas. Internal recoveries appear as revenue for the departments providing support and are equal to the internal charges to the departments receiving the service.   |
| <b>Life cycle costing practices</b> | The long-term financial analysis for the acquisition, renewal and replacement of assets over the asset's useful life.  |

| Term                                 | Definition   |
|--------------------------------------|--|
| <b>Long-term debt</b>                | Matures more than one year after it is issued.   |
| <b>Non-tax-supported budget</b>      | Self-supporting and does not require a property tax transfer. The City's Water Services, Wastewater, Stormwater, Court Services (POA) and the Ontario Building Code (OBC) are represented in this budget. The costs associated with their respective service areas are 100 per cent recovered through user fees and other non-tax sources. Parking Services is being transitioned to a non-tax supported budget but currently receives a portion of property tax support.  |
| <b>OMBI program support</b>          | <p>The Ontario Municipal Benchmarking Initiative's (OMBI) method of allocating program support costs from one City function to another using a consistent set of cost drivers as a means of moving towards full cost accounting for the City's services.</p> <p>OMBI fosters a culture of service excellence in municipal government by creating new ways to measure, share and compare performance statistics to help Councils, staff and citizens understand where their administrations are performing well and where they can make improvements. It is recommended that municipalities with a population greater than 100,000 use the OMBI support cost methodology.</p> |
| <b>Operating impact from capital</b> | Identifies additional operating costs—including compensation—resulting from new or expanded assets such as a facilities, vehicles, trails or parks being put into service during the budget year.  |
| <b>Own source revenue</b>            | All revenues received, not including federal and provincial grants   |



| Term                       | Definition   |
|----------------------------|--|
| <b>Payment-in-lieu</b>     | <p>Compensation from the federal and/or provincial governments in recognition of lost property tax revenue.</p> <p>Federally and provincially owned land are exempt from taxation, however, they often compensate the municipality with 'payment-in-lieu of taxes.'</p>  |
| <b>Performance measure</b> | <p>Data collected to determine how effective and/or efficient a program is in achieving its objectives. Specific service levels are established for all major services, and then monitored to determine the level of success achieved.</p>   |
| <b>Reserve</b>             | <p>Allocation of accumulated net revenue. Reserves don't refer to any specific asset and don't require the physical segregation of money or assets. Examples of the City's Reserves are: Tax Rate Operating Contingency Reserve, Employee Future Benefit &amp; Human Resource Related and Program Specific Reserves.</p>   |
| <b>Reserve funds</b>       | <p>Assets segregated and restricted to meet the purpose of the reserve fund. Reserve Funds may be:</p> <ul style="list-style-type: none"> <li>• Obligatory – created whenever a statute requires revenues for special purposes to be segregated, e.g., Development Charges Reserve Funds, or</li> <li>• Discretionary – created whenever Council wishes to earmark revenues to finance a future project for which it has authority to spend money, e.g. Infrastructure Renewal Reserve Fund and City Building Reserve Fund.</li> </ul> |

| Term                         | Definition   |
|------------------------------|--|
| <b>Reserve ratio</b>         | <p>Recommended reserve ratio is 1:1; that means \$1 in reserves for every \$1 in debt. In addition, the City's General Reserve and Reserve Fund Policy includes the following targets:</p> <ul style="list-style-type: none"> <li>• Working and current-purpose reserves and reserve funds at least eight to 10 per cent of operating revenue.</li> <li>• Infrastructure Renewal and Non-tax Capital Reserve Fund transfers should equal the Asset Management estimated average annual replacement cost.</li> <li>• City funded reserve fund balances should be equivalent to one year worth of estimated capital spending.</li> </ul> |
| <b>Supplementary revenue</b> | <p>Based on the supplementary and omitted assessments issued by MPAC for new properties or improvements to properties that were not assessed on the annual assessment roll. Omitted assessments can be issued as far back as the current year plus two years (residents can be assessed back as far as 2019 for their new properties).</p>   |
| <b>Tax levy</b>              | <p>The total amount to be raised by property taxes for operating and debt service purposes specified in the annual Tax Levy Bylaw. The City is also responsible for levying taxes for the Boards of Education and the Business Improvement Area.</p>   |
| <b>Tax rate</b>              | <p>The rate levied on each real property according to assessed property value and property class.</p>  |

## Abbreviations

| Abbreviation   | Definition   |
|----------------|--|
| <b>AGCO</b>    | Alcohol and Gaming Commission of Ontario                   |
| <b>AODA</b>    | Accessibility for Ontarians with Disabilities Act          |
| <b>ATU</b>     | Amalgamated Transit Union                                  |
| <b>BR</b>      | Budget Request   |
| <b>CACC</b>    | Province of Ontario Central Ambulance Communication Centre |
| <b>CAD/AVL</b> | Computer Aided Dispatch/Automatic Vehicle Location         |
| <b>CAO</b>     | Chief Administrative Officer                               |
| <b>CARES</b>   | Community Assistance Registration Entry System             |
| <b>CCTV</b>    | Closed-Circuit Television                                  |
| <b>CFAI</b>    | Commission on Fire Accreditation International             |

| Abbreviation | Definition                              |
|--------------|---|
| <b>CIP</b>   | Community Improvement Plan              |
| <b>CS</b>    | Corporate Services                      |
| <b>DCAO</b>  | Deputy Chief Administrative Officer     |
| <b>ESA</b>   | Electrical Safety Authority             |
| <b>FADM</b>  | Facility Accessibility Design Manual    |
| <b>GFOA</b>  | Government Finance Officers Association |
| <b>GGH</b>   | Guelph Greener Homes                    |
| <b>GIS</b>   | Geographic Information System           |
| <b>GJR</b>   | Guelph Junction Railway                 |
| <b>GMHI</b>  | Guelph Municipal Holdings Inc.          |
| <b>GNSC</b>  | Guelph Neighbourhood Support Coalition  |

| Abbreviation | Definition   |
|--------------|--|
| <b>GPL</b>   | Guelph Public Library                                |
| <b>GPS</b>   | Guelph Police Services                               |
| <b>GRCA</b>  | Grand River Conservation Authority                   |
| <b>HRIS</b>  | Human Resources Information Systems                  |
| <b>IDE</b>   | Infrastructure, Development, and Enterprise Services |
| <b>IR</b>    | Infrastructure Renewal                               |
| <b>LIP</b>   | Local Immigration Partnership                        |
| <b>LPAT</b>  | Local Planning Appeal Tribunal                       |
| <b>MECP</b>  | Ministry of the Environment, Conservation and Parks  |
| <b>MRF</b>   | Material Recovery Facility                           |
| <b>MTO</b>   | Ministry of Transportation                           |

| Abbreviation | Definition                    |
|--------------|-------------------------------|
| <b>MYB</b>   | Multi-year Budget             |
| <b>NUME</b>  | Non-union Management Employee |
| <b>OBC</b>   | Ontario Building Code         |
| <b>OPA</b>   | Official Plan Amendment       |
| <b>OPA</b>   | Ontario Power Authority       |
| <b>PDP</b>   | Performance Development Plan  |
| <b>PIL</b>   | Payment-in-Lieu               |
| <b>PM</b>    | Project Manager               |
| <b>PS</b>    | Public Services               |
| <b>RMO</b>   | Risk Management Official      |
| <b>SECC</b>  | South End Community Centre    |

| Abbreviation  | Definition                        |
|---------------|-----------------------------------|
| <b>U of G</b> | University of Guelph              |
| <b>WERC</b>   | West End Recreation Centre        |
| <b>WRIC</b>   | Waste Resources Innovation Centre |