

Local Boards and Shared Services Strategy

2018 recommended Operating Budget



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Introduction

The City of Guelph's recommended 2018 Local Boards and Shared Services Operating Budget includes:

- Guelph Public Library Board
- Wellington-Dufferin-Guelph Public Health (WDGPH)
- County of Wellington Social Services and Social Housing
- The Elliott Community
- Downtown Guelph Business Association (DGBA); and
- Guelph Police Service Board

With the exception of the Downtown Guelph Business Association, the City's share of these services is funded through the tax levy. These budgets have been extracted from the City's traditional tax-supported operating budget as City Council has limited or no control over these costs.

Municipal contribution to local boards and shared services

The 2018 recommended base budget reflects a net levy requirement of:

- Base operating budget - \$ 78,650,932 tax levy requirement, which represents an increase of \$1,488,330 or 0.65 per cent tax levy increase over 2017
- Impacts from other levels of government - \$64,000 or 0.03 per cent tax levy increase
- Expansions - \$567,409 or 0.25 per cent tax levy increase

Table 1 - Base Operating Impacts

Local Boards & Shared Services	\$	Levy Impact
Base Operating Impact		
Police	679,491	
Library	202,362	
Shared Services	468,240	
Public Health	112,689	
The Elliott	25,548	
Total	1,488,330	0.65%
Other levels of government Impacts		
Minimum Wage	64,000	
Total other Levels of government	64,000	0.03%
Expansions	567,409	
Total Expansions	567,409	0.25%
Total Impact	2,119,739	0.93%

Legislation

The *Municipal Act, 2001* requires the municipality to prepare and adopt an annual, balanced budget that includes estimates of all sums required. The budget sets out the estimated revenues to be raised through property taxes, and the portion to be paid into reserves. Estimated revenues to be raised through property taxes must be equal to the estimates of all sums required for expenditures and transfers to create a balanced budget.

However, unlike City departments, there is additional legislation governing the local boards and shared services budgets as shown in the table below.

Table 2 - Legislation Governing Local Boards and Shared Services Budgets

Agency/ Board/ Commission	Governing Legislation	Budget Submission Requirement to the City	City Council Governance Role
Guelph Public Library Board	<ul style="list-style-type: none"> • Public Libraries are created by municipal bylaws • Public Libraries Act 	<ul style="list-style-type: none"> • Operating and capital budget estimates to Council (according to the format and timetable determined by Council) 	<ul style="list-style-type: none"> • Council approves or amends and approves the Board's total budget • Council may not direct additions or deletions to specific items within the budget
Wellington Dufferin Guelph Public Health	<ul style="list-style-type: none"> • Health Promotion and Protection Act 	<ul style="list-style-type: none"> • A board of health shall give an annual written notice to each obligated municipality in the health unit served by the board of health that shall specify the amount that the board of health estimates will be required to defray the expenses incurred for the board of health and the medical officer of health, sufficient to perform its functions and duties under the Act and regulations for the year specified in the notice • The notice shall specify the amount for which the obligated municipality is responsible, in accordance with proportions agreed upon or where no agreement has been entered into, in accordance with regulations • The notice shall specify the times at which the board of health requires payments to be made by the obligated municipality and the amount of each payment required to be made 	<ul style="list-style-type: none"> • Obligated municipalities in a health unit must pay the expenses incurred for the board of health and the medical officer of health, and shall ensure that the amount paid is sufficient to enable the board of health to provide or ensure the provision of health programs and services in accordance with the Act and regulations

Agency/ Board/ Commission	Governing Legislation	Budget Submission Requirement to the City	City Council Governance Role
Social Services and Social Housing	<ul style="list-style-type: none"> Ontario Works Act Housing Services Act The County of Wellington is the Consolidated Municipal Services Manager (CMSM) for Social Services and Social Housing through the Local Services Realignment, authorized by the Services Improvement Act and the Social Assistance Reform Act 	<ul style="list-style-type: none"> Income and Employment Services: CMSM determines the City budget amount required, based on residence of recipient Child Care: CMSM determines the City budget amount required, based on residence of recipient for fee subsidy and location of the Child Care Centre for wage subsidy Social Housing: CMSM determines the City budget amount required, based on prior residence of tenant 	<ul style="list-style-type: none"> The City of Guelph must pay the amounts required by the CMSM on demand, and may be charged interest and penalties for nonpayment
Business Improvement Association (BIA)	<ul style="list-style-type: none"> Municipal Act, 2001 S. 204 - 215 	<ul style="list-style-type: none"> Operating budget estimates to Council (according to the format and timetable determined by Council) that reflect the priorities and needs of the BIA, as determined by the Board and membership 	<ul style="list-style-type: none"> Council approves or amends and approves the Board's total budget. Council may not add expenditures to a BIA's budget
The Elliott	<ul style="list-style-type: none"> Long Term Care Homes Act 	<ul style="list-style-type: none"> Long Term Care: The Ministry of Health and Long Term Care requires each municipality to contribute financial support to a long-term care facility. All areas of operation are overseen by a Board of Trustees appointed by City Council. 	<ul style="list-style-type: none"> Council provides funding to support the operations of the Long-Term Care facility.
Guelph Police Service Board	<ul style="list-style-type: none"> Police Services Act Adequacy and Effectiveness of Police Services Regulation 	<ul style="list-style-type: none"> Operating and capital estimates to Council (according to the format and timetable determined by Council), showing separately amounts sufficient to maintain and deliver required police services and provide appropriate equipment, facilities and other supporting infrastructure in accordance with the Act 	<ul style="list-style-type: none"> Council must establish an overall budget Council may not accept or reject specific items within the budget Disputes heard by the Ontario Civilian Commission on Police Services

Guelph Public Library Board

The 2018 proposed operating budget for the Guelph Public Library Board is \$9,159,062 representing a 3.8 per cent increase or \$336,362 over 2017 inclusive of minimum wage impacts and expansions.

A complete overview of the Guelph Public Library Board's operating budget is in Tab 2.

Wellington-Dufferin-Guelph Public Health

The Board of Health is required to provide an annual written notice to each municipality, specifying the amounts the board estimates will be required to pay for costs incurred by the board and the medical officer of health. This estimate represents the amount required to ensure the board can provide the health programs and services, in accordance with the Health Promotion and Protection Act. The notice shall specify the amount for which the obligated municipality is responsible in accordance with the proportions agreed upon. If no agreement exists, the proportions will be made in accordance with regulations.

In 2018, the budget for Public Health is \$3,868,973 representing a 3.0 per cent increase or \$112,689 over last year excluding long term debt charges. The 2016 census forms the basis for municipal funding distribution.

A complete overview of the Public Health operating budget is in Tab 3.

County of Wellington Shared Services and Social Housing

The County of Wellington is the Consolidated Municipal Services Manager (CMSM) for Shared Services and Social Housing through the Local Services Realignment, authorized by the Services Improvement Act and the Social Assistance Reform Act. Under this authority, the County of Wellington is responsible for establishing the budget for these services, and the City is required to make the required payments as required by the CMSM.

In 2018, the budget for Shared Services and Social Housing is \$23,880,240 representing a 2.0 per cent increase or \$468,240 over 2017. This amount is based on considering both the forecast provided by the County and historical actual experience.

A complete overview of Shared Services and Social Housing operating budget is in Tab 4.

The Elliott Community

The Elliott Long-Term Care Residence operates as the City's Long Term Care facility. The Elliott LTC is a charitable corporation which operates retirement living suites and life-lease suites, in addition to the long-term care residence. The Elliott is a local board of the City as established by The Elliott Act, 2002. All areas of operation are overseen by a Board of Trustees appointed by City Council. The Long-Term Care Homes Act, 2007, S.O. 2007 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 establishes Community and Social Services (now Public Services) Committee as the Committee of Management.

In 2018, the budget for The Elliott Community is \$1,514,557 representing a 1.7 per cent increase or \$25,548 over 2017.

A complete overview of The Elliott operating budget is in Tab 5.

Downtown Guelph Business Association

The Downtown Guelph Business Association 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 municipal Council, businesses within the defined boundaries become members and pay the BIA levy along with their property taxes. The BIA levies are then disbursed to the board by the municipality. The general functions of the BIA are to:

- 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

The DGBA sought and received Council approval during 2017 to expand the boundary of the business improvement area. For the 2018 budget, this means that the amount to be levied will be collected over a larger membership and assessment base than in 2017. For further clarity, if the DGBA's budget remained unchanged from 2017, the 2018 BIA property tax rate would be lower than the 2017 rate as they would be collecting the same levy from a larger base.

For 2018, the total expenditure budgeted for the Downtown Guelph Business Association is \$655,410, a 14.7 per cent increase or \$84,245 over 2017. The levy from association members has increased by 24.7 per cent or \$118,000 from the 2017 budget. This expenditure is entirely funded by BIA levies collected from members and other revenues generated by the association.

A complete overview of the Downtown Guelph Business Association operating budget is in Tab 6.

Guelph Police Services Board

The 2018 operating budget for the Guelph Police Service Board is \$40,228,100 representing a 3.0 per cent increase or \$1,176,900 over 2017 inclusive of expansions.

A complete overview of the Guelph Police Service Board's operating budget is in Tab 7.

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Tab 2: Guelph Public Library

Under the Public Libraries Act the Guelph Public Library provides free library service to the citizens of Guelph. In 2016 the Guelph Public Library had circulation of over 2.3 million from a multimedia collection of 570,000 items. The Guelph Public Library provides free and easy access to information, ideas, books, and technology that enrich, educate and empower each individual in the city's growing multicultural community. The Library provides creative programming on a regular basis that attracts children and teens to the library and makes learning exciting. Diverse programs for adults focus on information, education and literacy, and provide everyone with an opportunity to participate in discussions that support and build our community. The Library maintains a strong archival and local history collection. The Guelph Public Library provides meeting and performance space to the community and functions as a gathering place for dialogue and research. The Guelph Public Library plays a critical role in the community, serving as a safe haven for some, a valuable resource for others and a vital connection for many more.

Mission and Values

The Guelph Public Library benefits the entire community by providing lifelong learning opportunities.

- **Accessibility:** we believe in making library services available to all
- **Accountability:** by ensuring library services are efficient and fiscally responsible
- **Balance:** we make decisions that balance the needs of customers and employees
- **Diversity:** we gain strength from our differences
- **Excellence:** we do whatever it takes to deliver excellent service
- **Innovation:** we are constantly recalibrating and capitalizing on opportunities
- **Integrity:** we support intellectual freedom and universal access to information
- **Reading:** we believe that our passion for reading and learning should be shared
- **Wellness:** we contribute to a strong and healthy community

Service Delivery Model

The Guelph Public Library Board oversees the strategic direction of the Library, setting priorities as directed by the Public Libraries Act. Service to library users is provided through a number of channels.

- A Main Library, 5 branch locations of varying sizes, and a Bookmobile provide physical spaces where the Library's services, programs and collections can be used and accessed. For customers unable to come to the library, arrangements can be made for delivery through the Visiting Library Service.
- The Library's newly designed interactive website provides 24 hour a day, seven day a week access to its full inventory of services and programs available, from the library catalogue to downloadable content to special collections, while leveraging evolving technologies for all Guelph residents.

Technology

One of the key areas of focus for the Library in 2018 is the continued development of technology-based services for Library customers.

- Continue to monitor usage and demand, and expand the e-collection. Currently this is the most popular collection in the library in terms of customer demand.
- Social media continues to expand. The Library is developing a plan for increased use of these tools as a marketing channel, as well as assessing usage metrics. Social media helps the Library connect with its customers and vice versa.
- Customers are increasingly accessing library services through their mobile devices. The Library computer system provides a mobile application of the Online Catalogue, that enables customers to search the catalogue, download an e-book, place holds, check their accounts and view general Library information, all on their personal devices.

2018 initiatives

- Expand the fundraising campaign, with numerous events and one major sustainable program
- Continue the furnishing and equipping of the new Main Library
- Offer a wide variety of programs at each location that appeal to all ages and communities
- Continue delivering excellent services to our community
- Continue to build community resilience by promoting literacy and free access to materials and resources
- Continue to improve the quality of life for Guelph residents by providing opportunities to “Explore, Connect, Thrive”

Financial information

This budget represents 3.8 per cent increase or \$336,362 over 2017.

Table 3 - Budget Trend 2016 to 2018 (Guelph Public Library)

	2016 Actuals \$	2017 Budget \$	2018 Recommended \$	2018 Budget Change \$	2018 Budget Change %
Revenue					
User Fees & Service Charges	(277,871)	(311,100)	(311,200)	(100)	0.0
Product Sales	(1,632)	(1,000)	(1,000)	0	0.0
Interest & Penalties	(463)	(1,000)	(1,000)	0	0.0
External Recoveries	(91,698)	(68,900)	(68,900)	0	0.0
Grants	(167,774)	(167,700)	(167,700)	0	0.0
Total Revenue	(539,438)	(549,700)	(549,800)	(100)	0.0
Expenditure					
Salary, Wage & Benefits	5,841,995	5,918,000	6,154,800	236,800	4.0
Purchased Goods	1,639,527	1,655,300	1,666,000	10,700	0.6
Purchased Services	1,501,262	1,651,100	1,732,900	81,800	5.0
Financial Expenses	6,426	7,200	7,200	0	0.0
Total Expenditure	8,989,210	9,231,600	9,560,900	329,300	3.6
Net Before Internal Charges & Recoveries	8,449,772	8,681,900	9,011,100	329,200	3.8
Internal Charges & Recoveries					
Internal Charges	135,193	140,800	147,962	7,162	5.1
Internal Recoveries	(304)	0	0	0	0.0
Total Internal Charges & Recoveries	134,889	140,800	147,962	7,162	5.1
Net Budget	8,584,661	8,822,700	9,159,062	336,362	3.8

Explanation of changes

Expenses

- \$236,800 increase in compensation mainly due to economic adjustment, and impact of minimum wage \$64,000.
- \$10,700 increase in purchased goods, mostly utilities & taxes \$10,800.
- \$81,800 increase in purchased services; mainly, consulting fees, rental /leases, travel and training, partially offset by a decrease in communications, and repairs & maintenance
- \$7,162 increase in insurance chargebacks and fleet-maintenance charges

Expansions

- Security Downtown Library

Capital programs of work

- Downtown Implementation
- Recreation & Cultural Services

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Tab 3: Wellington-Dufferin-Guelph Public Health

The Wellington-Dufferin-Guelph Public Health budget represents a 3.0 per cent increase or \$112,689 over 2017

Table 4 - Budget trend 2016 to 2018 (Wellington-Dufferin-Guelph Public Health)

	2016 Actuals \$	2017 Budget \$	2018 Recommended \$	2018 Budget Change \$	2018 Budget Change %
Revenue					
External Recoveries	(588,264)	0	0	0	0.0
Total Revenue	(588,264)	0	0	0	0.0
Expenditure					
Long Term Debt Charges	54,813	0	0	0	0.0
Other Transfers	3,682,631	3,756,284	3,868,973	112,689	3.0
Total Expenditure	3,737,444	3,756,284	3,868,973	112,689	3.0
Net Before Internal Charges & Recoveries	3,149,180	3,756,284	3,868,973	112,689	3.0
Internal Charges & Recoveries					
Internal Charges	875,500	0	0	0	0.0
Total Internal Charges & Recoveries	875,500	0	0	0	0.0
Net Budget	4,024,680	3,756,284	3,868,973	112,689	3.0

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Tab 4: County of Wellington Social Services and Social Housing

The Social Services, Social Housing, and Child Care budget represents a 2.0 per cent increase or \$468,240 over 2017

Social Services

This budget represents 20.5 per cent increase or \$616,000 over 2017.

Table 5 - Budget trend 2016 to 2018 (County of Wellington Social Services)

	2016 Actuals \$	2017 Budget \$	2018 Recommended \$	2018 Budget Change \$	2018 Budget Change %
Revenue					
Grants	(13,530,097)	0	0	0	0.0
Total Revenue	(13,530,097)	0	0	0	0.0
Expenditure					
Government Transfers	15,732,244	3,008,000	3,624,000	616,000	20.5
Total Expenditure	15,732,244	3,008,000	3,624,000	616,000	20.5
Net Before Internal Charges & Recoveries	2,202,147	3,008,000	3,624,000	616,000	20.5
Internal Charges & Recoveries					
Total Internal Charges & Recoveries	0	0	0	0	0.0
Net Budget	2,202,147	3,008,000	3,624,000	616,000	20.5

Social Housing

This budget represents 2.4 per cent decrease or \$421,760 below 2017.

Table 6 - Budget trend 2016 to 2018 (County of Wellington Social Housing)

	2016 Actuals \$	2017 Budget \$	2018 Recommended \$	2018 Budget Change \$	2018 Budget Change %
Revenue					
Grants	(6,250,976)	0	0	0	0.0
Total Revenue	(6,250,976)	0	0	0	0.0
Expenditure					
Government Transfers	23,321,096	17,626,000	17,204,240	(421,760)	(2.4)
Total Expenditure	23,321,096	17,626,000	17,204,240	(421,760)	(2.4)
Net Before Internal Charges & Recoveries	17,070,120	17,626,000	17,204,240	(421,760)	(2.4)
Internal Charges & Recoveries					
Internal Recoveries	0	0	0	0	0.0
Total Internal Charges & Recoveries	0	0	0	0	0.0
Net Budget	17,070,120	17,626,000	17,204,240	(421,760)	(2.4)

Child Care

This budget represents 9.9 per cent increase or \$274,000 over 2017.

Table 7 - Budget trend 2016 to 2018 (County of Wellington Child Care)

	2016 Actuals \$	2017 Budget \$	2018 Recommended \$	2018 Budget Change \$	2018 Budget Change %
Revenue					
Grants	(9,364,024)	0	0	0	0.0
Total Revenue	(9,364,024)	0	0	0	0.0
Expenditure					
Government Transfers	12,305,857	2,778,000	3,052,000	274,000	9.9
Total Expenditure	12,305,857	2,778,000	3,052,000	274,000	9.9
Net Before Internal Charges & Recoveries	2,941,833	2,778,000	3,052,000	274,000	9.9
Internal Charges & Recoveries					
Total Internal Charges & Recoveries	0	0	0	0	0.0
Net Budget	2,941,833	2,778,000	3,052,000	274,000	9.9

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Tab 5: The Elliott Community

This budget represents 1.7 per cent increase or \$25,548 over 2017.

Table 8 - Budget trend 2016 to 2018 (The Elliott Community)

	2016 Actuals \$	2017 Budget \$	2018 Recommended \$	2018 Budget Change \$	2018 Budget Change %
Revenue					
Total Revenue	0	0	0	0	0.0
Expenditure					
Other Transfers	1,464,000	1,489,009	1,514,557	25,548	1.7
Total Expenditure	1,464,000	1,489,009	1,514,557	25,548	1.7
Net Before Internal Charges & Recoveries	1,464,000	1,489,009	1,514,557	25,548	1.7
Internal Charges & Recoveries					
Total Internal Charges & Recoveries	0	0	0	0	0.0
Net Budget	1,464,000	1,489,009	1,514,557	25,548	1.7

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Tab 6: Downtown Guelph Business Association

Table 9 - Budget trend 2017 to 2018 (Downtown Guelph Business Association)

	2017 Approved Budget	2018 Recommended Budget	2018 Budget Change \$	2018 Budget Change %
REVENUE				
Tax Levy Income	487,000	605,000	118,000	24.2
Tax Levy Adjustment	(10,000)	(10,000)	0	0.0
Total Tax Levy Income	477,000	595,000	118,000	24.7
Surplus from Prior Fiscal	0	0	0	0.0
Funds from City - Events	12,750	750	(12,000)	(94.1)
Funds from City - Revitalization	28,000	28,000	0	0.0
Co-op Advertising Revenue	21,000	18,000	(3,000)	(14.3)
Sponsorship & Grant Income	36,700	21,000	(15,700)	(42.8)
Events & Workshop Revenue	12,000	21,000	9,000	75.0
Gift Certificate Write-off Income	1,000	1,000	0	0.0
Bank Interest	0	0	0	0.0
Miscellaneous Revenue	0	0	0	0.0
Total Revenue	588,450	684,750	96,300	16.4
TOTAL REVENUE	588,450	684,750	96,300	16.4
EXPENSE				
Payroll Expenses				
Wages & Salaries	175,000	192,000	17,000	9.7
Contract & Part-time Staff	10,000	15,000	5,000	50.0
EI Expense	4,000	5,000	1,000	25.0
CPP Expense	7,000	10,000	3,000	42.9
EHT Expense	2,000	4,000	2,000	100.0
Benefits	15,000	15,000	0	0.0
Pension	4,000	7,000	3,000	75.0
Total Payroll Expenses	217,000	248,000	31,000	14.3
Marketing & Promotion Expenses				
Newspaper Advertising	32,950	31,100	(1,850)	(5.6)
Radio Advertising	4,500	2,850	(1,650)	(36.7)
Directories & Guides	3,000	3,000	0	0.0
Flyer & Printing Expenses	6,980	3,260	(3,720)	(53.3)
Website Expenses	10,250	10,450	200	2.0
Signage	7,800	13,600	5,800	74.4
Promotional Material	6,900	3,500	(3,400)	(49.3)
Design Fees	12,650	13,050	400	3.2
Distribution	500	500	0	0.0
Sponsorships	16,000	20,000	4,000	25.0
Gift Certificate Donations	6,925	8,200	1,275	18.4
Other General Advertising Expenses	5,675	13,600	7,925	139.6
Total Marketing & Promotion Expense	114,130	123,110	8,980	7.9
Event Expenses				
Road Closure Expense	14,000	2,000	(12,000)	(85.7)

	2017 Approved Budget	2018 Recommended Budget	2018 Budget Change \$	2018 Budget Change %
Artist & Musician Fees	36,000	44,825	8,825	24.5
Casual Workers	1,200	1,600	400	33.3
Rentals	5,410	6,980	1,570	29.0
Materials	4,400	3,450	(950)	(21.6)
Misc Event Expenses	3,600	3,450	(150)	(4.2)
Total Event Expenses	64,610	62,305	(2,305)	(3.6)
Revitalization Expense				
City Flowers	14,000	20,000	6,000	42.9
Downtown Streetscaping	22,000	30,000	8,000	36.4
Downtown Lighting	10,000	15,000	5,000	50.0
Total Revitalization Expenses	46,000	65,000	19,000	41.3
General & Administrative Expenses				
Accounting & Legal Expenses	4,000	4,000	0	0.0
Bookkeeping Expenses	6,500	8,000	1,500	23.1
Consultants	22,000	22,000	0	0.0
Rent Expense	34,000	36,000	2,000	5.9
Telephone & Internet	4,000	4,000	0	0.0
Insurance	25	25	0	0.0
Postage & Courier	500	500	0	0.0
Office Supplies	2,500	2,500	0	0.0
Office Repairs & Maintenance	2,000	2,000	0	0.0
Equipment Rental	2,000	2,000	0	0.0
ED & Business Development Expense	2,000	2,000	0	0.0
Board & Committee Meeting Expense	4,000	6,000	2,000	50.0
Staff & Executive Events	2,000	2,000	0	0.0
Conference & Event Fees	5,000	6,000	1,000	20.0
Education & Prof. Development Exp	2,500	2,500	0	0.0
Dues & Subscriptions	3,500	3,500	0	0.0
Travel	1,000	1,000	0	0.0
Gifts & Various Expenses	750	750	0	0.0
Bad Debts	0	0	0	0.0
Cash Short/Over	200	200	0	0.0
Bank Fees	750	750	0	0.0
Amortization	10,000	10,000	0	0.0
Total General & Admin Expenses	109,225	115,725	6,500	6.0
Other Expenses				
Miscellaneous Expenses	5,000	20,270	15,270	305.4
Special Project Contribution	0	0	0	0.0
Downtown Wifi	12,200	15,000	2,800	23.0
Data Analysis	3,000	6,000	3,000	100.0
Total Other Expenses	20,200	41,270	21,070	104.3
TOTAL EXPENSE	571,165	655,410	84,245	14.7
NET INCOME	17,285	29,340	12,055	69.7

Tab 7: Guelph Police Service

The Guelph Police Service provides policing services to the City of Guelph and has a proposed 2018 budget complement of 202.5 police officers and 94.4 civilians. We serve our community by way of crime prevention initiatives, intelligence-led policing and community partnerships.

- Mission: Through partnerships, we are dedicated to enhancing the quality of life and ensuring the safety of all who live, work and play in our safe and diverse community.
- Vision: To contribute to the positive growth and development of our members and our community by providing leadership and innovative policing that is effective, efficient, economical and environmentally responsible.
- Values: We, the members of the Guelph Police Service believe in:
 - Pride in ourselves, our work, and our community
 - Service with compassion and accountability
 - Trust shared through integrity and mutual respect

2018 initiatives/plans

Ensure business continuity during the construction of the renovation and expansion of the Police headquarters building while meeting budget and timeline targets within our control.

Begin work on the 2019-2021 Business Plan which sets the policing priorities for the next three years and is aimed at ensuring the highest quality of life for the citizens of Guelph.

Ensure staffing in our Downtown neighborhood through the addition of 4 frontline officers.

Implement a prisoner care and control model that can be operationalized in the new building prisoner lock up, supports best practices and ensures the health and safety of our community members.

Implement a 12-hour officer shift schedule in 2018 that will both provide adequate and effective response to calls with appropriate resource availability while ensuring member well-being.

Redesign the Guelph Police Service website to update both content and ensure compliance with all legislative requirements.

Outsource disability management services to a third party provider overseeing all occupational and non-occupational claims in order to invest in employee health and wellness while providing for safe, successful and enduring return to work for employees.

Financial information

This budget represents 3.0 per cent increase or \$1,176,900 over 2017.

Table 10 - Budget trend 2016 to 2018 (Guelph Police Service)

	2016 Actuals \$	2017 Budget \$	2018 Recommended \$	2018 Budget Change \$	2018 Budget Change %
Revenue					
User Fees & Service Charges	(518,163)	(508,500)	(459,700)	48,800	(9.6)
Product Sales	(11,652)	(1,000)	(800)	200	(20.0)
Licenses & Permits	(53,630)	(53,000)	0	53,000	(100.0)
Interest & Penalties	(694)	0	0	0	0.0
External Recoveries	(66,667)	(54,300)	(56,600)	(2,300)	4.2
Grants	(1,955,013)	(1,947,600)	(2,121,800)	(174,200)	8.9
Total Revenue	(2,605,819)	(2,564,400)	(2,638,900)	(74,500)	2.9
Expenditure					
Salary, Wage & Benefits	35,969,425	37,991,400	39,065,600	1,074,200	2.8
Purchased Goods	868,195	1,067,700	1,185,800	118,100	11.1
Purchased Services	2,581,044	2,507,200	2,603,600	96,400	3.8
Financial Expenses	4,407	7,500	7,500	0	0.0
Total Expenditure	39,423,071	41,573,800	42,862,500	1,288,700	3.1
Net Before Internal Charges & Recoveries	36,817,252	39,009,400	40,223,600	1,214,200	3.1
Internal Charges & Recoveries					
Internal Charges	1,035,049	653,300	655,100	1,800	0.3
Internal Recoveries	(404,887)	(611,500)	(650,600)	(39,100)	6.4
Total Internal Charges & Recoveries	630,162	41,800	4,500	(37,300)	(89.2)
Net Budget	37,447,414	39,051,200	40,228,100	1,176,900	3.0

Explanation of changes

Revenue

- User fees have increased due to new user fees coming into effect January 1, 2018. This is offset by a reduction in revenue from Special Duty.
- Licensing and permit revenue related to taxi and second hand goods licensing has been reduced as this function has been transferred to the City.
- Grant revenues increased due funding levels for the Court Security Prisoner Transportation program.

Expenses

- Salary & Wages: \$1,074,200 increase. Compensation represents over 90 per cent of the Service's budget and increases can be tied back to the collective bargaining agreement. Staff growth of 4.0 FTE has been assumed for additional frontline officers and is discussed in more detail below and in the Board report posted on the Guelph Police Service's website.
- Purchased Goods \$118,100 increase due to utilities and expenditures associated with vehicles, such as automotive parts, licenses and fuel purchased at Esso due to increased price assumptions related to the new cap and trade legislation. Also included in the purchased goods amount are expansion requests related to computer software for Office 365 and HealthIM licensing and software and uniforms for the new officers. These requests are discussed in more detail below.
- Purchased Services \$96,400 increase as a result of partner contributions made to Crime Stoppers and PRIDE. These are offset by reductions in consulting, repairs and maintenance costs, vehicle and equipment rentals and elimination of funding for the Connectivity Table. Also included in the purchased services amount are expansion requests related to disability management outsourcing, CRESC dispatch telephony system, voice logging maintenance agreement, website redesign and business planning survey. These are discussed in more detail below.
- Internal charges / recoveries \$37,300 increase as a result of funding one-time expenditures from the tax supported operating contingency reserve and a salary increase for the recovery of 911 services provided to the City

Expansions

Frontline Officers (4.0 FTEs) – Total Request= \$348,400

The Guelph Police Service currently has a dedicated Downtown Liaison officer and Tactical Response Unit officers for Downtown night-time policing needs. Additionally, the January – June Calls for Service report shows that median priority one response times for the South End have increased by 11.2% in 2017 when compared to the same period in 2016. Combined with a high level of vacancies related to the post-traumatic stress disorder (PTSD) presumptive legislation, this expansion request will enable the GPS to enhance our frontline policing complement to address response times which is a critical element of our public safety obligation and better respond to the downtown neighbourhood. The expansion request provides funding for an additional four frontline officers including salaries and benefits and required software and uniforms.

Risks of not approving this request are that workloads will continue to be high, and in some cases excessive, for frontline officers, resulting in continued difficulties in policing the

downtown neighbourhood. Additionally, not approving this request will negatively impact the health and wellbeing of officers, resulting in additional leaves, and could negatively impact staff morale and engagement.

Office 365 Licensing – Total Request = \$60,000

This request will provide funding to enhance our Office 365 licensing from an E3 client to an E5 client. An E5 client provides a lockbox functionality required by Police Services and provides advanced discovery options for e-mail auditing.

Disability Management Outsourcing – Total Request = \$29,200

GPS currently outsources non-occupational injury and illness claims for complex claims only. Given the increased complexity of claims and increased number of accommodations for both non-occupational and occupational injury and illness, this funding request provides the incremental funding required to outsource all claims.

Clair Road Emergency Services Centre (CRESC) Dispatch Telephone System– Total Request= \$18,500:

Partnering with the Guelph Fire Department to share infrastructure costs, a new telephony system was purchased for CRESC that mimics the current setup located at Police Headquarters. This allows dispatchers and call takers to seamlessly transition between the two locations without having to retrain on new equipment and creates familiarity in crisis situations. This expansion request represents GPS' share of operating costs related to the new system.

HealthIM – Total Request = \$15,800

In 2017, the Service received a Proceeds of Crime grant to implement HealthIM, an application that uses a digitized version of a mental health screening tool to improve the efficiency and effectiveness of information sharing between GPS, the Canadian Mental Health Association and Guelph General Hospital about persons in a mental health crisis. As a result of implementing this tool, it is expected that intakes will be quicker, resources will be freed up and persons in crisis will receive the appropriate care with reduced wait time. The expansion request reflects the annual licensing cost of this application.

Voice Logging Maintenance Agreement – Total Request = \$8,500

As part of the radio system that was recently implemented, a new voice logging system was required to log and record both telecommunications and radio transmissions coming in and out of the communications center. This expansion request reflects increasing the support coverage to 24 hours a day 7 days a week for this system and addresses identified risk.

Business Plan Survey – Total Request = \$0

In 2018, GPS staff and the Board will begin the 2019-2021 Business Plan process. As part of that process, an online survey will be offered to community members in order to understand and receive feedback on important issues such as community satisfaction with the GPS and areas of policing the community would like the GPS to focus on. The 2018 funding request is a one-time budget item with a total estimated cost of \$10,000 and is being funded out of the City's operating contingency reserve.

Website Redesign – Total Request= \$0

The Guelph Police Services' website requires an update, both in terms of content and appearance. Additionally, a review needs to be completed to ensure that it is in compliance with all legislative requirements. The 2018 funding request is a one-time budget item with a total estimated cost of \$26,000 and is being funded out of the City's operating contingency reserve.

Impacts from Capital Budgets – Total Request \$15,900

Impacts from capital budgets are as follows:

- Annual licensing costs for the Professional Standards Software (\$1.8K)
- Annual maintenance costs for the LiveScan Unit (\$3.6K)
- Ammunition savings related to the new firearms(\$13.0K)
- Operating costs (fuel, maintenance, insurance) for the additional uniform sedan being added to the fleet in 2018 (\$10.0K)
- As a result of the Headquarters renovation and expansion project, a second unit at the Services' offsite location has been leased. This has been offset by the closure of several offsite storage locations for a net impact of \$13.5K.

Capital programs of work

- Emergency Services

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