

# COMMITTEE AGENDA



TO **Corporate Administration, Finance and Enterprise Committee**

DATE September 10, 2012

LOCATION Council Chambers

TIME 5 p.m.

## **DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

**CONFIRMATION OF MINUTES** – June 11 & July 9, 2012 meeting minutes

## **PRESENTATIONS** (Items with no accompanying report)

- a) John Hebden, Municipal Property Assessment Corporation (MPAC):-  
Reassessment Update and MPAC Information

## **CONSENT AGENDA**

*The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Corporate Administration, Finance & Enterprise Committee Consent Agenda will be approved in one resolution.*

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
CAFE-35 Corporate Technology Strategic Plan	<ul style="list-style-type: none"><li>Norah Prior of Prior and Prior</li></ul>		√
CAFE-36 June 2012 Operating Variance and Revenue Report			
CAFE-37 Capital Budget Monitoring Q2 2012			

Resolution to adopt the balance of the Corporate Administration, Finance & Enterprise Committee Consent Agenda.

## **ITEMS EXTRACTED FROM CONSENT AGENDA**

Once extracted items are identified, they will be dealt with in the following order:

- 1) delegations (may include presentations)

- 
- 2) staff presentations only
  - 3) all others.

**NEXT MEETING** – October 9, 2012

**The Corporation of the City of Guelph  
Corporate Administration, Finance, and Enterprise Committee  
Monday, June 11, 2012, 4:00 p.m.**

A meeting of the Corporate Administration, Finance and Enterprise Committee was held on June 11, 2012 in the Council Chambers at 4:00 p.m.

Present: Councillors Hofland, Kovach, Laidlaw, Wettstein and Mayor Farbridge (arrived at 4:03 p.m.)

Also Present: Councillors Bell, Dennis, Findlay, Furfaro, Guthrie and Piper

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director, Corporate & Human Resources; Ms. C. Bell, Executive Director, Community & Social Services; Mr. P. Cartwright, General Manager, Economic Development; Mr. R. Henry, Manager, Engineering Services; Ms. B. Boisvert, Corporate Manager, Strategic Planning and Corporate Initiatives; Ms. S. Aram, Acting Treasurer; Ms. T. Johnston, Senior Corporate Analyst, Financial Reporting; Mr. B. Labelle, City Clerk; and Ms. D. Black, Council Committee Co-ordinator

There was no disclosure of pecuniary interest and general nature thereof.

1. Moved by Councillor Laidlaw

Seconded by Councillor Wettstein

THAT the minutes of the Corporate Administration, Finance and Enterprise Committee meeting held on May 14, 2012 be confirmed as recorded and without being read.

VOTING IN FAVOUR: Councillors Hofland, Kovach, Laidlaw and Wettstein (4)

VOTING AGAINST: (0)

Carried

**Consent Agenda**

The following items were extracted from Corporate Administration, Finance & Enterprise Committee June 11, 2012 Consent Agenda:

CAFE-2012 A.26	2011 Court Services Annual Report
CAFE-2012 A.27	Implementing the Corporate Strategic Plan: 2012 Funding Requirements for Six Initiatives
CAFE-2012 A.28	2011 Year End Variance Report and Operating Surplus Allocation
CAFE-2012 A.29	Employee Compensation Reserve Review
CAFE-2012 A.30	2011 Operating Reserve Review and Reallocation

2. Moved by Mayor Farbridge

Seconded by Councillor Laidlaw

THAT the balance of the Corporate Administration, Finance & Enterprise Committee June 11, 2012 Consent Agenda, as identified below, be adopted:

REPORT

**a) Recommendation for Financing New Public Health Facilities**

THAT report FIN-12-30 dated June 11, 2012, with respect to a recommendation for financing new public health facilities in Guelph and Orangeville be received;

AND THAT Council approve the funding of the City's portion of the capital financing related to the construction of the new Public Health facilities in Guelph and Orangeville through a City debt issuance conditional upon the three municipal partners entering into a Loan Agreement and Construction Oversight Agreement with Wellington-Dufferin-Guelph Public Health;

AND THAT Council approve an RFP be issued jointly by the three municipal partners for external construction oversight.

REPORT

**b) Advancement of the Wellington-Dufferin-Guelph Public Health 2012 Fourth Quarter Levy Payment**

THAT report FIN-12-30 dated June 11, 2012, with respect to advancement of the fourth quarter levy payment to Wellington-Dufferin-Guelph Public Health be received;

AND THAT the request from Wellington-Dufferin-Guelph Public Health to advance the 2012 fourth quarter levy payment from October to July be approved.

REPORT

**c) 72 Macdonell Street (The Diplomat Hotel) – Downtown Guelph Community Improvement Plan (DGCIP) – Major Downtown Activation Grant**

THAT Downtown Renewal Report FIN-DR-12-04 dated June 11, 2012 regarding a Major DAG application for the property municipally known as 72 Macdonell Street pursuant to the DGCIP, be received;

AND THAT Council approve the Major DAG for 72 Macdonell Street and that the Mayor and Clerk be authorized to execute the Major DAG Agreement between 536357 Ontario Limited and the City of Guelph, subject to the satisfaction of the Corporate Manager of Downtown Renewal and the General Manager of Legal and Realty Services/City Solicitor.

VOTING IN FAVOUR: Councillors Hofland, Kovach, Laidlaw and Wettstein and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

### **2011 Court Services Annual Report**

Mr. B. Coutts, Manager of Court Services, addressed highlights of the 2011 Court Services Annual Report contained as part of the meeting agenda.

The Committee posed various questions for clarification and follow up. In response to questions, Mr. Coutts noted that a system separate from the hearing system is being examined to determine if it could reduce load, and add benefit to the public, court system and City. He stated the matters going to trial for parking is significantly low and the default number is a target they can achieve.

3. Moved by Councillor Kovach

Seconded by Councillor Wettstein

Mr. M. Amorosi

THAT the 2011 Court Services Annual Report be received for information.

VOTING IN FAVOUR: Councillors Hofland, Kovach, Laidlaw and Wettstein and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

### **Implementing the Corporate Strategic Plan: 2012 Funding Requirements for Six Initiatives; 2011 Year End Variance Report and Operating Surplus Allocation; Employee Compensation Reserve Review; 2011 Operating Reserve Review and Reallocation**

Mr. Mark Amorosi, Executive Director, Corporate & Human Resources, explained that the presentation will cover the four above-noted reports as they are all inter-related.

Ms. Brenda Boisvert, Corporate Manager, Strategic Planning, outlined the process of the Strategic Plan to date. She highlighted the six initiatives that have been set and addressed the risks of not funding the initiatives. She said a funding strategy has been formed.

Ms. S. Aram, Acting City Treasurer, explained that the initiatives could be funded from surplus monies. She addressed reserve targets for the year end and gave recommendations for the 2011 Year End Surplus Allocation. Ms. Aram provided a summary of the employee compensation reserve review, and the 2011 Operating Reserve Review as outlined in the report.

Mr. Amorosi stated that there has been no change to the reallocation process, and they are recommending the money go to the initiatives.

**Implementing the Corporate Strategic Plan: 2012 Funding Requirements for Six Initiatives**

The Committee discussed various aspects of the Employee Engagement Survey, the Records and Information Management Program and the Community Wellbeing Initiative. Staff outlined the benefits they believe each of the initiatives will provide to the City, external stakeholders and the community.

There was discussion regarding the allocation of funds for the strategic initiatives which had been identified. The issue was raised that it would be helpful to Council if more information on the initiatives was provided to show how future budgets may be affected. Some Members expressed concern with approving budget allocations outside of the annual budget process.

In response to questions raised, staff advised that the Community Wellbeing Initiative is being conducted in partnership with the community and that a collaborative approach to fund the plan was also in development.

4. Moved by Mayor Farbridge  
Seconded by Councillor Wettstein

THAT Council approve the funding of the following strategic initiatives in 2012 that will act as a foundation for moving forward with the Corporate Strategic Plan, subject to the approval of the "2011 Operating Reserves Review and Reallocation" - FIN-12-32:

- a) Business Case Tools and Capacity Building
- b) Employee Engagement Survey Results Implementation
- c) Records and Information Management Program (EDRMS – Phase 1)
- d) Community Wellbeing Initiatives – Phase 2
- e) Economic Development Summit
- f) Guelph Innovation District – Joint University/College Campus Proposal

AND THAT subject to the approval of a Strategic Initiatives Reserve, Council approve implementation of these strategic initiatives.

5. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
THAT staff revisit the required allocation for the Economic Development Summit through collaboration with community partners

VOTING IN FAVOUR: Councillors Hofland, Kovach, Laidlaw and Wettstein and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

6. Moved as amended by Mayor Farbridge  
Seconded by Councillor Wettstein  
THAT Council approve the funding of the following strategic initiatives in 2012 that will act as a foundation for moving forward with the Corporate Strategic Plan, subject to the approval of the "2011 Operating Reserves Review and Reallocation" - FIN-12-32:

- a) Business Case Tools and Capacity Building
- b) Employee Engagement Survey Results Implementation
- c) Records and Information Management Program (EDRMS – Phase 1)
- d) Community Wellbeing Initiatives – Phase 2
- e) Economic Development Summit subject to staff revisiting the required allocation through collaboration with community partners
- f) Guelph Innovation District – Joint University/College Campus Proposal

AND THAT subject to the approval of a Strategic Initiatives Reserve, Council approve implementation of these strategic initiatives.

7. Moved by Councillor Wettstein  
Seconded by Councillor Kovach  
THAT the strategic initiatives be voted on separately.

VOTING IN FAVOUR: Councillors Kovach and Wettstein and Mayor Farbridge (3)

VOTING AGAINST: Councillors Hofland and Laidlaw (2)

Carried

**2011 Year End Variance Report and Operating Surplus Allocation**

8. Moved by Mayor Farbridge  
Seconded by Councillor Wettstein  
THAT the report FIN-12-25 dated June 11, 2012 entitled "2011 Year End Variance Report and Operating Surplus Allocation" be received;

AND THAT the recommended allocation of the 2011 year end operating surplus in the amounts of \$2,571,000 in the Tax Supported Budget and \$4,304,000 in the User Pay Supported Budget as outlined in Finance report FIN-12-25 dated June 11, 2012 entitled "2011 Year End Variance Report and Operating Surplus Allocation" be approved.

VOTING IN FAVOUR: Councillors Hofland, Kovach, Laidlaw and Wettstein and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

**Employee Compensation Review**

REPORT

9. Moved by Mayor Farbridge

Seconded by Councillor Wettstein

THAT the Employee Compensation Reserve Review report FIN-12-25 dated June 11, 2012 be received;

AND THAT the Employee Compensation Reserve Policy be approved;

AND THAT a new reserve called "Early Retiree Benefits Reserve" be created as per section 4.4 of the Employee Compensation Reserve Policy;

AND THAT \$1,600,000 be transferred from the "Accrued Vacation Reserve #209" to the "Early Retiree Benefits Reserve";

AND THAT \$3,522,596 be transferred from the "Accrued Vacation Reserve #209 to the "Operating Contingency Reserve #198;

AND THAT the "Accrued Vacation Reserve #209 be decommissioned as per section 4.6 of the Employee Compensation Reserve Policy;

AND THAT the current "HR Contingency Reserve #207" be decommissioned and the balance totalling \$147,500 in this reserve be consolidated into "HR Salary Gapping Reserve #191" as per section 4.7 of the Employee Compensation Reserve Policy;

VOTING IN FAVOUR: Councillors Hofland, Laidlaw and Wettstein and Mayor Farbridge (4)

VOTING AGAINST: Councillor Kovach (1)

Carried

10. Moved by Councillor Laidlaw

Seconded by Councillor Kovach

REPORT

THAT staff be directed to modify the name of the "HR Salary Gapping Reserve #191"



VOTING IN FAVOUR: Councillors Hofland, Kovach, Laidlaw and Wettstein and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

**2011 Operating Reserve Review and Reallocation**

11. Moved by Mayor Farbridge

Seconded by Councillor Wettstein

THAT the report dated June 11, 2012 entitled "2011 Operating Reserve Review and Reallocation" be received;

AND THAT the recommended allocation of \$4,516,362 of the Operating Reserves contained in the report FIN-12-32 dated June 11, 2012 entitled "2011 Operating Reserve Review and Reallocation" be approved.

AND THAT Council approve the creation of the Strategic Initiatives Reserve to be used for initiatives identified in the Corporate Strategic Implementation Plan and as approved by Council.

VOTING IN FAVOUR: Councillors Hofland, Laidlaw and Wettstein and Mayor Farbridge (4)

VOTING AGAINST: Councillor Kovach (1)

Carried

*It was requested that the clauses be voted on separately.*

12. Moved by Mayor Farbridge

Seconded by Councillor Wettstein

THAT the report dated June 11, 2012 entitled "2011 Operating Reserve Review and Reallocation" be received.

VOTING IN FAVOUR: Councillors Hofland, Laidlaw and Wettstein and Mayor Farbridge (5)

VOTING AGAINST: Councillor Kovach (0)

Carried

13. Moved by Mayor Farbridge

Seconded by Councillor Wettstein

THAT the recommended allocation of \$4,516,362 of the Operating Reserves contained in the report FIN-12-32 dated June 11, 2012 entitled "2011 Operating Reserve Review and Reallocation" be approved.

REPORT

VOTING IN FAVOUR: Councillors Hofland, Kovach, Laidlaw and Wettstein and Mayor Farbridge (5)

VOTING AGAINST: (0)

Carried

REPORT

14. Moved by Mayor Farbridge

Seconded by Councillor Wettstein

THAT Council approve the creation of the Strategic Initiatives Reserve to be used for initiatives identified in the Corporate Strategic Implementation Plan and as approved by Council.

VOTING IN FAVOUR: Councillors Hofland, Laidlaw and Wettstein and Mayor Farbridge (4)

VOTING AGAINST: Councillor Kovach (1)

Carried

15. Moved by Councillor Laidlaw

Seconded by Mayor Farbridge

THAT the meeting of the Corporate Administration, Finance & Enterprise Committee of June 11, 2012 be adjourned.

Carried

The meeting adjourned at 6:13 p.m.

.....  
Chairperson

**The Corporation of the City of Guelph  
Corporate Administration, Finance, and Enterprise Committee  
Monday July 9, 2012, 5:00 p.m.**

A meeting of the Corporate Administration, Finance and Enterprise Committee was held on July 9, 2012 in the Council Chambers at 5:00 p.m.

Present: Councillors Hofland, Kovach, Laidlaw and Mayor Farbridge

Absent: Councillor Wettstein

Also Present: Councillors Bell, Dennis, Furfaro and Van Hellemond

Staff Present: Mr. M. Amorosi, Executive Director, Corporate & Human Resources; Mr. A. Housman, Executive Director, Finance & Enterprise; Mr. D. McCaughan, Executive Director of Operations, Transit & Emergency Services; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

There were no disclosures.

**148-152 Macdonell Street – Downtown Guelph Community Improvement Plan (DGCIP) – Major Downtown Activation Grant (DAG) Request**

Ms. Susan Aram, Deputy Treasurer, provided clarification on the eligible costs for the grant and the amount of funding to be provided.

1. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw

REPORT

THAT Downtown Renewal Report FIN-DR-12-06 dated July 9, 2012 regarding a Major DAG application for the property municipally known as 148-152 Macdonell Street pursuant to the Downtown Guelph Community Improvement Plan, be received;

AND THAT Council approve the Major DAG for 148-152 Macdonell Street and that the Mayor and Clerk be authorized to execute the Major Downtown Activation Grant Agreement between Carvest Properties Ltd. and the City of Guelph, subject to the satisfaction of the Corporate Manager of Downtown Renewal and the General Manager of Legal and Realty Services/City Solicitor.

VOTING IN FAVOUR: Councillors Hofland, Kovach, Laidaw and Mayor Farbridge (4)

VOTING AGAINST: (0)

Carried

2. Moved by Councillor Kovach  
Seconded by Mayor Farbridge  
That the meeting of the Corporate Administration, Finance &  
Enterprise Committee of July 9, 2012 be adjourned.

Carried

The meeting adjourned at 5:10 p.m.

.....  
Chairperson



# About MPAC



MUNICIPAL PROPERTY ASSESSMENT CORPORATION

September 10<sup>th</sup>, 2012

City of  
Guelph



# Agenda

- Roles and Responsibilities in the Property Assessment System
- About MPAC
- Property Assessment Cycle
- AboutMyProperty 2.0
- Request for Reconsideration
- Contacting MPAC

# Roles, Responsibilities & Relationships



**Legislate**



**Administer**



**Adjudicate**



**Tax**

**Municipalities  
Province**

# About MPAC



- Not-for-profit, non-share capital corporation
- Governed by a Board of Directors
- Largest assessment jurisdiction in North America



# MPAC's Role

- Assess and classify almost 5 million properties
- Annual Assessment Roll
- Supplementary/Omitted Listings (*growth*)
- Respond to property taxpayer enquiries
- Other legislated products:
  - Preliminary List of Electors
  - Jury duty lists
  - Population reports





# Current Value Assessment (CVA)

- Based on open market sales between a willing seller and a willing buyer
- CVA determined by analyzing actual sales of properties in a given area
  - Excludes:
    - » family sales;
    - » power of sale; and
    - » foreclosures.



# Assessment Cycle

Update Year	Taxation Year(s)	Valuation Date
2005	2006, 2007, 2008	January 1, 2005
2008	2009, 2010, 2011, 2012	January 1, 2008
2012	2013, 2014, 2015, 2016	January 1, 2012

**2012 Property Assessment Notices will be delivered beginning in  
September this year.**



# Assessment Phase-In Example

## Assessment Phase-in Example

<u>Property Classification</u>	<u>Residential</u>
<u>Your Property Value as of January 1, 2012</u>	<u>\$360,000</u>
<u>Your Property Value as of January 1, 2008</u>	<u>\$300,000</u>
Property's Value Change	\$ 60,000

Tax Year	Assessment
2013	\$315,000
2014	\$330,000
2015	\$345,000
2016	\$360,000



MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION

AboutMyProperty™



# Welcome to AboutMyProperty™

Where you can conveniently compare your property assessment with others in your neighbourhood or municipality

Through this free, secure service you can easily access:

- The detailed information MPAC has on file for your property
- Basic property information on up to 100 neighbourhood properties, including site information, lot size and recent sales
- Detailed information on 24 properties and up to six properties selected by MPAC, free of charge

Comparing your property assessment to similar sold properties in your area may be a helpful in determining the accuracy of your assessment. In addition to accessing detailed property information, you can also file a Request with Reconsideration with MPAC through AboutMyProperty™.

## Login to AboutMyProperty™

User ID

[Forgot User ID](#)

Password

[Forgot your Password](#)

[Login](#)

[Don't have an account?](#)

[Terms of Use](#)

## Questions?

Call 1 866 296-MPAC (6722)  
Monday - Friday 8:00am - 4:00pm

**LIVE SUPPORT**  
Chat Online



AboutMyProperty™ will be unavailable every day from 5:00 a.m. to 5:30 a.m., every Tuesday from 6:00 p.m. to midnight, and every Saturday from 6:00 p.m. to Sunday at 6:00 a.m. for regular maintenance checks. We apologize for any inconvenience.



## My Notice: Most Recent

August 28, 2008

**Property Assessment Notice**  
Notice of Assessment

For the 2011/2012 property tax year

Questions?  
Please include your tax number  
with your enquiry.  
Call: 1-800-387-6272 (toll-free)  
1-877-387-6272 (toll-free)  
Monday to Friday, 8 a.m. to 5 p.m.  
Web: [www.mpac.ca](#)  
Fax: 1-800-387-6272  
Mail: 111 Glen Watford Dr., Toronto, Ontario M1H 1S7  
Web: 135 Nelson Circle, Newmarket, Ontario L4T 6M0

This Property Assessment Notice is not a property tax bill.

The assessed value of your property is used as the basis for calculating your property taxes. When calculating the assessed value and property taxes in Ontario, your municipality has a variety of authority to determine the selling price of your property. The government requires that all municipalities use the same rules and standards. The government also requires that your property taxes reflect your municipality's selling authority. To learn more about the government's rules and standards, see the enclosed leaflet. This document is for a legend for the assessment notice only. It does not contain the actual assessment.

Assessment: 12-08-001-000-0000-0000  
Property location and description: 135 NELSON STREET  
135 NELSON STREET is a 1/2 acre lot in the 135 NELSON STREET area.  
Municipality and selling authority: NEWMARKET

**Assessed value of your property**

Property description	Assessment
Your property value on January 1, 2008	\$375,000
Your property value on January 1, 2009	\$375,000
For the 2009 year period, your property value change	\$0.00

Under the Assessment Act, an increase in assessed value is required if the assessed value of your property is more than 5% higher than the assessed value of your property in the same year. In 2009, the assessed value of your property is \$375,000. The assessed value of your property is \$375,000. The assessed value of your property is \$375,000.

**School support**

Property location	School support
135 NELSON STREET	135 NELSON STREET

**Property summary**

Assessed value: \$375,000

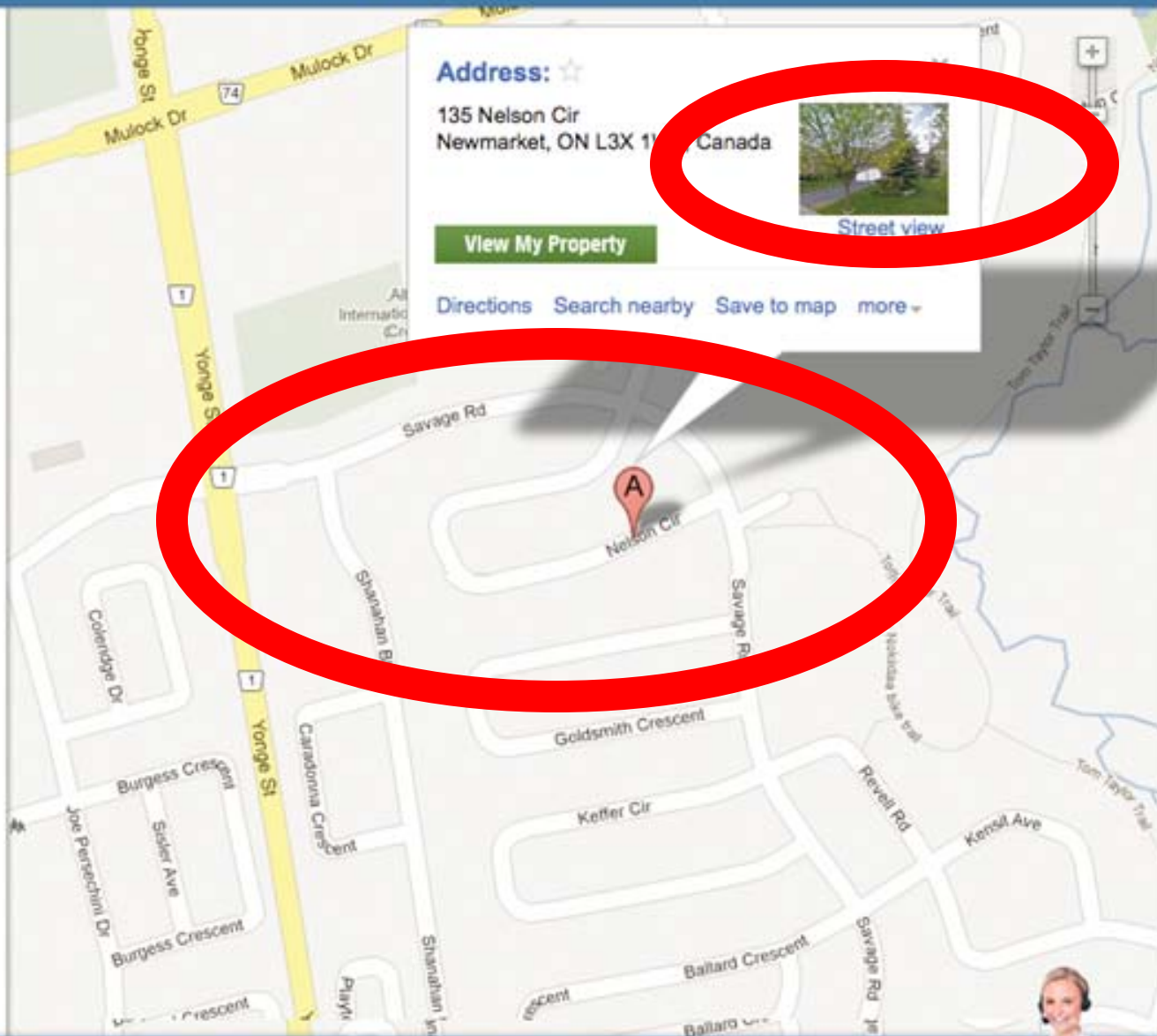
For more information about your property and how to appeal your property value, see the enclosed leaflet.

## My Neighbourhood

Current Assessment Value  
Average - \$400,000  
Your Property - \$425,000

[View](#)

Disagree with your property assessment?  
Learn more about submitting a  
[Request for Reconsideration](#) to MPAC?  
[Click here.](#)



# AboutMyProperty™

135 Nelson Circle Newmarket, ON L4T 6M0

## My MPAC

## My Notice

1 Item

## My Property

\$425,000 CVA

## My Neighbourhood

Property Detail Views: 12 | Remaining: 78

### MY PROPERTIES OF INTEREST

Selected: 1 | Hidden: 0 | Remaining: 22

[View My Report \(1\)](#)

Your Property

111 Nelson



CVA: \$425,000

☒ Add to My Report

222 Frieda



\$440,000

☐ My to My Report

223 Frieda



\$440,000

Click any property on the map to add to your Properties of Interest List

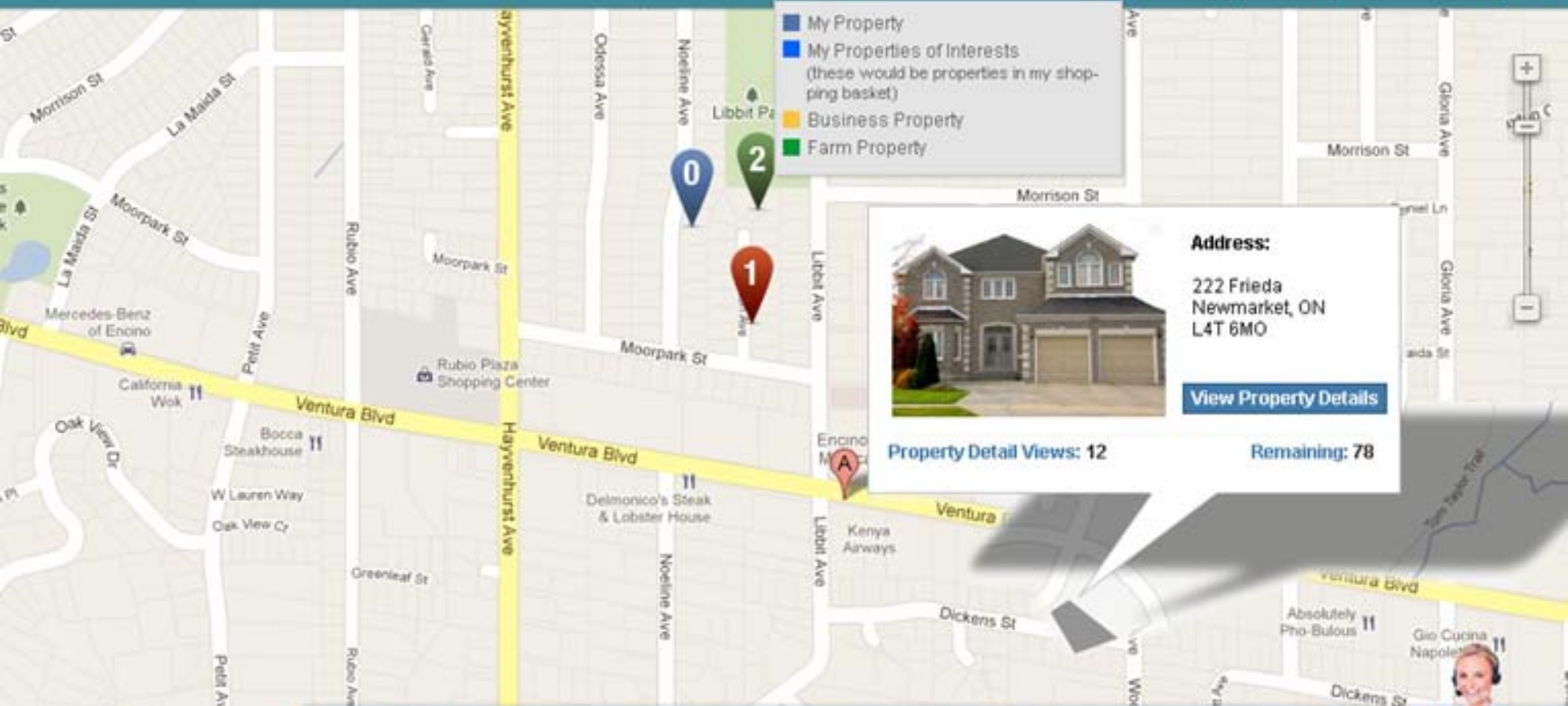
### Legend

- My Property
- My Properties of Interests (these would be properties in my shopping basket)
- Business Property
- Farm Property

Number

Unit

Street Name



### Address:

222 Frieda  
Newmarket, ON  
L4T 6M0

[View Property Details](#)

Property Detail Views: 12

Remaining: 78



[Go back to Map View](#)

## MANAGE MY REPORT ?

Selected: 2 | Hidden: 0 | Remaining: 22

Open

owner@abc.com

Send

Your Property

111 Nelson



CVA: \$425,000

222 Frieda



\$440,000

223 Frieda



\$440,000

Add more properties  
or to make changes  
to this Report,  
click here to return to  
Map View.

## Distance (m)

## Address

## Year Built

## Square feet?

## VALUATION ?

## Lorem

## Lpsum

## Lorem

## Ipsum

## SALE ?

## Last Sale

## Sale Price

## Time adjusted

## Listing Price

## SITE

## Lorem

## Lpsum

## Lorem

## Ipsum

## STRUCTURE

## Year Built

## Heat Type

## Bedrooms

## Full Stories

## Partial Stories





TAX YEAR 2011 (3)

MPAC - August 28, 2011  
Property Assessment Notice

You - Jan 05, 2011  
Request for Reconsideration

MPAC - Jan 05, 2011  
Request for Reconsideration

MPAC - August 28, 2011  
Property Assessment Notice


MUNICIPAL PROPERTY  
ASSESSMENT CORPORATION  
RÉGION D'ÉVALUATION  
FONCIÈRE DES MUNICIPALITÉS

Property Assessment Notice  
Avis d'évaluation foncière  
for the 2011-2012 property tax year

SMITH JACOB  
SMITH ELIZABETH  
200 SOME STREET  
ANYWHERE ON THE 100

Questions?  
Please include your roll number  
with your enquiry.  
Call 1 866 296-MPAC (6722)  
1 877 889-MPAC (6722) TTY  
Monday to Friday - 8 a.m. to 5 p.m.  
Web: www.mpac.ca  
Fax: 1 866 297-6703  
Write: P.O. Box 9008, Toronto, ON M5S 5T9  
Visit: 5255 Yonge Street, Toronto  
Monday to Friday - 8 a.m. to 4:30 p.m.

This Property Assessment Notice is not a property tax bill.  
The assessed value of your property is used as the basis for calculating your property taxes. MPAC's role is to accurately value and classify properties in Ontario. Your municipality/local taxing authority is responsible for setting property tax rates. **An assessment increase does not necessarily mean your property taxes will increase.** For questions about your property taxes, contact your municipality/local taxing authority. To learn how MPAC assesses properties or for details about the Reconsideration and Appeal processes, see the enclosed insert. The deadline to file a Request for Reconsideration with MPAC is **March 31** of the tax year.  
Roll number 12 34 567 899 12345 1234  
Property location and description 200 SOME STREET  
CON UPPT LOTS 9, 10 & 11  
ALL LOTS 12, 13 & 14 RREB  
Municipality/Local taxing authority ANYTOWN TOWNSHIP

**Assessed value of your property**  
Property classification Residential  
Your property's value on January 1, 2008 \$220,000  
Your property's value on January 1, 2009 \$180,000  
Over this 3 year period, your property's value changed by \$40,000  
Under the Assessment Act, an increase in assessed value between January 1, 2005 and January 1, 2008 is phased in over four years, from 2009 to 2012. Assuming your property characteristics stay the same, your 2012 assessment will change by **\$10,000** each year.  
Tax Year Phased in Assessment  
2011 \$210,000  
2012 \$220,000

## Why did I receive a Property Assessment Notice?

MPAC has updated the assessments for all Ontario properties to reflect the legislated valuation date of January 1, 2012. MPAC's last province-wide Assessment Update took place in 2008 when every property owner in Ontario received a Notice from MPAC.

To provide an additional level of property tax stability and predictability, the Ontario Government introduced a phase-in program where the market increases in assessed value are phased-in over four years. Any decreases in assessed value are applied immediately.

The change in the assessed value of your property between 2008 and 2012 and the phased-in assessments for 2012-2016 are listed on your new Notice.

[Learn more](#)


Disagree with your property assessment?  
Learn more about submitting a  
[Request for Reconsideration](#) to MPAC?  
[Click here.](#)



[Click here to learn more about your notice](#)



# Request for Reconsideration (RfR)

 **MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION**

**Request for Reconsideration**

**2011**

**Section 1: About your property**

**Roll number**

-  -  -  -  -  -  -

Property address

Municipality

Owner 1 (Last Name, First Name)  Owner 2 (Last Name, First Name)

Home phone number  Alternate phone number  Email Address

If we should send follow-up information somewhere other than the property address, please indicate below:

Mailing Address

What is your property's value on January 1, 2008 as shown on your Property Assessment Notice or Statement of Revised Assessment?  \$

**Section 2: Reasons for reconsidering your property's assessed value**

Please provide specific reasons as to why you would like us to review your assessment, as required under Section 39.1 of the Assessment Act. Use a second sheet of paper if necessary.

**Section 3: Supporting documentation**

☐ Sale information for this property and other similar properties ☐ Assessed value of similar properties

☐ Other documents, such as the municipal zoning records or health unit reports ☐ Photos of this property or other properties

**Section 4 – Signature of owner**

X  Date (dd/mm/yyyy)

You may send the completed form in any one of several ways. If completed online, just follow the instructions.

by email to: [www.mpac.ca](http://www.mpac.ca) "Contact Us" form

by fax to: 1 866 297-6703

by mail to: Municipal Property Assessment Corporation (MPAC), PO Box 9808, Toronto, ON, M1S 5T9

- Mandatory first step for residential, farm and managed forests property classes
- Filing deadline is March 31<sup>st</sup> of taxation year



# Provincial Statistics

## 2011 Year End Results

Total Number of Properties	4,869,149
Number of Request for Reconsiderations filed for 2010 Tax Year	40,679
Total Assessed Value on the Roll (2008 CVA)	1,802,759,272,997
Supplementary/Omitted Assessment Growth	\$28 Billion
Assessment Growth (%)	1.85%



# Local Statistics

## 2011 Year End Results

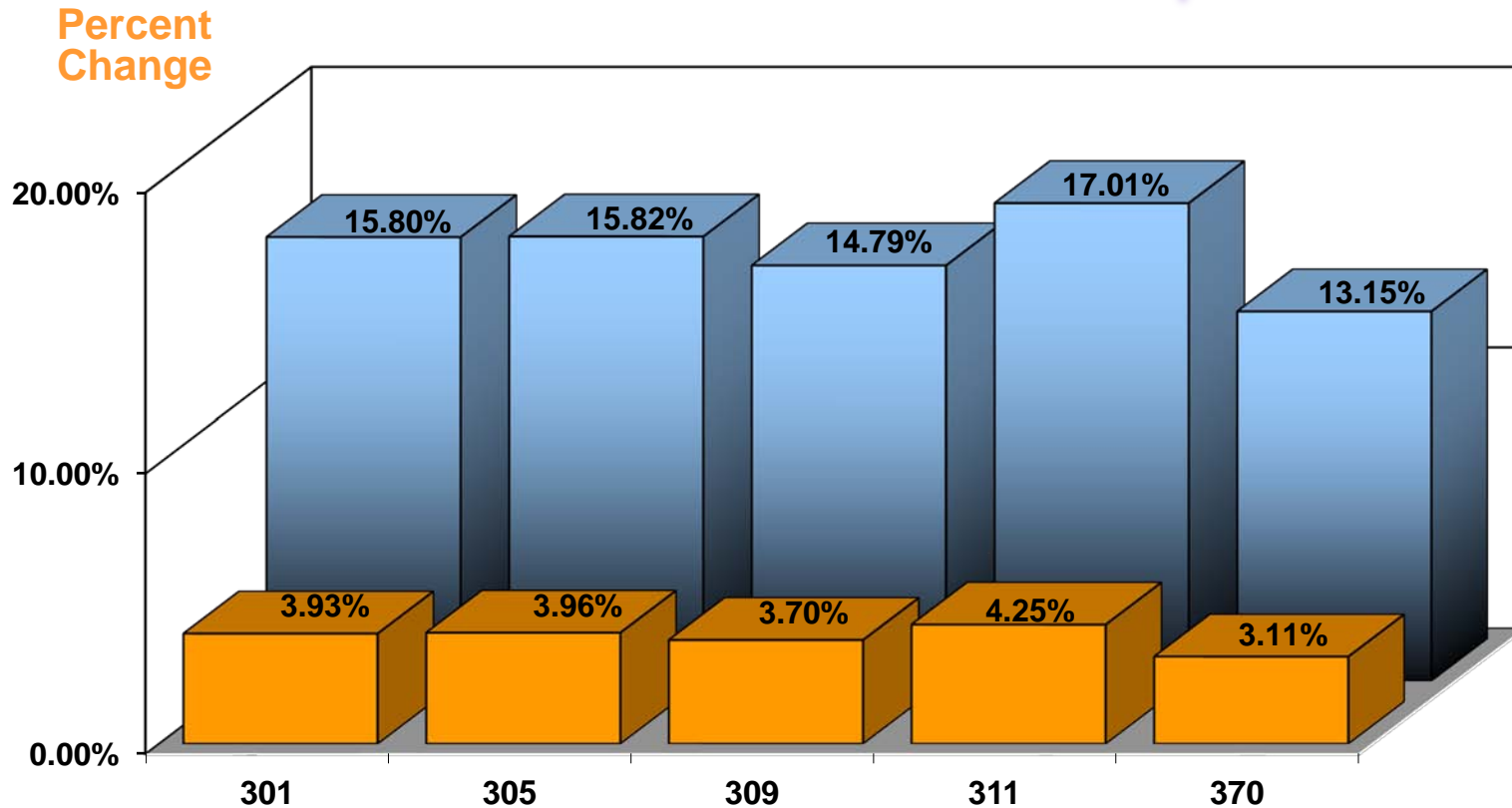
Total Number of Properties	41,235
Number of Request for Reconsiderations filed for 2011 Tax Year	80
Total Assessed Value on the Roll (2011 for 2012)	\$14,928,619,267
Supplementary/Omitted Assessment Growth (2011)	\$468,824,425
Assessment Growth (%) (2011)	2.02%



# 2012 Assessment Update/Highlights

City of Guelph

# Average Assessed Value by Selected Residential Properties



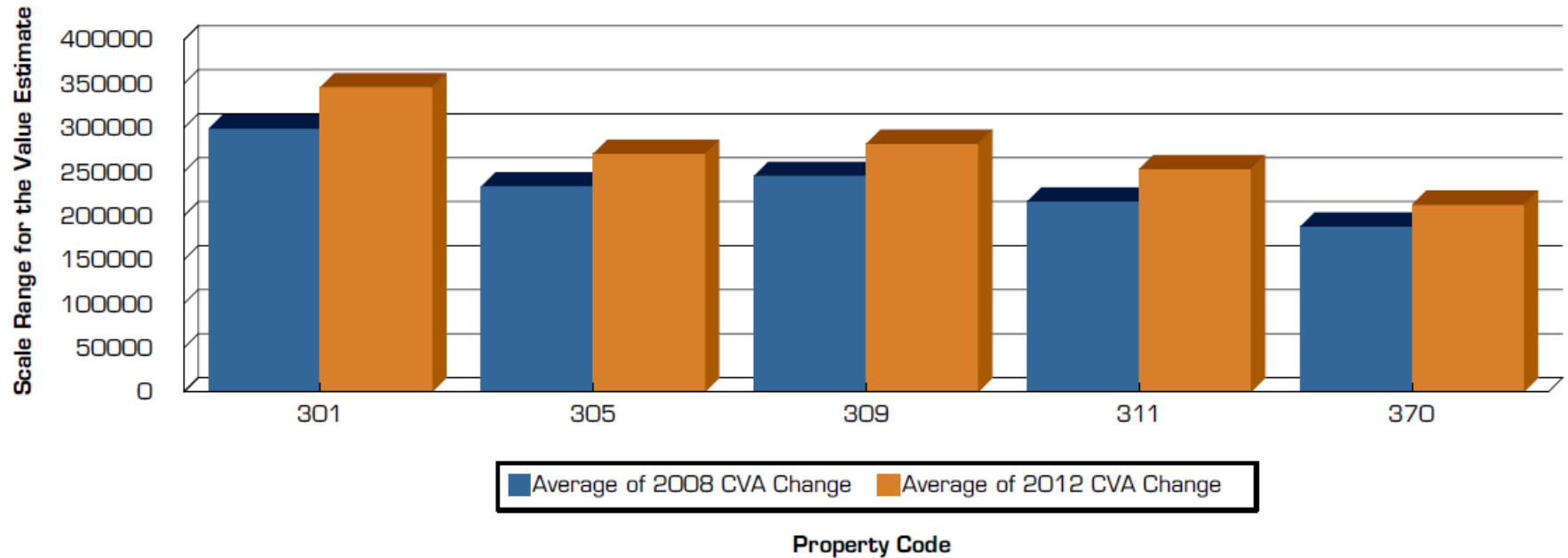
- 1st Year Phase In (for taxation in 2013)
- 2008 CVA to 2012 CVA (represents 4 year market change)

# Average Assessed Value by Selected Residential Properties

Property Code/Description	Property Count	Average 2008 Value Estimate	Average 2012 Value Estimate	% Change in Value Estimate
301 Single-family detached (not on water)	27,446	299,031	346,272	15.80
305 Link home	136	233,647	270,618	15.82
309 Freehold Townhouse/Rowhouse	1,319	245,600	281,921	14.79
311 Semi-detached residential	2,233	216,330	253,127	17.01
370 Residential Condominium	5,899	187,874	212,576	13.15
<b>Total</b>	<b>37,033</b>	<b>274,195</b>	<b>316,789</b>	<b>15.53</b>



# Average Assessed Value by Selected Residential Properties







# Important Dates

Assessment notices for residential and farms delivered to Canada Post September 7<sup>th</sup>, 2012 and to property owners the week of September 10<sup>th</sup>, 2012.

Assessment notices for business properties delivered to Canada Post November 16<sup>th</sup>, 2012 and to property owners the week of November 19<sup>th</sup>, 2012.

Roll return is Tuesday, December 11<sup>th</sup>, 2012.

Request for Reconsideration deadline is March 31<sup>st</sup>, 2013.

# Contacting MPAC

## Four Convenient Ways



### website

**[www.mpac.ca](http://www.mpac.ca)**

- ✓ get answers to commonly asked questions
- ✓ forms and info about assessment
- ✓ links to the ARB and the Province of Ontario



### fax

**1 866 297-6703**



### phone

**1 866 296-6722**

### TTY

**1 877 TTY-6722**

or through Bell  
Relay Service



### in person

**visit one of our  
33 convenient  
locations across  
Ontario**

## FREQUENTLY ASKED QUESTIONS

### 2012 PROPERTY ASSESSMENTS

---

#### Who determines the value of my property?

The Municipal Property Assessment Corporation (MPAC) is responsible for determining the current assessed value of all properties in Ontario. MPAC is a not-for-profit, independent corporation created in 1997 whose main responsibility is to provide property owners, tenants, municipalities and government and business stakeholders with consistent and accurate property assessments.

#### Why did I receive a reassessment notice?

Ontario has a legislated four-year assessment cycle. All properties in Ontario were reassessed in 2012 to bring their current value assessment up to 2012 market values. The last property assessment was conducted in 2008. Guelph's 2012 property assessment notices were mailed by MPAC on September 7, 2012.

#### What is current value assessment?

Current value assessment is the most probable sale price for your property. Comparing your assessment to similar sold properties in your neighbourhood is the best way to determine the most probable sale price for your property. MPAC can provide you with information on comparable properties in your neighbourhood. Visit [MPAC.ca](http://MPAC.ca) for further information.

#### How does MPAC assess property value?

When assessing residential property, MPAC analyzes property sales in each area. All key features that affect market value are considered. Five major factors usually account for 85% of a property's value including:

- Location
- Lot dimensions
- Living Area
- Age of the structure(s)
- Quality of construction

Other features can also affect a residential property's value, including: the number of bathrooms, fireplaces, finished basements, garages and pools. Site features can also increase or decrease the assessed value of your property such as traffic patterns, being situated on a corner lot and proximity to a golf course, hydro corridor, railway or green space.

#### What is the valuation date of my 2012 property assessment?

The current value assessment issued this fall by MPAC reflects the value of the property as of January 1, 2012. This property assessment will be used by the City to calculate property taxation for the tax years 2013-2016.

#### Is the increase in the assessment of my property being phased in?

Yes, if the value of the property increased between January 1, 2008 and January 1, 2012. The 2012 property assessment will be used to calculate property taxes for 2013 through 2016. If the property value has increased since 2008, the increase will be phased in over these next four years. This phased-in assessment system will provide an additional level of property tax stability and predictability.

For example:

Assessed value of your property	
Property Value on January 1, 2008	\$260,000
Property Value on January 1, 2012	\$300,000
Over this 4-year period, your property's value changed by:	\$40,000
Phased-in property assessment over the next 4 years	
2013	\$270,000
2014	\$280,000
2015	\$290,000
2016	\$300,000

#### What if the value of my property has decreased?

If the property decreased in value since the 2008 property assessment, the 2012 property assessment will be applied immediately.

#### What if I do not agree with my assessment?

Please contact MPAC with any questions you may have regarding your assessment. MPAC can be reached at 1-866-296-6722 or online at [www.mpac.ca](http://www.mpac.ca).

Comparing your assessment to similar properties in your area may also be helpful in determining the accuracy of your assessment. Information on comparative properties is available from MPAC.

MPAC provides an online service called **AboutMyProperty** that can be used to view information on your and other comparative properties. There is no charge for this service.

#### How do I file an appeal? Is there a deadline to appeal my 2012 property assessment?

To appeal your property assessment on a residential, farm or managed forest property, a Request for Reconsideration must be filed with MPAC. Forms can be obtained by visiting [MPAC.ca](http://MPAC.ca) or by sending a written request to MPAC at P.O. Box 9808, Toronto, ON, M1S 5T9. There is no fee for filing a request for reconsideration. The deadline to file an appeal for the 2013 taxation year is March 31, 2013.

MPAC will render its decision by September 30<sup>th</sup> (or November 30<sup>th</sup> if both parties agree to the extension). If a residential, farm or managed forest property owners are not satisfied with MPAC's decision on their Request for Reconsideration, they may file an appeal to the Assessment Review Board (ARB). This must be done within 90 days of receiving MPAC's decision.

Commercial, industrial and multi-residential property owners can choose to file a Request for Reconsideration with MPAC or can proceed directly to filing an appeal with the Assessment Review Board. Regardless of the option chosen, the appeal must be filed with either body by March 31<sup>st</sup>, 2013.

To file an appeal with the ARB, send a written request to the Assessment Review Board, 655 Bay Street, Suite 1500, Toronto ON M5G 1E5. A fee of \$75 for residential/farm or \$150 for commercial/industrial properties must accompany your appeal. For further information, please contact the ARB toll free at 1-800-263-3237 or online at [arb.gov.on.ca](http://arb.gov.on.ca).

### **I filed an appeal? Do I still have to pay my tax bill?**

Yes. A tax account is only adjusted when the City receives notification of a change in assessment from MPAC or the ARB. It is strongly recommended that the taxes on a property continue to be paid to avoid any penalty and interest charges. There may be a significant delay in the time an appeal is filed and a decision is rendered.

### **What was the average assessment increase on a residential property in the City of Guelph?**

The average percentage increase for residential property in the City of Guelph is 15.55% which will be phased in at 3.89% annually for the next four years.

### **When will the next assessment be conducted?**

Property assessments in Ontario are currently re-assessed on a four year cycle. The next reassessment is scheduled to be completed in 2016. MPAC may re-assess property throughout the four year cycle if there are changes to the property that alter its value (e.g. additions or renovations).

### **How do I review the information MPAC has on file about my property?**

Contact MPAC to review the information they have on file for your property. Information on comparator properties of your choice is also available. Please visit [mpac.ca](http://mpac.ca) or call 1-866-296-6722 for more information. MPAC offers a service called *AboutMyProperty*, which is a secure, online self-service application that provides owners with access to property information. To access this service, please visit MPAC's website.

### **Will my taxes increase because my assessment went up?**

A property assessment increase does not necessarily mean that your property taxes will increase. For example, if all residential properties in the City increased by 16% since 2008, and the assessed value of your home increased by 20%, then you may pay 4% more than the average property tax increase that residential property owners are paying. With the phase-in program, the assessment-related property tax increase would be phased-in over four years. Assessment decreases are implemented immediately.

### **How does the City use my property assessment?**

Municipalities use property assessment as the basis for calculating property taxes. Each year the City sets a tax rate based on the revenue requirements to pay for municipal services such as:

- Police and fire protection
- Road maintenance, repairs and snow removal
- Waste collection
- Parks, pools, libraries and community centres
- Public transit

The municipal tax rate is applied to individual property values to calculate property taxes. Property taxes are the primary source of revenue used to pay for municipal public services.

Other factors also determine the property tax rate including tax policy decisions, budget increases and education levy changes as determined by the Provincial government.

**CORPORATE ADMINISTRATION, FINANCE & ENTERPRISE COMMITTEE  
CONSENT AGENDA**

**September 10, 2012**

Members of the Corporate Administration, Finance & Enterprise Committee.

**SUMMARY OF REPORTS:**

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with immediately. The balance of the Corporate Administration, Finance & Enterprise Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<b>CAFE-2012.35) CORPORATE TECHNOLOGY STRATEGIC PLAN</b>  THAT Council approve the Corporate Technology Strategic Plan;  AND THAT the implementation plan included in the Corporate Technology Strategic Plan is approved;  AND THAT the Capital and Operating Budget resources required to implement the plan be referred to the 2013 budget process.	Approve
<b>CAFE-2012.36) JUNE 2012 OPERATING VARIANCE AND REVENUE REPORT</b>  THAT the Finance report dated September 10, 2012 entitled "June 2012 Operating Variance and Revenue Report" be received for information purposes.	Receive
<b>CAFE-2012.37) CAPITAL BUDGET MONITORING, Q2 2012</b>  THAT the Finance Report dated September 10, 2012 entitled "Capital Budget Monitoring, Q2 2012" be approved.	Approve

attach.



# Corporate Technology Strategic Plan

Re-thinking Technology





# Corporate Technology Strategy Framework

- December 2011 Council approved development of the IT Strategic Plan and it's Framework
  - Open Government Data/e-Government
  - IT Governance
  - IT Sustainability
  - Service Delivery Standards
- Established Senior level Steering Committee
- Broad corporate consultation





# Better City Services

“Canadians want **better government services** and they expect an experience at least equal to what they receive from the **private sector**. The challenge is to meet the new level of service delivery expectations, but find a **cost effective** way of doing so.”

PWC, Next Generation of eServices Report, 2012



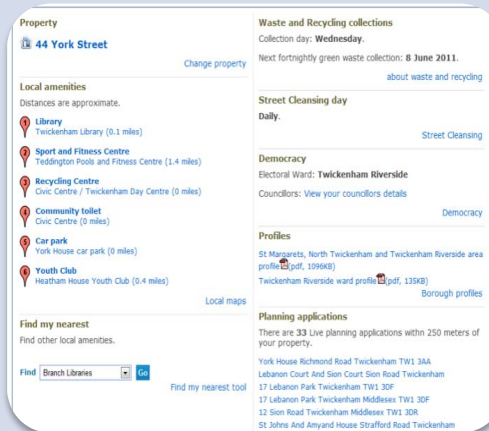
# Tech Savvy City

- A modern, tech-savvy City uses technology to:
  - offer customers choices about the way they interact with the City
  - deliver seamless, efficient, cross functional customer centric services
  - be open and transparent, to connect with customers
  - enable a mobile workforce
  - manage performance by monitoring and measuring the effectiveness of all City processes



311  
Online  
Smartphone Apps

Toronto,  
Edmonton,  
Ottawa,  
Newmarket,  
Oshawa



Customer  
Dashboard  
What's Happening  
Near Me?

Local Notifications

UK Municipalities



Crowdsourcing  
Community  
Engagement

Miami Dade,  
Vancouver, San  
Francisco

## Property



**44 York Street**

[Change property](#)

## Local amenities

Distances are approximate.



### 1 Library

Twickenham Library (0.1 miles)



### 2 Sport and Fitness Centre

Teddington Pools and Fitness Centre (1.4 miles)



### 3 Recycling Centre

Civic Centre / Twickenham Day Centre (0 miles)



### 4 Community toilet

Civic Centre (0 miles)



### 5 Car park

York House car park (0 miles)



### 6 Youth Club

Heatham House Youth Club (0.4 miles)

[Local maps](#)

## Find my nearest

Find other local amenities.

Find

Branch Libraries



Go

[Find my nearest tool](#)

## Waste and Recycling collections

Collection day: **Wednesday**.

Next fortnightly green waste collection: **8 June 2011**.

[about waste and recycling](#)

## Street Cleansing day

**Daily**.

[Street Cleansing](#)

## Democracy

Electoral Ward: **Twickenham Riverside**

Councillors: [View your councillors details](#)

[Democracy](#)

## Profiles

St Margarets, North Twickenham and Twickenham Riverside area profile (pdf, 1096KB)

Twickenham Riverside ward profile (pdf, 135KB)

[Borough profiles](#)

## Planning applications

There are **33** Live planning applications within 250 meters of your property.

[York House Richmond Road Twickenham TW1 3AA](#)

[Lebanon Court And Sion Court Sion Road Twickenham](#)

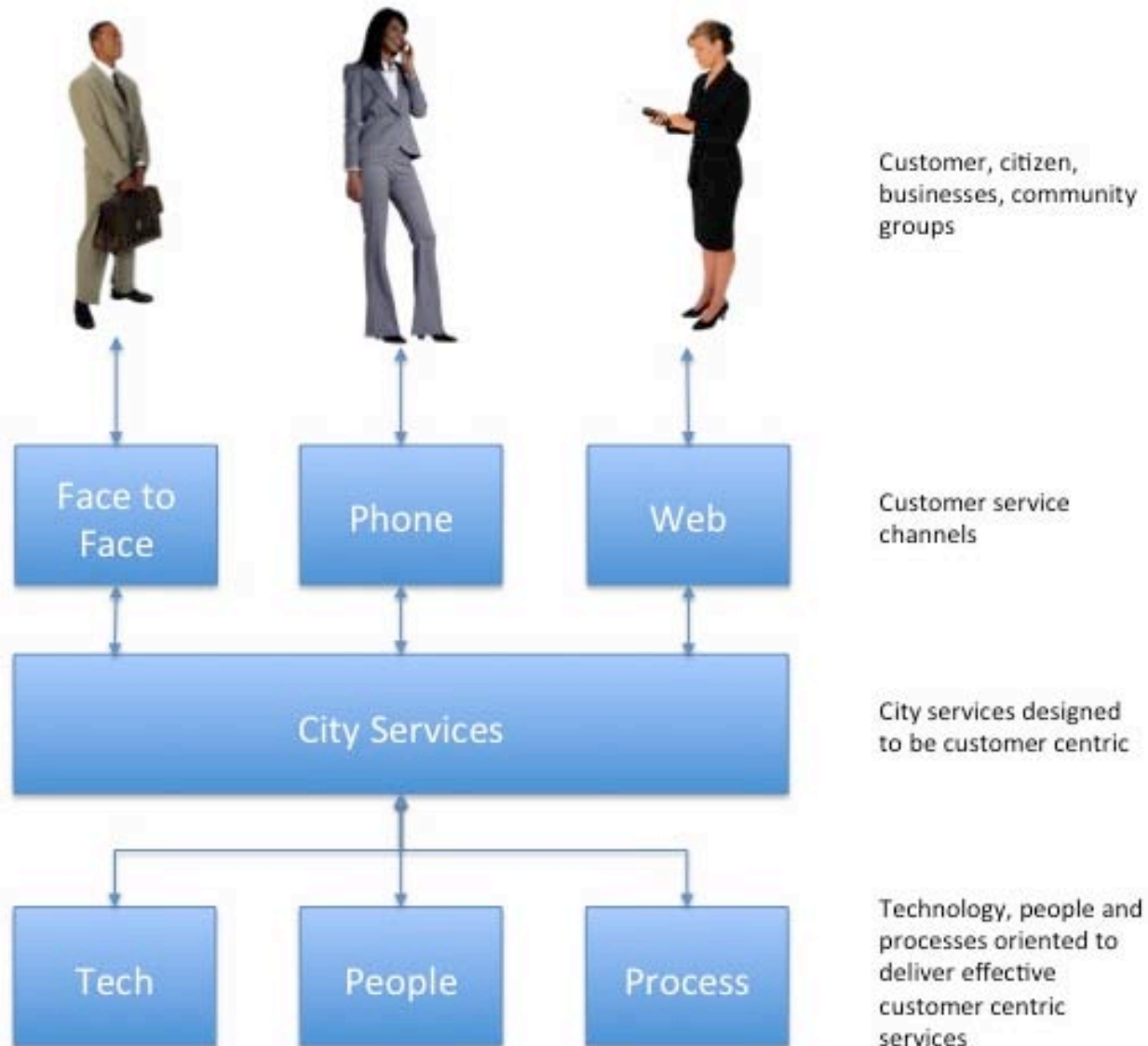
[17 Lebanon Park Twickenham TW1 3DF](#)

[17 Lebanon Park Twickenham Middlesex TW1 3DF](#)

[12 Sion Road Twickenham Middlesex TW1 3DR](#)

[St Johns And Amyand House Trafford Road Twickenham](#)

# Long Term Vision





# Corporate Strategic Plan Framework (2012-2016)

## VISION

To be the City that makes a difference...acting locally and globally to improve the lives of residents, the broader community and the world.

## MISSION

To build an exceptional City by providing outstanding municipal service and value.

## VALUES

INTEGRITY EXCELLENCE WELLNESS

## STRATEGIC FOCUS AREAS

### Organizational Excellence

### Innovation in Local Government

### City Building

## STRATEGIC DIRECTIONS

1.1 Engage employees through excellence in leadership.

1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions.

1.3 Build robust systems, structures and frameworks aligned to strategy.

2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability.

2.2 Deliver Public Service better.

2.3 Ensure accountability, transparency and engagement.

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City.

3.2 Be economically viable, resilient, diverse and attractive for business.

3.3 Strengthen citizen and stakeholder engagement and communications.



# **How is Guelph positioned to become a smart, tech-savvy City?**



# Information Technology Dashboard 2011



## IT Governance

Strategic Alignment



Business Value Delivery



Risk Management



Resource Management



Performance Measurement



## Service Delivery

Customer Satisfaction



Customer Partnership



Business Process Support



Infrastructure Availability



## IT Sustainability

Applications Management



Project Performance



Financial Performance



Compliance



## IT Innovation and Learning

Workforce Competency



Advanced Technology Use



Methodology Currency



Employee Retention





# Current State

- Historic lack of corporate commitment to technology – back office support services
- City is building the future on the back of current investments
- While technology infrastructure is solid, basic business processes don't operate effectively
- Business systems are failing to meet the needs of the organization:
  - Work Management, GIS – direct public service
  - Finance, HR – indirect public service



# Implications

- City cannot offer efficient, streamlined, customer centric services with business systems in their current state
- Significant investments required in business system foundations to support the direction of becoming a smart city
- The City must walk, before it can run

# Strategy

The City needs to rethink its  
approach to technology

First thing it must do is shore up current  
business systems to prepare the digital  
platform that will underpin flexible customer  
service in future



# What is needed?

- *Modern* business systems that work (HR/ Payroll and Finance systems, Work Management System, GIS)
- A move from *electronic filing systems* to modern information management tools
- A focus on *business process re-engineering* to streamline processes & derive maximum benefit from existing investments



# Other Major Strategic Directions

- Build the digitized platform to support flexible customer service
- Enable a mobile workforce
- Implement Open Government (incl. social media, citizen engagement)
- Embrace new tools, new devices
  - Collaboration – video / desktop sharing
  - Communications – instant messaging

# Keys to Re-thinking Technology

How to get there!

## Technology Governance

- A governance framework led by senior management & designed to align priorities and allocate the right resources to the right business problems

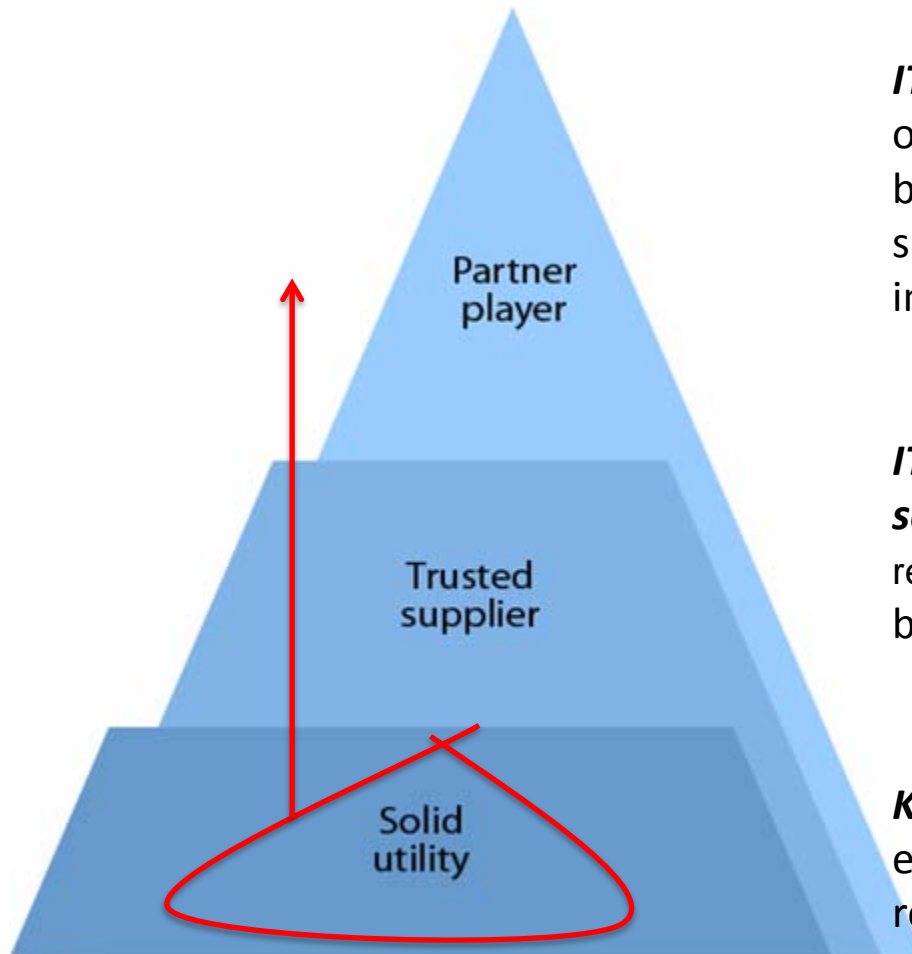
## IT Department

- A re-energized IT Department, with a new mandate and new resources to lead technology enabled projects that improve business service delivery

## Technology Investment

- An increased investment in business technologies to improve and streamline services and build a platform for the future

# Changing the Role of IT



***IT is integral to how we do business:*** The IT organization is expected to partner with the business to help identify, plan and deliver significant business transformation initiatives plus be a trusted supplier.

***IT delivers critical functionality and services:*** Projects based on the operating units requirements and priorities on time and on budget plus be a solid utility.

***Keep the lights on:*** The IT organization is expected to provide cost effective-dial tone reliability of all technology infrastructure.

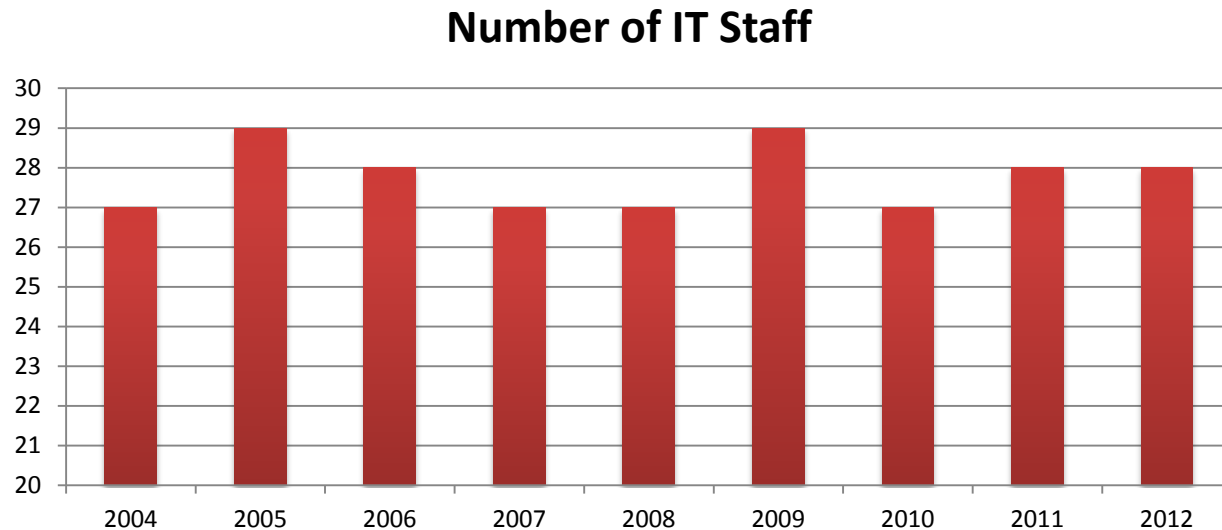


# IT Organization

- IT needs to be a partner not a supplier
- Major changes needed to reorganize and retool the IT department to meet the new mandate:
  - Upgrade manager & supervisors in line with increased expectations
  - Redefine existing roles and address current skill gaps
  - Establish new roles with a focus on business enabling of current and future systems
- AND, the organization as a whole must rise to the occasion

# City Trends in Technology Funding

2009 – 10 Year Capital	2012 – 10 Year Capital
18,982,000	12,171,000





# Strategy Funding

- Allocate \$855k in additional funding for 7 new IT staff (phased over 4 years)

Year	Operating (Cum.)
2013	\$500k
2014	\$750k
2016	\$855k

- \$3.4M additional capital funding for **business solutions** over 3 years

Year	Capital
2013	\$998k
2014	\$1,418k
2015	\$999k

# Deliverables Timeline

2013	2014	2015
<ul style="list-style-type: none"> <li>• Establish IT governance framework</li> <li>• Re-tool/ organize IT</li> <li>• IT service enhancements (e.g. helpdesk)</li> <li>• Initiate Finance, HR/Payroll, WAM renewal/replacement</li> <li>• Time &amp; Attendance</li> <li>• Info Mgmt planning</li> <li>• Develop Open Gov. plan / strategy</li> <li>• Develop mobile strategy</li> <li>• Data warehouse plan and implementation</li> <li>• New collaboration tools (e.g. video conference, desktop sharing)</li> <li>• GIS plan development</li> </ul>	<ul style="list-style-type: none"> <li>• Major Finance system renewal (incl. purchasing migration from WAM)</li> <li>• Re-implement work management for all assets (incl. GIS integration)</li> <li>• Amanda enhancements linking planning &amp; engineering &amp; online services)</li> <li>• Deploy new mobile solutions for field workers</li> <li>• Corporate reporting / dashboards</li> <li>• Open gov policy / standards &amp; open data portal</li> <li>• SharePoint collaboration</li> <li>• GIS strategy initiatives (integration)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop customer service technology plans</li> <li>• HR / Payroll reimplementation</li> <li>• Ongoing enhancements to major business systems)</li> <li>• HR - Health &amp; Safety</li> <li>• Document management planning &amp; implementation</li> <li>• GIS plan implementation</li> </ul>



# Strategy Benefits

- Delivers savings from streamlining business processes
- Increases staff productivity
- Supports performance effectiveness improvements
  - Define, measure, improve, measure
- Increases return on current investments
- Strengthens how the City works
- Lays foundations for simpler customer services
- Creates a digital platform for flexibility, future needs and innovation



# Conclusions

- *Do Nothing* is not an option – going backwards
- Continuing on current path:
  - Risk that customer service to the public will suffer
  - Systems may fail or become increasingly ineffective
  - Costs will rise with increased complexity
  - Potential loss of public confidence in City data and information

**Effective technology is required to achieve the City's vision of the corporate strategic plan.**

**Change is needed.  
The window of opportunity is now!**

# COMMITTEE REPORT



TO **Corporate Administration, Finance and Enterprise  
Committee**

SERVICE AREA Corporate and Human Resources  
DATE September 10, 2012

**SUBJECT Corporate Technology Strategic Plan**  
REPORT NUMBER CHR – 2012 – 47

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## SUMMARY

**Purpose of Report:** The overarching intent of The Corporate Technology Strategic Plan is to provide the conditions for the City to deliver public services better, through recommendations for Open Government, IT Governance, IT Service Standards and IT Sustainability – the four pillars of the Strategy.

Better service to the public can be achieved by taking advantage of the benefits and opportunities available through technology. This is an imperative currently faced by the City of Guelph and one that many organizations are currently dealing with, including other municipal and provincial/federal governments as they strive to keep pace with citizen expectations and demands for service excellence, real time data/information and multiple methods to access services.

The strategy itself represents a bold transformative change for the organization that repositions Information Technology (IT) from a resource/cost center to an innovation partner center. Departmental efficiencies and improved service delivery can be realized through technology, systems integration and improving management reporting capabilities.

Implementation of the strategy recommendations will require Council endorsement through the 2013 and subsequent budget processes so that the City's core business systems can be modernized and create the foundation for better public service through mobile technology, and for the provision of multiple methods to provide service to and engage the public in municipal government.

**Committee Action:** To approve the Corporate Technology Strategic Plan.

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## RECOMMENDATION

That Council approves the Corporate Technology Strategic Plan;

AND THAT the implementation plan included in the Corporate Technology Strategic Plan is approved;

AND THAT the Capital and Operating Budget resources required to implement the plan be referred to the 2013 budget process.

## SUMMARY

### Strategy Development Process

In committee report CHR-2011-14, dated December 5, 2011, The Corporate Administration, Finance and Enterprise Committee approved an IT strategic plan framework and authorized staff to develop an IT Strategic Plan. This Corporate Technology Strategic Plan is the result of that exercise.

The consulting firm, Prior & Prior Associates, was engaged to conduct an independent review of the City's use of technology, review information technology municipal best practices and make recommendations to the City for a Corporate Technology Strategic Plan aligned with the Corporate Strategic Plan.

A steering committee comprised of the following members was established to provide oversight to the project:

- Executive Director, Corporate and Human Resources
- Executive Director, Community and Social Services
- Corporate Manager, Strategic Planning and Corporate Strategic Initiatives
- General Manager, Economic Development
- General Manager, EMS/Fire Chief
- General Manager, Engineering
- Manager, Information Technology
- Supervisor, ITS Projects Management and Business Systems

The above members are thanked for their participation and support in this important exercise.

The Executive Summary attached to this report outlines the current state, the imperative for change, the future state and opportunity the City has to align the IT function to support the Corporate Strategic Plan to deliver public services better.



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## Overarching Recommendations

The following summarizes the 'strategic directions' or road map needed to accomplish the Corporate Technology Strategic Plan:

- Re-invest in the corporate business systems to support city operations as they are intended to (i.e. GIS, WAM, JDE Finance and HR Systems)
- Develop an enterprise Information Management Strategy
- Employ new technologies to better manage data and information sharing, collaboration among staff ( e.g. mobile technology to enhance work asset management) and with the public, achieve operational efficiencies and improve overall service delivery through e-services
- Improve the IT department's service delivery capacity and capabilities
- Implement a technology governance framework to guide informed decision making

## Financial Resource Requirements

To accomplish the work set out in the above road map, the City will need to make the following investments, outlined in the financial implications section of the report:

- Approve an additional \$3.4 million in capital funding over 3 years to support business driven initiatives which will improve the City's business operations and service delivery through more effective use of technology
- Approve seven new positions over the next four years to improve the City's ability to sustain and realize its investments in major business systems
- Establish an IT governance framework to provide business driven oversight of the IT investment portfolio

This investment will allow the City to:

- Modernize the current major business systems noted above
- Create the conditions through the development of strategies/approaches for Information management, mobile technology, and e-customer service to take advantage of technologies to provide better service to the public.

## **BACKGROUND**

The City of Guelph faces similar challenges to other municipal governments and other levels of government – to deliver 'best in class' services to the public while at the same time managing expenditures within fiscal constraints. Every level of government has faced increasing demands for timely and quality service, ease of access, with little or no additional costs. This requires innovative ideas and new ways to deliver public services.

Other organizations have identified technology as a critical enabler to achieve service delivery objectives for the public's benefit. The recent Ontario Government Drummond report commented extensively on the benefits of technology investment as a means to improve public services while containing expenditure growth.

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In part the report states;

***“Capital investment in new technology will play an important role in this transformation. Where possible, services should be shifted to the least expensive platforms available, resulting in savings for the government, a more efficient service experience for the client, and a positive environmental impact through digitized services (i.e. digital rather than paper records). As a consequence, the government should stop delivering services in person if it can do so by telephone, or through the Internet. As long as this does not compromise service, the government should use the lowest cost platforms.”***

Source : (<http://www.fin.gov.on.ca/en/reformcommission/> Chapter 16)

The City of Hamilton for example, as outlined the full report, has reduced its major capital works spending by 6% or \$12 million per annum by adopting a technology aided approach to asset management.

The recent IT Annual Report highlighted that when compared to Canadian and North American benchmarking information, the City's IT department performs well in what is described as “keeping the lights on” i.e. providing the necessary hardware to maintain the City's basic systems e.g. email. However, benchmarking reveals negative performance from the IT department in the areas of business partnering to identify, project manage and deploy effective technologies that provide more efficient service to the public.

The Strategy will address a number of internal systems issues, which if left unresolved will set the City back, and will reverse the limited benefits currently being achieved by the major technology systems.

The IT Governance model being proposed will enable the IT Department to move from being a resource/cost center to a partner in innovation with city departments. It will change how decisions are made with regard to technology investments, moving from an IT centered approach to one where departments will in effect own and make decisions around technology. This is a bold change for the City.

Municipalities that have demonstrated a high level of technology enabling have invested in integration of their systems, leveraged the web and other channels of providing service to the public, all the while re-designing business processes to make them more efficient and effective.

These benefits, while initially providing efficiencies and savings to the administration, are readily passed on to residents and the public through streamlined process available on demand.

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There are risks associated with not investing in technology and redesigning business processes to provide more efficient and better services to the public. The corporate systems currently in use will further erode and not meet business needs in the manner in which they were intended.

The City will continue to pay significant technology costs (e.g. maintenance costs, upgrades, etc. required by system contracts). Departments may seek out technology business solutions on their own, which further complicates and increases costs for system integration and reporting and would result in unnecessary duplication of work (e.g. maintaining a separate departmental system and entering the same data into a corporate system). This would directly impact the City's ability to streamline public service delivery through technology enabled business processes.

## **REPORT**

The development of this strategy followed a structured methodology. It included consultation with all areas of the organization through one on one interviews, questionnaires and on-line surveys. A current state assessment was performed which led to an acknowledgement of the new imperative and a vision for a future state.

The major recommendations guide IT decision making, resource allocation, and prioritization by focusing on how technology is planned and delivered to the entire organization.

The Implementation Plan outlines that to achieve the Strategy's objectives, the City must re-position IT to be a strategic enabler. This entails re-tooling the department with new skills, such as project management and business analysis to allow the City to further take advantage of the benefits available through the City's business applications, and provide the necessary priority setting and governance model. New skills and new roles will be required if IT is to be successful in repositioning itself to address current and future requirements.

The Implementation Plan outlines major work required to revitalize and sustain existing business systems to ensure they continue to deliver value to the organization for the public's benefit.

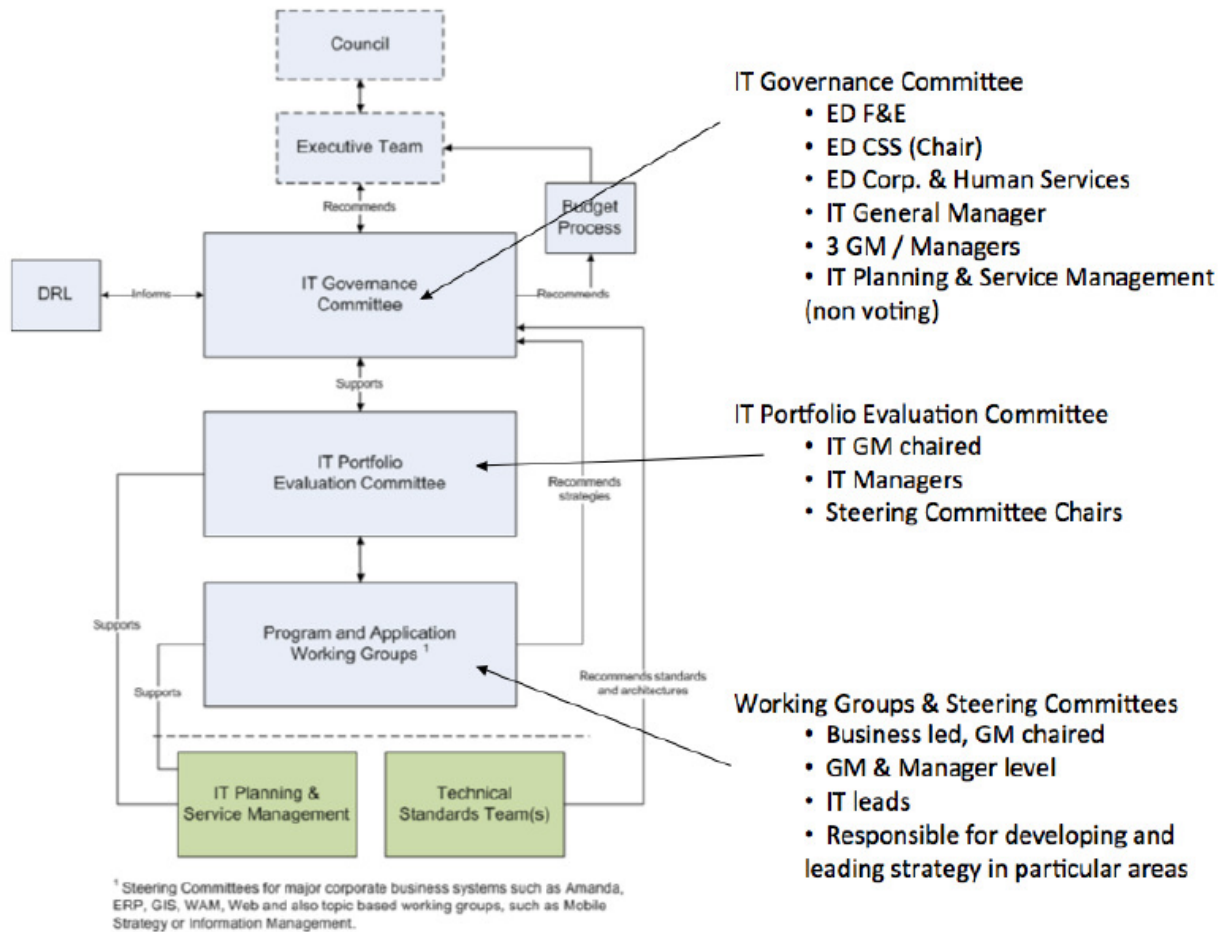
A number of key principles are documented in the report, principles which must be adopted by the City if it is to realize the benefits of technology in support of the Corporate Strategic Plan and manage technology service delivery on a sustainable basis.

The following outlines key recommendations for each of the four pillars of the Corporate Technology Strategic Plan:

## 1. IT GOVERNANCE:

- Implement a new technology governance model for the City that engages the Departmental and IT leaders in determining technology strategies, directions and priorities for technology investments.

### **Recommended Model**



With this governance in place, City departments can take ownership of their systems and drive change to meet business needs. For large enterprise systems, multiple departments will make up the committee stakeholders.

## 2. OPEN GOVERNMENT:

The overarching goal for Open Government is building trust between citizens and government together through transparency of government process at the same time providing effective and efficient delivery of services. Recommendations for Open Government include:

- Implement an Open Government Framework to provide the platform for all current and future City policy, programs and operations.

- 
- Develop and implement a sustainable, tech-enabled Citizen Engagement strategy with sufficient resources to support ongoing dialogue within the community.
  - Enhance accessibility and transparency by developing an Open Data Strategy and Roadmap to address governance, policies, standards, technology, operations and portal design within the context of enterprise information management
  - Establish guidelines to incorporate collaboration and innovation as the new way of doing business to achieve efficiencies and effectiveness of government and to optimize the benefits of open government.
  - Co-design, with citizens, an Open Government dashboard so that the program can be measured and reported to the citizens and businesses.

The Open Government program will be led by the City Clerk's office in partnership with the IT Department and other key stakeholders. The initial work will focus on the development of an Open Government framework, which will be reported to Council by the end of 2012.

### 3. SERVICE DELIVERY STANDARDS:

The project review process identified a number of opportunities to significantly improve IT service delivery. The plan addresses improvements directly targeted toward the IT Department to improve internal service standards, particularly in the areas of the IT Help Desk, Network Services and Application Support.

Examples of recommendations include:

#### Help Desk:

- Revise the way the help desk operates using external consulting support and ITIL business process management as a guideline
- Improve training and tutorial materials to support self help
- Develop Operating Level Agreements with departments about expected service levels

#### Network Technology Services:

- Revise metrics for key 'problem' processes to define, track and to be reviewed with the management team
- The 'new' user and 'change' processes should be re-engineered to simplify and streamline approvals and speed up turnaround time
- Server, application and services standardization should be implemented with fewer variations

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## Application Support:

- Introduce a higher level of skill to enable business processes for major corporate applications to be re-designed and the systems re-implemented.

## 4. IT SUSTAINABILITY:

For the City to be successful in implementing the plan, key recommendations for IT sustainability are the following:

- Accept the findings of the strategy and agree to the need for radical change.
- Corporately acknowledge the potential of technology to act as an engine of change and as a component that will be central to the success of the corporate strategic plan, and commit to moving IT from a cost centre into an engine of growth and innovation.
- Accept the need to increase investment in IT, and commit funding to support the implementation of Corporate Technology Strategic Plan (\$3.4 million capital investment over three years).
- Accept the new mandate for IT and direct the IT department to take a leadership role in furthering the potential of technology in the organization.
- Align the IT organization to support the strategy by implementing the recommended organizational changes, adding additional resources over a 4 year period.

## CORPORATE STRATEGIC PLAN

The new Corporate Strategic Plan provides an opportunity to use strategy to make important choices for the success of the organization. As well, it answers a fundamental question about the necessary role of IT going forward - IT must function in an enabler role. As such it will position the city well to deliver on citizen expectations regarding service excellence, fiscal prudence and the promises of increasingly open government.

The Corporate Technology Strategic Plan can play a significant enabling role to many of the initiatives in support of the Corporate Strategic plan. It directly supports the following strategic directions:

1. Organizational Excellence
  - 1.2 Develop collaborative work team and apply whole systems thinking to deliver creative solutions
  - 1.3 Build robust systems, structures and frameworks aligned to strategy
2. Innovation in Local Government
  - 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability
  - 2.2 Deliver Public Service Better
  - 2.3 Ensure accountability, transparency and engagement

3. City Building
  - 3.2 Be economically viable, resilient, diverse and attractive for business
  - 3.3 Strengthen citizen and stakeholder engagement and communications

## FINANCIAL IMPLICATIONS

Additional staffing requirements are identified in the report and are phased over the following 4 years as follows:

Year	Role	Operating Impacts
2013	<ul style="list-style-type: none"> <li>• Business Analyst</li> <li>• Business Analyst</li> <li>• Application Specialist</li> <li>• Application Specialist</li> </ul>	<b>\$499,858</b>
2014	<ul style="list-style-type: none"> <li>• Application Analyst</li> <li>• Business Analyst</li> </ul>	<b>\$249,929</b>
2016	<ul style="list-style-type: none"> <li>• Corporate Device Specialist</li> </ul>	<b>\$103,280</b>

These positions will allow the IT department to build up new skills in order to deliver the technology services the City needs. As well, they will be critical to enabling the department to re-position itself as a partner/player to help identify, plan, and deliver significant business transformation initiative.

Additional capital funding required realizing the goals of the implementation plan are phased over a three year period as follows:

IT Capital Investment Profile (\$000's)			
2013	2014	2015	Total
998.0	<b>1,418.0</b>	<b>999.0</b>	<b>3,416.0</b>

Investments at these levels will allow the City to address the major project work identified in this strategy:

- Modernize and address the major gaps in Work Management, GIS, Finance and HR systems- including business process redesign for efficiencies
- Extend existing core business systems such as Amanda and Class, for better integrated, seamless service delivery
- Develop an Information management Strategy (including corporate data reporting, data management, EDMS)
- Develop the mobile computing strategy
- Introduce new collaborative tools such as voice, video conferencing, shared document collaboration

## DEPARTMENTAL CONSULTATION

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All departments were consulted to ensure that all city staff would have an opportunity to input to the strategy. Interviews were conducted with members of Council and the Executive Team, program managers, IT management and staff, and external partners. An online survey was used to solicit input from front line staff across the City.

## **COMMUNICATIONS**

Corporate communications has developed a strategy for the Corporate Technology Strategic Plan.

To view the full Corporate Technology Strategic Plan – Final Report Volume 1, click the link below:

<http://guelph.ca/uploads/GuelphITStrategy.pdf>

## **ATTACHMENTS**

Executive Summary  
Presentation Slides

### **Prepared By:**

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# Executive Summary

## Introduction

This Corporate Technology Strategic Plan is the first technology review that the City has undertaken in many years. It is an opportunity to re-think the way technology is perceived at the City and assess what changes are required to re-position both the IT department and technology enabling at the City.

## The Opportunity

Information technology as a platform and an enabling mechanism at the City has lost significant ground in the past few years, while many other organizations are reaping the benefits of a more holistic, customer centric approach. Municipalities large and small face daunting challenges as they continue to deliver the same or enhanced services with fewer resources and tax dollars. Each is trying to deliver the same services and meet the same expectations on vastly different budgets.

In response to this challenge, the Corporate Strategic Plan sets out strategic directions and frameworks to position the City of Guelph to be an organization that is FAST (Flatter, Agile, Streamlined and Technology enabled). The major themes of the strategy focus on internal improvements in three strategic:

- *Organizational Excellence*
- *Innovation in Local Government*
- *City Building*

This is a bold strategy that seeks to transform the way the City operates. Undeniably, technology will be central to the Corporate Strategy's success. Building a City that does business differently, more efficiently, a City that looks at all opportunities to work *smarter* is a central concept of the Corporate Strategic plan. It cannot be done without technology.

Smart cities around the world and here in Ontario are doing amazing things powered by technology. For these cities, technology is the engine of innovation. IBM's *Smarter Cities* program highlights municipalities around the world that are using technology to radically improve service delivery and quality. The City of Cambridge, Ontario, an IBM smart city, is one of these. Through their technology-enabled approach to asset management, the City is achieving significant efficiencies and improvements in service delivery. Similarly, the City of Hamilton has reduced its major capital works spending by 6% or \$12 million per annum by adopting a technology aided approach to asset management.

Through the implementation of 311 and Open Data, the City of Toronto has developed a flourishing ecosystem, which has seen third parties develop iPhone applications to allow customers to submit service requests to the City (about graffiti and pot holes) and track their resolution. Other municipalities in the GTA, such as Newmarket, Markham and Oshawa, have also made smart investments in customer service as a driver of internal transformation and process improvement programs, and have delivered significant customer service improvements and internal efficiencies. Each delivers tangible cost savings to the customer and the City through technology.

With the right corporate approach, mindset, and the right level of investment, technology can be a powerful force, an engine that the City of Guelph can use to achieve the goals of the Corporate Strategic Plan.

## The Current State

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Regrettably, the City's current approach to technology is delivering far less than optimal results. The IT Department (*and technology*) has been viewed as a cost centre, a support organization, not an engine of innovation, growth and service delivery improvement. The IT Department operates at the wrong level – focusing on the basic sustainment of software systems - keeping the lights on. IT staff are fully utilized supporting what is currently in operation, not working on strategic initiatives that can simplify customer interactions with the City or streamline basic administrative tasks.

Although many major systems have been implemented by the City (most over a decade ago), many of the basic capabilities needed to run the City are not working well. Because of this, managers and staff spend an inordinate amount of time on administrative processes and tasks that remain largely manual despite automation. Excel spreadsheets and word documents are used to manage critical business processes because the systems don't do the job. Staff cannot quickly access or assemble critical information to carry out their day-to-day tasks. Consequently, Managers, General Managers and Executive Directors may operate without the necessary intelligence to effectively manage their operations, increasing the risk of producing inaccurate or incomplete information. These are major gaps which must be addressed.

By seeing technology as a back office support function and a cost centre, the City has in effect constrained technology funding, particularly so in recent years. Current funding levels barely cover the cost of maintaining existing systems and technology infrastructure. Major cuts in IT funding have reduced the 10-year capital investment in technology by 35% (from \$19 million to \$12 million) despite significant staff growth, a doubling in the size of the computing environment, and significant growth in the technologies deployed. The staffing levels within the IT department have remained largely unchanged for the last 10 years.

## The Imperative

The outcome has been to create a vicious circle, where growing frustration with the IT department has resulted in year over year reductions in the IT budgets. It would appear that the City has consciously reduced IT funding to a level designed to **sustain** the current systems. Whether this is based upon a false assumption that maintaining the status quo is a viable option, or a failing to fully understand the role of technology in local government, either way this is the wrong approach. The status quo is not sustainable. The status quo does not mean standing still; it means actively choosing to go backwards.

This situation is dangerous. Corporate systems are gradually failing and additional software is being purchased to fill the gaps, adding to the already complex environment. Out of frustration, the departments are beginning to seek alternative solutions to corporate business systems. Additional IT costs will be incurred to support the departmental IT spending whether through the need for integration, servers, training, and so on. Quite likely, business processes will deviate more and more from best practices and information sharing will become more difficult.

## The Future State

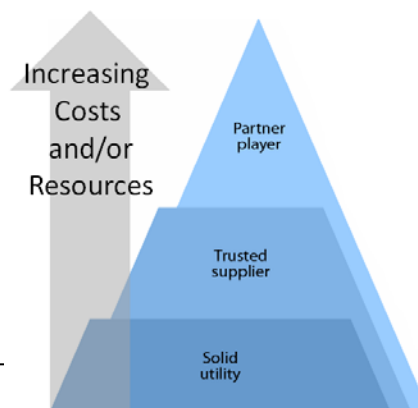
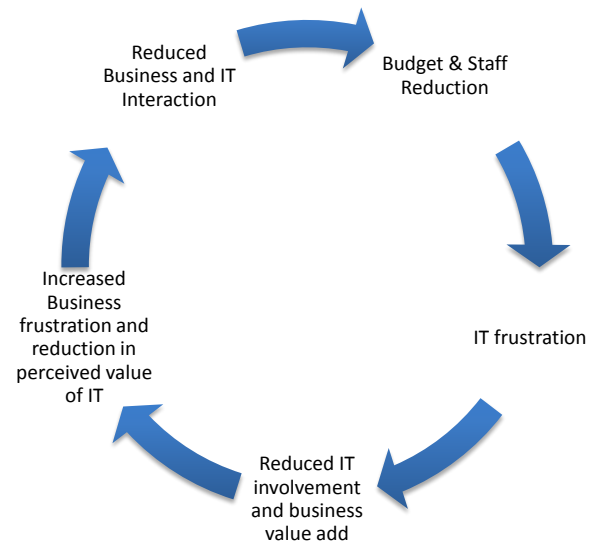
Guelph's first technology strategy must be an awakening for the organization. The Corporate IT Strategic Plan seeks to tackle these major issues and replace the vicious circle with a virtuous one. The strategy recommends many significant changes to the way the City views, manages and invests in technology. The changes are designed to trigger a cultural shift in the City's approach to technology, and ultimately to position Guelph to become a smart City.

To accomplish this paradigm shift will require a change in outlook at all levels. Council needs to become aware of the power of technology and be willing to invest in technology to improve service delivery, customer service enhancement and corporate productivity.

The Executive Team must support and promote a culture of change and establish the right conditions for the departments and IT to partner in delivering sound, innovative business solutions, reinforcing the new, corporate approach to technology.

The departments must become more involved in leading business changes enabled by technology and assume more accountability for technology initiatives that affect their business. Those instances where the business has taken initiative today have often occurred without the direct involvement of the IT department and usually because of lack of IT resources.

It will also require a significant change in the way that the IT Department (IT) approaches its business. IT needs to establish a new credibility within the City. This means implementing a new approach to the way IT works with departments, as a partner, not a utility, and not a



**IT is integral to how we do business:** IT organization is expected to closely partner with the business to help identify, plan and deliver significant business transformation initiatives - plus be a trusted supplier.

**IT delivers critical functionality and services:** IT organization is expected to deliver application projects on time and on budget, based upon the operating units requirements and priorities - plus be a solid utility.

**Keep the lights on:** The IT organization is expected to provide cost effective-dial tone reliability with transparent costs.

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supplier. The new IT organization with updated skills will be able to deliver the technology services the City needs.

#### Making the Change

The plan sets out a number of strategic directions and a road map to accomplish the plan. These projects form the backbone of the technology roadmap:

- Fix the corporate business systems to support city operations as they should
- Employ new technologies to better manage data and information sharing, collaborate with staff and with the public, achieve operational efficiencies and improve overall service delivery
- Improve the IT department's service delivery capacity and capabilities
- Implement a technology governance framework

The City will need to make the following investments if it is to accomplish the work set out in the roadmap:

- Invest an additional \$1.1 million per year on business-driven initiatives designed to improve and transform the City's business operations through the more effective use of technology
- Approve up to seven new positions for the IT department over the next four fiscal years to improve the City's ability to take full advantage of existing investments in major business systems and support new initiatives
- Establish an IT governance framework to provide oversight of the IT investment portfolio

#### Future Operating Principles

There are a number of principles that the City must endorse if it is to better leverage technology to achieve its corporate goals. Each of these represents a major change in the way the City approaches technology.

1. Accept the findings of the strategy and agree to the ***need for radical change***.
2. Corporately acknowledge the potential of technology to act as an engine of change that is central to the success of the Corporate Strategic Plan, and commit ***to moving IT from a cost centre to an engine of growth and innovation***.
3. Accept the need to ***increase investment in IT***, and ***commit funding*** to support the implementation of this IT strategy (\$3.4 million capital investment over three years).
4. ***Implement the recommended technology governance model***, which involves executive, business and IT staff.
5. Commit to using the technology governance model to ***actively manage the corporate technology investment portfolio*** using the IT Strategy work plan as a guideline.
6. ***Accept the new mandate for IT*** and direct the IT department to take a leadership role in furthering the exploitation of technology in the organization.
7. ***Align the IT organization*** to support the *strategy by implementing the recommended organizational changes* and adding additional resources over a four year period.

*These principles must be adopted as a package, not to be selected individually. They are pivotal to establishing the new approach to technology at the City and are necessary to facilitate the City's business transformation process.*

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## Summary

There is a modest window of opportunity to align the City's technology function with the vision and directions of the Corporate Strategic Plan – literally to enable the transformation the City is talking about – but without a concrete strategy to achieve it. Empowering technology within the organization can achieve two objectives at one time:

- Position the City as a leader in municipal service delivery, and, at the same time
- Address a number of internal processing problems, which if left unresolved, will not only set the City back, but will reverse the benefits currently being achieved by the major systems.

Now is the time to invest – to acknowledge the role of technology in transforming the City's service delivery platform.

# COMMITTEE REPORT



TO **CAFES**

SERVICE AREA Finance and Enterprise  
DATE September 10, 2012

**SUBJECT June 2012 Operating Variance and Revenue Report**

REPORT NUMBER FIN-12-37

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## SUMMARY

### Purpose of Report:

The purpose of this report is to provide a high level overview of the expected year end position of the net operating budget expenditure for the Tax Supported and Enterprise funded programs and provide an update of revenue performance as of June 30, 2012.

### Council Action:

THAT the Finance report dated September 10, 2012 entitled "June 2012 Operating Variance and Revenue Report" be received for information purposes.

## RECOMENDATION

THAT the Finance report dated September 10, 2012 entitled "June 2012 Operating Variance and Revenue Report" be received for information purposes.

## SUMMARY

Once the Annual Budget is produced, actual expenditures are monitored and compared against budget. While some differences are expected, variances should not be considerably above or below budget.

### Net Expenditure Reporting

Expenditures which are tracking close to budget indicate strong financial stewardship and a solid budget process.

Departments were provided with current expenditures for the month ending June 30, 2012 and asked to provide year end projections. The chart that follows gives a high level indication of the 2012 projected year end operating variance.

	Projected Variance at Dec 31, 2012 (\$)	Variance at Dec 31, 2012 (%)	
Total City Departments	\$ (140,000)	(0.1%)	Favourable
Local and Outside Boards	\$ (990,000)	(1.5%)	Favourable
<b>Total Tax Supported</b>	<b>\$ (1,130,000)</b>	<b>(0.7%)</b>	<b>Favourable</b>
Total Enterprise Budgets	\$ (124,000)	(0.2%)	Favourable

\*\* (Brackets indicate a favourable variance)

Overall, the Service Area managers and Local and Outside Boards are projecting a tax supported projected favourable variance which is within 1% of the overall net tax levy. The Enterprise Service Area managers are predicting a slight favourable variance less than 0.5% of the Enterprise budget.

### Revenue Reporting

Council has requested increased disclosure regarding external revenue collection for the City with comments on significant deviations from budget. This additional information is provided to Council twice a year coinciding with the June and December Operating Variance Reports. Departmental managers were supplied with year to date revenue information and provided their comments about current revenue trends and a projected year end revenue impact. The chart that follows gives a high level indication of projected revenue collection compared to the 2012 budget:

	Projected Revenue Variance at Dec 31, 2012 (\$)	Projected Revenue Variance at Dec 31, 2012 (%)	
Total City Departments	\$ 75,000	0.2%	Unfavourable
Local Boards	\$ (500,000)	(23.0%)	Favourable
<b>Total Tax Supported</b>	<b>\$ (425,000)</b>	<b>(1.2%)</b>	<b>Favourable</b>
Total Enterprise Budgets	\$ (61,000)	(0.1%)	Favourable

\*\* (Brackets indicate a favourable variance)

Overall, the City Service Area managers and Local and Outside Boards are projecting a favourable tax supported revenue variance which is within 2% of budget. This is primarily the result of local boards with Police revenue higher than expected. The Enterprise Service Area managers are predicting a slight favourable variance within 1% of the Enterprise revenue forecast.

## **REPORT**

### **A. PROJECTED YEAR END NET EXPENDITURE VARIANCE**

Staff have examined expenditures as of June 30, 2012 and compared them to the Council approved operating budget. Departments were asked to review the

financial information and to provide a projection of the anticipated year end position for their department and comment on any significant deviation from budget.

It should be noted that forecast variances are subject to change based on improved financial information throughout the year. The chart that follows provides summary of the preliminary year end variance position based on information received from Service Area management (brackets indicate a favourable variance):

### Summary Projected Operating Budget Variance 2012

	<b>Total Annual Budget for Year 2012 (\$)</b>	<b>Projected Variance at Dec 31, 2012 (\$)</b>	<b>Projected Variance at Dec 31, 2012 (%)</b>
<b>Tax Supported</b>			
City Departments	\$ 91,684,000	\$ 610,000	0.7%
General Revenues and Expenses	\$ (159,473,000)	\$ (750,000)	(0.5%)
Total City Departments and Financing	\$ (67,789,000)	\$ (140,000)	(0.1%)
Local Boards	\$ 40,670,000	\$ (700,000)	(1.7%)
Grants, Outside Boards and Agencies	\$ 27,119,000	\$ (290,000)	(1.1%)
Total Local and External Boards	\$ 67,789,000	\$ (990,000)	(1.5%)
<b>Total Tax Supported</b>	<b>\$ -</b>	<b>\$ (1,130,000)</b>	<b>(0.7%)</b>
<b>Enterprise Budgets</b>			
Water	\$ -	\$ -	0.0%
Wastewater	\$ -	\$ -	0.0%
OBC	\$ -	\$ -	0.0%
Court Services	\$ -	\$ (124,000)	(5.1%)
<b>Total Enterprise Budgets</b>	<b>\$ -</b>	<b>\$ (124,000)</b>	<b>(0.2%)</b>

\*\*\* (Brackets indicate a favourable variance)

### **Tax Supported**

Tax supported areas are projecting a favourable variance of \$1,130,000. Of this, the City Departments are projecting a net unfavourable variance of \$610,000. General revenues are indicating a positive variance of \$750,000 mainly due to a one-time \$1,000,000 favorable variance from a change in timing of the dividend payment from Guelph Municipal Holdings Inc. Local Boards which include Police and Library have forecasted a positive variance of \$700,000. The outside boards, shared services, social housing and child care assistance have a projected favourable City share of the year end variance of \$290,000.

### Variance by Service Area

Significant operational variances are outlined below summarized by Service Area.



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## CAO

- The CAO Office is tracking close to budget and not currently projecting any significant variance for the end of the year.

## Operations, Transit & Emergency Services

- The net projected variance for Operations, Transit and Emergency services is a combined favourable position of \$15,000. This consists of Transit projecting an unfavorable variance of \$375,000 due to increased fuel costs and a negative impact of the mobility fare parity. Public works are expecting a favorable \$590,000 variance due to increased parking revenue and lower than expected winter control costs in early 2012. Emergency Services are projecting an unfavorable \$200,000 variance for 2012.

## Planning & Building, Engineering & Environmental Services

- This area is expecting an unfavorable variance of \$30,000 in the Solid Waste area with slightly increased commodity revenues offset by higher than budgeted insurance and property tax costs from a new facility. This not a significant variance as it is within 0.3% of budget

## Community & Social Services

- Community and Social Services are currently projecting a combined \$295,000 unfavourable variance. This primarily relates to the Parks and Recreation area who expect a \$250,000 unfavorable variance due to lower than expected recreational revenues, unbudgeted parks and facility repairs and increased costs from negotiated part time wage increases.

## Corporate and Human Resources

- Corporate and Human Resources are currently projecting a negative variance of \$300,000 for the end of the year primarily related to OMB and other litigation costs. These costs have historically been funded from reserves. Other Corporate and Human Resources departments are expected to be on budget by year end.

## Finance and Enterprise

- Finance and Enterprise are not projecting a year-end variance for 2012. Current surpluses exist for Downtown Renewal but will be transferred to reserves to cover grant awards in 2013.

## Local Boards

- Library does not anticipate a significant year end variance.

- 
- Police are forecasting a \$700,000 favourable year end variance. This is due to significant savings from position vacancies and higher recoveries from the Ontario Police College.

#### Outside Boards & Agencies

- Overall outside boards, grants and agencies are currently projecting a combined \$290,000 favourable variance. Of this, Social assistance is expecting a slight \$10,000 favourable variance due to lower than expected caseload offset by increased shelter use. Social housing are expecting a \$280,000 favourable variance due to savings in monthly subsidy payments to housing providers and lower property taxes and utility costs.

#### General Revenues and Expenditures

- There is projected to be an overall favorable variance of \$750,000 for General Revenues and Expenditures. This includes a projected one-time \$1,000,000 favorable variance due to the change in timing of dividend revenue from Guelph Municipal Holdings Inc. The dividend will now be declared and paid quarterly starting in April 2012 rather than annually. Due to this change, we will receive a 2011 based annual dividend revenue as budgeted, and additional quarterly dividend income for 2012 resulting in a one-time surplus.
- Tax Collection is expecting a net \$250,000 unfavourable variance. This is due to additional in-year tax write offs and vacancies, but is offset by additional payments in lieu of taxes.

#### **Enterprise**

Overall, the Enterprise budgets are expecting \$124,000 favourable variance due primarily from Court Services. Water and wastewater consumption levels are difficult to predict particularly on the non-residential side and this volatility makes forecasting the year end position difficult.

#### Water Works

- Water is not currently projecting a year-end variance. Water revenue is currently tracking slightly below forecast due to the fluctuations of water consumption but they are not expecting a variance for year end.

#### Wastewater

- Wastewater is not currently projecting a year-end variance. Wastewater revenues are tracking slightly above budget but are expected to come in close to budget by year end. Staffing vacancies and timing of funding of capital projects are causing a cost related variance but these are expected to be corrected by year end.

#### Ontario Building Code

- OBC is not currently projecting a significant year end variance.

#### Court Services

- Court Services are projecting a \$124,000 favourable year end variance. This is due to increased revenue and cost savings that are expected to continue to the end of the year.

## **B. EXTERNAL DEPARTMENTAL REVENUE RESULTS**

### **Tax Supported**

Finance has been tracking City Departments with significant external revenue sources and asking Departments to comment on any significant current or planned deviations from budget. The chart that follows outlines the current revenue position as of June 30, 2012:

	Total Budgeted Revenue for Year 2012 (\$)	Projected Variance at Dec 31, 2012 (\$)	Projected Variance at Dec 31, 2012 (%)
<b>TAX SUPPORTED</b>			
<b><u>City Departments</u></b>			
CAO - ADMINISTRATION	\$ -	\$ -	0.0%
OPERATIONS, TRANSIT & EMERGENCY SERVICES	\$ (14,375,679)	\$ -	0.0%
PLANNING, BUILDING, ENGINEERING & ENVIRONMENTAL SERVICES	\$ (11,272,665)	\$ (100,000)	(0.9%)
COMMUNITY & SOCIAL SERVICES	\$ (9,126,975)	\$ 175,000	1.9%
FINANCE AND ENTERPRISE	\$ -	\$ -	0.0%
<b>TOTAL CITY DEPARTMENTS (excl Financing)</b>	<b>\$ (32,495,140)</b>	<b>\$ 75,000</b>	<b>0.2%</b>
POLICE	\$ (1,685,300)	\$ (500,000)	(29.7%)
LIBRARY	\$ (490,900)	\$ -	0.0%
<b>TOTAL LOCAL BOARDS</b>	<b>\$ (2,176,200)</b>	<b>\$ (500,000)</b>	<b>(23.0%)</b>
<b>TOTAL TAX SUPPORTED (incl Local Boards)</b>	<b>\$ (34,671,340)</b>	<b>\$ (425,000)</b>	<b>(1.2%)</b>
<b>ENTERPRISE - USER PAY</b>			
WATER REVENUE	\$ (21,232,000)	\$ -	0.0%
WASTEWATER REVENUE	\$ (24,594,000)	\$ -	0.0%
ONTARIO BUILDING CODE REVENUE	\$ (2,400,000)	\$ -	0.0%
COURT SERVICES REVENUE	\$ (2,419,000)	\$ (61,000)	(2.5%)
<b>TOTAL ENTERPRISE / USER PAY</b>	<b>\$ (50,645,000)</b>	<b>\$ (61,000)</b>	<b>(0.1%)</b>

(Brackets indicate a favourable variance)

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Department managers were asked to comment on current external revenue recovery and asked to forecast a year end position for their area. Their comments are summarized below.

#### CAO

- No external revenue sources

#### Operations, Transit & Emergency Services

- Bylaw is experiencing a favorable revenue position due to the timing of licences, but are not expecting significant deviation from budget by year end.
- Parking is currently experiencing an unfavorable revenue variance due to delay in the Wyndham lot opening but anticipate reaching overall revenue targets by the end of the year.
- Transit is currently showing lower than expected revenue due to lower pass sales and lower U-Pass revenue in the summer. Transit does not anticipate this to impact its overall revenue collection for year end.

#### Planning & Building, Engineering & Environmental Services

- Solid Waste currently have a slight favorable variance in revenue due to the sale of goods projected to be slightly over due to higher than anticipated commodity prices for the first half of 2012 and expect approximately \$100,000 favourable variance by year end.
- Planning is currently showing increased revenue from zoning bylaw amendments and site plan revenues but does not expect a year-end variance.
- Building is currently showing favourable Non-OBC revenues from Committee of Adjustment fees and Non-OBC approval and permit fees but does not expect a year end variance.
- Engineering is currently showing unfavorable revenues from timing delays from billing of developers / residents but is anticipated to be on target for year end.

#### Community & Social Services

- Parks and recreation are currently projected significantly lower revenues than budgeted by approximately \$175,000. This is due to lower program registration than anticipated.
- Community Engagement and Culture and Tourism are currently experiencing a positive revenue variance but expect to achieve revenue targets by year end.

#### Corporate and Human Resources

- No external revenue sources

#### Finance and Enterprise

- No external revenue sources

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### Local Boards

- Library revenue collection is currently in line with budget. At this point Library does not anticipate a significant year end variance.
- Police are forecasting a \$500,000 favourable year end revenue variance. This is due to higher recoveries from the Ontario Police College for secondments, higher fee volumes and higher recoveries from Court security and prisoner transportation.

### Outside Boards & Agencies

- Not Applicable for this report.

### General Revenues and Expenditures

- Tax Collection and investment return performance information is communicated to Council under separate Council Reports.

## **Enterprise**

### Water Works

- Water revenue is currently tracking slightly below forecast due to the fluctuations of water consumption but are not expecting a variance for year end.

### Wastewater

- Wastewater is not currently projecting a year end variance. Wastewater revenues are tracking slightly above budget but are expected to come in close to budget by year end.

### Ontario Building Code

- OBC is not currently projecting any significant year end variance.

### Court Services

- Court revenues are tracking higher than expected and projected to be approximately \$61,000 above budget by year end.

## **C. IDENTIFIED CORPORATE RISK AREAS**

The following key risk areas have been identified corporately as having a possible negative impact on the 2012 operating results.

### Fuel Costs

Projected negative variances have been identified due to higher than budgeted fuel costs. The overall impact is lower than originally reported in the March 31<sup>st</sup> 2012 variance report due to the cost of fuel being closer to budget.

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### Legal Costs

Legal expenses related to OMB costs and ongoing litigation are not currently incorporated into the operating budget and have been historically funded from the OMB and Other Litigation Reserve. The May 2012 Operating Reserve Reallocation Report dedicated significant funds to this reserve to mitigate this risk.

### Recreation Program Revenues

There is a significant decline in revenue collection in the recreation area compared to budget. This is due to lower enrollment in the programs being offered possibly due to general economic factors.

## **CORPORATE STRATEGIC PLAN**

The Corporate Strategic Plan objective of Organizational Excellence will be met through ongoing monitoring of the City budget and mitigation of negative variances as part of *building robust systems and frameworks aligned to strategy*.

## **FINANCIAL IMPLICATIONS**

Favourable year-end variances have historically been transferred to the appropriate Tax or Enterprise rate stabilization reserves and capital reserve funds. Unfavorable variances will be addressed through mitigation measures as necessary.

## **DEPARTMENTAL CONSULTATION/CONCURRENCE**

Departments must manage their programs according to municipal standards and within the approved budget. The responsibility of monitoring the operating budget is shared by Finance and the Departments managing their programs. Department managers were provided financial information based on reports to June 30, 2012 and provided projections based on available information in consultation with Finance.

## **COMMUNICATIONS**

Operating variance reports are prepared periodically for Council to monitor projections for year-end variances and to compare actual results against budget. Finance and Executive Team have committed to producing five operating variance reports for the year. This is the second operating variance report for 2012. Communications department will be notified of the release of this report.

## **ATTACHMENTS**

Appendix 1 – Operating Budget Variance June 30, 2012 – Department Summary  
Appendix 2 – External Operating Revenue Report June 30, 2012 – Department Summary

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"original signed by Colm Lynn"

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**Appendix 1**  
**Operating Budget Variance based on June 30, 2012**  
**City of Guelph: Departmental Summary**

	Total Annual Budget for Year 2012 (\$)	Projected Variance at Dec 31, 2012 (\$)	Projected Variance at Dec 31, 2012 (%)	Comments
<b>TAX SUPPORTED</b>				
<b><u>City Departments</u></b>				
CAO - ADMINISTRATION	\$ 1,606,000	\$ -	0.0%	No significant variance projected
OPERATIONS, TRANSIT & EMERGENCY SERVICES	\$ 48,392,000	-\$ 15,000	(0.0%)	Positive variance in Public Works due to lower winter control costs offset by higher fuel costs for transit. EMS salary costs higher than budgeted but expect to be recovered in 2013.
PLANNING, BUILDING, ENGINEERING & ENVIRONMENTAL SERVICES	\$ 13,511,000	\$ 30,000	0.2%	Increased revenue in Solid Waste offset by higher than budgeted property taxes and insurance.
COMMUNITY & SOCIAL SERVICES	\$ 15,385,000	\$ 295,000	1.9%	Higher than expected building maintenance costs and significant decrease in recreation program revenue.
CORPORATE & HUMAN RESOURCES	\$ 8,582,000	\$ 300,000	3.5%	Variance due to unbudgeted OMB and other litigation costs previously funded from reserves.
FINANCE AND ENTERPRISE	\$ 4,208,000	\$ -	0.0%	No significant variance projected
<b>TOTAL CITY DEPARTMENTS (excl Financing)</b>	<b>\$ 91,684,000</b>	<b>\$ 610,000</b>	<b>0.7%</b>	
GENERAL EXPENSES AND CAPITAL FINANCING	-\$ 159,473,000	-\$ 750,000	(0.5%)	Change in the timing of the GMHI dividend resulting in approximately \$1M surplus offset by higher tax vacancies and tax write offs.
<b>TOTAL CITY DEPARTMENTS (incl Financing)</b>	<b>-\$ 67,789,000</b>	<b>-\$ 140,000</b>	<b>(0.1%)</b>	
<b><u>Local and Outside Boards</u></b>				
LOCAL BOARDS	\$ 40,670,000	-\$ 700,000	(1.7%)	Savings from position vacancies and increased Ontario Police College recoveries
OUTSIDE BOARDS & AGENCIES	\$ 25,936,000	-\$ 290,000	(1.1%)	Lower than expected caseload in Ontario Works and significant savings in Social Housing due to lower property taxes and heating costs.
GRANTS	\$ 1,183,000	\$ -	0.0%	No significant variance projected
<b>Subtotal Grants, Local and Outside Boards &amp; Agencies</b>	<b>\$ 67,789,000</b>	<b>-\$ 990,000</b>	<b>(1.5%)</b>	
<b>TOTAL TAX SUPPORTED (incl Outside Boards, Grants and Financing)</b>	<b>\$ -</b>	<b>-\$ 1,130,000</b>	<b>(0.7%)</b>	
<b>ENTERPRISE - USER PAY</b>				
WATER REVENUE	-\$ 21,232,000	\$ -	0.0%	No significant variance projected
WATER OPERATIONS	\$ 21,232,000	\$ -	0.0%	No significant variance projected
<b>SUB-TOTAL WATER WORKS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	
WASTEWATER REVENUE	-\$ 24,594,000	\$ -	0.0%	No significant variance projected
WASTEWATER OPERATIONS	\$ 24,594,000	\$ -	0.0%	No significant variance projected
<b>SUB-TOTAL WASTEWATER</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	
ONTARIO BUILDING CODE REVENUE	-\$ 2,400,000	\$ -	0.0%	No significant variance projected
ONTARIO BUILDING CODE COSTS	\$ 2,400,000	\$ -	0.0%	No significant variance projected
<b>SUB-TOTAL OBC</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	
COURT SERVICES REVENUE	-\$ 2,419,000	-\$ 61,000	0.0%	Projecting increased revenue by year end
COURT SERVICES EXPENSES	\$ 2,419,000	-\$ 63,000	0.0%	Projecting an overall positive variance at year end
<b>SUB-TOTAL COURTS</b>	<b>\$ -</b>	<b>-\$ 124,000</b>	<b>(5.1%)</b>	
<b>TOTAL ENTERPRISE / USER PAY</b>	<b>\$ -</b>	<b>-\$ 124,000</b>	<b>(0.2%)</b>	

(Brackets indicate a favourable variance)



## Appendix 2

### External Revenue Reporting Variance based on June 30, 2012

#### City of Guelph: Departmental Summary

(Brackets indicate a favourable variance)

	Total Budgeted Revenue for Year 2012 (\$)	Projected Variance at Dec 31, 2012 (\$)	Projected Variance at Dec 31, 2012 (%)	Comments
<b>TAX SUPPORTED</b>				
<b>City Departments</b>				
CAO - ADMINISTRATION	\$ -	\$ -	0.0%	N/A
OPERATIONS, TRANSIT & EMERGENCY SERVICES	-\$ 14,375,679	\$ -	0.0%	Current variance due to lower U-pass sales, decreased parking revenue due to equipment issues. These revenues are expected to stabilize by year end with no revenue variance projected.
PLANNING, BUILDING, ENGINEERING & ENVIRONMENTAL SERVICES	-\$ 11,272,665	-\$ 100,000	(0.9%)	Solid waste projecting slight favourable variance due to higher commodity prices.
COMMUNITY & SOCIAL SERVICES	-\$ 9,126,975	\$ 175,000	1.9%	Negative projected variance due to lower/fewer program registration in Parks and Recreation area.
FINANCE AND ENTERPRISE	\$ -	\$ -	0.0%	N/A
<b>TOTAL CITY DEPARTMENTS (excl Financing)</b>	<b>-\$ 32,495,140</b>	<b>\$ 75,000</b>	<b>0.2%</b>	
POLICE	-\$ 1,685,300	-\$ 500,000	(29.7%)	OPC (Ontario Police College) secondment recoveries, additional volumes other fee volumes and higher additional recoveries for the Court Security and Prisoner Transportation.
LIBRARY	-\$ 490,900	\$ -	0.0%	No year end variance expected.
<b>TOTAL LOCAL BOARDS</b>	<b>-\$ 2,176,200</b>	<b>-\$ 500,000</b>	<b>(23.0%)</b>	
<b>TOTAL TAX SUPPORTED (incl Local Boards)</b>	<b>-\$ 34,671,340</b>	<b>-\$ 425,000</b>	<b>(1.2%)</b>	
<b>ENTERPRISE - USER PAY</b>				
WATER REVENUE	-\$ 21,232,000	\$ -	0.0%	No Projected Variance
WASTEWATER REVENUE	-\$ 24,594,000	\$ -	0.0%	No Projected Variance
ONTARIO BUILDING CODE REVENUE	-\$ 2,400,000	\$ -	0.0%	No Projected Variance
COURT SERVICES REVENUE	-\$ 2,419,000	-\$ 61,000	(2.5%)	Increased fine revenue projected
<b>TOTAL ENTERPRISE / USER PAY</b>	<b>-\$ 50,645,000</b>	<b>-\$ 61,000</b>	<b>(0.1%)</b>	

(Brackets indicate a favourable variance)

# COMMITTEE REPORT



TO **Corporate Administration, Finance and Enterprise**

SERVICE AREA Finance  
DATE September 10, 2012

**SUBJECT Capital Budget Monitoring, Q2 2012**

REPORT NUMBER FIN – 12-38

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## SUMMARY

### Purpose of Report:

- To provide an update on all open Capital Projects
- Summary of Projects not yet Started
- Summary of over budget projects
- Summary of Projects Closed in Q2

### Committee Action:

Review and approve the report entitled "Capital Budget Monitoring, Q2 2012"

## RECOMMENDATION

THAT the Finance report dated September 10, 2012 entitled "Capital Budget Monitoring, Q2 2012" be approved.

## BACKGROUND

In 2009, accounting standards and financial reporting requirements changed dramatically, with the most significant change being that municipalities were required to report on their tangible capital assets. As a result of this accounting requirement, staff have developed an accurate and accessible inventory of City assets by closely monitoring and managing approved capital projects.

## REPORT

Throughout 2011, Finance worked with City departments to update the status of all active capital projects as well as collect information related to the anticipated completion date. This information allows for more accurate financial reporting and asset management, as well as contributes to better cash flow modeling that can lead to improved investment opportunities. In 2012 Finance is continuing to refine and improve the Capital Budget monitoring and reporting process.

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## **Principles of Good Capital Project Management**

- Responsibility to overall City budget
- Transparency & timeliness of information
- Effective use of City funds
- Delivery of expected outcome

Below are four key metrics for monitoring capital projects in light of these principles.

### **Timeliness of Completion**

Timeliness of completion is important in that many capital projects have a disruptive impact on the citizens of the City, ensuring that the project is completed as quickly as possible and on time ensures that these disruptions are minimized. Other impacts from delay of completion of projects can be, increase in costs, diminished value to citizens, change in needs or direction of the City making projects obsolete prior to full use.

### **Timeliness of Initiation**

Timeliness of initiation is an important aspect of capital project management as it ensures that committed resources are put to use as planned and that expected benefits are realized within the expected time frame. Council approves projects based on their importance to the City as a whole and their relative priority amongst competing projects, unnecessary delays in beginning projects ties up resources that could be used for projects which are ready to proceed but not yet approved. In addition citizens expect the resources entrusted to the City will be actively used to provide benefits to them, projects not commenced as planned prevent this.

Schedule "A" provides a high level summary as of June 30, 2012 of all open capital projects organized by department. As of June 30<sup>th</sup> there were 318 open projects. Many of these projects are carried over from 2011, 51 were new projects for 2012. Currently these projects have spent 78% of the prior approved funding and 54% of total approved funding.

Schedule "B" provides a summary of the projects which have been approved in 2011 or prior Capital budgets and have had no activity as of June 30<sup>th</sup>. There are 34 projects in this group with an approved budget of \$5.99 million. This compares favourably to March 31<sup>st</sup> when there were 45 projects and \$8.67 million in approved budget. This represents less than 2% of the approved budget currently active.

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### Identification of Over Budget Projects

Over spending on capital projects can have an impact on both the capital reserves and operating budgets depending on the scale of the overage. It is anticipated that a small number of projects will end up over budget due to unforeseen circumstances. Identifying projects that are expected to go over budget early is imperative in managing the risk. Identification allows for analysis of alternatives such as reduction in scope of project, reallocation of funding from another project or use of surpluses from recently completed projects.

Schedule "C" provides a high level summary of overspent budgets by department. Finance has actively worked with the Project Managers and their departments to identify solutions for these projects. It is expected that all projects will be funded from unused funding from other approved projects. There are 30 projects which were over budget as at June 30th compared to 44 at March 31<sup>st</sup>. While the number of projects has decreased the amount over budget has stayed consistent.

### Closing of Projects

Once completed it is important that capital projects are quickly closed to allow for final accounting. Final accounting allows for the recognition of capital assets for PSAB3150 (Public Sector Accounting Board – Tangible Capital Assets Standard) purposes as well as identification of unused funding. Capture of capital assets for PSAB3150 purposes allows the City to actively manage its assets and ensure that proper planning is being done for maintenance and repair of these assets once they are in service. The identification of unused funding allows the City to potentially move forward other priority projects which have been delayed due to funding restraints. In addition the closing of projects with unused debt funding reduces our debt ratios, putting us in a better financial position.

Schedule "D" provides a summary of capital projects that were closed in Q2 2012. There were 149 projects closed with unused funding of \$6.2million. This funding is being used to fund overspending in other projects or returned to the appropriate reserves when possible.

## **CORPORATE STRATEGIC PLAN**

5.5 – A high credit rating and strong financial position

### **FINANCIAL IMPLICATIONS**

Ongoing monitoring of the capital work-in-progress accounts is a very important function as capital expenditures represent a large portion of annual municipal spending. Capital projects that are not completed according to municipal standards, on time and within budget can result in significant financial implications for the City.

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## **DEPARTMENTAL CONSULTATION**

The responsibility of monitoring the capital budget work-in-progress is shared by the departments responsible for the management of the project and the Finance department. Departments must manage the project to completion according to municipal standards, on time and within the approved budget.

## **COMMUNICATIONS**

Finance staff has worked closely with all City departments in obtaining the status of projects, expected completion times and impact on budget.

## **ATTACHMENTS**

Schedule "A" Summary of All Open Capital Projects

Schedule "B" Summary of Projects not yet Started

Schedule "C" Summary of Overspent Projects

Schedule "D" Summary of Capital Projects Closed in Q2 2012

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**Schedule A: FIN 12-38**  
**Summary of All Open Capital Projects**

	# of Open Projects	Total Prior Approved Funding	2012 Budget	Total Approved Funding	Total Expenditure to Date	% Spent
<b>PBEE</b>						
Policy Planning	15	3,472,740	415,000	3,887,740	2,798,754	72%
Roads	39	47,301,522	10,520,000	57,821,522	40,470,228	70%
Solid Waste	10	42,813,350	4,789,600	47,602,950	33,470,049	70%
Storm Water	13	3,476,792	1,900,000	5,376,792	1,862,827	35%
Transportation Planning	1	170,000	-	170,000	137,267	81%
<b>PBEE Total</b>	<b>78</b>	<b>97,234,404</b>	<b>17,624,600</b>	<b>114,859,004</b>	<b>78,739,125</b>	<b>69%</b>
<b>OPERATIONS &amp; TRANSIT</b>						
Fire	7	2,197,900	458,800	2,656,700	1,279,438	48%
Fleet	4	1,850,200	2,486,300	4,336,500	1,106,119	26%
Forestry	2	25,000	75,000	100,000	22,378	22%
Land Ambulance	4	519,730	535,500	1,055,230	792,983	75%
Parking	6	796,326	950,000	1,746,326	430,725	25%
Roadside Operations	3	218,000	-	218,000	70,127	32%
Traffic Signals	1	64,000	100,000	164,000	907	1%
Transit	13	3,086,095	4,604,600	7,690,695	2,876,920	37%
<b>OPERATIONS &amp; TRANSIT Total</b>	<b>40</b>	<b>8,757,251</b>	<b>9,210,200</b>	<b>17,967,451</b>	<b>6,579,597</b>	<b>37%</b>
<b>COMMUNITY &amp; SOCIAL SERVICES</b>						
Community Engagement	1	135,000	-	135,000	103,543	77%
Corporate Building	32	1,904,536	3,104,000	5,008,536	2,179,713	44%
Culture & Tourism	4	183,500	315,000	498,500	202,827	41%
Park Operations	15	780,568	770,000	1,550,568	790,186	51%
Park Planning	14	6,178,189	3,466,000	9,644,189	4,999,460	52%
Parks & Rec	3	10,000	40,000	50,000	-	0%
<b>COMMUNITY &amp; SOCIAL SERVICES Total</b>	<b>69</b>	<b>9,191,793</b>	<b>7,695,000</b>	<b>16,886,793</b>	<b>8,275,729</b>	<b>49%</b>
<b>CORPORATE &amp; HR</b>						
IT	11	1,334,783	1,844,383	3,179,166	1,066,623	34%
<b>CORPORATE &amp; HR Total</b>	<b>11</b>	<b>1,334,783</b>	<b>1,844,383</b>	<b>3,179,166</b>	<b>1,066,623</b>	<b>34%</b>
<b>ENTERPRISE</b>						
POA	1	-	30,300	30,300	3,109	10%
<b>ENTERPRISE Total</b>	<b>1</b>	<b>-</b>	<b>30,300</b>	<b>30,300</b>	<b>3,109</b>	<b>10%</b>
<b>FINANCE &amp; ENTERPRISE</b>						
Community Energy	1	163,800	55,000	218,800	158,916	73%
Downtown Renewal	2	330,000	3,800,000	4,130,000	196,541	5%
Economic Development	5	20,674,338	3,500,000	24,174,338	23,930,235	99%
Finance	4	857,600	120,000	977,600	502,869	51%
<b>FINANCE &amp; ENTERPRISE Total</b>	<b>12</b>	<b>22,025,738</b>	<b>7,475,000</b>	<b>29,500,738</b>	<b>24,788,562</b>	<b>84%</b>
<b>BOARDS</b>						
Library	3	69,000	60,000	129,000	-	0%
Police	11	1,688,104	12,528,900	14,217,004	588,706	4%
<b>BOARDS Total</b>	<b>14</b>	<b>1,757,104</b>	<b>12,588,900</b>	<b>14,346,004</b>	<b>588,706</b>	<b>4%</b>
<b>Total Tax Supported</b>	<b>225</b>	<b>140,301,073</b>	<b>56,468,383</b>	<b>196,769,456</b>	<b>120,041,451</b>	<b>61%</b>
<b>USER PAY</b>						
Wastewater	54	27,198,126	15,298,636	42,496,762	14,571,416	30%
Water Services	39	28,632,001	12,919,924	41,551,925	17,793,701	43%
<b>Total User Pay</b>	<b>93</b>	<b>55,830,127</b>	<b>28,218,560</b>	<b>84,048,687</b>	<b>32,365,117</b>	<b>36%</b>
<b>Grand Total</b>	<b>318</b>	<b>196,131,200</b>	<b>84,686,943</b>	<b>280,818,143</b>	<b>152,406,568</b>	<b>54%</b>

**Schedule B: FIN 12-38**  
**Summary of Projects not yet Started**

	Total # of Open Projects	# of Projects not Started	Pre-2011 Approved Budget	2011 Approved Budget	Total Approved Budget	% of Total Department Capital Budget
<b>PBEE</b>						
Policy Planning	15	1	80,000.00	-	80,000.00	2%
Roads	39	3	175,000.00	200,000.00	375,000.00	1%
Solid Waste	10	1	250,000.00	-	250,000.00	1%
Storm Water	13	1	195,000.00	1,048,000.00	1,243,000.00	23%
<b>PBEE Total</b>	<b>77</b>	<b>6</b>	<b>700,000</b>	<b>1,248,000</b>	<b>1,948,000</b>	<b>2%</b>
<b>OPERATIONS &amp; TRANSIT</b>						
Fleet	4	1	-	100,000.00	100,000.00	2%
Parking	6	3	120,000.00	175,000.00	295,000.00	17%
Roadside Operations	3	1	-	30,000.00	30,000.00	14%
Transit	13	1	-	47,000.00	47,000.00	1%
<b>OPERATIONS &amp; TRANSIT Total</b>	<b>26</b>	<b>6</b>	<b>120,000</b>	<b>352,000</b>	<b>472,000</b>	<b>3%</b>
<b>COMMUNITY &amp; SOCIAL SERVICES</b>						
Corporate Building	32	4	63,000.00	21,863.00	84,863.00	2%
Park Planning	14	1	25,000.00	-	25,000.00	0%
Parks & Rec	3	1	-	10,000.00	10,000.00	20%
<b>COMMUNITY &amp; SOCIAL SERVICES Total</b>	<b>49</b>	<b>6</b>	<b>88,000</b>	<b>31,863</b>	<b>119,863</b>	<b>1%</b>
<b>BOARDS</b>						
Library	3	2		69,000.00	69,000.00	53%
Police	11	1	164,900.00	-	164,900.00	1%
<b>BOARDS Total</b>	<b>14</b>	<b>3</b>	<b>164,900</b>	<b>69,000</b>	<b>233,900</b>	<b>2%</b>
<b>Total Tax Supported</b>	<b>166</b>	<b>21</b>	<b>1,072,900</b>	<b>1,700,863</b>	<b>2,773,763</b>	<b>2%</b>
<b>USER PAY</b>						
Wastewater	54	6	450,000.00	724,517.00	1,174,517.00	2%
Water Services	39	7	387,210.00	1,657,500.00	2,044,710.00	5%
<b>Total User Pay</b>	<b>93</b>	<b>13</b>	<b>837,210</b>	<b>2,382,017</b>	<b>3,219,227</b>	<b>4%</b>
<b>Grand Total</b>	<b>259</b>	<b>34</b>	<b>1,910,110</b>	<b>4,082,880</b>	<b>5,992,990</b>	<b>2%</b>

**Schedule C: FIN 12-38**  
**Summary of Overspent Budgets**

	# of Projects	Total Approved Funding	Total Expenditures to Date	Over Budget Amount	Unspent Budget in Other Projects
PBEE					
Policy Planning	2	597,000	645,653	(48,653)	1,040,333
Roads	5	11,270,282	11,550,986	(280,704)	17,070,590
Storm Water	2	464,000	480,703	(16,703)	3,497,263
<b>PBEE Total</b>	<b>9</b>	<b>12,331,282</b>	<b>12,677,342</b>	<b>(346,060)</b>	<b>21,608,186</b>
COMMUNITY & SOCIAL SERVICES					
Corporate Building	5	255,082	459,064	(203,982)	2,624,841
Park Planning	1	406,200	406,442	(242)	4,644,487
<b>COMMUNITY &amp; SOCIAL SERVICES Total</b>	<b>6</b>	<b>661,282</b>	<b>865,506</b>	<b>(204,224)</b>	<b>7,269,328</b>
CORPORATE & HR					
IT	1	47,000	58,905	(11,905)	2,100,638
<b>CORPORATE &amp; HR Total</b>		<b>47,000</b>	<b>58,905</b>	<b>(11,905)</b>	<b>2,100,638</b>
<b>Total Tax Supported</b>	<b>16</b>	<b>13,039,564</b>	<b>13,601,752</b>	<b>(562,188)</b>	<b>30,978,152</b>
USER PAY					
Wastewater	7	1,358,704	1,694,123	(335,419)	27,589,927
Water Services	7	4,817,787	5,006,764	(188,977)	23,569,247
<b>Total User Pay</b>	<b>14</b>	<b>7,155,968</b>	<b>7,760,493</b>	<b>(524,396)</b>	<b>51,159,174</b>
<b>Grand Total</b>	<b>30</b>	<b>20,195,532</b>	<b>21,362,246</b>	<b>(1,086,584)</b>	<b>82,137,326</b>

Note: The above overages will be covered via budget reallocations from other approved projects through discussions with the appropriate Project Managers. Unspent budget amount shown may not all be similar fundign to overspent projects



**Schedule D: FIN 12-38**  
**Summary of Capital Projects Closed in Q2 2012**

				Funding Sources		
	# of Projects	Approved Budget (at Time of Closure)	Unused Funding (at Time of Closure)	DC	Grants & Subsidies	Capital Reserve
PBEE						
Policy Planning	1	213,000	-			
Roads	17	21,095,475	2,407,338	447,915	1,117,067	842,356
Solid Waste	8	5,213,877	-			
Storm Water	5	1,869,753	196,978		59,204	137,774
PBEE Total	31	28,392,105	2,604,316	447,915	1,176,271	980,130
OPERATIONS & TRANSIT						
By-Law	1	40,000	-			
Fire	7	5,783,853	4,650			4,650
Fleet	4	6,888,002	672,889			672,889
Land Ambulance	6	4,086,840	-			
Parking	5	144,259	45,000			45,000
Traffic Signals	2	252,000	43,100	36,900		6,200
Transit	6	984,000	217,000	157,000	60,000	
OPERATIONS & TRANSIT Total	31	18,178,954	982,639	193,900	60,000	728,739
COMMUNITY & SOCIAL SERVICES						
Corporate Building	12	14,743,392	33,804			33,804
Culture & Tourism	2	63,940	-			
Park Planning	3	176,729	21,474	21,474		-
Parks & Rec	9	2,893,308	58,700	8,100		50,600
COMMUNITY & SOCIAL SERVICES Total	26	17,877,369	113,978	29,574	-	84,404
CORPORATE & HR						
IT	10	1,035,006	56,569			56,569
CORPORATE & HR Total	10	1,035,006	56,569	-	-	56,569
FINANCE & ENTERPRISE						
Finance	2	1,672,000	-			
FINANCE & ENTERPRISE Total	2	1,672,000	-	-	-	-
BOARDS						
Library	2	243,300	36,000	36,000		-
Police	12	10,537,908	-			-
BOARDS Total	14	10,781,208	36,000	36,000	-	-
ISF & RinC						
Parks & Rec	1	2,090,000	627,940		627,940	
Roads	4	20,578,740	607,046		199,077	407,969
Wastewater	2	1,149,040	123,936		3,188	120,748
Water Services	2	1,275,180	179,385		3,188	176,197
ISF & RinC Total	2	25,092,960	1,538,307	-	833,393	704,914
Total Tax Supported						
	116	103,029,602	5,331,809	707,389	2,069,664	2,554,756
USER PAY						
Wastewater	16	27,441,812	137,355	88,800		48,555
Water Services	17	33,733,720	755,708	519,860	235,848	
USER PAY Total	33	61,175,532	893,063	608,660	235,848	48,555
Grand Total						
	149	164,205,134	6,224,872	1,316,049	2,305,512	2,603,311

Note: Grants & Subsidies represents the amount not required due to projects coming in under budget. Therefore this funding was never received. Transit & Federal Gas Tax fund are the exception where the funding is transferrable and has been applied to 2012 projects. ISF & RinC funding returned to the Capital Reserves was used to fund ISF & RinC projects that have gone over budget. Funding returned to Capital Reserves was used to fund overbudget projects in same Department.