

# COMMITTEE AGENDA



TO **Corporate Administration, Finance and Emergency Services  
Committee**

DATE February 13, 2012

LOCATION Council Chambers

TIME 5 p.m.

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## DISCLOSURE OF PECUNIARY INTEREST

## CONFIRMATION OF MINUTES – January 9, 2012

## PRESENTATIONS (Items with no accompanying report)

a)

## 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 & Emergency Services Committee Consent Agenda will be approved in one resolution.*

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
CAFES-1 Guelph Fire Department Strategic Plan Review			
CAFES-2 2011 Finance Annual Report			

Resolution to adopt the balance of the Corporate Administration, Finance & Emergency Services 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 – March 12, 2012

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

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

Present: Councillors Hofland, Kovach, Laidlaw, Wettstein and Mayor Farbridge

Absent: Councillor Wettstein

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

Staff Present: Ms. A. Pappert, Chief Administrative Officer; Mr. M. Amorosi, Executive Director Corporate & Human Resources; Ms. S. Aram, Acting Treasurer; Mr. S. Armstrong, General Manager/Fire Chief, Emergency Services Fire/Ambulance; Mr. B. Labelle, City Clerk; Ms. T. Agnello, Deputy Clerk; and Ms. J. Sweeney, Council Committee Co-ordinator

There was no disclosure of pecuniary interest.

1. Moved by Mayor Farbridge  
Seconded by Councillor Kovach

THAT the minutes of the Corporate Administration, Finance and Emergency Services Committee meeting held on December 5, 2011 be confirmed as recorded and without being read.

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

VOTING AGAINST: (0)

Carried

**Consent Agenda**

The following items were extracted from Corporate Administration, Finance & Emergency Services Committee January 9, 2012 Consent Agenda:

- |                |  |
|----------------|--|
| CAFES-2012 A.1 | Report on Land Ambulance Enhancements – Next Steps |
| CAFES-2012 A.2 | Operating Variance Reporting Schedule              |
| CAFES-2012 A.3 | Rolling Calendar                                   |

2. Moved by Councillor Laidlaw  
Seconded by Mayor Farbridge

THAT the balance of the Corporate Administration, Finance & Emergency Services Committee January 9, 2012 Consent Agenda, as identified below, be adopted:

a) **Proposed Offer to Purchase Permanent Easement –  
Emergency Access and Walkway – NS Teal Drive**

REPORT

THAT the Mayor and Clerk be authorized to execute an agreement for a permanent easement in favour of Seaton Ridge Communities Ltd. For the purposes of an emergency access and walkway over the property legally described as Block 46, Plan 61M40, City of Guelph, designated as Part 9 on 61R8456.

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

VOTING AGAINST: (0)

Carried

**Report on Land Ambulance Enhancements – Next Steps**

In response to questions, the General Manager/Fire Chief, Emergency Services Fire/Ambulance provided information on the collection of data. He advised that they will be collecting data to ensure its accuracy.

3. Moved by Councillor Kovach  
Seconded by Mayor Farbridge

REPORT

THAT the Mayor be requested to write to the Minister of Health and Liz Sandals, MPP, expressing the City of Guelph's concern relating to the accuracy of the data collected with respect to the dispatching and response times of land ambulance services and the multiple risks it presents to the City of Guelph and to request the validity and accuracy of the data.

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

VOTING AGAINST: (0)

Carried

REPORT

4. Moved by Councillor Kovach  
Seconded by Councillor Laidlaw  
THAT the report dated January 9<sup>th</sup>, 2012 with respect to Guelph Wellington Emergency Medical Service coverage enhancements and next steps be received for information.

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

VOTING AGAINST: (0)

Carried

**Operating Variance Reporting Schedule**

Ms. S. Aram  
Counc. J. Hofland

5. Moved by Mayor Farbridge  
Seconded by Councillor Kovach  
THAT the report FIN-12-02 entitled "Operating Variance Reporting Schedule" dated January 9, 2012, be received for information;

AND THAT staff be requested to report back to the Committee with a policy relating to operating variance reporting.

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

VOTING AGAINST: (0)

Carried

**Rolling Calendar**

Mr. M. Amorosi  
Ms. S. Aram  
Counc. J. Hofland

6. Moved by Mayor Farbridge  
Seconded by Councillor Laidlaw  
THAT the attached Rolling Calendar for Corporate Administration, Finance & Emergency Services Committee, be received for information;

AND THAT an annual budget debriefing be included on the rolling calendar.

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

VOTING AGAINST: (0)

Carried

The meeting adjourned at 5:16 p.m.

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Chairperson

**CORPORATE ADMINISTRATION, FINANCE & EMERGENCY SERVICES COMMITTEE  
CONSENT AGENDA**

**February 13, 2012**

Members of the Corporate Administration, Finance & Emergency Services 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 & Emergency Services Committee Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
CAFES-2012 A.5) <b>GUELPH FIRE DEPARTMENT STRATEGIC PLAN REVIEW</b>  THAT the report of the General Manager of Emergency Services, dated February 13, 2012 with respect to the Guelph Fire Department Strategic Plan Review, be received for information.	Receive
CAFES-2012 A.6) <b>2011 FINANCE ANNUAL REPORT</b>  THAT the 2011 Finance Annual Report be received for information.	Receive
<b>B Items for Direction of Committee</b>	

attach.

# COMMITTEE REPORT



**TO** Corporate Administration, Finance and Emergency Services Committee

**SERVICE AREA** Emergency Services – Guelph Fire Department

**DATE** February 13<sup>th</sup>, 2012

**SUBJECT** Guelph Fire Department Strategic Plan Review

**REPORT NUMBER**

## **SUMMARY**

### **Purpose of Report**

To provide information on the Guelph Fire Department strategic plan review covering the period of January to December 2011.

### **Committee Action**

To receive this report for information.

## **BACKGROUND**

In 2009 the Guelph Fire Department created a Strategic Plan to assist it in meeting its goals. This plan is a five year plan and is reviewed regularly. The plan assists the Department with continuous quality improvement and enhancement of service delivery to the community.

## **REPORT**

The Guelph Fire Department recently reviewed its Strategic Plan for the time period covering January to December 2011.

The development of the Guelph Fire Department's Strategic Plan was a joint project that included representation from all divisions within the department along with assistance from several of the City's other departments such as Human Resources, Corporate Communications and the CAO's Manager of Strategic Planning. The plan was officially adopted by Guelph City Council in December 2009. Since the plan's inception the department has taken some very positive steps toward meeting the goals and objectives noted in the plan.

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One of the most effective ways the department can ensure it continues to meet the noted goals and objectives is by regular review, follow-up, documentation and correlation of all efforts toward meeting them. Since the inception of the strategic plan, the tracking of all staff meetings and memos which pertain to specific projects/recommendations must indicate how they support the strategic plan. These initiatives have proven to be quite beneficial in helping the department realize the gains it has made toward meeting the identified goals and objectives of the strategic plan.

The review results are attached to this report and highlight our progress toward meeting our goals.

### **CORPORATE STRATEGIC PLAN**

2.4 - The lowest crime rate and best emergency services record of any comparable-sized Canadian city

### **FINANCIAL IMPLICATIONS**

No immediate Financial Implications

### **DEPARTMENTAL CONSULTATION**

Many other City departments have been involved in our strategic plan as have outside agencies.

### **COMMUNICATIONS**

N/A

### **ATTACHMENTS**

N/A

“original signed by Randy Gillis”

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**Prepared By:**

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Emergency Services  
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“original signed by Shawn Armstrong”

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**Recommended By:**

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“original signed by Harry Dunning”

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**Prepared By:**

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Guelph Fire Department  
Strategic Plan Year End Review

January to December 2011



Prepared by:  
Randy Gillis

Approved by:  
Harry Dunning

## **Introduction:**

The development of the Guelph Fire Department's Strategic Plan was a joint project that included representation from all divisions within the department along with assistance from several of the City's other departments such as Human Resources, Corporate Communications and the CAO's Manager of Strategic Planning. The plan was officially adopted by Guelph City Council in December 2009. Since the plan's inception the department has taken some very positive steps toward meeting the goals and objectives noted in the plan.

One of the most effective ways the department can ensure it continues to meet the noted goals and objectives is by regular review, follow-up, documentation and correlation of all efforts toward meeting them. Since the inception of the strategic plan, the tracking of all staff meetings and memos which pertain to specific projects/recommendations must indicate how they support the strategic plan. These initiatives have proven to be quite beneficial in helping the department realize the gains it has made toward meeting the identified goals and objectives of the strategic plan.

For a complete overview of the plan, please refer to the Guelph Fire Department's (GFD) Strategic Plan (2009 – 2014) which consists of six goals and 17 objectives. Further references are also available by viewing staff/committee meeting minutes, memos, and accreditation documents located on departments shared drive.

The following is a summary of the more notable accomplishments identified from January to December 2011:

## **Education & training**

### **Goal #1 – A highly skilled workforce**

- Dispatch has now gone live with a new and advanced Computer Aided Dispatch system (Symposium EME Horizon) for the central dispatch centre; involving initial & continued training for data processing, primary and secondary alarm room technicians , and officers
- Alarm room technicians (ART) attended the National Emergency Number Association (NENA) conference in Sept. and will be participating in an upcoming certification course.
- In October, GFD hosted additional alarm room technician training by Proven Ways for both GFD and other emergency services
- Dispatch training manual, including new policies and procedures to assist both permanent and back-up dispatchers achieve excellence and consistency completed in draft form
- Training division sent out staff survey to identify any training learning gaps

- Hosted OFC course # 401 Pre-incident planning for staff & neighbouring departments and has arranged to host several other Ontario Fire College and independent courses throughout 2012
- Enhanced Captain in Training & Platoon Chief in Training development programs underway
- Utilized the Cambridge Fire Training Centre for live fire-ground evolutions, and staff provided many other training evolutions during the group of 20 recruit program
- Received new “Fireblast” Mobile Live Fire Training Unit in Sept. 2011 and provided training to all members
- Ordered new SCBA/confined space training maze from “Prosafe” with expected delivery in the 1<sup>st</sup> quarter of 2012 with plans to install at # 5 station
- Personnel continue to work towards firefighter, and officer certification. Enhanced Incident Management System for captains & platoon chiefs (Blue Card) underway. One train the trainer has completed course and in process of selecting one for each platoon. Those required to complete initial Blue Card training will need to complete within one year with annual recertification requirements
- Developing training & resource sharing opportunities amongst Cambridge, Kitchener, Waterloo, and the County of Wellington.
- Continue to participate in mandatory Department & corporate training initiatives (i.e. OFM annual curriculum, WHMIS, Health & Safety, IMS 100 emergency preparedness, asbestos awareness)
- Continue to conduct daily training sessions in various evolutions of firefighting, specialized rescue and hazardous operations
- Senior staff participated in Emergency Preparedness table top exercise in Oct.
- Purchased and installed new AV equipment in both the lecture/training room and board room initially to accommodate mass training on “Fireblast” live fire training unit as well as to enhance the quality and functionality during other presentations and conferencing
- Committed to participating in an on-line training develop program to evaluate for possible use as a department wide system used to implement and track all training requirements

## **Health, wellness and recognition**

### **Goal #2 – A safe and healthy work environment**

- Staff able to take advantage of all corporate wellness programs regularly promoted through the intranet
- Continue working with the Athletic Club in relation to promoting fitness opportunities for our staff
- Staff representative will be involved in developing maintenance program to ensure each station has properly maintained fitness equipment
- An EAP (employee assistance program). Representation & availability continues to be available for staff and their families

- The SOG (standard operating guideline) committee updated and evaluated all of the present department SOG's (this is to be done on an annual basis)
- Incident safety officer program is in progress with 4 GFD members having received the OFC - ISO train-the-trainer course.
- 4 members attended train-the-trainer course at Fanshawe College for driver training May 5th; with follow-up on-site simulator and training for all firefighting staff received in June
- New auto extrication gloves providing better dexterity issued to all platoons
- Evaluated and purchased new voice amplifiers to assist with communications while suited up with self-contained breathing apparatus
- Purchase new encrypted portable radios as part of the radio replacement cycle to enhance communication capabilities amongst crew members and the communications centre
- Quotes for new replacement Haz-mat suits have been received from different vendors and will be purchased soon utilizing Joint Emergency Preparedness Program provided through federal grants
- New text books have been purchased for the department library.
- Reference to applicable guidance material (Section 21 of the OHSA) being incorporated into all new or revised SOGs
- Prepared new lesson & safety plans for all applicable training
- Implemented scheduled fire safety inspections by FPO at all fire stations, and arranged for additional inspections from Corporate Properties representative, as well as implemented strict safety procedures during Headquarters renovations
- City and Department recognition protocols have been incorporated to properly recognize the efforts of our staff (recruit graduation, long service awards, and issued several plaques to staff for excellence/achievement)
- Received official Accredited Agency status & plaque on March 8<sup>th</sup>
- Promoted the history of GFD through the strategic plan, and standards of cover, as well as seeking advice from internal and outside sources on producing additional historic facts in a booklet format. Committee, and Chair person appointed to lead project

## **Communications and community engagement**

### **Goal #3 – A safety conscious and aware community**

- The City's monthly newsletter "City Holler" is being utilized to promote a greater level of shared information to other employees within the City
- The fire department's web site is being updated on a regular basis for staff and the community to view in relation to services that the GFD provides along with any new initiatives
- Continue to promote safety via outdoor message boards at each station
- Regularly participated in scheduled public fire safety awareness events including, career fair at local high school, neighbourhood groups (Hot Summer Nights program); including PSAs to local media

- Other avenues of technology are being investigated to improve upon our ability to share information with the community (i.e. facebook, twitter, etc)
- Emergency preparedness week took place in May and is an ongoing (annual) program to heighten the level of community awareness in relation to preparing for any type of disaster
- Continue to participate in annual emergency preparedness and evacuation exercises
- Fire Prevention staff involved in conducting mock evacuation drills at all seniors/nursing occupancies to prepare and enhance level of awareness

## **Service delivery and continuous improvement**

### **Goal #4 – An innovative work place focused on service excellence**

- Progressed steadily throughout the year with the 2011 work plan to ensure all plans noted in the Accreditation Self-Assessment Manual, Strategic Plan, and Standards of Cover were addressed
- Installation of a new CAD system from “Symposium” for dispatch system and now in the process of creating RFP for on-board mobile data terminals (MDT’s) to expedite the dispatching process. Also created enhanced GIS mapping for County dispatching
- Response times continue to be monitored against established baseline & benchmark objectives on a regular basis to identify areas where improvement can be achieved. An evaluation of two new analysis software programs (NFIRS 5 Alive & FH Analytics) has been conducted which led to the decision to purchase NFIRS 5 Alive. This will provide a much quicker means of determining call taking, turnout, and travel times for emergency responses as well as several other functions
- One staffed pumper now operational as of June 20<sup>th</sup> at 6 station to improve response times in the south end, and under the City’s vehicle replacement plan, received two new fully equipped pumper trucks

## **Administrative excellence**

### **Goal #5 – An accountable and transparent department with strong leadership**

- Deputy Chief and Fire Chief periodically visit at the fire stations to update staff on current status of projects and the strategic plan
- Weekly meetings continue to rotate between all stations so staff can participate in the meetings. Senior officers’ meeting continue on a quarterly basis
- Division head meeting held in January to discuss goals and work plans associated with Accreditation and other strategic needs
- Each division head now responsible for submitting their annual budget needs along with monthly variance monitoring

## Strategic partnerships

### **Goal #6 – A well developed network of partnerships with key support agencies**

- Joint partnership with Police and Ambulance on the construction and official opening of the new Clair Rd. Emergency Services Centre on June 20<sup>th</sup>
- Reviewing training partnerships with other communities and colleges to take advantage of cost saving opportunities
- Fire prevention is working closely with the University of Guelph and other stake holders within the community (i.e. employees of elder care facilities, neighbourhood groups – Hot Summer Nights) to strengthen fire safety initiatives
- Joint task force established between Fire & Police to mitigate suspicious fires
- Tiered response agreement between GFD and Guelph Wellington Emergency Medical Services (GWEMS) has been updated to better reflect the types of medical calls we will be responding to. Also continue to partner with GWEMS to develop and implement operational policies for improved tiered services and quality assurance
- Formed a partnership with Co-operators Insurance to educate and promote the benefits of residential sprinkler systems

## **Conclusion:**

The strategic plan has been the culmination of a great deal of time and effort and could not have been realized without the help of representatives from each division, and the assistance of the City's Human Resources, Corporate Communications and CAO's Strategic Planning departments.

As noted, there has been a lot of progress in relation to the goals and objectives identified in the department's strategic plan, self-assessment manual, and standards of cover. We are presently at the beginning of the 3rd year of the five-year strategic plan; as such there is still a lot of work to be accomplished. However, scheduled reviews of the plan & other documents will keep us focused on the goals and their associated timelines.

The success and continuation of utilizing the Strategic Plan to guide current and future direction, is a result of a concerted effort and dedication towards self-improvement by all GFD personnel.

The next review of the plan is scheduled for July 2012.

# COMMITTEE REPORT



TO **CAFES**

SERVICE AREA Finance  
DATE February 13, 2012

**SUBJECT 2011 Finance Annual Report**  
REPORT NUMBER FIN-12-09

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## SUMMARY

### **Purpose of Report:**

The 2011 Finance Annual Report represents stage one of the Finance Department's commitment to reporting back to Committee and Guelph City Council. This report provides a brief summary of the Finance department's accomplishments in 2011. An overview of the goals and projects the department plan to work on in 2012 and 2013 will be presented in the next three to six months.

This report also focuses on the key role Finance plays in safeguarding the financial assets of the Corporation and the positive contributions that have been made in 2011.

### **Committee Action:**

That the 2011 Finance Annual Report be received for information.

## RECOMMENDATION

That the 2011 Finance Annual Report be received for information.

## REPORT

Throughout 2011, the City of Guelph's Finance department undertook several key projects and initiatives that resulted in a new and improved way of doing business. These projects include:

- Maintaining the City's AA credit rating
- Incorporating the City's financial statements into a community report
- Leading a new budget process that utilized cross-departmental budget teams and resulted in a more transparent and easy-to-read budget document
- Received Council approval of a \$46.75 million debt issue for City capital projects including the New Civic Museum and the Organics Facility

In addition to these projects, it is important to recognize the work done within the department to ensure that the City of Guelph is meeting its legislative requirements

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and put the financial framework in place to safeguard the Corporation's financial assets. The 2011 Finance Annual Report will highlight these accomplishments.

In addition, staff have included a 2011 Finance Performance Dashboard which provides a comparison of the activities the finance department has direct control over and benchmarks the year-over-year change to the measure on an internal basis. The dashboard divides activities into accountability and transparency, cash flow and revenue management and risk management.

In the coming three to six months, staff will bring a second report to Committee. This report will provide an overview of the plans and goals the department will work towards throughout 2012 and 2013.

### **CORPORATE STRATEGIC PLAN**

Objective 5.3: Open, accountable and transparent conduct of municipal business

### **FINANCIAL IMPLICATIONS**

N/A

### **DEPARTMENTAL CONSULTATION**

N/A

### **COMMUNICATIONS**

CAFES Committee was made aware of the timing of this report via the 2012 CAFES Calendar report.

### **ATTACHMENTS**

2011 Finance Annual Report

"original signed by Sarah Purton"

"original signed by Susan Aram"

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#### **Prepared By:**

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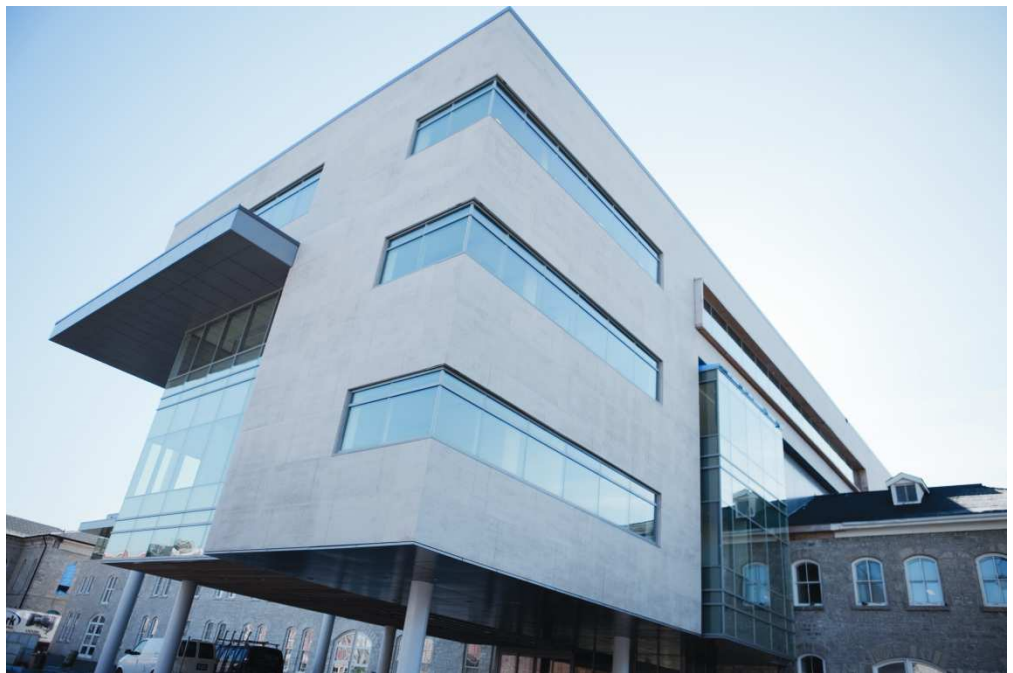
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#### **Recommended By:**

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# 2011 FINANCE ANNUAL REPORT



## FRAMING OUR FINANCIAL FUTURE...

*The 2011 Finance Annual Report focuses on how the City of Guelph's Finance Department plays a key role in Framing Our Financial Future. This report will discuss the Corporation's Financial Position and highlight the Department's accomplishments. An additional report summarizing the 2012 & 2013 goals and plans for the department will follow in three to six months.*

## EXECUTIVE SUMMARY

The 2011 Finance Annual Report will provide a summary of the highlights of the City of Guelph’s Finance department. The inaugural report will briefly discuss the financial position of the Corporation as a whole, provide an overview of the work done by the Finance Department and highlight 2011 accomplishments. A follow-up report discussing the department’s goals and plans throughout 2012 and 2013 will follow in the next three to six months.

The **2011 Finance Performance Dashboard** shown below demonstrates how the Finance Department is trending in the areas of accountability & transparency, cash flow & revenue management and risk management. Items marked in green on this dashboard indicate that the measure is trending positive; yellow indicates that the measure is in an acceptable range, but caution should be taken and red indicates that corrective action needs to be taken. In addition, a “+” indicates a year-over-year improvement to the measure, while a “-“ indicates a negative year-over-year change. A “\” indicates that the measure has not changed over the prior year.

As shown below, variance reporting is identified as an area that required immediate improvement. In order to address this, staff have committed to providing regular operating and capital variance reports to Council through the Corporate Administration, Finance & Emergency Services Committee (CAFES).

### 2011 FINANCE PERFORMANCE DASHBOARD

ACCOUNTABILITY & TRANSPARANCY	CASH FLOW & REVENUE MANAGEMENT
Amount of time budget is available for review by Council & the Public	Cash flow modelling & investment income
Number of Operating & Capital variance reports provided to Council	Value of Taxes Receivable
Amount of time lapsed between year end and publishing of Financial Statements	Value of Accounts Payable
Credit Rating Score provided by Standards and Poor	Value of Accounts Receivable
RISK MANAGEMENT	
Annual value of claims per year	
Regular review of internal controls	
Controls in place to ensure purchases are linked to approved budgets	

## FINANCE & THE CORPORATION'S FINANCIAL POSITION

As shown in the **2011 Finance Performance Dashboard**, the City of Guelph once again received an **AA credit and debt rating** from Standards and Poor. This score is reflective of the City's good operating performance, manageable debt burden and ability to thrive during the recent economic downturn continuing to impact businesses and governments around the world. By maintaining an AA rating, the City positioned itself to continue to secure favourable borrowing rates when issuing debt to fund its capital expenditures which will result in significant savings for the City of Guelph.



In 2011, the City also published its first ever financial and community report titled **Making a Difference 2010: A Financial & Community Report**. This new and comprehensive report merged the City's financial statements with highlights of the City's strategic accomplishments to give a true sense of how tax dollars are spent. This report contains a number of key indicators that demonstrate just how well the City is doing from a financial perspective including an improved **financial position**, a positive **operating surplus ratio** and on-going prudent management of the City's debt burden and capacity through various **debt ratios & measures**. Just as

important, this report also identified areas for **improvement** that were to be addressed throughout 2011 and beyond.

In addition, in response to unpredictable market conditions and a sustained period of low interest rates, the City made huge strides in 2011 with respect to improving its investment opportunities by updating the **City of Guelph's Investment Policy**. This policy was approved by Council in late 2011 and maintained the key **oversight principles** established in the original policy but included increased **flexibility** in terms of securing good investment opportunities in less than ideal market conditions.

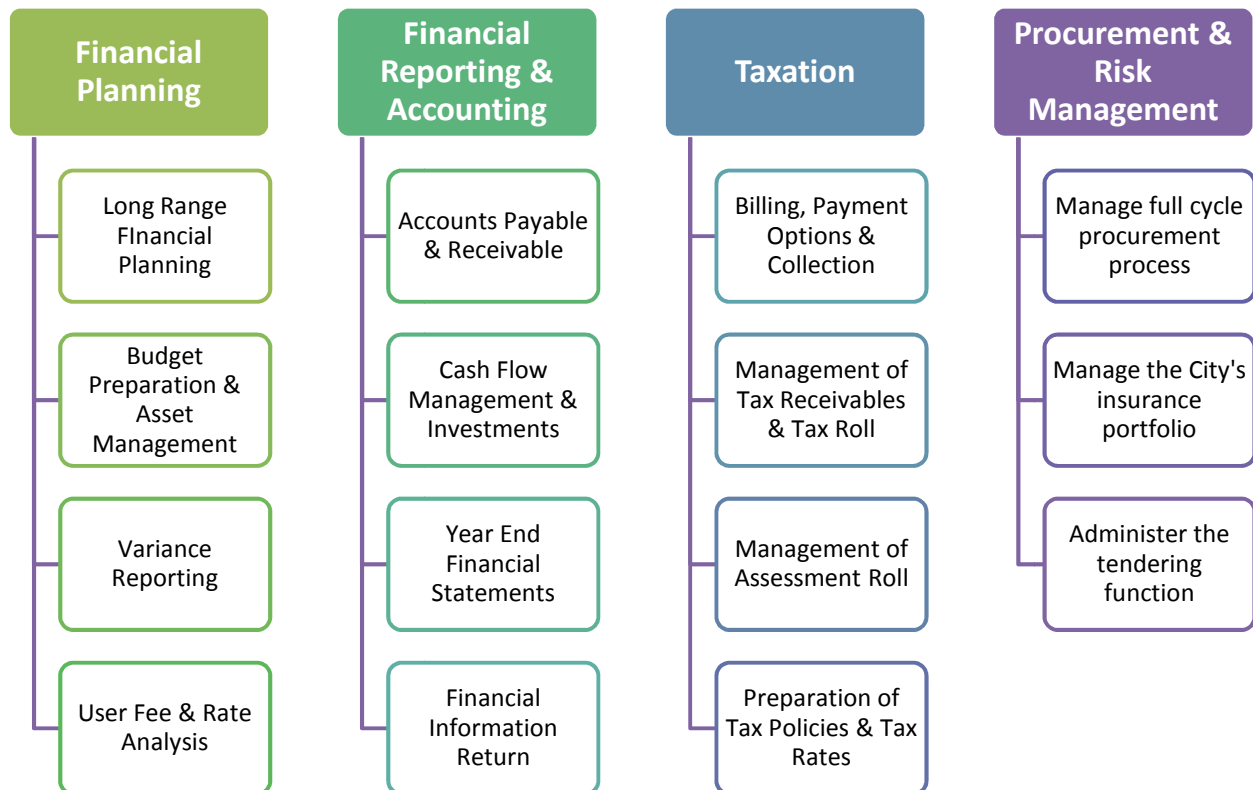
Finally, 2011 marked a transitional change in the City's budgeting process to increase transparency and accountability and ensure the City is well positioned as it moves into 2012. The City's budget is critical in **framing the organization's financial future** and the 2012 capital budget delivered the organization's first ever sustainable 10-year capital budget. Both the City's operating and capital budgets will challenge Council and staff to **do business differently** throughout 2012 and as demonstrated above the financial framework is in place to help make this a reality.



## DEPARTMENTAL OVERVIEW

The Finance Department is responsible for financial planning, procurement and risk management, financial reporting and accounting and taxation. Finance assists Council in maintaining the financial integrity of the municipality under the Municipal Act, through financial counsel and analysis across the Corporation.

The primary roles and responsibilities of the 4 divisions are highlighted below.



Aside from the roles and responsibilities outlined above, the Finance department is responsible for maintaining the financial integrity of the organization by developing and ensuring compliance with the following policies:

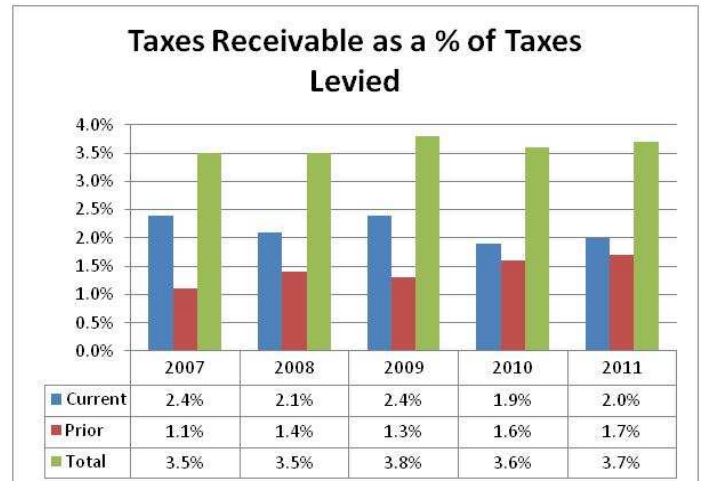
- Budget Policy (2011)
- Debt Management Policy (2009)
- General Reserve & Reserve Fund Policy (2009)
- Investment Policy (2011)
- Property Tax Policy (2011)
- Tax Billing & Collection Policy (2011)
- Budget Monitoring and Capital Closing Policy (DRAFT 2012)
- Vacancy Reallocation Policy (INTERNAL- DRAFT 2012)
- Purchasing Policy (DRAFT 2011)

## 2011 CORPORATE & DEPARTMENT ACCOMPLISHMENTS

While 2011 was not without its challenges, the Finance department accomplished several key initiatives that will benefit the entire Corporation and improve internal processes resulting in efficiencies and streamlining of work. These accomplishments are highlighted below.

### Corporate Accomplishments

- Significant improvement to the City’s financial statements, including improved note disclosure and greater clarity and visual appeal
- Completion of the first annual Making a Difference 2010: A Financial and Community Report, including a full financial reporting section
- Introduced a training component for Audit Committee with the presentation of the 2010 Audited Financial Statements
- Developed a Cash Flow and Investment model to ensure required obligations are met
- Developed and implemented Payee Match system in conjunction with Royal Bank which reduces the risk to the City of incurring losses due to fraudulent cheques
- Developed and received Council approval of the Tax Billing and Collection Policy
- Continued to monitor and reduce taxes receivable positioning Guelph as one of the municipalities with the lowest receivables among the City’s comparator group (**see graph**)
- Increased collection options by working towards the implementation of accepting payment through credit cards for property taxes
- Implementation of fleet consignment inventory with NAPA Auto Parts resulting in corporate wide savings
- Ongoing meetings with the Heavy Equipment Contractors Association with regards to tendering processes and improvements
- Received Council approval for a \$46.75 million debt issue (incl. \$13.5 million for the Elliot) for several City projects including the new Civic Museum and Organics Facility.
- Prepared and received Council approval of both the City’s 2011 and 2012 Operating, Capital and Enterprise budgets
- Drastically improved the Corporate budget process including facilitation of cross-departmental working groups and improved flow of information
- Successfully transitioned Courts Services and OBC Administration from the City’s Tax Supported budget to the Enterprise budgets and implemented service based budgeting for the Enterprise budgets



## Department Accomplishments & Statistics

- Increased finance capacity through the hiring and training of new FTE's.
- Organized two off-site teambuilding events to promote wellness across the department
- Received certificates of appreciation from the 2011 United Way Committee for "**Participation**" (highest department staff % participations) and "**Generosity**"

### 2011 Finance Facts....

Department Budget: \$2.57 million

# of Accounts Payable Invoices Processed: 38,200

# of Accounts Receivable Invoices Processed: 10,800

# of Insurance Claims: 417

# of Contracts Issued: 228

# of Tax Bills Printed: 82,457

Value of Tax Revenue Collected: \$229,653,069 (includes school board, arrears & penalties)

(department with the highest number of funds per number of staff)

- Implemented new processes to address internal control and process weaknesses, including regular account reconciliations, development of detailed training documents and streamlining of workflow for greater efficiency and control
  - Offered training programs for all City Staff for budget process & input and year end accounting training
  - Implemented detailed and accurate work-in-process tracking schedule for all Capital Projects
  - Council approval of the City's Investment Policy resulting in improved investment opportunities
  - Ongoing improvements to the corporate visa tracking system and claims tracking database
  - Participation in the Guelph Cooperative Purchasing Group involving the issuing of 10 contracts on behalf of the group, as well as took advantage of tenders issued by other members.
  - Completed all interim, final and supplementary billings ahead of legislated deadlines
- Submitted and received Council approval of annual tax policy report, including the continued implementation of the multi-residential ratio reduction
- On-going refinement of the Ontario Municipal Benchmarking Initiative (OMBI) best practices methodology for allocating out support department costs resulting in more accurate budgeting
- Designed and implemented a new FTE tracking system to improve ease of use and accuracy of budget reports
- Introduced the Budget Message Board to facilitate easier and more transparent communication with Council throughout the 2012 budget process

## SUMMARY

In summary, the 2011 Finance Annual Report provides the highlights of what the department has accomplished over the past year. As demonstrated in the above document, the Finance department is proud of the number of highly successful initiatives it has undertaken, both on its own and as part of a larger corporate team. These projects have been completed while hiring and training a significant number of new staff that are critical in ensuring that Finance continues to succeed and meet its numerous legislative requirements. Further information on the department's plans and goals for 2012 & 2013 will be presented in the next three to six months.

This report also draws connections to the work Finance has done throughout 2011 and how this benefits and provides added value to the Corporation as a whole. Maintaining the City's AA credit rating from Standards and Poor's represented a huge cost savings to the City of Guelph by positioning the City to receive favourable borrowing rates on debt issues for large capital projects. The department also overhauled both its budget and year end reporting documents in 2011 resulting in increased transparency and accountability. Both of these documents demonstrate the City's commitment to financial responsibility and act as a check and balance to ensure compliance with the City's numerous financial policies and procedures. These same documents also provide guidance with respect to areas for improvement to ensure that the Department and Corporation are keeping up-to-date with important changes in the accounting community.

## TERMS

**Debt Ratios & Measures:** this refers to debt to total reserve ratio, debt outstanding per weighted assessment and debt interest as a percent of own source revenues. These measures provide an indication of the City's financial prudence and ability to repay its debt obligations.

**Finance Performance Dashboard:** provides a comparison of activities the finance department is directly responsible for and benchmarks year-over-year improvement on an internal basis

**Financial Position:** this term refers to the remaining assets in excess of all liabilities. Positive balances indicate the City's margin of safety it possesses to cover debt obligations and to have funds set aside for future sustainability.

**Operating Surplus Ratio:** This ratio provides perspective on how much of the City's own source of revenue were left after normal operations that could be used to fund reserves, pay down debt and invest in capital projects.

**Standard & Poor's:** rates local and regional governments in Canada and the US to determine the increased risk to credit profiles arising from liquidity, financial management and contingent liabilities.