

CITY COUNCIL AGENDA



DATE February 14, 2011 – 6 p.m.

Please turn off or place on non-audible all cell phones, PDAs, Blackberrys and pagers during the meeting.

PRESENTATIONS RE: 2011 TAX SUPPORTED OPERATING & CAPITAL BUDGETS

6 p.m. – 7 p.m. Community & Social Services

7 p.m. – 8 p.m. Operations & Transit

8 p.m. – 9 p.m. Planning, Engineering & Environmental Services

9 p.m. – 10 p.m. Human Resources & Legal Services

ADJOURNMENT

2011 Budget Binder Corrections/Additions

- 1) Expansion Page: correction to the definition of the Fleet Asset Lifecycle Analyst (please replace page 2.3).
- 2) Additional Information for Council from Community and Social Services: please include in Tab 3.
- 3) Engineering Operating Budget: correction to information contained in growth column (please replace page 10.3)
- 4) Additional Information for Council from Clerks: provides a detailed explanation of Council's budget. Please include in Tab 22.
- 5) Reserve Continuity Schedule: correction to formula error (please replace page 28.77).

Summary of Growth

Growth	Business Unit	Description	2011 Net Budget	2011 FTE	2012 Net Budget	2013 Net Budget
EMS Scheduling Co-ordinator	733-0100	EMS Scheduling Co-ordinator will manage EMS scheduling and will provide backup to admin office staff, and will allow further training and development to the position currently not supported through a temp agency. A temporary clerical person has been contracted through an agency from July 2009 until October 2010 and ongoing. Hours of work have been progressively from 20 hours per week to the current 35 hours work week in meeting service demands. Funding is shared through City / County split funding formula. (DELAYED HIRING BY 5 MTHS)	32,500	1.0	50,200	51,600
PCPIACP Paramedics	733-0100	Increase full time front line paramedic staffing levels, to accommodate rise in requests for emergency response needs throughout the City of Guelph and County of Wellington. This expansion will alleviate staff Health and Safety concerns through providing more relief to staff to accommodate meal times and breaks also will improve overall response times through enhanced coverage. (DELAYED HIRING BY 4 MTHS)	140,900	7.5	252,300	259,170
SUBTOTAL			173,400	8.5	302,500	310,770
Fleet Asset Life Cycle Analyst	720-0510	The value of all assets in the Corporation's Vehicle & Equipment Reserve is approximately \$22,000,000. At present there is no one actively monitoring the performance of individual assets. With a reserve of this magnitude, it is important that the financial performance of each asset be monitored on an ongoing basis to ensure that fair and equitable MM (maintenance management) fees are being charged. As well, sufficient MM charges must be expensed to each asset over its life cycle so that there is enough funding available when the asset is due for replacement.	61,500	1.0	59,400	61,000
Sweeper	720-2134	Infrastructure growth in 2010 requires funding to maintain with respect to road sweeping, (new bike lanes on Gordon and on Stone Road) and winter control on all new infrastructure. To perform this duties extra 1140 hours per year needed. As infrastructure continues to grow with the city's population, maintenance funding needs to be added to our operating budgets to sustain the life cycles of that new infrastructure.	41,800	0.7	42,900	43,900
Sign & Sidewalk Inspector	720-2825	The Ontario Minimum Maintenance Standards, Ontario Regulation 239/02, made under the Municipal Act, 2001 has been amended by setting the minimum maintenance standard for reflectivity inspection of 13 different regulatory traffic control signs such as stop, yield and curve ahead signs on municipal highways at a frequency of once per year. There are approximately 2500 of these signs located throughout the City. In order for the City to successfully and accurately perform this inspection, the Operations Department requires a reflect meter, to measure the degree of reflectivity the sign emits and the labour to carry out the required inspections and resultant required replacements. Additionally, the legislation has been modified to include inspection and correction of sidewalk surface discontinuities which would result in trip hazards for users. The new regulations require identification and action to prevent user injury from the resultant identified deficiency within a certain time line from identification. The city currently owns and maintains 679 kilometres of concrete sidewalk throughout the city. Current maintenance budgets do not allow for on going inspection and repair of surface discontinuities. The current maintenance budget allows for responsive maintenance to areas in which a litigation claim has already been presented to the city for a trip and fall or for areas in which a request from the public has been received for a potential hazardous condition to be repaired or for a staff observed hazardous condition. This reactive method requires transformation into a continuous inspection and repair model in order to be compliant to the new legislation.	141,200	1.0	128,500	130,500
Summer Student Labourers	740-2410	Reinstatement of wages and benefits for (10) summer student positions eliminated during the 2010 budget process. The reinstatement of funding for (10) students will afford the operation to address scheduled park maintenance with reduced requirements to incur overtime by full-time staff.	100,100	0.00	102,600	105,200
Equipment Operators	740-2410	Conversion of (6) summer students to (6) 6 months seasonal park Equipment Operators.	96,700	3.0	94,200	98,300
Service Planner	725-0101	Service Planner will allow Guelph Transit to undertake the required level of analysis to ensure its resources are deployed in the most efficient manner and the new routes are providing the appropriate level services. The Transit Growth Strategy recommends a complete restructuring of the fixed route structure and service frequency in 2011. This will result in a significant increase in workload that can not be assumed by the existing staff. At the present time, staff workload does not allow service planning personnel to undertake detailed analysis of the individual routes and ridership characteristics.	83,700	1.0	83,200	85,600
Mobility Operations Supervisor	735-0100	The provision of mobility services in the City of Guelph was subject to a detailed review as part of the Transit Growth Strategy. The Transit Growth Strategy recommended a number of changes to the existing model to improve service levels and accommodate growing demand in the future. One of the recommendations was the creation of the Mobility Supervisor position to allow the administration and transportation functions to be consolidated and managed effectively through a single supervisory position.	74,200	1.0	75,800	77,800
Supervisor, By-Law Compliance	720-2530	Expansion will include the hiring of a Bylaw Compliance Supervisor to provide supervision to the Bylaw Compliance and Security Division. This position will work a rotating shift to address issues outside of regular business hours.	103,300	1.0	100,000	102,700
SUBTOTAL			702,500	8.7	686,600.0	705,000.0
Planning, Engineering & Environmental Services	720-8121 720-8510 720-7501 720-8201	Replacement vehicle purchases in compliance with City fleet policies.	213,000	0.0	32,000	32,000

2.3.1

2.4.1

Growth	Business Unit	Description	2011 Net Budget	2011 FTE	2012 Net Budget	2013 Net Budget
Utility Co-ordinator/Construction Inspector	720-0120	A permanent, full-time FTE responsible for ensuring that all utilities planned and installed on City's rights-of-ways are not located in any conflicts with other infrastructure. Will also be responsible for ensuring construction in new subdivisions is undertaken in accordance with the standards and specifications of the City. Fully cross-charged to capital projects and utility companies.	-	1.0	-	-
Plumbing Inspector 11	713-0100	A permanent, full time Plumbing Inspector who will work in the Inspection Services area of Building Services. The primary focus of this position will be to conduct OBC/Plumbing inspections to support existing staff where the Permit activity has returned to pre-2009 volumes. This position will also be partially funded by the Water Conservation budget as Inspection Services staff will be providing additional support to various program initiatives in this area.	8,600	1.0	15,900	18,700
Backflow Prevention Officer	713-0100	A permanent, full time Backflow Prevention Officer who will work in conjunction with Waterworks & Planning and Building Services staff to maintain and enhance the City's protection of its potable water supply from contamination by private and public users of our water	8,600	1.0	18,600	21,200
Technical Services Specialist	713-0100	A permanent, full time Technical Service Specialist who will work in both the Inspection Services area and the Permit and Zoning Services area of Building Services. The primary focus of this position will be to enhance the delivery and enforcement of the Ontario Building Code.	11,000	1.0	21,300	24,600
Development Planner/Site Plan Coordinator	760-0700	Retain a full time Development Planner/Site Plan Coordinator to administer the Site Plan Review Process and assist with the implementation of the City's Urban Design efforts. The proposal will provide a single contact for the Site Plan Review Process and Committee and improved customer service to a very important function which supports our strategic goal of being "A distinct community identity with leading edge, city-wide urban design policies". Site Plan Review is the final step in the development review process prior to building permit where important elements like, building orientation and site design, landscaping, lighting accessibility and pedestrian movement are approved. It is essential that our partners in the development industry have one individual to call to allow resolution of issues in a timely manner. This position will devote 100 % of their time to moving projects forward and resolving issues related to Site Plan approval. The individual will be available for preconsultation on future site plan applications and be focused on continuous improvement efforts related to the site plan process (e.g. updating procedures, requirements and site plan by-law, as required).	73,700	1.0	75,174.00	76,677.00
Planning Clerk	760-0700	Retain a Planning Clerk to assist with the functions of the Policy and Urban Design Division within Planning and Building Services. The position will provide better service to the very important corporate initiatives that need to be accomplished by the Policy and Urban Design Division (e.g. Official Plan Update, Downtown Secondary Plan, Zoning By-law Update) on a move forward basis. For the foreseeable future, "in house" workload will be heavy. It is more efficient to provide clerical help rather than rely on professional staff to shoulder administrative duties. The new position will balance the clerical needs for both Planning Divisions by providing one clerical position per division.	46,400	1.0	47,328.00	48,275.00
Junior Development Engineer	720-0121	This full time position will provide technical assistance to the two senior engineers for the Hanlon Creek Business Park development in regard to: review of applications, design/drawings, and technical studies; development capacity needs assessment; development contract administration; post-development maintenance requirements; pre/post development monitoring for natural environmental impacts/mitigation. Cost is cross-charged to Economic Development.	-	1.0	-	-
SUBTOTAL Community & Social Services			361,300	7.0	178,302	189,452
Parks Programming Coordinator	740-1100	The Parks Program Coordinator will be responsible for the development, coordination and promotion of quality parks based programs and services that are specifically tailored to the needs of the community and development parks as living community centres.	100,200	1.4	147,100	151,200
Co-Operators Hall Technical Charges	742-0300 742-0100	In order to make Co-operators Hall more financial viable for rental clients, and to increase overall usage of the space, the charges for the first 8 hours of time for a single technician will be waived when the space is rented for the day.	8,300	-	4,100	(400)
Adult Free Assistance in Recreation (FAIR)	740-9000	The City of Guelph Community and Social Services Department is committed to making its programs and leisure services accessible to the residents of Guelph. To ensure that a resident is not excluded from a recreation program by the inability to pay, financial assistance is available to qualified applicants. Individuals (over the age of 18) who lack the financial resources to pay for a City of Guelph recreation program may apply for free assistance through the F.A.I.R. program.	25,000	-	25,000	25,000
Clerical Assistant 111	780-1000	A Clerical Support person will provide clerical assistance to the Community and Social Services Department, to respond to building maintenance, parks programming and accessibility clerical needs - DELAY HIRE 4 MONTHS	48,300	1.0	64,000	65,800
SUBTOTAL			181,800	2.4	240,200	241,600

INTERNAL MEMO



DATE February 10, 2011
TO **Mayor Farbridge, Chair Laidlaw & Members of City Council**
FROM Ann Pappert
DIVISION
DEPARTMENT Community & Social Services (CSS)
SUBJECT Background Material – February 14, 2011

In the Community and Social Services Department Budget presentation scheduled for Monday February 14, I will refer to the 2009 "Budget Brief – Service Strategy (2009-2013).

Attached is a copy of this document for your review and reference.

This Service Strategy has guided Community Services over the last 2 years. Many of the "Key Trends" and "Key Challenges" continue to impact the Department.

For example, "Key Challenges" identified in 2009 include:

- Evolving Community Engagement Methodologies
- Customer Service Response Levels & Resolution of Complaints
- Economic & Financial Planning
- Accessibility & Inclusivity

The "Planned Response" section includes 'Objectives and Actions' which served as a blueprint in positioning this Department to move forward in serving the community.

Of note, since this document was created, Guelph Transit is no longer with the CSS Department whereas Corporate Building Maintenance, Parks Programming and Social Services have been added. We will be working with our CSS Committee throughout 2011 to produce a new Service Strategy for consideration in 2012.

Please contact me if you have any questions or require additional information.

Ann Pappert

Executive Director
Community & Social Services Department

T 519-822-1260 x 2665
E ann.pappert@guelph.ca

3.27

2009 Budget Brief

Department:	Community Services
Mandate:	<p>We engage diverse communities in delivering facilities, programs and services and strive for sustainable community development, neighbourhood engagement and collaborative partnerships. We embrace opportunities to respond to community growth and change with a proactive and positive approach.</p> <p>We are responsible to provide excellent, equitable programs, services and facilities through the operation of Guelph Public Transit, River Run Centre, Sleeman Centre, Centennial Park and Arena, Evergreen Seniors Centre, Victoria Road Community Centre, West End Community Centre.</p>
Divisions:	<ul style="list-style-type: none"> • Administration/ Facility Booking & Program Registration • Recreation & Culture • Community Development • Guelph Transit

Department Organizational Structure:

[Org charts will be prepared by Human Resources]

2008 Accomplishments:

- **20 minute Frequency service** implemented by Guelph Transit
 - a. Installation of Transit Information Posts
 - b. Updated maps in shelters
 - c. Rebranding of Transit – brochures and City vehicles.
 - d. Website for Transit Services
- **Corporate Transit Pass Pilot Program** - Introduced with The Co-operators and The University of Guelph with over 1,700 passes being sold.
- **Swim to Survive Program** – The Recreation Division has partnered with the YMCA/YWCA and the University of Guelph to have all children in Guelph learn the minimum skills required to survive an unexpected fall into the water. All schools in Guelph now participate in the program by sending their Grade 3 children to the program three times per year. RBC made a onetime contribution of \$10,000 to the program.
- **Guelph In Motion** – This collaborative successfully applied to the Communities in Action Fund (CIAF) to hire a coordinator and enhance marketing efforts. The grant was for \$29,400 and was combined with funding from the partners to provide an opportunity to promote physical activity.

- **Lunch on the Run** – This was a program to promote physical activity for children during school lunch breaks. It was funded by the Province of Ontario, CIAF in the amount of \$43,400 over three years.
- **Substance Abuse Strategy** – Chaired Phase 1 - Needs Assessment completed
- **KidsAbility and Trellis** – The City of Guelph's Inclusion Coordinator assisted KidsAbility and Trellis Mental Health in developing a program to provide one to one support workers for children with special needs to attend summer camps.
- **Guelph Youth Council** – Grew to forty members.
- **Youth drop-in program** - Initiated at WECC through a community development model.
- **Friday Youth Night** – Was established in a partnership involving the West End Community Centre, Parkwood Gardens Neighbourhood Group and the Delhi Youth Drop-in Centre.
- **March Break Activity Camps** – Funding was received from the Guelph Community Foundation to operate two additional camps in the neighbourhoods.
- **KidsAbility expansion** at WECC – Renovation enabling this non-profit organization to expand their treatment area.
- **RBC PD Day Swims** – RBC is sponsoring swims at the WECC on all Professional Development Days when children have no school.
- **Tim Horton's Sponsorship for Aquatic Safety Day** – Additional funding received in the amount of \$1,000.
- **Tim Horton's Free Swim Lessons** – This is sponsorship for people who have never taken lessons. Total amount of funding \$2,000.
- Supported the Guelph Wellington Seniors Association with securing Ministry of Health "health provider status" and "**Aging at Home**" funding in the amount of \$900,000 over a three year period to provide a peer mentoring coach program to assist seniors to remain in their own homes.
- **Service Guelph** - Community Services staff were instrumental in the roll out – a commitment to becoming a 'community-focused, responsive and accountable government.

2009 Service Strategy

Key Trends

1. **Communication & Information Sharing** –we are responding to an increased number of requests for information by the community. The information required is more complex in nature and is often for services and programs beyond the sphere of the municipality. The 'one-stop shopping' philosophy is for 'community information' not specifically for information that is solely about the Community Services Department of the City of Guelph.
2. **Growth** – our population is increasing and this places demands on programs, services and facilities.
3. **Changing workforce in civic and voluntary sector** requires different approaches toward recruitment, training, development and support, along with greater flexibility in the work environment and a focus on inclusion and multiculturalism.

4. **Community Convergence and engagement** – our community is more diverse and are seeking inclusion, empathy and accessibility for their diverging opinions and experiences including the youth, older adults, immigrants – all desiring development in our capacity to engage and dialogue, while building cross sector leadership within our citizens.
5. **Creativity, Innovation and Integration** – as a response to diverse communities of interest, there is a greater demand for incubating and managing our municipal response to new ideas, growing creativity amongst our staff to lead towards innovative solutions, enabling the capacity to evolve processes that deliver results in the spirit of entrepreneurship as a driver to community sustainability and adaptability.
6. **Environment**- our older facilities require appropriate retrofitting to meet new standards for energy management and alternative uses. Our shared corporate demands on volunteer recruitment and involvement in & support of environmental programs continues to evolve and grow.
7. **Healthy living** – with an increased focus on obesity issues, the department plays a key role in the promotion of opportunities for leisure exercise, wellness, stress reduction and health food choices through our programs, facilities and services.
8. **Technology** – most units are experiencing greater demand for information sharing and analysis, using more complex systems and technologies that are often specific to a specific discipline, thus requiring excellent, consolidated technology plans, training opportunities and on going licensing and program upgrades.
9. **Stewardship** – our civic collection of artworks, collections and materials require further policy development, inventory, maintenance planning and secured storage.

Key Challenges

Evolving our Community Engagement Methodologies

We need to evolve our engagement processes to more proactively and appropriately connect, listen and reflect our communities of interest in the planning of community services, programs, facilities and in community identity building.

We seek to ensure our methods are:

- Effective and informed;
- Inclusive and appropriately outreached to the Aboriginal and multicultural communities;
- Clearly communicated;
- Sustainable and in parallel to growth in population and range of interests;
- Representational and empathetic;
- Consistent with a community driven approach towards engagement.

Customer Service Response Levels and Resolution of Complaints

We are experiencing an increased level of requests for information, the nature of the information is more complex and integrated than in the past and responding with a high level of service requires increased counter time and training.

A greater emphasis on excellent customer service includes timely complaint resolution and the evolution of management systems for tracking complaints and linking them to the most appropriate service level provider. Our systems are not developed to meet this challenge.

Economy and Financial Planning

- The Department is experiencing increased costs for supplies and materials required to deliver the services, programs and facilities of the municipality. Costs related to fuels and parts have increased significantly. Subsidy policies may require review in conjunction with further operational assessments of programs, services and facilities.
- The continued financial support arising from sponsorship of programs with our community non-profits, private sector and CS are challenged as the economy changes.
- Changes to the minimum wage have direct impact on our part time wage budget; part time and temporary employment is a key variable in the delivery of programs and services through community services. Further, competition for aquatic staff amongst local municipalities has resulting in hiring staff at rates beyond the current structure.
- Successful delivery of programs and services to the community is dependant upon the voluntary sector who support our neighborhoods associations and non-profit sector.
- Potential loss of sports fields currently leased to the city will result in loss of booking time for the community and potential revenue.

Accessibility and Inclusivity

We need to ensure that our facilities, programs and services, including public transit are accessible and inclusive of all citizens of our community. Recent changes through the AODA (Ontario Disabilities) will be addressed in the next 1-3 years. Current pressure is to expand Mobility Services (public transit). "Calling the Stops" for all bus routes has been strongly asserted and the Ministry of Labour has been directly involved. The desire to re-fit all public transit with low floor buses continues to be a pressing concern.

Planned Response

In 2009, we will focus on the fundamentals to ensure that we are equipped and properly aligned to meet the challenges and trends outlined in this brief. We will:

1. Upon receiving the Recreation, Parks and Culture Master plan, reflect on our role in the delivery of services, programs and facilities
2. Revise customer service response levels and refine our processes to meet these levels
3. Review units on a case by case basis to ensure current and future levels of growth are addressed first by seeking efficiencies in our staffing, work plans and resource management
4. Focus attention on evolving community and staff creativity, innovation and measured risk-taking in order to meet objectives.
5. Work with the community to 'start up' our response to strategic goals related to arts, culture, minor sport development, wellness and neighbourhood engagement.
6. Develop a cohesive technology plan for Guelph Transit that addresses our current and future needs while ensuring that our systems are linked and supportable.
7. Position our staff with the skills, knowledge, tools and abilities to meet the needs of their sectors in the coming years.

8. Complete key strategies for neighbourhood engagement, events, grants/investment, and mobility services.

In the next 5 years, Community Services seeks to be positioned with the following operational plans and systems to meet the identified trends and challenges of this brief:

Staff Plan for Innovation

This plan would include:

- Resource Planning –1-5 years timeline
- Staff plans for modifying the organizational culture
- Unit level - staff development plans specific to their sectors
- Risk Taking and Innovation processes to incubate staff creativity and innovation

Communications & Customer Service System

This system area would ensure the following:

- Accessibility compliance
- Broad public messaging and information systems were established
- Marketing refinements for programs and services aligned to business cases
- Level of service agreements were in place for all service units
- Consolidated tracking systems for complaints and their resolution

Organizational Department Planning – Growth Management

A series of plans with implementation strategies would include:

- Recreation, Parks and Culture Master plan Implementation
- Transit Growth Strategy and Plan
- Business Plans for all Facilities, Program & Service areas
- Athletic Development Plan
- Collections (Asset) Management Planning
- Consolidated Technology Planning for Key Service units
- Inclusivity Policies for services, facilities and programs
- Volunteer Recruitment and Retention Programming

Financial Planning – Growth Management

Community Services would be positioned with the following plans and systems:

- Multi year financial plans as per Corporate Financial Planning systems
- Subsidization Policies for all areas
- Operational Review processes and internal capacity to undertake them
- Internal systems for measuring results, integrating and controls to ensure:
 - Performance
 - Productivity
 - Adaptivity
 - Legislative compliance

Community Convergence, Health, Creativity, Innovation & Integration

A series of plans with implementation strategies would include:

- Neighborhood Long Term Strategy and Plan
- Minor Sport Community Development Strategy

- Arts and Cultural Community Development Strategy
- Social Plan – addressing children, youth & older adults, wellness and inclusion

Departmental Objectives and Actions	Strategic Plan Goal	Strategic Plan Objective
<p><u>1. PLANNING</u></p> <ul style="list-style-type: none"> • Define the future role of CSD in the delivery of programs, services and facilities to the community of Guelph. <p><u>Action</u> – Complete the Recreation, Parks and Culture Master plan</p> <ul style="list-style-type: none"> • Ensure organizational clarity, resourcing, and planning and partnership opportunities for civic celebrations, festivals, special events and tournaments. <p><u>Action</u> – Undertake an Events Framework Strategy.</p> <ul style="list-style-type: none"> • Provide an investment system that aligns community outputs with corporate strategic objectives <p><u>Action</u> – Create a Guelph Investment Program.</p> <ul style="list-style-type: none"> • Advance a public transit system plan that addresses growth, economic and social objectives – short and long term. <p><u>Action</u> – Complete a Transit Growth Strategy.</p> <ul style="list-style-type: none"> • Support staff development in the areas most aligned to the implementation of CSD objectives and goals <p><u>Action</u> – Support resources to ensure staff development in the areas of project planning, community facilitation, system</p>	<p>Goal 2,4,5</p>	<p>2.1,2.3,2.5,2.6,4.2,4.3,4.4,4.5,5.2,5.3</p>

<p>evaluation processes and business case development</p>		
<p>2. <u>COMMUNITY ENGAGEMENT</u></p> <ul style="list-style-type: none"> • Enhance our ability to engage the community in planning and decision making at the neighborhood level <p><u>Action</u> – Work with the community to undertake a Neighborhood Long Term Development and Engagement Strategy.</p> <ul style="list-style-type: none"> • Respond to challenges and trends faced by the volunteer sector and volunteerism. <p><u>Action</u> – Mandate the Volunteer Inclusion Coordinator to work with the communities of interest and other facilities to evolve Volunteer Planning & coordination for Growth.</p> <p><u>Action</u> – Utilize staff resources to evolve our partnership agreements to meet current and future challenges facing community partnerships with the City.</p> <ul style="list-style-type: none"> • Explore and propose options for furthering community collaborations and reducing duplication through the facilitation of a social planning network related to children, youth, seniors and individuals at risk. <p><u>Action</u> – Begin dialogues with the United Way of Guelph to define options for the development of a Social Plan for the City of Guelph</p> <p>3. <u>BUSINESS DEVELOPMENT</u></p> <ul style="list-style-type: none"> • Ensure customer services systems are meeting the 	<p>2,5</p>	<p>2.1,2.3,2.6,5.2,5.3,5.4,</p>

<p>operational needs of business units.</p> <p><u>Action</u> – In conjunction with the Corporate Customer Service Strategy, review and recommend customer services levels & response times for CSD.</p> <p><u>Action</u> – Undertake a Review of Mobility Services and complete a Business Case that assesses the future growth and development of this service.</p> <p><u>Action</u> – Undertake a Feasibility Study to determine the best Call Centre/Customer Service Response delivery model for Guelph Transit and complete a Business case that assesses its financial, organizational and operational requirements.</p> <ul style="list-style-type: none"> • Ensure that downtown civic facilities are contributing to the City’s social, cultural and economic vitality through the integration of culture, arts, and employment and prosperity objectives. <p><u>Action</u> – Develop strategic and operational business plans that for the River Run Centre and Sleeman Centre clarifying the balance between their objectives as business enterprises and community mandates.</p> <p><u>Action</u> – Confirm the cost/benefit of future investment required for the operation of the Sleeman center.</p>		
<p>4. TECHNOLOGY</p> <ul style="list-style-type: none"> • Commit appropriate pre planning resources to ensure that technological advances in public transit are necessarily, appropriate and consolidated into an effective and efficient 	<p>1,2, 5</p>	<p>1.4, 2.6,5.6</p>

<p>coordinate system that is supportable and sustainable within the parameters of the City of Guelph's guidelines for Information Technology. Produce a business case and implementation plan that recommends the best allocation of current and future financial resources to Transit technology.</p> <p><u>Action</u> – Produce a Consolidated Technology Plan for Guelph Transit.</p>		
<p>5. FINANCIAL MANAGEMENT</p> <ul style="list-style-type: none"> • Ensure that financial and operational policies reflect the community mandate of CSD for the citizens of Guelph and that the policies are well integrated into all program, service and facility development for CSD. <p><u>Action</u> – Review, revise and develop subsidy policies for programs, services and facilities offered directly by or partnered with the City of Guelph in the areas of recreation, transit, and culture and neighbourhood development.</p> <p><u>Action</u> – Ensure that CS staff evolve their skills, capacities and knowledge of the financial inputting, tracking and analysis systems and the budget process of the City of Guelph.</p>	2,3	2.1,2.3,2.5,2.6,3.4,
<p>6. SPECIAL INITIATIVES</p> <ul style="list-style-type: none"> • Partner with the community to advance opportunities to build Guelph's creativity and innovation sectors <p><u>Action</u> – Provide for the investment of staff and financial resources to undertaking</p>	1,2,3,4,5	1.1,1.5,2.1,2.6,3.5,3.6,4.2,4.3,4.4,4.5,5.2,

<p>community development initiatives for the arts and cultural sectors i.e. recommendations of the RPC Master plan; cultural industries & cluster strategies, building feasibility studies, mapping of sectors/resources, Economic and employment strategies.</p> <p><u>Action</u> – Develop a public art policy and program with a phased implementation plan for civic, private and community art projects.</p> <p><u>Action</u> – Determine the long term outcome for the community or private use of the Ingram Farm</p>		
<p><u>7. OPERATIONAL RE-FINEMENTS</u></p> <ul style="list-style-type: none"> • Ensure that the current resources and involvement of CSD is strategically positioned to advance community objectives <p><u>Action</u> - Re-align responsibilities for recreation partnerships & programs to address RPC Master plan recommendations i.e. IN motion</p>	5,6	5.6,6.1

Budget Impacts

Capital Considerations

1. Pre planning - Transit Operations and Technology

Transit Growth Strategy (2008) is underway.

Transit needs to slow its continued growth of technology to allow for a more comprehensive assessment and plan that align current technology with new. There is potentially 1.5M in new technology is scheduled to be added at Guelph Transit over the next 3 years.

The following projects are of high priority:

- Mobility Service Feasibility Study and Plan

- Mobility dispatch / Customer Call Centre Planning
- Consolidated Technology Plan – Transit

2. Community Planning

The following are priorities for 2009:

- Guelph Investment Program
- Community Arts Development / Cultural Industries research
- Neighbourhood Long Term Development Strategy
- Special Events Framework

3. Business Operations

We wish to development comprehensive business plans for both the River Run Centre and the Sleeman Centre and ensure that these two facilities play an active role in building the economic vitality of the downtown.

With the closure of Delhi, \$58,000 was returned to the capital system.

Operating Considerations

Step 1 – Base Changes
Step 2 - Efficiencies Adjusted 1.0 FTE - Arena Operation (VRRC) Adjusted 1.0 FTE - Junior House Technician (River Run)
Step 3 - Growth Impact of Existing Services: 20 Minute Transit <ul style="list-style-type: none"> • 1 Clerical II • 5.0 FTE Drivers – consolidated plan for addressing chronic overtime and over expenditures – sick, LTD, leaves, vacation, training/development
Step 4 - Service Level Review Changes:
Step 5 - New Services: <ol style="list-style-type: none"> 1. Bike Racks on Buses – 12,000* (capital linked) 2. Special Events Coordinator PT to FT - 49,100 3. Supervisor, Arts & Culture 1.0 FTE – 98,500 4. Special Initiatives Unit - 30,000 5. Neighbourhood Support Coalition Grant - 50,000 6. Bus to Base Radio Operational Cost – 70,000* (capital linked) 7. Route #1 Woodlawn Additional Service - 470,100 8. Perimeter Route – Weekend/Holiday Service - 398,700 9. Reduced Rate Bus Pass – 80,300 10. Mobility Fare Parity – 30,000

**City of Guelph
2011 Operating Budget
Engineering**



Description of Program
Engineering Services: Responsible for technical direction and implementation of the City's municipal capital works program, the preparation and coordination of Engineering review of all long-range and development planning applications and subdivision control. Review all proposed new infrastructure requirements in accordance with the Growth Plan, including engineering sign-off that adequate servicing capacity exists to accommodate proposed growth. Also responsible for planning, design and construction of new major capital budget programs related to City buildings. Ensure compliance with capital program budgets and schedules.
Description of Budget Changes \$
External Recoveries: Increase in capital project charge backs and recoveries from Development Accounts to offset increased expenditures. Grants: Federal Government grant to partially fund the position of Travel Demand Management has been utilized and grant has expired. Salaries, Wages and Benefits (Base Budget): Grid moves and projected wage and benefit increases. Purchased Goods: Reduction in 2011 budget to reflect 2010 actuals. Purchased Services: Increase to provide training opportunities for staff to remain up to date with new and advancing technologies in the Engineering industry. Internal Charges: Increase charge backs for insurance and internal printing costs. Internal Recoveries: Increased revenues from cross charges to User Pay budgets.
Description of Budget Changes FTEs
Base Budget Adjustments: Three (3) staff members returning from Maternity leave require full year funding; funding was removed in 2010 to meet budget cut guidelines. As a result of the 2010 Corporate realignment, Engineering services took on a new business unit, consisting of two (2) additional staff transferred from the former Corporate Services Department. Two (2) new staff members have been requested to meet the needs of growth, but will be offset by cross charges - one (1) will be cross charged to capital projects and one (1) to Economic Development.

	2010 Budget	2011 Total Base Budget	2011 Growth	2011 New Service	2011 Impact From New Facilities	2011 Requested Budget	2011 Budget Change \$	2011 Budget Change %
Planning, Engineering & Environmental Service								
32 Engineering								
Revenue								
User Fees & Service Charges	(\$10,500)	(10,500)	0	0	0	(\$10,500)	\$0	0.0%
Product Sales	(500)	(500)	0	0	0	(500)	0	0.0%
External Recoveries	(1,974,725)	(2,427,825)	(225,740)	0	0	(2,653,565)	(678,840)	34.4%
Grants	(58,000)	0	0	0	0	0	58,000	(100.0%)
Total Revenue	(2,043,725)	(2,438,825)	(225,740)	0	0	(2,664,565)	(620,840)	30.4%
Expenditure								
Salary, Wage & Benefits	3,008,731	3,515,100	196,300	0	0	3,711,400	702,669	23.4%
Purchased Goods	45,000	33,700	440	0	0	34,140	(10,860)	(24.1%)
Purchased Services	72,000	102,850	3,000	0	0	105,850	33,850	47.0%
Total Expenditure	3,125,731	3,651,650	199,740	0	0	3,851,390	725,659	23.2%
Net Before Internal Charges & Recoverie	1,082,006	1,212,825	(26,000)	0	0	1,186,825	104,819	9.7%
Internal Charges & Recoveries								
Internal Charges	142,500	149,300	26,000	0	0	175,300	32,800	23.0%
Internal Recoveries	(417,400)	(444,400)	0	0	0	(444,400)	(27,000)	6.5%
Total Internal Charges & Recoveries	(274,900)	(295,100)	26,000	0	0	(269,100)	5,800	(2.1%)
Net Budget	807,106	917,725	0	0	0	917,725	110,619	13.7%

City of Guelph
2011 Operating Budget



Engineering

	2010 Budget	2011 Total Base Budget	2011 Growth	2011 New Service	2011 Impact From New Facilities	2011 Requested Budget	2011 Budget Change \$	2011 Budget Change %
Planning, Engineering & Environmental Services								
32 Engineering								
720-0120 DESIGN & CONSTRUCTION	(\$96,900)	(95,825)				(\$95,825)	\$1,075	(1.1%)
720-0121 DEVELOPMENT SERVICES	466,306	548,100				548,100	81,794	17.5%
720-0122 INFRASTRUCTURE PLANNING	46,400	46,200				46,200	(200)	(0.4%)
720-0123 IMICO								
720-0130 ENGINEERING ADMINISTRATION	391,300	419,250				419,250	27,950	7.1%
720-2113 ASPHALT RESURFACING								
720-2117 MISC CONCRETE & ASPHALT SERVIC								
720-2692 RECOVERABLES-CURB CUTTING								
Total 32 Engineering	807,106	917,725				917,725	110,619	13.7%

10.4.1

Council Budget

Category	What's included	2010 budget \$	Proposed 2011 budget \$	\$ change	% change	2011 Impacts
Compensation	Salary and benefits	386,000	437,200	51,200	13.3	Includes compensation approved last term of council and restoration of self funded days
Purchased goods	Operating supplies & soft drinks	4,100	4,600	500	12.2	Includes \$500 for Integrity Commissioner disbursements
Purchased services	Phone/ computer	20,400	21,000	600	2.9	
	Training/Conferences	24,000	39,000	15,000	62.5	} Restoration of training/education/ conference to 2009 levels
	Professional Development	20,000	25,000	5,000	25	
	Catering	0	5,000	5,000	100	Restoration of catering for meals prior to evening council meetings only
	Courier	3,800	3,800	0	0	
	Integrity Commissioner	0	6,300	6,300	100	Integrity Commissioner on retainer basis to investigate closed meeting complaints.
	Total	68,200	100,100	31,900	46.8	
Internal charges	Council & Committee Agenda Printing Charges	34,000	16,200	-17,800	-52.4	Reduction in print costs due to lower volumes printed and new cost efficient machines/lease
total		492,300	558,100	65,800	13.4	

22.3

2011 - 2015 Forecast Reserve/Reserve Fund Balances at December 31 (Uncommitted)

	2011**	2012	2013	2014	2015
Tax Supported					
Hydro Note	9,944,579	8,120,033	6,160,566	6,753,186	8,514,635
Other Discretionary Reserves	15,106,097	15,106,097	15,106,097	15,106,097	15,106,097
	2,145,176	2,081,977	2,133,292	1,554,606	1,300,422
	27,195,852	25,308,107	23,399,955	23,413,889	24,921,155
Grant Funded					
Industrial Land Reserve	1,905,864	1,831,708	2,375,851	2,171,045	1,934,538
Development Charges & Parkland Dedication	(180,493)	22,787	64,410	4,775,845	4,775,845
	8,724,700	18,822,937	29,387,767	25,852,972	28,381,268
	10,450,071	20,677,432	31,828,029	32,799,862	35,091,651
User Pay Rate Funded Reserves	20,835,713	16,431,263	19,840,813	24,540,813	29,368,063
Total Year End Capital Reserve Balances	58,481,636	62,416,802	75,068,797	80,754,564	89,380,869
Operating Reserves	24,562,377	25,053,625	25,554,697	26,065,791	26,587,107
Total Reserves	83,044,014	87,470,427	100,623,494	106,820,355	115,967,976
Total Debt Outstanding	117,673,888	121,117,485	112,419,585	112,769,447	124,359,468
Debt to Reserve Ratio	1.42	1.38	1.12	1.06	1.07

* Assume Operating Reserves annual increase 2%

** 2011 Ending Balances includes prior years commitments from projects where funding is approved but not spent at year end

28.77.1

Debt Continuity Schedule

	2011	2012	2013	2014	2015
Debt Outstanding - Opening Balance					
Add: New Debt Issues (see detailed schedule)	\$ 95,538,882	\$ 117,673,888	\$ 121,117,485	\$ 112,419,585	\$ 112,769,447
Less: Principal Repayment	31,196,000	14,280,000	8,000,000	11,500,000	23,370,000
	9,060,994	10,836,403	16,697,901	11,150,138	11,779,979
Total Ending Debt Outstanding	\$ 117,673,888	\$ 121,117,485	\$ 112,419,585	\$ 112,769,447	\$ 124,359,468
Annual Debt Servicing					
Tax Supported	6,602,132	8,279,147	10,425,864	11,171,053	12,659,429
Industrial Development	1,582,540	3,000,000	7,296,000	416,000	-
Elliott	2,384,743	1,954,274	1,955,521	1,955,032	1,608,808
POA	397,076	479,681	479,681	479,681	479,681
User Pay	398,168	-	-	-	-
Development Charges	2,217,718	2,224,623	2,220,008	2,242,304	2,115,033
Total Debt Servicing (A)	\$ 13,582,377	\$ 15,937,725	\$ 22,377,074	\$ 16,264,070	\$ 16,862,951

NOTE: Debt Servicing includes HCBP Short Term Loan Forecast repayment schedule based on current and sales forecast.

Total Debt (B)	\$ 117,673,888	\$ 121,117,485	\$ 112,419,585	\$ 112,769,447	\$ 124,359,468
Operating Fund Revenue - ARL (C)	\$ 285,342,901	\$ 293,635,691	\$ 302,184,843	\$ 310,998,655	\$ 320,085,696
Less: Other Revenue (Investment Inc., DC Earned, etc.)	35,769,851	36,485,248	37,214,953	37,959,252	38,718,437
Operating Fund Revenue - S&P (D)	\$ 249,573,050	\$ 257,150,443	\$ 264,969,891	\$ 273,039,403	\$ 281,367,259

Debt Servicing/Operating Fund Revenue (A/C)	5%	5%	7%	5%	5%
Total Debt/Operating Fund Revenue (B/D)	47%	47%	42%	41%	44%

General Assumptions
 1) New Debt - 10 year term, 4% 2010-2011, 5% 2012-2014
 2) HCBP Interest Only Short Term Construction Loan (3.95%)

28.78.1

Community and Social Services Department

2011 Budget Presentation

February 14, 2011

Department Overview

Budget Brief – Service Strategy (2009-2013)

Goals

- Resource Planning
- Communications & Marketing
- Customer Service Plan & Feedback System
- Service Evaluations – Growth, Efficiencies, Innovation
- Community Integrated Planning – holistic approach

Department Overview – Progress 2009-2010

Guelph Transit

Community Engagement

- Sustainable Neighbourhood Engagement Framework
- Artscape Mentoring and Coaching Program

Master plan – Recreation, Parks and Culture

Policy Review

- Allocation Policy Development

New Facility Development

- Guelph Civic Museum
- Market Square Operations & Programming

2011 Budget Request

\$2,410.753 33.7% change

Base Budget Expenditure Change: \$1,080,190 (45%)

New Facilities, Growth, New Services: \$1,330,564 (55%)

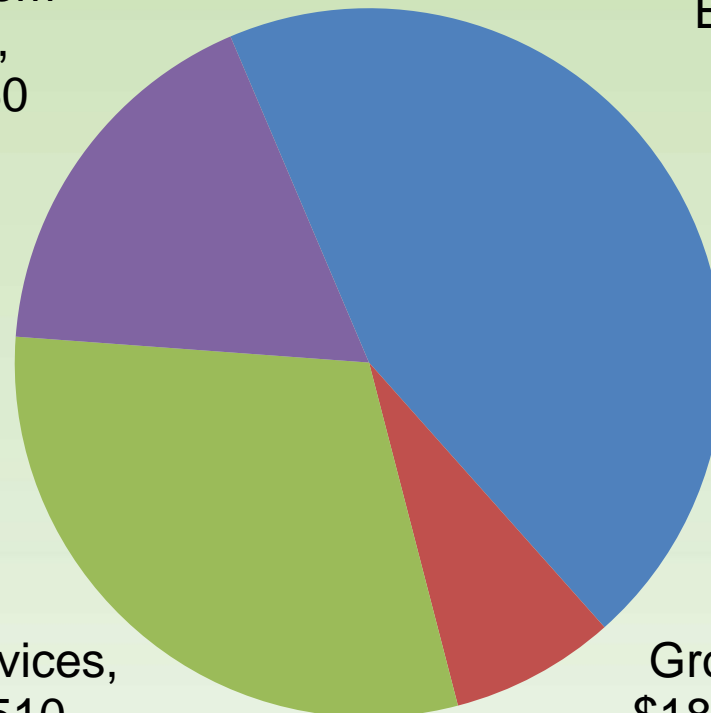
	2010	2011	Change
Revenues	\$ 8,364,973	\$ 8,343,618	(\$ 21, 355)
Expenses	\$ 15,509,863	\$ 17,899,257	\$ 2,389,394
Net Budget	<u>\$ 7,144,890</u>	<u>\$ 9,555,639</u>	\$ 2,410,749

Breakdown of Budget Increase Requested

Total Increase - \$2,410,753 (33.7%)

Impact from
Capital,
\$420,250
17%

Base Budget
increase,
\$1,080,189
45%



New Services,
\$728,510
30%

Growth,
\$181,804
8%

Budget Challenges & Response

Revenues – HST Impact/Economic

- Sponsorship and Advertising - offsets
- Rates & Fees – recommend to maintain 2010 levels
- 5 year actuals - assumed trend
- Program Review - Customer Service Input 2011+

Service & Facility Requirements

- Deficiencies Mid year 2010
- Multi year projects - funded in Operating budget
- Funding for Service Evaluations - Reviews in Base

Service & Program Drivers 2011-2013

Start Up

Social Service
Community Well Being
Preventative Maintenance Program
Structural Assessments & Repair
New Market Square Facility
New Guelph Museum

Turnaround

Parks 'External' Program
Communications & Marketing
Administrative Systems Review
Revenue & Resource Planning
Service Evaluations & Review

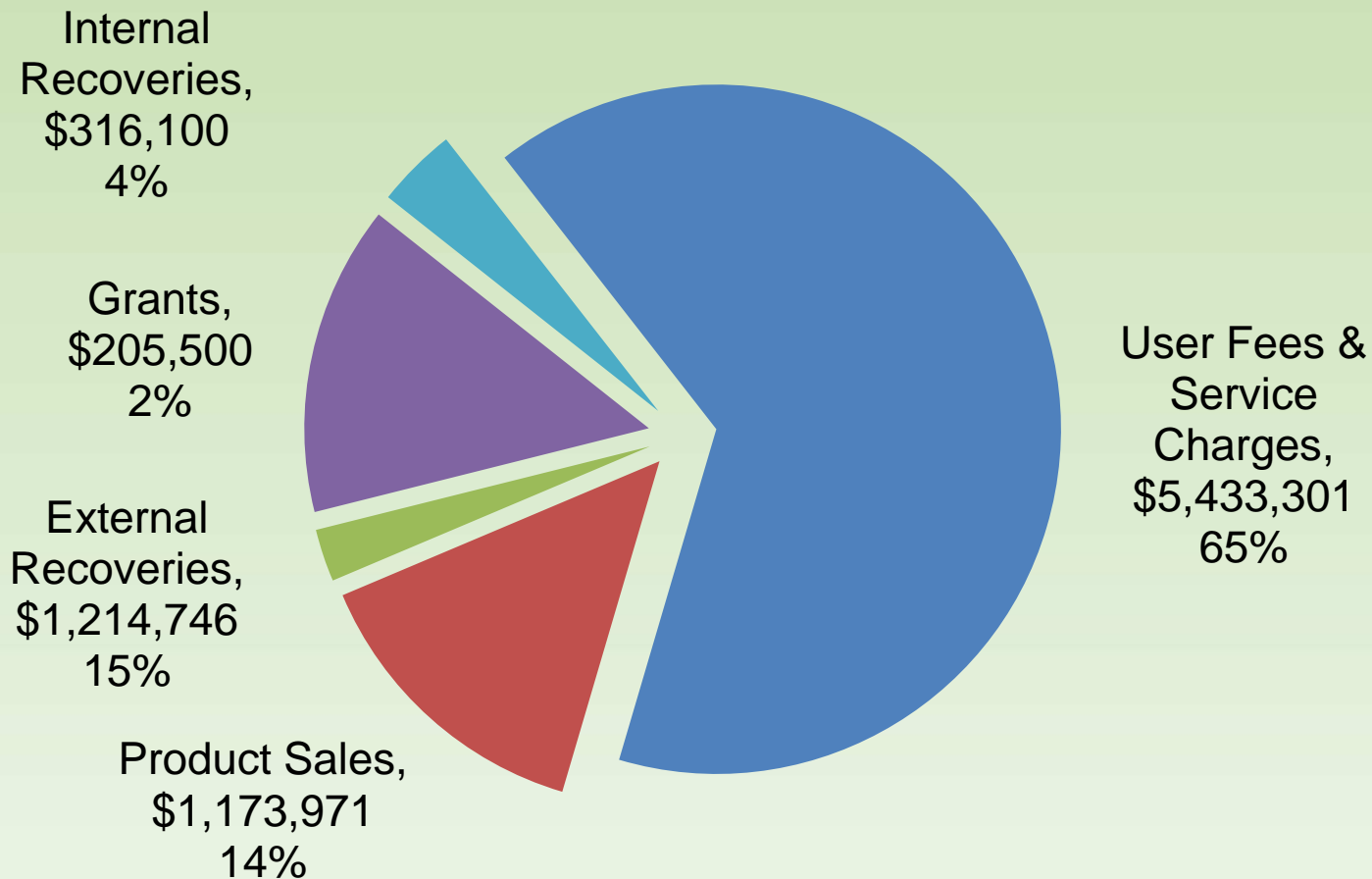
Process/System Re-Design

Building Maintenance
Civic Precinct
Customer Service Plan & Input

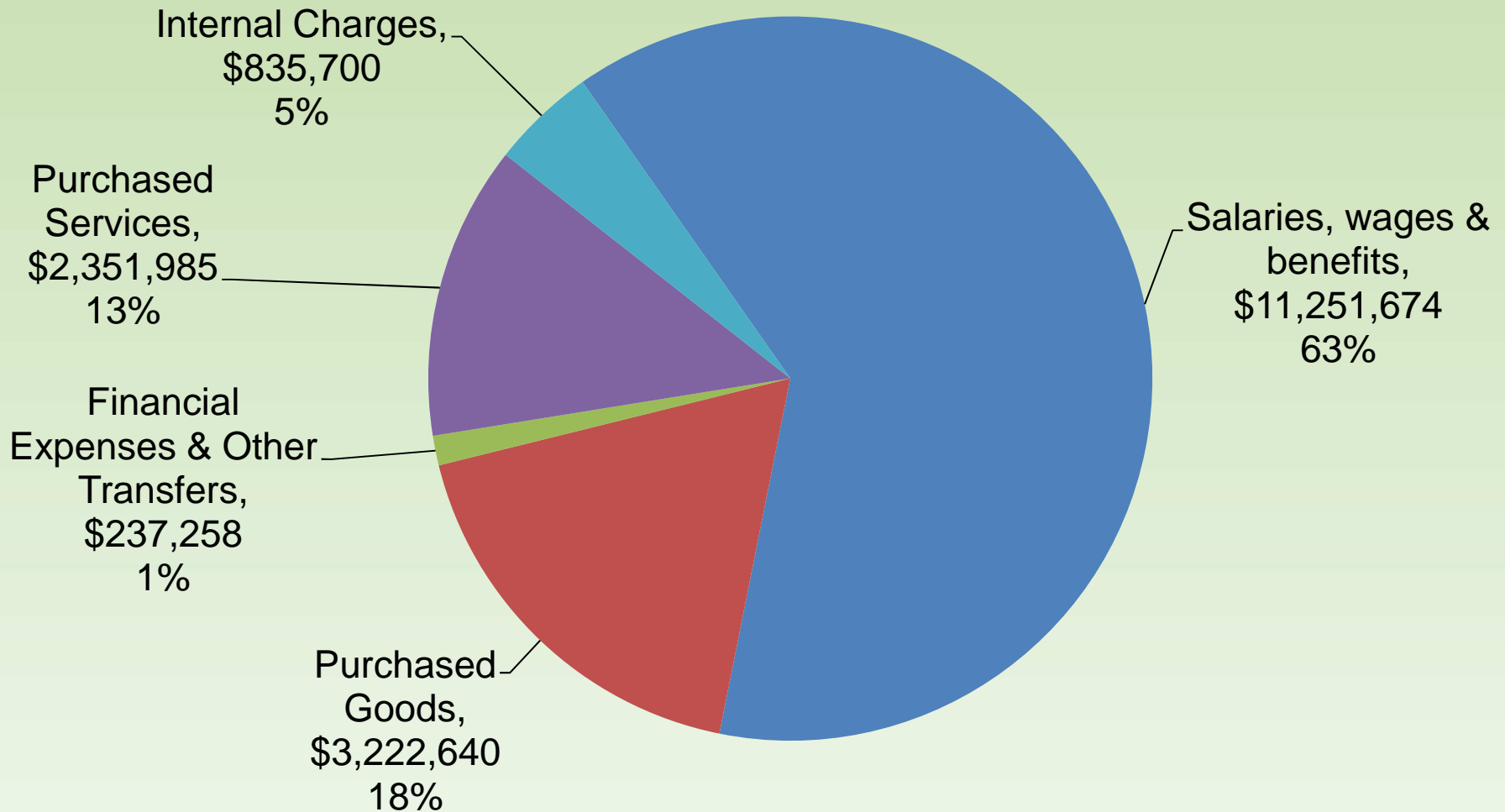
Sustain Success & Advance

Community Engagement
 Neighbourhood Capacity
 Arts, Leisure
 Seniors Programming
 Volunteerism

Gross Operating Budget: Revenue **\$8,343,618**



Gross Operating Budget: Expenses \$17,899,257



Revenue – 2010 to 2011

	2010	2011	Budget change
User Fees & Service Charges	\$ 5,580,635	\$ 5,420,801	(\$ 159,834)
Product Sales	\$ 1,203,838	\$ 1,173,971	(\$ 29,867)
External Recoveries	\$ 1,145,700	\$ 1,225,550	\$ 79,850
Grants	\$ 227,600	\$ 205,500	(\$ 22,100)
Internal Recoveries	\$ 207,200	\$ 316,100	\$ 108,900
Total Revenue	\$ 8,364,973	\$ 8,341,922	(\$ 23,051)

Base Budget Expenses – 2010 to 2011

	2010	2011	Budget change
Salary, wages & benefits	\$ 10,003,906	\$ 10,644,174	\$ 640,268
Purchased Goods	\$ 3,017,050	\$ 3,117,820	\$ 100,770
Purchased Services	\$ 1,718,997	\$ 1,936,745	\$ 217,748
Financial Expenses	\$ 144,610	\$ 167,558	\$ 22,948
Other Transfers	\$ 44,700	\$ 44,700	\$ 0
Internal Charges	\$ 580,600	\$ 656,000	\$ 75,400
Total Expenses	\$ 15,509,863	\$ 16,566,997	\$ 1,057,134

Base Budget: Service Reviews/Efficiencies (\$150,000)

2011-2014 priorities include:

1. Corporate Building Maintenance
2. Administrative Systems
3. Program Reviews and Customer Input
4. Facility Accessibility Design Manual (FADM) - Provincial Legislation
5. User Fee Analysis for Subsidy Policies

Impact – New Facilities (\$420,250)

New Civic Museum – incremental costs of new building

- | | |
|--|-----------|
| ➤ 2011 Partial Year budget (5 months): | \$153,450 |
| ➤ 2012 Full Year budget: | \$311,999 |

Market Square

- | | |
|--|-----------|
| ➤ 2011 Partial Year budget (5 months): | \$266,800 |
| ○ (\$206,700 operating / \$60,100 events) | |
| ➤ 2012 Full Year budget : | \$671,215 |
| ○ (\$524,716 operating / \$146,499 events) | |

Impact of Growth – 4 Requests (\$181,800)

Department Clerical Support (\$48,300)

- Growth in department – multiple years
- Implementing legislative changes – e.g. Privacy Act

FAIR Program (\$25,000)

- Access for 250 low-income adults

Cooperators Hall, RRC – Technical Change (\$8,300)

- Inclusion of 1 Technician in base rental

Parks Coordination (\$100,200)

- Doubling of parks activities and events
- Coordinating external demands for parks programming/
partnerships

New Services

Social Services

- Assessment of Programs & Services
- Base Staff
- Community Well Being Plan

Corporate Building Maintenance

Social Services – Assessment of Programs & Services - \$100,000 one time expense

Goal

- Efficient and effective delivery of social services
- Improve transparency and accountability, understanding

Draft Scope of review:

- Legislative
- Program service delivery
- Decision making on discretionary or optional programs and service expansion
- Governance/management/staffing
- Funding
- Capital infrastructure

Social Services – Base Staff - \$191,110

Goal

- Provide expertise, respond to Council & CSS, coordinate assessments and support Community Well Being Plan.

Policy and Program Coordinator (\$91,800)

- Coordinates and evaluates strategy – correlates expenditures to goals – enhances service effectiveness and accountability

Program Research Data Analyst (\$51,010)

- Evidence based focus – analyse performance, service user, and data –leverages data sources and practices to improve local delivery.

Clerical Support (\$48,300)

- Support the workplan – efficient and effective use of staffing.

Social Services – Community Well Being Plan

Proposed in Community Services Report (August 2010) CSS-SS-1019

- *To develop an integrated and comprehensive, future focused, plan for Guelph. Beyond the traditional ‘scope’ of social services - holistic approach*

Strategic Objectives:

- Define a vision for Community Well Being
- Take Stock and Understand
- Correlate Resources to Long Term Outcomes

Multi-year/multi-budgeted project (\$165,000 in 2011, 2012, 2013)

Community Well Being



Corporate Building Maintenance - Context

Structural Assessment & Repairs

\$2.6 M estimated for 2011 - 32 facilities identified / 100+ structures

Preventative Maintenance Program

No identified program – 150+ facilities

Additional 260,000 square feet (3 years)

Improve performance of equipment between 5% and 50%

Potential return on investment (ROI) >500% - area of focus 2011+

Life Cycle Replacement

Back logged 3 years / Health & Safety Issues top priority

Corporate Building Maintenance – Approach 2011-2014

Operating Resources

Preventative Maintenance Program (\$272,400) Introduced:

- 2 Technical Trades – address immediate gap
- System Review – resources required and report back

Capital Resources

Structural Assessment & Repairs (\$1.3 M new envelope)

Life Cycle Replacement

- utilize existing reserve – catch up by 2014

Operating Items Forecasted – 2012 +

Annualization of Operating Budgets

- Market Square / Civic Museum

Cultural Industries Planning

Community Well Being Plan (Multi year 2012 / 2013)

Capital Budget

Priority Focus – Corporate Buildings

Structural Assessments & Repairs Envelope

Distribution of Annual Reserve Allocations:

Health & Safety / Minor Equipment Replacement

Capital Items Forecasted – 2012 +

Equipment Replacement

Heritage Properties & Stranded Asset Management

Accessibility Assessments

Sleeman Centre Foodcourt / Seating Area

Museum – Phase 2 Exterior Landscape

Major Facilities

Victoria Road Recreation Centre Repairs & Expansion

South End Community Centre

Risks – Operating and Capital

Revenue

Utilities

Legislative Changes

Repairs and Maintenance

Accessibility for Ontarians with Disabilities Act (AODA)

Commissioning of New Buildings

Demand on Program Changes and Delivery

Deferred Capital Equipment Replacement

Health and Safety

Moving Forward ...

- A proactive, future-focused response to the service and program drivers
- Builds our capacity to recommend effective and efficient use of resources to meet objectives
- Mitigates risk with a phased approach

Operations & Transit Department

2011 Budget Presentation

February 14, 2011

Departmental Overview

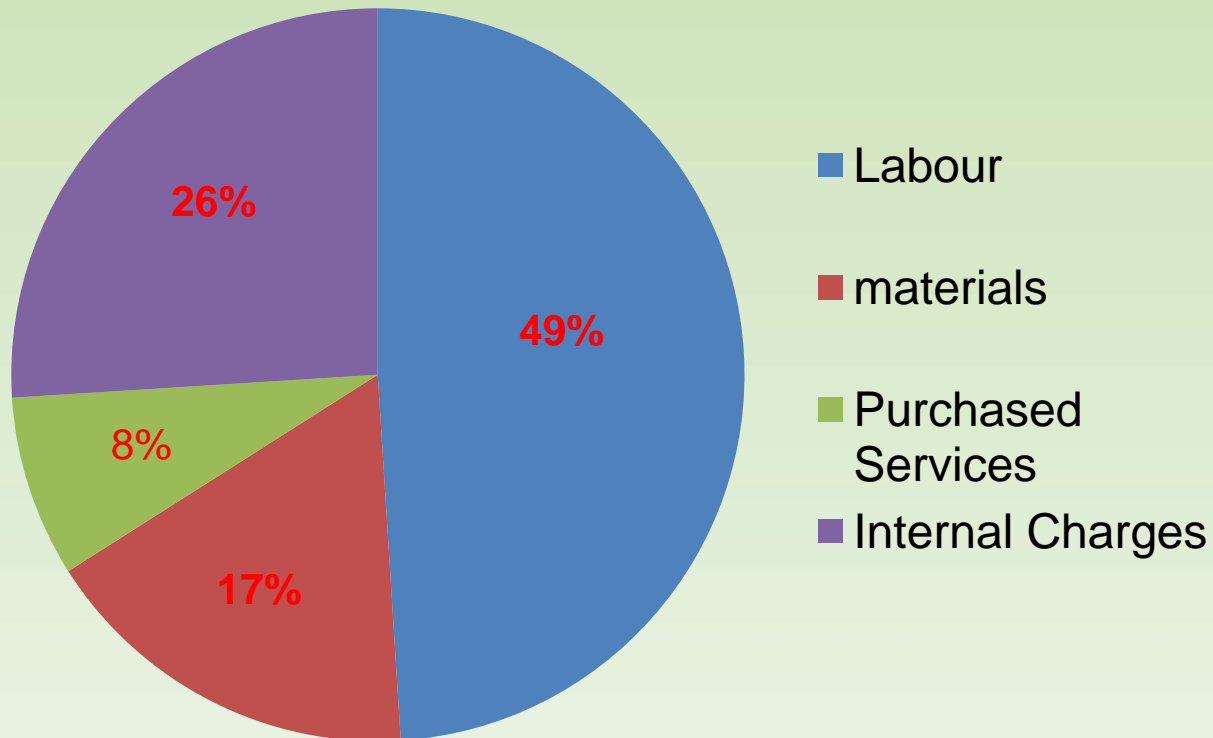
- Guelph Transit
- Public Works
 - Roads & Right of Ways
 - Traffic & Parking
 - Fleet
- Parks Maintenance & Development
- Bylaw Compliance & Security

Financial Overview Operating Summary

- Base Operating Budget + 4.0 % (\$26.6 million)
- Growth, Capital Improvements & New Services account for +5.4% (\$28.0 million)
- 5 new positions being created
- Additional resource for existing positions

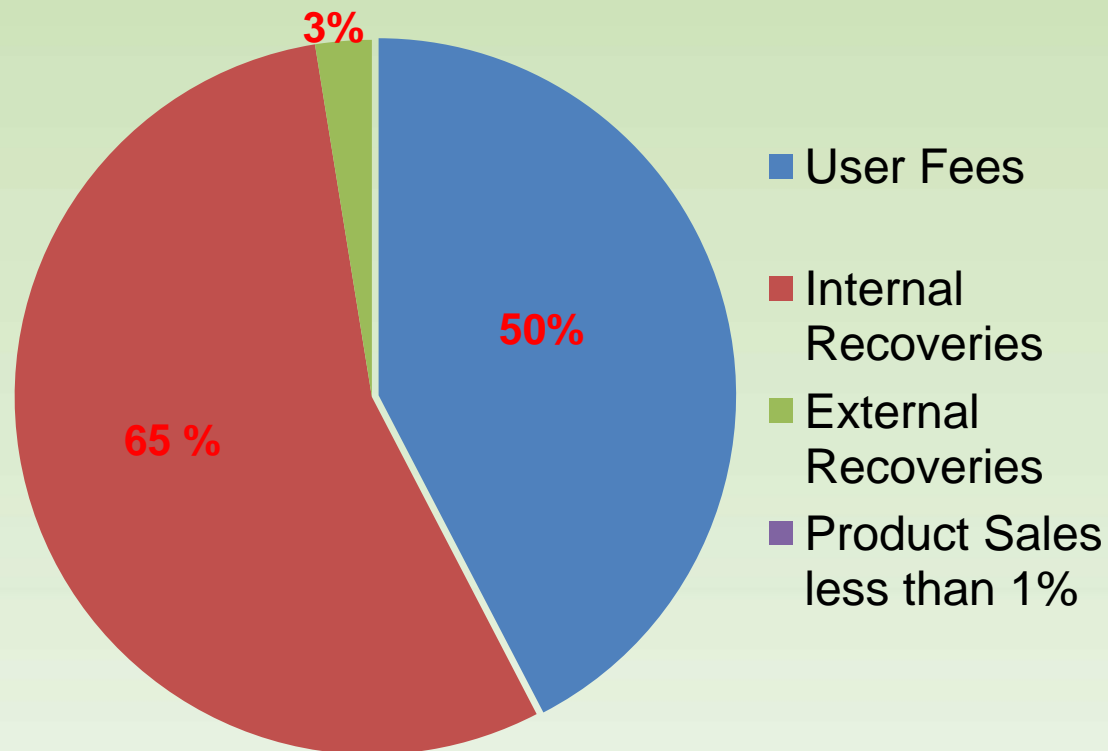
Financial Overview Operating Summary

Expenditures (base)



Financial Overview Operating Summary

Revenues (base)



Operating Base Budget Highlights

- Base Budget Variances:
 - Salary/Benefits +8% (\$2.0 million)
 - Purchased Goods +3% (\$251,500)
 - Purchased Services +11% (\$450,200)
 - Internal Charges -2% (\$314,200)
 - Revenues +5% (\$1.4 million)

Impacts due to Growth

- Fleet Asset Life Cycle Analyst (\$61,500)*
- Road Maintenance (\$41,800)*
- Sign & Sidewalk Inspector (\$141,200)*
- Summer Students in Parks (\$100,100)*
- Equipment Operators (\$96,700)*

* Full year

Impacts due to Growth (cont'd)

- Service Planner (\$83,700)*
- Mobility Operations Supervisor (\$74,200)*
- By-law Compliance Supervisor (\$103,300)*

* Full year

Operating Impact – New facilities

- Parks, parks and more parks (\$218,700)*
 - Oren Reid Park
 - Pinch Park
 - Wilson Farm Park
 - Trans-Canada Trail
- * Full year

Impacts from Capital

- Transit Facility
 - September 2011
- Museum
- POA
- Market Square

New Services

- Bylaw Compliance Clerk (\$60,200)*
- Bylaw Compliance Officer (\$23,700)*
- Fuel Trailer (\$36,500)
- Shared Rental Housing (\$150,000)*

* Full year

New Revenues

- Transit Fare Increase (\$200,000)+
- Monthly Parking Permit Increase (\$89,600)*
- Special Event Parking Increase (\$71,000)*

+May Implementation

* April implementation

2012 Budget Considerations

Operating:

- Transit
 - Summer Service (\$260,000)
 - ‘Stat’ Holiday Service (\$110,000)
- Downtown – Enhanced Winter Control (\$216,000)

2011 Budget Risks

- unpredictable fuel pricing
- Rising cost of replacement parts
- Animal Control
- After hours Use of City Hall
- Traffic Management
- More Bylaw Compliance

2011 Budget Risks

- Infestation
- Weather
- Competing priorities for service
- Implications of Places to Grow
- Deferred Capital refurbishment
- Economy
- Labour Relations

Budgetary Initiatives

(Cost Containment)

- Green Fleet Policies
- Sole source consignment Parts supplier
- Natural gas vs diesel
- PTO Fuel Rebate
- Downtown Housekeeping Review

Budgetary Initiatives (Cost Containment)

- Winter Control – Salt Review
- Security Infrastructure
- Parking Ticket Process Service Provider
- Private/Public Parking Partnerships-
Inventory
- Energy Consumption – Transit Facility

2011 Capital Highlights

- \$7.5 million in activity
- \$1.3 million in tax supported activity (envelope)
- \$4.1 million tax supported Equipment Replacement

2011 Capital Highlights

- Fleet Greening Initiative (\$95,000)
- New Traffic Signal (\$100,000)
- New Trails (\$100,000)
- Northern Heights Community Park (\$320,000)
- Eastview Community Park (\$200,000)

2011 Capital Highlights

- Linke Park (\$210,000)
- Trees for Guelph (\$20,000)
- Park Irrigation (\$50,000)
- Green Envelope established (\$200,000)
- Master Parking Study (\$140,000)

2011 Capital Highlights

- Parking Facility Rehabilitation (\$200,000)
- Replacement of Parking Equipment (\$215,000)
- Transit Accessibility Upgrades (\$50,000)
- Transit Growth Strategy
 - New Bus Stops (\$138,000)
 - University Terminal Improvements (\$280,000)

2011 Capital Budget Concerns

- Equipment Replacement – unsustainable
- Parks Infrastructure – unsustainable
- Downtown Parking – unsustainable
- Transit Technology Plan – unachievable
- Infrastructure Rehabilitation – regressing

A new Capital Strategy is required.

Planning, Engineering and Environmental Services

2011 Budget Presentation
February 14, 2011

Departmental Overview

Solid Waste: Material Recovery Facility; Organic Waste Processing Facility; Household Hazardous Waste Facility; Transfer Station; Waste Collection; and associated programs and services.

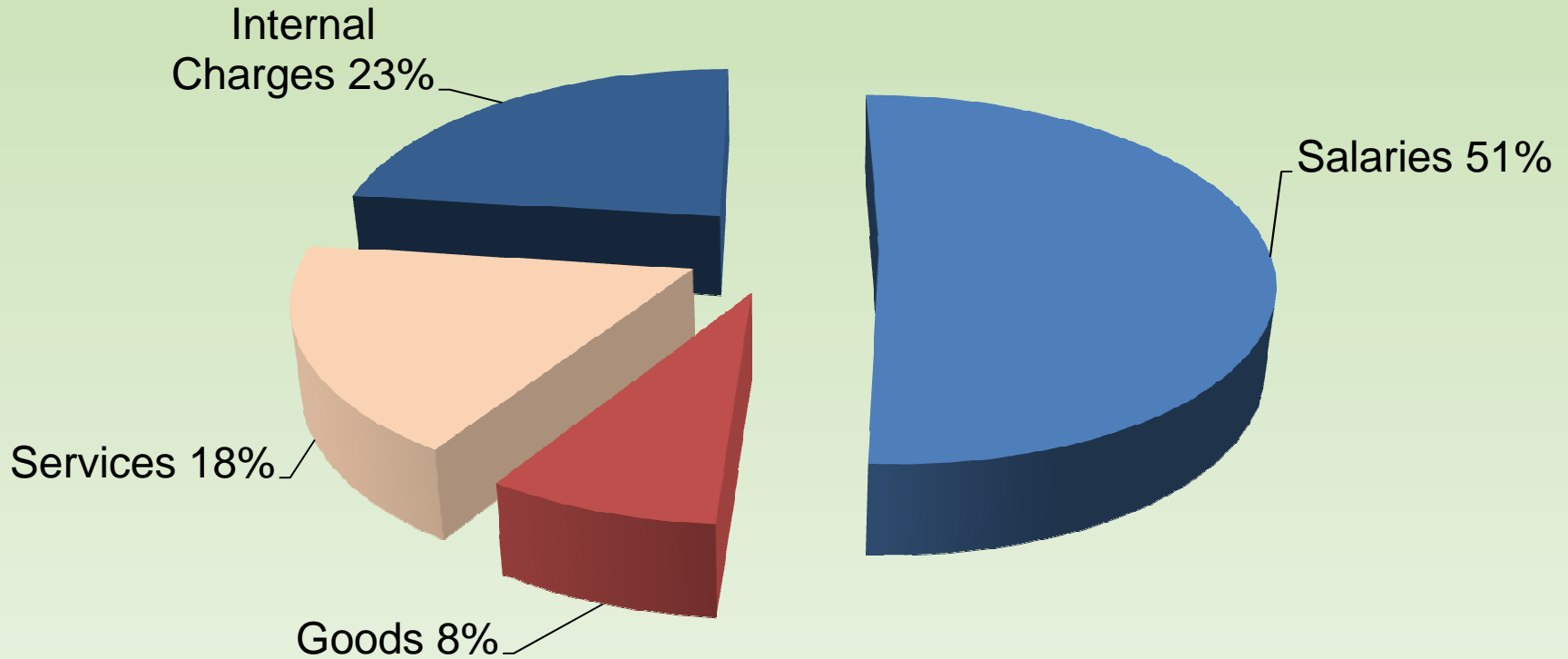
Engineering: Infrastructure Engineering; Development Engineering; Design and Construction Engineering; Transportation Engineering; Capital Program Management; Construction of new city facilities; and Environmental Engineering.

Departmental Overview (cont'd)

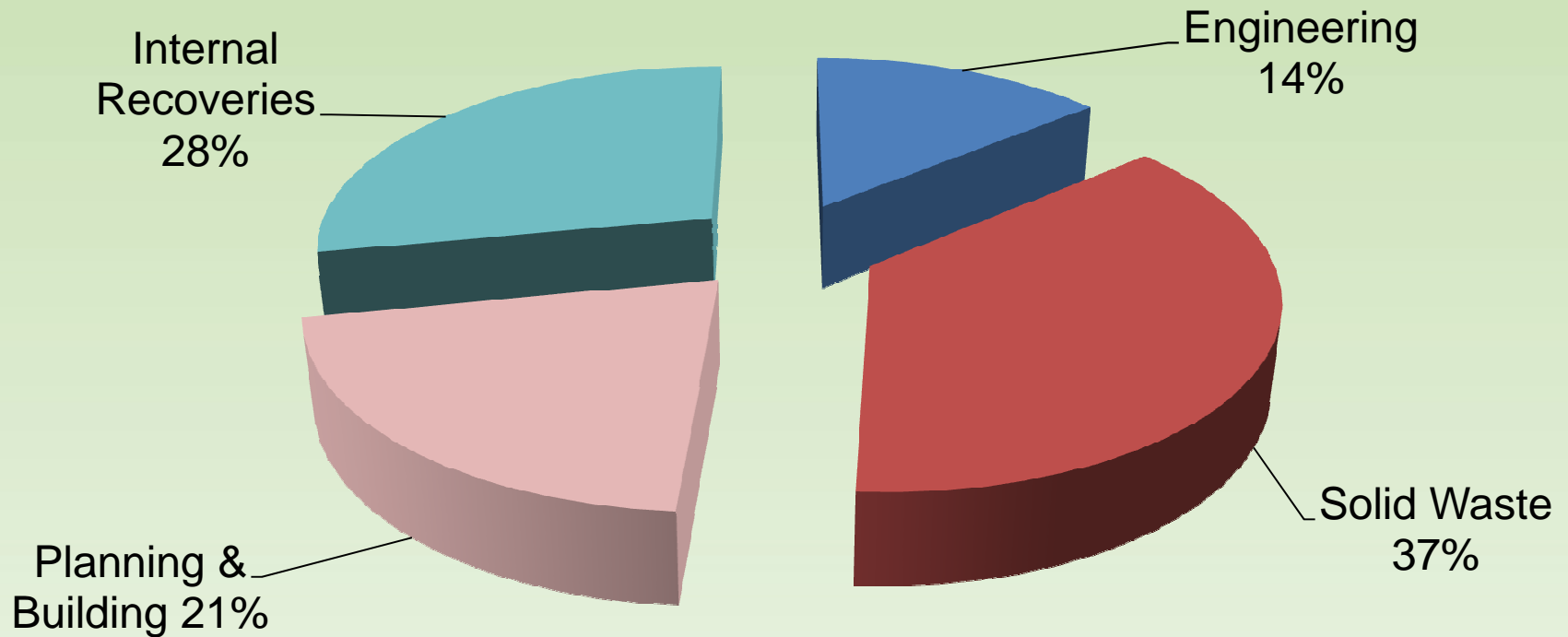
Planning & Building:

- Development Planning;
- Policy Planning (Official Plan, Growth Management Strategy, Secondary Plans, Zoning By-law);
- Urban Design;
- Heritage Guelph;
- Administration & Enforcement of Ontario Building Code;
- Administration & Enforcement of By-laws (e.g. Zoning, Property Standards, Sign);
- Programs (e.g. Backflow Prevention; Termite control).

Base Budget Operating Expenditures (\$30,388,750)



Base Budget Operating Revenues (\$16,792,285)



2011 Operating Pressures

Administration:

- Joint Operational Review.

Engineering:

- Increased coordination of complex utility installations;
- Increased development project management (e.g. HCBP).

Solid Waste Resources:

- Increased commodity prices;
- Organic waste processing revenues;
- Increased mandatory training requirements;
- Compliance with fleet policy.

2011 Operating Pressures (cont'd)

Planning:

- Economic recovery driving workload to pre-2009 levels;
- Policy Planning and Urban Design work plan driven by:
 - ✓ Council priorities;
 - ✓ Official Plan finalization;
 - ✓ Provincially-mandated Zoning By-law Review;
 - ✓ Ontario Municipal Board Hearings.

2011 Operating Pressures (cont'd)

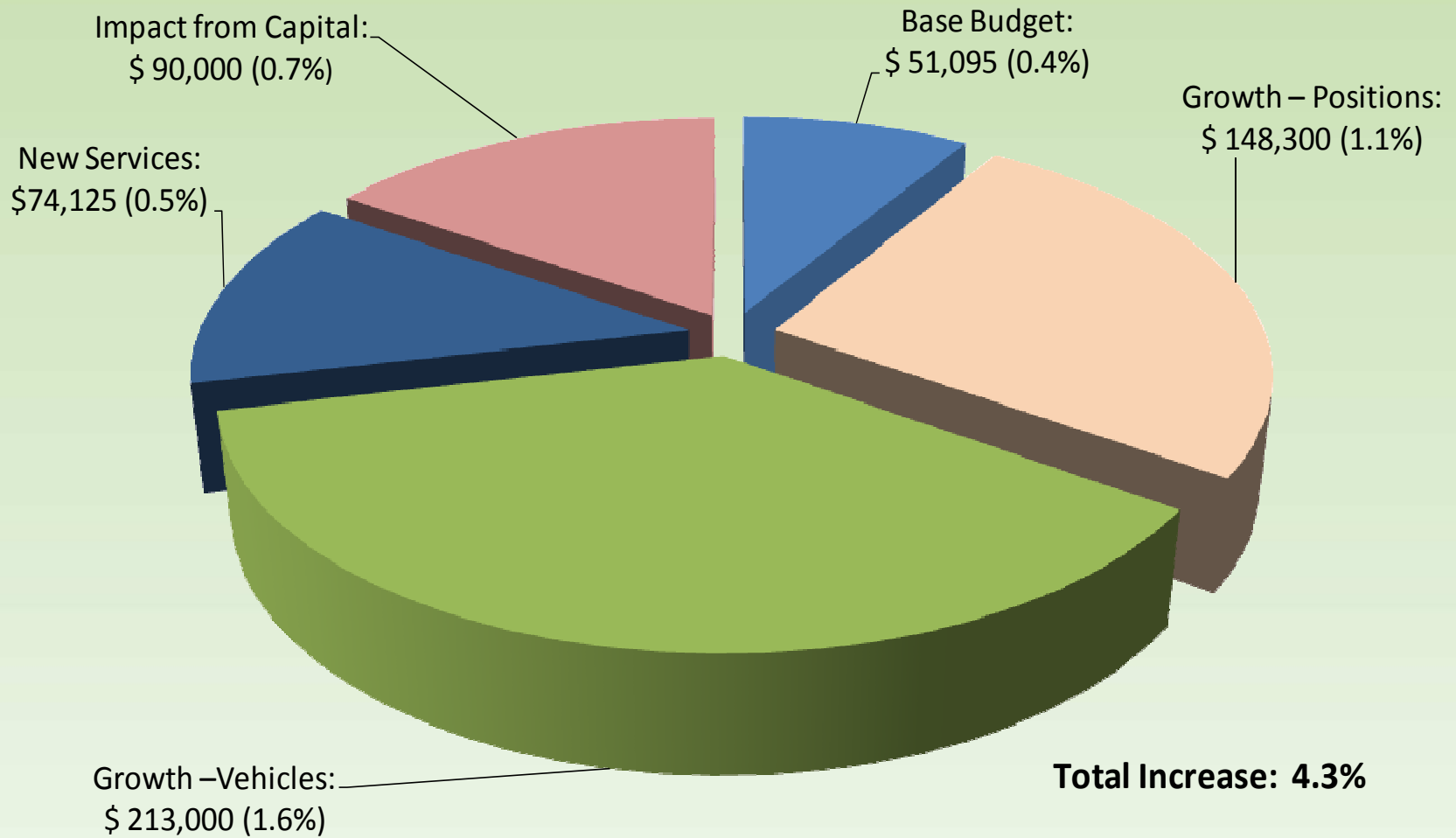
Building:

- Increase in construction activity;
- Support of Council-approved programs, e.g. Blue Build;
- Ontario Building Code - Improved customer service;
- Council direction to enhance Zoning and Property Standards enforcement (Shared Rental Housing).

Operating Budget Overview

- 0.4 % increase to base budget;
- 4.3 % increase overall, including: growth, new services; and impact from capital.

Gross Operating Budget Overview



Base Budget Impacts:

Salaries/Benefits	+6% (\$879,312)
Purchased Goods	+10% (\$216,500)
Purchased Services	+4% (\$223,200)
Internal Charges	+10% (\$624,858)
Revenue	+15% (\$1,563,757)
Internal Recoveries	+8% (\$329,017)
Net Impact	+0.4% (51,095)

Impacts Due to Growth

- Utility Coordinator/Construction Inspector (\$0);
- Junior Development Engineer (\$0);
- Plumbing Inspector II (\$8,600);
- Backflow Prevention Officer (\$8,600);
- Technical Services Specialist (\$11,000);
- Planning Clerk (\$46,400);
- Development Planner/Site Plan Coordinator (\$73,700);
- Vehicle Purchase (\$213,000).

Operating Impact – New Facilities

Organic Waste Processing Facility:

- Organic Program Manager (\$90,000);

Impact of New Services

Shared Rental Housing

(cross departmental \$324,762):

- Zoning Inspector (1) - Building Division;
- By-Law Officers (1.75) - Operations Division;
- Fire Prevention Officer (1) - Emergency Services.

Increased Revenues

Engineering (\$620,840):

- Increased revenue from external sources (e.g. developers, utilities, gas tax, land sales reserve).

Planning & Building (\$250,357):

- Increase in Building Permit fees.

Increased Revenues

Solid Waste Resources (\$918,300):

- Increased Recovery from external sources:
 - Waste Diversion Ontario;
 - Stewardship Ontario;
 - Increased user fees.

- Product prices recovering from 2008/2009 levels.

2011 Capital Highlights

Overall:

- \$22 million in activity;
- \$10 million net cost to City;
- \$12 million external funding (i.e. grants, federal gas tax and development charges).

2011 Capital Budget Highlights

Engineering (\$13,333,000):

- Roads & Stormwater Management

\$5.4 million net cost to City

\$7.9 million external funding

Capital Budget Highlights (cont'd)

Solid Waste Resources (\$8,583,300):

- Automated Collection – carts;
- Automated Collection – trucks;
- Equipment Replacement;
- Eastview Upgrades.

\$4.6 million net cost to City

\$4.0 million external funding

Capital Budget Highlights (cont'd)

Policy Planning (\$90,000):

- Shared Rental Housing;
- Update Downtown Private Realm and Zoning By-law;
- Zoning By-law Review;
- Heritage District Study;
- Community Energy Initiative;
- Eastview Node Urban Design Concept

\$45,000 net cost to City

\$45,000 external funding

Human Resources and Legal Services Department

2011 Budget Presentation

February 14, 2011

Departmental Overview

- Human Resources – Labour Relations, Employment, Organization Development, Workforce Planning, Compensation/ Payroll Administration
- Human Resources Corporate Accounts e.g. Job Evaluation, Negotiations
- Legal Services – Legal and Realty Services
- Court Services – POA Prosecution and Administration

Financial Overview Operating Summary

- Combined budgets for Human Resources and Legal Services -6% net for 2011 vs 2010
- First full year of operation of new Court facility

2011 Operating Changes - Department

- Reinstatement of 5 days i.e. 52 weeks of service
- Compensation adjustments – job evaluation, grid moves, Collective Agreement and Council approved increases
- Revised accounting (i.e. OMBI) method for internal recoveries/shared services chargebacks

Operating Base Budget Highlights Human Resources

- **Base Budget Variances:**
 - Purchased Goods
 - Long Service Awards, Workforce Planning
 - Purchased Services
 - Wellness, Employee Census, EAP
 - Cost recovery through Reserves (i.e. \$70,000)

Operating Base Budget Highlights Human Resources Corporate Accounts

- **Base Budget Variances:**
 - Increases for Contingency and Collective Agreement Negotiation

Operating Base Budget Highlights Legal Services

- Base Budget Variances:
- Purchased Goods
 - Increased printing costs
- Purchased Services
 - Reduced telephone charges

Operating Base Budget Highlights Court Services

- Base Budget Variances:
- Purchased Goods
 - Increased printing costs
- Purchased Services
 - Savings from city owned facilities i.e. no lease costs

Service Requirements

- Court Services
 - Mid-year service adjustment to:
 - Respond to increase in charges volume = Additional prosecution hours
 - Separation of prosecutorial and administrative functions = Supervisor, Court Administration
 - Offset by increased revenue projections for charge volume, collection trends (i.e. 5 year analysis)

Operating Impact – New facilities

- Savings achieved directly operating New Court facility = \$182,000 (rounded)
 - Owned vs Leased Space

Impacts due to Growth

Human Resources

- HR Assistant – Employee Records/
Payroll/OD Administration = \$0 impact

Revenues

- City's net revenue for POA Court =
 - \$736,920
 - \$400,000 to POA Reserve to fund City portion of POA Courthouse facility project costs
 - \$336,920 to Operating Fund