

**City Council
Budget Meeting Agenda
Consolidated as of November 4, 2016**



**Wednesday, November 9, 2016 – 5:00 p.m.
Council Chambers, Guelph City Hall, 1 Carden Street**

Please turn off or place on non-audible all electronic devices during the meeting.

Please note that an electronic version of this agenda is available on guelph.ca/agendas.

Changes to the original agenda have been highlighted.

Authority to move into closed meeting

That the Council of the City of Guelph now hold a meeting that is closed to the public, pursuant to the Municipal Act, to consider:

C-2016.57 2017 Non-Union Compensation Increase
Section 239 (2) (d) labour relations or employee negotiations

Open Meeting – 6:00 p.m.

Disclosure of Pecuniary Interest and General Nature Thereof

Closed Meeting Summary

**2017 Tax Supported Operating Budget
(presentation and report attached)**

Presentation:

Derrick Thomson, Chief Administrative Officer
Mayor Cam Guthrie on behalf of Council
Mark Amorosi, Deputy CAO of Corporate Services
Scott Stewart, Deputy CAO of Infrastructure, Development and Enterprise Services
Colleen Clack, Deputy CAO of Public Services
James Krauter, Acting General Manager Finance/Treasurer

Recommendation:

1. That report CS-2016-70 titled '2017 Tax Supported Operating Budget', dated November 9, 2016, with a net levy and payment in lieu of taxes requirement of \$221,944,377 or 1.98% above the 2016 tax levy and payment in lieu of taxes be referred to the December 7, 2016 Council budget meeting for Council consideration; and
2. That user fees and proposed reserve and reserve fund transfers be referred to the December 7, 2016 Council budget meeting.

Adjournment



Budget process recap

Budget	Staff Presentation	Public Delegations	Council Approval
Non-tax supported - Court Services - Ontario Building Code - Water - Wastewater	Complete	Complete	Complete
Local Boards & Shared Services	November 16	November 30	December 7
Tax-supported			
Capital	Complete	Complete	December 7
Operating	Tonight	November 30	December 7
Expansions	Tonight	November 30	December 7
Reductions	Tonight	November 30	December 7

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Your city, your money



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Corporate Administration Plan

Pillar	Description	Corporate Focus
OUR SERVICES	Municipal services that make lives better	<ul style="list-style-type: none"> Customer Service Framework Service Review and Improvement Network
OUR PEOPLE	Building a great community together	<ul style="list-style-type: none"> Expanded Leadership Charter Culture of collaboration
OUR RESOURCES	A solid foundation for a growing city	<ul style="list-style-type: none"> Asset Management Program Long-term Financial Plan



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Overview

- Building the budget
- Service Area overviews
- 2017 recommended operating budget
- General and capital financing
- Expansions and reductions
- Recommendation

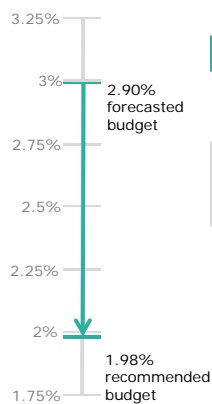
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Recommendation

1. That report CS-2016-70 titled *2017 Tax Supported Operating Budget* with a net levy and payment in lieu of taxes requirement of \$221,944,377 or 1.98% above the 2017 tax levy and payment in lieu of taxes be **referred** to the December 7, 2016 meeting for Council consideration; and
2. That user fees and proposed reserve and reserve fund transfers be **referred** to December 7, 2016.

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Getting to 1.98 per cent



What was done	The risk
Departments limited to 0.75 pre cent increase over 2016	Limited funding for growth or new projects
Corrected historical budgeting issues	Departments have to find additional ways to reduce budget to compensate for budget to actual corrections
Overtime, Learning and Development, consulting fees and temporary salaries set to zero, built up	Funding levels may not be adequate or realistic causing year-end variances

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Building the budget

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Considerations: restating the 2016 budget

- 2016 **tax-supported** budget reduced by \$1.9 million
 - any increase to the City's budget in 2017 will be over the adjusted 2016 budget amount
- 2016 **non-tax-supported** budget increased by approximately \$2.1 million
- \$200,000 difference between the tax-supported and non-tax-supported budgets is related to stormwater fees for City properties

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2017 recommended budget

2016 approved budget	Amount	
Restated levy including assessment growth	\$217,640,999	
2017 recommended budget	Amount	Tax levy impact
Base Budget		
Controllable departmental adjustments	\$1,014,678	0.47%
Uncontrollable adjustments	\$1,939,192	0.89%
Council prior decisions	\$2,239,350	1.03%
Budget to Actual corrections	\$1,254,000	0.58%
Local Boards & Shared Services	\$986,158	0.45%
Assessment growth	(\$3,130,000)	(1.44%)
2017 recommended budget	\$221,944,377	
2017 recommended base budget increase	\$4,303,378	1.98%

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Considerations: historical actuals

Year	Base	Investment	Total Tax Levy Increase	\$ Equivalent to 1% increase (\$M)
2012	3.25%	0.27%	3.52%	\$1.71
2013	2.17%	0.93%	3.10%	\$1.80
2014	1.75%	0.63%	2.38%	\$1.93
2015	3.02%	0.53%	3.55%	\$2.00
2016	1.75%	1.24%	2.99%	\$2.16
5 year average	2.39%	0.72%	3.11%	
2017 recommended	1.98%	0.00%	1.98%	\$2.20

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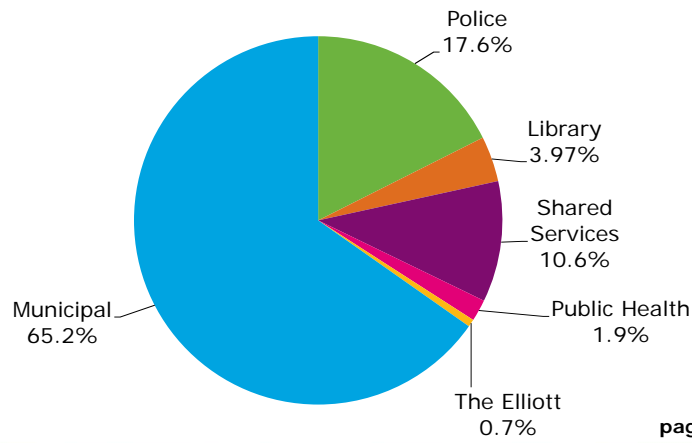
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Considerations: other

- Principles of predictability and affordability
- Approved levels of service
- Direction from City Council
- Indirect input from community
- Recommendations for improving programs and services

2017 distribution of tax dollars

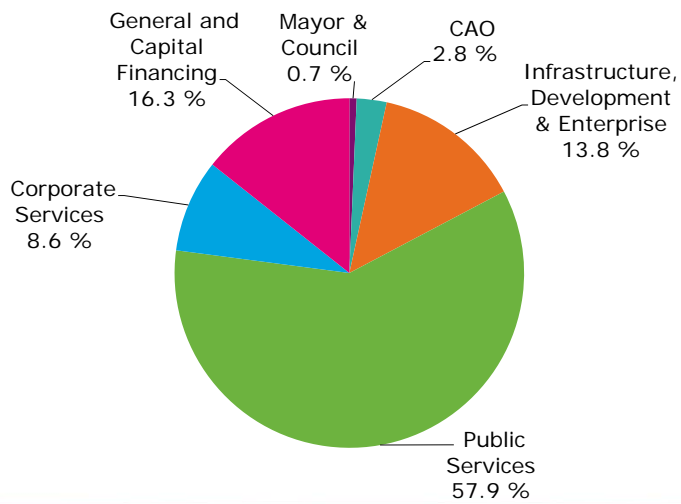
\$221.9 million





Service Area overviews

2017 distribution of City tax dollars





Office of the Mayor and City Council

Tab 3

Organizational structure

Office of the Mayor

Communications Assistant — Executive Assistant

Mayor and Council: 2017 initiatives

OUR RESOURCES

- Promote Guelph's interests to other levels of government
- Champion Guelph's role in the Innovation Corridor
- Continue to strengthen internal and external relationships

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Mayor and Council: Budget Highlights

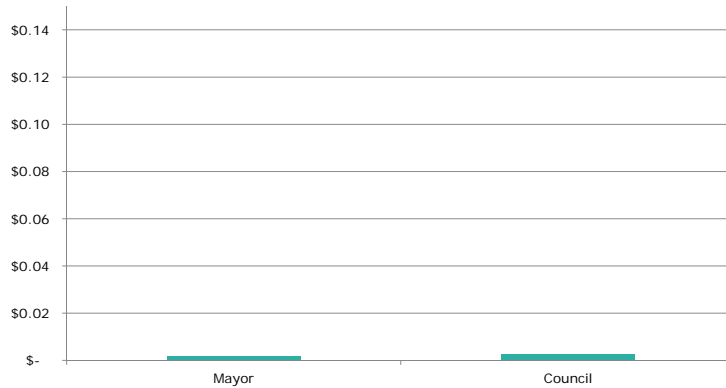
	2016	2017	Yr/Yr Change (\$)	Yr/Yr Change (%)
Base Budget Total	\$967,400	\$981,080	\$13,680	1.41%

Budget drivers

- Increase in retainer fees to align with historical actuals

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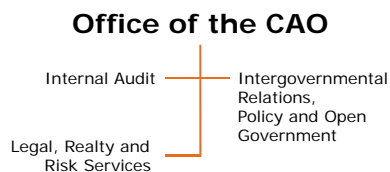
2017 distribution of City tax dollar



Office of the CAO

Tab 4-7

Organizational structure



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Office of the CAO: 2017 initiatives

OUR SERVICES

- Oversee implementation of Corporate Administrative Plan
- Perform audits as identified in the 2017 Internal Audit work plan

OUR PEOPLE

- Collaborate with local and regional partners and municipal networks to address common needs
- Coordinate improvement and innovation programs - providing staff with skills, tools and opportunities to modernize services

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Office of the CAO: 2017 initiatives

OUR RESOURCES

- Support the review of the City's energy assets
- Continue to advocate other levels of government to support future infrastructure funding opportunities
- Implement best practices for City procurements

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Office of the CAO: Budget Highlights

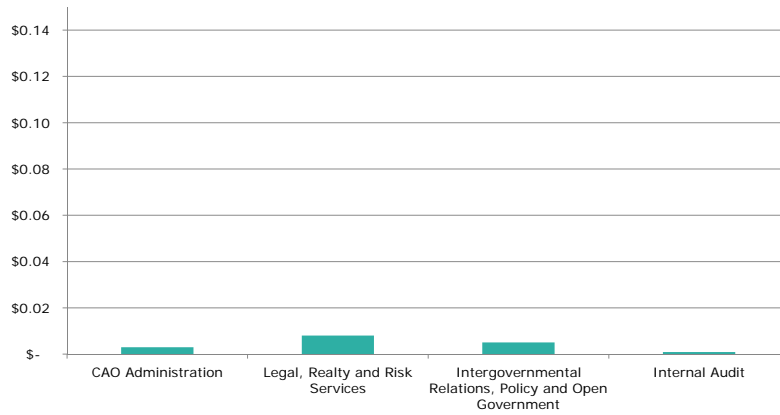
	2016	2017	Yr/Yr Change (\$)	Yr/Yr Change (%)
Base Budget Total	\$3,922,565	\$4,001,858	\$79,293	2.0%

Budget drivers

- Small budget driven primarily by compensation and economic adjustments

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2017 distribution of City tax dollar



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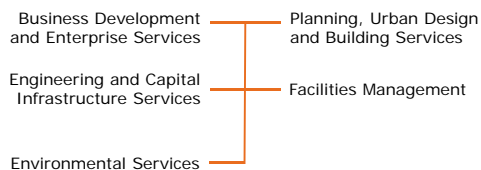
Infrastructure, Development and Enterprise Services

Tab 8-13

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Organizational structure

Infrastructure, Development and Enterprise Services



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IDES: 2017 initiatives

OUR SERVICES

- Lead the implementation of the City's Parking Master Plan
- Launch of online Waste Collection Reminder Tool

OUR RESOURCES

- Complete a comprehensive update of the Transportation Master Plan
- Complete the remaining components of the Integrated Operational Review program
- Prioritize and implement the findings from the 2016 accessibility audit

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IDES: Budget Highlights

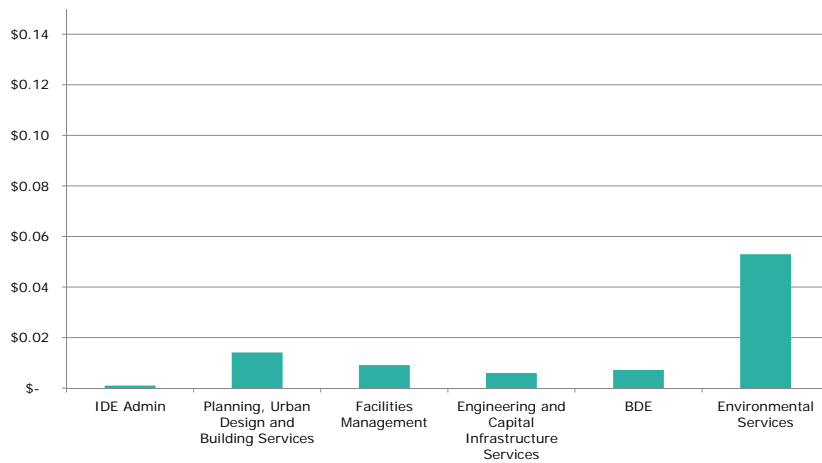
	2016	2017	Yr/Yr Change (\$)	Yr/Yr Change (%)
Base Budget Total	\$19,281,166	\$20,048,244	\$767,078	3.98%

Budget drivers

- Reduction of approximately \$315,000 due to re-allocation of staff costs from the tax-supported Building Services budget to the non-tax supported OBC budget
- Reduction of sale of recyclables
- Budget to actual adjustments of perennial variances

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2017 distribution of City tax dollar



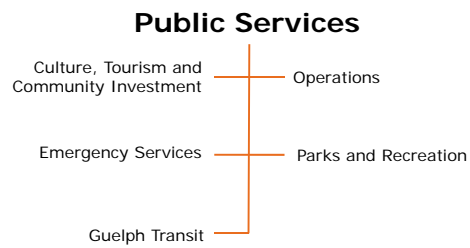
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Public Services

Tab 14-19

Organizational structure



Public Services: 2017 initiatives

OUR SERVICES

- Re-open the fully renovated Victoria Road Recreation Centre

OUR PEOPLE

- Implement creative solutions through the Community Paramedicine Program to better meet the needs of vulnerable residents in the community and remote patient monitoring.

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Public Services: 2017 initiatives

OUR RESOURCES

- Commemorate Canada's sesquicentennial and Guelph's 190th anniversary with community celebrations
- Purchase of 24 conventional and nine mobility replacement buses under Public Transit Infrastructure Funding
- Review and analyze 311GIS initiatives and other technologies to improve customer service
- Begin construction on Silvercreek Trail as per the requirements of the successful Canada 150 Infrastructure Grant

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Public Services: Budget Highlights

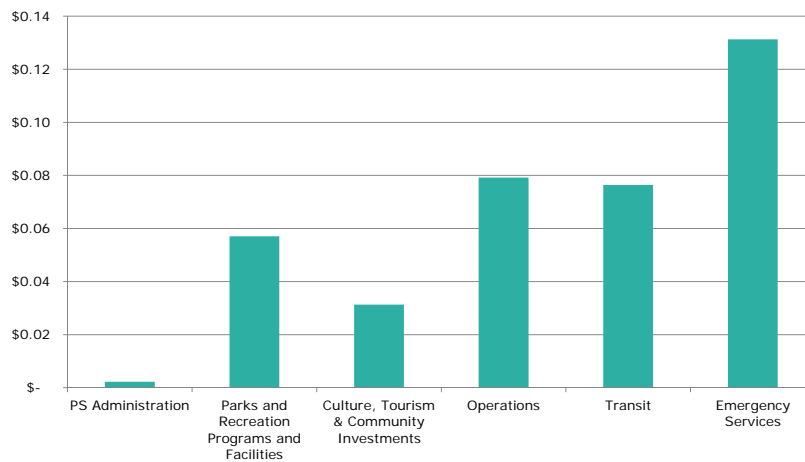
	2016	2017	Yr/Yr Change (\$)	Yr/Yr Change (%)
Base Budget Total	\$78,983,219	\$83,779,708	\$4,796,489	6.07%

Budget drivers

- Council directed new agreement with the Guelph Storm
- Removal of Provincial Gas Tax funding from Guelph Transit operating base budget
- Additional U-Pass revenue
- Budget to actual correction for Winter Control expenditures in Parks and Operations
- Increased costs due to transfer of operations of Centennial Pool from School board to City

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2017 distribution of City tax dollar



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Corporate Services
Tab 20-26

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Organizational structure

Corporate Services

- City Clerks Office
- Corporate Communications & Customer Service
- Court Services
- Finance
- Human Resources
- Information Technology
- Project Management Office

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Corporate Services: 2017 initiatives

OUR SERVICES

- Deploy, in collaboration with various City departments, the City's Citizen Relationship Management tool, changing the way we support, serve and engage citizens

OUR PEOPLE

- Continue to implement the Talent Blueprint
- Initiate, in consultation with other City departments, a review of Council's delegation of authority

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Corporate Services: 2017 initiatives

OUR RESOURCES

- Develop and facilitate the implementation of Complex Capital Project Risk Framework for Tier-1 projects and select Tier-2 projects
- Implement Business/Service Review Framework
- Complete the review, consolidation and standardization of the City's reserves and reserve funds as per the BMA Financial Report recommendations

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Corporate Services: Budget Highlights

	2016	2017	Yr/Yr Change (\$)	Yr/Yr Change (%)
Base Budget Total	\$11,876,673	\$12,428,897	\$552,224	4.6%

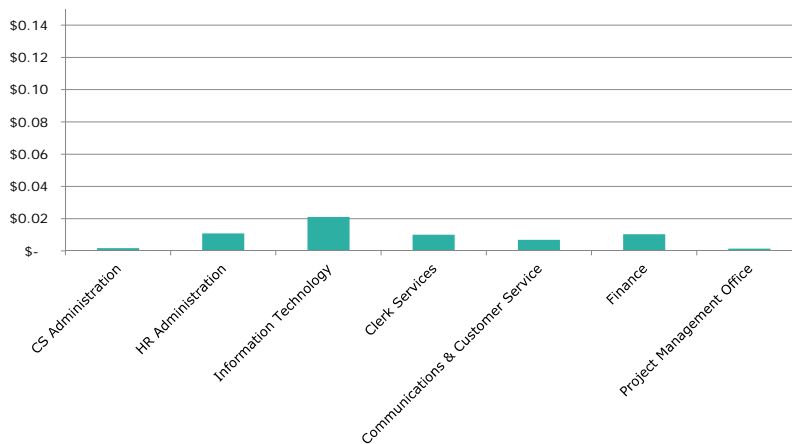
Budget drivers

- Increase in purchased services; IT software services and consulting fees
- Realign Project Management from Capital
- Revenue Increase from new tax roll, arrears and interest on accounts receivable

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WE1

2017 distribution of City tax dollar



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2017 recommended Operating Budget

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Financial overview (change)

	2017 (\$ change)	% change
Revenue		
Departmental Revenues	1,836,040	0.84%
General Revenues	445,407	0.20%
Expenditures		
General Expenditures & Capital Financing, Grants & Cross Charges	\$1,339,244	0.62%
Compensation	\$2,084,430	0.96%
Utilities (Hydro, Taxes)	\$524,780	0.24%
Other Purchased Goods	\$366,700	0.17%
Purchased Services	(\$149,381)	(0.07%)
Local Boards & Shared Services	\$986,158	0.45%
Prior Year Assessment	(\$3,130,000)	(1.44)
TOTAL	\$4,303,378	1.98%

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General and Capital Financing

Tab 27

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General & Capital Financing: 2017 Focus

- Ensure the City is accountable and transparent in its financial planning
 - Transfer sufficient money into the City's reserve funds to pay for the City's share of the 2017 capital program
 - Make contributions to the tax rate stabilization reserve to build towards best practice levels
 - Make contributions to Affordable Housing Reserve
 - Ensure funding is in place to meet the City's obligations for:
 - Collective agreements under negotiation
 - Tax Increment Based Grant Programs

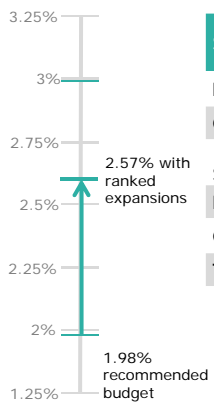
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Expansions and reductions

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Impact of ranked expansions



Service Area	Expansion Total
Mayor & Council	\$0
CAO	\$0
Infrastructure, Development and Enterprise Services	\$378,100
Public Services	\$473,950
Corporate Services	\$452,800
Total	\$1,304,850

Ranked expansions

Tab 29

Program of work	Benefit	Risk	FTE	2017 investment	page
Paramedics-Erin Township	<ul style="list-style-type: none"> Improved outcomes of patients suffering from medical emergencies in our community 	<ul style="list-style-type: none"> Response times continue to fall below our targets 	4	\$351,800	171
Development Engineer	<ul style="list-style-type: none"> Meet the needs of the development community and City 	<ul style="list-style-type: none"> Low level of service levels will not improve 	1	\$124,300	173
Corporate Mobility Specialist	<ul style="list-style-type: none"> Meet the growing needs of the City 	<ul style="list-style-type: none"> Lose of assets and overspending 	1	\$113,000	175

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Ranked expansions

Tab 29

Program of work	Benefit	Risk	FTE	2017 investment	page
Program Manager - PMO	<ul style="list-style-type: none"> Reduce project and corporate risk 	<ul style="list-style-type: none"> Limited support for Tier-1 projects 	1	\$117,800	179
Business Development Research and Information Officer	<ul style="list-style-type: none"> Responded to client and investment needs 	<ul style="list-style-type: none"> Unable to maintain competitive advantages against other communities 	1	\$131,800	181
Fleet Supervisor	<ul style="list-style-type: none"> Improved service delivery 	<ul style="list-style-type: none"> Assume considerable due diligence and health and safety risks 	1	\$38,450	185

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Ranked expansions

Tab 29

Program of work	Benefit	Risk	FTE	2017 investment	page
Program Manager-Environmental Planning	<ul style="list-style-type: none"> Resolve work load and capacity issues 	<ul style="list-style-type: none"> Continued low staff engagement Delays in reviewing and responding to requests 	1	\$122,000	187
Mobility Dispatch	<ul style="list-style-type: none"> Enhanced customer service 	<ul style="list-style-type: none"> Failure to comply with legislation 	1	\$83,700	191

Ranked expansions

Tab 29

Program of work	Benefit	Risk	FTE	2017 investment	page
Corporate Analyst - Capital Planning and Reporting	<ul style="list-style-type: none"> Coordinate integration of capital programs of work 	<ul style="list-style-type: none"> Impact ability to use federal and provincial funding Impact ability to meet reporting regulations 	1	\$109,600	193
Amanda Application Analyst	<ul style="list-style-type: none"> Complete backlog of business operational requests 	<ul style="list-style-type: none"> Operational improvements will not be completed 	1	\$112,400	195



Paramedics—Erin Township

Department: Emergency Services
 Category: Service Investment; Safety/Risk
 Corporate Connection: OUR **SERIVCES**

Overview

- Develop operational folders and workflow processes in the AMANDA application
- Initiatives to support the Integrated Operational Review are currently being developed by an external consultant; however, long-term, internal resource support will be required

Tab 29, page 171

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Paramedics—Erin Township

Department: Emergency Services
 Category: Service Investment; Safety/Risk
 Corporate Connection: OUR **SERIVCES**

Year	Expense	Funding Source
2017	\$351,800	Tax-supported
2018	\$181,500	Tax-supported
2019	\$185,800	Tax-supported



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Development Engineer

Department: Engineering and Capital Infrastructure
 Services Category: Service Investment
 Corporate Connection: OUR **SERIVCES**

Overview

- Improve service levels by expediting the engineering review process for development applications
- Review/approve
 - technical engineering plans and studies as they relate to Plans of Subdivision
 - technical engineering plans and studies review/comment on engineering aspects of Committee of Adjustment applications
- Complete site inspections

Tab 29, page 173

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Development Engineer

Department: Engineering and Capital Infrastructure
 Services Category: Service Investment
 Corporate Connection: OUR **SERIVCES**

Year	Expense	Funding Source
2017	\$124,300	Tax-supported
2018	\$114,300	Tax-supported
2019	\$116,600	Tax-supported



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Corporate Mobility Specialist

Department: Information Technology
 Category: Efficiency; Safety/Risk
 Corporate Connection: OUR **SERIVCES**

Overview

- Over the last 15 years, the demand for technology has exploded and is expected to continue to grow
- Current inventory includes over 1,025 computers which include desktops, laptops and tablets
- Focus will be managing and maintaining the corporate mobile fleet, and shaping the City's mobile direction

Tab 29, page 175

Corporate Mobility Specialist

Department: Information Technology
 Category: Efficiency; Safety/Risk
 Corporate Connection: OUR **SERIVCES**

Year	Expense	Funding Source
2017	\$113,000	Tax-supported
2018	103,400	Tax-supported
2019	105,400	Tax-supported



Program Manager

Department: Project Management Office
 Category: Service Investment – Audit
 Corporate Connection: **OUR RESOURCES**

Overview

- Fulfills the approved Project Management Office mandate and workplan
 - project management support and reporting for Tier 2 projects starting in 2017 (approximately 20 projects)

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Program Manager

Department: Project Management Office
 Category: Service Investment – Audit
 Corporate Connection: **OUR RESOURCES**

Year	Expense	Funding Source
2017	\$117,800	Tax-supported
2018	113,800	Tax-supported
2019	116,100	Tax-supported



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Business Development Research and Information Officer

Department: Business Development and Enterprise
 Category: Efficiency - Strategic/CSA
 Corporate Connection: OUR **SERVICES**

Overview

- The position will research, disseminate and manage business development related information and data for use in addressing business and investment needs and opportunities
- The position support business attraction, retention and expansion program activities, resulting in improved client service

Tab 29, page 181

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Business Development Research and Information Officer

Department: Business Development and Enterprise
 Category: Efficiency - Strategic/CSA
 Corporate Connection: OUR **SERVICES**

Year	Expense	Funding Source
2017	\$131,800	Tax-supported
2018	113,800	Tax-supported
2019	115,800	Tax-supported



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Fleet Supervisor

Department: Operations
 Category: Service Investment - Safety/Risk
 Corporate Connection: OUR **SERIVCES**

Overview

- The current staffing in Erin Township is limited to 12 hours per day, from 11 a.m. to 11 p.m.
- Increasing staffing to 24 hours per day will improve compliance by 16 per cent

Tab 29, page 185

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Fleet Supervisor

Department: Operations
 Category: Service Investment - Safety/Risk
 Corporate Connection: OUR **SERIVCES**

Year	Expense	Funding Source
2017	\$38,450	Tax-supported
2018	\$31,350	Tax-supported
2019	\$33,350	Tax-supported



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Program Manager - Environmental Planning

Department: Planning, Building and Urban Design
 Category: Service Investment - Strategic/CSA
 Corporate Connection: OUR **SERIVCES**

Overview

- Provide leadership, guidance and direction to staff
- Address identified capacity needs to support the implementation of the City's approved Official Plan policies
- Support the timely and effective review of development applications

Tab 29, page 187

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Program Manager - Environmental Planning

Department: Planning, Building and Urban Design
 Category: Service Investment - Strategic/CSA
 Corporate Connection: OUR **SERIVCES**

Year	Expense	Funding Source
2017	\$122,000	Tax-supported
2018	\$114,300	Tax-supported
2019	\$116,600	Tax-supported



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Mobility Dispatch

Department: Guelph Transit
 Category: Service Investment – Legislative
 Corporate Connection: OUR **SERIVCES**

Overview

- In accordance with the AODA legislation, dispatch hours have been extended until three hours prior to conventional service ending each day
- Resource is needed facilitate weekend dispatch and meet regulations

Tab 29, page 191

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Mobility Dispatch

Department: Guelph Transit
 Category: Service Investment – Legislative
 Corporate Connection: OUR **SERIVCES**

Year	Expense	Funding Source
2017	\$83,700	Tax-supported
2018	\$84,500	Tax-supported
2019	\$86,200	Tax-supported



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Corporate Analyst - Capital Planning and Reporting

Department: Finance
 Category: Strategic/Council Shared Agenda
 Corporate Connection: **OUR RESOURCES**

Overview

- Currently only one dedicated capital related resource in the Finance department
- Position will provide expanded services to departments with respect to their capital planning and budgeting needs

Tab 29, page 193

Corporate Analyst - Capital Planning and Reporting

Department: Finance
 Category: Strategic/Council Shared Agenda
 Corporate Connection: **OUR RESOURCES**

Year	Expense	Funding Source
2017	\$109,600	Tax-supported
2018	\$103,800	Tax-supported
2019	\$105,800	Tax-supported



AMANDA Application Analyst

Category: Service Investment - Growth
 Corporate Connection: OUR **RESOURCES**

Overview

- Develop operational folders and workflow processes in the AMANDA application
- Initiatives to support the Integrated Operational Review are currently being developed by an external consultant; however, long-term, internal resource support will be required

Tab 29, page 195

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AMANDA Application Analyst

Category: Service Investment - Growth
 Corporate Connection: OUR **RESOURCES**

Year	Expense	Funding Source
2017	\$112,400	Tax-supported
2018	\$103,400	Tax-supported
2019	\$105,400	Tax-supported



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Reductions

- No reductions
- Reductions were built into base budgets limiting the overall net tax levy increase to 1.98 per cent
 - Departments reduced budgets to come in at 0.75 per cent increase before administration review
- Council-approved Service Review Framework
 - systematic review of every city service
- Further reduction would mean reduction in service for community

Tab 29, page 203

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Recommendation

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Recommendation

1. That report CS-2016-70 titled *2017 Tax Supported Operating Budget* with a net levy and payment in lieu of taxes requirement of \$221,944,377 or 1.98% above the 2017 tax levy and payment in lieu of taxes be **referred** to the December 7, 2016 meeting for Council consideration; and
2. That user fees and proposed reserve and reserve fund transfers be **referred** to December 7, 2016.

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Staff Report



To City Council
Service Area Corporate Services
Date Wednesday, November 9, 2016
Subject 2017 Tax Supported Operating Budget
Report Number CS-2016-70

Recommendation

1. That report CS-2016-70 titled '2017 Tax Supported Operating Budget' with a net levy and payment in lieu of taxes requirement of \$221,944,377 or 1.98% above the 2016 tax levy and payment in lieu of taxes be referred to the December 7, 2016 meeting for Council consideration; and
2. That user fees and proposed reserve and reserve fund transfers be referred to December 7, 2016 meeting for Council.

Executive Summary

Purpose of Report

To introduce the recommendation of the Executive Team related to the 2017 proposed Tax Supported Operating Budget, and provide details and background materials for Council's budget deliberations scheduled for December 7, 2016.

Further, to provide the Executive Team with an opportunity to formally present the tax supported operating budget to Council and receive questions and/or requests for additional information or clarification.

Key Findings

- The recommended budget reflects a net tax levy and payment in lieu of taxes requirement of \$221,944,377 or 1.98% above the 2016 requirement.
- The 2016 budget was restated to \$214,510,999, a reduction of \$1,931,600 to reflect the funding for Stormwater services that was funded through property taxes and now funded through the stormwater rate.

- Departments were given target of 0.75% of controllable expenses and delivered at 0.47%.

Financial Implications

The financial implications resulting from this report are outlined in detail in the City's budget document and the attached presentation. Staff is recommending a 1.98% increase over the prior year's restated net tax levy and payment in lieu requirement to allow for the delivery of ongoing services in an affordable manner. Overall, this represents an estimated annual property tax increase of \$65 for the taxpayer with a property valued at the residential average of \$315,764.

Report

The proposed 2017 Tax Supported Operating Budget represents the culmination of several months of work undertaken by City staff. The proposed budget has been prepared taking into account:

- strong and effective financial policies;
- legislated requirements;
- budget estimates based on historical actuals;
- direction from City Council;
- city building;
- affordability,
- service levels; and
- indirect input from the community throughout the year (e.g open houses, surveys, and development of master plans).

As with previous years, the proposed base budget includes all annualized costs. In developing the City's operating budget, staff have worked to ensure that a balance exists between fiscal accountability and service demands.

The tax supported operating budget was prepared in accordance with the Council-approved Budget, Debt Management and General Reserve and Reserve Fund policies.

This budget is based on a forecast that ensures the City's financial position continues to remain strong.

The 2016 budget was restated to reflect the reduction of Stormwater Services budget that was previously funded through property, which will be funded through the stormwater rate in 2017. The total levy reduction amount was \$1,931,600. Staff Report number CS-2016-66 titled 'Restating the 2016 budget reflecting stormwater

service as rate supported for the 2017 budget' outlines the restatement of the 2016 Stormwater Services budget from property taxes.

The total recommended change above the restated 2016 tax levy represents a recommended base operating budget increase of 1.98%, with the breakdown of the budgetary increases and tax levy impact as shown in the table below.

2016 Approved Budget	216,442,599	
Stormwater (Non-Tax) Levy Reduction	(1,931,600)	
2016 Restated Levy & PIL	214,510,999	
Assessment growth	3,130,000	
2016 Levy Incl. Assessment growth	217,640,999	Tax Levy Impact
1. Base Budget		
<i>Controllable Departmental Adjustments</i>	1,014,678	0.47%
<i>Uncontrollable Adjustments</i>	1,939,192	0.89%
<i>Council Prior Decisions</i>	2,239,350	1.03%
<i>Budget to Actual Corrections</i>	1,254,000	0.58%
<i>Local Boards & Shared Services</i>	986,158	0.45%
2. Assessment growth	(3,130,000)	(1.44%)
Recommended Budget 2017	221,944,377	
Budget Increase	4,303,378	
Recommended Base Budget Increase	1.98%	

The recommended budget took into consideration changes made by departments for costs within their control, uncontrollable corporate pressures, decisions approved by Council prior to the budget recommendation, and budget to actual corrections to address perennial variances.

Financial Implications

Staff is recommending a 1.98% increase over the prior year's tax levy and payment in lieu requirement to allow for the delivery of ongoing services in an affordable manner. Overall, this represents an estimated annual property tax increase of \$65 for the taxpayer with a property valued at the residential average of \$315,764.

Corporate Strategic Plan

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

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

2.2 Deliver public services better.

2.3 Ensure accountability, transparency and engagement.

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

Communications

Staff has worked collaboratively with all City departments and Communications to develop the final budget document.

Public meeting notification was placed on the City's web page and will be advertised in the local newspaper. A draft copy of the City budget is also available at all City Library branches and is posted on the City's website.

Attachments

ATT-1 Summary of Transfers to/from Reserves and Reserve Funds

Report Author

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Approved By

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ATT-1: Summary of Transfers to/from Reserves & Reserve Funds		
Description	2017 Contribution	Purpose
Infrastructure Renewal Reserve Fund	18,099,120	Fund the renewal of existing infrastructure either through rebuilding or replacement. Capital debt financing costs
Growth Reserve Fund	1,674,150	Fund capital expenditures to accommodate growth that is not covered by Development Charges, either due to restrictions in the DC Act or the City's
City Building Reserve Fund	4,386,500	Fund capital expenditures to improve existing assets or add additional assets to accommodate expanded or new services not driven by growth.
Guelph Library Capital Reserve Fund	360,000	Fund capital expenditures as required by Guelph Public library
Guelph Police Services Reserve Fund	1,234,700	Fund capital expenditures as required by Guelph Police Services
Sleeman Naming Rights and Capital Reserve Fund	90,000	Fund on-going capital works at the Sleeman Centre. Funds received as part of the Sleeman Naming Rights agreement.
Tax Supported Capital Reserve Funds	25,844,470	
Tax Increment Based Grant (TIBG) Financing	2,421,000	Annual contribution to provide funding for the Council approved TIBG program
Tax Rate Stabilization Reserve	600,000	Annual Contribution to provide funding for the tax rate stabilization reserve to build to targeted levels equal to 8-10% of gross operating expenditures
Affordable Housing reserve	100,000	Contribution to the affordable housing
Election Reserve	131,000	Annual contribution to help offset the cost of the municipal election
River Run Reserve	65,000	Funds collected from ticket surcharge used to pay for River Run capital repairs and maintenance
Greenhouse Gas Reserve	125,000	Funds collected from sale of greenhouse gas credits
Gas, Hydro, and Joint Wireless	203,080	Contributions to payback loan related to Energy and Joint Wireless retrofit projects.
Library Capital Reserve	50,000	Transfer restricted donation revenues to reserves
HR Program Reserves	60,200	Annual contribution to Human Resources reserves for collective bargaining related costs
Early Retiree Benefit Reserve	700,000	Contribution to fund medical and dental benefits for eligible retirees that retiree before the age of 65.
WSIB Reserve	651,600	Contribution to fund payments to WSIB and other Health and Safety related costs
Land Ambulance Severance Reserve	115,000	Contribution to fund retirement severance payments to qualifying Land Ambulance employees in accordance with the collective agreement.
Police Sick Leave Reserve	355,000	Contribution to fund sick leave retirement payouts to eligible Police staff in accordance with the collective agreement.
Fire Sick Leave Reserve	598,000	Contribution to fund the sick leave payments to eligible Fire staff in accordance with the collective agreement.
Tax Supported Operating Reserves	6,174,880	
Total Transfers to Reserves & Reserve Funds	\$ 32,019,350	
Summary of Transfers from Reserves and Reserve Funds		
Description	2017 Contribution	Purpose
Sleeman Naming Rights Reserve	33,160	Fund expenditures related to suite rental and advertising costs.
HR Program and Contingency Reserves	1,800,000	Fund HR activities related to staffing and Organization Development
Early Retiree Benefit Reserve	550,000	Fund medical and dental benefits for eligible retirees that retiree before the age of 65.
WSIB Reserve	614,600	Fund payments to WSIB and other Health and Safety related costs
Land Ambulance Severance Reserve	45,000	Fund retirement severance payments to qualifying Land Ambulance employees in accordance with the collective agreement.
Police Sick Leave Reserve	300,000	Fund the current year sick leave expense for eligible Police staff in accordance with the collective agreement.
Fire Sick Leave Reserve	219,000	Fund the current year sick leave payments to eligible Fire staff in accordance with the collective agreement.
Infrastructure Renewal, Growth & City Building Reserve	11,106,750	Funding for Debt servicing
Total Transfers from Reserves/Reserve Funds	\$ 14,668,510	