

INFORMATION ITEMS

Week Ending June 2, 2017

REPORTS

1. 2016 Reserve and Reserve Fund Statement

INTERGOVERNMENTAL CONSULTATIONS

1. Proposed Amendment to the 5-year Time Limited Exemption for Two-way Radios under Ontario's Distracted Driving Law
2. Proposed New Excess Soil Reuse Regulation and Amendments to Existing Regulations
3. Proposed Municipal Asset Management Planning Regulation

CORRESPONDENCE

1. City of Guelph Response to Intergovernmental Consultation re: Proposed Province-wide Cycling Network
2. Town of Amherstburg Resolution re: EMS Services

BOARDS & COMMITTEES

1. [Heritage Guelph Meeting Minutes – April 24, 2017](#)

ITEMS AVAILABLE IN THE CLERK'S OFFICE

1. None

Information Report



Service Area	Corporate Services
Date	Friday, June 2, 2017
Subject	2016 Reserve and Reserve Fund Statement
Report Number	CS-2017-14

Executive Summary

Purpose of Report

The purpose of this report is to provide information on the 2016 reserve and reserve fund activity, the actual and committed balances of the reserves and reserve funds, as well as the funding status of the reserves compared to the recommended targets, where they exist.

Key Findings

The City's 2016 actual reserve and reserve fund balances total \$247.5 million including all year-end surplus allocations. After factoring in the Council approved commitments not yet spent, the year-end balance is \$97.7 million, of which \$23.2 million is tax-supported.

The City's tax supported capital reserves have an uncommitted balance of \$11.6 million available to fund emergency or unplanned capital expenditures. This includes the ability to match other levels of government funding to obtain grants that become available.

Tax supported operating reserves have a collective uncommitted balance of \$30.9 million, of which \$7.6 million is available for general contingencies and \$5.4 million is available for compensation related contingencies. Based on the recommended target of 8-10% of own source revenues, the target balance for contingency funds is \$20.9 million. To assist in alleviating this corporate risk, Council approved a \$3.0 million transfer from the year-end operating surplus to the Tax Rate Stabilization reserve.

The non-tax supported Water and Wastewater rate stabilization reserve balances meet or exceed the targets established due to having strong operating budgets that are reflective of actual cost of operations. These departments have been successful in achieving Council approved user rates that pay for current operating needs as well as setting aside funds for future capital infrastructure replacement needs.

The City's reserve assets of \$247.5 million make up the majority of the City's cash and investment portfolio, which are used to earn income for operating and capital needs. It is challenging for staff to maximize investment earnings when there is a "committed but not yet spent" balance of \$149.8 million, as the timing of these

expenditures is difficult to predict. It remains a focus in 2017 to implement strategies to enhance cash flow management of this committed figure. These strategies include updating the capital closing procedures to inform the 2018 capital budget, and enhancing cash flow planning requirements by project managers.

Financial Implications

There are no direct financial implications resulting from this report. Reserves and reserve funds are established by Council to assist with long-term financial stability, operating and capital budgeting and absorbing unexpected shifts in revenue or expenditures.

Background

Reserves and reserve funds are established by Council to assist with long-term financial stability, operating and capital budgeting and absorbing unexpected shifts in revenue or expenditures. The City has both reserves and reserve funds.

Reserves are established for a pre-determined use and are applied at the discretion of Council for that purpose. Reserve funds are restricted by statute or by Council discretion and must be segregated from general revenues.

The City has 73 reserves and reserve funds that collectively have a closing balance of \$247.5 million and an uncommitted balance of \$97.7 million as at December 31, 2016, including all year-end surplus allocations. This is compared to a total of 96 reserves and reserve funds at the end of 2015. Staff have successfully consolidated and closed 23 reserves during 2016 as part of the first phase of the Reserve and Reserve Fund Consolidation and Policy Project.

The City has a General Reserve and Reserve Fund Policy that guides the high-level strategy of these assets. This includes prescribing how the reserve funds earn interest income, what funds are able to debt borrow and guidance on internal fund borrowing. This policy is being reviewed and revised, and will be presented to Council on September 5, 2017 as part of the second phase of the Reserve and Reserve Fund Consolidation and Policy Project. This work will be referred to throughout this report as 'Phase 2 - Reserve Project'.

The reserves and reserve funds are a significant financial asset for the City and contribute to the majority of the City's cash and investment portfolio. Total commitments of \$149.8 million against the reserves creates a considerable challenge in balancing liquidity requirements needed for City operations with earning interest on investment income. It remains a focus in 2017 to implement strategies to enhance cash flow management of this committed figure. These include:

- Enhanced cash flow projections of capital project requests for 2018 capital budget
- Update of the capital closing procedure in time for the 2018 capital budget
- Implementation of Tier 2 capital project management

- Completion of 'Phase 2 - Reserve Project' including consolidation, policy review and identifying target balances

Report

Reserves

The City manages its reserves in three categories:

- Compensation / Staffing Reserves
- Miscellaneous Tax Supported Reserves
- Miscellaneous Non-Tax Supported Reserves

As at December 31, 2016, the City had a total uncommitted reserve balance of \$40.0 million segregated between tax supported of \$30.9 million and non-tax supported of \$9.1 million. These balances include the 2016 surplus year-end transfers that Council approved on May 23, 2017.

Compensation / Staffing Reserves

Staffing reserves are used to manage corporate fluctuations in benefits payable; set aside funds for significant compensation-related liabilities (accumulated sick leave, Workplace Safety and Insurance Board (WSIB) and employee future benefits); and maintain funds for severances, union negotiations and job evaluation changes.

2016 Significant Reserve Transactions to Note:

- The Employee Benefit Stabilization Reserve (131) increased by \$883,258 as a transfer from the operating budget due to a surplus in employee benefit-related costs compared to budget;
- The City exceeded the 2016 gapping target of \$1.8 million, by \$635,000, that was transferred to the Employee Gapping Reserve (191);
- Staff consolidated the following reserves as part of the Council approved Phase 1 Reserve project work:
 - Salary Gapping Reserve
 - Joint Job Evaluation Committee Reserve
 - HR Negotiations Reserve
 - Early Retiree Benefits Reserve**Into** the Employee Benefit Stabilization Reserve (131), which was renamed the Compensation Contingency Reserve.

Funded Status of Compensation Reserves:

A full review and consolidation of the compensation reserves occurred in 2016; however, specific targets for this set of reserves were not determined at that time. Target balances will be presented as part of the policy revisions with 'Phase 2 - Reserve Project'. Staff feel that these reserves are sufficiently funded to meet the City's 2017 needs.





Reserve	Description	Uncommitted Balance
Compensation Contingency (131)	To set aside funds for employee benefit cost shortfalls, to assist in ensuring that the benefit rates be kept stable, to fund over-budget or unexpected compensation-related costs such as restructuring, terminations, arbitration, negotiations, joint job evaluation, legislative compliance and grievances.	\$ 5,414,394
Accumulated Sick Leave (Fire 100) (Police 101)	To set aside funds over the service life of an employee to fund the estimated future cost of the retirement benefit payout and the expected cost of the sick leave hours that will have accumulated.	\$ 9,589,107
WSIB (330)	To set aside funds throughout the service life of an employee to fund the projected cost of current and future WSIB claims.	\$ 1,452,220
Land Ambulance Retirement (338)	To set aside funds over the service life of an employee to fund the estimated future cost of the retirement benefit payment.	\$ 655,018
Total		\$ 17,110,739

Miscellaneous Reserves (Tax and Non-Tax Supported)

Miscellaneous reserves are funded with approved transfers from operating or operating surplus allocations and are used to support a predetermined purpose at the discretion of Council.

a) Stabilization and Contingency Reserves:

The City has eight stabilization and contingency reserves, three that are tax supported, and five that are rate and non-tax supported. These reserves have specific funding targets to ensure appropriate liquidity when needed. The City's benchmark is 8%-10% of own-source revenues based on a review of what other municipalities target and what the Government Finance Officers Association (GFOA) suggests. The City's stabilization funds compared to targets measure up as follows:

Reserve	Balance ('000s)		Result
	Target	Actuals	
Tax Rate Stabilization & Operating Contingency (180, 198) Compensation Contingency (131)	\$20,856	\$12,974	
Water Rate Stabilization & Contingency (181, 106)	\$2,627	\$3,897	
Wastewater Rate Stabilization & Contingency (182, 105)	\$2,980	\$4,739	
Courts Contingency (211)	\$372	\$468	

Staff have raised concern to Council in the past that the tax supported rate stabilization and contingency funds were significantly underfunded. Since this time, Council has acted responsibly to set aside funds in the rate stabilization reserve to ensure appropriate funds are available when required.

In addition, staff have reviewed the presentation of this target and feel it is more accurate to report on the funded status that includes all operating reserves that act to mitigate against operating budget risk. For this reason the compensation contingency reserve has been included in this target calculation in addition to the tax rate stabilization and operating contingency reserves. Under this presentation, the tax supported operating reserves are still under-funded compared to the target, but in a more comfortable range which allows for the upgraded indicator to yellow from red.

The non-tax supported Water and Wastewater rate stabilization reserve balances exceed the targets established due to having operating budgets that are reflective of the true cost of operations. These departments have been successful in achieving Council approved user rates that pay for current operating needs, as well as setting aside funds for future capital infrastructure replacement needs. There are legislative requirements for these services that require rates to adequately fund total operating and capital costs. The capital reserve fund balances can be seen on page 10 of this report for reference.

2016 Significant Reserve Transactions to Note:

- Staff transferred \$3.6 million to the Tax Rate Stabilization Reserve from operating, of which \$600,000 was a budgeted transfer and \$3.0 million was allocated from the 2016 year-end surplus, approved by Council on May 23, 2017.
- The rate supported reserves received a total transfer of \$1.8 million from operating for Water, Wastewater and Courts.

b) Tax Increment Based Grant Reserves:

As recommended in Committee Report 12-01, the City's Tax Increment Based Grant Program awards annual grants to eligible redevelopments over a maximum 10 year period. The annual funding for the program is budgeted in the operating budget and is then transferred to each of the following reserves: Brownfield (122), Heritage (192) and Downtown (358).

The current balance of the three reserves is \$4.5 million, and is fully committed against approved Tax Increment Based Grants payable. In 2016, Market Commons, located at 5 Gordon Street, began receiving their grant payment under this program. The Gummer Building also received their Heritage Redevelopment Reserve grant in 2016.

c) Miscellaneous Tax Supported Reserves:

The City has 10 miscellaneous reserves outlined in the chart below. Staff may be recommending consolidating some of these reserves and establishing funding targets which will be presented in the 'Phase 2 - Reserve Project' report later this year.

Reserve	Description	Uncommitted Balance
Affordable Housing (119)	Funded by approved transfers from operating that are used to support affordable housing projects in the city.	\$ 793,714
Legal (193)	Approved transfers from operating are used to pay fees and payments resulting from Court and Ontario Municipal Board settlements and over-budget expenses relating to retaining outside experts and consultants that assist the City in legal proceedings.	\$ 1,555,199
Insurance (184)	Surplus amounts from the annual insurance budget are transferred to the insurance reserve to be used for insurance payouts and to lower future premiums.	\$ 2,145,048
Investment Strategy (205)	Reserve currently used by the City's Community Investment Strategy Innovation Fund.	\$ 89,278
Strategic Initiatives (179)	To provide funding for strategic initiatives identified in the City's Corporate Strategic Plan.	\$ 298,801

Downtown Improvement (194)	Budgeted transfers from operating are used to offer incentives for minor activation improvements (such as facade improvements) in the downtown.	\$ 6,677
IT Licence (210)	Funded through annual operating budget transfers and used to fund the purchase of licence renewals.	\$ 847,858
Election Costs (195)	Used to accumulate annual operating budget transfers to fund municipal election costs that are needed every four years.	\$ 399,856
Building Operations Maintenance (206)	Funded through annual operating budget transfers and used to pay for unexpected and emergency repairs and maintenance.	\$ 82,400
Westminster Woods (345)	Funded from Westminster Woods Ltd. to cover emergency repairs to City lands under licence agreement between the City & Westminster Woods Ltd.	\$ 35,000
Total		\$ 6,253,831

Reserve Funds

Reserve funds differ from reserves in that reserve fund assets are segregated from general revenues and restricted in use to meet the purpose of the reserve fund. One of the main differentiations from the reserves is that reserve funds earn investment income as the assets are segregated from operations. There are two types of reserve funds: obligatory reserve funds and discretionary reserve funds.

Obligatory Reserve Funds: An obligatory reserve fund is created when a provincial statute requires that revenue received for special purposes is to be segregated from the general revenues of the municipality. Obligatory reserve funds are to be used solely for the purpose prescribed for them by statute. The City has the following 20 Obligatory Reserve Funds:

Reserve	Description	Uncommitted Balance
Parkland Dedication (300)	Set up as per Provincial legislation (subsection 42 (14) and (15) of the Planning Act) for the purpose of requiring the payment of cash-in-lieu of conveyance of land for a park or other public recreation purpose.	\$ 2,950,774

Downtown Parkland Dedication (301)	Set up as per Provincial legislation (subsection 42 (14) and (15) of the Planning Act) for the purpose of requiring the payment of cash-in-lieu of conveyance of land for a park or other public recreation purpose specifically from development in the downtown.	\$ 540,546
Building Services Stabilization (188)	The Ontario Building Code Act prescribes that a municipality establish a reserve fund to help stabilize slow years in terms of building activity and permit revenue.	\$ 2,788,134
Dedicated Gas Tax (342)	Monies received from the Provincial government that are used to support increased public transportation ridership and investments in the renewal and expansion of public transportation.	(\$ 179,021)
Federal Gas Tax (343)	Funds received from the Federal government through the "New Deal for Cities and Communities" program to support environmentally sustainable municipal infrastructure projects that can demonstrate progress towards clean air, clean water, and reduced greenhouse gas.	\$ 1,769,453
Development Charges (15 individual reserve funds)	Per the <i>Development Charges Act, 1997</i> , a municipality that has passed a Development Charge (DC) by-law shall establish a separate reserve fund for each service to which the DC relates. The municipality shall pay each DC it collects into the reserve funds to which the charge relates. The money in a reserve fund established for a service may be spent only for capital costs determined in the Act.	(\$ 27,146,800)
Total		(\$ 19,276,914)

2016 Significant Reserve Fund Transactions to Note:

- The City collected \$977,016 of Parkland and Downtown Parkland dedication revenues in 2016. Please refer to Information Report #CS-2017-55 - 2016 Parkland Dedication Statement for a full Treasurer statement for these reserve funds.
- The City received \$2.8 million of Dedicated Provincial Grant Funding and \$7.4 million of Federal Gas Tax Grant funding in 2016. The City spent a total of \$13.3 million of gas tax funds in 2016 to fund Council approved operating and capital expenditures.

- The City collected \$16.1 million in development charges revenue in 2016. Please refer to Information Report #CS-2017-13 for the City's full Treasurer's statement of the 2016 Development Charge Reserve Funds. As previously reported, the City's commitments on approved but not yet completed capital projects has contributed to these reserve funds showing in an over-committed state. The City uses debt funding to manage this cash flow gap.

Discretionary Reserve Funds: The City's discretionary reserve funds are commonly referred to as "the capital reserves" and are primarily used to fund Council-approved annual capital projects. These capital reserves are now managed more efficiently in the following groupings:

Tax Supported (eight individual reserve funds):

- Capital
- Miscellaneous Discretionary

Non-Tax Supported (six individual reserve funds):

- Department Capital

As at December 31, 2016, the uncommitted balance in the discretionary reserve funds for tax supported was \$11.6 million and non-tax supported \$65.4 million.

Tax Supported

The capital reserve funds should maintain a minimum cash balance equivalent to one year's worth of the 10 year average of tax supported capital expenditure requirement, or \$45.5 million. This will ensure that one year of tax based funding is available in reserves to maintain liquidity and be available for emergency or unforeseen capital needs. As of December 31, 2016, the difference between the target and actual balance is \$33.9 million.

Insufficient funding of tax supported capital has been addressed in part with the addition of the Dedicated Infrastructure Renewal Levy of 1% (\$2.2 million) which was approved by Council as part of the 2017 Budget. This amount will be transferred to the Infrastructure Renewal Reserve Fund and the City Building Reserve Fund for use in future year's capital budgets. Council endorsed the continuation of the Dedicated Infrastructure Renewal Levy over a period of 10 years, subject to annual review by staff. Please refer to report #CS-2016-80 Dedicated Infrastructure Renewal Levy for further details.

Consolidation of the tax supported capital reserve funds (excluding Police and Library) into one of three reserves: Infrastructure Renewal, Growth, and City Building occurred in 2016 as part of Phase 1 of the Reserve and Reserve Fund project.

Setting new funding targets for each of the tax supported capital reserve funds with City Building reserve fund targets will assist in determining the 2018 Council approved transfer to capital.

Capital Reserve Funds are earmarked for a specific purpose or are available to be used to finance future capital projects. These funds have a total uncommitted balance of \$9.7 million at 2016 year-end, as outlined in the chart below.

Reserve Fund	Description	Uncommitted balance
Infrastructure Renewal (150)	To provide funds for the replacement and rehabilitation of Guelph's infrastructure.	\$ 4,911,488
Growth Capital (156)	To provide funds to cover the growth-related capital costs that are legislatively excluded by the Development Charges Act, and to cover the DC exemptions that are permitted by the DC by-law.	\$ 3,668,062
City Building Capital (159)	To provide funds related to enhancing and improving City assets that are non-growth related including accessibility assets.	\$ 161,141
Police Capital (115, 158)	To provide funds to replace GPS equipment and facilities upgrades, including a portion of headquarters renovation.	\$ 303,509
Library Capital (157)	To provide funds to replace GPL equipment and small facilities upgrades.	\$ 603,210
Capital Asset Renewal (351)	Funds received from the monetization of the City's interest in Guelph Hydro that are used to finance the renovation and replacement of existing City structures and facilities subject to the Council approved "Capital Asset Renewal Reserve (CARR) Policy".	\$ 7,656,268
Industrial Land (332)	Revenues received from the sale of City-owned industrial or commercial land used to fund servicing costs, related debt payments and new land purchases.	(\$ 7,585,300)
Total		\$ 9,718,378

Infrastructure Renewal, Growth, and City Building Reserve Funds are used to accumulate approved transfers from operating for the purpose of funding initiatives that support infrastructure life cycle or expansion. The total uncommitted balance of these three reserve funds is \$8.7 million (150, 156, and 159).

2016 Significant Discretionary Reserve Fund Transactions to Note:

- The City funded \$17.1 million of tax supported capital costs in 2016 from the tax supported capital reserve funds.
- The Capital Asset Renewal Reserve Fund (351) funded corporate energy capital projects in the amount of \$182,860, along with a corresponding return related to these projects of \$204,905. Total commitments at year-end are \$1.0 million for various City facility energy-retrofit projects.

Industrial Land Reserve Fund (332)

The Industrial Land Reserve Fund is used primarily for the Hanlon Creek Business Park development project. Costs associated with the project, including debt carrying costs, are funded from business park land sales. Land sales have not occurred at the pace expected, therefore the reserve fund is \$6.9 million over-drawn and has \$739,681 of additional commitments approved to be spent.

In 2016 \$795,295 of land sales were realized and contributed to the reserve fund which was offset with \$349,245 of debt servicing fees.

The City borrowed \$10 million in 2009 in the form of a construction loan to fund the development of the Hanlon Creek Business Park. The reserve fund deficit will grow to an estimated \$16.4 million by the end of 2017 when the principal repayment on the five year debt issue is due in full. Council received a staff report in March 2017 for the Hanlon Creek Business Park Development Options which will assist in addressing this cash flow pressure.

Miscellaneous Discretionary Reserve Funds are created when Council wishes to earmark specific revenues to finance future expenditures for which it has the authority to spend money, as outlined in the Municipal Act. This includes donations, grants, special fees, or a percentage of in-year revenues. These funds are transferred to a reserve fund so that they are available as required. Established funding targets where appropriate for this grouping of reserve funds will be presented as part of the policy to be included with the 'Phase 2- Reserve Project'.

Reserve Fund	Description	Uncommitted Balance
Museum Related (135, 136, 137)	Monies received from private donations or bequests that must be used for approved museum related expenditures.	\$ 132,850
Library Bequests (138)	Funds received from private donations used for approved library expenditures.	\$ 370,149
Landfill Compensation (155)	Allocation from tipping fees used to compensate area residents for prolonged landfill operation.	\$ 79,958
Sleeman Centre (162, 189)	Revenues from naming rights agreement and ticket surcharge used to fund approved facility related expenditures.	\$ 85,046
Road Widening (331)	Funds transferred in from the sale of road allowances and the rental of road allowance property and used to fund road widening costs including land purchases.	\$ 894,981
River Run (340)	Funds collected from ticket surcharge used to pay for River Run Centre capital repairs and maintenance.	\$ 73,279
Greenhouse Gas (352)	Monies from grants (Green Power Action & Greening Canada) used to fund environmental initiatives.	\$ 39,184
Transportation Demand Management (350)	One time grant from Provincial government used to fund transportation projects.	\$ 23,296
Public Art (356)	Funds transferred in from operating and used to fund public art works or community art projects.	\$ 151,102
IMICO Brownfield (357)	Approved budgeted transfers from operating used to fund site monitoring and remediation work at IMICO.	\$ 3,868
Total		\$ 1,853,713

2016 Significant Reserve Fund Transactions to Note:

- The City funded \$909,259 of tax supported capital costs in 2016 from the Miscellaneous Discretionary Reserve Funds.

Non-Tax Supported

Departmental Capital Reserve Funds are used to accumulate approved transfers from operating for the purpose of funding initiatives that support infrastructure life

cycle or expansion. The total uncommitted balance of \$65.4 million includes the 2016 year-end Wastewater and Courts surplus transfers.

Reserve Fund	Uncommitted Balance
Courts Capital (120)	\$ 1,116,857
Water Capital (152)	\$ 29,959,842
Wastewater Capital (153)	\$ 33,035,821
Stormwater Capital (165)	\$ 9,989
Water DC Exemptions (353)	\$ 524,156
Wastewater DC Exemptions (354)	\$ 713,117
Total	\$ 65,359,782

2016 Significant Reserve Fund Transactions to Note:

- In 2014, the Water and Wastewater capital reserve funds loaned money to the tax supported capital as a cost effective way to utilized internal cash flow instead of issuing an external debenture. In 2016, the City moved forward with the external debt issue and as a result, repaid \$23 million of principle and \$222,232 of interest costs to these reserve funds.
- The City funded \$20.4 million of non-tax supported capital costs in 2016 from this grouping of reserve funds.

Consultations

Business Development & Enterprise Services

Corporate Administrative Plan

Overarching Goals

Financial Stability
Service Excellence

Service Area Operational Work Plans

Our Services - Municipal services that make lives better
Our Resources - A solid foundation for a growing city

Attachments

ATT-1 2016 Statement of Reserves and Reserve Funds

Report Author

Raquel Gurr, Senior Corporate Analyst Development Charges & Long Term Planning

Tara Baker

Approved By

Tara Baker, CPA, CA
GM Finance & City Treasurer
Corporate Services
519-822-1260 ext. 2084
tara.baker@guelph.ca

Colleen Clack

Recommended By

Colleen Clack
Interim Deputy CAO
Corporate Services
519-822-1260 ext. 2588
colleen.clack@guelph.ca

ATT-1 - 2016 Statement of Reserves and Reserve Funds
As At December 31, 2016

Number	Name	Opening Actual		Net Transfer (To) / From Operating	Net Transfer (To) / From Capital	Net Transfer (To) / From Reserves/Reserve Funds	External Revenues Earned	Proceeds (Funding) of Debt	Closing Actual Balance	Commitments	Closing Uncommitted Balance
		Balance	Interest Earned								
RESERVES											
<i>COMPENSATION/STAFFING</i>											
131	COMPENSATION CONTINGENCY	1,837,754	-	883,258	-	2,693,382	-	-	5,414,394	-	5,414,394
191	SALARY GAPPING / CONTINGENCY	1,125,646	-	635,367	-	(1,761,013)	-	-	-	-	-
196	JOINT JOB EVALUATION COMMITTEE	274,761	-	-	-	(274,761)	-	-	-	-	-
197	HR NEGOTIATIONS	172,693	-	60,200	-	(232,893)	-	-	-	-	-
100	ACCUM SICK LEAVE - FIRE	5,206,873	-	268,277	-	-	-	-	5,475,150	-	5,475,150
101	ACCUM SICK LEAVE - POLICE	3,862,141	-	251,816	-	-	-	-	4,113,957	-	4,113,957
212	EARLY RETIREE BENEFITS	424,715	-	-	-	(424,715)	-	-	-	-	-
330	WSIB	1,799,218	-	(346,998)	-	-	-	-	1,452,220	-	1,452,220
338	LAND AMBULANCE RETIREMENT	722,123	-	(67,105)	-	-	-	-	655,018	-	655,018
		15,425,924	-	1,684,815	-	-	-	-	17,110,739	-	17,110,739
<i>MISCELLANEOUS TAX SUPPORTED</i>											
180	TAX RATE STABILIZATION	3,205,618	-	3,603,639	-	-	-	-	6,809,257	-	6,809,257
198	OPERATING CONTINGENCY	750,000	-	-	-	-	-	-	750,000	-	750,000
119	AFFORDABLE HOUSING	650,493	-	157,753	-	(14,532)	-	-	793,714	-	793,714
193	LEGAL / ONTARIO MUNICIPAL BOARD	1,555,199	-	-	-	-	-	-	1,555,199	-	1,555,199
184	INSURANCE	2,145,048	-	-	-	-	-	-	2,145,048	-	2,145,048
205	INVESTMENT STRATEGY	89,278	-	-	-	-	-	-	89,278	-	89,278
179	STRATEGIC INITIATIVES	689,411	-	(26,358)	-	-	-	-	663,053	(364,252)	298,801
194	DOWNTOWN IMPROVMENTS	348,922	-	(16,718)	-	-	-	-	332,204	(325,527)	6,677
210	IT LICENCES	760,000	-	87,858	-	-	-	-	847,858	-	847,858
195	ELECTION COSTS	275,022	-	124,834	-	-	-	-	399,856	-	399,856
206	BUILDING OPERATING MAINTENANCE	77,400	-	5,000	-	-	-	-	82,400	-	82,400
345	WESTMINISTER WOODS	35,000	-	-	-	-	-	-	35,000	-	35,000
122	BROWNFIELD STRATEGY	2,328,811	-	789,928	12,493	-	-	-	3,131,232	(3,131,232)	-
192	HERITAGE REDEVELOPMENT	1,158,517	-	(1,155,000)	-	-	-	-	3,517	(3,517)	-
358	DOWNTOWN TIBG	665,310	-	673,079	-	-	-	-	1,338,389	(1,338,389)	-
		14,734,029	-	4,244,015	12,493	(14,532)	-	-	18,976,005	5,162,917	13,813,088
<i>MISCELLANEOUS NON-TAX SUPPORTED</i>											
181	WATER RATE STABILIZATION	2,521,421	-	518,216	-	-	-	-	3,039,637	-	3,039,637
182	WASTEWATER RATE STABILIZATION	3,296,698	-	547,092	-	-	-	-	3,843,790	-	3,843,790
105	WASTEWATER CONTINGENCY	890,049	-	-	-	-	-	-	890,049	-	890,049
106	WATER CONTINGENCY	417,647	-	440,000	-	-	-	-	857,647	-	857,647
211	POA CONTINGENCY	213,290	-	254,483	-	-	-	-	467,773	-	467,773
		7,339,105	-	1,759,791	-	-	-	-	9,098,896	-	9,098,896
TOTAL RESERVES		37,499,058	-	7,688,621	12,493	(14,532)	-	-	45,185,640	(5,162,917)	40,022,723

Number	Name	Opening Actual Balance	Interest Earned	Net Transfer (To)/From Operating	Net Transfer (To) / From Capital	Net Transfer (To) / From		External Revenues Earned	Proceeds (Funding) of Debt	Closing Actual Balance	Commitments	Closing Uncommitted Balance
						Reserves/Reserve Funds						
OBLIGATORY RESERVE FUNDS												
300	PARKLAND DEDICATION	2,423,389	55,725	-	(386,240)	-		976,016	-	3,068,890	(118,116)	2,950,774
301	DOWNTOWN PARKLAND DEDICATION	528,697	10,849	-	-	-		1,000	-	540,546	-	540,546
188	BUILDING SERVICES OBC STABILIZATION	3,023,893	61,480	(215,239)	(10,209)	-		-	-	2,859,925	(71,791)	2,788,134
342	DEDICATED GAS TAX	953,829	7,861	(2,458,690)	(1,488,121)	-		2,806,100	-	-179,021	-	(179,021)
343	FEDERAL GAS TAX	9,755,762	179,702	-	(9,379,070)	-		7,399,405	-	7,955,799	(6,186,346)	1,769,453
		16,685,570	315,617	(2,673,929)	(11,263,640)	-		11,182,521	-	14,246,139	(6,376,253)	7,869,886
DEVELOPMENT CHARGES												
311	WATER SERVICES	23,789,421	546,616	(3,415)	(4,209,196)	538,689		4,635,059	(118,402)	25,178,772	(14,451,166)	10,727,606
312	WASTEWATER SERVICES	16,097,719	374,917	(2,845)	(4,658,427)	1,239,413		3,408,848	(108,821)	16,350,804	(19,641,303)	(3,290,499)
313	STORMWATER SERVICES	(1,654,075)	(32,100)	(75)	20,795	90,592		64,635	-	-1,510,228	(425,967)	(1,936,195)
314	HIGHWAY & ROADS RELATED	(10,356,038)	(65,489)	(132,187)	(7,562,220)	270,611		1,831,502	(84,030)	-16,097,851	(2,800,327)	(18,898,178)
315	FIRE PROTECTION SERVICES	(1,230,600)	(17,904)	1,295	(231,001)	2,557		230,483	(17,678)	-1,262,848	(420,999)	(1,683,847)
316	LIBRARY SERVICES	2,195,270	49,533	-	82,371	660		358,694	-	2,686,528	(964,802)	1,721,726
317	TRANSIT	295,028	9,083	-	(211,492)	78,658		426,712	-	597,989	(276,629)	321,360
318	ADMINISTRATION	1,049,346	22,187	-	(350,086)	141,818		272,813	-	1,136,078	(1,280,183)	(144,105)
319	INDOOR RECREATION	11,596,210	245,808	-	(913,198)	3,378		1,697,660	-	12,629,858	(958,531)	11,671,327
320	OUTDOOR RECREATION	3,634,067	71,774	-	(2,561,575)	77,202		2,217,280	-	3,438,748	(4,979,738)	(1,540,990)
323	MUNICIPAL PARKING	5,131,143	108,857	-	(218,659)	6,870		566,787	-	5,594,998	(10,303,870)	(4,708,872)
324	POLICE SERVICES	(3,247,090)	2,387	(62,412)	(3,618,236)	3,584		323,059	(56,757)	-6,655,465	(10,348,558)	(17,004,023)
325	AMBULANCE SERVICES	(1,376,334)	(27,965)	-	-	210		24,079	-	-1,380,010	-	(1,380,010)
326	PROVINCIAL OFFENSES ACT	(102,638)	(1,833)	-	-	19,704		6,787	-	-77,980	-	(77,980)
327	HEALTH SERVICES	(951,139)	(19,025)	-	-	199		45,845	-	-924,120	-	(924,120)
		44,870,290	1,266,846	(199,639)	(24,430,924)	2,474,145		16,110,243	(385,688)	39,705,273	(66,852,073)	(27,146,800)
TOTAL OBLIGATORY RESERVE FUNDS		61,555,860	1,582,463	(2,873,568)	(35,694,564)	2,474,145		27,292,764	(385,688)	53,951,412	(73,228,326)	(19,276,914)

Number	Name	Opening Actual Balance	Interest Earned	Net Transfer (To)/From Operating	Net Transfer (To) / From Capital	Net Transfer (To) / From		External Revenues Earned	Proceeds (Funding) of Debt	Closing Actual Balance	Commitments	Closing Uncommitted Balance
						Reserves/Reserve Funds						
DISCRETIONARY RESERVE FUNDS												
EQUIPMENT REPLACEMENT - TAX SUPPORTED												
111	FIRE	614,421	-	-	-	(614,421)	-	-	-	-	-	-
113	TRANSIT	1,035,364	-	-	-	(1,035,364)	-	-	-	-	-	-
115	POLICE	1,053,256	40,265	2,478,800	(645,278)	-	-	-	-	2,927,043	(2,680,585)	246,458
116	WASTE MANAGEMENT	576,196	-	-	-	(576,196)	-	-	-	-	-	-
118	COMPUTER	754,949	-	-	-	(754,949)	-	-	-	-	-	-
121	PLAY EQUIPMENT	407,095	-	-	-	(407,095)	-	-	-	-	-	-
124	OPERATIONS / FLEET	5,250,504	-	-	-	(5,250,504)	-	-	-	-	-	-
		9,691,785	40,265	2,478,800	(645,278)	(8,638,529)	-	-	-	2,927,043	(2,680,585)	246,458
DEPARTMENT CAPITAL - TAX SUPPORTED												
151	PARKING	1,141,489	-	-	-	(1,141,489)	-	-	-	-	-	-
157	LIBRARY	854,140	17,789	300,000	(272,811)	-	-	-	-	899,118	(295,908)	603,210
158	POLICE	2,160,978	54,556	139,000	861,562	-	-	-	-	3,216,096	(3,159,045)	57,051
164	ROADS	573,274	5,577	-	(29,207)	(549,644)	-	-	-	-	-	-
166	PARK PLANNING	482,499	-	-	-	(482,499)	-	-	-	-	-	-
167	POLICY PLANNING	659,347	-	-	-	(659,347)	-	-	-	-	-	-
169	OPERATIONS	1,550,394	-	-	-	(1,550,394)	-	-	-	-	-	-
171	CULTURE	136,474	-	-	-	(136,474)	-	-	-	-	-	-
172	TRANSIT	1,704,452	-	-	-	(1,704,452)	-	-	-	-	-	-
176	INFORMATION SERVICES	940,026	-	-	-	(940,026)	-	-	-	-	-	-
186	WASTE MANAGEMENT	45,471	-	-	-	(45,471)	-	-	-	-	-	-
		10,248,544	77,922	439,000	559,544	(7,209,796)	-	-	-	4,115,214	(3,454,953)	660,261
STRATEGIC RESERVE FUNDS - TAX SUPPORTED												
150	INFRASTRUCTURE RENEWAL	5,145,954	551,599	11,709,560	(13,918,443)	18,992,489	-	-	-	22,481,159	(17,569,671)	4,911,488
351	CAPITAL ASSET RENEWAL	8,493,775	174,348	204,905	(182,860)	-	-	-	-	8,690,168	(1,033,900)	7,656,268
154	CAPITAL STRATEGIC PLANNING	16,251	333	-	-	(16,584)	-	-	-	-	-	-
156	GROWTH CAPITAL	3,387,361	80,128	1,890,460	(802,292)	(29,748)	-	-	-	4,525,909	(857,847)	3,668,062
159	CITY BUILDING CAPITAL	197,932	32,007	3,230,000	(1,630,408)	(14,633)	-	-	-	1,814,898	(1,653,757)	161,141
160	ROADS INFRASTRUCTURE	2,263,372	-	-	-	(2,263,372)	-	-	-	-	-	-
190	BUILDING LIFE CYCLE	1,165,544	-	-	-	(1,165,544)	-	-	-	-	-	-
332	INDUSTRIAL LAND	(6,829,188)	(138,745)	-	(462,481)	-	795,295	(210,500)	-	-6,845,619	(739,681)	(7,585,300)
		13,841,001	699,670	17,034,925	(16,996,484)	15,502,608	795,295	(210,500)	-	30,666,515	(21,854,856)	8,811,659

Number	Name	Opening Actual		Net Transfer (To)/From Operating	Net Transfer (To) / From Capital	Net Transfer (To) / From			Closing Actual Balance	Commitments	Closing Uncommitted Balance
		Balance	Interest Earned			Reserves/Reserve Funds	External Revenues Earned	Proceeds (Funding) of Debt			
MISCELLANEOUS DISCRETIONARY RESERVE FUNDS - TAX SUPPORTED											
135	MUSEUM DEVELOPMENT	132,489	2,284	8,217	(50,321)	-	-	-	92,669	-	92,669
136	MCRAE HOUSE DEVELOPMENT	32,798	579	-	(11,238)	-	2,136	-	24,275	-	24,275
137	MOON-MACKEIGAN ARTIFACT	14,973	313	-	-	-	620	-	15,906	-	15,906
138	LIBRARY BEQUESTS	324,649	7,049	38,451	-	-	-	-	370,149	-	370,149
155	LANDFILL COMPENSATION	102,345	1,850	-	(24,237)	-	-	-	79,958	-	79,958
162	SLEEMAN CENTRE NAMING RIGHTS	(246)	346	90,000	(55,794)	-	-	-	34,306	-	34,306
178	TREE DONATION PROGRAM	767	-	(767)	-	-	-	-	-	-	-
189	SLEEMAN CENTRE	43,247	954	6,539	-	-	-	-	50,740	-	50,740
331	ROAD WIDENING	877,002	17,979	-	-	-	-	-	894,981	-	894,981
340	RIVER RUN	68,275	1,790	72,392	(34,266)	-	-	-	108,191	(34,912)	73,279
352	GREENHOUSE GAS	327,187	4,820	125,000	(309,124)	-	-	-	147,883	(108,699)	39,184
350	TRANSPORTATION DEMAND MGMT	22,828	468	-	-	-	-	-	23,296	-	23,296
355	GREENING	(14,633)	581	71,355	(71,936)	14,633	-	-	-	-	-
356	PUBLIC ART	82,568	1,734	62,800	-	-	4,000	-	151,102	-	151,102
357	BROWNFIELD CAPITAL	43,462	1,379	400,000	(352,344)	-	-	-	92,497	(88,629)	3,868
		2,057,711	42,126	873,987	(909,260)	14,633	6,756	-	2,085,953	(232,240)	1,853,713
DEPARTMENT CAPITAL - NON-TAX SUPPORTED											
120	POA RELOCATION	962,694	18,739	249,855	(99,677)	-	-	-	1,131,611	(14,754)	1,116,857
152	WATERWORKS	35,516,553	835,085	12,084,563	(11,306,940)	-	-	9,740,482	46,869,743	(16,909,901)	29,959,842
153	WASTEWATER	40,524,128	999,316	13,258,718	(8,963,765)	-	-	13,451,142	59,269,539	(26,233,718)	33,035,821
165	STORM WATER	358,011	3,734	6,255	-	(358,011)	-	-	9,989	-	9,989
353	WATERWORKS DC EXEMPTIONS	647,367	11,550	400,000	-	(534,761)	-	-	524,156	-	524,156
354	WASTEWATER DC EXEMPTIONS	1,575,897	22,977	350,000	-	(1,235,757)	-	-	713,117	-	713,117
		79,584,650	1,891,401	26,349,391	(20,370,382)	(2,128,529)	-	23,191,624	108,518,155	(43,158,373)	65,359,782
TOTAL DISCRETIONARY RESERVE FUNDS		115,423,691	2,751,384	47,176,103	(38,361,860)	(2,459,613)	802,051	22,981,124	148,312,880	(71,381,007)	76,931,873
TOTAL ALL RESERVES AND RESERVE FUNDS		214,478,609	4,333,847	51,991,156	(74,043,931)	-	28,094,815	22,595,436	247,449,932	(149,772,250)	97,677,682

Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
Proposed amendment to the 5-year time limited exemption for two-way radios under Ontario's Distracted Driving Law.	Ontario Ministry of Transportation (MTO)	June 15, 2017	<p>On January 1, 2018, specific time-limited exemptions for the holding and use of two-way radios outlined in Ontario Reg. 366/09 are set to expire thereby prohibiting their use for all road users.</p> <p>MTO is requesting feedback from stakeholders on three proposed options:</p> <ol style="list-style-type: none"> 1) Extend the exemption for hand-held use of two-way radios for an additional seven years. 2) Make the exemption permanent. 3) Allow the exemption to expire (making hand-held use of devices illegal and requiring all currently exempted drivers to use hands-free alternatives only). 	Staff comments will be submitted by the on-line email form on the Ontario's Regulatory Review site and provided to Council via the Information Package following the consultation deadline.	Certain public function employees (i.e. public transit, Public Works) are permitted to use two way radios to provide service and obtain assistance. The prohibition of two-way radios may require the City to consider an alternative form of communication technology.	Operations(Fleet)	Ontario's Regulatory Review

Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
Proposed New Excess Soil Reuse Regulation and Amendments to Existing Regulations	Ministry of the Environment and Climate Change (MOECC)	June 23, 2017	<p>An EBR notice has been posted (013-0299) proposing a new regulation and key complementary regulatory amendments related to the management of excess soil including proposed amendments to the Records of Site Condition Regulation (O. Reg. 153/04). Amendments to the latter will make excess soil management on brownfield properties consistent with and complementary to the proposed excess soil management requirements.</p> <p>The proposals will have the following goals: to protect human health and the environment from inappropriate relocation of excess soil; and enhance opportunities for the beneficial reuse of excess soil and reduce greenhouse gas emissions associated with the movement of excess soil.</p>	Staff comment will be submitted via the online Environmental Registry (EBR) and provided to Council via the Information Package following the consultation deadline.	<p>Several hundred tonnes of excess soils are being generated and brought to the City every year as a result of infrastructure projects, development projects (subdivision projects), environmental projects etc. As such, it would be in the best interests of the City to provide comments and/or concerns to the MOECC regarding the best use/reuse of the excess soils and to promote efficiency in the (re)development of brownfields located throughout the City.</p> <p>The City recently was awarded a "2016 Brownie Award" for its "Guideline for the Development of Contaminated or Potentially Contaminated Sites". The City is known for its flexible and practical approach to the development of Contaminated or Potentially Contaminated Sites.</p> <p>The City's environmental engineering service area was consulted several times by MOECC staff when they were formulating the amendments to O. Reg. 153/04.</p> <p>The City's new snow disposal facility will also function as a temporary excess soil storage area, and street sweeping storage among other uses.</p>	Engineering Services	https://www.ebr.gov.on.ca/ERS-WEB-External/displaynoticecontent.do?noticeId=MTMyMzMw&statusId=MjAwOTA2&language=en

Provincial/Federal Consultation Alert							
Title	Ministry	Consultation Deadline	Summary	Proposed Form of Input	Rationale	Lead	Link to Ministry Website
Proposed municipal asset management planning regulation	Ministry of Infrastructure	July 24, 2017	<p>The Infrastructure for Jobs and Prosperity Act, 2015, was proclaimed on May 1, 2016 and includes an authority for the province to regulate municipal asset management planning.</p> <p>The purpose of the proposed regulation, noted in EBR posting 013-0551, is to implement best practices throughout the municipal sector and provide a degree of consistency to support collaboration between municipalities, and among municipalities and the province.</p> <p>The Ministry of Infrastructure is now seeking comments on this posting, including the possible tools and support that would be desired to assist municipal implementation.</p> <p>To help guide the development of the proposed regulation, the province consulted the municipal sector throughout the summer of 2016. These consultations focused on what should be included in a regulation to best help advance progress in municipal asset management planning. The province also sought input on how good asset management practices could be promoted more generally, and what is needed to engage municipalities and promote a broader culture of asset management planning.</p>	Input on this draft regulation has already been provided to the Ministry of Infrastructure through a consultation session in the summer of 2016, as well as other industry events such as Asset Management Ontario meetings. Any other feedback on the proposed regulation is to be provided in writing via the Environmental Registry.	<p>City staff have been actively involved throughout the development of the proposed regulation, and have incorporated the requirements of the preliminary draft regulation into the 2017 Corporate Asset Management Policy and Corporate Asset Management Plan.</p> <p>A detailed review of the final draft regulation is to be completed; however from a preliminary review, there are no substantial new comments. Should the detailed review result in any comments, they will be submitted via the Environmental Registry website.</p>	Engineering Services - Corporate Asset Management	https://www.ebr.gov.on.ca/ERS-WEB-External/displaynoticecontent.do?noticeId=MTMyNTkw&statusId=MjAxMzgx&language=en

May 26, 2017

Sent via email

Monica Russell
Senior Policy Analyst
Policy and Planning Division
Transportation Planning Branch
Environmental Policy Office (Toronto)
777 Bay Street Suite 3000
Toronto Ontario M7A 2J8

Re: City of Guelph comments on the proposed Province-wide Cycling Network (EBR #013-0190)

Dear Ms Russell,

On behalf of the City of Guelph, this letter addresses the stated objectives of the call for comments on the province-wide cycling network to:

1. Confirm the accuracy of the existing / proposed trails; and
2. Comment on the condition and relevance of the proposed trails/connections.

Accuracy of existing/proposed routes through the City of Guelph

The on-road segments (thick pink line) along Speedvale Ave East are not accurate: there is currently no on-street cycling infrastructure for this short connection. There will be bicycle lanes included on the Speedvale Bridge reconstruction scheduled for 2018 in future. Please show this as a proposed connection.

There are also no on-road cycling facilities on Woodlawn Road W between the Woodlawn Road Cemetery and Nicklin Road at this time. Please show the segment from Nicklin Road to the Woodlawn Cemetery (off-road trail) connection as “proposed”.

Both of the above-noted segments are identified in either the 2013 Guelph Cycling Master Plan or the forthcoming Guelph Active Transportation Network Study (July 2017) as proposed connections designed to accommodate people bicycling.

The railway corridor north of Woodlawn Road extending from Edinburgh Road North is under private ownership. The surface of this connection is not suitable for cycling as there are large rail-grade rocks and there is considerable vegetation encroaching in the right-of-way. If this route remains in the final Ontario-wide cycling network, please show this as “proposed”.

Other individuals and groups with interests outside City boundaries including the Guelph Coalition for Active Transportation, Guelph Wellington Waterloo Regional Trail Committee

City Hall
1 Carden St
Guelph, ON
Canada
N1H 3A1

T 519-822-1260
TTY 519-826-9771

guelph.ca

Monica Russell
May 25, 2017
RE: Province-wide Cycling Network
Page 2 of 4

and Guelph Off-Road Bicycling Association have recommendations for an alternative connection to the Kissing Bridge Trail that uses the Grand River Conservation Authority's "Marden Tract" trail. These groups also recommend paved shoulders on Silvercreek Parkway North of Woodlawn Road. Please note that the City of Guelph has constructed a 3.0 meter multi-use path on both sides of Woodlawn Road West (Hwy 7 connecting link) between Nicklin Road and Silvercreek Parkway that would serve to connect the Guelph routes and trails to the Kissing Bridge trail.

Relevance of proposed trails/connections

The current proposed route uses existing on-road cycling facilities along Gordon Street/Norfolk Street and Arkell Road in Guelph. The existing on-road bike lanes on Arkell Road are in good condition and meet Ontario Traffic Manual Book 18 guidelines (1.5-meter wide bike lanes on each side). The existing on-road bike lanes along Gordon Street from Arkell Road to Stone Road are in good condition and meet Ontario Traffic Manual Book 18 guidelines as well.

The on-road bike lanes along Gordon Street between Stone Road and Waterloo Avenue are in reasonable condition (signed, visible lane markings), but do not meet the minimum guidelines for bike lane width: the lanes vary in width from 1.0 meters to 1.5 meters. These deficiencies are being addressed as opportunities for reconstruction, repainting or resurfacing of the roadway arise.

City of Guelph staff assumes based on knowledge of cyclist preferences and attitudes that most cyclists would prefer an off-road or low-volume route wherever possible. As such, we recommend that cyclists turn west on College Avenue and follow the signed route indicated in Figure 1, below. The route continues across the Covered Bridge, and up along the Wellington Street East trail that becomes our Trans Canada Trail connection north through downtown and along the Speed River shown in Figure 2.

The City of Guelph also supports a stronger connection between Kitchener and Guelph. This is echoed in the submission(s) from the cycling groups mentioned above. There are a number of attractions, destinations, and places of employment shared between these two communities that are accessible by bicycle within a reasonable commute time (approximately 1 hour by bicycle from Silvercreek Parkway / Woodlawn Road West in Guelph to Victoria Street North at Weber Street Kitchener). Investment in safe cycling routes can support more trips by bicycle for tourism/cultural trips, work-based trips and recreation. With the new Highway 7 expressway under construction, there will be additional capacity within the existing Victoria Street/Highway 7/Woodlawn Road West right-of-way to provide safe, protected cycling infrastructure on a direct route between these communities.

The City of Guelph is grateful for the opportunity to provide comment on the Province-wide cycling network and look forward to future opportunities to support this important initiative to making Ontario more bicycle-friendly.

Sincerely,

Monica Russell
May 25, 2017
RE: Province-wide Cycling Network
Page 3 of 4

Jennifer Juste

Program Manager, Transportation Demand Management
Transportation Services – Infrastructure, Development and Enterprise
City of Guelph

519-822-1260 extension 2791

jennifer.juste@guelph.ca

guelph.ca

[@cityofguelph](https://twitter.com/cityofguelph)

[Facebook.com/cityofguelph](https://www.facebook.com/cityofguelph)

C Mayor Cam Guthrie and Council, Scott Stewart, Kealy Dedman, Allister McIlveen, Cathy Kennedy

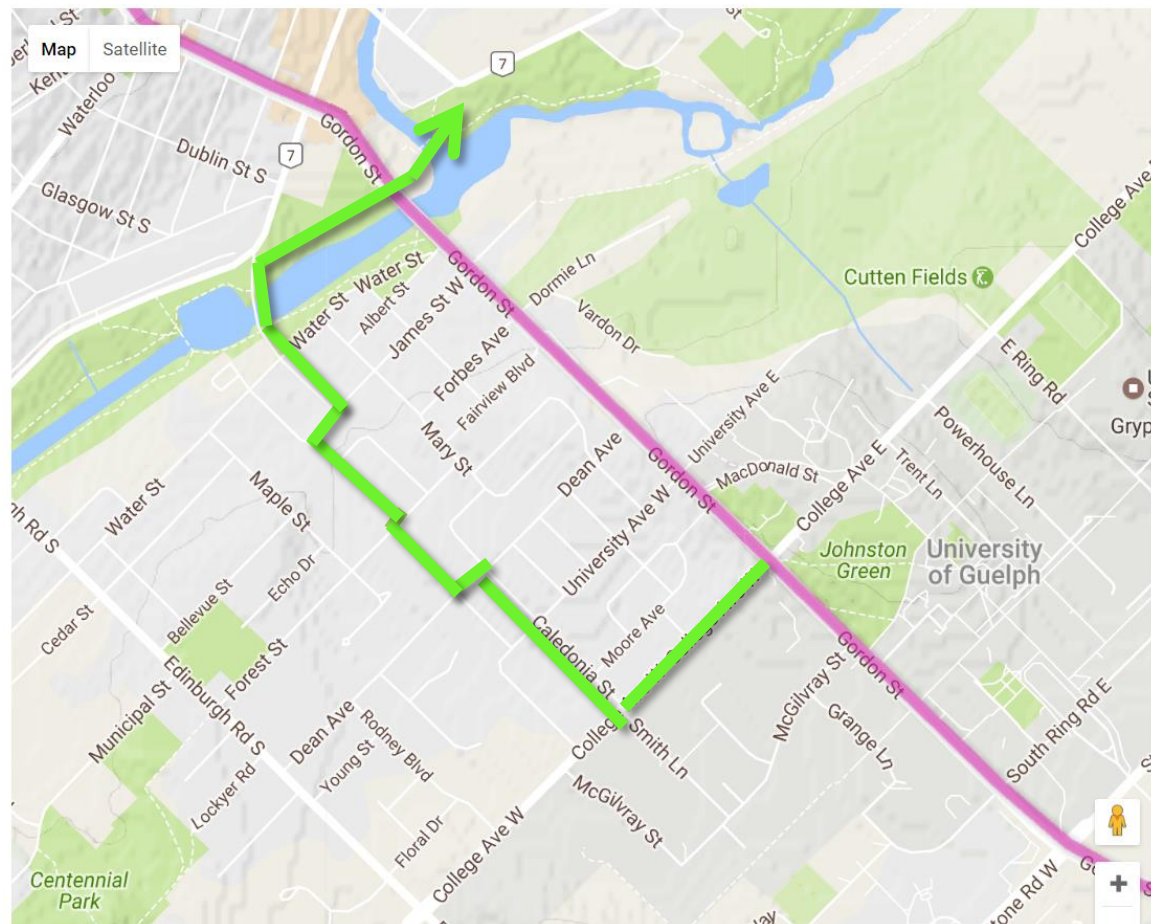


Figure 1, Alternative low-volume route to avoid Gordon Street

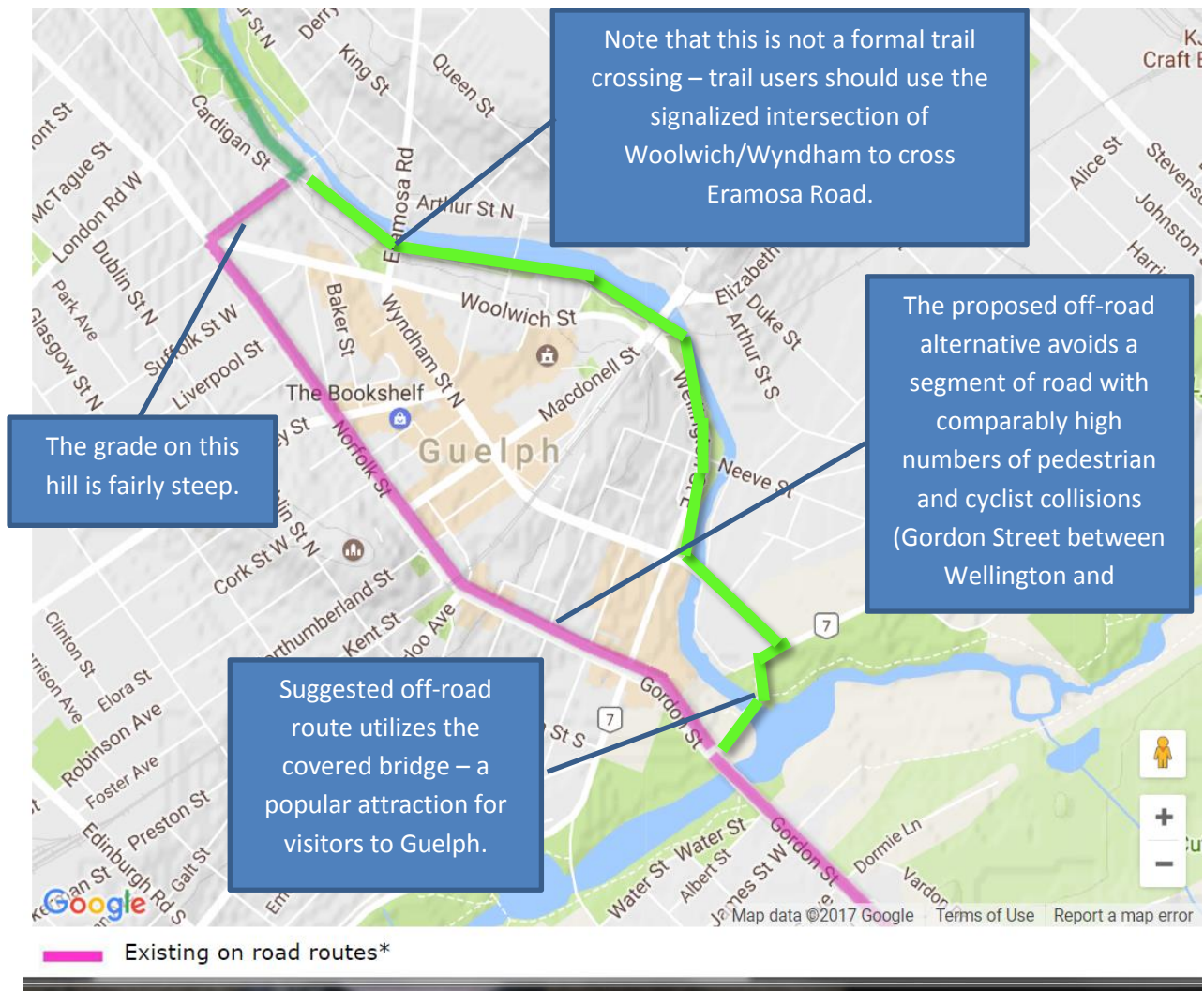


Figure 2, Alternative off-road route around Downtown Guelph



The Corporation of The Town of Amherstburg

May 26, 2017

VIA EMAIL

Corporation of the County of Essex
360 Fairview Ave W
Suite 202
Essex, ON N8M 1Y6

Dear Essex County Council,

On April 10th, 2017, Amherstburg Town Council received a presentation from Bruce Krauter, Chief, Essex Windsor EMS, regarding an overview of EMS Services.

Following the presentation, Council passed (2) motions as listed below:

Resolution # 20170410-637 - *“That Administration BE DIRECTED to request a report from Essex County to see if there is a way to alleviate the differences municipalities pay for EMS services.”*

Resolution # 20170410-638 - *“That Administration BE DIRECTED to send a letter to Essex County Council to review the current EMS services and provide the funding necessary to improve the areas that are in need and that the letter be sent to all municipalities and local members of Parliament.”*

Regards,

Tammy Fowkes
Deputy Clerk

cc: Bruce Krauter – Chief, Essex Windsor EMS
Taras Natyshak – MPP, Essex
Tracey Ramsey – MP, Essex
Ontario Municipalities

Attached: EMS Presentation to Amherstburg Town Council



County of
Essex



Essex Windsor EMS

Town of Amherstburg

EWEMS Background

- EWEMS is a 24 hour a day, 365 days a year operation
- The Essex Windsor EMS responded to over 103,000 requests for service or coverage in 2016, comprised of ~58,000 patient contacts which ~39,000 patient transports.
- Essex Windsor EMS has 12 stations, 38 ambulances, 12 emergency response vehicles and other support vehicles and trailers.

Regional Emergency Service

- EWEMS is the only Emergency Service that serves all of Essex County, City of Windsor and Pelee Island under one operation.
- Request for service and assignment of requests are handled by one Dispatch Centre, which is the Central Ambulance Communications Centre (CACC), operated by the MoHLTC
- EWEMS does not recognize municipal borders; our vehicles complete ambulance calls in the city, the county and any other municipality as directed by CACC

Staffing

- 270 Paramedics
 - 234 Primary Care Paramedics (PCP)
 - 36 Advanced Care Paramedics (ACP)
 - 168 Full Time
 - 102 Part Time
- Managers
 - 11 District Chiefs
 - 2 Captains
 - 3 Deputy Chiefs
 - 1 Administration Manager
 - 2 Administrative Assistants
 - 1 Fleet /Logistics Manager
- Support Staff
 - 2 Clerk schedulers
 - 2 Logistics technicians
 - 1 Fleet technician



Paramedic Training/Skills

- Primary Care Paramedic (PCP)
 - 2 years community college
 - Provincial certification exam – Advanced Emergency Medical Care Assistant
 - Annual recertification by Base Hospital Medical Director
- Advanced Care Paramedic (ACP)
 - Must first qualify as a PCP
 - 1 year of additional college didactic training
 - Weeks of hospital rotations thru ER, Critical Care areas, Operating Room
 - Weeks of field placement and consolidation with an ACP preceptor
 - Successful completion of provincial certification exam

Paramedic Regulators



Caring for You. Innovating for the World.®



Ministry of Health
and Long Term Care

Staffing

- Staffing is matched to call volume by hour of the day & day of the week
- Mix of 8, 10 & 12 hour shifts
- Varied start/stop times with day shifts starting at 0600, 0630, 0700, 0800, 1000 & 1100 hrs and night shifts at 1800, 1830 and 1900 hrs

Staffing

Peak Staffing

- Windsor 11 ambulances/ 1 ERU
- LaSalle 2 ambulances
- Tecumseh 2 ambulances
- Lakeshore 1 ambulance
- Essex 1 ambulance/1 ERU
- Kingsville 1 ambulances
- Leamington 2 ambulances
- Harrow 1 ambulance
- **Amherstburg 2 ambulance**
- Pelee Island 1 ambulance

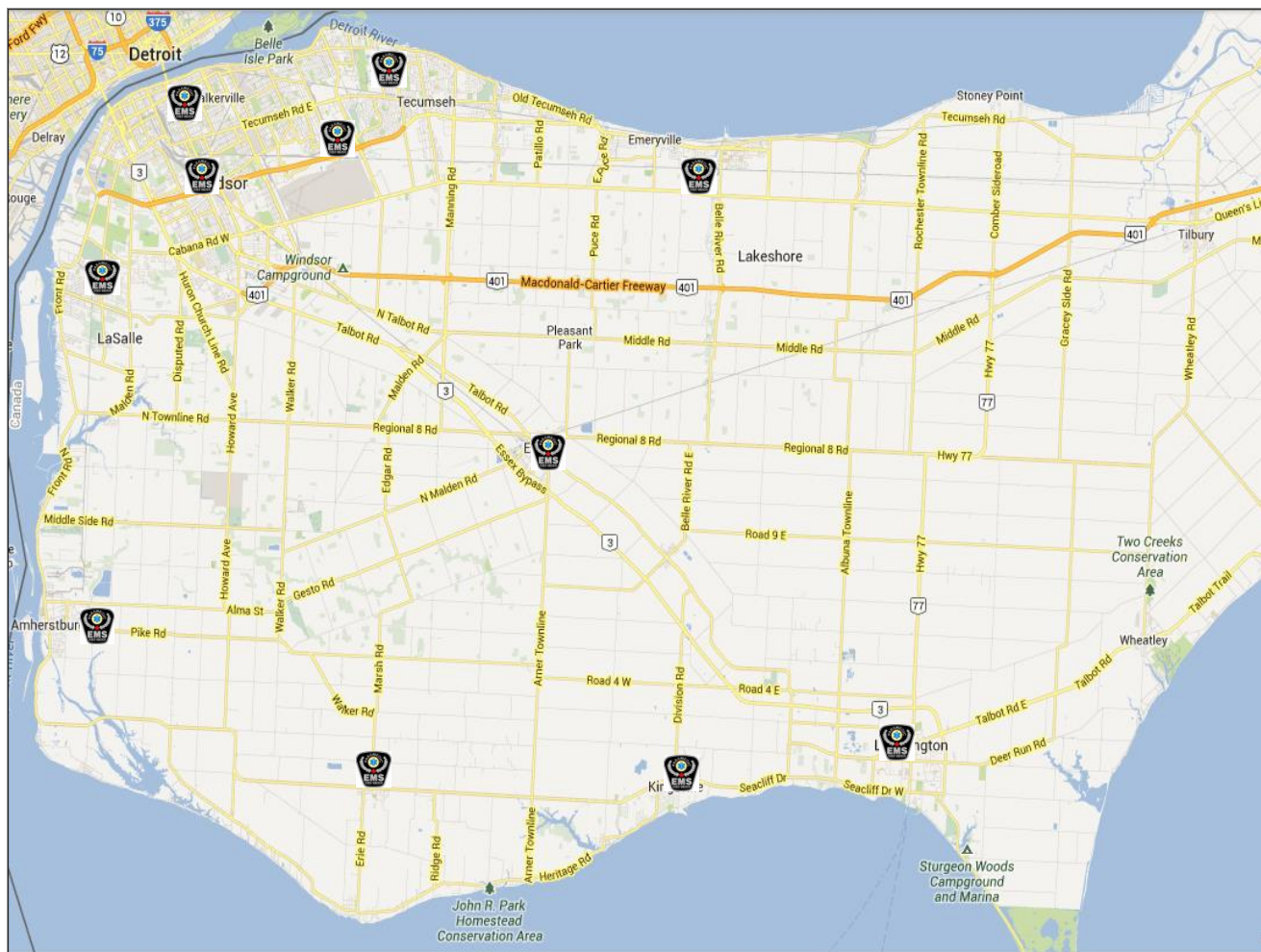
○ TOTAL 24 Ambulances, 2 ERU's

Minimum Staffing

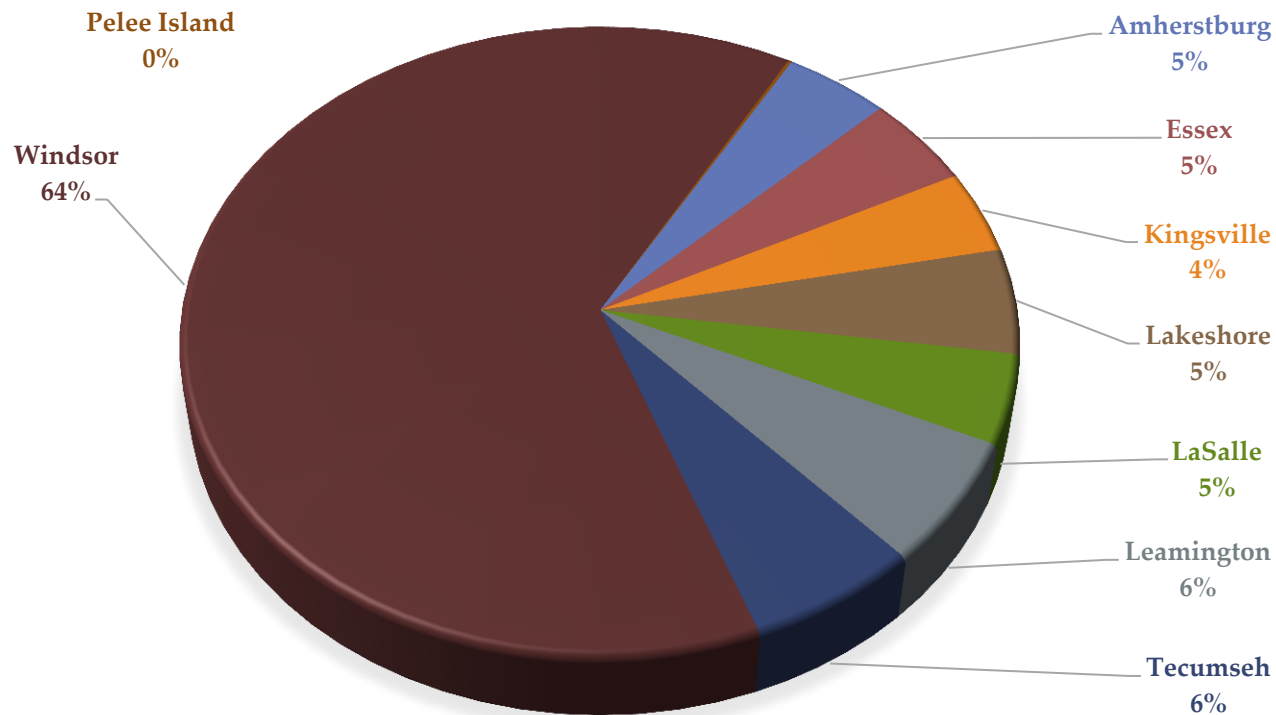
- Windsor 6 ambulances/1 ERU
- LaSalle 2 ambulance
- Tecumseh 2 ambulances
- Lakeshore 1 ambulance
- Essex 1 ambulance/ 1 ERU
- Kingsville 1 ambulance
- Leamington 2 ambulance
- Harrow 1 ambulance
- **Amherstburg 1 ambulance**
- Pelee Island 1 ambulance

○ TOTAL 18 Ambulances, 2 ERU

Station Locations



2016 Call Distribution





Funding

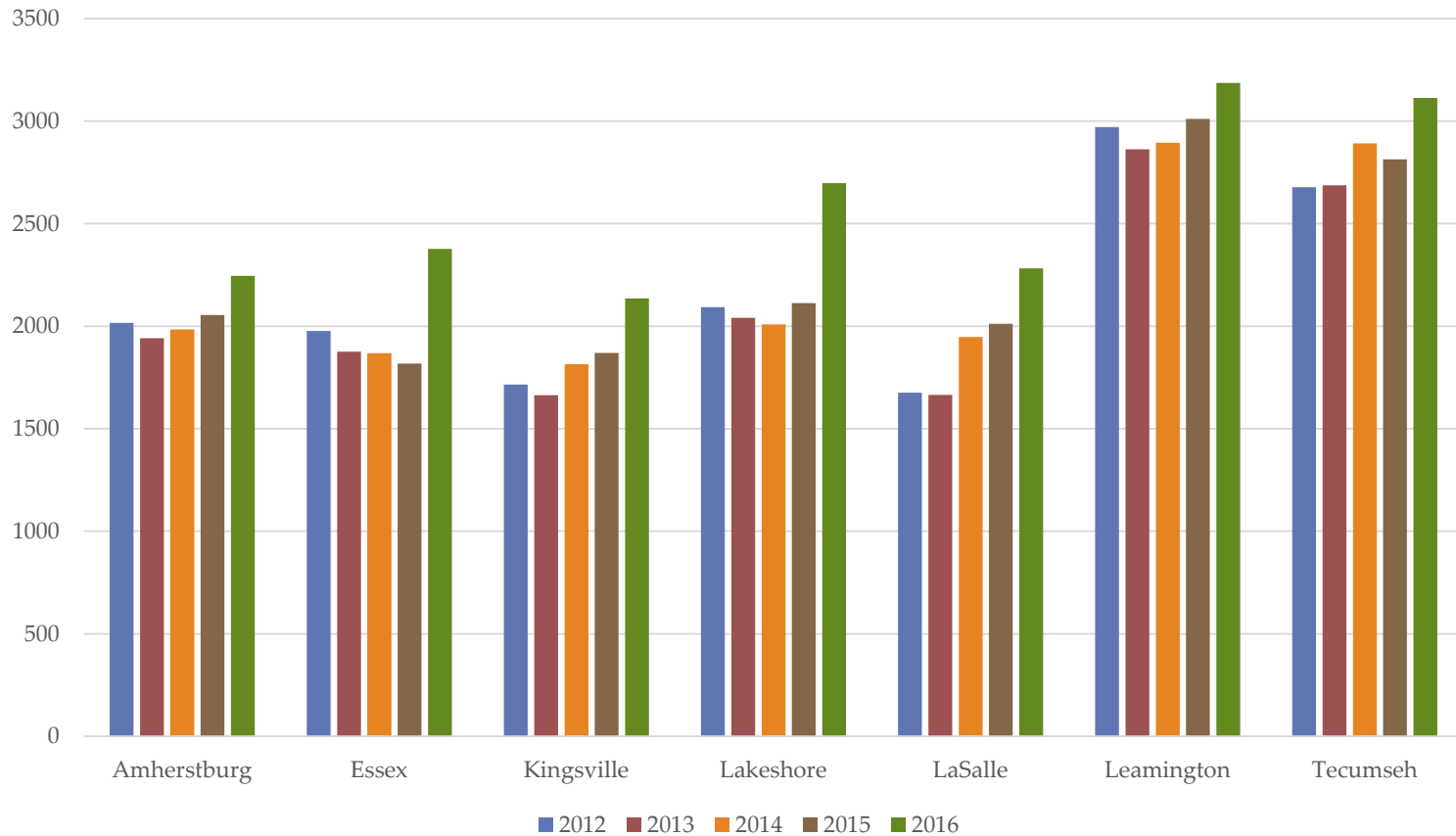


Funding Share

Municipal Share	ACTUAL 2016	EST 2017
% Allocation	Wgt Assess	Wgt Assess
City of Windsor	51.544%	51.266%
Township of Pelee	0.294%	0.286%
Total recovery-service partners	51.838%	51.552%
County Responsibility	48.162%	48.448%

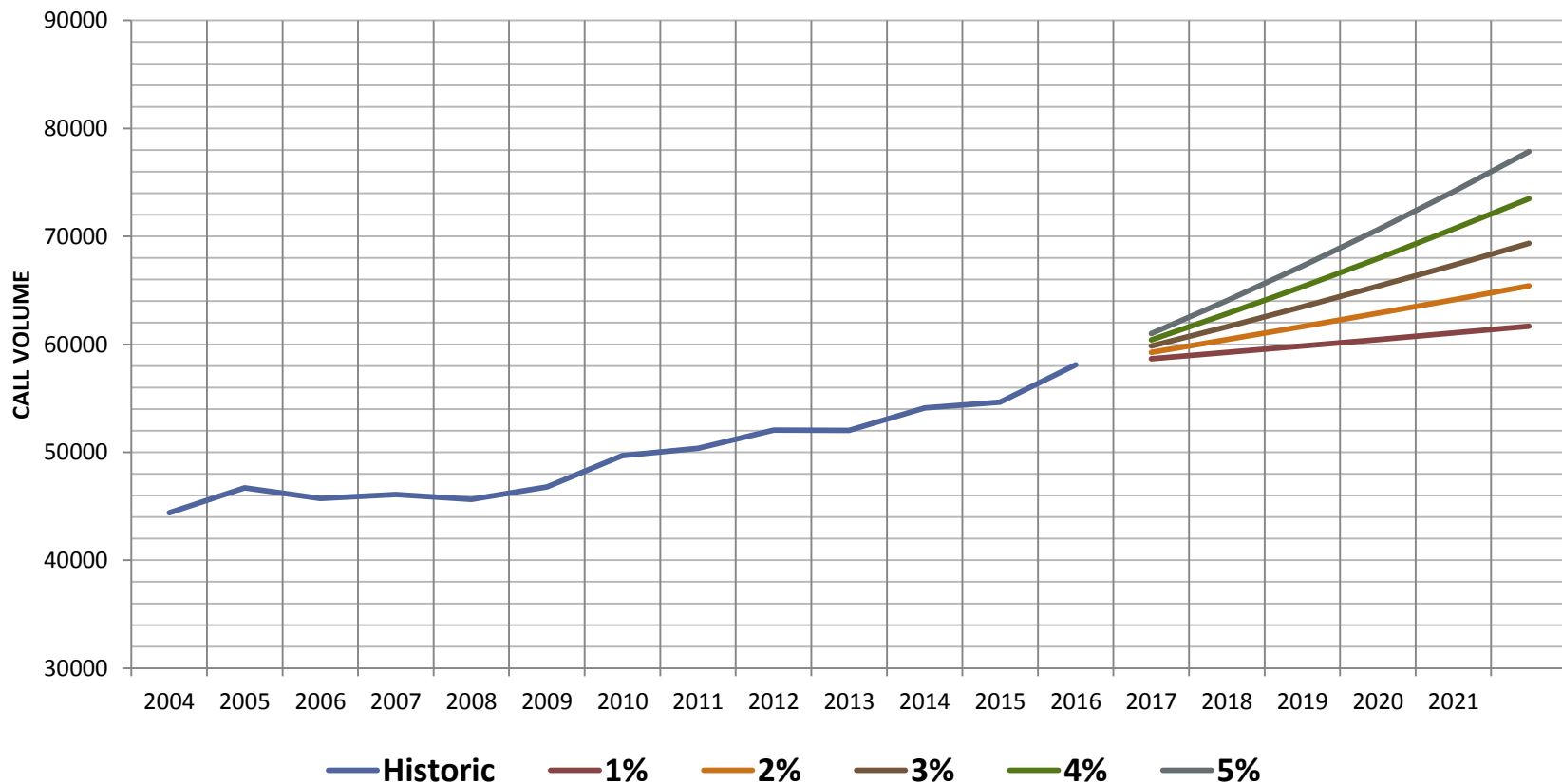
Call Volume trend by Municipality

Call Volume Trend By Municipality

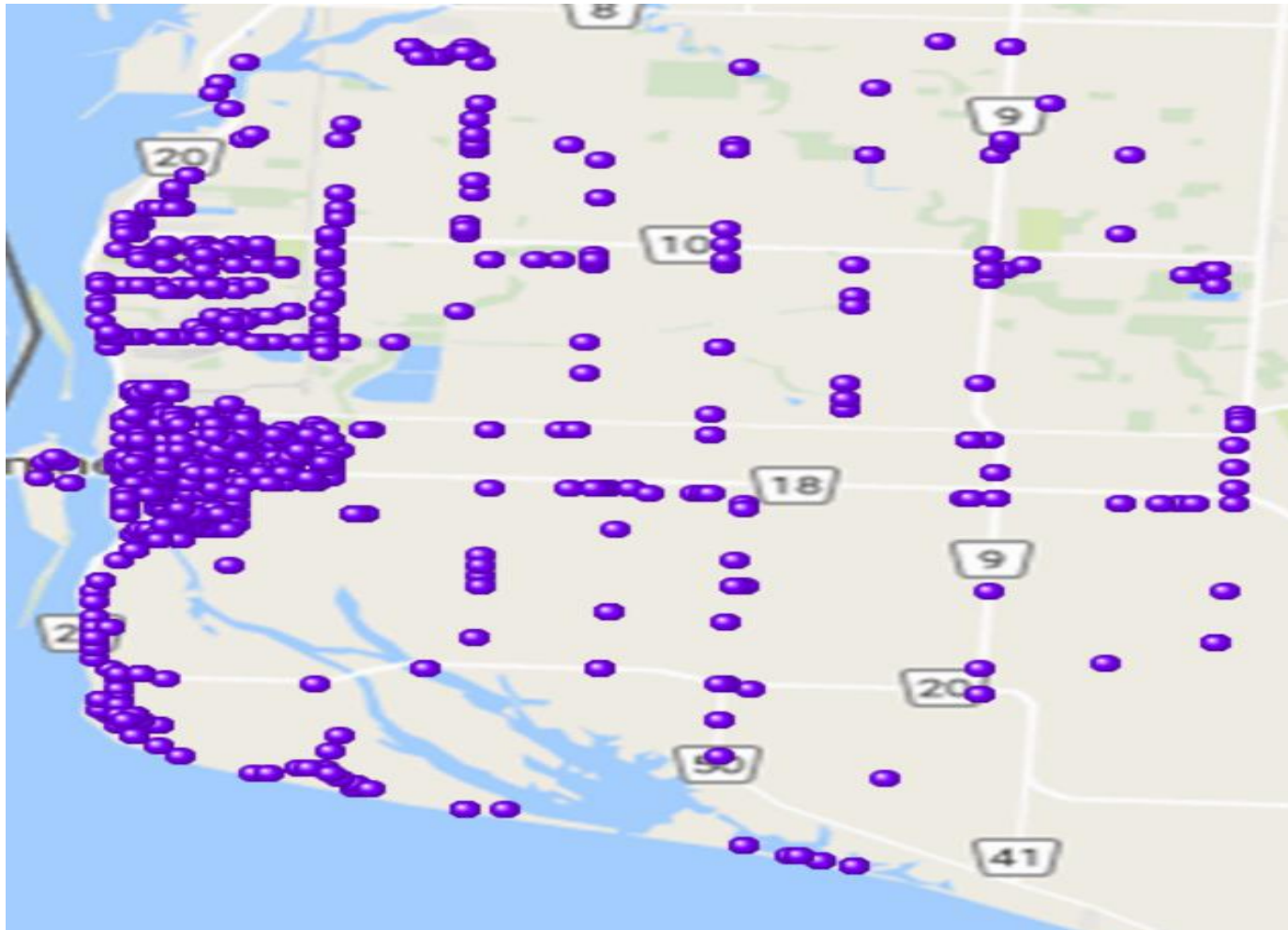


Projected Call Volume

Projected Code 1-4 Call Volume Growth
2016 thru 2021

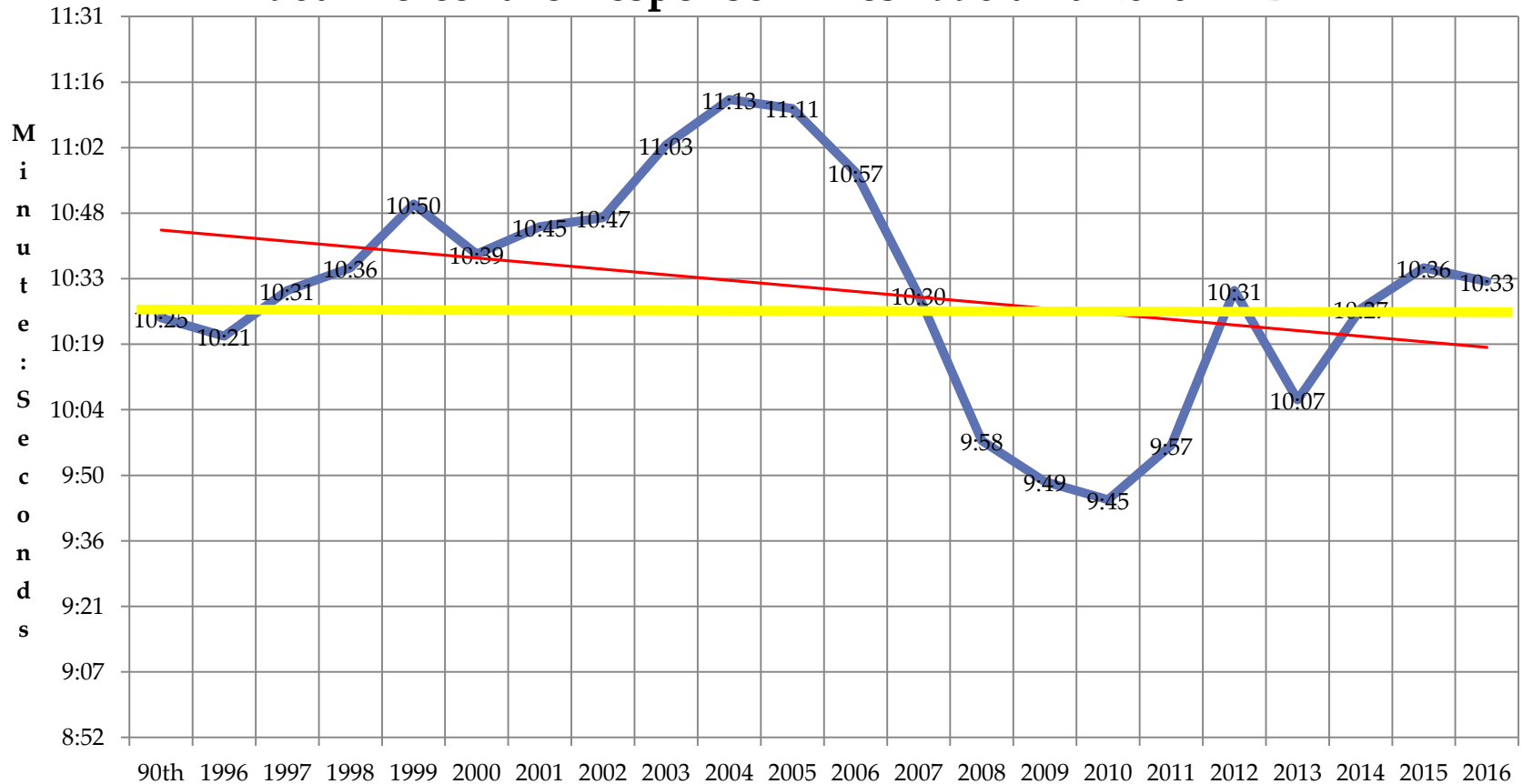


Call Locations



Response Times

90th Percentile Response Times 1996 thru 2016 YTD



Response Time Experience

Amherstburg response time experience for;

Emergent calls (life threatening)

- average = 9 minutes, 2 seconds
- 90% mean = 7 minutes

Prompt calls (non life threatening)

- Average = 9 minutes, 32 seconds
- 90% mean = 8 minutes

Call Type Experience



Final Primary Problem

General Illness/Weakness	298
Abdominal Pain NYD	150
Musk/Skel Trauma	132
Resp. Distress	103
Soft Tissue Trauma/Pain/Edema	101
Ischemic Chest Pain	93
Behaviour/Psychiatric	71
Back Pain	62
GI Problems/Pain/Vomiting/Nausea	57
Hemorrhage Minor	39

Ongoing Pressures

- Off load delays continue to rise
- Senior Care Strategies in home
- Increasing annualized call volume
- Retirement recruitment strategies



Accomplishments



