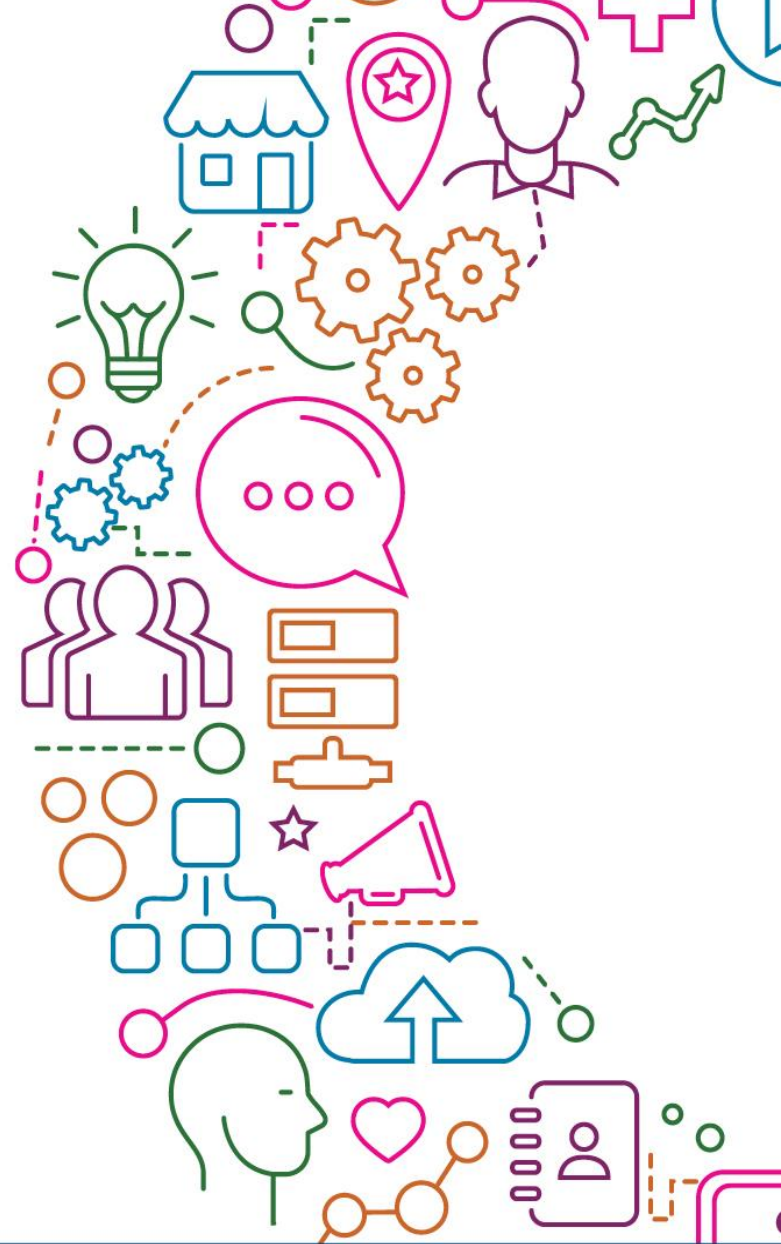




# Budget overview



# The Strategic Plan and the 2021 to 2024 budget

The Strategic Plan's five priorities lead this budget, setting us on a sustainable path for our economy, environment and transportation while supporting an efficient workforce and united community.



Powering  
our future



Sustaining  
our future



Navigating  
our future



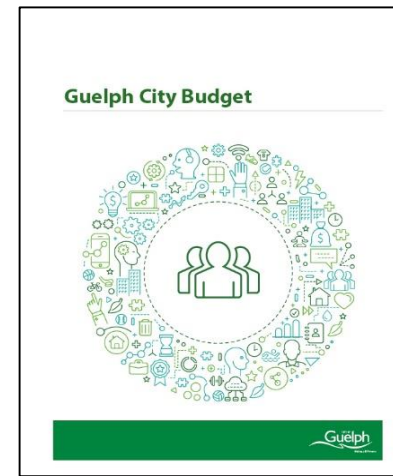
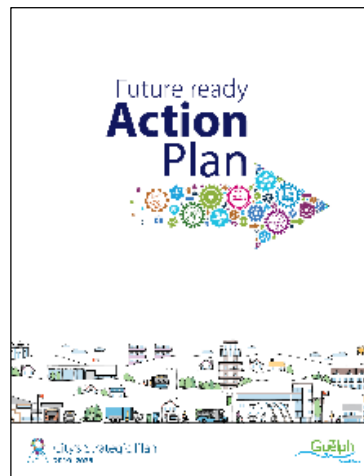
Working  
together for  
our future



Building  
our future

# Budget—the tool that dictates pace of being Future Ready

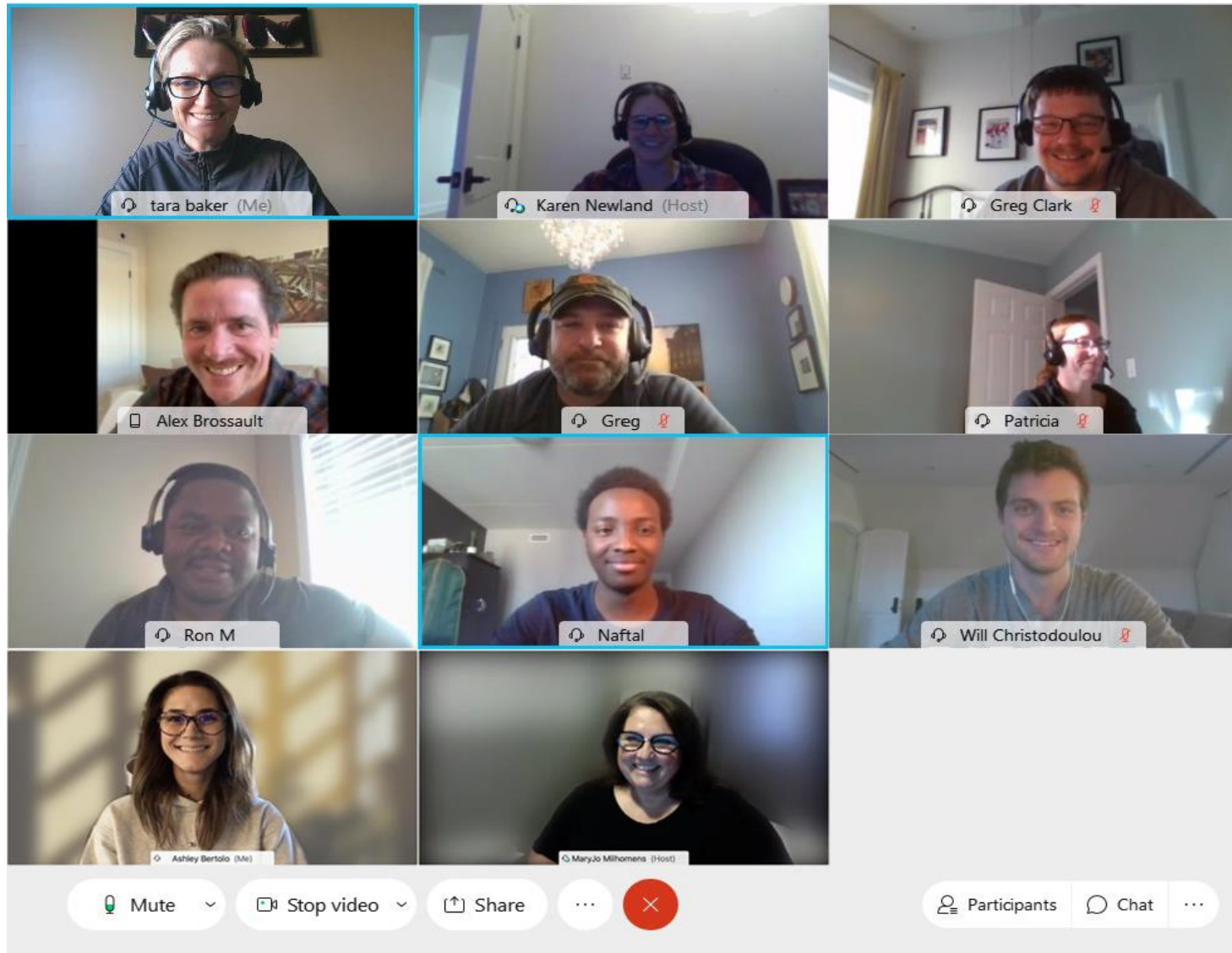
The budget is the affordability tool that dictates the pace of implementing the Future Ready Action Plan initiatives.



# Budget transformation

- Aligning Strategic Plan with a multi-year forecast
- Integrating operating and capital into one budget
- Enhancing web presence to support virtual Council meetings and community accessibility
- Decluttering budget through strategic Council meeting agenda planning
- Increasing opportunities for engagement and education
- Continuing to improve internal budget development processes

# Budget transformation project team



# Key budget strategies

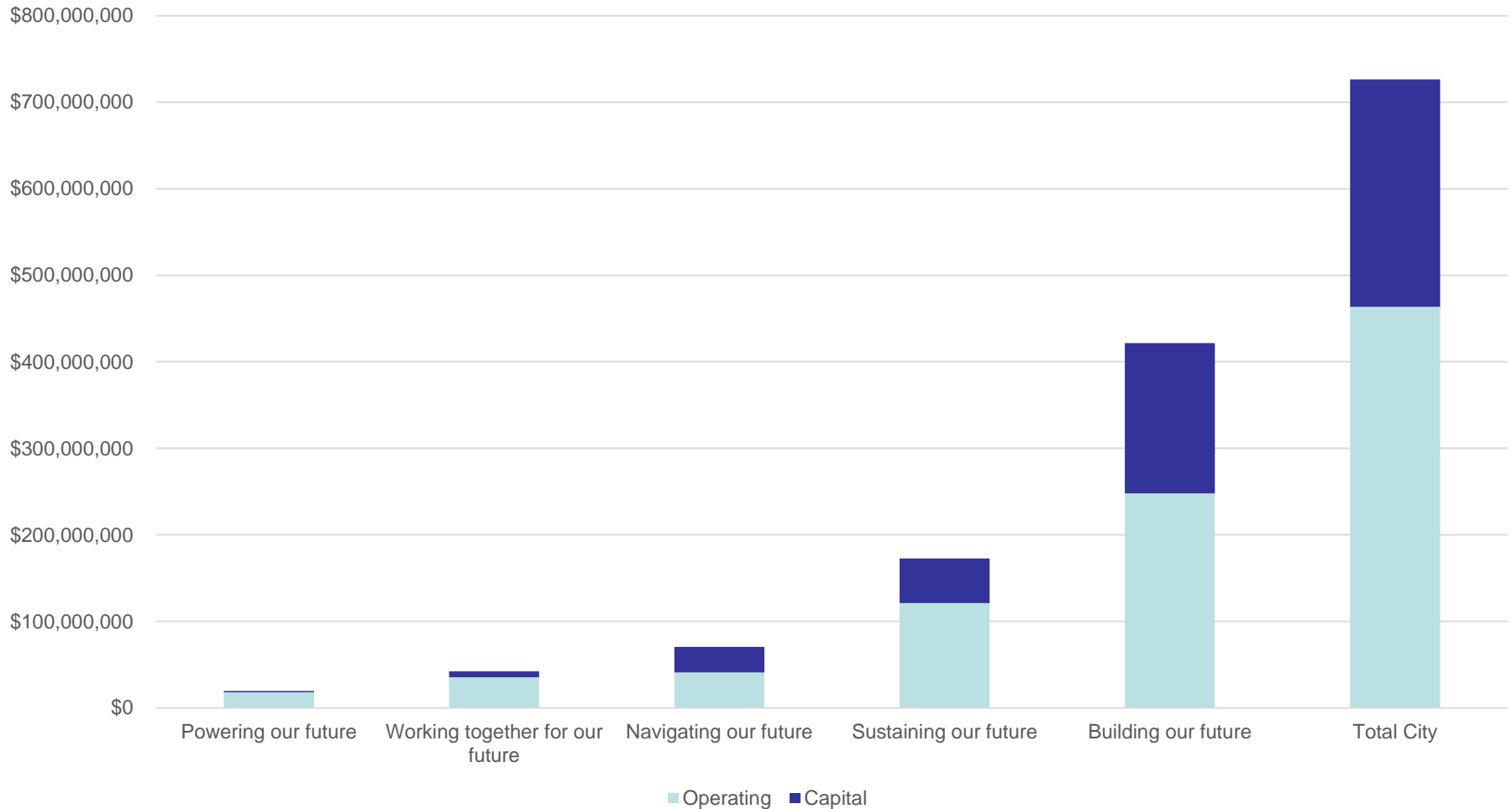
- Guided by the Long-term Financial Framework policies
- Digital transformation and continuous improvement
- COVID-19 Pandemic budget response
- Integrated capital and operating budget impacts by strategy:
  - Inflationary and legislated cost pressures
  - Revenues
  - Asset management and infrastructure renewal
  - Growth
  - City Building

# Building the budget assumptions

- Base budget expenditure targets—0% other than contractual commitments.
- User fee/rate revenue targets—2% where possible.
- Tax assessment growth—1% annually.
- COVID budget impacts treated as temporary in 2021; use this year to assess and determine permanency.
- Operating budget impacts from all capital projects in the 10-year forecast.
- 2021 capital projects budgeted at detailed level; internal audit recommendation improvement.



# 2021 proposed operating and capital budget— gross expenditures



# 2021 proposed net property tax levy impact

Strategic Plan priority	2021 levy impact	2021 levy impact percentage
Building our Future	7,730,336	3.02%
Working together for our Future	551,830	0.22%
Navigating our Future	(1,120,010)	(0.44%)
Sustaining our Future	4,177,114	1.63%
Powering our Future	242,570	0.09%
<b>Total</b>	<b>11,581,840</b>	<b>4.52%</b>
<b>Assessment</b>	(2,562,000)	(1.00%)
<b>Net Impact</b>	<b>9,019,840</b>	<b>3.52%</b>

# 2021 operating budget—tax levy by City and Local Boards Shared Services (LBSS)

Expense Category	City	LBSS	Total
Department Net Investment	4,289,354	3,914,793	8,204,147
Assessment Growth	(1,724,250)	(837,750)	(2,562,000)
<b>Net Impact Before Capital Financing</b>	<b>1.00%</b>	<b>1.20%</b>	<b>2.20%</b>
Capital Financing	<b>3,377,693</b>	<b>0</b>	<b>3,377,693</b>
<b>Capital Financing Net Impact</b>	<b>1.32%</b>	<b>0.0%</b>	<b>1.32%</b>
<b>Total Net Impact</b>	<b>2.32%</b>	<b>1.20%</b>	<b>3.52%</b>

# 2021 City departments operating budget drivers

Category	2021	Levy Impact
Base budget/Inflationary	3,475,197	1.36%
Operating Impact from Capital	1,049,757	0.41%
Service Changes/Reduction	(1,595,000)	(0.62%)
Capital Financing	3,377,693	1.32%
Budget Requests	1,359,400	0.53%
<b>Sub-Total</b>	<b>7,667,047</b>	<b>2.99%</b>
Assessment Growth Revenue	(1,724,250)	(0.67%)
<b>Total Requested</b>	<b>5,942,797</b>	<b>2.32%</b>

# 2021 to 2024 proposed net levy impact

Strategic Plan Pillar	2021 Net Levy Impact	2022 Forecast Net Levy Impact	2023 Forecast Net Levy Impact	2024 Forecast Net Levy Impact
Powering our Future	242,570	521,343	297,010	209,897
Sustaining our Future	4,177,114	1,780,414	2,107,287	2,142,725
Navigating our Future	(1,120,010)	3,111,510	4,896,080	5,856,190
Working together for our Future	551,830	2,255,975	1,222,940	538,315
Building our Future	7,730,336	11,063,112	11,517,425	11,314,408
<b>Total</b>	<b>11,581,840</b>	<b>18,732,354</b>	<b>20,040,742</b>	<b>20,061,535</b>
Assessment	(2,562,000)	(2,686,000)	(2,874,000)	(3,074,000)
<b>Net Impact</b>	<b>9,019,840</b>	<b>16,046,354</b>	<b>17,166,742</b>	<b>16,987,535</b>
<b>Net Impact %</b>	<b>3.52%</b>	<b>5.99%</b>	<b>5.99%</b>	<b>5.54%</b>

## Average residential bill impacts of proposed rate change

	2020	2021	Change
Water	\$404.91	\$413.40	\$0.05
Wastewater	\$453.12	\$456.30	\$0.02
Stormwater	\$69.60	\$76.80	\$0.60
<b>Total</b>	<b>\$927.63</b>	<b>\$946.50</b>	<b>\$18.87 or 2.0%</b>

Stormwater—based on average impervious area of a residential property of 188 m<sup>2</sup>.

Water/Wastewater—based on average annual consumed water volume by a three-person household of 175 cubic meters

**2021 rates will come into effect on January 1, 2021**

# Forecasted average rate impact on residential bill

	2021	2022	2023	2024
Water	\$413.40	\$422.15	\$433.89	\$446.91
Wastewater	\$456.30	\$465.05	\$475.32	\$484.62
Stormwater	\$76.80	\$84.00	\$91.20	\$98.40
<b>Total</b>	<b>\$946.50</b>	<b>\$971.20</b>	<b>\$1,000.41</b>	<b>\$1,029.93</b>
<b>% Change</b>	<b>2.0%</b>	<b>2.6%</b>	<b>3.0%</b>	<b>3.0%</b>

## 2021–2030 capital budget highlights

- Continued focus on Infrastructure Renewal Strategy and goal to reach sustainable funding
  - Increase of \$1.5 million for rate supported businesses
  - Increase of \$3.0 million for tax supported businesses
- All capital transfers reflect both inflation and impacts from 2020 approved growth/city building projects.
- City Building funding increase includes the 1/3 phase-in from the newly approved Baker District—projected deficit still exists.
- Proposed strategy for 100RE of \$500K per year.
- Forecast period includes the conversion of project managers from temporary to full-time.



# Reserve and Reserve Funds

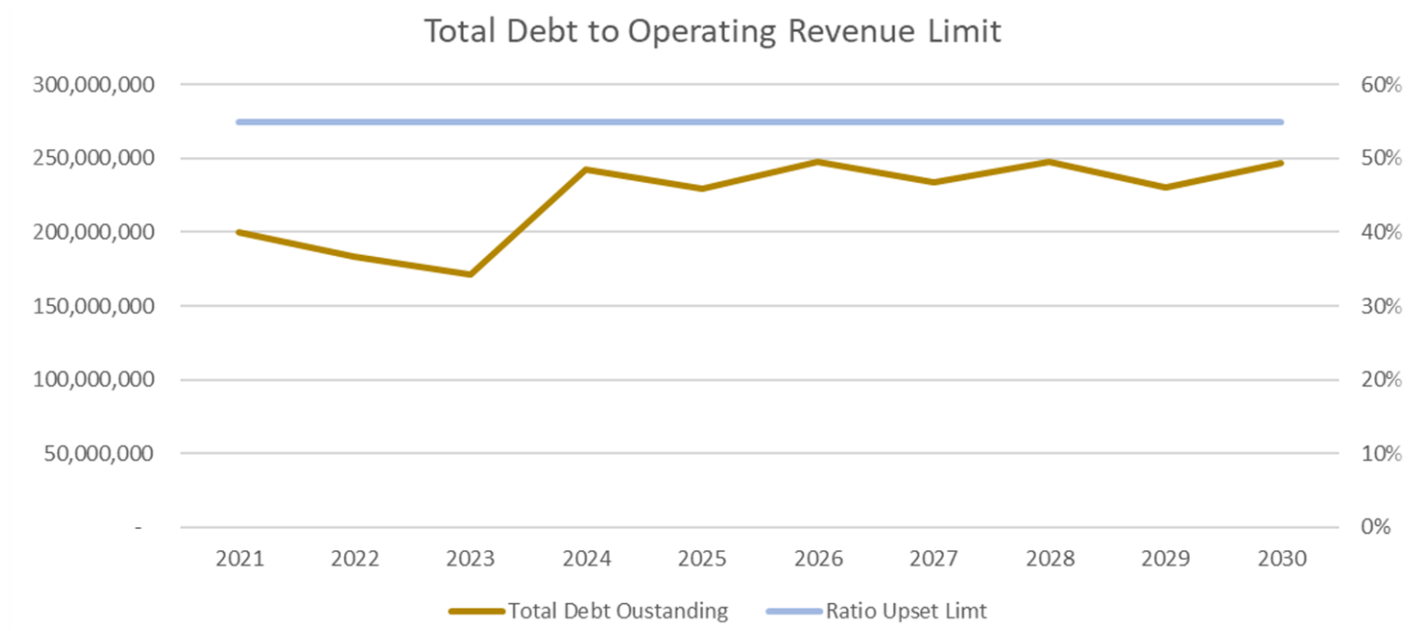
- Reserves and Reserve Funds have a purpose and use of funds has budget implications.
- Contingency reserves are a short-term solution to mitigate the financial implications of COVID.
- Tax supported capital reserve funds reflect a deficit due to lack of sustainable City Building funding by 2022.
- Non-tax capital reserve funds use inter-fund borrowing to reduce reliance on external debt in 2022 to 2024.
- Sale of Hanlon Creek Business Park phase 3—return to a positive balance.

# Debt Forecast

Debt for large projects such as the South End Community Centre and Baker District.

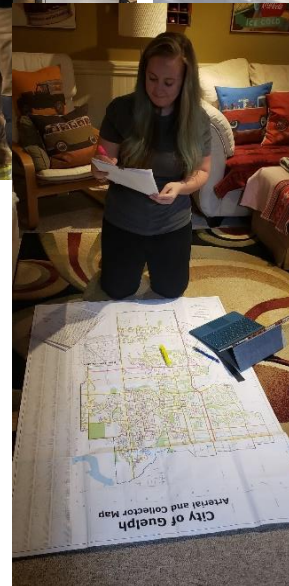
Debt limitations maintained throughout 10-year period.

Current low interest rates is opportune time to borrow.





# Building our Future



# Measures of success

- Percentage of current assets that provide satisfactory levels of service.
- Percentage of affordable residential units (ownership and rental).
- Percentage of residents who perceive themselves to be safe in the city.
- Improvement in response time for emergency services.
- Percentage citizens expressing a sense of belonging to Guelph.

# What is included

## Operating

- Facilities and Energy Management
  - Corporate Facilities Management
- Parks
  - Parks Planning
- Culture and Recreation
  - Recreation
  - Community Investment
- Affordable Housing
- Fire Services
- Guelph-Wellington Paramedic Services
- Operations
  - Corporate and Community Security
  - Public Works
- Engineering and Transportation
  - Infrastructure Planning and Construction
- Capital Financing—Infrastructure Renewal, Growth, City Building

# What is included (cont'd)

## Operating

- Guelph Police Services
- Guelph Public Library
- The Elliott Community
- Social Services (County of Wellington)
- Public Health

## Capital Programs of Work

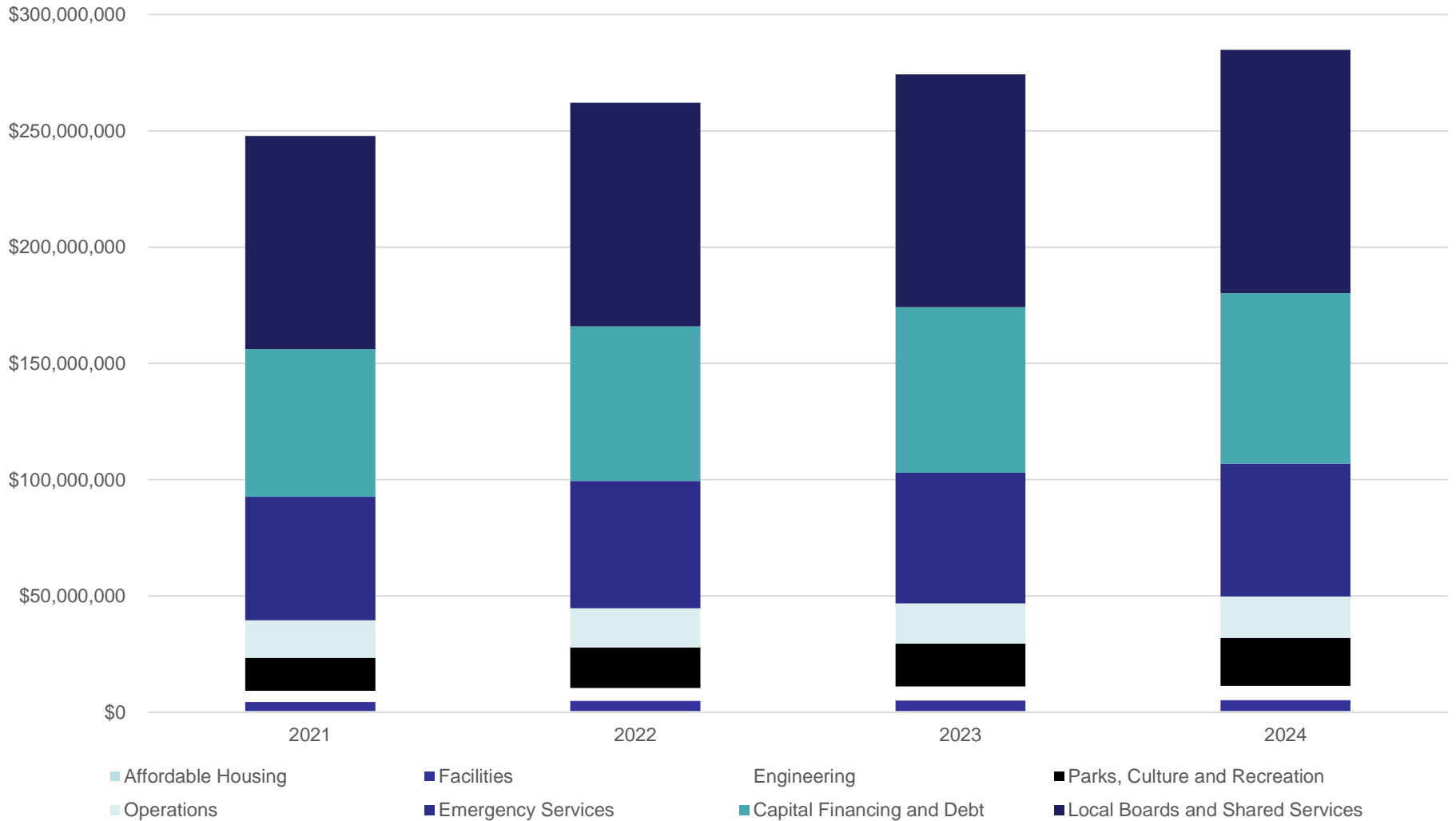
- Corporate Projects
- Emergency Services
- Open Spaces, Recreation, Culture and Library
- Transportation Systems

## 2021 to 2024 highlights

- Update Corporate Asset Management Plan.
- Construction of the Baker District public realm including the Central Library.
- Construction of the South End Community Centre.
- Integrated approach with our local boards and partner agencies on community safety and well-being.
- One-time emergency investment in the Community Investment Strategy.



# Operating budget expenditure summary



## 2021 budget highlights

- Increase in Fire service revenue.
- Continuation of the multi-year Community Investment Strategy grant program approved by Council in 2019.
- Phase-in of South End Community Centre operating budget
- Continuation of base funding for the Affordable Housing Financial Incentive Program.
- Continuation of the Infrastructure Renewal Funding Strategy.
- Increase for Council-approved City Building Capital Reserve Fund transfer to fund the new Central Library.

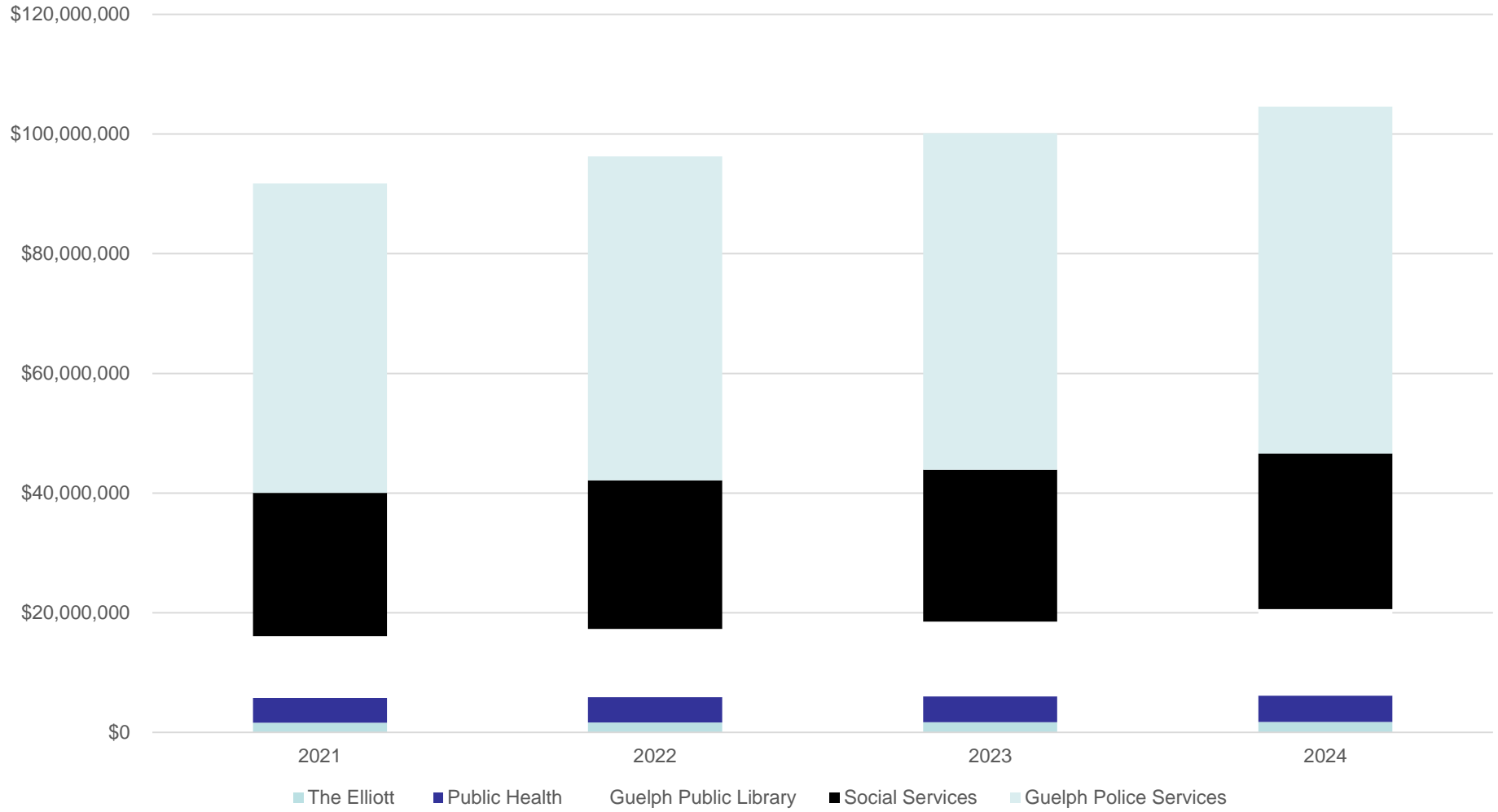
# 2021 budget requests

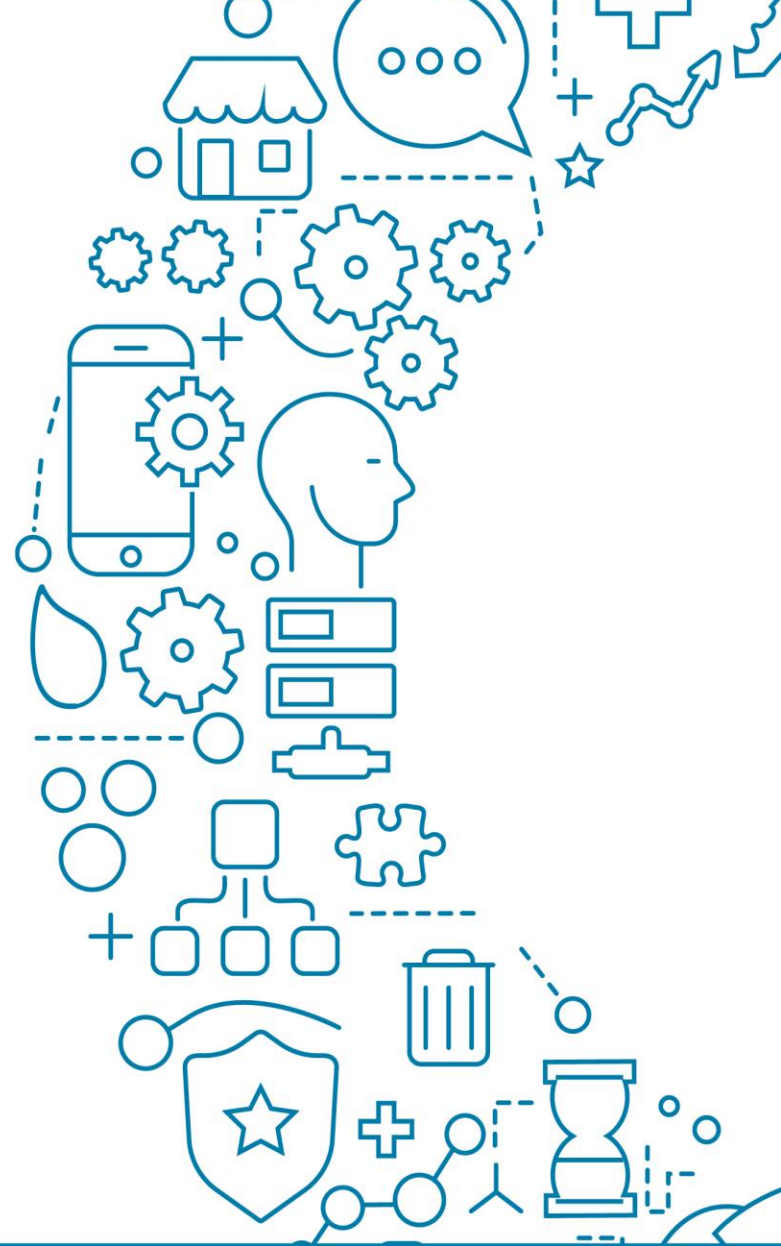
Request	Cost	FTE	Strategic Link
BR 713 – Emergency Funding - Community Investment Strategy (One-time funded from reserve)	\$350,000		Develop a community safety and well-being plan
BR 787 - Paramedic Master Plan	\$607,300	4	Develop a community safety and well-being plan
BR 793 - Dispatch Data Service	\$46,600		Develop a community safety and well-being plan
BR 842 - Maintenance Technician	\$100,000	1	Implement the Corporate Asset Management Plan

# Capital budget

Program of Work	2021	2022	2023	2024
Corporate Projects	13,333,400	5,445,600	2,181,700	4,126,600
Emergency Services	5,811,800	6,873,800	4,913,400	9,882,000
Open Spaces, Recreation, Culture, Library	154,626,116	10,534,800	16,286,933	12,771,200
Transportation Systems		13,000,000		
<b>Total</b>	<b>173,771,316</b>	<b>35,854,200</b>	<b>23,382,033</b>	<b>26,779,800</b>
Operating Impact from Capital	608,550	2,028,340	1,985,300	3,035,137

# Local Boards and Shared Services operating budget summary





## 2021 budget summary

- Zero new positions being requested this year.
- Projected budget increase represents previously approved commitments and contractual obligations.
- A variety of new initiatives will be implemented within current FTEs.
- 2021 budget projection: \$48,335,450.

# 2019–2021 Strategic Plan

- Community Policing
- Organizational Health and Service Effectiveness
- Community Wellness
- Road Safety
- Drugs and Property Crime
- Downtown



# Our community's priorities

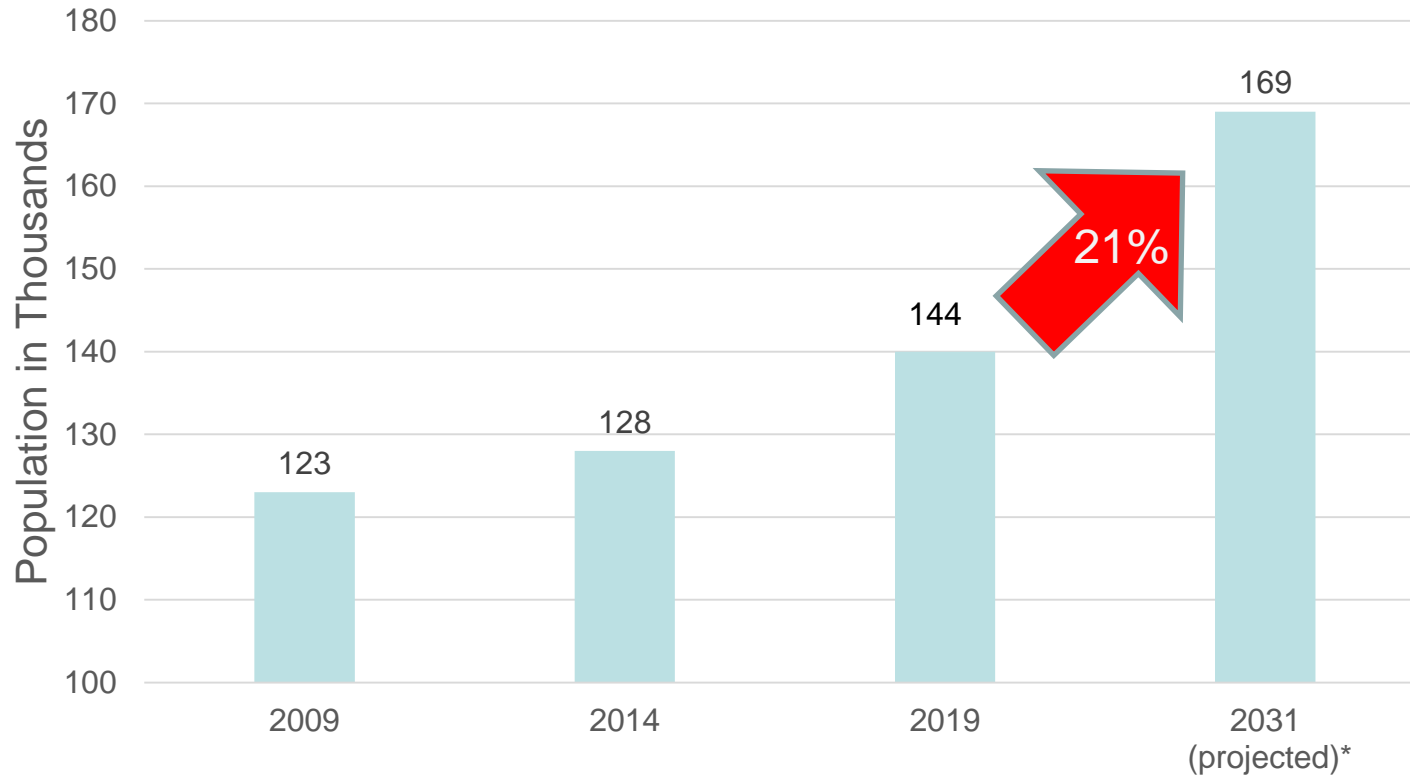
## Guelph. Future ready.

City's Strategic Plan – 2019 to 2023\*

- **Vision:** An inclusive, connected, prosperous city where we look after each other and our environment.
- **Building our future:**
  - Continue to build strong, vibrant, safe and healthy communities that foster resilience in the people who live here.

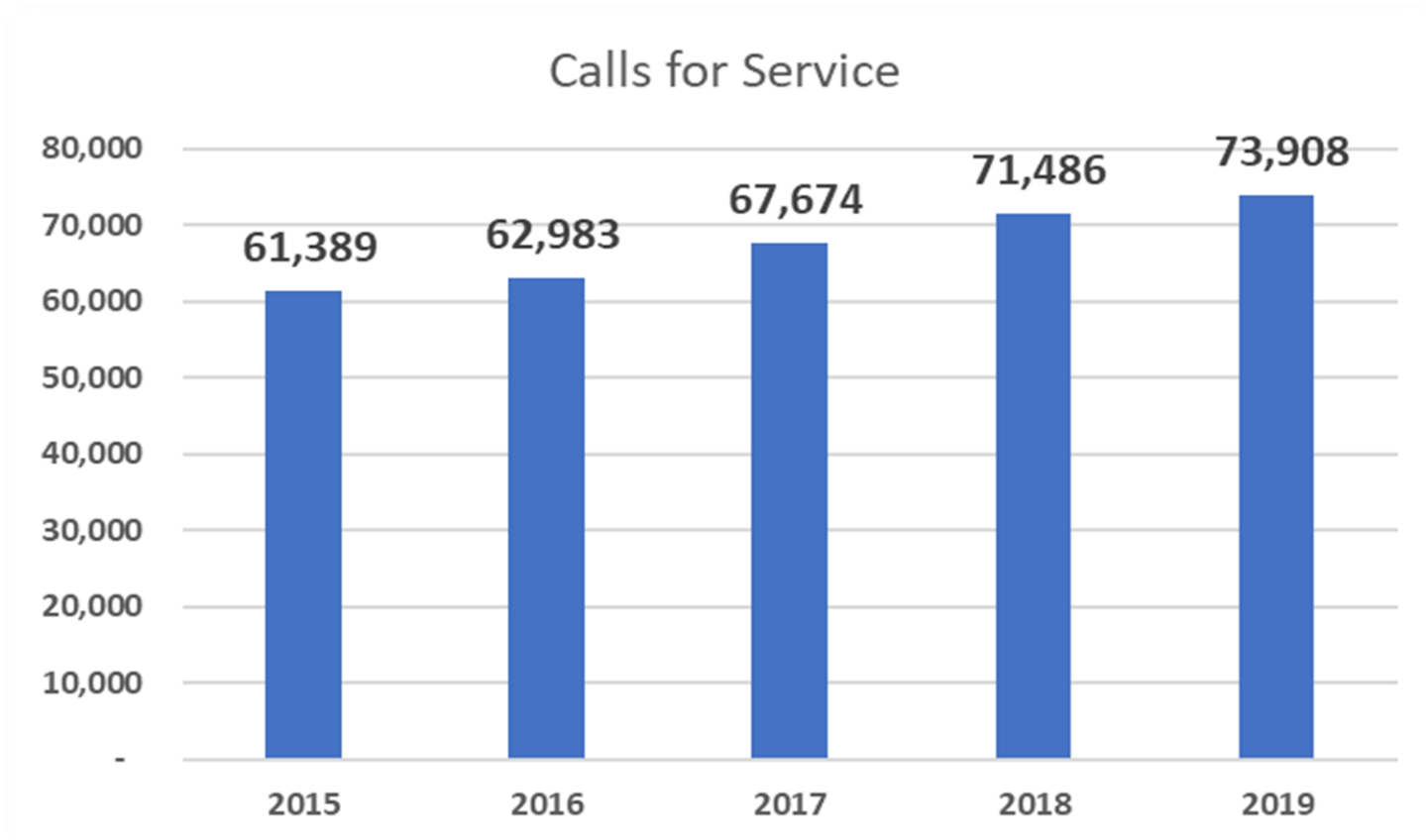
\* Source: <https://guelph.ca/plans-and-strategies/strategic-plan>

# Population growth



\* Source: <https://guelph.ca/business/economic-development-office/guelph-quicksheet/>

# Demand for services



# 2020 update

- COVID-19
  - Pandemic Preparedness
  - Worked closely with community partners
  - New technologies implemented
  - Data based decisions
  - Service delivery refinements
  - Within our 2020 budget
  - Ongoing and evolving

# 2020 update

- Community
  - Connectedness
  - Diversity
  - Resilience
- Service of our Members
  - Engagement
  - Commitment
  - Resilience

# 2020 update

- Organizational Accomplishments
  - Downtown Resource Officer Pilot
  - Body Worn Camera Pilot
  - 2020 Expansion
  - Diversity, Equity and Inclusion Committee

# 2021 initiatives

- Community Response Unit
  - Community Resource Officers
  - Downtown Resource Officer Unit
  - Community Liaison/Diversity Officer
- New Training Initiatives
  - Bias Awareness Training
  - Diversity Training Delivered by members of our BIPOC community with local lived experience

## 2022 and beyond

- Ongoing transition to hybrid fleet
- Evaluation of body worn camera pilot
- Transition to e-bikes
- NG 911
- Continued investment in technology



# Building our Future

- Continue to build strong, vibrant, safe and healthy communities that foster resilience in the people who live here.
  - Growth Strategy must ensure the services we provide are delivered in an effective, efficient and sustainable manner.

# Policing investment comparison

Police Cost per Capita				
City (Single Tier Population 100K -300K)	2019 Population *	2019 Police Cost (\$000) **	Police Cost Per Capita	2011-2016 Population Growth ***
Guelph	143,912	\$46,558	\$324	8.30%
Kingston	129,093	\$42,212	\$327	0.35%
Sudbury	168,858	\$62,695	\$371	0.78%
Barrie	150,638	\$63,836	\$424	3.95%
Thunder Bay	111,990	\$51,771	\$462	-0.41%

\*2019 BMA Study - Manifold estimate is derived using many sources of data including Stats Can Census data (e.g., population counts and age), real estate development, historical trends and immigration statistics

\*\*Source: Ministry of Municipal Affairs, 2019 Financial Information Return (Schedule 12- Columns 1-7 & Schedule 40 Column 11)

<https://efis.fma.csc.gov.on.ca/fir/ViewFIR2019.htm>

\*\*\*Statistics Canada Census Profile, 2016 Census <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E>

# Policing investment comparison

Police Cost as a % of City Net Costs			
City (Single Tier Population 100K -300K)	2019 Police Cost (\$000) *	City Net Costs (\$000)*	Police cost as a % of City Net Costs
Guelph	\$46,558	\$260,534	<b>18%</b>
Kingston	\$42,212	\$239,163	<b>18%</b>
Sudbury	\$62,695	\$338,083	<b>19%</b>
Barrie	\$63,836	\$268,391	<b>24%</b>
Thunder Bay	\$51,771	\$239,840	<b>22%</b>

\*Source: Ministry of Municipal Affairs, 2019 Financial Information Return (Schedule 12- Columns 1-7 & Schedule 40 Column 11) <https://efis.fma.csc.gov.on.ca/fir/ViewFIR2019.htm>

# Policing investment comparison

Police Net Cost per \$100K Assessment		
City (Population > 100K)	Net Cost per 100K CVA (excluding Amortization)	Net Cost per 100K CVA (Including Amortization)
Toronto	\$149	\$154
Ottawa	\$178	\$181
Guelph	\$190	\$196
Kingston	\$203	\$214
Hamilton	\$212	\$216
Chatham-Kent	\$212	\$217
London	\$233	\$244
Barrie	\$248	\$254
Brantford	\$303	\$310
Sudbury	\$319	\$333
Thunder Bay	\$401	\$408
Windsor	\$527	\$544
Average	\$265	\$273
Median	\$223	\$231

Source 2019 BMA Study - Page 150 <https://guelph.ca/wp-content/uploads/2019-Final-Municipal-Study-Guelph.pdf>

# Budget history

Year	GPS Surplus	Surplus Deposited to Police Contingency Reserve	Surplus returned to the City
2010	\$ 249,213	\$ -	\$ 249,213
2011	\$ 542,068	\$ -	\$ 542,068
2012	\$ 492,892	\$ -	\$ 492,892
2013	\$ 153,314	\$ -	\$ 153,314
2014	\$ 562,718	\$ -	\$ 562,718
2015	\$ 725,775	\$ -	\$ 725,775
2016	\$ 392,385	\$ -	\$ 392,385
2017	\$ 296,559	\$ 150,000	\$ 146,559
2018	\$ 39,139	\$ 39,000	\$ 139
2019	\$ 12,547	\$ -	\$ 12,547
	\$ 3,466,610	\$ 189,000	\$ 3,277,610

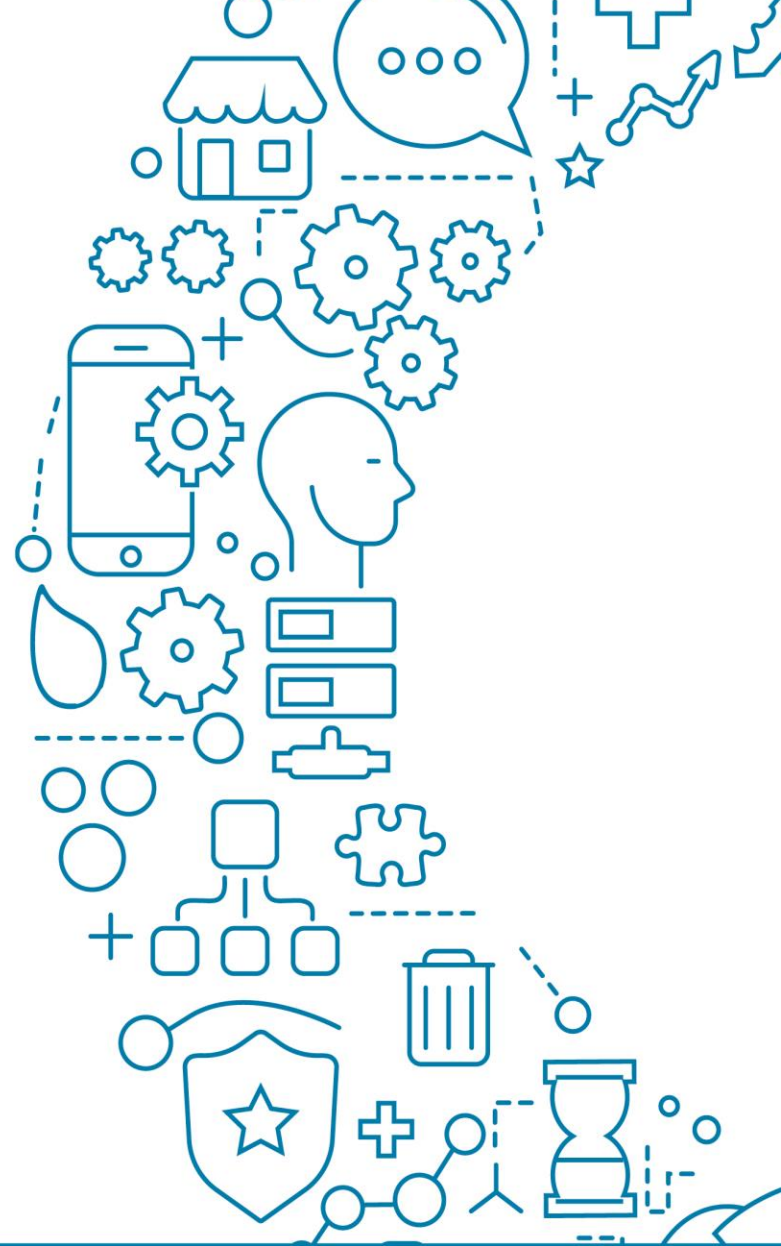
# Metrics to monitor our service delivery

- Community satisfaction survey
- Crime rates
- Crime severity
- Response times
- Member satisfaction / wellness
- Implementation of internal reporting cycles



# Guelph Public Library

Explore • Connect • Thrive



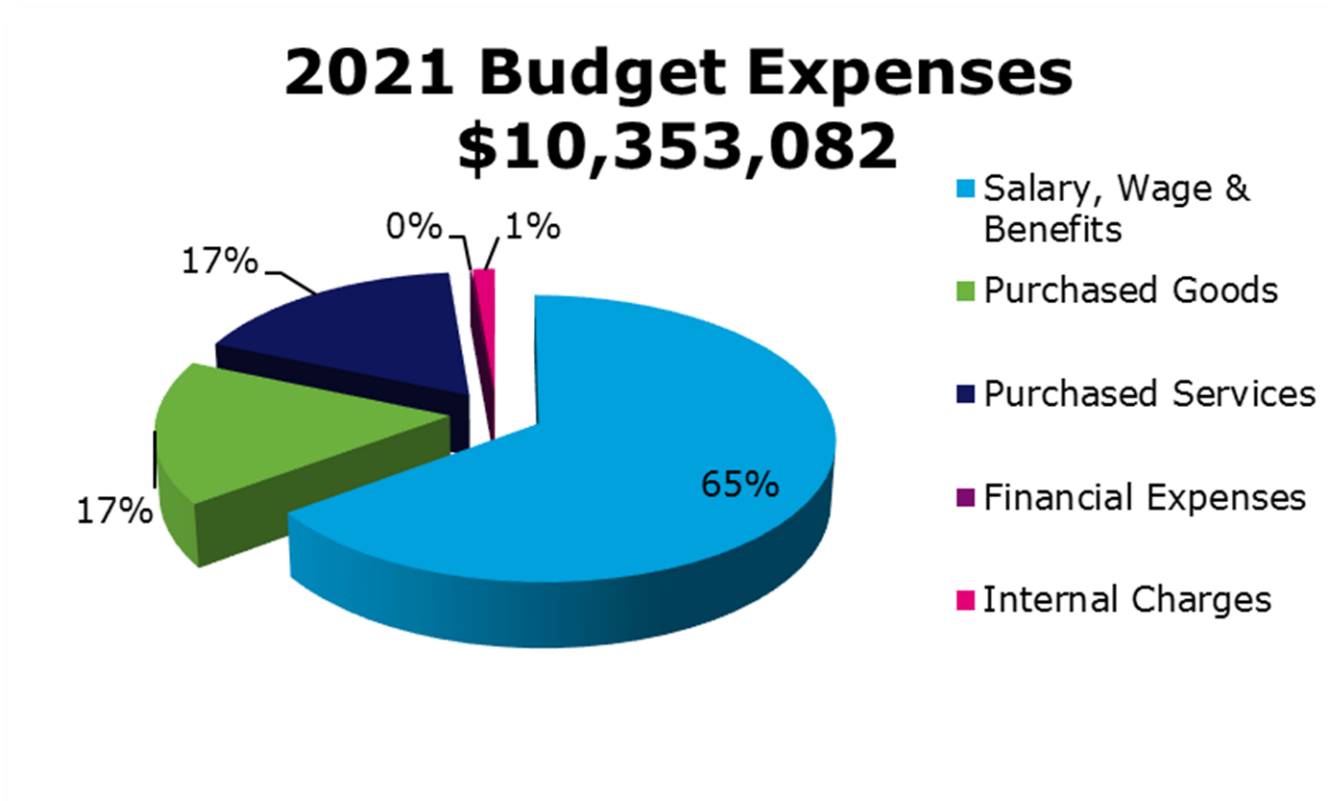
# Overview

- The 2021 operating budget request of \$9,793,482 reflects a 1.78% increase over 2020.
- This includes a staff complement of 83 FTEs—the same as 2020.



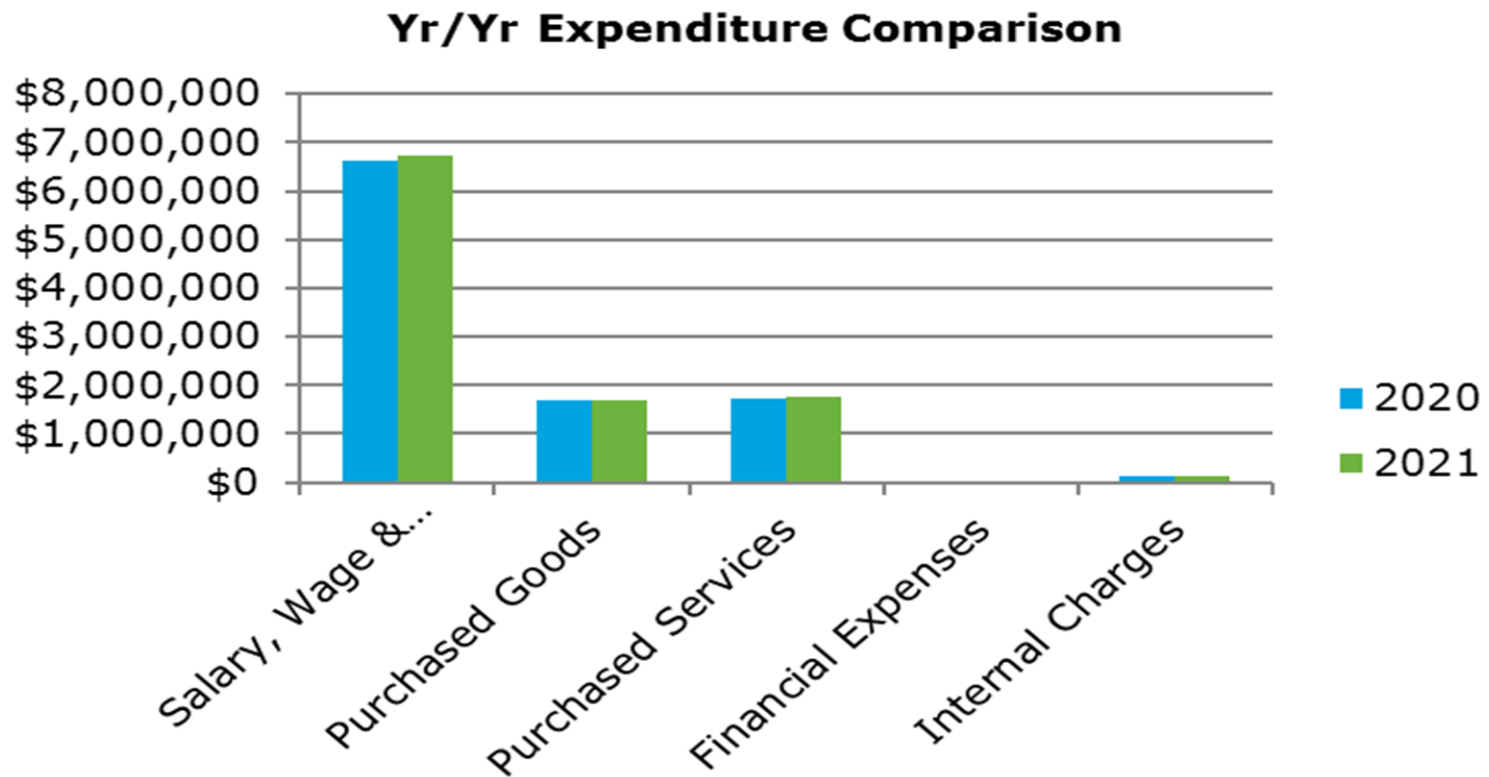
# Expenses

Sixty-five percent of the Guelph Public Library budget is related to staffing costs.



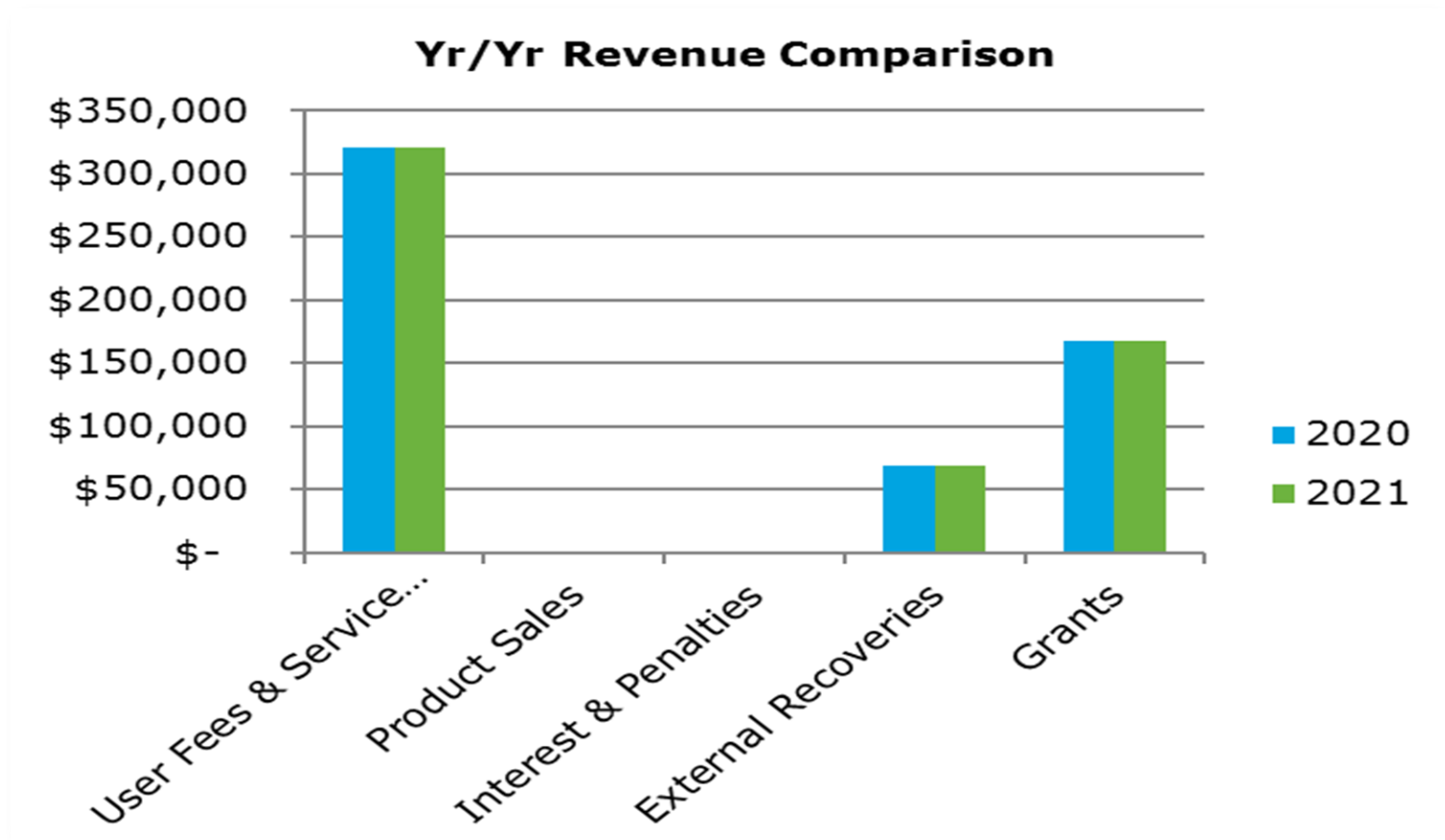
# Year over Year Expenses

Expenditures remain in line with 2020 with small increases in Purchased Goods due to COVID-19 related cleaning products.



# Revenue

2021 revenue remains the same as 2020.



## 2021 plans

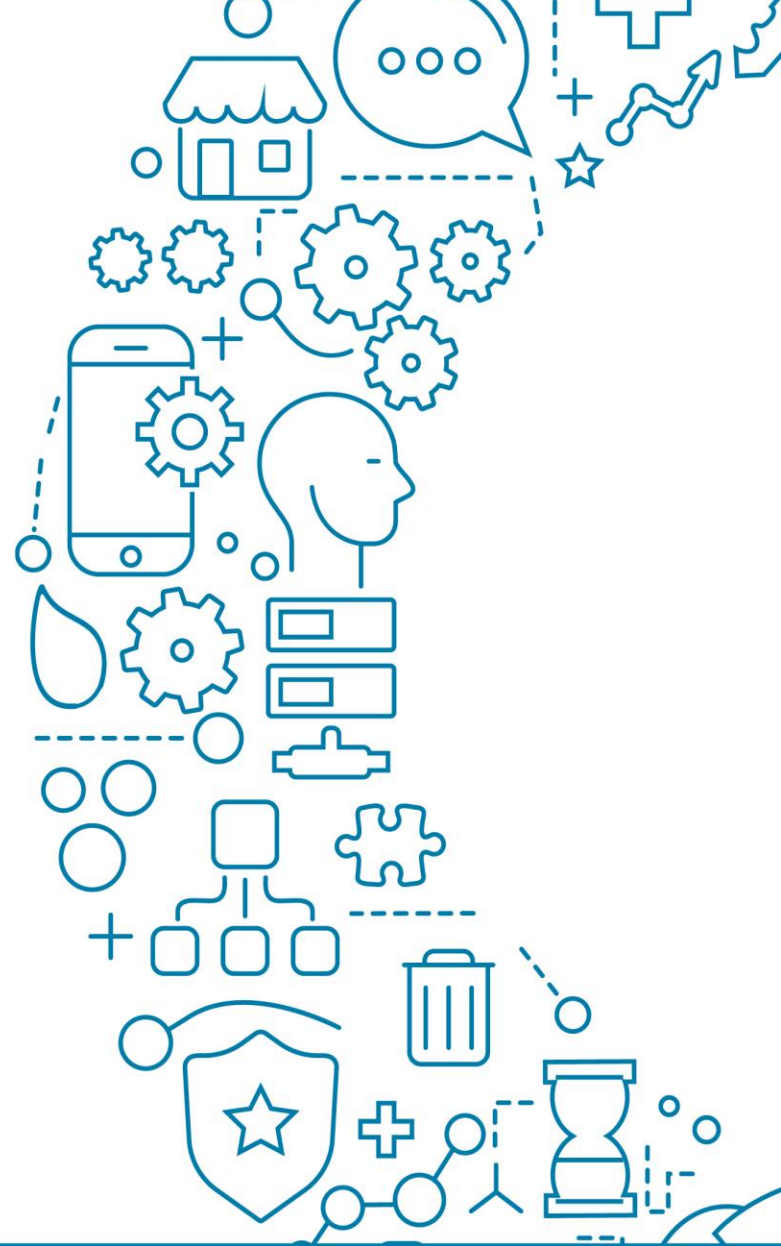
- Conduct a Master Plan to examine Library service in the City as it relates to the New Central Library as well as potential expansion as it relate to Clair/Maltby Secondary Plan.
- Continue the work on a new Central Library that will fulfil Our Vision: A thriving community. Created together.

# Budget forecast

Year	Forecasted Net Budget	% increase
2021	\$ 9,793,482	1.78%
2022	\$ 10,005,542	2.17%
2023	\$ 10,197,922	1.92%
2024	\$ 13,901,092	36.31%



THE  
**Elliott**  
COMMUNITY

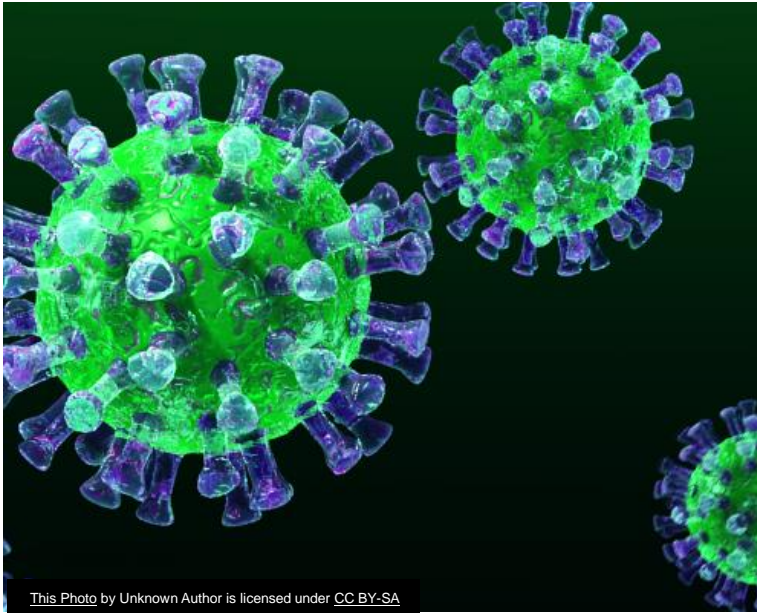


# Our changing context



- COVID
- Staffing and service
- Fiscal responsibility
- Managing an important city asset

# The corona context



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- Changing daily
- Hitting LTC homes especially hard in Canada
  - 80 homes in Ontario in outbreak (Oct 22/20)
- Expected to last at least 2 years
- Immediate and ongoing impacts on operations, physical space and especially staffing



## Staffing and service

- In February 2020—before COVID—the province recognized the shortage of PSWs and announced a staffing strategy and a panel of experts to determine the best model and mix of professional skills needed within long term care, including PSWs.

### **Then COVID struck**

- We acted quickly and avoided outbreaks among staff and patients.
- We restructured roles.
- We lost 100+ volunteers, family members and co-op students.
- We have maintained our key focus on our residents
  - not only to meet our legislated duty of care and to manage risk, but to maintain residents' mental and emotional health.

# Staffing and service

## **... but we are seeing unprecedented strain on resources**

We have never seen competition like this for PSWs and health care workers

- # applicants is down and demand is up significantly
- We are challenged to recruit for some of our lines
- Competing with for-profit and unionized homes
- Our culture and record of excellence is no longer enough to attract and retain long-term employees.

We are not asking for any additional positions, only to increase compensation to remain competitive and to stabilize the workforce

- Government compensation announcements create salary compression with other roles.
- It's about recognition for our staff. Staying competitive. Fulfilling our duty of care.

## 2021 Long-term care budget

### Revenue

Resident Accommodation	\$2,331,249
Provincial Subsidy	\$4,824,777
Other Revenue	<u>\$ 234,384</u>
	\$7,390,410

### Expenses

Employee Costs	\$6,869,515
Operating Costs	<u>\$2,371,819</u>
	\$9,241,334

Budgeted Operating Deficit	(\$1,850,924)
----------------------------	---------------

## 2021 City of Guelph funding request

2020 Operating Budget Funding	\$1,368,467
2021 Operating Budget Increase	<u>\$ 502,800</u>
2021 Operating Budget Request	\$1,871,267
2020 Capital Budget Funding	\$ 212,000
2021 Capital Budget Increase	<u>\$ 0</u>
2021 Capital Budget Request	\$ 212,000
2021 Total Funding Request	\$2,083,267

# A history of fiscal responsibility

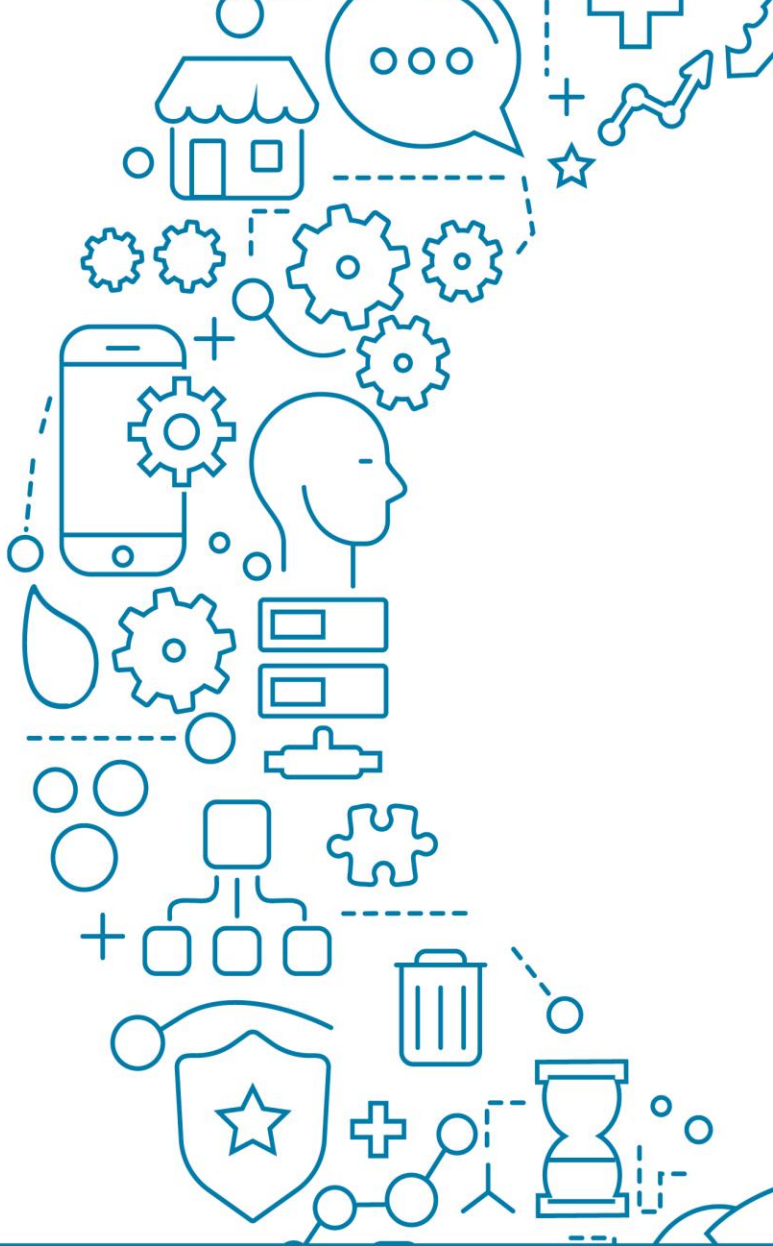
- Since the 2014 agreement with the City of Guelph, this is the first request to increase the LTC operations budget beyond the inflationary increase of 1.5 - 2.0%
- There has been only one request for additional capital for security cameras in 2020 budget (\$100,000)
- This increase is necessary due to COVID but also to a changing health-care landscape
  - We are competing for talent with private and unionized environments
  - We will continue to work to find additional efficiencies via partnering with the City as well as via other opportunities with the Guelph & Area OHT.

# An important city asset



- Guelph's designated long-term care home since 2014.
- Sits on land donated by George Elliott in 1893.
- Fulfils an essential function and has done exceptionally well throughout its history and especially during COVID.
- In alignment with Working together for our Future and the Building our Future Strategic Plan objectives.
  - We need to begin a conversation about how The Elliott can work with the City to meet the Long Term Care needs of a growing city and an ageing population

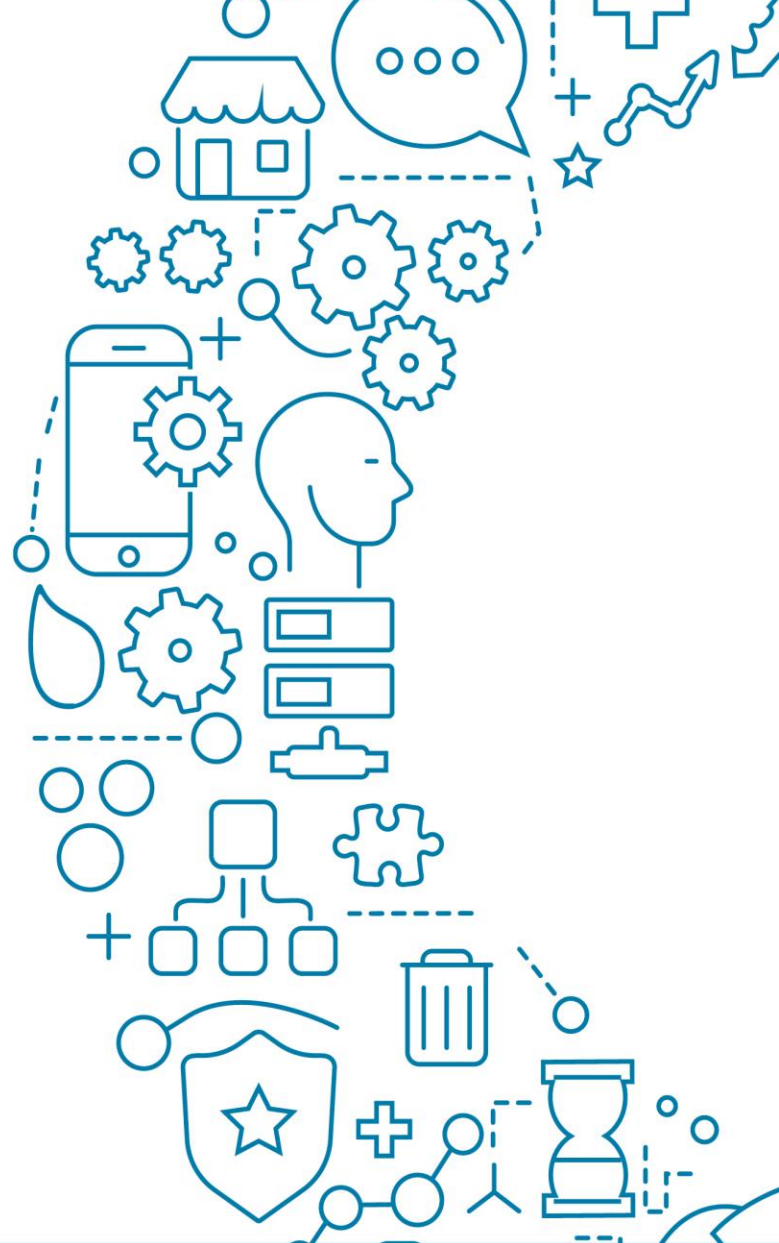
# The County Social Services





# PublicHealth

WELLINGTON-DUFFERIN-GUELPH  
*Stay Well.*





## **Priority #4: Make strategic investments that nurture social well-being, provide landmark beauty and offer a safe place where everyone belongs.**

**Section 3:** Continue to build strong, vibrant, safe and healthy communities that foster resilience in the people who live here

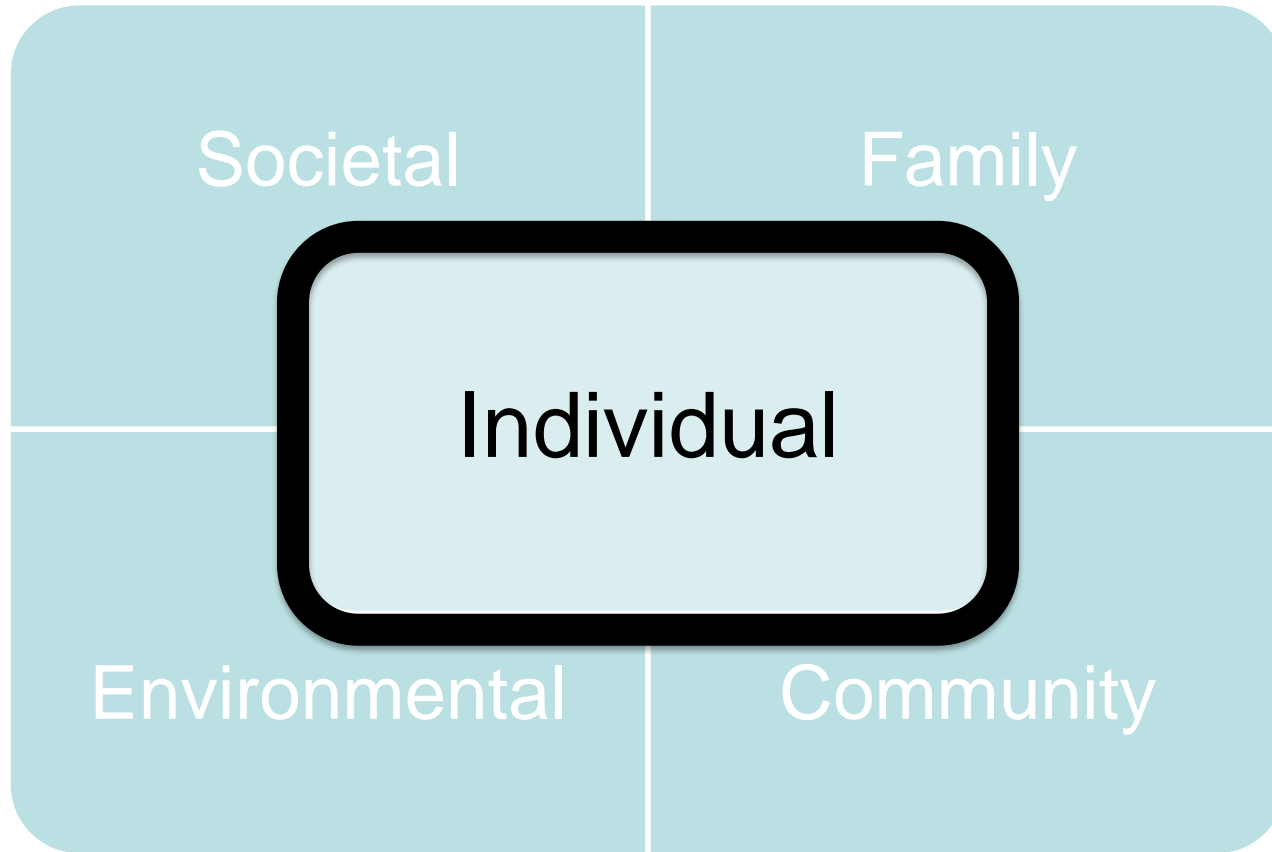
- Working to enhance community well-being and safety through direct service and program delivery
- Creating greater impact by aligning our efforts with local and provincial partners
- Helping prevent and mitigate the challenges associated with mental health and addictions by working to address root causes

## **Priority #4: Make strategic investments that nurture social well-being, provide landmark beauty and offer a safe place where everyone belongs.**

**Section 3:** Continue to build strong, vibrant, safe and healthy communities that foster resilience in the people who live here

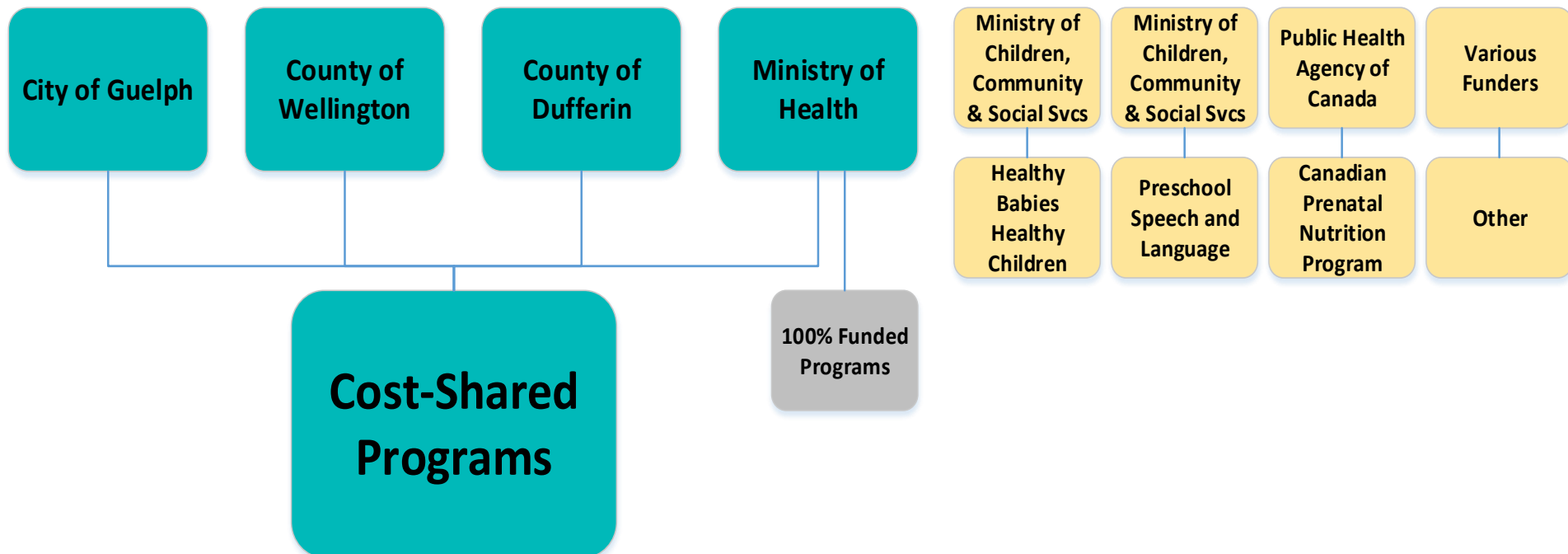
- Helping prevent and mitigate the challenges associated with mental health and addictions by working to address root causes
  - Where the City fits into this effort
  - Where Public Health fits into this effort
  - Why our approach needs to look upstream

# Factors that Influence Mental Health

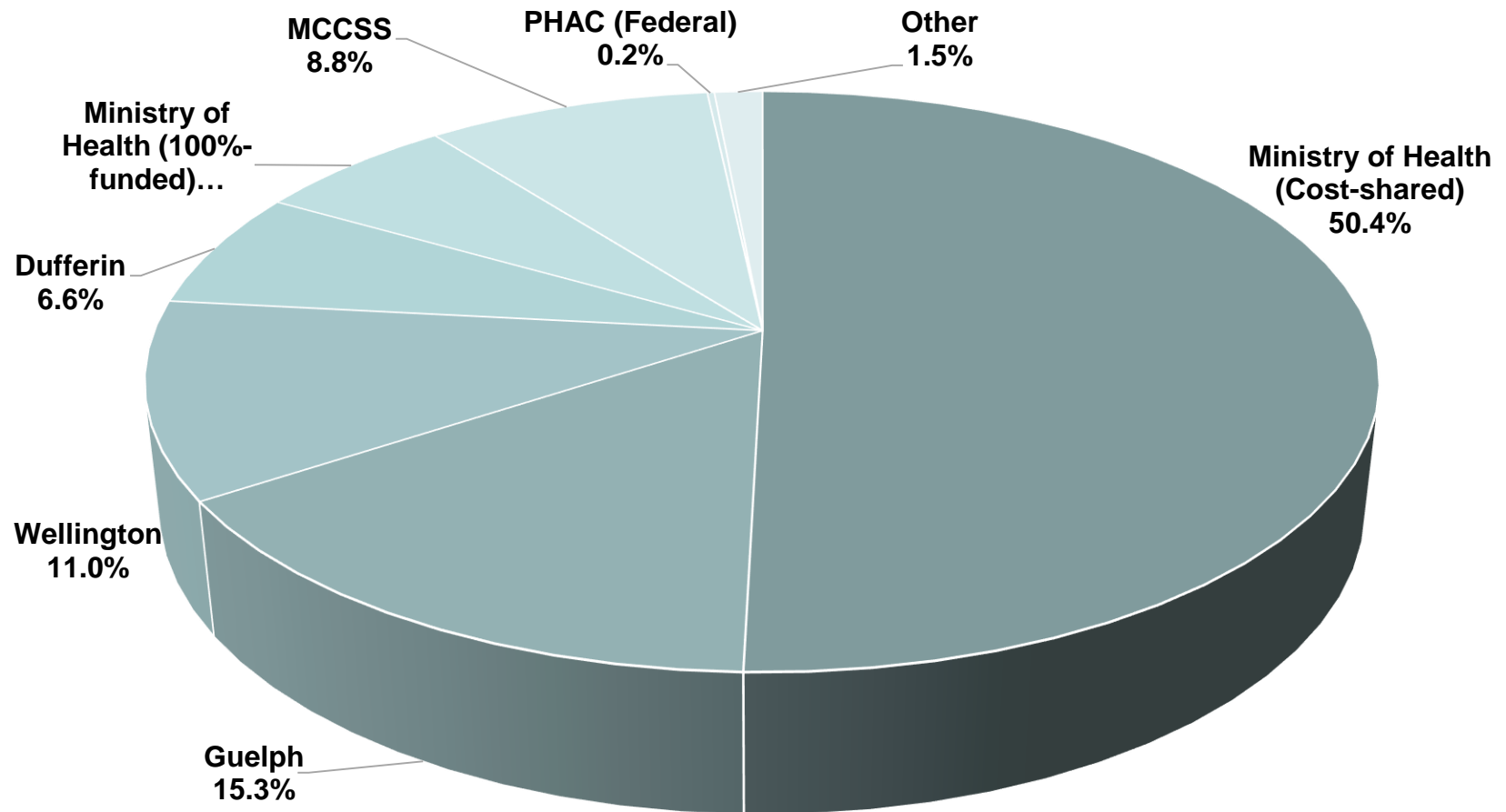


# Funders and Funding

## WDGPH Complete Agency Budget

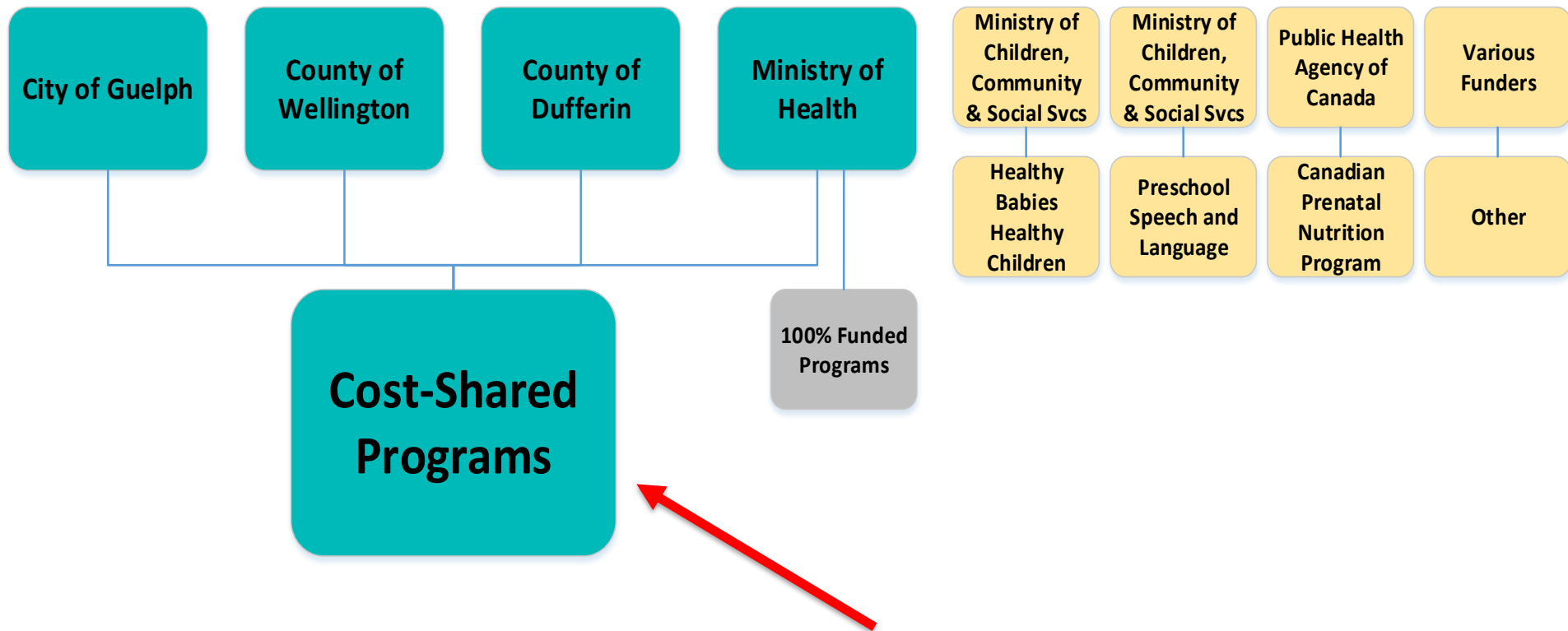


# 2021 Budgeted Funding By Fund (Entire Agency Budget)

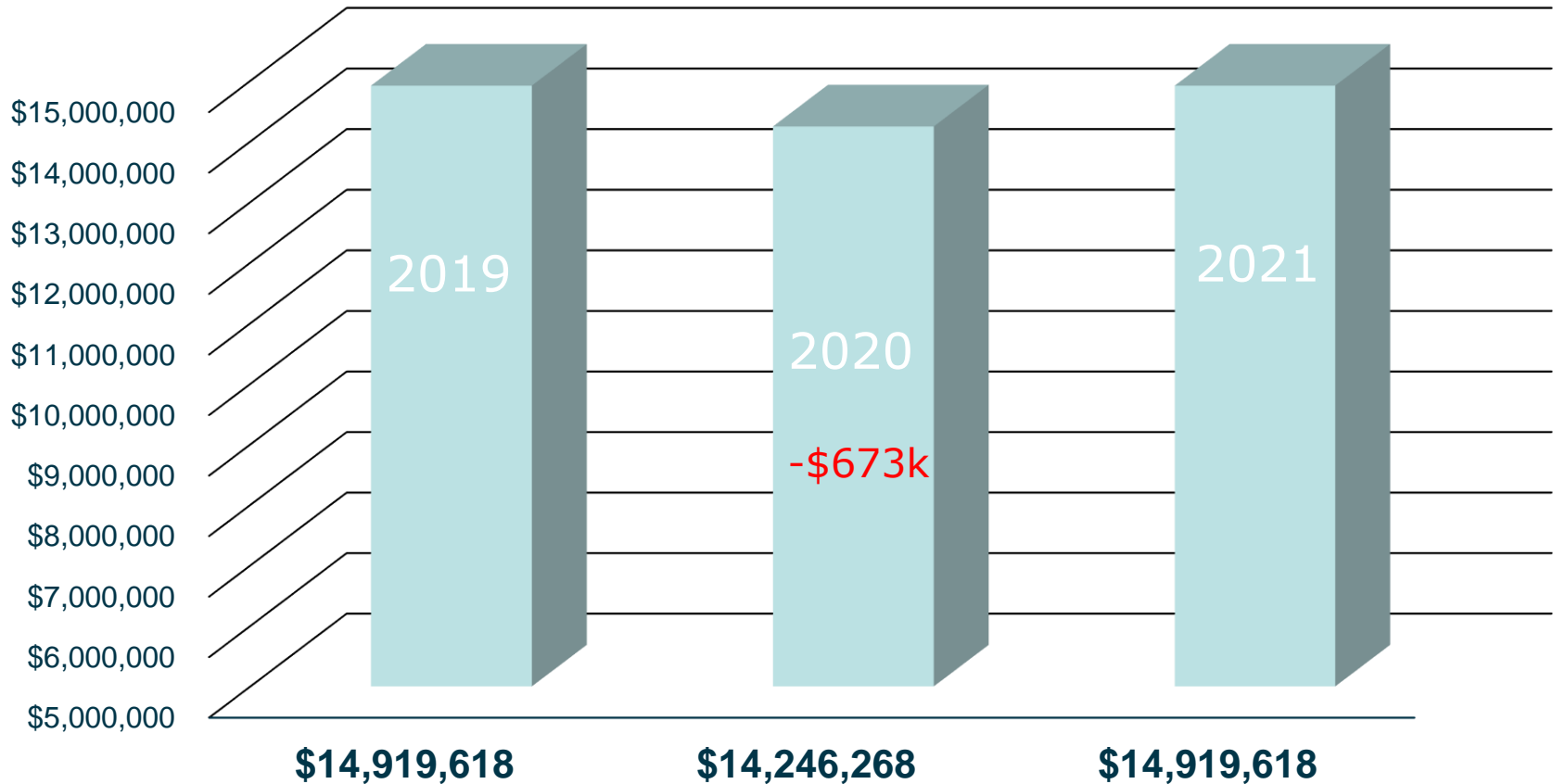


# Funders and Funding

## WDGPH Complete Agency Budget

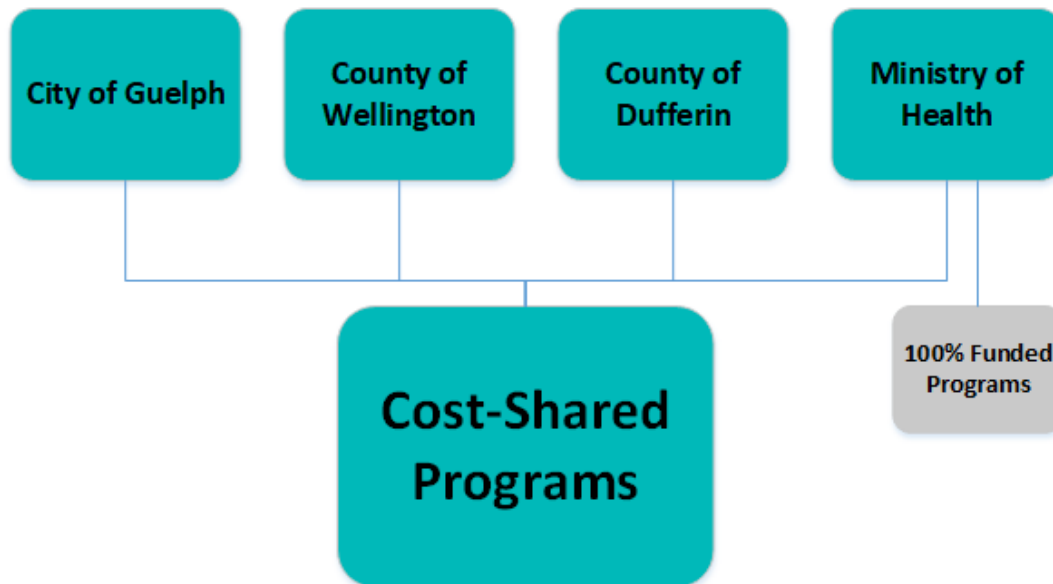


# Notable Change in 2021: Restoration of Ministry Base Funding



# 2021 Additional Costs: COVID-19

## Agency Operating Budget



## COVID-19 Pandemic Costs Above & Beyond Agency Budget

- Reside outside of Agency budget & treated independently
- Covered primarily via Ministry reimbursement initiative



# 2021 Proposed Funding from the City of Guelph

Letter received from City of Guelph outlining new budget guidelines and funding expectations for WDGPH as follows:

- Base Funding Increase for 2021 – 1.27% or \$56,000
- Additional Funding for Growth Enhancement - \$41,000

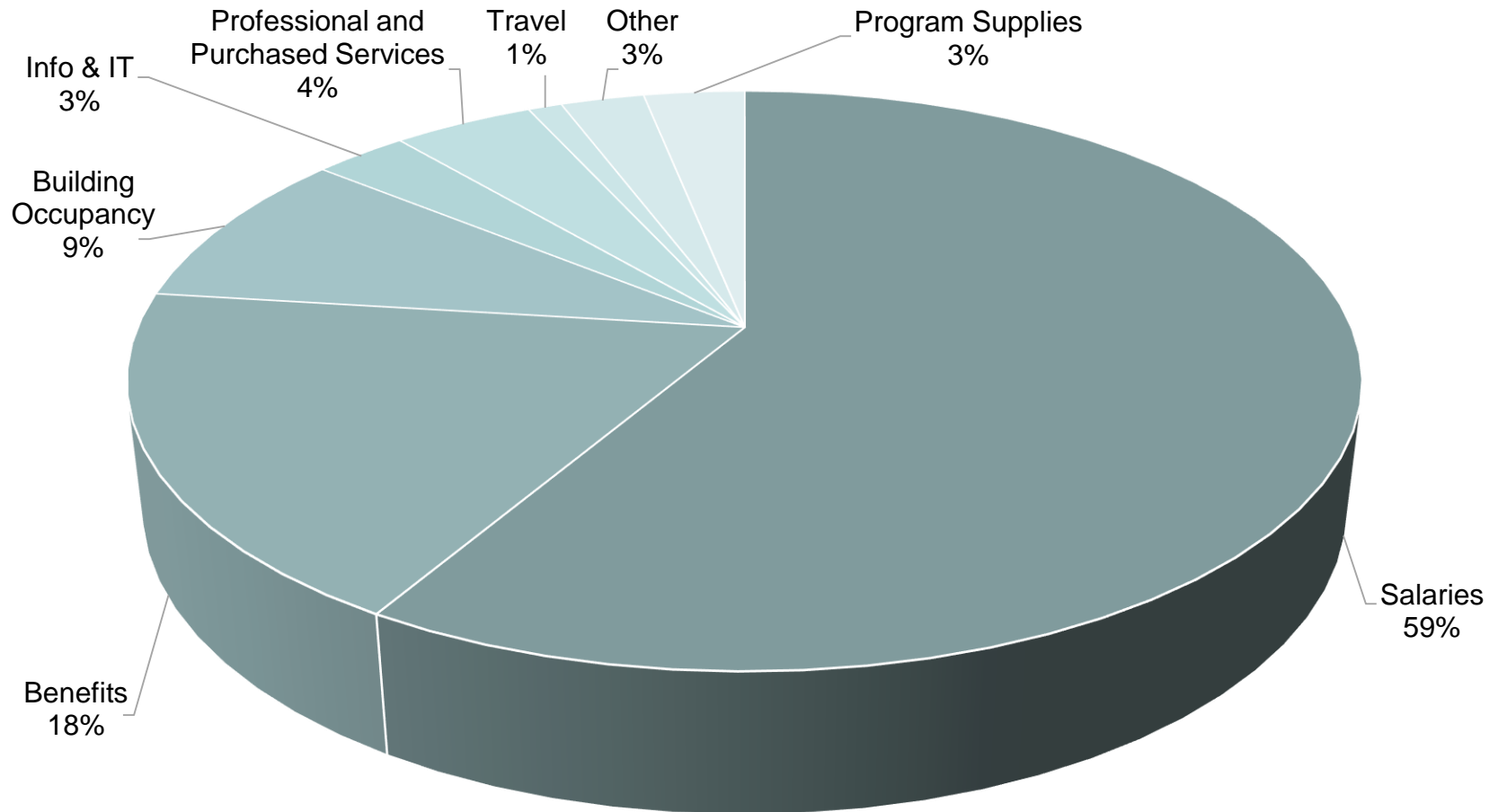
# Cost-Shared Programs Budget (1)

	2020	2021	Increase / Decrease (\$)
<b><i>Funding</i></b>			
Provincial	\$14,108,150	\$14,781,500	\$ 673,350
Municipal	8,684,225	8,893,515	209,290
Other	49,333	49,333	0
<b><i>Total Funding</i></b>	<b>22,841,708</b>	<b>23,724,348</b>	<b>882,640</b>
<b><i>Expenditures</i></b>			
Employee Costs	17,211,486	17,888,647	677,162
Operating Costs	5,630,222	5,835,701	205,478
<b><i>Total Expenditures</i></b>	<b>22,841,708</b>	<b>23,724,348</b>	<b>882,640</b>
<b>Net Budgeted Surplus (Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 2021 Cost-Shared Budget Funding

	2020	2021	Increase / Decrease (\$)	Increase / Decrease (%)
Ministry of Health	\$14,108,150	\$14,781,500	\$ 673,350	4.77% (return to 2019 funding levels)
<b>City of Guelph</b>	<b>4,025,278</b>	<b>4,122,287</b>	<b>97,009</b>	<b>1.27% base + \$41k for growth</b>
County of Wellington	2,778,587	2,845,551	66,964	2.41%
County of Dufferin	1,880,360	1,880,360	45,317	2.41%

# 2021 Budgeted Expenditures (By Type)



# 2021 Cost-Shared Programs

- Vaccine Administration - Schools
- Vaccine Administration - Clinical Services
- Injury Prevention
- Active Living
- Food Safety
- Healthy Families
- Speech & Language
- Non-Publicly Funded Immunizations
- School Health Promotion
- Harm Reduction
- Infectious Diseases Prevention
- Tuberculosis Prevention and Management
- Sexual Health
- Rabies
- Safe Water
- Oral Health Assessment & Surveillance
- Non-Mandatory Oral Health Programs
- Vision Screening
- Community Connections

# 2021 Cost-Shared Programs

- Immunizations for Children in Schools & Licensed Child Care
- Infection Control
- Emergency Management
- On Call
- Menu Labelling
- Healthy Eating
- Mental Health Promotion
- Preconception Health
- Healthy Pregnancies
- Immunization Monitoring & Surveillance
- Substance Use
- Community Based Immunization Outreach
- Vector-Borne Diseases
- Small Drinking Water Systems
- Population Health Assessment
- Health Equity
- Effective Public Health Practice
- Quality Assurance
- Health Hazard Prevention and Management
- Vaccine Management
- Parenting

# Summary

- Status Quo Budget
- COVID-19 costs above and beyond our budget are captured separately and submitted to the Ministry of Health for reimbursement
- Funding for the cost-shared budget has been returned to 2019 funding level from the Ministry of Health
- Municipal base funding increase of 1.27% + \$41k for growth
- City of Guelph increase of \$97,009, for total 2021 gross levy of \$4,122,287 less loan repayments totaling \$588,265 (blended principal and interest payment), for a net transfer of \$3,534,022 in 2021.





# Working together for our future



# Measures of success

- Employee Engagement Index.
  - Employee empowerment
  - Department relationships
  - Culture
- Percentage increase in citizen satisfaction.
- Percentage of digital transactions.
- City's credit rating.
- Total tax and rate burden as a percentage of average household income.

# What is included

## Operating

- Office of the Mayor
- City Council
- Executive Leadership
- Internal Audit
- Corporate Communications and Customer Service
- Human Resources
- Information Technology
- Finance
- Legal, Realty, and Court Services
- City Clerk's Office
- General Corporate Revenues and Expenses
- Operations - Fleet Services

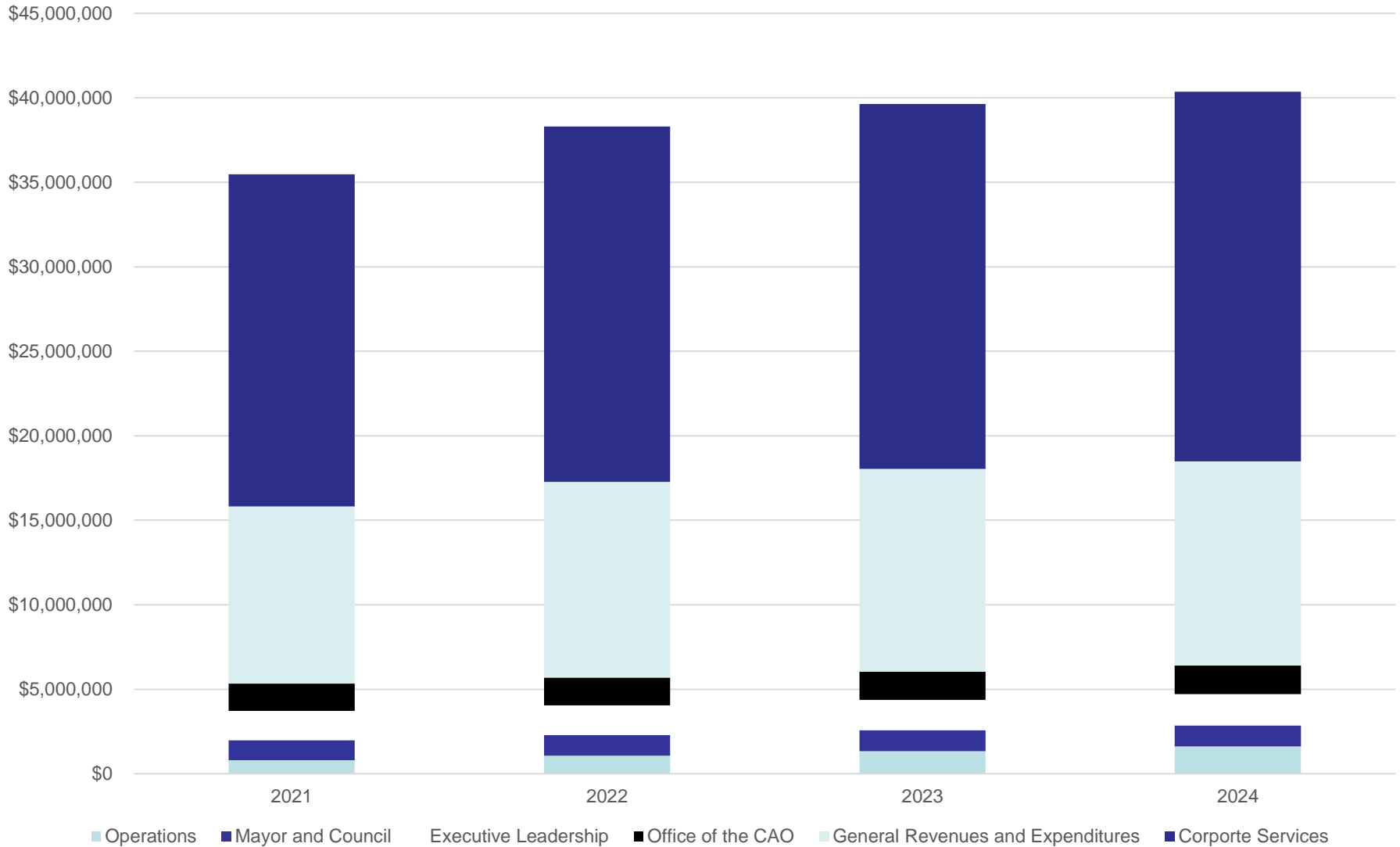
## Capital Programs of Work

- Corporate Projects

# What is included

- Building digital infrastructure.
- Investing in the foundational, out-dated corporate management systems.
- Engaging and empowering our workforce.
- Ensuring employees have safe, adequate work space.

# Operating budget summary



# 2021 budget highlights

- Reduction in corporate fuel costs as a result of adjusting for the three year average partially offset by
  - an adjustment in operating materials and services related to the increasing cost of an aging fleet.
  - A transfer to the Environment and Utility Contingency Reserve to mitigate the potential for a steep rebound in fuel markets post-COVID
- Continuation of funding for the Council composition review.
- Increase in contracted services to deliver financial services to Guelph Junction Railway; offset by new revenue.

## 2021 budget highlights (cont'd)

- Decrease in parking fine revenue offset by decrease in chargeback to Corporate and Community Security.
- Increase in insurance costs.
- Increase in corporate IT expenses.
- Investment income earned on investment portfolio maintained at 2020 level.

# 2021 budget requests

Request	Cost	Strategic Plan
BR 675 – COVID related business reviews (funded from reserve one time)	\$125,000	Long-term financial and resource strategy that is affordable
BR 726 - Cyber Security Consulting	\$70,000	Implement a digital strategy that leads the digitization of service delivery
BR 755 - York Road Facility Lease	\$99,900	Maintain existing infrastructure
BR 804 – IT Infrastructure Analyst Temporary Position	\$127,150	Implement a digital strategy that leads the digitization of service delivery
BR 837 – Extension of Temporary Compensation and Data Analyst Position (funded from reserve one time)	\$139,000	Implement a digital strategy that leads the digitization of service delivery
BR 862 - Ontario’s Big City Mayors Funding	\$10,000	Leveraging partnerships locally, regionally and provincially
BR 865 - Closed Captions for City Council Meetings	\$30,000	Improving services through use of technology
BR 866 – Temporary Election Planning Clerk (funded from reserve; 2-year need)	\$78,605	Improve how the City communicates and delivers services



# Capital budget

<b>Program of Work</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Corporate Projects	6,790,900	4,663,100	4,177,300	3,393,300
Operating Impact from Capital		1,226,375	307,100	37,900

# Mayor and Council





# Navigating our Future – Operating Budget



# Measures of Success

- Percentage conversion of existing municipal fleet/infrastructure to clean and efficient technology.
- Percentage change of non-auto mode share.
- Percentage reduction in collision severity.
- Connectivity Index.

# What is included

## Operating

- Engineering and Transportation Services
  - Transportation Services
  - Parking services
- Guelph Transit

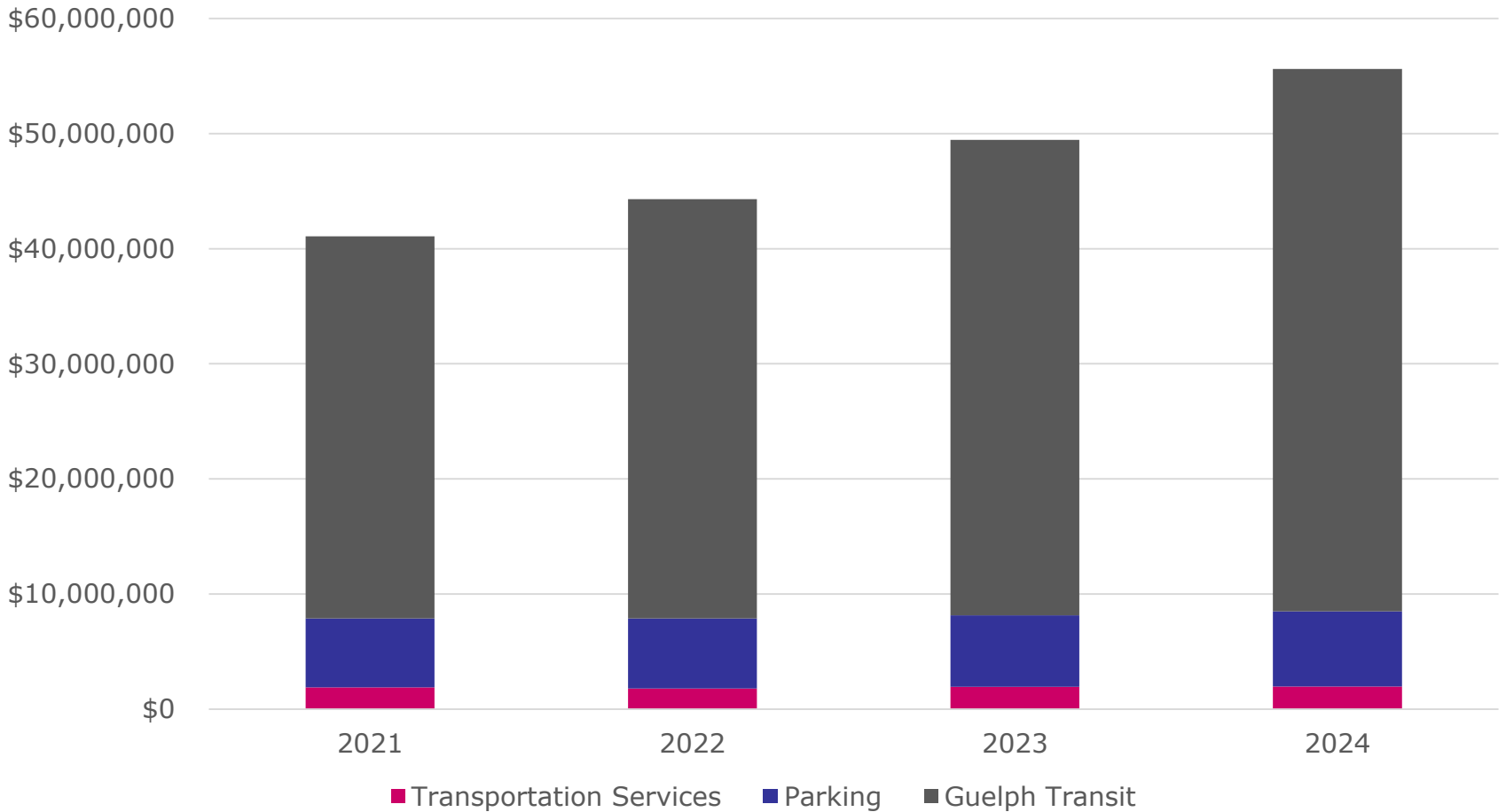
## Capital Programs of Work

- Transportation Systems

# 2021 to 2024 highlights

- Complete the Transportation Master Plan.
- Complete the Transit Route Review and start the Transit Master Plan.
- Implement the red light cameras to enhance community and road safety.
- Continue to implement the Active Transportation Network and Cycling Master Plan.

# Operating budget summary





# 2021 operating budget highlights

- Planned monthly parking permit fee increases.
- Decrease in transfer to parking capital reserve.
- Continue to support parking as blended enterprise model.
- Guelph Transit service level reduction.
- Decrease in transit fleet maintenance.

# 2021 budget requests

Request	Cost	Strategic Plan Link
BR 809 - Electronic Fare Management System Specialist Temporary Contract Position	\$67,150	Complete and implement Transit Route Review, Fare Review and Transit Master Plan
BR 836 – Red Light Camera Implementation (funded by revenues generated)	\$250,000	Implement the community road safety strategy

# Capital budget

Program of Work	2021	2022	2023	2024
Total - Transportation Systems	29,672,950	39,490,950	24,409,950	51,196,350
Operating Impact from Capital	-	593,035	3,958,850	4,952,600

# Transit Growth Strategy

## Summary of Transit operating forecast:

- Re-implement COVID-related service reductions \$1.8M
- Service review right-sizing \$840k
- 16 new growth buses – operating impact \$10.6M
- Operating impact from transit shelters and digital strategy - \$500k
- Capital City Building funding deficit yet to be addressed

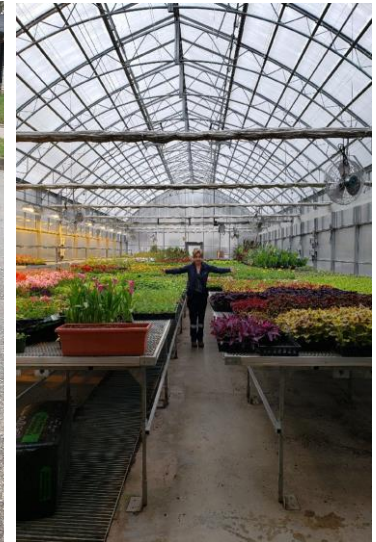
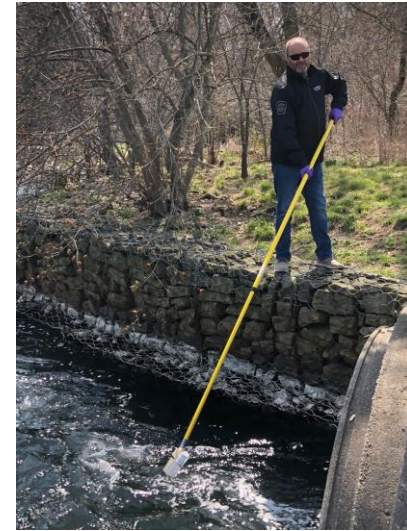
# Transit Growth Strategy

That further to the November 10, 2020 Council Workshop:

1. That staff be directed to develop an affordable long-term Transit Strategy of not more than 1% annual net levy increase inclusive of operating and capital funding and addresses COVID ridership and lost revenue impacts.
2. That staff be directed to renegotiate the Investing in Canada Infrastructure Program Public Transit Stream project priorities with primary focus of Transit fleet electrification and related infrastructure.
3. That staff be directed to develop a comprehensive transit service performance metric framework that considers the varying services and routes within Guelph Transit.



# Sustaining our Future



# Measures of Success

- Percentage reduction of climate risk exposure for the City's built and natural assets.
- Percentage increase in renewable energy resources to achieve corporate 100% renewable energy target (100RE).
- Percentage reduction in greenhouse gas emissions to achieve Community Net-Zero carbon target.



# What is included

## Operating

- Facilities and Energy Management
  - Energy Management
- Environmental Services
  - Water Services
  - Wastewater Services
  - Solid Waste Services
- Engineering and Transportation
  - Stormwater Management
- Parks Operations
- Planning and Building Services
- Capital Financing—Contaminated Sites and 100RE

# What is included - continued

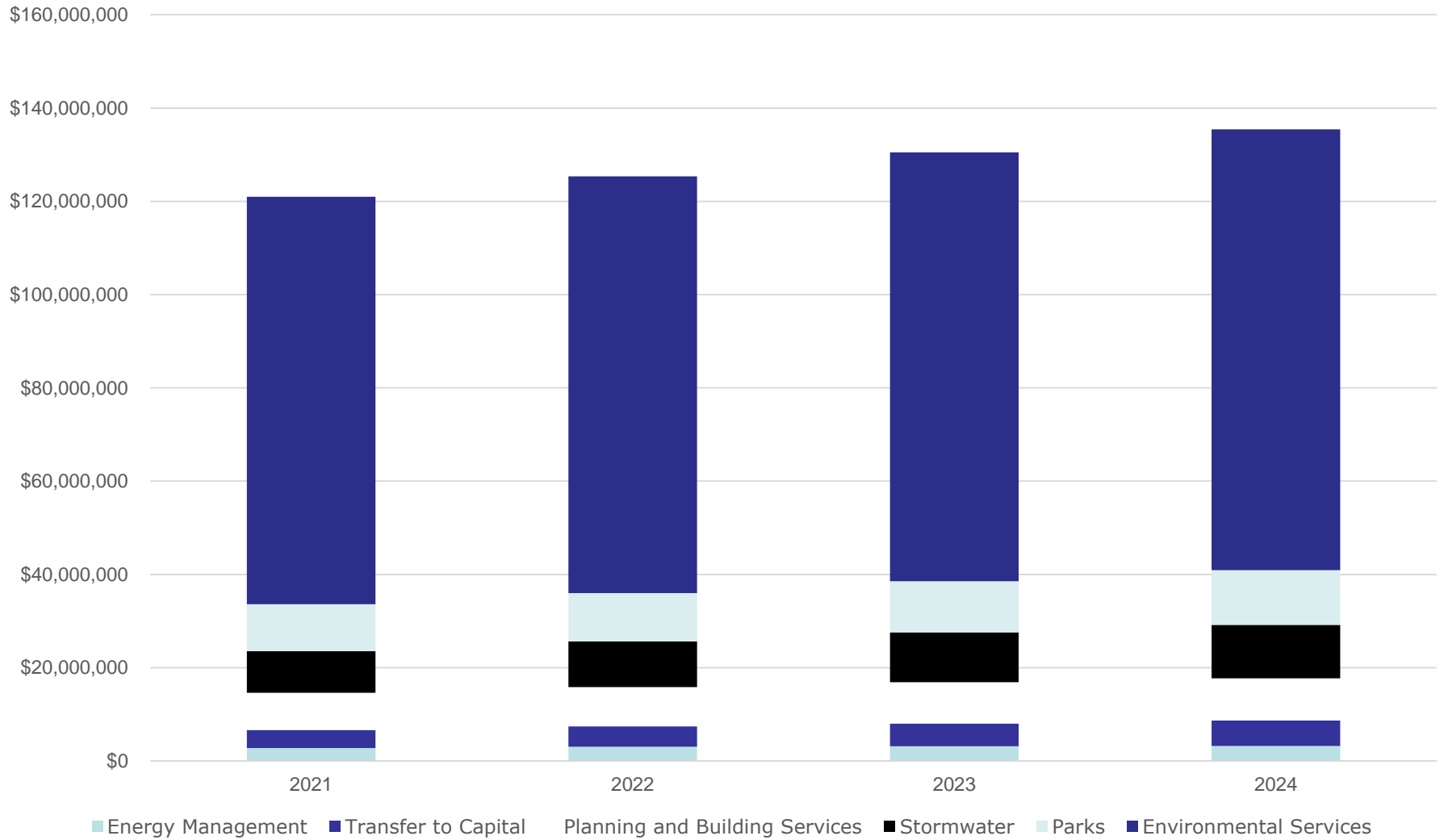
## Capital Programs of Work

- Contaminated Sites
- Corporate Projects (Planning and Strategic Initiatives)
- Solid Waste Services
- Stormwater Management
- Water Services
- Wastewater Services

## 2021 to 2024 highlights

- Implement 100RE initiatives.
- Implement Urban Forest Management Plan.
- Maintain Solid Waste Services to growing community.
- Expand scope of Municipal Comprehensive Review and Master Plans.
- Adjust to enhanced development application timing requirements from changing legislation.

# Operating budget summary



## 2021 budget highlights

- Fifth and final year of Stormwater rate model implementation; planned update in 2022.
- Two per cent increase in building permit rate.
- Net decrease in streetlight utility costs; repayment of reserve fund.
- Tax supported utility budget is remaining at 2020 levels; mitigation of \$90K expense.
- Increase in revenue due to the sale of carbon offsets transferred to 100RE Strategy.

## 2021 budget highlights (cont'd)

- Increase in Province of Ontario blue box grant funding.
- Increase in Solid Waste compensation from 2020-approved scale upgrades and new waste packer vehicle.
- Transfer to contaminated sites capital reserve maintained at 2020 levels.
- Decrease in the transfer from Water and Wastewater Operating Contingency Reserves.
- Increase in transfer to capital reserve funds to support the infrastructure renewal strategy for Water, Wastewater, and Stormwater Services

## 2021 budget highlights (cont'd)

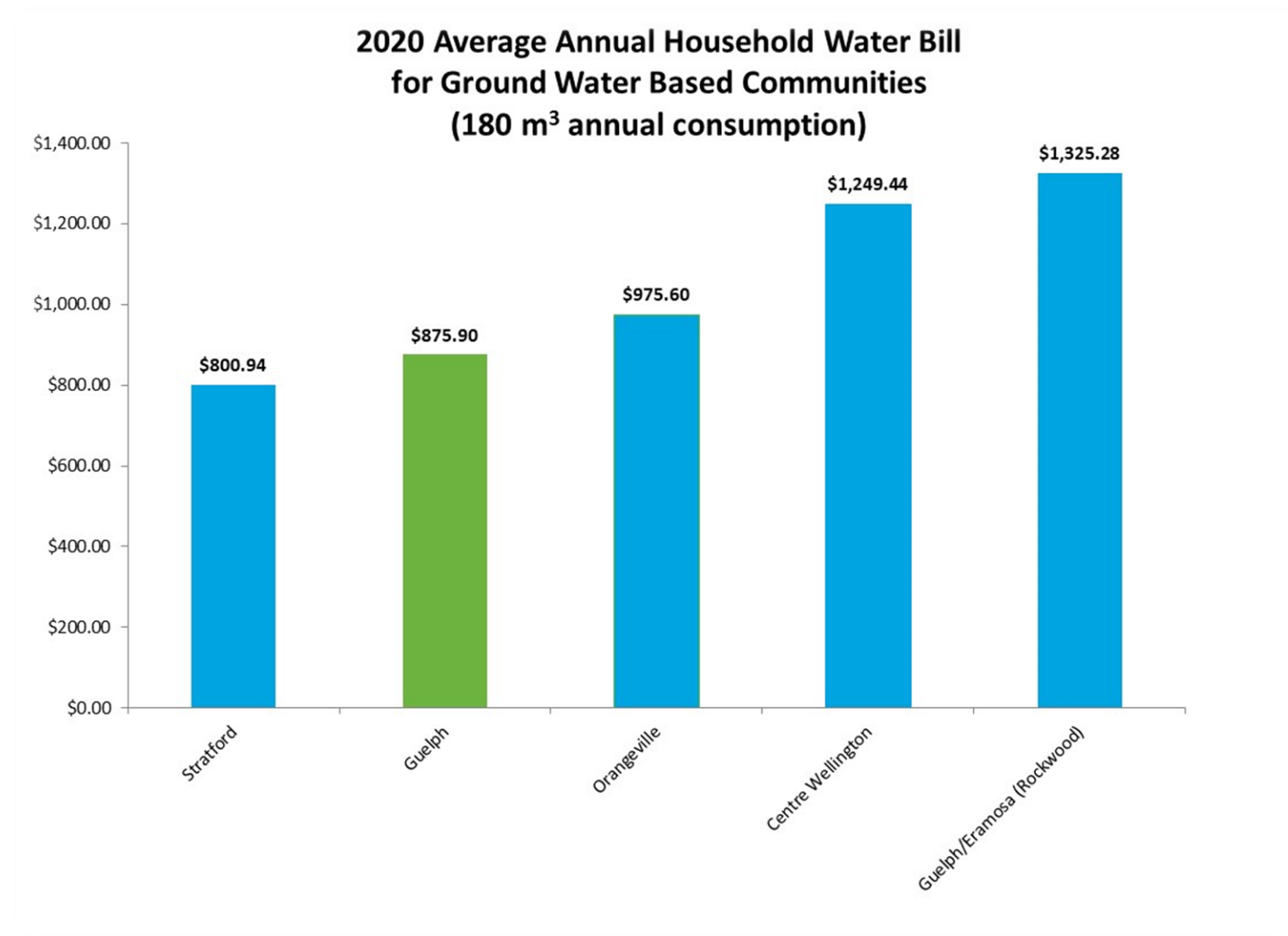
- Decrease in utilities at Wastewater from maintaining Class A standard and continued focus on energy efficiency initiatives.
- Levy amount for Grand River Conservation Authority maintained at 2020 amount.

## Proposed 2021 rates

	2020	2021	Change
Water	\$404.91	\$413.40	\$0.05
Wastewater	\$453.12	\$456.30	\$0.02
Stormwater	\$69.60	\$76.80	\$0.60
<b>Total</b>	<b>\$927.63</b>	<b>\$946.50</b>	<b>\$18.87 or 2.0%</b>

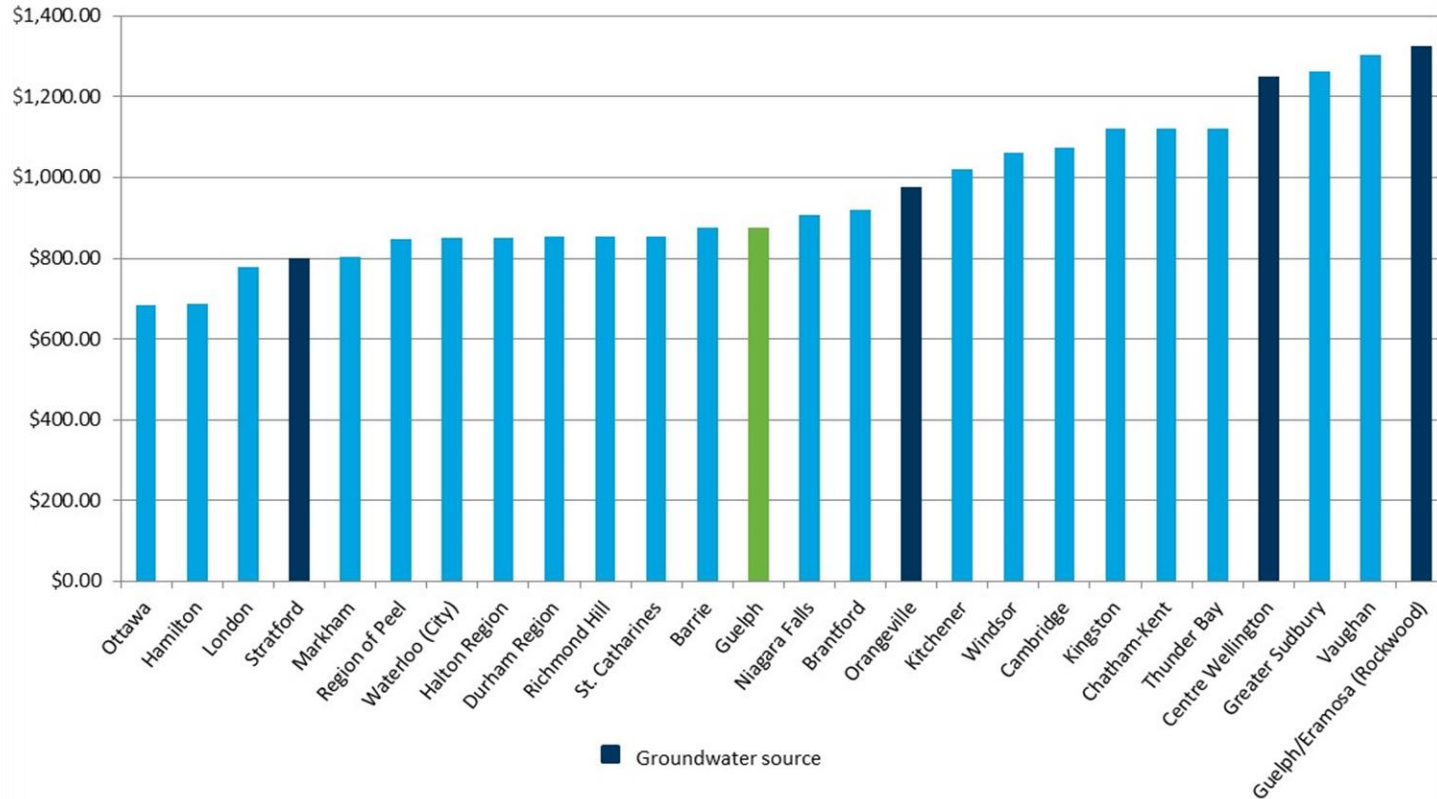


# Municipal Comparator Chart – Water



# Municipal Comparator Chart – Water/Wastewater

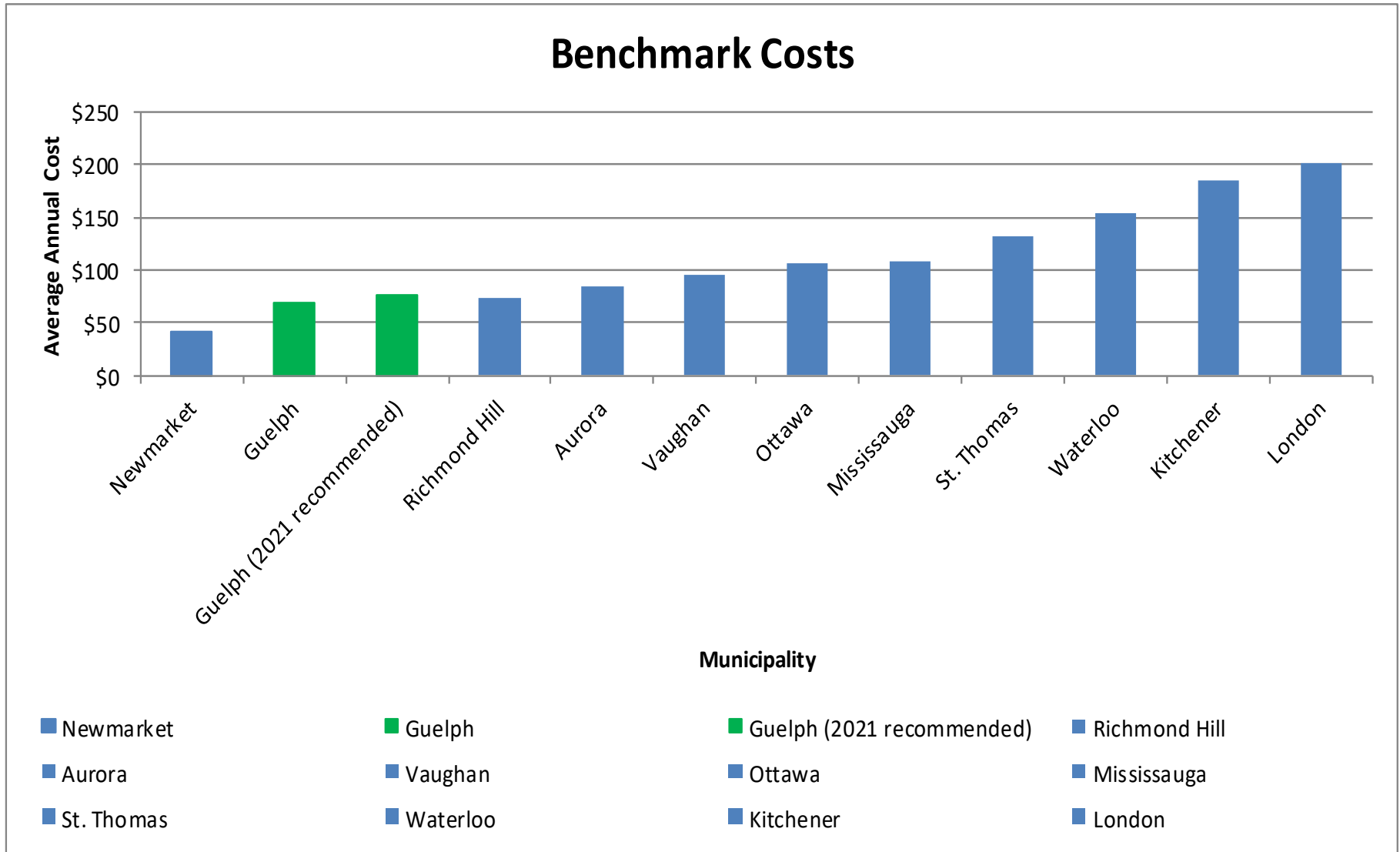
Comparison of Average Annual Household Water/Wastewater Bills by Municipality  
(2020 rates, 180 m<sup>3</sup> annual consumption)



**What does the graph show?**

Guelph's 2020 average annual household water and wastewater costs are 13<sup>th</sup> of the 26 comparator municipalities.

# Municipal Comparator Chart – Stormwater



# 2021 budget requests

Request	Cost	Strategic Plan Link
BR 791 - Yard Waste Program (net zero levy impact)	\$249,000	Climate adaptation plan implementation
BR 871 - 100RE Capital Funding Strategy	\$500,000	Reducing the City's energy footprint through retrofits

# Capital budget

Program of Work	2021	2022	2023	2024
Contaminated Sites	3,550,000	3,945,000	3,695,000	4,145,000
Corporate Projects	1,165,000	1,396,000	1,541,000	1,734,000
Solid Waste Services	2,352,000	6,200,000	7,660,000	12,623,200
Stormwater Management	1,284,000	2,705,000	3,189,000	3,550,000
Wastewater Services	26,203,740	78,486,013	39,544,350	28,547,750
Water Services	16,880,500	35,508,500	35,129,300	27,477,470
Total	51,435,240	128,240,513	90,758,650	78,077,420
Operating Impact from Capital	-	-	264,900	144,800



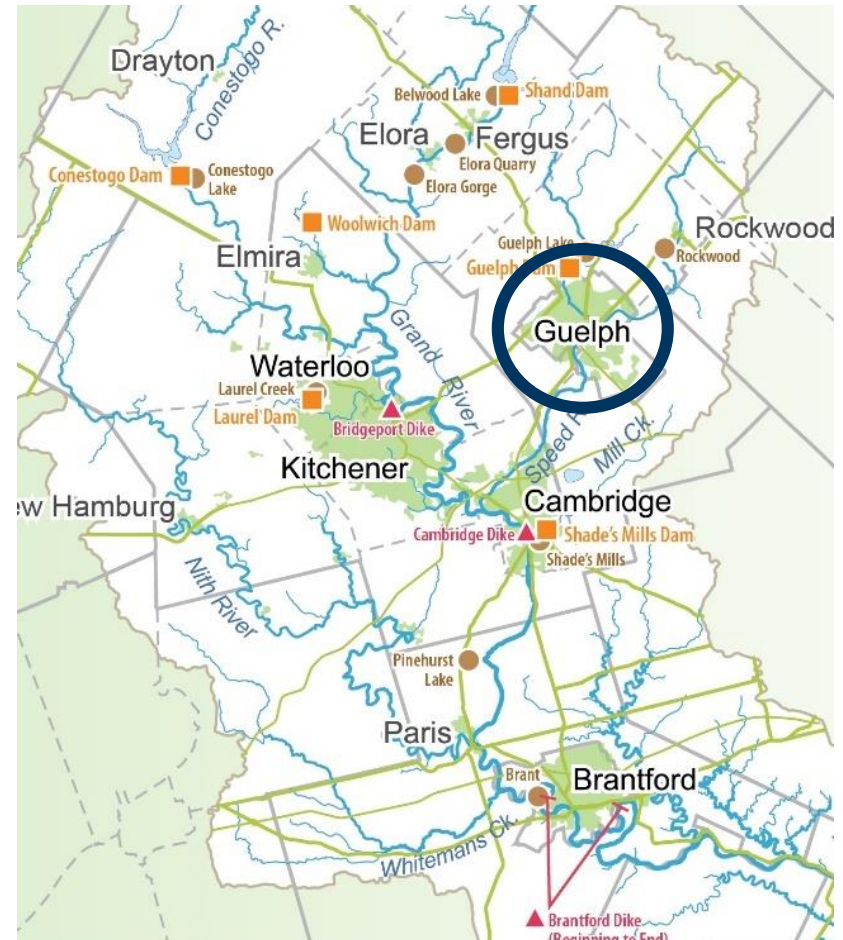
# About the Grand River Watershed

- The Grand River watershed is the largest in southern Ontario
- The Grand River and its tributaries lie at the heart of one of the richest, fastest growing regions in our province



# About the Grand River Watershed

- The City of Guelph is a vital part of the Grand River watershed
- The future prosperity of the watershed, its municipalities and communities, is linked to the health of the river and the natural environment





# About the Grand River Watershed



## **Population Growth**

- Today about 1 million, projected to grow to 1.4 million by 2041

## **Extensive Agriculture**

- About 70 per cent of the land is agricultural

## **Climate Change**

- The issue of our time

# Conservation Authorities in Ontario



- **Local** agency organized on a watershed basis
- **Integrated** watershed management
- **Balance** human, environmental and economic needs

# Protect life and minimize property damage

- Seven dams and reservoirs actively managed to **reduce flood damages and maintain flows**
- Flood peaks reduced 50 per cent or more; minimum flows maintained in dry months



# Protect life/property & Improve watershed health

## Planning and Development

- Through a Memorandum of Agreement with the City, the GRCA provides **technical advice** on Planning Act applications



# Improve watershed health

## Source Water Protection Program

- Ensure Guelph's drinking water supplies are protected now and in the future
  - Complete water quantity policy development
  - Update Source Protection Plan to reflect changes and new information



# Improve watershed health

- The GRCA providing technical expertise and data for the City's assimilative capacity study
- Watershed-wide **Wastewater Optimization Program** builds upon the successful optimization work in cities like Guelph



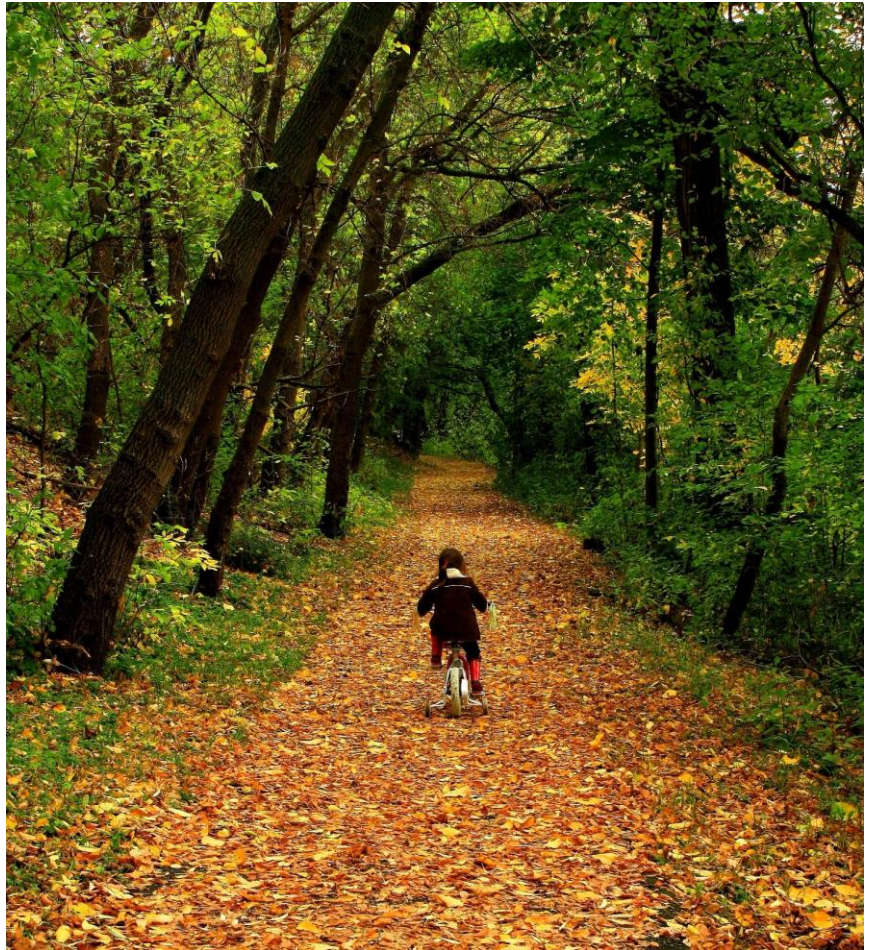
# Connect people with the environment

- GRCA conservation and natural areas – a **vital part of** the watershed's **recreational infrastructure**



# Responsible land management

- **Partner** with municipalities **to provide access** to outdoor spaces in a responsible and sustainable way





# 2021 Budget Challenges

- To prepare a budget prior to release of provincial regulations regarding mandatory vs non-mandatory program mandates for conservation authorities
- To manage uncertainty and operational restrictions/ protocols created by the COVID-19 pandemic



# 2021 Budget Challenges

## 1. Mandated vs Non-Mandated Programs

### Budget Assumption

- GRCA will continue to deliver programs that are currently in place and fund programs with general municipal levy as in the past

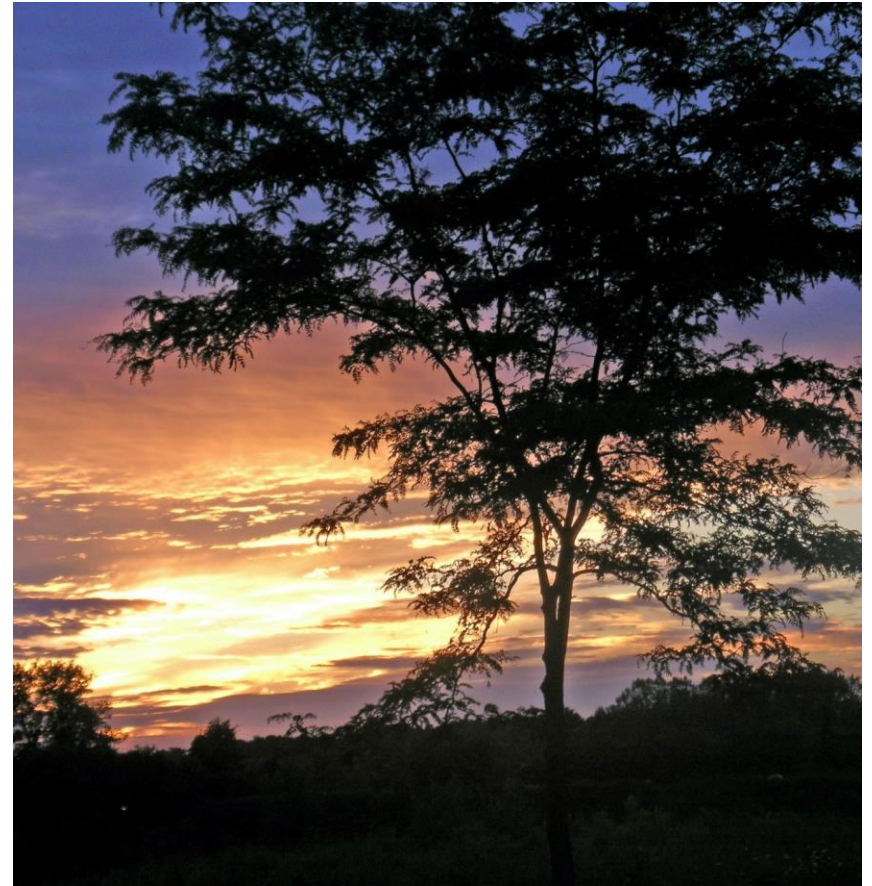
New regulations are anticipated in 2021.



# 2021 Budget Challenges

## 1. Manage COVID-19

- Self-generated revenue sources subject to significant uncertainty:
  - Conservation Area
  - Outdoor Education
- Incremental COVID costs
- Manage administrative expenses where possible

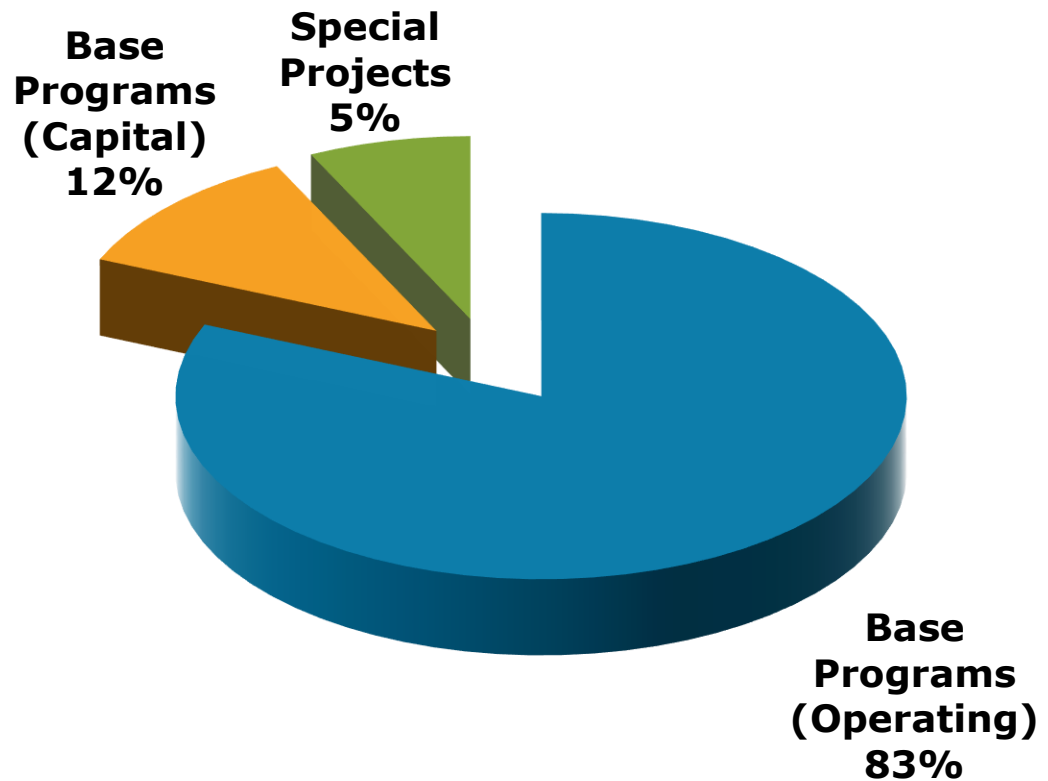


# 2021 Budget Challenges

## Expenditures by Category

2021 Budget: \$30.6 million

(2020: \$36.0 million)



# 2021 Budget Challenges

## Expenditures

### Operating Budget (\$25.3 Million)

- Watershed Management (dams, flood forecasting, planning, lands management)
- Conservation Areas
- Environmental Education
- Corporate Services and Communication



# 2021 Budget Challenges

## Expenditures

### Capital Projects (\$3.7 Million)

#### Water Management Capital (\$1.8 million)

- Maintenance and repairs to dikes and dams

#### Conservation Areas (\$1.5 million)

- Carry forward projects from 2020

#### Motor Pool & IS Equipment (\$400,000)



# 2021 Budget Challenges

## Expenditures

### Special Projects (\$1.6 Million)

- Source Water Protection Program
- Rural Water Quality Grants
- Mill Creek Rangers

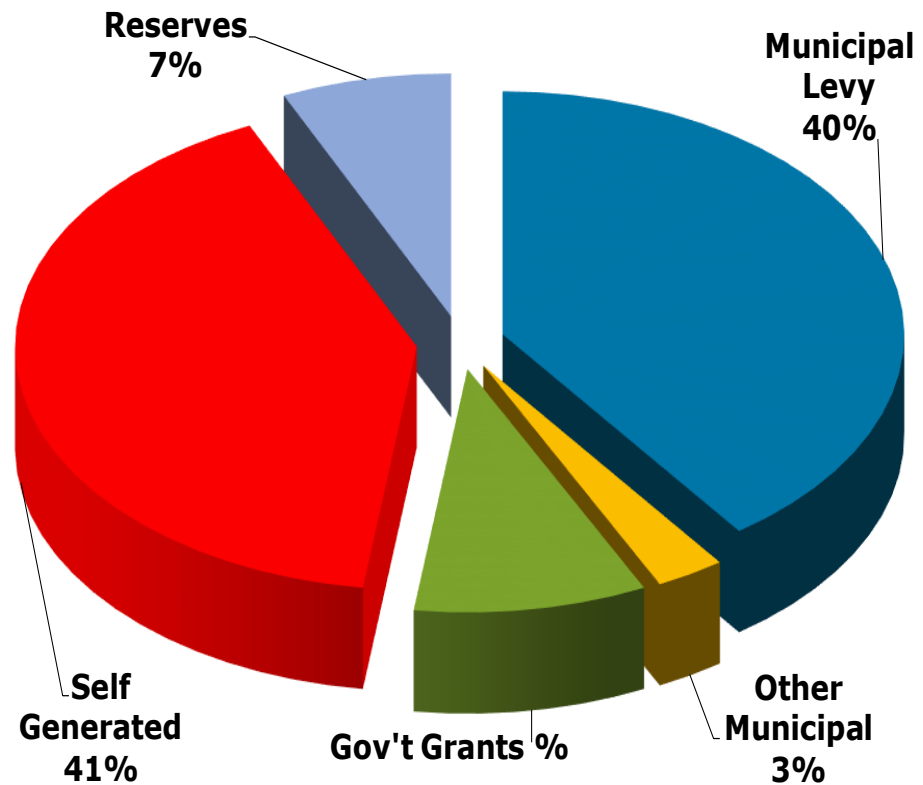


# 2021 Draft Budget

## Revenue by Category

2021 Budget: \$30.6 million

(2020: \$36.0 million)





# 2021 Draft Budget

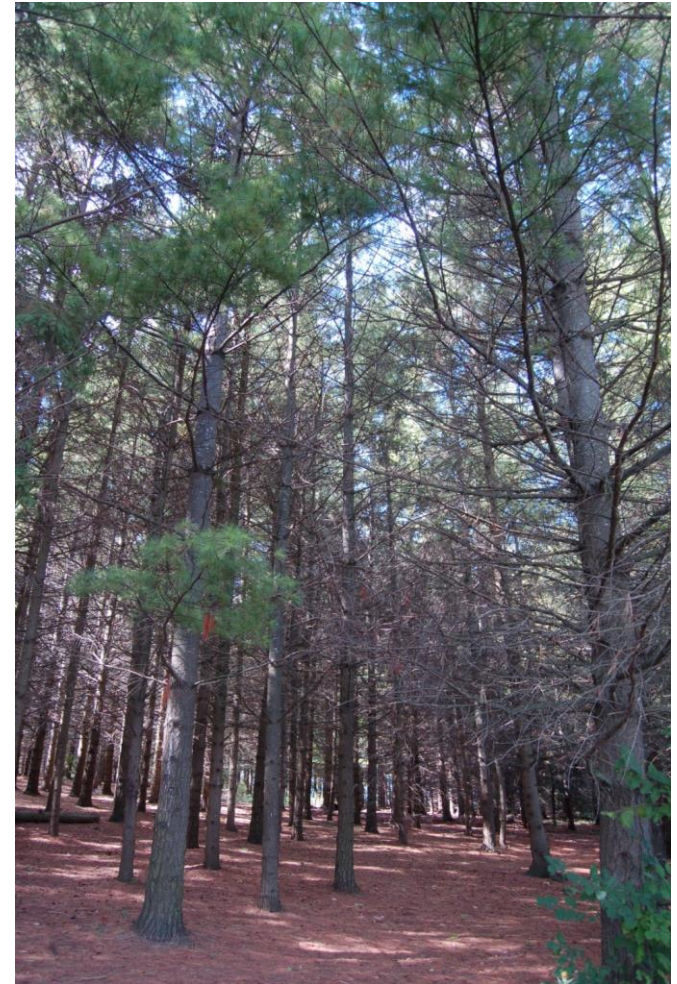
## Revenue

### General Municipal Levy:

- Increasing by 2.5% to \$12,225,000 in 2021
- Operating Levy increasing 2.9% or \$298,000
- Capital Levy \$950,000, nil increase

### Special Projects:

- Expenses are offset 100% by special funding sources
- Do not use general municipal levy to fund these projects



# 2021 Draft Budget

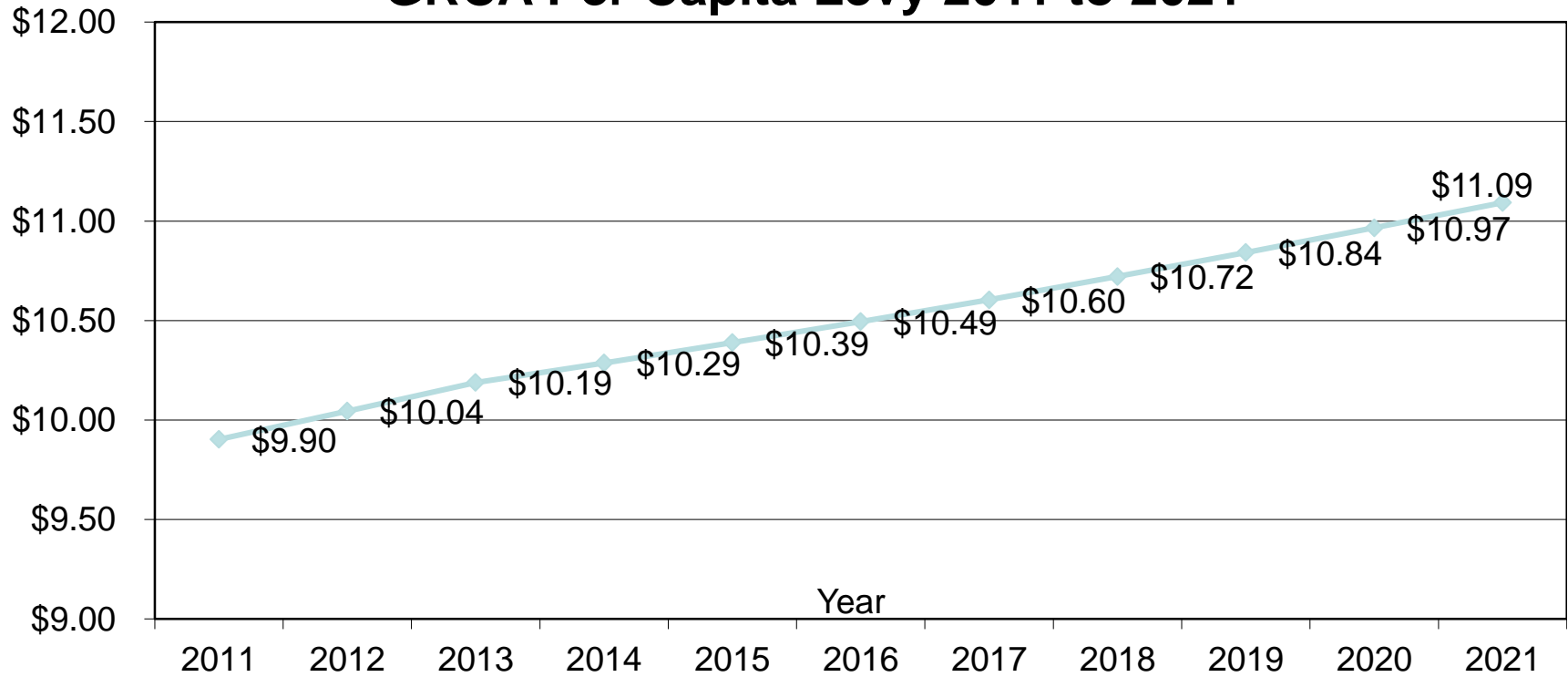
## Grand River Conservation Authority Summary of Municipal Levy - 2021 Budget

*DRAFT - September 25, 2020*

	% CVA in Watershed	2020 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	CVA-Based Matching & Maintenance Levy	CVA-Based Admin & Maintenance Levy	CVA-Based Non Matching Admin & Maintenance Levy	CVA-Based Capital Maintenance* Levy	2021 Budget Total Levy	Actual 2020 Levy	% Change
Brant County	82.9%	6,936,721,473	5,750,542,101	2.84%	12,763	307,240	26,963	346,966	333,521	4.0%	
Brantford C	100.0%	14,928,515,157	14,928,515,157	7.37%	33,133	797,600	69,995	900,728	879,747	2.4%	
Amaranth Twp	82.0%	795,979,920	652,703,535	0.32%	1,449	34,873	3,060	39,382	37,935	3.8%	
East Garafraxa Twp	80.0%	626,126,773	500,901,419	0.25%	1,112	26,762	2,349	30,223	28,338	6.7%	
Town of Grand Valley	100.0%	553,512,121	553,512,121	0.27%	1,228	29,573	2,595	33,396	31,711	5.3%	
Melancthon Twp	56.0%	586,577,630	328,483,473	0.16%	729	17,550	1,540	19,819	19,173	3.4%	
Southgate Twp	6.0%	1,033,512,023	62,010,721	0.03%	138	3,313	291	3,742	3,523	6.2%	
Haldimand County	41.0%	7,079,860,556	2,902,742,828	1.43%	6,442	155,088	13,610	175,140	170,458	2.7%	
Norfolk County	5.0%	9,584,167,114	479,208,356	0.24%	1,064	25,603	2,247	28,914	28,513	1.4%	
Halton Region	10.4%	46,451,977,776	4,837,575,302	2.39%	10,737	258,462	22,682	291,881	280,040	4.2%	
Hamilton City	26.8%	94,145,899,309	25,184,028,065	12.43%	55,894	1,345,531	118,080	1,519,505	1,471,642	3.3%	
Oxford County	36.7%	4,427,004,857	1,622,932,789	0.80%	3,602	86,710	7,609	97,921	95,948	2.1%	
North Perth T	2.0%	2,225,735,943	44,514,719	0.02%	99	2,378	209	2,686	2,561	4.9%	
Perth East Twp	40.0%	2,040,630,574	816,252,229	0.40%	1,812	43,611	3,827	49,250	47,534	3.6%	
Waterloo Region	100.0%	102,472,672,048	102,472,672,048	50.58%	227,428	5,474,902	480,462	6,182,792	6,064,723	1.9%	
Centre Wellington Twp	100.0%	5,114,418,180	5,114,418,180	2.52%	11,351	273,253	23,980	308,584	301,160	2.5%	
Erin T	49.0%	2,555,239,625	1,252,067,416	0.62%	2,779	66,895	5,871	75,545	74,455	1.5%	
<b>Guelph C</b>	<b>100.0%</b>	<b>27,653,093,969</b>	<b>27,653,093,969</b>	<b>13.65%</b>	<b>61,374</b>	<b>1,477,448</b>	<b>129,657</b>	<b>1,668,479</b>	<b>1,622,233</b>	<b>2.9%</b>	
Guelph Eramosa Twp	100.0%	2,845,103,563	2,845,103,563	1.40%	6,314	152,008	13,340	171,662	167,139	2.7%	
Mapleton Twp	95.0%	1,799,102,595	1,709,147,466	0.84%	3,793	91,316	8,014	103,123	97,762	5.5%	
Wellington North Twp	51.0%	1,746,561,794	890,746,515	0.44%	1,977	47,591	4,176	53,744	51,442	4.5%	
Puslinch Twp	75.0%	2,685,361,769	2,014,021,326	0.99%	4,470	107,605	9,443	121,518	117,442	3.5%	
<b>Total</b>		<b>338,287,774,768</b>	<b>202,615,193,299</b>	<b>100.00%</b>	<b>449,688</b>	<b>10,825,312</b>	<b>950,000</b>	<b>12,225,000</b>	<b>11,927,000</b>	<b>2.5%</b>	

# 2021 Draft Budget

## GRCA Per Capita Levy 2011 to 2021





# Powering our Future



# Measures of success

- Number of new businesses and collaborations with priority innovative sectors.
- Percentage of businesses reporting Guelph as a good place to do business.

# What is included

## Operating

- Strategy, Innovation and Intergovernmental Services
- Smart Cities
- Economic Development and Tourism
- Culture and Recreation
  - Culture
- Redevelopment Incentives

## Capital Programs of Work

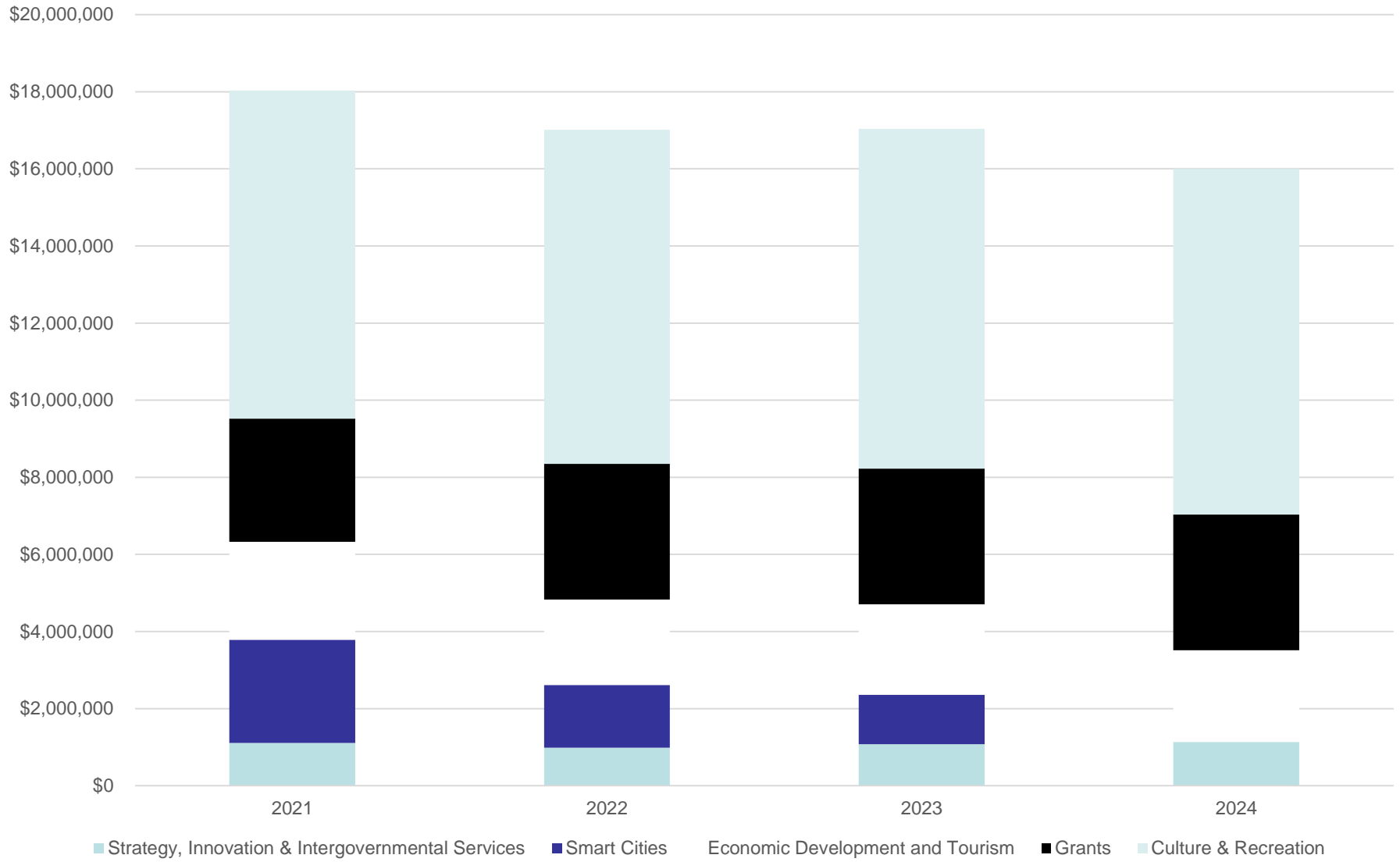
- Corporate Projects

# 2021 to 2024 operating budget highlights

- Develop an economic development strategy.
- Develop a Tourism Rebuild Strategy.
- Build City-owned fibre network.



# Operating budget summary



## 2021 budget highlights

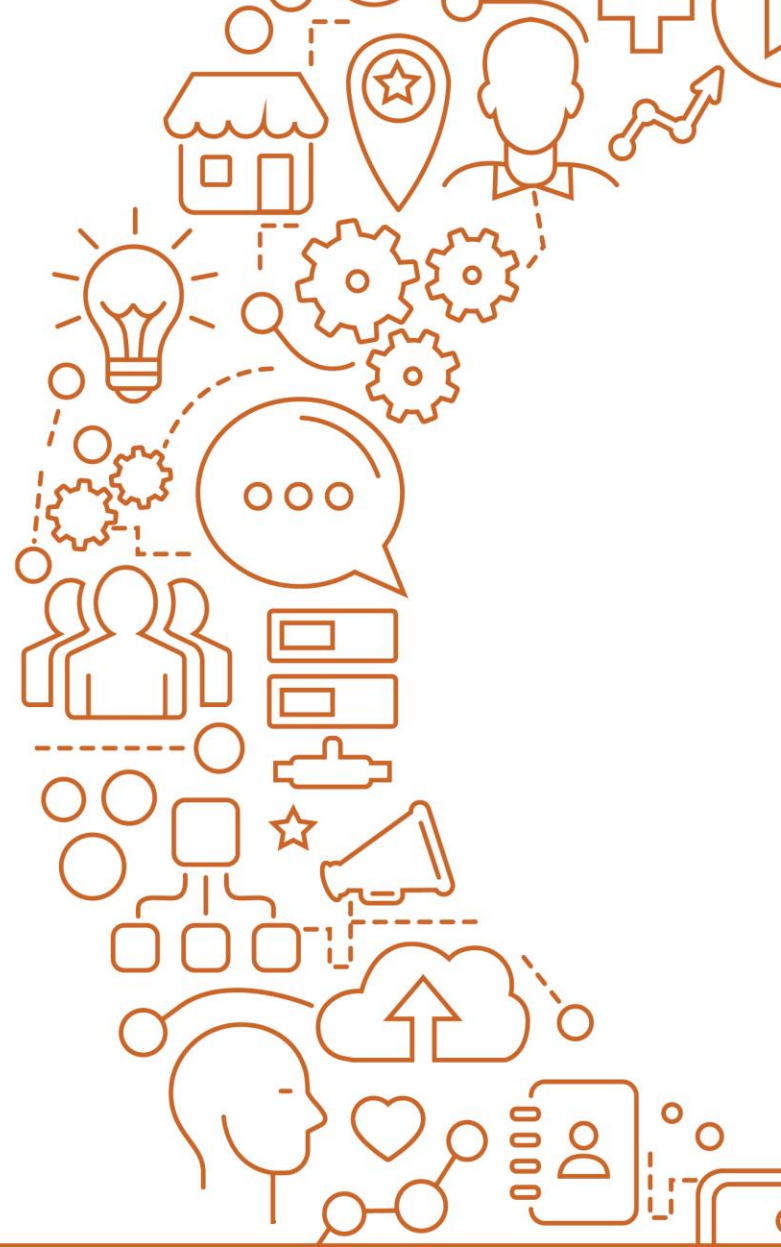
- Reduction in community plan funding scheduled to end mid-year.
- Redevelopment incentive budget maintained at 2020 levels.
- Guelph Junction Railway contributing to business retention and attraction
- Year 2 of Smart City Circular Food program implementation
- Culture services assessing reopening plans
- Municipal Accommodation Tax paused indefinitely as part of COVID relief strategy

# 2021 budget requests

Request - Powering	Cost	FTE	Strategic Plan Link
BR 861 - Economic Development Officer	\$134,500	1	Develop and implement new Economic Development Strategy
BR 840 - Tourism Rebuild Emergency Grant (one-time funded from reserve )	\$ 350,000		Tourism Rebuild Strategy

# Capital budget

Program of Work	2021	2022	2023	2024
Corporate Program	1,500,000	1,500,000	1,150,000	1,150,000
Operating Impact from Capital	-	-	-	-



# Financials – Draft budget 20221 highlights

- **Levy**

- 2020: \$660,000
- 2021: \$660,000

- **Total Payroll Expenses**

- 2020: 284,270
- 2021: 287,300

- **Marketing & Promotion Expenses**

- 2020: \$100,360
- 2021: \$96,860



# Financials – Draft budget 20221 highlights

- **Event Expenses**

- 2020: \$55,795
- 2021: \$55,795

- **Total Revitalization Expenses**

- 2020: \$62,000
- 2021: \$62,000

- **Total General & Admin Expenses**

- 2020: \$149,525
- 2021: \$161,825



# Financials – Draft budget 20221 highlights

- **Other Expenses**

- 2020: \$43,500
- 2021: \$35,000

- **Total Expense**

- 2020: \$695,450
- 2021: \$698,780

- **Net Operations**

- 2020: \$6,000 (forecast)
- 2021: \$300





## Wrap up and next steps

- Council Town Halls
  - November 17—Ward 3
  - November 21—Ward 2
  - November 24—Ward 6
- November 25—Budget Delegations
- November 26—Budget Board Closes
- December 1 and 3—Budget Deliberations and Approval
- Reminder—Reach out to your budget buddy, and use the Budget Board.

# Questions?

