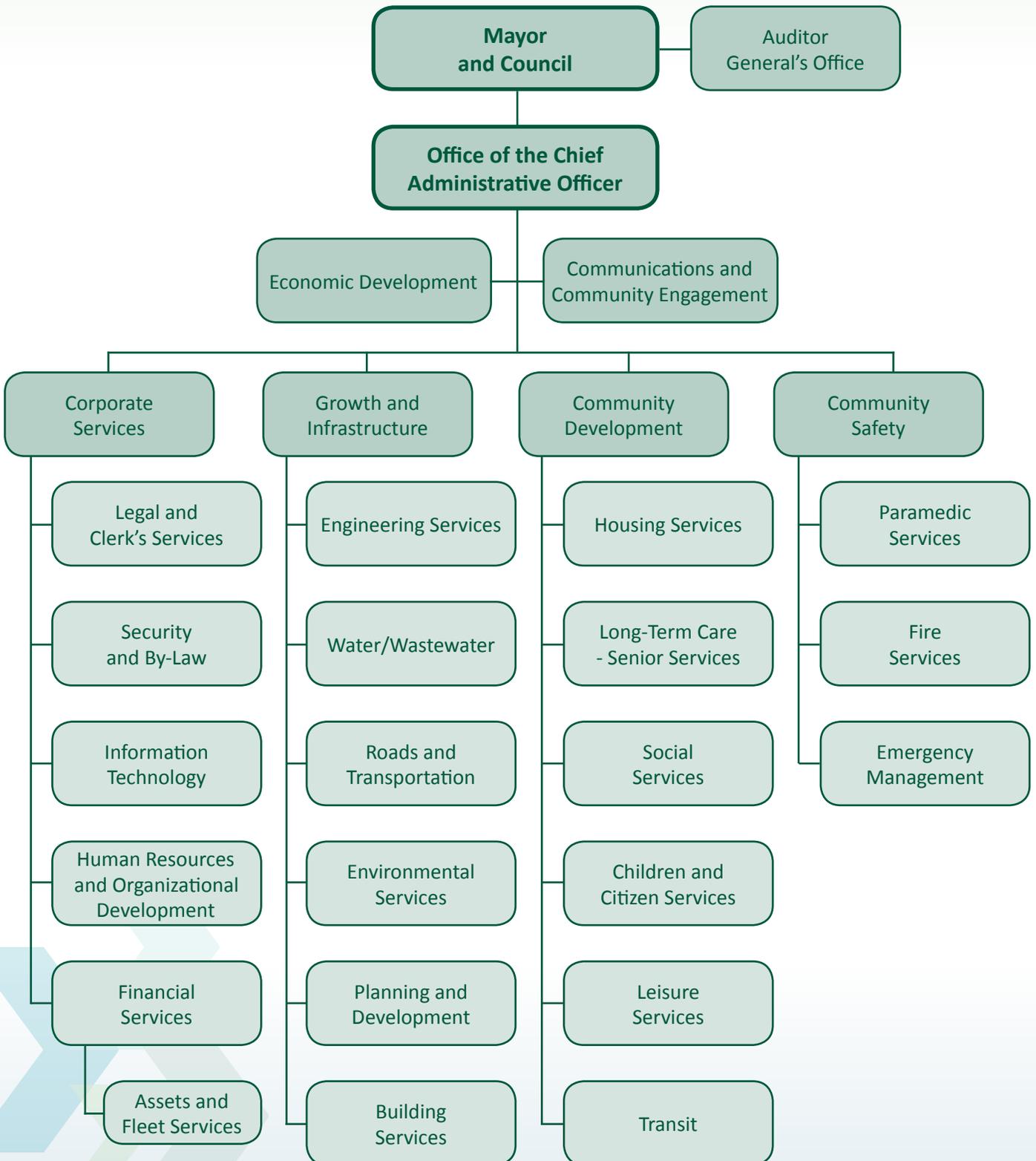


2018 Budget Summary



Budget Summary

City of Greater Sudbury Organizational Structure



2018 Operating Budget Summary

	Actuals			Budget		Budget Change	
	2015 Actuals	2016 Actuals	2017 Projected Actuals	2017 Budget	2018 Budget	Dollar Change	Percent Change
Revenues							
Levies	(13,088,525)	(11,237,492)	(9,893,908)	(10,452,931)	(10,254,883)	198,048	-1.9%
Provincial Grants & Subsidies	(123,496,492)	(124,766,323)	(134,617,227)	(125,057,736)	(131,967,457)	(6,909,721)	5.5%
Federal Grants & Subsidies	(1,015,447)	(912,807)	(1,289,680)	(1,107,748)	(651,459)	456,289	-41.2%
User Fees	(102,502,196)	(108,245,750)	(112,536,723)	(114,412,140)	(120,108,774)	(5,696,634)	5.0%
Licensing & Lease Revenues	(4,907,379)	(5,407,146)	(5,266,632)	(5,271,401)	(5,480,775)	(209,374)	4.0%
Investment Earnings	(13,041,509)	(10,631,103)	(10,892,648)	(10,807,891)	(11,288,960)	(481,069)	4.5%
Contr from Reserve and Capital	(10,288,348)	(12,751,089)	(10,149,423)	(9,453,323)	(8,277,827)	1,175,496	-12.4%
Other Revenues	(18,368,419)	(15,373,289)	(16,601,798)	(14,950,285)	(14,512,081)	438,204	-2.9%
Total Operating Revenues	(286,708,315)	(289,324,999)	(301,248,039)	(291,513,455)	(302,542,216)	(11,028,761)	3.8%
Expenses							
Salaries & Benefits	227,321,851	234,214,964	238,860,199	239,975,382	246,288,969	6,313,587	2.6%
Materials - Operating Expenses	48,940,966	51,140,213	52,046,396	49,288,169	50,477,356	1,189,187	2.4%
Energy Costs	20,273,262	21,061,991	21,921,444	20,804,041	21,713,535	909,494	4.4%
Rent and Financial Expenses	-	748,696	970,238	882,024	969,561	87,537	9.9%
Purchased/Contract Services	98,561,811	99,699,620	103,369,839	101,871,188	108,419,165	6,547,977	6.4%
Debt Repayment	8,750,413	10,029,680	10,153,996	10,154,147	10,091,929	(62,218)	-0.6%
Grants - Transfer Payments	37,403,366	39,239,977	48,825,162	40,935,828	41,663,303	727,475	1.8%
Contr to Reserve and Capital	77,708,174	74,559,745	77,845,524	77,444,216	83,049,671	5,605,455	7.2%
Internal Recoveries	(597,236)	(181,788)	(324,349)	(321,714)	(507,181)	(185,467)	-57.6%
Total Operating Expenses	518,362,608	530,513,098	553,668,449	541,033,281	562,166,308	21,133,027	3.9%
Net Budget	231,654,293	241,188,099	252,420,410	249,519,826	259,624,092	10,104,266	4.0%
Estimated Assessment Growth							-0.8%
Municipal Property Tax Increase							3.2%
Recommended Service Level Changes (See Business Cases)						659,000	0.3%
Recommended Municipal Property Tax Increase							3.5%
Staffing Complement							
				2017 Budget	2018 Budget		
Full Time Positions				1,993	1,992		
Part Time Hours				859,209	855,580		
Crew Hours				149,762	150,614		
Overtime Hours				28,618	26,620		
Volunteers				350	350		

Analysis of Operating Budget Changes - Revenues (\$000)

2017 Revenue Budget	(291,513)
Levies	198
Decrease in payments in lieu of taxes	
Provincial Grants and Subsidies	(6,909)
Reduction in OMPF funding \$1.9M	
Increased Children Services funding (\$5.3M)	
Increased Social Services funding (\$2.2M)	
Increased Case Mix Index for Pioneer Manor (\$0.8M)	
Increased funding for Police Services (\$0.5M)	
Increased funding for Emergency Medical Services (\$0.3M)	
Decreased program funding in Economic Development \$0.3M	
Federal Grants and Subsidies	457
Reduction in Economic Development program funding \$470K	
Increase in Homelessness Initiative funding (\$30K)	
Decrease in Police Services funding \$15K	
User Fees	(5,697)
Increased Water/Wastewater user fees of 7.4% and general 3% increase on all other user fees, except those adjusted by the department	
Licensing and Lease Revenues	(210)
Increase in rent at the Provincial Tower (\$110K)	
Increase in Environmental Services for the sale of landfill gas (\$75K)	
Increase in aggregate resource revenue (\$20K)	
Increase in Parks lease revenue of (\$5K)	
Investment Earnings	(481)
Increase in Investment Income (\$455K)	
Increase in interest revenue from Current Taxes and Accounts Receivable (\$60K)	
Decrease in interest owing on Internal Financing of Own Projects \$35K	
Contribution from Reserve and Capital	1,175
Remove prior year one time revenues approved through business case \$2.2M	
Increase in Municipal Election costs (\$0.6M)	
Increase in Housing Services RFP (\$0.2M)	
Increase in Recycling Facility Equipment (\$0.1M)	
Increase in Building Services costs (\$0.1M)	
Other Revenues	438
Decrease in Blue Box funding \$250K	
Decrease in Economic Development programs \$150K	
Decrease in miscellaneous recoveries \$40K	
2018 Revenue Budget	(302,542)

Analysis of Operating Budget Changes - Expenses (\$'000)

2017 Expense Budget	541,033
Salaries and Benefits	6,314
Contractual increases from CBA and employer benefit costs	
Materials - Operating Expenses	1,189
Increase due to 2% inflation \$1M	
Increase in Municipal Election costs \$0.2M	
Energy Costs	909
Utility Increase (Hydro, Water, Fuel)	
Rent and Financial Expenses	88
Increase in vehicle rental fees \$70K	
Increase in POA rent expense \$10K	
Increase in rent expense \$10K	
Purchased/Contract Services	6,548
Increase due to 2% inflation \$2M	
Increase in Children Services (funded) \$3.2M	
Increase in contractual obligations \$1.3M	
Debt Repayment	(62)
Decrease due to change in interest charges for internally financed projects	
Grants - Transfer Payments	727
Increase in social services grant \$800K	
Increase in grant for housing programs (funded) \$400K	
Increase in grant to NDCA \$200K	
Increase in grant to SDHU \$100K	
Decrease in grants for Mining Supply Programs (funded) (\$500K)	
Decrease in Children Services grant (funded) (\$300K)	
Contribution to Reserve and Capital	5,605
Increase in capital envelopes \$5.1M	
Increase for Police facility \$500K	
Internal Recoveries	(185)
Changes for activity based allocations	
2018 Expense Budget	562,166

Staffing Changes

The following table provides a summary of the staff complement reflected in the 2017 and 2018 Operating Budgets.

Staff Complement		2017		2018		FT Staff Change	PT Hour Change
		FT Staff	PT Hours	FT Staff	PT Hours		
Corporate Revenues and Expenses		2	0	0	0	(2)	0
Mayor and Council		5	3,654	5	3,654	0	0
Auditor General		0	3,654	0	3,654	0	0
CAO and Communications	Office of the CAO	2	0	2	900	0	900
	Communications and Community Engagement	22	4,602	22	3,535	0	(1,067)
	Economic Development	20	8,172	20	4,972	0	(3,200)
Corporate Services	GM's Office	3	0	3	0	0	0
	Legal & Clerks Services	32	3,659	33	3,659	1	0
	Security and By-Law	13	9,711	13	9,711	0	0
	Information Technology	34	0	34	0	0	0
	Human Resources	25	9,135	25	9,135	0	0
	Financial Services	71	3,955	71	6,760	0	2,805
	Asset Fleet Services	63	18,448	63	14,272	0	(4,176)
Community Development	GM's Office	7	0	7	0	0	0
	Housing Services	8	4,284	8	4,284	0	0
	Long Term Care	243	243,650	243	248,031	0	4,381
	Social Services	87	0	87	0	0	0
	Children Citizen Services	69	53,451	69	53,451	0	0
	Leisure Services	87	315,095	87	318,424	0	3,329
	Transit Services	111	73,915	111	74,451	0	536
Growth & Infrastructure	GM's Office	2	0	2	0	0	0
	Engineering	48	21,166	48	15,924	0	(5,242)
	Water / Wastewater	135	35,361	135	35,361	0	0
	Roads	140	51,098	140	50,341	0	(757)
	Environmental Services	22	21,533	22	21,691	0	158
	Planning and Development	42	15,790	42	17,173	0	1,383
	Building Services	31	3,500	31	3,500	0	0
Community Safety	Emergency Services	14	8,365	16	8,365	2	0
	Paramedic Services	120	35,624	119	35,624	(1)	0
	Fire Services	129	6,038	128	4,211	(1)	(1,827)
Outside Boards	Airport	20	5,408	20	5,408	0	0
	Police	386	49,703	386	49,703	0	0
Total		1,993	1,008,971	1,992	1,006,194	(1)	(2,777)

Analysis of Full-Time Equivalent (FTE) Change

Corporate Revenue and Expenses

- The reduction in permanent staff is due to the individuals identified through Project \$6 Million retiring in year.

CAO and Communications

Office of the CAO

- The increase in part-time hours is for Special Projects (Red Light Camera Safety Initiative)

Communications and Community Engagement

- The decrease in part-time hours is a result of the Web Content Editor contract ending in May 2018.

Economic Development

- The reduction in part-time hours is a result of funded contract positions ending in 2017.

Corporate Services

Legal and Clerk's Services

- The increase in permanent staff is due to the addition of a legislated Part III Prosecutor.

Financial Services

- The increase in part-time hours is due to a funded payroll supervisor and internal restructuring.

Asset Fleet Services

- The reduction in part-time hours is a result of two apprenticeship programs ending.

Community Development

Long-Term Care

- The increased part-time hours are funded through the Case Mix Index (CMI) allocation.

Leisure Services

- The increase in part-time hours is required to bring the budget in line with actual hours worked for parks and recreation facilities.

Transit Services

- The increase in part-time hours is based on the number of week days to be worked in 2018.

Growth and Infrastructure

Engineering Services

- The decrease in part-time hours is due to the hiring of three equivalencies rather than four approved in a 2017 business case.

Roads

- The reduction of part-time hours is due to the changes in work programs as well as the addition of funded GIS students.

Environmental Services

- The increase in part-time hours is due to heavier demand for waste collection during the fall months.

Planning and Development

- The increased part-time hours are funded through Children Services (Data Analysis Coordinator).

Community Safety

Emergency Services, Paramedic Services and Fire Services

- Full-time positions have been reallocated to Emergency Services to better align with work requirements.
- The reduction in part-time hours is due to a five year budget option coming to an end.



Consolidated Operating and Capital Budget

The City approves two budgets annually: an operating budget and a capital budget. To determine the City's total annual gross budget, a consolidated operating and capital budget has been prepared for the 2017 approved budgets, and the 2018 proposed budget. In order to consolidate these budgets it is necessary to eliminate the capital expenses financed in the operating budget.

This includes capital funded from the tax levy, user fees, and the contributions to reserves from operating in the year. The total consolidated budget for 2018 is \$647.2 million, which represents a decrease of 6.3 % from 2017.

Below is the City's consolidated operating and capital budget.

	2017 Approved Budget		2018 Base Budget	
	Operating	Capital	Operating	Capital
Tax Levy	249,519,826	37,121,297	259,624,092	38,434,776
User Fees	114,412,140	28,302,725	120,108,774	32,518,779
Federal Grants & Subsidies	1,107,748	50,990,680	651,459	25,209,235
Provincial Grants & Subsidies	125,057,736	38,220,775	131,967,457	9,634,498
Contribution from Reserves and Capital	9,453,323	32,256,428	8,277,827	15,079,612
Other Revenues	41,482,508	-	41,536,699	2,514,000
Internal Future Financing	-	35,709,176	-	-
External Debt Financing	-	-	-	38,584,239
Total	541,033,281	222,601,081	562,166,308	161,975,139
Less: Capital Funding Included in Operating Budget Above				
Capital Envelopes (Tax Levy)		(37,121,297)		(38,434,776)
Capital Envelopes (User Fees)		(28,302,725)		(32,518,779)
Contribution from Reserves and Reserve Funds		(7,117,475)		(5,940,251)
Total	541,033,281	150,059,584	562,166,308	85,081,333
Total Consolidated Budget	691,092,865		647,247,641	

