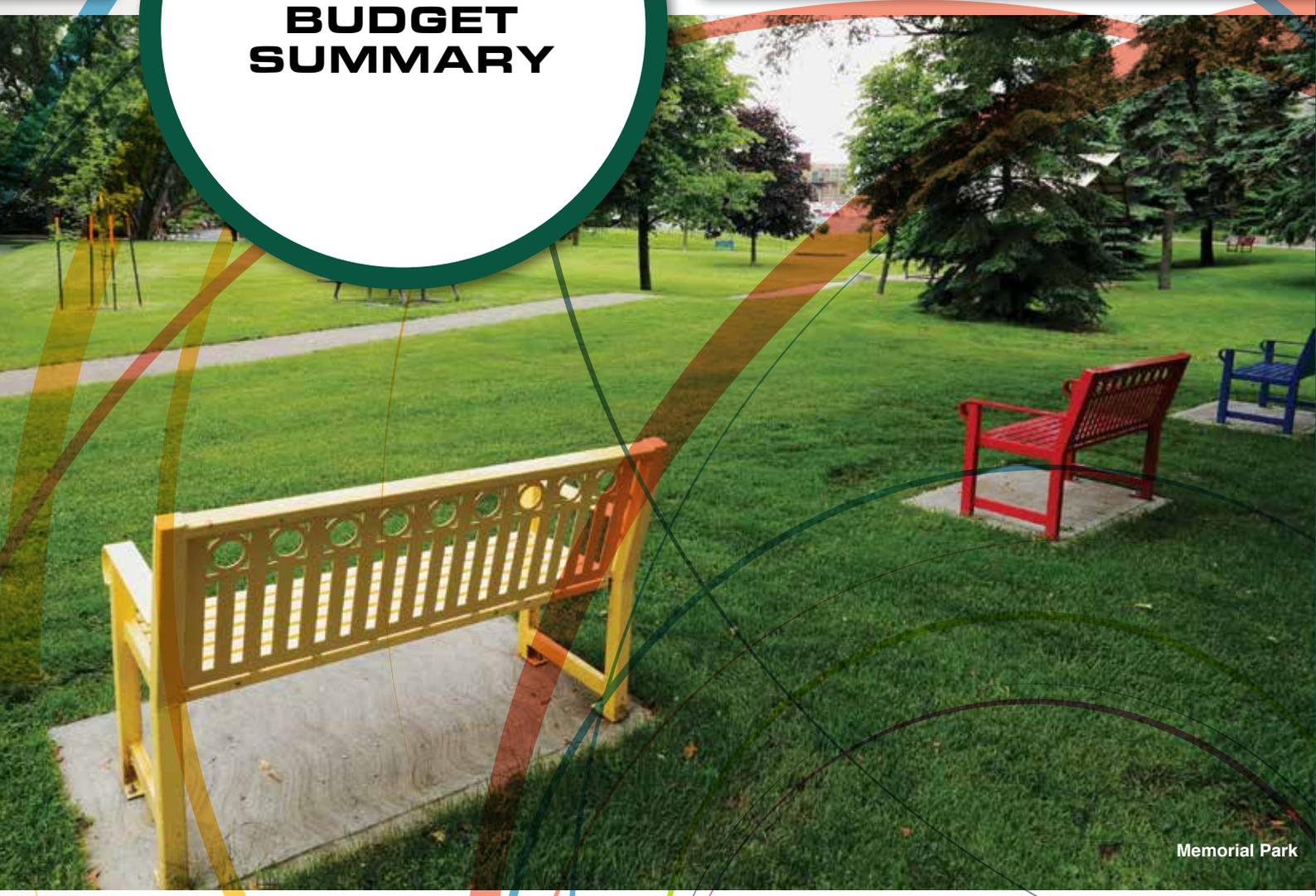


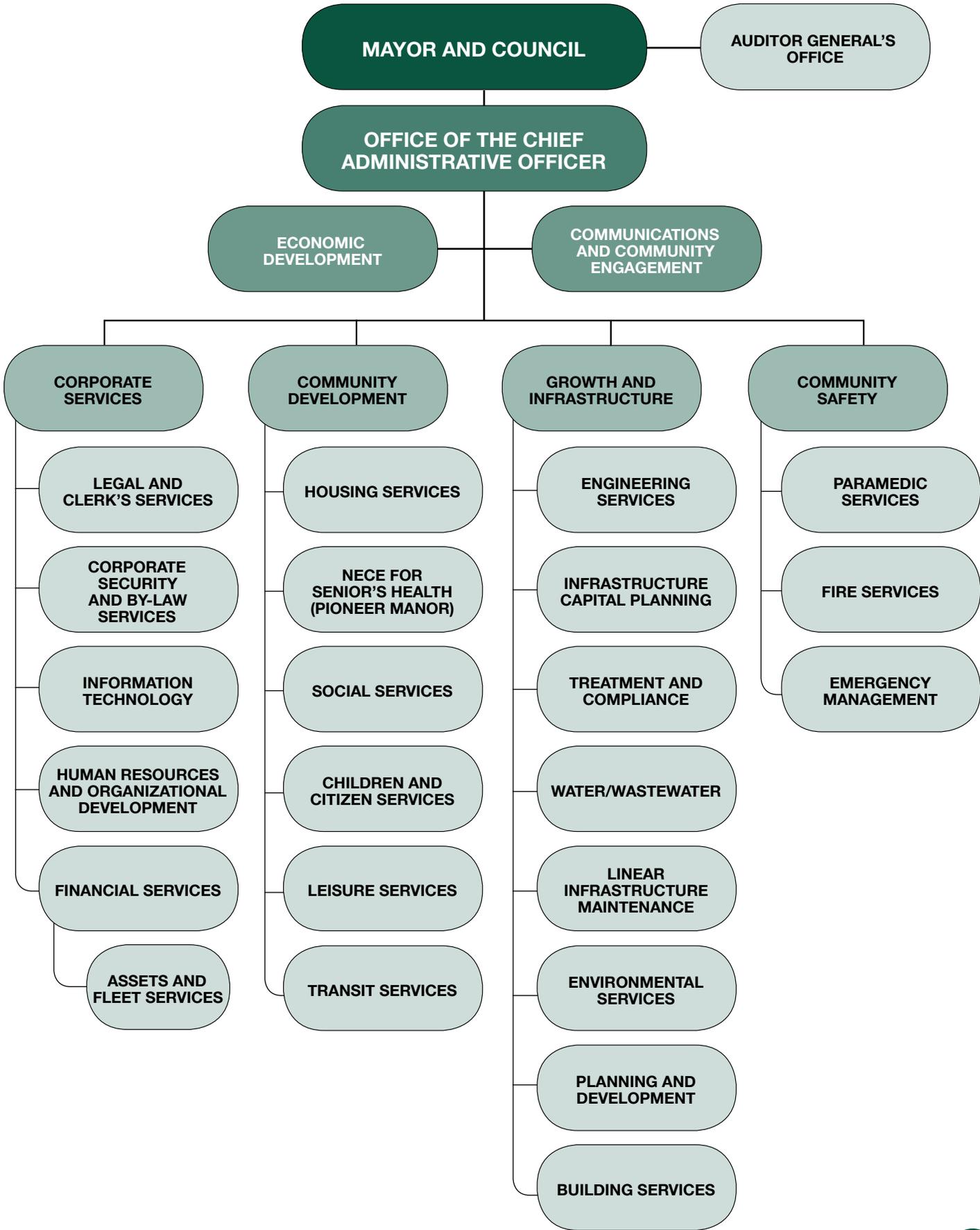
BUDGET SUMMARY



Memorial Park

BUDGET SUMMARY





CONSOLIDATED OPERATING AND CAPITAL BUDGET

The City approves two budgets annually: an operating budget and a capital budget. The two budgets taken together, with adjustments to account for funds provided by annual operations to support the capital budget, represent the City’s consolidated budget.

The total consolidated budget for 2019 is \$628 million. This is a decrease of 16.7 % from 2018, largely as a result of significant one-time capital projects funded in 2018 such as the Kingsway Entertainment District and Arena/Event Centre as well as major road projects including Municipal Road 35 and Lorne Street.

With so many facets to Greater Sudbury’s operations, there are several changes that produce the net change in the consolidated budget. These are described in the “Analysis of Operating Budget Changes – Expenses” chart presented on p. 47.

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

	2018 Approved Budget		2019 Base Budget	
	Operating	Capital	Operating	Capital
Tax Levy	260,493,307	37,777,276	272,616,372	37,988,385
User Fees	120,187,949	31,135,330	125,199,705	33,431,663
Federal Grants and Subsidies	777,459	19,630,817	655,997	11,597,562
Provincial Grants and Subsidies	132,035,411	16,335,459	135,610,484	10,526,943
Contribution from Reserves and Capital	8,889,827	15,079,612	10,512,688	14,122,048
Other Revenues	43,028,516	12,514,000	44,326,910	2,082,717
External Debt Financing	-	130,884,239	-	6,900,000
Total	565,412,469	263,356,733	588,922,156	116,649,318
Less: Capital Funding Included in Operating Budget Above				
Contribution to Capital (Tax Levy)	-	(37,777,276)	-	(37,988,385)
Contribution to Capital (User Fees)	-	(31,135,330)	-	(33,431,663)
Contribution from Reserves and Reserve Funds	-	(5,940,251)	-	(6,161,085)
Total	565,412,469	188,503,876	588,922,156	39,068,185
Total Consolidated Budget	753,916,345		627,990,341	

2019 OPERATING BUDGET SUMMARY

	Actuals			Budget		Budget Change	
	2016 Actuals	2017 Actuals	2018 Projected Actuals	2018 Budget	2019 Budget	Dollar Change	% Change
Revenues							
Levies	(11,237,492)	(10,892,723)	(10,428,988)	(10,254,883)	(10,389,756)	(134,873)	1.3%
Provincial Grants and Subsidies	(124,766,323)	(132,971,974)	(138,785,338)	(132,035,411)	(135,610,484)	(3,575,073)	2.7%
Federal Grants and Subsidies	(912,807)	(1,357,027)	(841,166)	(777,459)	(655,997)	121,462	-15.6%
User Fees	(108,245,750)	(112,273,883)	(118,556,119)	(120,187,949)	(125,199,705)	(5,011,756)	4.2%
Licensing and Lease Revenues	(5,407,146)	(5,376,036)	(5,501,048)	(5,482,790)	(5,518,877)	(36,087)	0.7%
Investment Earnings	(10,631,103)	(11,059,869)	(11,745,260)	(11,289,697)	(11,843,276)	(553,579)	4.9%
Contr from Reserve and Capital	(12,751,089)	(11,128,090)	(14,257,891)	(8,889,827)	(10,512,688)	(1,622,861)	18.3%
Other Revenues	(15,373,289)	(17,263,252)	(16,781,789)	(16,001,146)	(16,575,001)	(573,855)	3.6%
Total Operating Revenues	(289,324,999)	(302,322,854)	(316,897,599)	(304,919,162)	(316,305,784)	(11,386,622)	3.7%
Expenses							
Salaries and Benefits	234,214,964	236,265,791	248,761,374	247,592,547	254,946,088	7,353,541	3.0%
Materials - Operating Expenses	51,140,213	52,888,891	53,738,325	50,248,821	53,481,742	3,232,921	6.4%
Energy Costs	21,061,991	21,252,236	21,747,633	21,713,535	22,573,774	860,239	4.0%
Rent and Financial Expenses	748,695	1,039,696	1,165,945	969,561	1,159,865	190,304	19.6%
Purchased/Contract Services	99,699,620	103,463,699	113,584,117	108,878,405	113,390,871	4,512,466	4.1%
Debt Repayment	10,029,680	10,126,244	11,032,660	11,631,929	12,746,705	1,114,776	9.6%
Grants - Transfer Payments	39,239,977	47,195,251	47,271,456	43,130,799	46,304,946	3,174,147	7.4%
Contr to Reserve and Capital	74,559,744	81,172,039	83,011,379	81,712,972	84,815,570	3,102,598	3.8%
Internal Recoveries	(181,787)	(70,879)	(479,839)	(466,100)	(497,405)	(31,305)	6.7%
Total Operating Expenses	530,513,098	553,332,968	579,833,050	565,412,469	588,922,156	23,509,687	4.2%
Net Budget	241,188,099	251,010,114	262,935,451	260,493,307	272,616,372	12,123,065	4.7%
Assessment Growth							1.7%
Municipal Property Tax Increase							3.0%
Recommended Service Level Changes (See Business Cases)							0.5%
Recommended Municipal Property Tax Increase							3.5%
Staffing Complement							
				2018 Budget	2019 Budget		
				Full-Time Positions	2,016	2,020	
				Part-Time Hours	842,365	862,571	
				Crew Hours	150,306	153,980	
				Overtime Hours	28,690	29,080	

ANALYSIS OF OPERATING BUDGET CHANGES – REVENUES [\$000]

2018 Revenue Budget	(304,919)
Levies	(135)
Increase in supplemental taxation (\$100K)	
Increase in payments in lieu of taxes (\$35K)	
Provincial Grants and Subsidies	(3,575)
Increased Children Services funding (\$2.1M)	
Increased Social Services funding (\$1M)	
Increased Police Services funding (\$0.2M)	
Increased Pioneer Manor funding (\$0.2M)	
Increased Paramedic Services funding (\$0.1M)	
Decreased Environmental Initiatives funding \$0.03M	
Federal Grants and Subsidies	121
Decreased Economic Development program funding \$100K	
Decreased Environmental Initiatives funding \$80K	
Increased Police Services funding (\$60K)	
User Fees	(5,012)
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	(36)
Increased rent at the Provincial Tower (\$35K)	
Increased Environmental Services for the sale of landfill gas (\$50K)	
Decreased rent revenue for facilities no longer owned/operated by the City \$20K	
Decreased aggregate resource revenues \$15K	
Decreased arena/parks concession rental revenue \$15K	
Investment Earnings	(553)
Increased Investment Income (\$250K)	
Decreased interest owing on Internal Financing of Own Projects (\$120K)	
Increased interest revenue from Taxes (\$100K)	
Increased interest revenue in Cemetery Services (\$60K)	
Increased interest revenue in Children Services (\$20K)	
Contribution from Reserve and Capital	(1,623)
Remove prior year one-time revenues approved through business case \$0.6M	
Increased Housing Services SHAIIP program (\$1.3M)	
Increased creation of the Affordable Housing CIP (\$1M)	
Increased Rehabilitation costs (\$0.3M)	
Increased development review fee study (\$0.1M)	
Increased Class system replacement (\$0.1M)	
Decreased Municipal Election costs \$0.6M	
Other Revenues	(574)
Increased revenue from Sudbury Airport to fund staff (\$600K)	
Increased revenue for fleet services contract (\$230K)	
Increased revenue for Municipal Accommodation Tax (\$110K)	
Decreased Provincial Offences Act revenue \$350K	
2019 Revenue Budget	(316,306)

ANALYSIS OF OPERATING BUDGET CHANGES – EXPENSES (\$000)

2018 Expense Budget	565,412
Salaries and Benefits	7,353
Contractual increases from CBA and employer benefit costs	
Materials - Operating Expenses	3,233
Increased due to various contractual obligations \$1M	
Reallocation of funds from Capital to Operating \$0.6M	
Increased insurance costs \$0.5M	
Increased security costs \$0.4M	
Increased software costs \$0.3M	
Increased winter control supplies \$0.2M	
Increased water and wastewater treatment costs \$0.2M	
Energy Costs	861
Utility Increased (Hydro, Water, Fuel)	
Rent and Financial Expenses	190
Increased vehicle rental fees \$140K	
Increased credit and debit charges \$50K	
Purchased/Contract Services	4,513
Increased Children Services (funded) \$2M	
Increased Environmental Services contracts \$1.4M	
Increased winter control costs \$0.6M	
Reallocation of funds from Capital to Operating \$0.5M	
Debt Repayment	1,115
Increased due to the addition of the Event Centre, bridges and culverts, and the St. Charles lift station	
Grants - Transfer Payments	3,174
Increased grant for housing programs (funded) \$1.5M	
Increased Children Services grant (funded) \$1.2M	
Increased creation of an Affordable Housing CIP grant (funded) \$1M	
Decreased onetime downtown Sudbury CIP grant (\$0.6M)	
Increased Public Health Sudbury & District and Conservation Sudbury 0.1M	
Contribution to Reserve and Capital	3,102
Increased capital \$2.8M	
Increased Police facility \$300K	
Internal Recoveries	(31)
Changes for activity-based allocations	
2019 Expense Budget	588,922

STAFF COMPLEMENT

The following table provides a summary of the staff complement reflected in the 2018 and 2019 Operating Budgets.

		2018		2019			
Department		FT Staff	PT Hours	FT Staff	PT Hours	FT Staff Change	PT Hour Change
Mayor and Council		5	3,654	5	3,654	-	-
Auditor General		-	3,654	-	3,654	-	-
CAO and Communications	Office of the CAO	2	900	2	-	-	(900)
	Communications and Community Engagement	23	3,535	25	3,525	2	(10)
	Economic Development	20	4,972	19	4,634	(1)	(338)
Corporate Services	GM's Office	3	-	3	-	-	-
	Legal and Clerks Services	33	3,659	33	3,659	-	-
	Security and By-law	13	9,711	13	9,711	-	-
	Information Technology	34	-	34	1,827	-	1,827
	Human Resources	25	9,135	25	9,135	-	-
	Financial Services	73	4,740	73	5,668	-	928
	Asset and Fleet Services	81	18,408	75	20,536	(6)	2,128
Community Development	GM's Office	7	-	3	-	(4)	-
	Housing Services	8	4,284	10	4,284	2	-
	Long-Term Care – Senior Services	253	233,646	253	236,275	-	2,629
	Social Services	86	-	86	-	-	-
	Children and Citizen Services	72	52,151	71	55,895	(1)	3,744
	Leisure Services	86	318,536	87	318,504	1	(32)
	Transit Services	93	70,315	101	78,261	8	7,946
Growth and Infrastructure	GM's Office	2	-	2	-	-	-
	Engineering Services	47	12,107	47	11,386	-	(721)
	Infrastructure Capital Planning	23	19,778	23	19,778	-	-
	Treatment and Compliance	26	17,937	26	17,937	-	-
	Water/Wastewater	95	-	95	-	-	-
	Linear Infrastructure Maintenance	135	59,708	135	59,708	-	-
	Environmental Services	23	19,587	23	19,981	-	394
	Planning and Development	42	17,173	42	17,173	-	-
	Building Services	31	3,500	31	3,500	-	-
Community Safety	GM's Office	15	5,869	14	5,869	(1)	-
	Emergency Management	2	-	2	-	-	-
	Paramedic Services	119	35,624	119	35,624	-	-
	Fire Services	129	3,297	129	2,384	-	(913)
Outside Boards	Airport	24	7,088	24	7,088	-	-
	Police	386	49,703	390	56,901	4	7,198
Total		2,016	992,671	2,020	1,016,551	4	23,880

ANALYSIS OF STAFFING CHANGES

CAO and Communications**Office of the CAO**

- The decrease in part-time hours is due to the completion of the special projects contract.

Communications and Community Engagement

- The increase in permanent positions are due to a staff transfer from the Community Development General Manager's office (1), and Economic Development (1) to better align with work requirements.
- The decrease in part-time hours is a result of the Web Content Editor position becoming permanent mid 2018 as approved in the 2018 Budget, offset by additional hours for 311 operations as approved in the 2019 business cases under \$50,000.

Economic Development

- The decrease in a permanent position is due to a staff transfer to Communications and Community Engagement to better align with work requirements.
- The decrease in part-time hours is a result of funded contract positions in 2018.

Corporate Services**Information Technology**

- The increase in part-time hours is due to a funded project manager position.

Financial Services

- An increase of one permanent position is due to a staff transfer from Community Safety to centralize all finance staff.
- A decrease of one permanent position is due to a staff transfer to Fleet Services to better align with work requirements.
- The increase in part-time hours is due to the funded Municipal Accommodation Tax Administrator.

Assets and Fleet Services

- Eight permanent positions have been transferred to Transit Services to better align with work requirements.
- An increase of one permanent position from Children and Citizen Services is due to a transfer of library maintenance staff to centralize building maintenance services.
- An increase of one permanent position transferred from Financial Services to align with work requirements.
- The increase in part-time hours is due to two additional apprenticeship programs funded through reserves.



Community Development

General Manager's Office

- The decrease in permanent positions is due to a transfer of staff to Housing Services (2), Leisure Services (1), and Communications and Community Engagement (1) to better align with work requirements.

Housing Services

- The increase in permanent positions is due to a transfer of staff from the General Manager's office.

Long-Term Care – Senior Services

- The increase in part-time hours is required to bring the budget in line with the actual hours worked.

Children and Citizen Services

- The decrease in permanent positions is due to a transfer of library maintenance staff to centralize building maintenance services.
- The increase in part-time hours is to support funded programs in Children Services.

Leisure Services

- The increase in permanent positions is due to a transfer of staff from the General Manager's office.
- The decrease 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 permanent positions is due to a staff transfer from Fleet services to better align resources with work requirements.
- The increase in part-time hours is required to bring the budget in line with actual hours for training and relief.

Growth and Infrastructure

Engineering Services

- The decrease in part-time hours is due to re-allocation of these resources to enhance permanent positions in the division.

Environmental Services

- The increase in part-time hours is due to the implementation plan for the changes in curbside collection as approved by Council.

Community Safety

General Manager's Office

- The decrease of one permanent position is due to a staff transfer to Financial Services to centralize finance staff.

Fire Services

- The decrease in part-time hours are the result of the Training Officer position becoming permanent mid 2018 as approved in the 2018 budget.

Outside Boards

Greater Sudbury Police Services

- The increase in permanent positions is approved by the Greater Sudbury Police Services Board.

