



Budget 16

Acronyms

ADC	Assistant Deputy Chief
AFFS	Airport Fire Fighting Services
AHP	Affordable Housing Program
AMO	Association of Municipalities of Ontario
AMRIC	Advanced Medical Research Institute of Canada
AODA	Access for Ontarians with Disabilities Act
AVL	Automatic Vehicle Locator
BMA	Bruzzese Minshull & Associates Consulting
BSO	Behavioral Supports Ontario
CAN	Community Action Network
CAO	Chief Administrative Officer
CBA	Collective Bargaining Agreement
CCAC	Community Care Access Centre
CEMC	Community Emergency Management Coordinator
CFC	Community Fund Car
CFO	Chief Financial Officer
CGS	City of Greater Sudbury
CHPI	Consolidated Homelessness Prevention Initiative
CIP	Community Improvement Plan
CLELC	Centre Lionel E. Lalonde Centre
CMHC	Canada Mortgage & Housing Corporation
CMI	Case Mix Index
C.O.P.	Citizens on Patrol
CP	Canadian Pacific
CSC	Citizen Service Centre
CSUMB	Community Start Up and Maintenance Benefit
EMS	Emergency Medical Services
ERP	Enterprise Resource Planning System
EVT	Equipment Vehicle Technician
FIS	Financial Information Systems
FTE	Full Time Equivalent
GIS	Geographic Information System
GM	General Manager
GPS	Global Positioning System
GSDC	Greater Sudbury Development Corporation
GSERV	Greater Sudbury Emergency Response Volunteer
GSHC	Greater Sudbury Housing Corporation
GSU	Greater Sudbury Utilities
HCI	Healthy Community Initiatives
HR	Human Resources
HR / OD	Human Resources / Organizational Development
HST	Harmonized Sales Tax
IAH	Investment in Affordable Housing
ICI	Industrial, Commercial, Institutional
IT	Information Technology
ITC	Input Tax Credits
IS	Infrastructure Services
JCSC	Junction Creek Stewardship Committee
KM	Kilometer
LHIN	Local Health Integration Network
LTC	Long Term Care
LTFP	Long Term Financial Plan
MER	Management Expense Ratio
MFCI	Municipal Fiscal Circumstances Index
MFIPPA	Municipal Freedom of Information & Protection of Privacy Act
MMMS	Municipal Maintenance Management System
MNDMF	Ministry of Northern Development, Mines, Forestry
MOE	Ministry of the Environment
MPAC	Municipal Property Assessment Corporation
MPMP	Municipal Performance Measurement Program
NDCA	Nickel District Conservation Authority
NECCAC	North East Community Care Access Centre
NESGS	North East Specialized Geriatric Services
NFPA	National Fire Protection Association
NOSOA	Northern Ontario School of Architecture
OACP	Ontario Association Chiefs of Police
OCIF	Ontario Community Infrastructure Fund
OCTA	Ontario Community Transport Association
ODSP	Ontario Disability Support Program
OFM	Ontario Fire Marshal
OGRA	Ontario Good Roads Association
OHL	Ontario Hockey League
OLG	Ontario Lottery & Gaming Corporation
OMBI	Ontario Municipal CAO's Benchmarking Initiative
OMERS	Ontario Municipal Employees Retirement System
OMPF	Ontario Municipal Partnership Fund
OTMP	Ontario Tourism Marketing Partnership
P6M	Project \$6 Million
PAP	Pre-authorized Payment
PERC	Parking Excellence Recognized in Canada Program
PGT	Provincial Gas Tax
POA	Provincial Offences Act
PTSD	Post Traumatic Stress Disorder
RTO	Regional Tourism Organization
SAMS	Social Assistance Management System
SAR	Social Assistance Restructuring
SCBA	Self Contained Breathing Apparatus
SDHU	Sudbury & District Health Unit
TDS	Tom Davies Square
V.E.	Valley East
WDO	Waste Diversion Ontario
WSIB	Workplace Safety & Insurance Board
WTP	Water Treatment Plant
WW	Waste Water
WWW	Water Waste Water
YTD	Year To Date

2016 Budget Schedule

<p>Community Consultation Session</p> <ul style="list-style-type: none"> ▪ Session at Tom Davies Square • On-Line Submissions 	<p>Wednesday September 16 , 2015 4:00 p.m. – 9:00 p.m. September 1st to 18th, 2015</p>
<p>Table Budget Binder 2016 Operating and Capital Budget Overview Presentation (CAO & CFO) Presentation from Outside Boards</p> <ul style="list-style-type: none"> ▪ Nickel District Conservation Authority ▪ Sudbury & District Health Unit 	<p>Tuesday, December 8, 2015 4:00 p.m. – 9:00 p.m.</p>
<p>Police Services Budget Presentation Review of Police Operating and Capital Budget</p>	<p>Tuesday, December 15, 2015 4:00 p.m. – 5:00 p.m.</p>
<p>Water & Wastewater Budget Presentation Review of WWW Operating and Capital Budget</p>	<p>Tuesday, January 5, 2016 4:00 p.m. – 9:00 p.m.</p>
<p>Approval of 2016 Water and Wastewater Budget Approval of Water & Wastewater Rates & By-law</p>	<p>Council Meeting of Tuesday January 12, 2016</p>
<p>Review of Operating and Capital Budgets</p> <ul style="list-style-type: none"> ▪ Corporate Revenues & Expenditures ▪ Executive and Legislative ▪ Administrative Services ▪ Human Resources ▪ Growth and Development 	<p>Wednesday, January 13, 2016 4:00 p.m. – 9:00 p.m.</p>
<p>Review of Operating and Capital Budgets</p> <ul style="list-style-type: none"> ▪ Infrastructure (except WWW) 	<p>Tuesday, January 19, 2016 4:00 p.m. – 9:00 p.m.</p>
<p>Review of Operating and Capital Budgets</p> <ul style="list-style-type: none"> ▪ Health, Social and Emergency Services 	<p>Wednesday, January 27, 2016 4:00 p.m. – 9:00 p.m.</p>
<p>Review of Operating and Capital Budgets</p> <ul style="list-style-type: none"> ▪ Finance ▪ Assets, Citizen and Leisure Services 	<p>Thursday, January 28, 2016 4:00 p.m. – 9:00 p.m.</p>
<p>Review of Budget Options</p> <ul style="list-style-type: none"> ▪ Review of Budget Options 	<p>Tuesday, February 2, 2016 4:00 p.m. – 9:00 p.m.</p>
<p>Voting on Budget Options Finance and Administrative Committee Approval of 2016 Operating and Capital Budgets</p>	<p>Wednesday, February 3, 2016 4:00 p.m. – 9:00 p.m.</p>
<p>City Council Approval of 2016 Operating and Capital Budget</p>	<p>Council Meeting Tuesday, February 9, 2016</p>
<p>Approval of 2016 Property Tax Policy</p>	<p>Tuesday, April 12, 2016 or Tuesday, April 26, 2016</p>



Greater Grand
Sudbury

Budget 16

Executive Summary

Your 2016 Taxes at a Glance

The City of Greater Sudbury provides numerous municipal services to approximately 160,000 citizens and 75,000 households within its vast boundaries. Departments of the City are responsible for overseeing numerous programs and services that keep the city running every day, from road construction to swimming lessons, and everything in between.

Every year, the City undergoes a budget process guided by City Council. This budget process determines the property tax change for that year.

There are many factors that influence a tax increase, including loss of revenue and inflation.

2016 tax increase breakdown:	Municipal Tax Increase
Increases in Provincially mandated programs and decline in provincial funding <i>(Social Services, Housing, Children Services and Land Ambulance)</i>	1.3 %
Maintaining services net of assessment growth <i>(increases in operating costs such as utilities and contractual obligations)</i>	1.8 %
Additional Capital Investments <i>(increase in capital funding)</i>	0.3 %
Increase in outside board budgets <i>(Police, Sudbury and District Health Unit and Nickel District Conservation Authority)</i>	<u>0.5 %</u>
Municipal tax increase:	3.9 %

How are property taxes calculated?

The difference between the City's total expenses (what it costs us to run the City) and revenues and other funding sources (what we receive) equals the property taxes that need to be raised for the year to balance the budget.

This equals to a 3.9 per cent property tax increase for residents in 2016.

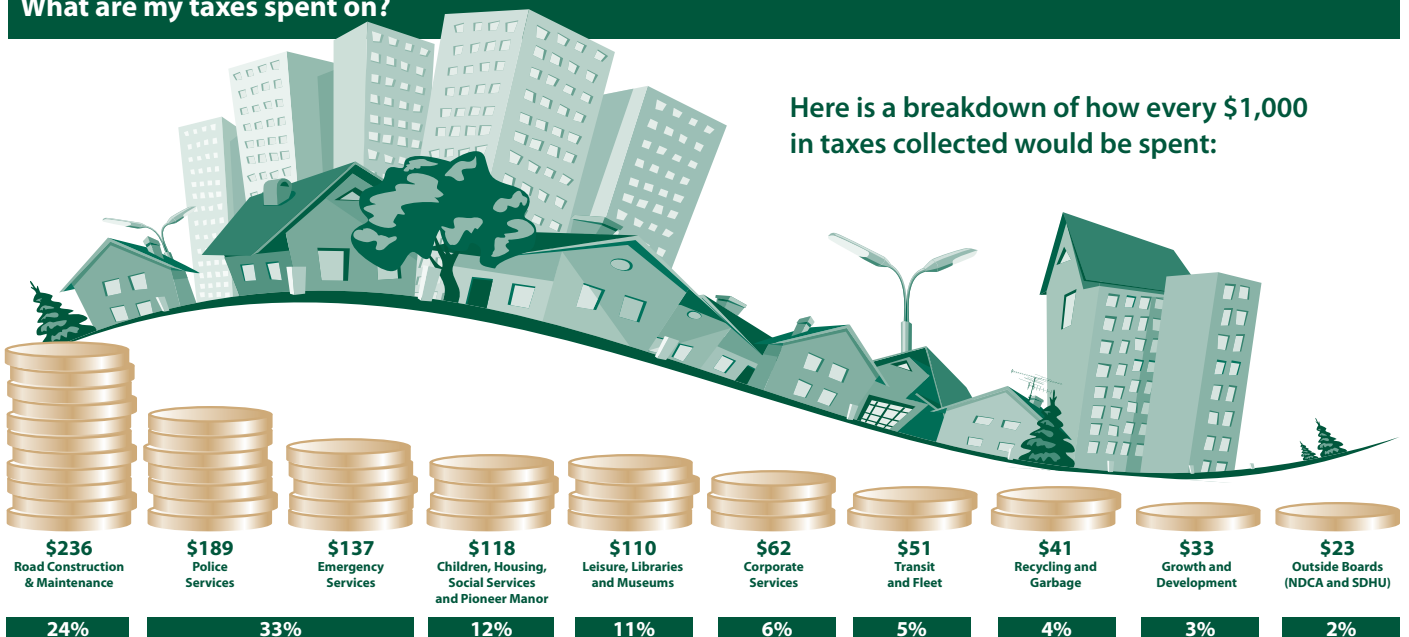
Expenses: \$519 million	-	Revenues: \$280 million	=	Municipal Property Taxes: \$239 million
<i>(For example salaries, operating costs)</i>		<i>(For example funding from other governments, user fees)</i>		<i>3.9% municipal tax increase</i>

2016 Capital Budget

2016 Capital Budget **\$107 million**

The capital budget is dedicated to one-time expenditures and projects such as road construction, recreation facilities, building upgrades and retrofits, equipment renewal and replacements. Of the \$107 million, approximately \$41 million is dedicated to road capital investments.

What are my taxes spent on?





Greater Sudbury

Budget 16

Operating & Capital Budgets

**2016
Operating
Budget**

Operating Budget Summary	
Description	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		2,021	1,988	(1.6)	2	1,990	(1.5)
Part Time Hours		853,720	827,325	(3.1)	3,294	830,619	(2.7)
Crew Hours		180,575	149,601	(17.2)	0	149,601	(17.2)
Overtime Hours		28,431	28,534	0.4	104	28,638	0.7
Volunteers		350	350	-	0	350	-
Revenues							
Levies	(10,237,673)	(10,340,222)	(10,282,809)	0.6	0	(10,282,809)	0.6
Provincial Grants & Subsidies	(123,117,217)	(122,194,738)	(121,823,238)	0.3	0	(121,823,238)	0.3
Federal Grants & Subsidies	(887,026)	(950,656)	(315,982)	66.8	0	(315,982)	66.8
User Fees	(102,097,786)	(105,846,564)	(108,493,276)	(2.5)	(574,000)	(109,067,276)	(3.0)
Licensing & Lease Revenues	(5,013,537)	(5,159,899)	(5,134,733)	0.5	0	(5,134,733)	0.5
Investment Earnings	(13,073,534)	(10,740,516)	(10,693,611)	0.4	0	(10,693,611)	0.4
Contr from Reserve and Capital	(19,204,906)	(14,761,081)	(7,612,440)	48.4	(932,572)	(8,545,012)	42.1
Other Revenues	(17,100,315)	(15,275,818)	(14,367,205)	5.9	0	(14,367,205)	5.9
Total Revenues	(290,731,994)	(285,269,493)	(278,723,295)	2.3	(1,506,572)	(280,229,867)	1.8
Expenses							
Salaries & Benefits	229,018,999	231,091,295	232,019,635	0.4	245,137	232,264,772	0.5
Materials - Operating Expenses	47,639,597	47,100,942	47,024,835	(0.2)	125,435	47,150,270	0.1
Energy Costs	20,091,331	19,702,169	20,004,165	1.5	1,500	20,005,665	1.5
Rent and Financial Expenses	1,119,072	883,483	695,877	(21.2)	0	695,877	(21.2)
Purchased/Contract Services	98,376,608	94,070,084	97,481,869	3.6	26,500	97,508,369	3.7
Debt Repayment	8,477,104	10,421,135	10,017,586	(3.9)	0	10,017,586	(3.9)
Prof Development & Training	1,649,393	1,636,279	1,571,843	(3.9)	0	1,571,843	(3.9)
Grants - Transfer Payments	38,018,650	37,168,877	37,653,903	1.3	115,000	37,768,903	1.6
Contr to Reserve and Capital	74,544,555	71,971,460	71,530,446	(0.6)	950,000	72,480,446	0.7
Internal Recoveries	(457,767)	(380,402)	(290,243)	23.7	43,000	(247,243)	35.0
Total Expenses	518,477,542	513,665,321	517,709,914	0.8	1,506,572	519,216,486	1.1
Net Budget	227,745,548	228,395,828	238,986,620	4.6	0	238,986,620	4.6

OPERATING BUDGET GUIDE

This 2016 budget document contains information on the 2015 projected year end position, the 2015 approved budget, the 2016 base budget and the 2016 approved budget.

2015 Projected Actuals

The 2015 projected actuals are based on staff's best estimate as to the expected year end position as of September 2015 month end.

2015 year end projected variances are provided in accordance with the operating budget policy, where a net budget variance of greater than \$200,000 is projected within a division or section. Staff prepared a variance report on the projected year end position for Finance and Administration Committee on December 8th.

2016 Base Budget

The 2016 base budget was prepared in accordance with the Budget Preparation Policy and includes all known contractual obligations and management and staff's best estimates of 2016 operational requirements.

Budget variance explanations are provided in the applicable section of the budget binder for proposed category budget variances of greater than \$50,000 and 10%.

Staffing

Included in the budget binder are the budgeted number of full time positions, part time, overtime and crew hours and number of volunteer firefighters for 2015 and 2016 in each department or section. There are reconciliations of changes from 2015 to 2016 for full time positions, part time and crew hours.

In addition, there is a schedule of changes in full time positions and part time hours from 2011 to 2016 included in this section.

Approved Budget Options

The approved budget column reflects the 2016 base budget plus any approved budget options. In each section, the net budget represents that section's overall impact on the municipal tax levy.

CATEGORY DESCRIPTIONS

The following definitions relate to the revenue and expense categories used in the presentation of the operating budget.

Revenues:

Levies

This category consists of supplementary taxation and payments-in-lieu of taxation received from government agencies.

Provincial Grants & Subsidies

This category consists of grants received from the Province of Ontario for specific functions such as Ontario Works, Housing Services, Children Services, Emergency Medical Service, the Ontario Municipal Partnership Fund, etc.

Federal Grants & Subsidies

This category consists of grants received from the Federal Government for specific functions funded through agencies such as FedNor, and Human Resources Development Canada.

User Fees

This category consists of fees for use of services such as, but not limited to, ice and hall rentals, leisure activities, cemetery fees, library fees, applications for building permits, water/wastewater, transit and Pioneer Manor resident fees.

Licensing & Lease Revenues

This category consists of licensing fees such as business licenses, lottery licenses, taxi licensing and lease revenues.

Investment Earnings

This category accounts for investment income, interest on Greater Sudbury Utility note, interest on tax arrears, and interest earned on internal capital financing.

Contributions from Reserves and Capital

This reflects the contributions from reserves and reserve funds for various projects identified in the operating budget.

Other Revenues

This category includes revenues such as the Ontario Lottery and Gaming Corporation and Provincial Offences Act fines collected.

Expenses:

Salaries & Benefits

This category consists of compensation for all employees such as salaries, benefits, service pay, overtime, car allowance, boot and tool allowance, etc.

Materials - Operating Expenses

This category includes items such as office supplies, salt and sand, asphalt, gravel and shop supplies, tax write-offs, insurance costs, telephone costs, property taxes and other general expenses.

Energy Costs

This category consists of water, hydro, natural gas, propane, diesel and unleaded fuel.

Rent and Financial Expenses

This category includes bank charges, debit and credit charges, tax interest on penalty write-offs, cost of rental equipment and rent expense.

Purchased/Contract Services

This category consists of items that are outsourced, such as, but not limited to, Housing Services providers, Children Services providers, Ontario Works, roads maintenance contracts, vehicle repairs, hired or rental equipment, and professional services.

Debt Repayment

This category consists of internal and external debt payments.

Professional Development & Training

This category consists of business travel expenses, accommodations, meals, professional development and training, educational seminars, and professional membership dues.

Grants - Transfer Payments

This category consists of any grants given to community groups and outside boards such as Nickel District Conservation Authority, Sudbury District Health Unit, Arts and Culture grants, grants to playgrounds and transfer payments to Ontario Works recipients.

Contributions to Reserves and Capital

This reflects the Contributions to reserves and reserve funds and the transfer to capital fund for capital envelopes.

Internal Recoveries

The line "internal recoveries" consist of allocations to each department for indirect overhead costs and program support. An internal recovery is recorded for program support costs such as finance, human resources, information technology and mailroom. These program support costs are calculated in accordance with the Ontario Municipal CAO's Benchmarking Initiatives (OMBI) drivers. Some examples of the "drivers" used by Sudbury as well as all municipalities are - Human Resources costs are allocated to each direct service delivery area based on number of FTEs; Information Technology costs are allocated based on number of computers, phone and copiers; and Finance (Budget, Accounts Receivable, Accounts Payable, Purchasing and Payroll costs) are allocated based on their individual applicable drivers (number of invoices processed, number of purchase orders and tenders issued, percentage of gross budget etc).

As well there are indirect overhead charges for areas such as engineering services which are allocated to water/wastewater, roads and solid waste.

This line also includes the equipment charges and credits predominately in Infrastructure, Parks and Emergency Services area. These equipment charges represent the cost of the maintenance, repairs and a depreciation component which allows for future replacement of equipment and vehicles.

2016 OPERATING BUDGET SUMMARY

VARIANCE ANALYSIS

Major Variance Analysis (2015 Approved Budget compared to 2016 Approved Budget):

Revenues:

Overall, the 2016 budgeted revenues, other than taxation have decreased by \$5.0 Million or 1.8% to \$280.2 Million. The variances by Revenue category are as follows:

1. Levies, which mainly consist of supplementary taxation and payments in-lieu of taxes have a budgeted decrease of \$60,000 or 0.6%. The reductions in this category are due the completion of some local improvement water and wastewater levies which are partially offset by an increase in payments in lieu of taxation.
2. Provincial Grants have a net budgeted decrease of \$370,000 or 0.3%. The net decrease is a result of increases in grants to offset increased expenditures in areas such as Social Services, Children Services, Emergency Medical Services and Long Term Care totaling \$2.8 Million which are offset by the reduction of \$2.7 Million in the Ontario Municipal Partnership Fund and \$0.5 Million in Economic Development and Police Services grants.
3. Federal Grants have a budgeted decrease of \$630,000 or 66.8%, which is primarily a change in funded programs within Economic Development as some programs have been completed.
4. User Fees have increased by approximately \$3.2 Million or 3.0%. A general user fee rate increase of 3% on the miscellaneous user fees was processed in accordance with the by-law. Other types of user fees included in this budget category are water and wastewater user fees building permit fees, parking fees and Pioneer Manor resident accommodation fees.
5. Licensing and Lease Revenues consist of licensing fees such as business, lottery and, taxi licensing and lease revenues. The overall base budget has decreased \$25,000 or 0.5% primarily due to decreases in lease revenue for Barrydowne Arena and Leased Medical Facilities.
6. Investment Earnings have a budgeted decrease of \$50,000 or 0.4%, largely as a result of budgeted decreases in interest earned on internal borrowing.
7. Contributions from Reserve and Capital have decreased by \$6.2 Million or 42.1%. Decreases in draws for 1160 Lorne Street, Municipal Day Care, Water and Waste Water reserve and the one time draw from reserve to balance the zero percent tax increase.
8. Other Revenues have a budgeted decrease of \$0.9 Million or 6.0%, which is primarily the removal of the target of sale of surplus municipal properties.

2016 OPERATING BUDGET SUMMARY

VARIANCE ANALYSIS

Major Variance Analysis:

Expenses:

Overall the 2016 budgeted expenditures have increased by \$5.5 Million or 1.1% to \$519.2 Million. The variances by Expense category are as follows:

1. Salaries and Benefits have increased by approximately \$1.2 Million or 0.5%. The net increase is due to contractual increases in wages and benefits offset by P6M attrition savings.
2. Material and Operating Expenses have a budgeted increase of \$49,000 or 0.1% encompassing both contractual obligation increases and efficiency reductions.
3. Energy Costs are budgeted to increase by \$300,000 or 1.5% based on current commodity market price by estimated hydro and water rate increases, offset decreases in natural gas and fuel.
4. Rent and Financial Expenses are budgeted to decrease \$190,000 or 21.2% primarily as a result of the closure of the Junior Citizens Daycare, savings as a result of banking services tender and a reduction in leased vehicles.
5. Purchased and Contract Services have a budgeted increase of \$3.4 Million or 3.7%. This category includes increases in payments to Housing providers, Ontario Works, child care providers as well as increases in the City's contractual obligations for Animal Control, Handi Transit, Greater Sudbury Utility water billing contract and water and roads contracts.
6. Debt Repayment has a base budget decrease of \$400,000 or 3.9% which is primarily a result of the finalization of the cost of borrowing for 1160 Lorne Street, and the Biosolids facility.
7. Professional Development and Training has been decreased by \$70,000 or 3.9% and is primarily a reduction in Human Resources and Police Services.
8. Grants and Transfer Payments have a budget increase of \$600,000 or 1.6%. This is primarily a result of the increase in payments to the Sudbury and District Health Unit, Ontario Works benefit payment increases and the increase in the grant to the Art Gallery of Sudbury. The increases are partially offset by reductions from the removal of 2015 one time physician recruitment grants.
9. Contribution to Reserves and Capital has increased \$510,000 or 0.7%. This budget increase is attributable to the 2% inflation applied to contribution to reserve and capital accounts in accordance with policy. The inflationary increases are offset by the removal of the contribution to reserves for 2015 revenue targets for advertising and sale of municipal properties.
10. Internal Recoveries reflect the net effect of services performed by operating departments for other departments.



Greater Sudbury

Budget 16

Historical Budget Comparisons

APPROVED BUDGET COMPARISON DETAIL

	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	Net Change 2011 to 2016	% change
REVENUES								
Levies	(10,357,150)	(10,695,174)	(11,302,834)	(11,106,447)	(10,340,222)	(10,282,809)	74,341	-1%
Provincial Grants & Subsidies	(130,356,573)	(132,147,759)	(130,153,823)	(120,162,028)	(122,194,738)	(121,823,239)	8,533,334	-7%
Federal Grants & Subsidies	(1,084,134)	(1,011,299)	(837,210)	(1,151,252)	(950,656)	(315,982)	768,152	-71%
User Fees	(91,367,012)	(96,691,566)	(101,182,230)	(105,206,702)	(105,846,564)	(109,067,276)	(17,700,264)	19%
Licensing & Lease Revenues	(3,762,647)	(3,710,737)	(4,311,796)	(4,766,673)	(5,159,899)	(5,134,733)	(1,372,086)	36%
Investment Earnings	(9,165,417)	(9,862,872)	(10,212,379)	(10,402,914)	(10,740,516)	(10,693,611)	(1,528,194)	17%
Contr from Reserve and Capital	(7,929,584)	(6,642,985)	(5,321,539)	(6,436,649)	(14,761,081)	(8,545,012)	(615,428)	8%
Other Revenues	(12,671,707)	(12,685,458)	(14,110,661)	(14,095,530)	(15,275,818)	(14,367,205)	(1,695,498)	13%
	(266,694,224)	(273,447,850)	(277,432,472)	(273,328,195)	(285,269,494)	(280,229,867)	(13,535,643)	5%
EXPENSES								
Salaries & Benefits	205,365,890	214,161,395	221,020,606	224,686,008	231,091,294	232,264,771	26,898,881	13%
Materials - Operating Expenses	42,975,118	41,856,817	42,083,613	46,743,583	47,100,942	47,150,270	4,175,152	10%
Energy Costs	18,806,014	20,193,635	19,272,332	19,872,076	19,702,169	20,005,665	1,199,651	6%
Rent and Financial Expenses	1,082,484	966,889	892,113	1,235,370	883,483	695,877	(386,607)	-36%
Purchased/Contract Services	93,470,135	92,988,248	94,379,474	90,033,865	94,070,084	97,508,369	4,038,234	4%
Debt Repayment	5,522,317	5,371,760	5,514,266	5,966,801	10,421,135	10,017,586	4,495,269	81%
Prof Development & Training	1,524,406	1,639,914	1,640,754	1,663,090	1,636,279	1,571,843	47,437	3%
Grants - Transfer Payments	40,498,029	42,041,541	40,991,298	36,700,694	37,168,877	37,768,903	(2,729,126)	-7%
Contr to Reserve and Capital	63,480,947	69,205,015	75,064,539	77,257,319	71,971,460	72,480,446	8,999,499	14%
Internal Recoveries	(858,864)	(1,082,816)	(1,084,827)	(352,987)	(380,402)	(247,243)	611,621	-71%
	471,866,476	487,342,398	499,774,168	503,805,819	513,665,321	519,216,487	47,350,011	10%
NET LEVY	205,172,252	213,894,548	222,341,696	230,477,624	228,395,828	238,986,620	33,814,368	16%

Note: During 2014, the City restructured some general ledger accounts to conform with Ministry financial information return (FIR) reporting requirements and therefore the above account categories have been restated for comparability.

HISTORICAL VARIANCES

Major Variance Analysis (changes greater than \$1 Million since 2011):

Revenues:

Overall, budgeted revenues, other than taxation have increased by \$13 Million or 5% since 2011. The major variances are as follows:

1. Provincial Grants & Subsidies have a budgeted decrease of \$8.5 Million or 7% since 2011. The majority of the decrease is as a result of the reduction in OMPF and Economic Development grants.
2. User Fees have increased by approximately \$17.7 Million or 19% since 2011. A general user fee rate increase of 3% in accordance with user fee by-law was processed each year. This revenue category includes increases of approximately \$12 Million for water and wastewater user fees, and any new user fees added with approval of Council since 2011.
3. Licensing & Lease Revenues have increased \$1.4 Million or 36% since 2011 which is primarily a result of increased lease revenue for 199 Larch Street.
4. Investment Earnings have increased \$1.5 Million or 17% since 2011, which is primarily an increase in interest earned on the City's investment portfolio as well as interest on tax arrears.
5. Other Revenues have a budgeted increase of \$1.7 Million or 13% since 2011 which is primarily increases in environmental services (Waste Diversion Ontario), and land reclamation revenues.

Expenses:

Overall the base budgeted expenditures have increased by \$47.3 Million or 10% since 2011. The major variances are as follows:

1. Salaries & Benefits have increased by approximately \$26.9 Million or 13%. The increase is mainly due to changes in staffing levels, and increases in contractual obligations for wages and benefits.
2. Materials - Operating Expenses have increased by \$4.2 Million or 10% since 2011. This category includes office expense, insurance, property taxes, telephones, sand, salt and gravel and other general expenses.
3. Energy Costs have increased by \$1.2 Million or 6% since 2011 as a result of commodity price increases.
4. Purchased/Contract Services have increased by approximately \$4 Million or 4% since 2011.
5. Debt Repayment have increased \$4.5 Million or 81% since 2011, which is a combination of an increase in internal and external debt financing charges, including debt payments for 1160 Lorne Street and the Biosolids facility.
6. Grants - Transfer Payments have decreased \$2.7 Million or 7% as a result of decreases over the years to Ontario Work recipients due to reduced caseloads as well as fluctuations of payments to affordable housing projects.
7. Contribution to Reserves and Capital has increased \$9 Million or 14% since 2011. This is attributable to the increases to the capital envelopes in accordance with the capital policy, long term financial plans and inflationary increases on contributions to reserve and reserve funds.



Greater Sudbury

Budget 16

Organizational Structure & Staffing Levels

Reconciliation of 2015-2016
2011-2016 Variance

**City of Greater Sudbury
2016 Budget
Full Time Position Reconciliation**

Department / Division	2015 Approved Budget	2015 Reallocation and Restatements	2015 Restated Budget	2015 In year Council Approval	2016 Adjustments/ Transfers	2016 P6M	2016 Base Budget	2016 Approved Budget Options	2016 Approved Budget
Corporate Revenues	-	-	-	-	11	2	11		11
Executive & Administration	16	-	16		(1)		15		15
Administrative Services	67	13	80		(2)		78		78
Human Resources & Org. Dev.	21	-	21				21		21
Financial Services	75		75		(4)		71		71
Growth & Development Services	151	(52)	99		(6)		93		93
Assets, Citizen & Leisure	542	(181)	361		(6)	(12)	343		343
Infrastructure Services - (except WWW)	348	(132)	216	1	(6)		211		211
Infrastructure Services - WWW	137	-	137		(1)		135		135
Health, Social & Emergency Services	261	352	613		(6)		607	2	609
Sudbury Airport Personnel	20	-	20		-		20		20
Police Services	383	-	383		-		383		383
Grand Totals	2,021	-	2,021	-	(12)	1	(21)	2	1,990

1 Reduction of 12 Full time positions as a result of the closure of Junior Citizens Daycare during 2015.

2 As part of P6M, 34 full time positions were identified for attrition. 12 of the positions identified are employees retiring during 2016, and 11 of these have been transferred in order facilitate tracking of costs. Also, as part of P6M there was a conversion of part time hours for an additional position at CLELC.

3 Approved budget option for 2 additional full time permanent paramedic positions effective July 2016.

**City of Greater Sudbury
2016 Budget
Temporary/Part Time Hours Reconciliation**

Department / Division	2015 Restated	2016 Adjustments	2016 P6M	2016 Base Budget	2016 Approved Budget Options	2016 Approved Budget
Corporate Revenues	-	-	-	-	-	-
Executive & Administration	7,826	-	-	7,826	1,827	9,653
Administrative Services	6,283	(1,075)	(1,900)	3,308		3,308
Human Resources & Org. Dev.	16,443	-	(1,827)	14,616		14,616
Financial Services	4,865	(572)		4,293		4,293
Growth & Development	34,853	(11,025)		23,828		23,828
Assets, Citizen & Leisure	392,269	(9,544)	(8,733)	373,992	96	374,088
Infrastructure Services (except WWW)	51,250	2,088	(3,529)	49,809	1,371	51,180
Infrastructure Services - WWW	5,163			5,163		5,163
Health, Social & Emergency Services	286,157	8,481	(3,759)	290,879		290,879
Sudbury Airport Personnel	5,408			5,408		5,408
Police Services	43,203	5,000		48,203		48,203
Grand Totals	853,720	(6,647)	(19,748)	827,325	3,294	830,619

TEMPORARY/PART TIME HOURS RECONCILIATION

Variance Explanations:

2016 Budget Adjustments

1. Administrative Services:

There is a decrease of 1,075 part time hours in mail room as a result of changes to service delivery.

2. Financial Services:

There is a decrease of 572 hours in Accounting funded from reserve for temporary staff to increase the use of the PeopleSoft system for procurement. This project started in 2014 and the hours are reduced as a result of the expected completion of the project.

3. Growth and Development:

In 2016, there is a reduction in part time hours for this division of 11,025 as a result of the following changes: Economic Development decrease of 9,198 for changes in funded projects and a decrease of 1,827 hours for the Downtown Market as the operation of the Market has been contracted out.

4. Assets, Citizen and Leisure:

There is a net reduction in part time hours for this division of 9,544 hours as follows: Children services has a reduction of 10,771 hours as a result of the closure of the daycare and an addition of 1,200 hours funded by the Healthy Kids grant program, Transit Services has a net increase of 27 hours as a result of changes to the 2016 leap year work plan.

5. Infrastructure Services:

The 2016 increase of 2,088 part time hours is for a locates administrator position which is funded from Capital.

6. Health Social and Emergency Services:

There is an increase of 8,481 hours for this division as follows: Increase in part time hours of 5,093 for Pioneer Manor as a result of the annual adjustment of part time hours required to adequately staff the 24/7 operation for the leap year in 2016, increase of 1,897 temporary funded hours in Housing Services and an increase of 1,491 funded hours at CLELC.

7. Police Services:

5,000 additional part time staffing hours have been included to offset costs associated with Weekend and Statutory Holiday (WASH) Court, Provincial Offences Act Court and increased staff demands on processing Freedom of Information requests.

TEMPORARY/PART TIME HOURS RECONCILIATION

2016 Approved Budget Options

8. Executive & Administration:

A one time increase of 1,827 part time staffing hours for the Communications section to enhance the City's website, as approved by Council during Budget deliberations.

9. Assets, Citizen & Leisure:

A one time increase of 96 part time hours in Transit Services has been approved to implement a travel familiarization program for seniors (conventional and Specialized Systems).

10. Infrastructure Services:

As part of a 5 year contract for the Active Transportation Coordinator position, 1,371 part time hours have been added. This option is funded from the Roads Capital envelope. The 2016 budget impact has been pro-rated to reflect an anticipated start date of April 2016.

**City of Greater Sudbury
2016 Budget
Crew Hours Reconciliation**

Department / Division	2015 Approved Final	2015 Council Approvals	2015 Restatement	2015 Revised	2016 Adjustments P6M	2016 Proposed
Assets, Citizen & Leisure	108,824	-	-	85,797	-	85,797
Infrastructure Services	35,909	-	-	35,909	(2,878) ¹	33,031
Infrastructure Services - Water/Wastewater	35,842	-	-	35,842	(5,069) ²	30,773
Grand Totals	180,575	-	-	157,548	(7,947)	149,601

¹ P6M reduction in crew hours in Roads Operations

² P6M reduction in crew hours in Water Operations

Full Time Positions - 2011 to 2016

	2011	2012	2013	2014	2015	2016	2011-2016 Cumulative Δ
CORPORATE (P6M)	0	0	0	0	0	11	11
EXECUTIVE AND LEGISLATIVE							
Mayor & Council	5	5	5	5	5	5	0
CAO	3	3	3	3	3	2	(1)
Communications	8	8	8	8	8	8	0
	16	16	16	16	16	15	(1)
ADMINISTRATIVE SERVICES							
Clerks & Administrative Services	14	15	15	13	14	13	(1)
Legal	11	11	11	11	11	11	0
Security & By-law	21	21	21	21	21	20	(1)
Information Technology	32	32	33	34	34	34	2
	78	79	80	79	80	78	0
HUMAN RESOURCES	22	22	21	21	21	21	(1)
FINANCE							
CFO's Office	5	5	5	4	4	4	(1)
Financial planning and Budgeting	11	11	12	12	12	12	1
Accounting	24	24	24	24	24	24	0
Taxation	10	10	10	11	11	10	0
Purchasing	6	6	6	6	7	7	1
Financial Support - Infrastructure	19	19	18	18	17	14	(5)
	75	75	75	75	75	71	(4)
GROWTH AND DEVELOPMENT							
General Manager	2	2	2	2	2	0	(2)
Economic Development	19	22	22	22	22	20	1
Planning & Development	45	48	48	44	44	42	(3)
Building Services	29	29	32	32	31	31	2
	95	101	104	100	99	93	(2)
ASSETS, CITIZEN & LEISURE							
Libraries and Citizen Services	68	68	68	68	67	65	(3)
Children Services	28	28	27	26	26	13	(15)
Cemetery Services	7	7	7	7	7	5	(2)
Leisure and Recreation	90	90	89	90	89	88	(2)
Assets	16	16	16	16	17	17	1
Parking	2	2	2	2	2	2	0
Transit	112	113	113	112	111	111	(1)
Fleet	39	38	38	39	42	42	3
	362	362	360	360	361	343	(19)
INFRASTRUCTURE							
General Manager	2	2	2	2	2	2	0
Engineering	53	48	48	50	50	48	(5)
Water/Wastewater Admin & Super	34	33	33	34	36	36	2
Water Operations	103	103	103	103	101	99	(4)
Roads Admin & Supervision	28	27	27	28	28	25	(3)
Roads Operations	116	116	115	115	115	115	(1)
Environmental Services	21	21	21	21	21	21	0
	357	350	349	353	353	346	(11)
HEALTH, SOCIAL & EMERGENCY SERVICES							
General Manager	3	3	3	2	2	2	(1)
Chief's Office	6	6	6	6	6	5	(1)
Emergency Management	2	2	2	2	2	2	0
Lionel E. Lalonde Centre	4	4	4	4	4	5	1
EMS	120	120	120	120	120	122	2
Fire Services	129	129	129	129	129	129	0
Social Services	93	93	93	94	95	88	(5)
Administration and Finance	3	3	3	3	3	5	2
Long Term Care	235	241	241	241	241	241	6
Housing Services	11	11	11	11	11	10	(1)
Regional Geriatric Program	9	13	12	0	0	0	(9)
	615	625	624	612	613	609	(6)
OUTSIDE BOARDS							
Sudbury Airport Personnel	13	15	20	20	20	20	7
POLICE SERVICES	373	371	371	375	383	383	10
TOTAL	2,006	2,016	2,020	2,011	2,021	1,990	(16)

Temporary, PartTime and Crew Hours - 2011 to 2016

	2011	2012	2013	2014	2015	2016	2011-2016 Cumulative Δ
CORPORATE (United Way)	457	457	457	457	0	0	(457)
EXECUTIVE AND LEGISLATIVE							
Mayor & Council	3,654	3,654	3,654	3,654	3,654	3,654	0
CAO	0	1,827	1,827	0	0	0	0
Communications	609	328	328	328	518	2,345	1,736
Auditor General	3,654	3,654	3,654	3,654	3,654	3,654	0
	7,917	9,463	9,463	7,636	7,826	9,653	1,736
ADMINISTRATIVE SERVICES							
Clerks & Administrative Services	2,102	2,102	2,102	2,102	2,102	1,027	(1,075)
Legal	1,900	2,996	2,996	2,996	2,996	1,096	(804)
Security & By-law	609	609	609	1,185	1,185	1,185	576
Information Technology	0	0	0	0	0	0	0
	4,611	5,707	5,707	6,283	6,283	3,308	(1,303)
HUMAN RESOURCES							
	14,616	16,443	15,225	16,443	16,443	14,616	0
FINANCE							
CFO's Office	0	0	0	0	1,218	1,218	1,218
Financial planning and Budgeting	914	914	2,132	1,218	0	0	(914)
Accounting	2,919	2,548	1,092	3,038	3,647	3,075	156
Taxation	1,218	1,218	0	0	0	0	(1,218)
Purchasing	0	0	0	0	0	0	0
Financial Support - Infrastructure Services	0	0	0	0	0	0	0
	5,051	4,680	3,224	4,256	4,865	4,293	(758)
GROWTH AND DEVELOPMENT							
General Manager	0	0	0	0	0	0	0
Economic Development	19,644	23,514	14,718	15,303	15,563	4,538	(15,106)
Planning & Development	18,837	15,790	15,790	15,790	15,790	15,790	(3,047)
Building Services	5,327	5,327	5,903	5,327	3,500	3,500	(1,827)
	43,808	44,631	36,411	36,420	34,853	23,828	(19,980)
ASSETS, CITIZEN & LEISURE							
General Manager	420	420	420	0	0	0	(420)
Libraries and Citizen Services	50,717	50,417	50,417	50,417	49,793	48,061	(2,656)
Children Services	13,817	13,505	12,721	12,803	11,971	1,200	(12,617)
Cemetery	7,493	7,493	7,493	7,493	4,745	7,274	(219)
Leisure and Recreation	234,543	236,598	230,961	229,562	230,287	226,783	(7,760)
Assets	1,592	1,592	1,592	2,450	3,466	3,466	1,874
Parking	16,153	14,447	12,627	9,774	7,530	7,470	(8,683)
Transit and Fleet	78,778	78,225	73,039	77,582	84,477	79,834	1,056
	403,513	402,697	389,270	390,081	392,269	374,088	(29,425)
INFRASTRUCTURE							
General Manager	0	0	0	0	0	0	0
Engineering	14,255	14,255	14,255	14,255	14,255	12,814	(1,441)
Water/Wastewater Admin & Supervision	3,075	3,075	5,163	5,163	5,163	5,163	2,088
Roads Admin & Supervision	11,830	11,830	11,830	11,830	11,830	13,201	1,371
Roads/WaterOperations	4,410	4,410	4,410	4,410	4,410	4,410	0
Environmental Services	5,020	19,519	20,767	20,755	20,755	20,755	15,735
	38,590	53,089	56,425	56,413	56,413	56,343	17,753
HEALTH, SOCIAL & EMERGENCY SERVICES							
Chief's Office	1,248	1,248	1,248	1,248	1,248	1,248	0
Emergency Management	0	0	0	0	0	0	0
Lionel E. Lalonde Centre	8,122	8,122	8,122	8,122	8,122	7,117	(1,005)
EMS	22,840	22,840	33,807	36,887	36,887	35,624	12,784
Fire Services	1,109	1,109	6,038	6,038	6,038	6,038	4,929
Social Services	0	0	0	0	0	0	0
Long Term care	210,493	222,582	219,922	232,215	233,302	238,395	27,902
Housing Services	3,745	1,540	560	560	560	2,457	(1,288)
	247,557	257,441	269,697	285,070	286,157	290,879	43,322
OUTSIDE BOARDS							
Sudbury Airport Personnel	2,720	2,720	3,798	5,408	5,408	5,408	2,688
POLICE SERVICES							
	43,460	43,460	43,203	43,203	43,203	48,203	4,743
TOTAL Part Time and Temporary Hours							
	812,300	840,788	832,880	851,670	853,720	830,619	18,319
TOTAL MMMS Crew Hours							
	187,778	191,226	182,686	183,583	180,575	149,601	(38,177)
TOTAL Part Time, Temporary and Crew Hours							
	1,000,078	1,032,014	1,015,566	1,035,253	1,034,295	980,220	(19,858)



Greater Sudbury

Budget 16

Consolidated
Operating and
Capital Budget

2016 Consolidated Operating and Capital Budget

The City of Greater Sudbury prepares and approves two budgets annually: an operating budget and a capital budget. Both budgets are prepared on a modified cash basis. To determine the City's total annual budget, a consolidated operating and capital budget has been prepared for the 2015 and 2016 approved budgets. 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 2016 is \$557.0 million which represents a decrease of 0.09% from 2015.

	2015 Approved Budgets		2016 Approved Budgets	
	Operating	Capital	Operating	Capital
Tax Levy	228.4	36.1	239.0	36.4
User Fees	106.2	23.4	109.1	24.5
Federal Grants & Subsidies	0.9	9.7	0.3	10.1
Provincial Grants & Subsidies	122.2	4.6	121.8	4.7
Contribution from Reserves and Capital	14.8	28.4	78.5	20.3
Other Revenues	41.2	7.9	40.5	10.9
Total	513.7	110.1	519.2	106.9
Less: Capital Funding Included in Operating Budget Above				
Capital Envelopes (Tax Levy)		(36.1)		(36.4)
Capital Envelopes (User Fees)		(23.4)		(24.5)
Contribution from Reserves and Reserve Funds		(6.8)		(6.7)
Total	513.7	43.8	519.2	39.3
Total Consolidated Budget (Modified Cash Basis)		557.5	558.5	



2016 CAPITAL BUDGET - BY DIVISION/AREA

Department	Capital Envelope	Reserves Capital	Reserves Obligatory ¹	Government Funding ²	Financing Future Years ³	Third Party Recoveries	TOTAL	2015 Approved Capital Budget
Infrastructure Services								
Roads	\$ 26,010,838	\$ 4,002,040	\$ 850,000	\$ 10,427,119	\$ -	\$ 83,000	\$ 41,372,997	\$ 48,590,038
Water	\$ 13,185,070	\$ 1,799,183	\$ -	\$ -	\$ -	\$ 300,000	\$ 15,284,253	\$ 14,217,422
Wastewater	\$ 11,288,190	\$ 1,665,000	\$ -	\$ 1,960,000	\$ 7,275,000	\$ -	\$ 22,188,190	\$ 16,032,735
Environmental Services	\$ 961,104	\$ 145,521	\$ -	\$ -	\$ -	\$ -	\$ 1,106,625	\$ 3,074,520
	\$ 51,445,202	\$ 7,611,744	\$ 850,000	\$ 12,387,119	\$ 7,275,000	\$ 383,000	\$ 79,952,065	\$ 81,914,715
Assets, Citizen & Leisure								
Citizen & Leisure Services	\$ 3,718,384	\$ 847,442	\$ 355,000	\$ -	\$ 915,000	\$ -	\$ 5,835,826	\$ 4,776,043
Healthy Communities Initiatives	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ 600,000
Facilities (excl. Citizen & Leisure)	\$ 1,593,196	\$ 1,806,804	\$ -	\$ -	\$ 2,215,000	\$ -	\$ 5,615,000	\$ 6,453,560
199 Larch	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,510,000
Parking	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 180,000
Transit	\$ 115,520	\$ 195,887	\$ -	\$ 2,504,208	\$ -	\$ -	\$ 2,815,615	\$ 2,599,060
Fleet	\$ -	\$ 2,485,327	\$ -	\$ -	\$ -	\$ -	\$ 2,485,327	\$ 2,669,000
	\$ 6,027,100	\$ 6,935,460	\$ 355,000	\$ 2,504,208	\$ 3,130,000	\$ -	\$ 18,951,768	\$ 18,787,663
Health, Social & Emergency Services								
Health & Social Services	\$ 791,498	\$ 123,000	\$ -	\$ -	\$ -	\$ -	\$ 914,498	\$ 1,020,147
Fire	\$ 1,255,918	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,255,918	\$ 1,231,292
EMS	\$ -	\$ 1,415,104	\$ -	\$ -	\$ -	\$ -	\$ 1,415,104	\$ 998,159
Emergency Management	\$ 11,047	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,047	\$ 10,830
CLELC ⁶	\$ 442,270	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 442,270	\$ 442,053
	\$ 2,500,733	\$ 1,538,104	\$ -	\$ -	\$ -	\$ -	\$ 4,038,837	\$ 3,702,481
Administrative Services								
Information Technology	\$ 231,991	\$ 563,009	\$ -	\$ -	\$ -	\$ -	\$ 795,000	\$ 242,442
Administration	\$ 138,091	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 138,091	\$ 135,383
Corporate Infrastructure	\$ 106,371	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106,371	\$ 104,285
ERP Peoplesoft Projects	\$ 102,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 102,000	\$ 339,905
	\$ 578,453	\$ 563,009	\$ -	\$ -	\$ -	\$ -	\$ 1,141,462	\$ 822,015
Growth & Development								
Planning	\$ 124,378	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 124,378	\$ 121,939
Growth Related Projects	\$ 216,611	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 216,611	\$ 212,364
	\$ 340,989	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 340,989	\$ 334,303
Police Services								
Police	\$ -	\$ 1,312,948	\$ -	\$ -	\$ -	\$ -	\$ 1,312,948	\$ 3,217,122
Communications Infrastructure ⁴	\$ -	\$ 1,155,640	\$ -	\$ -	\$ -	\$ -	\$ 1,155,640	\$ 1,300,640
	\$ -	\$ 2,468,588	\$ -	\$ -	\$ -	\$ -	\$ 2,468,588	\$ 4,517,762
2016 Approved Capital Budget	\$ 60,892,477	\$ 19,116,905	\$ 1,205,000	\$ 14,891,327	\$ 10,405,000	\$ 383,000	\$ 106,893,709	\$ 110,078,939
2015 Approved Capital Budget	\$ 59,525,964	\$ 26,270,928	\$ 2,098,250	\$ 14,303,984	\$ 6,379,813	\$ 1,500,000	\$ 110,078,939	

Notes:

- 1) The 2016 Capital Budget includes funding from Development Charges to partially fund debt repayments for Gerry McCrory Countryside Arena and South Branch Library for a total of \$225,000.
- 2) Government Funding includes Federal Gas Taxes of \$10,145,680, Provincial Gas Taxes of \$2,504,208 and Ontario Community Infrastructure Fund (OCIF) grant of \$2,241,439.
- 3) The 2016 Capital Budget requires the approval to spend \$10.4 million which will be borrowed from the capital fund and repaid from future year capital envelopes.
- 4) Includes \$950,640 for debt repayment from Communication Infrastructure and \$205,000 for Lightning Protection of which \$68,333 will be funded from the Capital Financing Reserve Fund - Police, and \$136,667 from the Tax Rate Stabilization Reserve.
- 5) This Capital Budget includes an estimate for incremental operating costs of approximately \$32,000 which will be included in future operating budgets when asset is in operation.
- 6) Internal debt repayments for LEL Centre Improvements have been restated between Operating and Capital budgets to be consistent with other internal debt repayments.



Greater Sudbury

Budget 16

Performance Measures

DEVELOPMENT OF A CORPORATE BENCHMARKING FRAMEWORK

During the 2015 Budget deliberations Council approved an option to withdraw from the Ontario Municipal CAOs Benchmarking Initiative (OMBI). At that time, Council also reaffirmed its support for the continued use of locally relevant performance measurement at the City. Benchmarks, or key performance indicators (KPI), can enhance the presentation and explanation of outcomes achieved in the delivery of municipal services.

Developing a robust framework for assessing municipal services, which includes key performance indicators, requires several fundamental inputs, including clearly defined S.M.A.R.T. (Specific, Measurable, Achievable, Results-focused, Time-bound) goals for each major service the City delivers.

Establishing that framework begins at the governance level. At planning sessions held on September 30, Council drafted four strategic pillars to inform decision-making and goal-setting about municipal services:

- ✓ Growth and Economic Development
- ✓ Responsive, Open, Excellent Governance
- ✓ Quality of Life and Place
- ✓ Sustainable Infrastructure

The next steps require the formalization of Council's strategic plan and the development of business plans for each department and division that will reference the above-noted pillars. The business plans should encompass each significant service within the department/division and provide clearly defined S.M.A.R.T. goals for each that would be supported by meaningful key performance indicators. Ideally, the selected KPIs will incorporate widely accepted industry norms particular to the service. For instance, some of the Transit benchmarks reported to the Operations Committee on November 16 referenced Canadian Urban Transit Association (CUTA) indicators.

KPI results and trends, including comparisons to relevant peer results and available industry norms, can inform stakeholders at all levels (citizens, Council, and management) of progress achieved toward stated goals at regular time intervals, including but not limited to the annual budget process. Ideally, the KPIs will utilize data readily extractible from information systems currently in use.

INTERIM KPI DATA

Multi-year trends in key performance indicators (KPI) provide objective evidence of the resources used to deliver services, and the outcomes achieved, to aid future decisions about resource allocations. Pending the completion of current business plans that focus on the pillars drafted by Council and the inclusion of key performance indicators, an interim set of data is presented here.

For several years now, Greater Sudbury has participated in the BMA Management Consulting Inc. annual comparative study of Ontario municipalities (referred to from now on as the BMA Study). The balance of this KPI section incorporates data from the BMA Study, which information is derived mainly from two sources: the Financial Information Returns (FIR) filed by each municipality with the Ministry of Municipal Affairs and Housing, and tax roll and assessment data filed with the Municipal Property Assessment Corporation (MPAC).

The table below compares the municipal burden (combination of property taxes and water/wastewater rates) of Greater Sudbury to the Group Average as reported in the 2015 BMA Study (draft version). This year’s Study had the participation of 104 Ontario municipalities, including Greater Sudbury, representing more than 84% of the province’s population.

Residential category	Greater Sudbury	Group Average (all)
Detached Bungalow -taxes	\$2,934	\$3,121
Senior Executive - taxes	\$5,816	\$5,937
Average Dwelling - taxes	\$3,308	\$3,444
<i>Average Value of Dwelling</i>	\$236,307	\$291,497
Water/Wastewater- Annual Costs 200m ³	\$960	\$920
Municipal Burden (combination of taxes and water/wastewater costs) as % of Household Income	4.8%	4.7%
<i>Average Household Income</i>	\$88,049	\$94,793

The final version of the 2015 BMA Study will be posted to City's website for public viewing at a later date.

MUNICIPAL SERVICES SUPPORTED BY THE TAX LEVY:

Municipal services are funded primarily in three ways:

- grants received from senior government levels, which can be unconditional (OMPF) or conditional (must be spent on specific programs/services);
- user fees paid by citizens to utilize the specific program/service; and
- tax levy, which funds the costs of programs/services provided to all citizens, which are not covered by grants or user fees.

In aggregate, nearly half (47% in 2015 Budget) of the costs to provide municipal services were funded by the tax levy. However, as profiled below, certain services are much more dependent on the tax levy for their funding than others. For every \$1,000 of property taxes paid, the graph on page one of the Executive Summary indicates how much is used to support that category of service. The continuing, and relative, impact on the tax levy of these particular services is best understood by reviewing multi-year trends in some key performance indicators (KPIs).

The graphs that follow in this section show the operating costs expended, or profile how the service area is funded. These graphs are intended to support the Budget process by showing multi-year actual results and budget projections for service areas largely dependent upon the tax levy.

The percentage given in the title of each service category shows the proportion of the tax levy (property taxes) that is used to deliver those services.

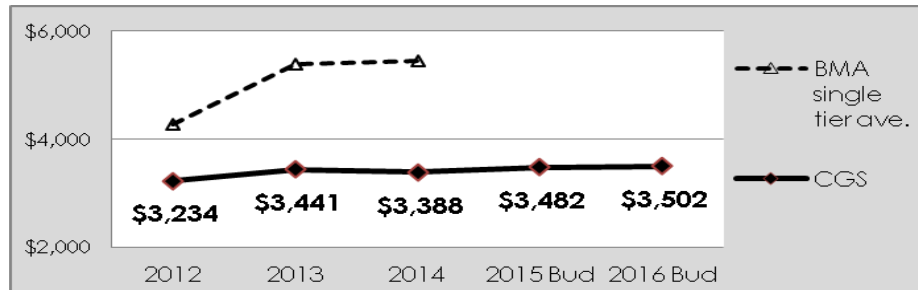
The 2012, 2013 and 2014 data on the graphs uses actual results extracted from the BMA Study, as described earlier. Unless otherwise indicated, the "average" is that of municipalities with populations of 100,000 and over.

'2015 Bud' refers to the 2015 approved Budget. '2016 Bud' refers to the proposed 2016 Budget before considering the effect of budget options not yet approved.

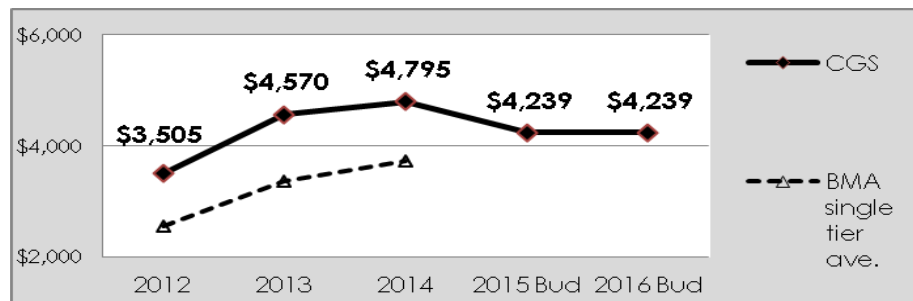
ROAD CONSTRUCTION AND MAINTENANCE (23.7% of tax levy)

The recent history of and projected cost trends for roads maintenance in two main categories, paved roads and winter maintenance, are shown in the graphs below.

Operating costs for paved (hard top) roads per lane kilometre



Winter Maintenance Operating costs of roadways per lane kilometre

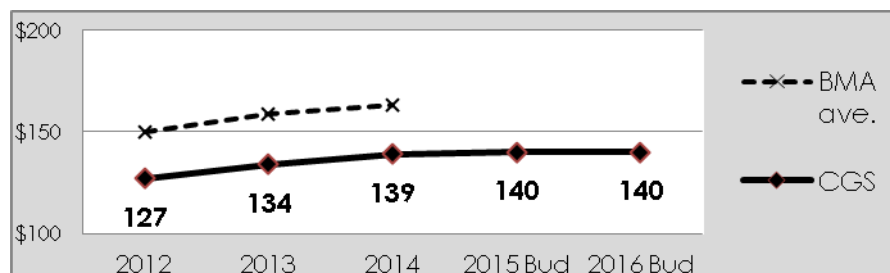


With no near-term change in the funding of Roads activities anticipated, Road Construction and Maintenance will continue to require the largest single portion of the tax levy.

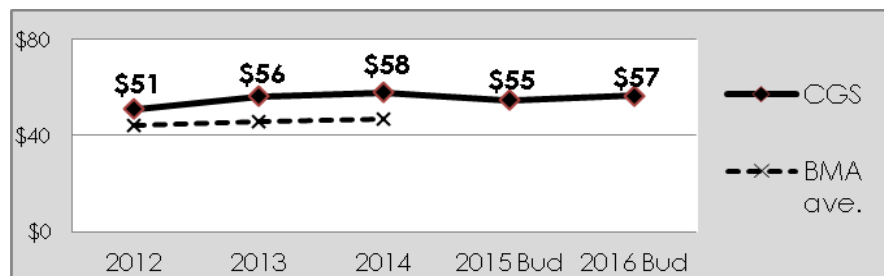
EMERGENCY SERVICES (13.7% of tax levy)

The aggregate gross costs of delivering Fire and Ambulance (EMS) services exceed \$45 million each year. However, close to 50% of Ambulance Service’s expenditures is funded by grants from the Ministry of Health and Long Term Care (MOHLTC). The municipal tax levy supporting fire protection is more than double that of EMS, as shown on the graphs below.

Fire Services Net Operating costs per Capita



Ambulance (EMS)
Net Expenditures per
Capita

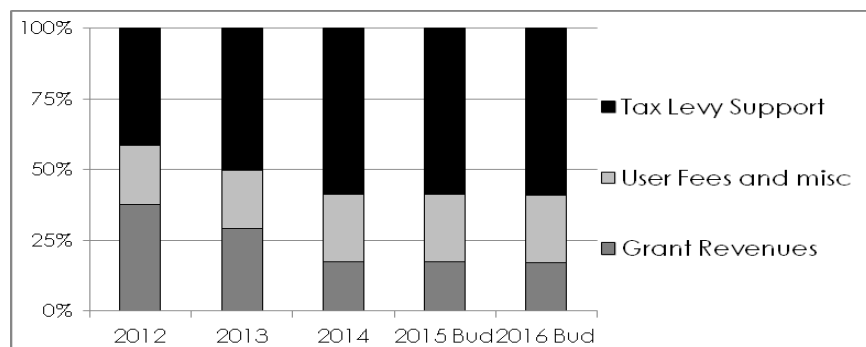


HOUSING SERVICES, SOCIAL SERVICES, PIONEER MANOR AND CHILDREN SERVICES (11.8% of tax levy)

Housing Services

The single largest component of the tax levy in this ‘basket’ of services is Housing. The City administers rent subsidies and other provincially-mandated non-profit housing programs to eligible tenants, in cooperation with the Greater Sudbury Housing Corporation. The impact of the gradual end of AHP (“Affordable Housing Program”) funding between 2012 and 2014 is clearly shown on the graph.

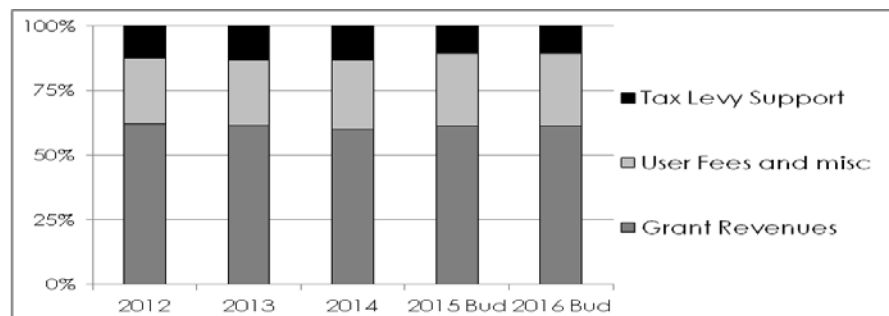
Funding profile of
Housing Services



Pioneer Manor

Pioneer Manor, the City’s only municipally-run long term care facility, receives the bulk of its revenues from Grants issued from the Ministry of Health and Long Term Care (MOHLTC) and from User Fees paid by residents. The 2016 Budget anticipates increases in both grant and user fee revenue sources; however, the increased revenues will just cover anticipated operating expense increases.

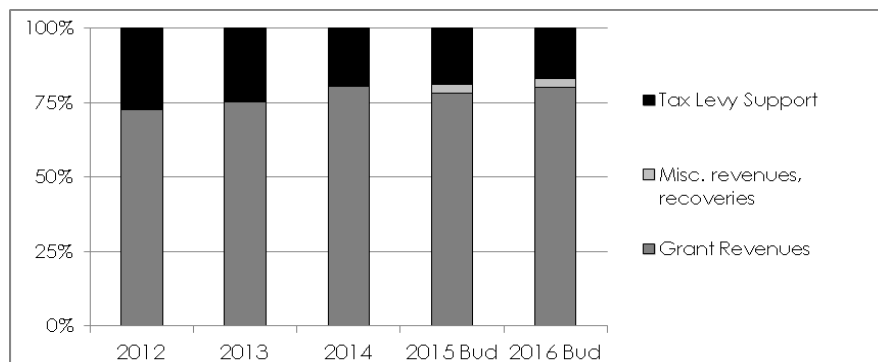
Funding profile of Pioneer Manor



Social Services

The Ontario Works (OW) programs are intended to help people in temporary financial need. The Ministry of Community and Social Services flows funding to municipalities to administer the programs on its behalf. The province funds 50% of the administration costs and is gradually uploading the Basic Financial Assistance costs within the program, which has reduced the municipal share of overall costs. The 2016 Budget shows less than 20% of the operating budget is funded through the tax levy, versus nearly 30% in 2012.

Funding profile of Ontario Works (OW)



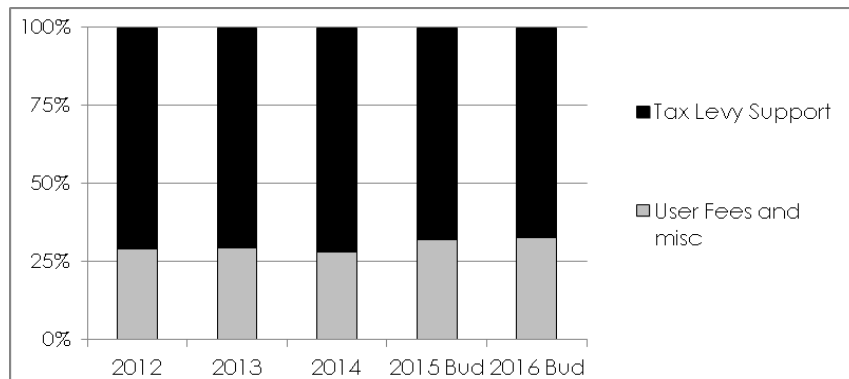
Children Services

The Children Services division administers child care subsidies, to assist citizens to pursue employment and educational opportunities. As of July 2015 the City no longer operates a day care facility which has shifted the cost profile from Salaries and Benefits to Purchased Services (day care services). Around 10% of the division’s operating costs are covered by the tax levy; the balance is funded by Grants.

CITIZEN AND LEISURE SERVICES (11.0% of the tax levy)

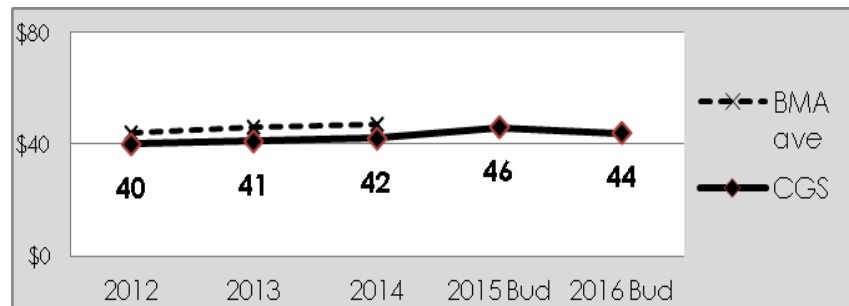
Leisure Services historically has funded close to one-third of its service delivery costs from User Fees and Licensing & Lease Revenues. However, the tax levy funds the largest portion of the operating costs.

Funding profile of Leisure Services



Library and Museum services (including Citizen Service Centres) are mostly funded (90%) from the tax levy. It receives modest amounts of User Fee revenues, plus an annual grant from the Ministry of Tourism, Culture and Sport.

Library Services Net Expenditures per Capita

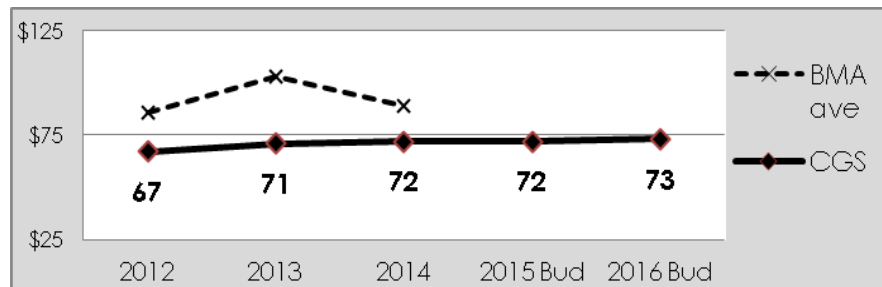


TRANSIT AND FLEET (5.0% of the tax levy)

Greater Sudbury Transit Services provides conventional and handi transit services to citizens. In recent years, User fees (transit fares) have covered approximately 40% of operating costs, as reported annually in the CUTA (Canadian Urban Transit Association) Survey. Another \$1 million of operating costs are covered by a transfer from Reserves, which includes amounts earned from the Provincial Gas Tax funding. The bulk of transit funding, however, comes from the tax levy.

As reported to the Operations Committee on November 16, ridership is expected to remain stable over the next few years. Operating costs are budgeted to remain constant as well.

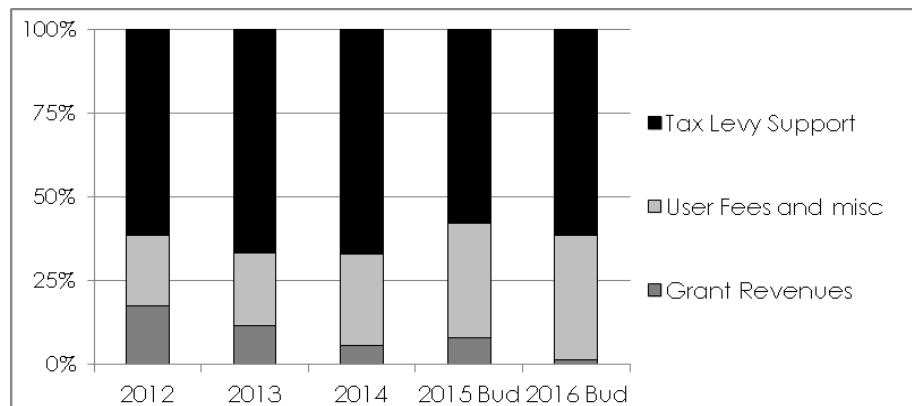
Conventional Transit Net Operating Costs per Capita



GROWTH AND DEVELOPMENT (3.3% of the tax levy)

This service category includes the Planning division, Building Services (permits and inspections), and Economic Development (support of business, culture and other community activities). As legislated by the province, the Building division fully recoups its costs through User Fees. The level of Grant revenues and User Fees may vary considerably from year to year, which affects the amount of tax levy support required to maintain this group of services.

Funding profile of Growth and Development services



OTHER CATEGORIES

The service categories profiled above account for 68.5% of the tax levy amount; external Boards (Police Services, Health Unit, Conservation Authority) take up another 21.2%. The remaining 10% of the levy supports delivery of Environmental Services

(garbage, recycling); Financial Services, which includes Assets; Administrative Services (By-law Enforcement and Clerks, among others); and Human Resources.

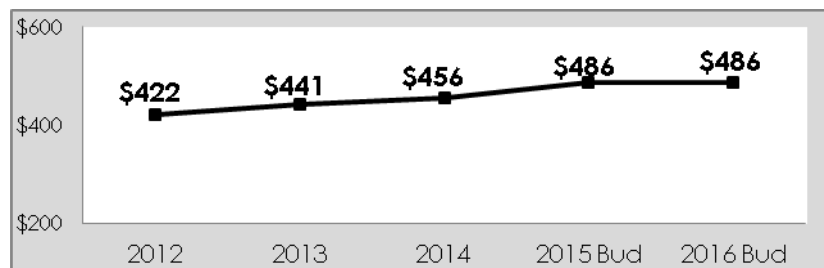
MUNICIPAL SERVICES NOT FUNDED BY THE TAX LEVY: WATER/WASTEWATER SERVICES

Except for a small portion of water costs related to fire protection, Water/Wastewater services are not funded on the property tax levy. Rather, these services are required by statute to be fully recovered from users through direct billing.

No matter how a service is funded, trend analysis utilizing KPIs provides a point of reference against which performance can be assessed and projected.

WATER SERVICES

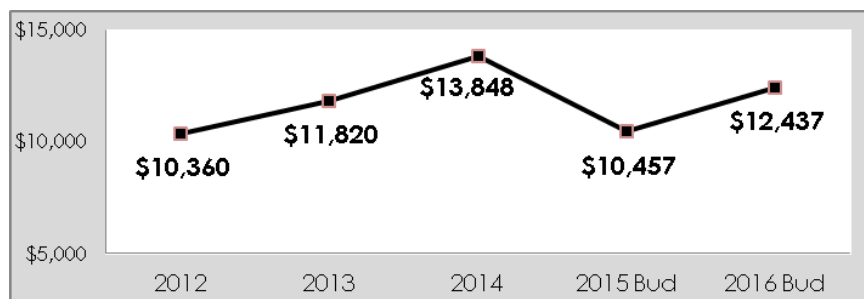
Water Treatment Operating Costs per Megalitre Treated



Treatment operating costs were not expected to change significantly in 2015 and 2016. The volumes assumed in the projections are an average for the three previous years.

The costs associated with Water Distribution will rise in 2016 as a result of tendered contractual obligations. The 2014 actual result was higher than average due to higher than usual water main break activity: 139 breaks occurred in 2014, compared to 79 and 105 in 2012 and 2013 respectively.

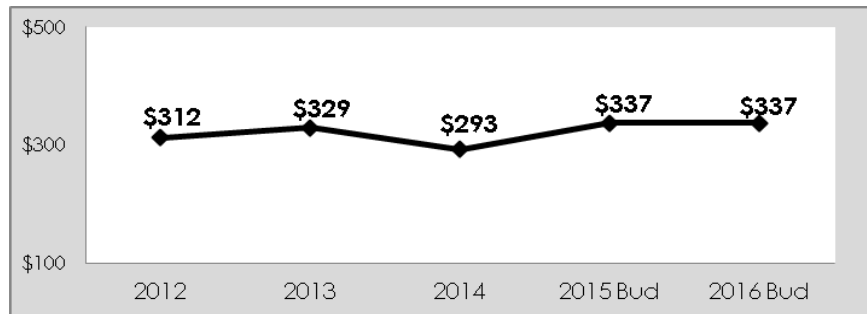
Water Distribution Operating Costs per Kilometre of Distribution Pipe



WASTEWATER SERVICES

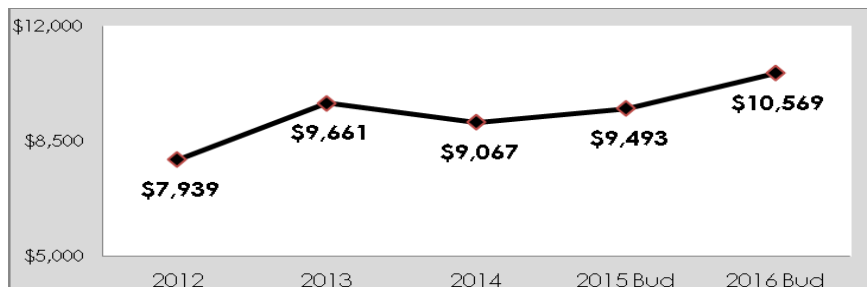
Wastewater Treatment operating costs are not anticipated to change significantly in 2015 and 2016, assuming volumes remain fairly constant: the slight dip in the 2014 result reflected a 12% volume increase over the previous year.

Wastewater Treatment Operating Costs per Megalitre Treated



Wastewater Collection costs anticipated in the 2015 and 2016 budgets reflect the Biosolids Facility coming fully on-stream in 2016.

Wastewater Collection Operating Costs per Kilometre of Pipe



The aggregate budgeted amounts for Water and Wastewater services also incorporate annual repayments of debt incurred to acquire assets used for those services. The most significant asset addition of the past 4-5 years is the Biosolids Facility attached to the wastewater treatment plant on Kelly Lake Road in the City's south end.

The key performance indicator data-set is expected to increase, to support decision-making during and beyond the annual budget process, as more current department/division business plans are finalized.



Greater Sudbury

Budget 16

Reserve and Reserve Funds

City of Greater Sudbury 2015 and 2016 Reserves and Reserve Fund Forecast

Executive Summary

The purpose of this report is to provide an overview of the forecasted balances in the reserves and reserve funds at December 31, 2015 and December 31, 2016 based on projected 2015 year end information and the 2016 Budget as tabled on December 8, 2015.

Overall, the 2015 forecasted reserve and reserve funds are estimated to be consistent with balances at the end of 2014. This is due to timing of cash outflows for capital projects previously approved by Council. However, the forecasted balances are estimated to decrease by approximately \$26.6 million to \$128.7 million at December 31, 2016 based on budgeted contributions/draws as included in the 2016 Operating and Capital Budgets.

In summary, the following are the highlights:

(in millions)	2015	2016
Estimated Balance, January 1	156.2	155.3
Add: Interest	3.0	3.0
Net transfers from Operating	1.6	6.4
Contribution for 2015 estimated Corporate Surplus	0.7	0.0
Transfers from Obligatory Reserve Funds	4.4	3.5
Less: Draw to fund 2015 estimated W/WW Deficit	(2.1)	0.0
Net transfers to Capital	(8.5)	(39.3)
Estimated Balance, December 31	\$155.3	\$128.9

The balances consist of:

(in millions)	December 31/14 (Audited) Note 1	Forecasted 2015 (unaudited)	Forecasted 2016 (Forecasted 2015 plus forecasted transactions during 2016)
Reserves (non interest bearing) (Appendix A)	\$5.5	\$5.5	\$4.4
General Reserve Funds (interest bearing) (Appendix B)	\$35.3	\$35.0	\$35.0
Capital Financing and other Capital Reserve Funds (Appendix C)	\$115.4	\$114.8	\$89.5
Total Reserve and Reserve Funds	\$156.2	\$155.3	\$128.9

Background

Please see below for tables illustrating the trends in reserve and reserve funds over the past five years including the forecast for 2015 and 2016.

Historical Trend in Reserves and Reserve Funds

(in millions)	2010	2011	2012	2013	2014	2015 Forecast	2016 Forecast
CGS Reserves	9.5	9.9	8.5	7.4	5.5	5.5	4.4
CGS Reserve Funds	80.7	103.1	145.7	148.2	150.7	149.8	124.5
Total CGS Reserves & Reserve Funds	\$90.2	\$113.0	\$154.2	\$155.6	\$156.2	\$155.3	\$128.9

Tax Discretionary Reserves (Less Water/Wastewater) as % of Taxation

	2011	2012	2013	2014
Reserves and Reserve Funds as a % of Taxation	46%	56%	54%	54%
BMA Study – Median	59%	62%	63%	64%
BMA Study – Low	9%	11%	4%	-12%
BMA Study - High	200%	256%	217%	193%

Please see Appendix A (Reserves), B (General Reserve Funds) and C (Capital Financing and other Capital Reserve Funds) which provides a more detailed explanation of each of the City's reserves and reserve funds along with the forecasted balances at the end of 2015 and 2016 as well as examples of projects within the committed balances at the end of 2015.

Reserves and reserve funds are generally set aside for significant future purchase, to replace major capital infrastructure, are accumulated to meet a growing future liability, or are simply accumulated to provide a buffer for significant unanticipated expenditures beyond the control of Council.

The main difference between a reserve and a reserve fund is that reserve does not earn interest, whereas a reserve fund is credited on a monthly basis with the interest it has earned.

As outlined in the BMA study, reserves and reserve funds are a critical component of a municipality's long-term financing plan. The purpose for maintaining reserves, as outlined in the report, is to:

- Provide stability of tax rates in the face of variable and uncontrollable factors (consumption, interest rates, unemployment rates, changes in subsidies)
- Provide financing for one-time or short term requirements without permanently impacting tax and utility rates
- Make provisions for replacements/acquisitions of assets/infrastructure that are currently being consumed and depreciated
- Avoid spikes in funding requirements of the capital budget by reducing their reliance on long-term debt borrowings
- Provide a source of internal financing
- Ensure adequate cash flows
- Provide flexibility to manage debt levels and protect the municipality's financial position
- Provide for future liabilities incurred in the current year but paid for in the future

Reserves offer liquidity which enhances the municipality's flexibility, both in addressing unplanned operating requirements and in permitting the municipality to temporarily fund capital projects internally. The level of reserves and reserve funds is a key measure of the financial health of a municipality. Compared to other municipalities in Ontario, the City is below the median as it pertains to reserves and reserve funds as a percentage of total taxation, as identified in the 2015 BMA municipal study which is based on statistics for 2014. The ratio used is total reserve and reserve funds (excluding water/wastewater) as a percentage of taxation revenues. In 2014, 35 of 103 participants in the study have a lower percentage than Sudbury. The results across the survey range from a low of -12% to a high of 193% in 2014. In 2014, the City remained at the same level of 54%.

Estimated 2015 Reserve and Reserve Fund Balances

The estimated balance as of December 31, 2015 of \$155.3 million includes \$5.5 million in reserves, \$35 million in general reserve funds and \$114.8 million in capital financing and other capital reserve funds.

Of the total balance of \$155.3 million, there are reserves and reserve funds which are included in a "committed" reserve fund for a specific project or program which accounts for approximately \$74.0 million. Refer to Appendix A, B and C which provides additional information on these committed reserve funds.

Increase in Reserves and Reserve Funds from 2010

As shown above, the total Reserves and Reserve Funds balance has increased by \$65.1 million to estimated balance of \$155.3 million at December 31, 2015 from \$90.2 million at December 31, 2010.

The increases relate to funds set aside for

- Roads and Drainage Capital Projects (increase of \$34.6 million since 2010)
 - o Projects include Maley Drive, Moonlight Avenue, Whitson Paquette Drain, Horizon Drain, MR15 Bridges and several other bridges.
- Water and Wastewater Capital Projects (increase of \$19.4 million since 2010)
 - o Projects include Automatic Meter Reading Water Meters, Moonlight Avenue, Wanapitae Water Treatment Plant upgrades, Preventative Plumbing Subsidy program, as well as funds set aside for revenue stabilization amounts.
- Funds set aside for employment related liabilities (increase of \$5.7 million since 2010)

The annual operating and capital budgets as approved by Council include draws from reserves and reserve funds in order to fund various expenses such as capital projects which are completed over several years or funds set aside for significant capital projects to be completed in the future, or deductibles for insurance claims, sick leave payouts and so on.

The funds remain in committed reserve funds as approved by Council in the annual budgets (or supplemental Council reports throughout the year) until the expenses have been paid, which may occur over several years. Any capital projects that have reserve funds identified as a funding source that are cancelled at a later time, would be uncommitted in order to use for future capital projects/expenses or used to fund over-expenditures in other capital projects in accordance with the Capital Budget Policy.

By-law

By-law 2015-9, being the by-law to establish and continue reserves, reserve funds and trust funds, is reviewed on a periodic basis and recommendations to establish, discontinue or consolidate reserves are brought to Council for approval, and for authority to amend the By-law.

Trust Funds

Trust funds are not included in this report. Trust funds are monies of others, being held in trust by the City, for specific purposes. The money is spent on the intended purpose or returned to the original source. Examples of trusts are the cemetery trust where money has been received and is held in trust to ensure perpetual care and maintenance of the cemeteries, or the funds belonging to residents of Pioneer Manor being in trust for them.

Development Charges

Development charges are collected by municipalities to recover a portion of the growth-related costs associated with the capital infrastructure needed to service new development. Development charges in the City are established through by-law and are payable on the date the building permit is issued and is based on the Development Charges Schedule on that date.

Generally, the City finances and pays upfront for the growth related portion of capital projects. At the end of each year, the capital projects are reviewed, and the growth related portion of the capital costs are identified. The actual development charges revenues collected during the year are then applied to fund any growth related portion of the project as identified in the current Development Charges Background Study. This unbudgeted funding results in unallocated dollars in the capital cost centres which is transferred to the respective capital financing reserve fund which will be used for future capital projects as identified in the annual Capital Budgets or Council report when funding is requested from the capital financing reserve fund.

For certain projects, development charge revenues are identified as a source of funding for the capital project. In these cases, the annual budget includes an estimate of the development charges to be collected and at the fiscal year end, actual amounts are reconciled. If a shortfall arises, it will be identified and funded in a future capital budget or future development charge revenues will be applied until the balance is funded.

It should be noted that at the end of December 31, 2014, the City had paid for approximately \$52 million of growth related capital costs which will be recovered, if and when development occurs in future years. Therefore, the City paid for these costs from previous Capital Budgets in which the respective Capital Financing Reserve Fund will be replenished from development charges to be collected in the future.

Deferred Revenue - Obligatory Reserve Funds

Obligatory Reserve Funds are not included in this report as they represent deferred revenues. The estimated balance as at December 31, 2015 was \$35.9 million, down from \$38.0 million in 2014. Deferred Revenue – Obligatory Reserve Funds, that by nature of the revenues received, involve restrictions on their use and are not available for the discretionary use of Council. The Obligatory Reserve Funds includes Federal and Provincial Gas Tax Revenues, various deposits (ie. parks, asphalt, etc) relating to subdivisions and site plan agreements, Building Permit Revenues and Development Charges collected but not earned. The decrease mainly relates to spending on capital projects partially funded with Provincial Gas Tax revenues and draw from

Building Permit Stabilization Reserve Fund to fund operating costs due to lower revenues during the year.

Development charges collected are recorded as obligatory reserve funds when received. At year end, these funds are earned to fund actual growth related costs of capital projects that were identified in the 2014 Development Charge Background Study.

Long Term Financial Plan

The Long Term Financial Plan, adopted by Council, references reserves in a number of its recommendations:

1.6 Plan for the replacement of infrastructure through the use of life cycle costing and the development of replacement reserves.

5.2 Undertake regular reviews of remaining life and condition of assets and determine required annual reserve contributions sufficient to ensure that 90% of approved infrastructure rehabilitation/replacement schedules can be met at the required time.

8.1 Facility, equipment and infrastructure replacement reserves should be established and funded to ensure that 90% of approved infrastructure rehabilitation/replacement schedules are met (long-term) as determined in point 5.2.

8.2 Establish a Stabilization Reserve for programs that are susceptible to significant annual expenditure fluctuations (ie. Winter Maintenance). Program budgets should be based on a moving five year historical average of program spending. In years when surplus funds occur in these programs, surpluses should be reserved, provided an overall City surplus exists. Where the City's overall surplus is less than the program surplus, funds should only be reserved up to the level of the overall City surplus.

8.3 Establish reserves to provide funding for future liabilities (ie. sick leave). Contributions to these reserves should be set, at a minimum, at an amount sufficient to ensure the liability does not increase.

The City needs to address these recommendations through the establishment of and continuation of increased funding for reserves.

CONCLUSION

It is recommended that the City continue to implement and foster prudent reserve and reserve fund policies, especially in light of the intense capital financing pressures which it faces over the next five to ten years.

In addition, it is important that reserves and reserve funds are maintained in the event that unanticipated expenditures are incurred or if revenues are not received in order to minimize impact on future property tax levy rates.

Appendix A - Reserves (non interest-bearing)
Forecast for December 31, 2015 and December 31, 2016

Account Name	Purpose	Dec 31, 2014 Audited	Dec 31, 2015 Forecasted	Dec 31, 2016 Forecasted
Land Reclamation Reserve	Fund created from surpluses due to net under expenditures in Land Reclamation over the years. Used to offset fluctuations in the cost of purchasing seedlings each year, which eliminates fluctuations in operating costs.	(700,606)	(620,699)	(506,842)
Reserve for Various Expenses	Created at year-end, through resolution of Council, to allow funds budgeted in current year to be carried forward to the following year to pay for certain items. The majority of these funds will be spent within the next few years. Spending from this Reserve is restricted to programs/projects for which the funds had been reserved.	(654,759)	(576,651)	(247,603)
Ontario Works Reserve	Established to be used as a buffer for such instances as the Province increasing benefits to recipients mid-year when no budget provision had been made. During 2013, Council approved a transfer of \$194,000 to this reserve for Emergency Shelters, which is planned to be spent as included in the 2016 Budget.	(534,150)	(534,150)	(340,150)
Organizational Development Reserve	This reserve shall be funded from any annual under expenditures in training related accounts, and shall be used to fund training and development of City staff.	(341,012)	(307,012)	(307,012)
Tax Rate Stabilization Reserve	One half of any annual operating surplus or deficit is contributed to or funded from this reserve. This reserve provides for year-to-year variances in the operating budget.	(2,275,749)	(2,571,379)	(2,329,712)
Tax Rate Stabilization Reserve - Committed	Represents funds committed by Council for a number of one-time programs. The balance includes all of Council's decisions up to 2015 budget as approved by Council.	(385,662)	(257,548)	(201,422)
Vector Borne Disease Reserve	Established to fund the City's share of West Nile Virus/Vector Borne Disease expenditures that may be incurred and levied by the Health Unit.	(125,000)	(107,400)	(107,400)
Auditor General Reserve	This Reserve shall be used to fund initiatives in support of the mandate of the Office of the Auditor General or for related audit projects.	(264,030)	(264,030)	(264,030)
Accessibility Reserve	This Reserve shall be used to fund Accessibility initiative in relation to the Accessibility for Ontarians with Disabilities Act for expenditures such as develop accessibility standards, enforce these standards and for building modifications.	(269,927)	(209,575)	(55,507)
Total Reserves		(5,550,896)	(5,448,445)	(4,359,680)

**Appendix B - General Reserve Funds (interest bearing)
Forecast for December 31, 2015 and December 31, 2016**

Account Name		Dec 31, 2014 Audited	Dec 31, 2015 Forecasted	Dec 31, 2016 Forecasted
Greater City Sick Leave Reserve Fund	Annual contributions from operating budget to be used to pay out accumulated sick leave credits. Most employees no longer receive sick leave credits, but are covered through weekly indemnity and long term disability. Sick leave credits in existence at the time of the change were left intact, and employees are entitled to a payout of 50% of these credits, to a maximum of 6 months pay, when they retire. Employees at Pioneer Manor and Fire Services still accumulate 1.5 days per month of sick leave. Total CGS liability at the end of 2014 is \$3.9 million.	(3,137,751)	(4,026,881)	(4,101,759)
Police - Sick Leave Reserve Fund	Balance in fund is to pay sick leave and other related payments to retiring Greater Sudbury Police Service employees in accordance with policies of the City of Greater Sudbury and the Police Collective Agreements. Total Police liability at the end of 2014 is \$5.7 million.	(2,354,211)	(2,425,170)	(2,581,061)
Post Employment Benefits Reserve Fund	Funded from the Pensioners cost centre, balances in this reserve are to be used for the purpose of funding post employment expenses.	(1,535,797)	(1,506,652)	(1,421,786)
Police Services Post 65 Employment Benefits Reserve Fund	The Police have set up this reserve fund to provide for retirees' benefits past the age of 65. This reserve fund can be funded from net expenditures in the Police operating budget and budgeted contributions.	(486,932)	(496,696)	(506,629)
Human Resources (HR) Management Reserve Fund	Balance in fund indicates favourable claims experience. To be used to fund claims and absorb fluctuations in benefit costs. Can also be used for any initiatives targeted to reduce or control expenses to the benefit plans and sick leave reserve fund. In addition, an unfunded liability of \$30.3 million at the end of 2014 relating to post-employment benefits exists.	(3,595,135)	(1,905,433)	(744,438)
H.R. Committed - Succession Planning	Approved by Council for succession planning and outreach recruitment.	(1,563,993)	(1,278,047)	(1,080,792)
H.R. Committed	Approved by Council for claims stabilization, other potential liabilities and the employee rewards and recognition program.	(5,035,720)	(4,831,906)	(5,079,605)
WSIB (Workplace Safety Insurance Board) Reserve Fund	Established through contributions from operating by assessing 'premiums' on payroll. The reserve is used to pay invoices from WSIB and to pay rehabilitation expenses. The reserve ensures there is no detrimental impact on the operating budget. Pioneer Manor employees are classified under Schedule 1 while all other City employees are classified under Schedule 2 and thus self-insured. The balance in this reserve fund should be maintained in order to have funds available should the City experience any catastrophic loss.	(4,060,311)	(4,179,351)	(4,399,397)
WSIB Reserve Fund - Committed	Amount set aside as a contingency for catastrophic events.	(3,162,557)	(3,603,915)	(3,963,915)

Appendix B - General Reserve Funds (interest bearing)

Forecast for December 31, 2015 and December 31, 2016

Account Name		Dec 31, 2014 Audited	Dec 31, 2015 Forecasted	Dec 31, 2016 Forecasted
Election Expenses Reserve Fund	This reserve fund is replenished, between Elections, through an annual contribution to the fund which spreads the cost across four years between elections. This fund is also used for Inaugurations, Recounts, By-Elections, Ward Boundary Reviews and Election Compliance Audit Costs.	(892,359)	(1,080,076)	(1,301,678)
Insurance Reserve Fund	Funded through contributions from operating and used to fund adjuster expenses and the deductible portion of claims. There are many outstanding claims, with the deductible portion of most claims being \$50,000. The fund is required to ensure that claims can be covered with no impact on the Operating Fund. If deductible limits or claims experience should increase, the annual contributions to this reserve fund may also have to be increased.	(1,790,686)	(1,593,271)	(1,552,456)
Pioneer Manor Donations Reserve Fund	Funded through fund raising activities and to be used for projects deemed to be beneficial to residents of Pioneer Manor.	(50,361)	(55,588)	(63,199)
Industrial Reserve Fund	Established from net proceeds of land sales in the Industrial Park and to be used for the expansion or creation of Industrial Parks. Also, includes funding committed for the Mountain Street stormwater project.	(2,226,897)	(2,301,766)	(2,567,767)
Industrial Reserve Fund - Committed	Committed by Council primarily for completion of an environmental assessment for Walden Industrial Park and Industrial Land Infrastructure Assessment, as well as funds set aside for the Mountain Street stormwater management project.	(712,750)	(1,498,280)	(1,473,280)

**Appendix B - General Reserve Funds (interest bearing)
Forecast for December 31, 2015 and December 31, 2016**

Account Name		Dec 31, 2014 Audited	Dec 31, 2015 Forecasted	Dec 31, 2016 Forecasted
Community Initiatives Reserve Fund	Funded through contributions from operating with Council approval for community projects with the funds being either conditional or required at a later time.	(30,329)	(34,948)	(35,647)
Community Initiatives Reserve Fund - Committed	Funds Committed for AMRIC as per 2014 Budget option and expected to be paid by the end of 2015.	(200,000)	-	-
Business Centre Reserve Fund	Originally established by the former Regional Municipality of Sudbury from the Industrial Reserve Fund, has continued through contributions from partners in the Business Centre. The balance therefore is not completely attributable to the City. The Business Centre was created to help businesses become established and viable. Surpluses and deficits in the Business Centre are credited to or debited from this fund.	(577,375)	(416,202)	(250,837)
Roads Winter Control Reserve Fund	Established in 2003 in accordance with Long Term Financial Plan recommendations as a stabilization reserve. May be used to offset Winter Control over expenditures. This fund is capped at \$5 million.	(3,061,700)	(3,123,093)	(3,185,555)
VETAC Reserve Fund	Funded through donations and to be used for projects recommended by the Vegetation Enhancement Technical Advisory Committee, as authorized by Council.	(4,878)	(4,975)	(5,075)
Police Services Donations Reserve Fund	Under control of the Police Services Board and to be used for crime prevention initiatives.	(105,051)	(112,267)	(114,513)
Police Services Board Reserve Fund	Funded from the Greater Sudbury Police Services Board Auctions, as well as interest earned and monies recovered as a result of seized property. This reserve fund is to be used for charitable or other events the Board deems suitable.	(36,375)	(38,674)	(39,447)
Cemeteries Reserve Fund	This reserve fund is funded through any annual cemetery operating surplus and is to be used only to fund cemetery deficits and for cemetery capital projects.	(105,699)	(196,322)	(323,023)
Cemeteries Reserve Fund - Committed	Funds approved from previously approved Capital Budgets for various projects. It also include annual loan payment for Mausoleum Phase 5, which the funds are transferred annually from uncommitted.	(182,998)	(111,292)	-
Economic Development Reserve Fund	Authorization of Council is required to contribute to or expend from this Reserve Fund.	(64,086)	(71,329)	(75,677)
Economic Development Reserve Fund - Committed	Committed funds for various projects as approved by Council.	(297,132)	(146,105)	(118,740)
Subtotal General Reserve Funds		(35,271,083)	(35,038,241)	(34,986,279)

**Appendix C - Capital Financing and other Capital Reserve Funds (interest bearing)
Forecast for December 31, 2015 and December 31, 2016**

Account Name		Dec 31, 2014 Audited	Dec 31, 2015 Forecasted	Dec 31, 2016 Forecasted
Land Acquisition Reserve Fund	Funded from net proceeds of sale of surplus property and used to fund purchases of any required property as approved by Council.	(558,621)	(1,466,181)	(1,765,504)
Land Acquisition Reserve Fund - Committed	Funds were committed for any land acquisitions.	(272,500)	-	-
Parking Improvements Reserve Fund	Funded from net proceeds of parking facilities in excess of the net operating budget, and to be used on improvements or expansions to parking facilities.	(2,593,541)	(1,121,372)	(148,234)
Parking Improvements Reserve Fund - Committed	Approved by Council for parking improvements from previously approved capital budgets. Balance at the end of 2015 mainly represents funds for the TDS underground parking garage waterproofing.	(612)	(2,153,216)	(75,000)
Social Housing Capital Reserve Fund	Used to fund Social Housing capital projects authorized by Council. Operating surpluses in this section are to be credited to this reserve fund if the City is in an overall surplus position. Deficits may be funded from this reserve fund. This fund is capped at \$10 million.	(7,388,995)	(7,541,169)	(7,695,992)
Social Housing Capital Reserve Fund - Committed	Approved by Council from annual budget for contingencies.	(200,000)	(200,000)	-
Communications Infrastructure Reserve Fund	Annual budgeted amounts are contributed to this Reserve Fund for the replacement of Communication Infrastructure.	(429,830)	(421,228)	(488,584)
Communications Infrastructure Reserve Fund - Committed	Funds in this reserve are committed for emergency generators at the tower sites.	-	(325,000)	-
CFRF - Information Technology	Funded from any under expenditures in the Information Technology section, if the City is in an overall surplus position. Also funded from any under expenditures in related capital projects. To be used for information technology projects only.	(3,494,152)	(3,559,194)	(3,077,621)
CFRF - Information Technology - Committed	Approved funds from previously approved Capital Budgets for various projects, mainly business applications, as approved by Council.	(497,603)	(512,603)	(306,324)
Equipment & Vehicle Replacement Reserve Fund	Funded through contributions from operating by equipment credits. Proceeds from sale of equipment are also credited to this account	(1,801,925)	(1,924,410)	(2,074,010)
Equipment & Vehicle Replacement Reserve Fund - Committed	Committed funds are to be used to purchase fleet equipment and vehicles as authorized by Council in annual Capital Budgets.	(906,951)	(555,600)	-
Police Equipment & Vehicle Replacement Reserve Fund	Funded through contributions from operating. Annual contribution is scheduled to be fully utilized. This Reserve Fund is controlled by the Police Services Board.	(1,426,197)	(1,562,897)	(1,701,767)
Police Equipment & Vehicle Replacement Reserve Fund - Committed	Committed funds are to be used to purchase new Police equipment and vehicles as determined by the GSPS Board and approved in annual Capital Budgets.	(470,560)	(225,638)	-

**Appendix C - Capital Financing and other Capital Reserve Funds (interest bearing)
Forecast for December 31, 2015 and December 31, 2016**

Account Name		Dec 31, 2014 Audited	Dec 31, 2015 Forecasted	Dec 31, 2016 Forecasted
CFRF - Transit	Funded through excess funding for capital projects and the proceeds from the sale of used Transit equipment, this Reserve Fund shall be used for Transit capital projects as authorized by Council.	(202,570)	(199,878)	(9,909)
CFRF - Transit - Committed	Committed funds from previously approved Capital Budgets for bus rebuilds and other transit buildings/bus shelters.	(38,326)	(96,031)	(17,766)
Recycling Equipment Replacement Reserve Fund	Funded through contributions from operating. Much of the recycling equipment is 15 years old and will reach the end of its useful life by March 2016. It is anticipated that the equipment will have to be replaced within the next few years, and the full balance of this fund will be required with additional funding needed.	(744,317)	(639,778)	(678,272)
Parks Vehicle & Equipment Replacement Reserve Fund	Funded through an annual budgeted contribution, from excess funds from capital projects, and proceeds from the sale of used parks equipment, to be used on replacement equipment/vehicles.	(136,083)	(165,982)	(196,817)
Parks Vehicle & Equipment Replacement Reserve Fund - Committed	Funds in this committed Reserve are to be used to purchase new Parks equipment and vehicles as approved in previously approved Capital Budgets.	(222,446)	(66,981)	(0)
CFRF - Environmental Services	Funded from surplus funds in Environmental Services capital projects. To be used only for environmental services capital projects. The balance of this reserve fund is required for projects identified in the approved Certificate of Approval for the landfill sites, in particular the Sudbury site which is slated to become the only landfill site in the City once all other sites are closed. The post-closure liabilities amounted to \$13.3 million at the end of 2014. In addition, there is a capital funding gap.	(1,203,385)	(171,270)	(68,814)
CFRF - Environmental Services - Committed	Represents funds approved in previous Capital Budget for various projects, mainly at the Sudbury landfill site.	(816,435)	(1,981,986)	(466,921)
CFRF - CLELC	Funded through surpluses in Lionel E. Lalonde Centre and other Emergency Preparedness Capital Projects. This fund will be used for future capital projects.	(374,499)	(452,348)	(518,433)
CFRF - General	One half of any annual operating surplus or deficit is contributed to or funded from this reserve fund. It is also the only source of funding for capital projects that have no capital envelope or insufficient capital funding.	(1,809,421)	(33,805)	(153,978)
CFRF - General - Committed	Represents funds committed by Council for a number of one-time projects. The balance includes all of Council's decisions to date, mainly the TDS elevator replacement, solar panel project, and funds for The Market development.	(4,921,532)	(5,974,829)	(2,432,139)

**Appendix C - Capital Financing and other Capital Reserve Funds (interest bearing)
Forecast for December 31, 2015 and December 31, 2016**

Account Name		Dec 31, 2014 Audited	Dec 31, 2015 Forecasted	Dec 31, 2016 Forecasted
CFRF - Peoplesoft / ERP	Funded from under expenditures in related capital projects. To be used only for Peoplesoft / ERP projects.	(1,107,273)	(981,530)	(1,012,076)
CFRF - Peoplesoft / ERP - Committed	Funds committed from previously approved capital projects for various Peoplesoft/ERP upgrades and initiatives.	(339,905)	(545,810)	-
CFRF - Planning	Funded from under expenditures in related capital projects. To be used only for Planning projects.	(220,333)	(241,711)	(265,304)
CFRF - Planning - Committed	Funds committed from previously approved capital projects, mainly funding available for growth related projects for the City's share of costs relating to the City's Policy on Development Cost Sharing.	(725,564)	(937,928)	(735,428)
CFRF - Administrative	Funded from any under expenditures in related capital projects. To be used only for corporate infrastructure (i.e. telephone systems, docutech equipment, etc.).	(26,777)	(32,033)	(33,861)
CFRF - Administrative - Committed	Represents funds committed by Council for various projects from previously approved Capital Budgets.	(559,267)	(59,359)	(21,759)
CFRF - Buildings	Funded from under expenditures in related capital projects. To be used only for assets (buildings) projects.	(373,550)	(183,353)	(34,651)
CFRF - Buildings - Committed	Previously approved funds for salt domes, depots and Tom Davies Square projects as approved in previous Capital Budgets.	(541,365)	(721,739)	(365,136)
199 Larch Building Reserve Fund	Established at time of purchase of 199 Larch, with annual contributions. To be used to offset any major capital repairs, thus preventing a substantial impact on the operating budget. Surpluses in this section shall be credited to the reserve fund and deficits are to be funded from this reserve fund. All funds committed in previously approved Capital Budgets.	(722,855)	(892,478)	(0)
CFRF - Police Services	Funded from under expenditures in related capital projects and from net under expenditures in the Police Services operating budget provided the City is in a surplus position. Will be used to fund any Police Services operating budget over expenditures or Police Services capital projects. Reserve is under the control of Police Services Board.	(2,589,853)	(1,557,063)	(1,803,060)
CFRF - Police Services - Committed	Committed funds for various projects from previously approved Capital Budgets, mainly relating to the headquarters improvements/expansion development.	(2,143,719)	(3,812,791)	(3,537,500)
Drainage and Stormwater Management Reserve Fund	Funded from the operating budget. These funds are used to fund the municipal share of the construction costs of new drains or drainage and stormwater management capital projects.	(940,392)	(623,043)	(1,116,941)

**Appendix C - Capital Financing and Other Capital Reserve Funds (interest bearing)
Forecast for December 31, 2015 and December 31, 2016**

Account Name		Dec 31, 2014 Audited	Dec 31, 2015 Forecasted	Dec 31, 2016 Forecasted
Drainage and Stormwater Management Reserve Fund - Committed	Funding for Agricultural Drains as per Net Assessments. Also includes funding for Paquette Whitson, Horizon and Mountain Street stormwater management projects as approved by Council. There is also an annual contribution from the Capital Budget for Subwatershed Planning.	(4,589,360)	(5,689,016)	(5,195,187)
CFRF - Roads	Funded from under expenditures in related capital projects. To be used only for Roads capital projects. Increase in the balance of the reserve is due to development charges collected and surplus from capital projects to be used for future capital projects.	(10,246,958)	(11,156,494)	(9,880,912)
CFRF - Roads - Committed	Balance contains funds committed from previous Capital budgets. Also contains previously committed funds from approved capital projects which are currently deferred to a later date, including Maley Drive and several bridge rehabilitations/replacements.	(22,829,844)	(22,313,696)	(18,219,010)
CFRF - Wastewater	Funded from under expenditures in related capital projects and development charges. In addition, surpluses and deficits in this utility are contributed to or funded from this reserve fund. To be used only for Wastewater projects including any project necessitated by the Ministry of the Environment. Used to address any emergency upgrades which may be required, upon authority of Council.	(6,227,946)	(9,485,070)	(8,666,591)
CFRF - Wastewater - Committed	Balance contains funds committed from previous Capital Budgets including the Sudbury Wastewater Treatment Plant - Headhouse. Also includes projects approved by Council Resolution for the preventative plumbing subsidy, rock tunnel inspections/maintenance, primary lagoon upgrades as well as the water stabilization which is based on 10% of revenues as per the Reserve Fund by-law.	(6,734,975)	(5,615,777)	(4,605,716)
CFRF - Water	Funded from under expenditures in related capital projects and development charges. In addition, surpluses and deficits in this utility are contributed to or funded from this reserve fund. To be used only for water projects including any projects necessitated by the Ministry of the Environment. Used to address any emergency upgrades which may be required, upon authority of Council.	(6,257,760)	(3,392,434)	(1,981,021)
CFRF - Water - Committed	The balance contains funds committed from previous Capital budgets including the Wanapitei Water Treatment Plant - Phase 2, Moonlight Avenue, and AMR water meters plus projects deferred to a later date. Also includes water stabilization which is based on 10% of revenues as per the Reserve Fund by-law.	(8,843,826)	(8,617,296)	(6,290,244)

**Appendix C - Capital Financing and Other Capital Reserve Funds (interest bearing)
Forecast for December 31, 2015 and December 31, 2016**

Account Name		Dec 31, 2014 Audited	Dec 31, 2015 Forecasted	Dec 31, 2016 Forecasted
CFRF - Health and Social Services	Funded from any under expenditures in related capital projects.	(305,806)	(280,610)	(164,857)
CFRF - Health and Social Services - Committed	This amount represents previously approved funds for various projects relating to Social Housing to fund specific projects for the Greater Sudbury Housing Corporation.	(101,873)	(81,722)	-
CFRF - Fire	Funded from under expenditures in related capital projects. To be used only for Fire Services Projects.	(33,893)	(37,618)	(41,408)
CFRF - Fire - Committed	Committed funds from previously approved Capital Budgets mainly for incident management and pumper upgrades.	(151,892)	(151,892)	-
CFRF - Emergency Medical Services	Funded through annual contributions from the Operating Budget. Must be used for ambulance capital projects including all vehicles, equipment and stations. May be subject to having to return funds to Province if not used for projects specific to EMS.	(2,131,669)	(2,292,227)	(1,892,931)
CFRF - Emergency Medical Services - Committed	Funds approved in previous years Capital Budgets for various projects.	(1,462,133)	(442,897)	(6,310)
Library & Citizen Service Centre Reserve Fund	When the City is in a surplus position overall, any Library surplus is contributed to this reserve, and deficits may be funded from this reserve. Also used to finance capital and special projects.	(252,802)	(418,257)	(430,851)
Library & Citizen Service Centre Reserve Fund - Committed	Balance was committed for the Valley East Archives project.	(14,910)	-	-
CFRF - Leisure Services - Committed	Funded from under expenditures in related capital projects. To be used only for Leisure Services capital projects.	(3,233,631)	(1,773,794)	(536,397)
CFRF - Leisure Services	Committed funds for ski lift upgrades/replacement, regreening of former St. Joseph's site for Bell Park expansion, solar project at Countryside Arena, as well as funds for future site improvements at Bell Park which have been set aside until Council receives consultant report on Grace Hartman/Bell Park. Also, includes funds recieved from cold drink supplier contract for arena scoreboard replacements at municipal arenas.	(1,182,068)	(1,100,915)	(823,925)
Subtotal Capital Financing Reserve Funds		(115,402,698)	(114,789,949)	(89,537,164)
Total General and Capital Financing Reserve Funds		(150,673,781)	(149,828,190)	(124,523,443)
Total Reserves and Reserve Funds		(156,224,677)	(155,276,635)	(128,883,123)



Greater Sudbury

Budget 16

Corporate Revenues and Expenses

**2016
Operating
Budget**

Operating Budget Summary							
Description							

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	11	100.0	0	11	100.0
Revenues							
Levies	(10,007,735)	(10,110,284)	(10,223,901)	(1.1)	0	(10,223,901)	(1.1)
Provincial Grants & Subsidies	(28,468,100)	(28,468,100)	(25,792,100)	9.4	0	(25,792,100)	9.4
Licensing & Lease Revenues	(228,000)	(200,000)	(200,000)	-	0	(200,000)	-
Investment Earnings	(12,755,701)	(10,430,701)	(10,339,046)	0.9	0	(10,339,046)	0.9
Contr from Reserve and Capital	(6,149,090)	(6,149,090)	(1,202,761)	80.4	(335,822)	(1,538,583)	75.0
Other Revenues	(3,560,000)	(3,745,000)	(2,395,000)	36.0	0	(2,395,000)	36.0
Total Revenues	(61,168,626)	(59,103,175)	(50,152,808)	15.1	(335,822)	(50,488,630)	14.6
Expenses							
Salaries & Benefits	0	0	914,145	100.0	0	914,145	100.0
Materials - Operating Expenses	2,626,729	2,171,029	1,987,000	(8.5)	0	1,987,000	(8.5)
Rent and Financial Expenses	500,000	245,000	245,000	-	0	245,000	-
Debt Repayment	2,100,000	2,100,000	2,100,000	-	0	2,100,000	-
Grants - Transfer Payments	332,517	332,517	322,517	(3.0)	100,000	422,517	27.1
Contr to Reserve and Capital	1,295,000	1,295,000	45,000	(96.5)	50,000	95,000	(92.7)
Internal Recoveries	0	0	(32,902)	(100.0)	0	(32,902)	(100.0)
Total Expenses	6,854,246	6,143,546	5,580,760	(9.2)	150,000	5,730,760	(6.7)
Net Budget	(54,314,380)	(52,959,629)	(44,572,048)	15.8	(185,822)	(44,757,870)	15.5

CORPORATE REVENUES AND EXPENSES

This section of the budget records all general or non-departmental revenues and expenses of the Municipality including:

- Tax write offs, Provincially mandated tax rebates
- Payment in lieu of taxation
- Supplementary taxes
- Elderly tax assistance
- Ontario Municipal Partnership Fund
- Investment income
- Interest on tax arrears
- Greater Sudbury Utility (GSU) interest revenue
- OLG slot revenue
- Certain grants to non-profit organizations
- Annual contribution to Laurentian University (School of Architecture)
- Annual contribution to Health Sciences North and Northeastern Ontario Regional Cancer Centre



**2016
Operating
Budget**

Operating Budget Summary	
Description	
This section includes payments-in-lieu of taxes, power generating dams grants and revenue associated with supplementary taxation. This section also includes tax write offs and elderly tax assistance, which is a \$275 rebate for qualifying homeowners. Provincially mandated programs for vacancy rebates and charity rebates are funded from this section.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Levies	(10,007,735)	(10,110,284)	(10,223,901)	(1.1)	0	(10,223,901)	(1.1)
Other Revenues	(1,045,000)	(1,045,000)	(45,000)	95.7	0	(45,000)	95.7
Total Revenues	(11,052,735)	(11,155,284)	(10,268,901)	7.9	0	(10,268,901)	7.9
Expenses							
Materials - Operating Expenses	2,615,700	2,160,000	1,975,000	(8.6)	0	1,975,000	(8.6)
Grants - Transfer Payments	175,000	175,000	165,000	(5.7)	0	165,000	(5.7)
Contr to Reserve and Capital	1,045,000	1,045,000	45,000	(95.7)	0	45,000	(95.7)
Total Expenses	3,835,700	3,380,000	2,185,000	(35.4)	0	2,185,000	(35.4)
Net Budget	(7,217,035)	(7,775,284)	(8,083,901)	(4.0)	0	(8,083,901)	(4.0)

TAXATION LEVY

Variance Explanation:

Other Revenues/Contribution to Reserve

There is a variance in other revenues and the corresponding contribution to reserve as a result of the removal of the 2015 budget target of \$1Million from the sale of Municipal facilities.

2015 Year End Projection

This area is reflecting a projected negative variance of \$560,000 as follows:

- Supplemental taxation is projected to be under budget by \$55,000
- Payments in lieu of taxation are projected to be under budget by \$45,000
- Tax writeoffs are projected to exceed budget by \$460,000 as a result of appeals, and requests for reconsideration and applications under section 357

**2016
Operating
Budget**

Operating Budget Summary	
Description	
This area reflects all components of funding under the Ontario Municipal Partnership Fund (OMPF).	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Provincial Grants & Subsidies	(28,468,100)	(28,468,100)	(25,792,100)	9.4	0	(25,792,100)	9.4
Total Revenues	(28,468,100)	(28,468,100)	(25,792,100)	9.4	0	(25,792,100)	9.4
Net Budget	(28,468,100)	(28,468,100)	(25,792,100)	9.4	0	(25,792,100)	9.4

GRANTS AND SUBSIDIES

The province has continued with its plan to phase down OMPF, however the Ministry of Finance revised the 2016 reduction plan by \$5 Million resulting in a total of \$505 Million of available funding for Ontario municipalities.

The OMPF remains an important revenue source to the City's budget. The Association of Municipalities of Ontario (AMO) recognizes this and the following is an excerpt from its 2015 pre-budget submission:

"The provincial upload of many social assistance and court security costs from the property tax base has been highly beneficial to the municipal sector as a whole. Financial risk is diminished. However, the upload has affected different municipalities in different ways and the OMPF remains critically important to many municipalities."

2016 Impact to the City of Greater Sudbury	(\$ millions)
Decline in OMPF	(\$2.7)
Ontario Works Upload (Social Services Budget)	<u>\$0.8</u>
Subtotal	(\$1.9)
Court Security and Prisoner Transportation Upload (Police Budget)	<u>\$.3</u>
Impact to the Operating Budget	<u><u>(\$1.6)</u></u>

The 2016 OMPF Allocation Notice for the City of Greater Sudbury is on the next page.

**Ontario Municipal Partnership Fund (OMPF)
2016 Allocation Notice**



City of Greater Sudbury

5307

2016 Highlights for the City of Greater Sudbury

- The City of Greater Sudbury's combined benefit of the 2016 OMPF and provincial uploads totals \$55,680,100 which is the equivalent of 24% of the City's municipal property tax revenue.
- The City's combined benefit includes:
 - \$25,792,100 through the OMPF
 - \$29,888,000 benefit resulting from the provincial uploads
- This exceeds the payments received in 2004 by \$1,083,100.

A Total 2016 OMPF **\$25,792,100**

1. Assessment Equalization Grant	-
2. Northern Communities Grant	\$17,136,100
3. Rural Communities Grant	-
4. Northern and Rural Fiscal Circumstances Grant	\$2,705,700
5. Transitional Assistance	\$5,950,300

B 2016 Combined Benefit of OMPF and Provincial Uploads (Line B1 + Line B2) **\$55,680,100**

1. Total OMPF (Equal to Line A)	\$25,792,100
2. Provincial Uploads	\$29,888,000

C Other Ongoing Provincial Support **\$14,127,900**

1. Public Health	\$7,186,900
2. Land Ambulance	\$4,348,700
3. Provincial Gas Tax Program	\$2,592,300

D Key OMPF Data Inputs

1. Households	75,158
2. Total Weighted Assessment per Household	\$287,459
3. Rural and Small Community Measure	11.8%
4. Farm Area Measure	n/a
5. Northern and Rural Municipal Fiscal Circumstances Index	3.6
6. 2016 Guaranteed Level of Support	90.6%
7. 2015 OMPF (Line A from 2015 Allocation Notice)	\$28,468,100

Ontario Municipal Partnership Fund (OMPF) 2016 Allocation Notice



City of Greater Sudbury

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2016 OMPF Allocation Notice - Line Item Descriptions

A The OMPF grants are described in detail in the OMPF Technical Guide – this document can be found on the Ministry of Finance's website at: <http://www.fin.gov.on.ca/en/budget/ompf/2016>

A5 If applicable, reflects the amount of transitional support provided to assist the municipality in adjusting to the redesigned OMPF program.

B1 Sum of 2016 OMPF grants. (Equal to Line A)

B2 Estimated 2016 benefit of the Province's upload of social assistance benefit program as well as court security and prisoner transportation costs.

C1 The estimated 2016 municipal benefit of the Province's 75 per cent share of public health funding relative to its 50 per cent share in 2004. In two-tier systems, this benefit is identified at the upper-tier level. Actual municipal savings may not correspond with the Allocation Notice due to budget approvals made by the local Boards of Health. Municipalities may provide additional funding beyond their obligated cost share. Any additional municipal funding is not included in the calculation of the public health figure.

C2 The estimated 2016 municipal benefit of the Province's 50 per cent share of land ambulance funding relative to its share in 2005. This incremental increase in land ambulance funding delivers on the Province's commitment to strengthen land ambulance services and maintain the 50:50 sharing of land ambulance costs. In two-tier systems, this benefit is identified at the upper-tier level.

C3 Funding provided to the municipality through the 2015-16 provincial gas tax program.

D2 Refers to the total assessment for a municipality weighted by the tax ratio for each class of property (including payments in lieu of property taxes retained by the municipality) divided by the total number of households.

D3 Represents the proportion of a municipality's population residing in rural areas or small communities. For additional information see the 2016 OMPF Technical Guide.

D4 Represents the percentage of a municipality's land area comprised of farm land. Additional details regarding the calculation of the Farm Area Measure are provided in the 2016 OMPF Technical Guide.

D5 The northern and rural Municipal Fiscal Circumstances Index (MFCI) measures a municipality's fiscal circumstances relative to other northern and rural municipalities in the province, and ranges from 0 to 10. A lower MFCI corresponds to relatively positive fiscal circumstances, whereas a higher MFCI corresponds to more challenging fiscal circumstances. For additional information see the 2016 OMPF Technical Guide.

D6 Represents the guaranteed level of support the municipality will receive from the Province through the 2016 OMPF. For additional information see the 2016 OMPF Technical Guide.

D7 2015 OMPF allocation

Note: Provincial funding and other ongoing provincial support initiatives rounded to multiples of \$100.



Other Revenues and Expenses

2016 Operating Budget

Operating Budget Summary
Description
Approved Budget Options: 1) Provide annual funding in the amount of \$50,000 towards accessibility reserve 2) Provide funding of \$100,000 per year for up to 10 years to HSN towards a PET scanner 3) One-time draw from the Tax Rate Stabilization Reserve to attain a 3.9% municipal tax increase

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	11	100.0	0	11	100.0
Revenues							
Licensing & Lease Revenues	(228,000)	(200,000)	(200,000)	-	0	(200,000)	-
Investment Earnings	(12,755,701)	(10,430,701)	(10,339,046)	0.9	0	(10,339,046)	0.9
Contr from Reserve and Capital	(6,149,090)	(6,149,090)	(1,202,761)	80.4	(335,822)	(1,538,583)	75.0
Other Revenues	(2,515,000)	(2,700,000)	(2,350,000)	13.0	0	(2,350,000)	13.0
Total Revenues	(21,647,791)	(19,479,791)	(14,091,807)	27.7	(335,822)	(14,427,629)	25.9
Expenses							
Salaries & Benefits	0	0	914,145	100.0	0	914,145	100.0
Materials - Operating Expenses	11,029	11,029	12,000	8.8	0	12,000	8.8
Rent and Financial Expenses	500,000	245,000	245,000	-	0	245,000	-
Debt Repayment	2,100,000	2,100,000	2,100,000	-	0	2,100,000	-
Grants - Transfer Payments	157,517	157,517	157,517	-	100,000	257,517	63.5
Contr to Reserve and Capital	250,000	250,000	0	(100.0)	50,000	50,000	(80.0)
Internal Recoveries	0	0	(32,902)	(100.0)	0	(32,902)	(100.0)
Total Expenses	3,018,546	2,763,546	3,395,760	22.9	150,000	3,545,760	28.3
Net Budget	(18,629,245)	(16,716,245)	(10,696,047)	36.0	(185,822)	(10,881,869)	34.9

OTHER REVENUES AND EXPENSES

This section contains investment earnings, OLG slots revenue, and interest earned on taxes, Greater Sudbury Utility promissory note and own projects.

Also, included in this section are the City's annual payment of the accrued financial obligations to Health Sciences North and Northeastern Ontario Regional Cancer Centre ending in 2023, Laurentian University (School of Architecture) ending in 2019 as well as AMRIC.

Variance Explanations:

Contribution from Reserve and Capital

Removal of one-time funding from reserve to fund the 2015 approved budget zero percent tax increase.

Other Revenues/Contribution to Reserve

Removal of the 2015 budget target of \$250,000 from the sale of advertising which was contributed to reserve.

Salaries and Benefits

For 2016, this section includes the 11 positions that were identified for attrition, where the employees were retiring during the year and their applicable part year wages were to be funded from reserve.

Approved Budget Options:

- Provide annual funding in the amount of \$50,000 towards accessibility reserve
- Provide funding of \$100,000 per year for up to 10 years to HSN towards a PET scanner
- One-time draw from the Tax Rate Stabilization Reserve to attain a 3.9% municipal tax increase

2015 Year End Projection:

Corporate Revenues and Expenses are forecasting an overall net positive variance of \$1.9 Million as follows:

- Projected increase in licensing revenue of \$30,000
- Increased investment income primarily from capital gains from the sale of bonds of \$1.9 Million and interest on tax arrears of \$0.4 Million
- Other revenue includes an estimated reduction in OLG slot revenue of \$180,000
- Projected increase in writeoffs of interest and penalties on tax arrears \$250,000

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution

Type: Enhancement

Fund: Operating

Department: 0120 Other Revenues

Division: Corporate Revenue-Expenditure

Request: Provide annual funding in the amount of \$50,000 towards accessibility reserve

Description/Impact:

At the January 28, 2016 Finance and Administration Committee Meeting it was requested to provide ongoing funding of \$50,000 towards an accessibility reserve for facility accessibility upgrades as required.

Impact on Staffing (Negative if Reduction)

Full Time Postion(s): 0

Net Budget Increase (Negative if Reduction)

Permanent: \$50,000

One-time: \$0

Notes:

Status: Approved

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution

Type: Enhancement

Fund: Operating

Department: 0120 Other Revenues

Division: Corporate Revenue-Expenditure

Request: Provide funding of \$100,000 per year for up to 10 years to HSN towards a PET scanner

Description/Impact:

At the Finance and Administration Committee on February 2nd, the Committee requested a budget option to be prepared to commit up to \$1,000,000 towards the purchase of a PET scanner. This option proposes the funding be allocated at \$100,000 per year for up to 10 years. This commitment allows more time for fund raising to take place, which could result in a lessor contribution by the City.

The cost per capita of this option is \$0.61 per person per year. The 2016 tax levy impact of this option is 0.43% which results in an increase of \$1.13 for a household with a current value assessment of \$230,000.

Impact on Staffing (Negative if Reduction)

Net Budget Increase (Negative if Reduction)

Full Time Postion(s): 0

Permanent: \$100,000

One-time: \$0

Notes:

Status: Approved

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution

Type: Reduction

Fund: Operating

Department: 0120 Other Revenues

Division: Corporate Revenue-Expenditure

Request: One-time draw from Tax Rate Stabilization Reserve to attain a 3.9% municipal tax increase

Description/Impact:

Impact on Staffing (Negative if Reduction)

Net Budget Increase (Negative if Reduction)

Full Time Postion(s): 0

Permanent: \$0

One-time: \$(335,822)

Notes:

Status: Approved



Greater | Grand
Sudbury

Budget 16

Executive & Legislative



Executive and Legislative

Operating Budget Summary

Description

2016
Operating
Budget

	2015		2016				
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		16	15	(6.3)	0	15	(6.3)
Overtime Hours		173	173	-	0	173	-
Part Time Hours		7,826	7,826	-	1,827	9,653	23.3
Revenues							
Contr from Reserve and Capital	0	0	0	-	(145,000)	(145,000)	(100.0)
Other Revenues	(11,874)	(10,000)	0	100.0	0	0	100.0
Total Revenues	(11,874)	(10,000)	0	100.0	(145,000)	(145,000)	(1,350.0)
Expenses							
Salaries & Benefits	2,708,961	2,735,289	2,659,035	(2.8)	67,065	2,726,100	(0.3)
Materials - Operating Expenses	383,237	417,316	407,842	(2.3)	77,935	485,777	16.4
Purchased/Contract Services	86,227	26,522	25,522	(3.8)	0	25,522	(3.8)
Prof Development & Training	130,659	123,709	130,980	5.9	0	130,980	5.9
Internal Recoveries	326,201	326,201	315,654	(3.2)	0	315,654	(3.2)
Total Expenses	3,635,284	3,629,037	3,539,032	(2.5)	145,000	3,684,032	1.5
Net Budget	3,623,410	3,619,037	3,539,032	(2.2)	0	3,539,032	(2.2)

EXECUTIVE AND LEGISLATIVE

This department is comprised of the following sections: Office of the Mayor, Council association dues and related travel, Council Expenses, Auditor General, Office of the CAO and Corporate Communications.

Council are members of the following associations:

Federation of Northern Ontario Municipalities
Association of Municipalities of Ontario
Federation of Canadian Municipalities
Association Française of Municipalities
Ontario Good Roads



**2016
Operating
Budget**

Operating Budget Summary	
Description	
This department provides remuneration for the Mayor and support staff including 3,654 temporary and part-time hours. Funds are provided to operate this office for services to the community, civic functions, hosting of visiting dignitaries, awards and recognition.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		3	3	-	0	3	-
Part Time Hours		3,654	3,654	-	0	3,654	-
<u>Expenses</u>							
Salaries & Benefits	492,250	495,582	507,241	2.4	0	507,241	2.4
Materials - Operating Expenses	29,000	38,623	38,623	-	0	38,623	-
Purchased/Contract Services	2,727	0	0	-	0	0	-
Prof Development & Training	30,000	20,259	20,259	-	0	20,259	-
Internal Recoveries	48,932	48,932	47,616	(2.7)	0	47,616	(2.7)
Total Expenses	602,909	603,396	613,739	1.7	0	613,739	1.7
Net Budget	602,909	603,396	613,739	1.7	0	613,739	1.7



**2016
Operating
Budget**

Operating Budget Summary	
Description	
This section provides the budget for City membership fees, association dues and related travel expenses and is also used when a member of Council has been nominated or endorsed by a resolution of Council to sit on an association or organization's board that is related to the municipality and that board meets away from our community.	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Materials - Operating Expenses	4,125	4,125	3,151	(23.6)	0	3,151	(23.6)
Prof Development & Training	70,445	68,604	70,445	2.7	0	70,445	2.7
Total Expenses	74,570	72,729	73,596	1.2	0	73,596	1.2
Net Budget	74,570	72,729	73,596	1.2	0	73,596	1.2



**2016
Operating
Budget**

Operating Budget Summary	
Description	
This section provides support staff for Councillors, the remuneration, office expenses and other associated administrative costs for twelve (12) Ward Councillors for the City of Greater Sudbury.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		2	2	-	0	2	-
Part Time Hours		0	0	-	0	0	-
<u>Expenses</u>							
Salaries & Benefits	727,648	727,648	738,222	1.5	0	738,222	1.5
Materials - Operating Expenses	94,489	141,888	141,888	-	0	141,888	-
Internal Recoveries	176,369	176,369	171,005	(3.0)	0	171,005	(3.0)
Total Expenses	998,506	1,045,904	1,051,115	0.5	0	1,051,115	0.5
Net Budget	998,506	1,045,904	1,051,115	0.5	0	1,051,115	0.5



**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>Council appointed an Auditor General through authority of the Municipal Act in 2009. The Office of the Auditor General provides audit services in accordance with the Municipal Act, CGS bylaw 2009-239, and Generally Accepted Government Auditing Standards.</p> <p>The Auditor General reports to Council and is responsible for assisting the Council in holding itself and its Administrators accountable for the quality of stewardship over public funds and for achievement of value for money in operations.</p> <p>The annual budget of the auditor general shall be equal to or greater than .065% of the annual operating budget of the City, in accordance with Bylaw 2009-239 13.(1).</p>	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Part Time Hours		3,654	3,654	-	0	3,654	-
<u>Expenses</u>							
Salaries & Benefits	203,000	290,068	294,618	1.6	0	294,618	1.6
Materials - Operating Expenses	1,726	3,926	3,926	-	0	3,926	-
Purchased/Contract Services	80,000	23,022	23,022	-	0	23,022	-
Prof Development & Training	5,500	10,487	10,487	-	0	10,487	-
Internal Recoveries	21,998	21,998	21,353	(2.9)	0	21,353	(2.9)
Total Expenses	312,224	349,501	353,406	1.1	0	353,406	1.1
Net Budget	312,224	349,501	353,406	1.1	0	353,406	1.1



**2016
Operating
Budget**

Operating Budget Summary	
Description	
To prepare comprehensive reports and recommendations for Council and Committees to facilitate decision making. To implement Council's decisions in accordance with the policies and direction of Council.	
Approved Budget Option: 1) Provide \$20,000 in funding from the Auditor General Reserve for the complaint resolution process	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		3	2	(33.3)	0	2	(33.3)
Revenues							
Contr from Reserve and Capital	0	0	0	-	(20,000)	(20,000)	(100.0)
Other Revenues	(11,245)	(10,000)	0	100.0	0	0	100.0
Total Revenues	(11,245)	(10,000)	0	100.0	(20,000)	(20,000)	(100.0)
Expenses							
Salaries & Benefits	607,063	502,299	380,598	(24.2)	0	380,598	(24.2)
Materials - Operating Expenses	61,640	34,497	29,997	(13.0)	20,000	49,997	44.9
Prof Development & Training	17,734	18,840	24,270	28.8	0	24,270	28.8
Internal Recoveries	34,294	34,294	32,548	(5.1)	0	32,548	(5.1)
Total Expenses	720,731	589,930	467,413	(20.8)	20,000	487,413	(17.4)
Net Budget	709,486	579,930	467,413	(19.4)	0	467,413	(19.4)

OFFICE OF THE CAO

Variance Explanation:

Full Time Positions / Salaries & Benefits

Changes in these categories relate to approved P6M initiatives.

Approved Budget Option:

- Provide \$20,000 in funding from the Auditor General Reserve for the complaint resolution process. This initiative is recommended to be done as a pilot project for a period of 12 or 24 months.

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution

Type: Enhancement

Fund: Operating

Department: 0250 Office of the C.A.O.

Division: Executive - Administrative

Request: Provide \$20,000 in funding from the Auditor General Reserve for the complaint resolution process

Description/Impact:

At the January 26th Council meeting, as per resolution CC2016-31, Council selected Option 1, that a budget option be prepared to issue a request for proposal for the management of complaints of wrongdoing which may include a system for intake, tracking, recording and reporting functionality on a defined term, trial basis.

If approved, the approximate \$20,000 cost of this option will be funded by the Auditor General Reserve.

Impact on Staffing (Negative if Reduction)

Full Time Postion(s): 0

Net Budget Increase (Negative if Reduction)

Permanent: \$0

One-time: \$0

Notes:

Recommended to be done as a pilot project for a period of 12 or 24 months.

Status: Approved

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Corporate Communications and French Language Services section plans and implements strategic communications activities in accordance with the Corporate Communications Strategy. The aim of the section is to build understanding of the City of Greater Sudbury, its people, programs, services, and policies. The section provides strategic advice with regards to media relations, implements the City's visual identity standards, coordinates advertising services for each department, coordinates special events for corporate activities, conducts issues management, provides website training, coordinates the City's online presence including the strategic implementation of new media solutions, and performs marketing and design services for all departments. The section is also responsible for overseeing the implementation of the City's French Language Services Policy, ensuring that citizens receive excellent service in both official languages.</p>	
<p>Approved Budget Option: 1) Provide \$125,000 in funding from the IT reserve to enhance the city's website</p>	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		8	8	-	0	8	-
Overtime Hours		173	173	-	0	173	-
Part Time Hours		518	518	-	1,827	2,345	352.7
Revenues							
Contr from Reserve and Capital	0	0	0	-	(125,000)	(125,000)	(100.0)
Other Revenues	(629)	0	0	-	0	0	-
Total Revenues	(629)	0	0	-	(125,000)	(125,000)	(100.0)
Expenses							
Salaries & Benefits	679,000	719,692	738,356	2.6	67,065	805,421	11.9
Materials - Operating Expenses	192,257	194,257	190,257	(2.1)	57,935	248,192	27.8
Purchased/Contract Services	3,500	3,500	2,500	(28.6)	0	2,500	(28.6)
Prof Development & Training	6,980	5,519	5,519	-	0	5,519	-
Internal Recoveries	44,608	44,608	43,132	(3.3)	0	43,132	(3.3)
Total Expenses	926,345	967,576	979,764	1.3	125,000	1,104,764	14.2
Net Budget	925,716	967,576	979,764	1.3	0	979,764	1.3

COMMUNICATION AND FRENCH LANGUAGE

Approved Budget Option:

- Provide one time funding of \$125,000 from the IT reserve to enhance the city's website

CGS Budget Option

Year: 2016

Category: Council Referral

Type: Enhancement

Fund: Operating

Department: 0260 Communication and French Lan **Division:** Executive - Administrative

Request: Provide \$125,000 in funding from the IT reserve to enhance the city's website.

Description/Impact:

At the November 17th 2015 Finance and Administration meeting, staff were directed to prepare a budget option for improvements to the City website. This option provides information that is in line with staff's work over the last several years, and planned for future years, in a continuous improvement plan for the municipal website.

Please see attached supplementary page for further information.

Impact on Staffing (Negative if Reduction)

Full Time Postion(s): 0
Part Time Hours: 1827

Net Budget Increase (Negative if Reduction)

Permanent: \$0
One-time: \$0

Notes:

Temporary website content editor \$67,065
Website audit \$57,935
Total cost \$125,000

Status: Approved



Greater Grand
Sudbury

Budget 16

Administrative Services

**2016
Operating
Budget**

Operating Budget Summary	
Description	

Description	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		80	78	(2.5)	0	78	(2.5)
Part Time Hours		6,283	3,308	(47.3)	0	3,308	(47.3)
Overtime Hours		1,125	1,125	-	0	1,125	-
<u>Revenues</u>							
Provincial Grants & Subsidies	(13,405)	0	0	-	0	0	-
User Fees	(815,991)	(909,562)	(973,698)	(7.1)	(33,000)	(1,006,698)	(10.7)
Licensing & Lease Revenues	(778,930)	(896,628)	(896,628)	-	0	(896,628)	-
Other Revenues	(2,880,558)	(2,793,628)	(2,893,628)	(3.6)	0	(2,893,628)	(3.6)
Total Revenues	(4,488,884)	(4,599,818)	(4,763,954)	(3.6)	(33,000)	(4,796,954)	(4.3)
<u>Expenses</u>							
Salaries & Benefits	7,437,475	7,937,940	7,826,854	(1.4)	0	7,826,854	(1.4)
Materials - Operating Expenses	2,536,392	2,583,193	2,490,193	(3.6)	0	2,490,193	(3.6)
Energy Costs	9,470	8,764	9,591	9.4	0	9,591	9.4
Rent and Financial Expenses	91,894	83,080	97,480	17.3	0	97,480	17.3
Purchased/Contract Services	2,654,102	2,549,301	2,672,072	4.8	0	2,672,072	4.8
Prof Development & Training	73,499	80,889	80,889	-	0	80,889	-
Grants - Transfer Payments	180	0	0	-	0	0	-
Contr to Reserve and Capital	1,007,015	1,007,015	778,453	(22.7)	0	778,453	(22.7)
Internal Recoveries	(7,089,608)	(7,105,608)	(6,870,233)	3.3	0	(6,870,233)	3.3
Total Expenses	6,720,419	7,144,574	7,085,299	(0.8)	0	7,085,299	(0.8)
Net Budget	2,231,534	2,544,755	2,321,345	(8.8)	(33,000)	2,288,345	(10.1)

ADMINISTRATIVE SERVICES

The Executive Director/City Clerk provides leadership to the divisions within Administrative Services co-ordinating and facilitating the provision of high quality, cost effective and responsive services to our internal clients and is the lead on all governance related initiatives. Within the Department are five primary sections as follows:

- Clerks Services is responsible for fulfilling a number of statutory responsibilities as described in the Municipal Act and in other legislation ranging from the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) to the Accessibility for Ontarians with Disabilities Act (AODA). The Clerks section manages the governance process for Council and all Council Committees, including preparation and organization of meeting content and materials, conducts elections and provides organizational support to accountability initiatives and investigations.
- Legal Services manages the Solicitor's functions to meet legislative requirements and ensure protection of CGS interests. The department drafts and reviews legal documents including by-laws, agreements/contracts and opinions and provides oversight to prosecutions.
- The City of Greater Sudbury has been operating Provincial Offences Act (POA), more formally known as Ontario Court of Justice – Provincial Offences Court, since transfer from the Province in 2001. POA offences are non-criminal charges, the most common of which are laid under the Highway Traffic Act.
- The Compliance and Enforcement section is responsible for the enforcement of a number of Municipal Bylaws and Provincial Statutes, including, but not limited to, Zoning, Traffic and Parking, Property Standards, Licensing Bylaws and the Ontario Building Code. Licensing staff in the office support all applications for any Business Licence, Taxi Licence or Lottery Licence (under \$50,000) in the City of Greater Sudbury. The section manages the contracts for Downtown Parking Enforcement and Animal Control.
- Information Technology staff manage all the hardware and software critical to municipal operations. This includes maintenance of 5,500 network nodes and 230+ business applications which run over 350 servers and more than 2,000 employee workstations. Telecommunications and departmental specific technology tools are also supported through IT.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
Clerks Services is responsible for fulfilling a number of statutory responsibilities as described in the Municipal Act and in other legislation. The Clerks Section manages the governance process for Council and all Council Committees, including preparation of agendas and minutes.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		14	13	(7.1)	0	13	(7.1)
Part Time Hours		2,102	1,027	(51.1)	0	1,027	(51.1)
Overtime Hours		525	525	-	0	525	-
Revenues							
Provincial Grants & Subsidies	(13,405)	0	0	-	0	0	-
User Fees	(28,455)	(28,455)	(29,308)	(3.0)	0	(29,308)	(3.0)
Licensing & Lease Revenues	(146,628)	(146,628)	(146,628)	-	0	(146,628)	-
Other Revenues	(32,270)	(17,000)	(17,000)	-	0	(17,000)	-
Total Revenues	(220,758)	(192,083)	(192,936)	(0.4)	0	(192,936)	(0.4)
Expenses							
Salaries & Benefits	1,111,996	1,282,971	1,239,566	(3.4)	0	1,239,566	(3.4)
Materials - Operating Expenses	570,658	525,795	525,795	-	0	525,795	-
Energy Costs	4,234	4,234	4,809	13.6	0	4,809	13.6
Purchased/Contract Services	115,688	28,863	28,863	-	0	28,863	-
Prof Development & Training	12,470	16,470	16,470	-	0	16,470	-
Internal Recoveries	(521,115)	(521,115)	(508,395)	2.4	0	(508,395)	2.4
Total Expenses	1,293,931	1,337,218	1,307,108	(2.3)	0	1,307,108	(2.3)
Net Budget	1,073,173	1,145,135	1,114,171	(2.7)	0	1,114,171	(2.7)

CLERKS AND ADMINISTRATIVE SERVICES

The Executive Director/City Clerk provides leadership to the divisions within Administrative Services co-ordinating and facilitating the provision of high quality, cost effective and responsive services to our internal clients and is the lead on all governance related initiatives.

Clerks Services is responsible for fulfilling a number of statutory responsibilities as described in the Municipal Act and in other legislation. The Clerk's section manages the governance process for Council and all Council Committees, including preparation and organization of meeting content and materials. Clerk's Services co-ordinates Open Government and serves as liaison with external accountability officers.

Clerks Services is responsible for ensuring compliance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) through which requests to access information are made and which provides oversight in ensuring that the Municipality takes appropriate action to protect personal privacy.

The section administers and co-ordinates the CGS Records Management Program, ensuring the protection and preservation of permanent official records and the retention and destruction of documents in accordance with legislation and provides mail and print room services for the Municipality.

Clerks Services registers deaths and issues both marriage licences and burial permits and staff conduct marriage ceremonies in accordance with the Marriage Act.

Variance Explanation:

Full Time Positions / Part Time Hours

Changes in Full Time Positions category relates to approved P6M initiatives. Changes in Part Time Hours relates to changes to service delivery.



**2016
Operating
Budget**

Operating Budget Summary	
Description	
This budget area is used to fund capital projects relating to the provision of information technology, copiers, print services, telephone, voice mail systems, internet protocol, voice over internet protocol and furniture upgrades for all departments of the City of Greater Sudbury.	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Contr to Reserve and Capital	467,110	467,110	476,453	2.0	0	476,453	2.0
Total Expenses	467,110	467,110	476,453	2.0	0	476,453	2.0
Net Budget	467,110	467,110	476,453	2.0	0	476,453	2.0

**2016
Operating
Budget**

Operating Budget Summary	
Description	
Under the direction of the City Solicitor, the Legal Services Section is responsible for managing the Solicitor's functions within the City in such a way as to meet Legislative requirements and to provide professional and timely service to Council, Staff and to Local Boards. Legal Services drafts and reviews legal documents including resolutions, by-laws, agreements, contracts and opinions. The section is also responsible for prosecution of Provincial Offences Act matters.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		11	11	-	0	11	-
Part Time Hours		2,996	1,096	(63.4)	0	1,096	(63.4)
Revenues							
User Fees	(100,000)	(145,000)	(149,350)	(3.0)	0	(149,350)	(3.0)
Other Revenues	(57,868)	(85,808)	(85,808)	-	0	(85,808)	-
Total Revenues	(157,868)	(230,808)	(235,158)	(1.9)	0	(235,158)	(1.9)
Expenses							
Salaries & Benefits	1,148,255	1,306,191	1,260,622	(3.5)	0	1,260,622	(3.5)
Materials - Operating Expenses	58,500	82,245	82,245	-	0	82,245	-
Purchased/Contract Services	450,000	436,000	436,000	-	0	436,000	-
Prof Development & Training	19,920	23,268	23,268	-	0	23,268	-
Internal Recoveries	(71,967)	(87,967)	(92,059)	(4.7)	0	(92,059)	(4.7)
Total Expenses	1,604,708	1,759,737	1,710,076	(2.8)	0	1,710,076	(2.8)
Net Budget	1,446,840	1,528,929	1,474,918	(3.5)	0	1,474,918	(3.5)

LEGAL SERVICES

Legal Services staff provide professional support to all departments within the City of Greater Sudbury as well as to our local boards (Police, Library etc.) and municipal corporations excepting GSU. Client groups throughout the organization call upon the solicitors to provide them with quality and timely advice and assistance on specialized municipal matters as varied as providing advice in relation to matters under MFIPPA, completing the legal work associated with subdivision developments and other real estate transactions and providing required support for procurement matters.

By-laws are required under the *Municipal Act, 2001*, to give effect to the Council's decision making powers and Legal Services prepares the By-laws for passage by City Council at each scheduled meeting. While some By-laws may be brief in nature a number are highly complex and require considerable time and effort by Legal Services staff, working in consultation with the departments.

An organization as large as the City of Greater Sudbury enters into a countless number of agreements varying in length and complexity to protect its interests, carry on business and deliver goods and services for its residents. Staff in Legal Services spends a great deal of time drafting, reviewing and providing advice on agreements covering all facets of the business of the City. Such agreements often relate to procurements, real estate, planning and development, property leases, or funding arrangements with other levels of government.

Legal Services has developed internal expertise and capacity for recurring matters, such as POA prosecutions while retaining experts for highly specialized litigation or other matters as required. In most of the City of Greater Sudbury's litigation matters, it is the City who is the defendant and there is a significant return on investment in defending against these claims.

The strategic use of both internal and external legal counsel is reflected in the savings achieved in recent years when one compares the historical average costs for external counsel prior to restructuring of Legal Services, to the current costs. The model adopted by the City of Greater Sudbury has the same proportionality of internal to external counsel use as many other Ontario municipalities.

Variance Explanation:

Part Time Hours

Changes in this category relates to approved P6M initiatives.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
The Municipal Election is held once every four years, with the next Municipal Election to be held in 2018. An annual transfer to the Election Reserve is used to apportion the cost of the election over four budget years.	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Contr to Reserve and Capital	200,000	200,000	200,000	-	0	200,000	-
Total Expenses	200,000	200,000	200,000	-	0	200,000	-
Net Budget	200,000	200,000	200,000	-	0	200,000	-

**2016
Operating
Budget**

Operating Budget Summary	
Description	
The Provincial Offences Act enables the City to manage court administration and prosecution of some offences. The City has the authority to collect fines, fees, costs and surcharges, and enforce payment of fines as imposed by the courts. Revenue, net of amounts calculated and costs remitted to the Province in accordance with the Act, are retained by the Municipality.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		9	9	-	0	9	-
Part Time Hours		609	609	-	0	609	-
Revenues							
User Fees	(1,500)	0	0	-	0	0	-
Other Revenues	(2,700,100)	(2,640,500)	(2,740,500)	(3.8)	0	(2,740,500)	(3.8)
Total Revenues	(2,701,600)	(2,640,500)	(2,740,500)	(3.8)	0	(2,740,500)	(3.8)
Expenses							
Salaries & Benefits	626,630	680,187	710,504	4.5	0	710,504	4.5
Materials - Operating Expenses	23,416	21,645	21,645	-	0	21,645	-
Rent and Financial Expenses	83,444	77,000	80,500	4.5	0	80,500	4.5
Purchased/Contract Services	317,900	307,557	407,557	32.5	0	407,557	32.5
Prof Development & Training	4,280	4,275	4,275	-	0	4,275	-
Internal Recoveries	92,687	92,687	90,323	(2.6)	0	90,323	(2.6)
Total Expenses	1,148,357	1,183,351	1,314,804	11.1	0	1,314,804	11.1
Net Budget	(1,553,243)	(1,457,149)	(1,425,696)	2.2	0	(1,425,696)	2.2

CORPORATE SECURITY AND COURT SERVICES

The City of Greater Sudbury has been operating the Provincial Offences Office (POA), more formally known as Ontario Court of Justice – Provincial Offences Court, since its transfer from the Province in 2001. POA offences are non-criminal charges, the most common of which are laid under the Highway Traffic Act. With all POA operations (Court and Administrative process) being housed at Tom Davies Square/199 Larch Street complex there is significant cost avoidance to the municipality when compared to the costs that would be incurred for the physical construction of a new space and/or having to operate from two different physical locations.

With tasks being aligned to specific work pods, with an ongoing dedication to the administration of justice for all POA matters, there is a continuing focus on efficiency in the POA Office. Aligning tasks to specific work areas has further allowed for a focused commitment to the collection and recovery of outstanding amounts owed to the municipality.

While ensuring the safety and security of all staff and citizens that visit City of Greater Sudbury facilities, the Corporate Security Section of Administrative Services continues to serve as an advisor, providing organizational leadership and direction on all things related to security.

With a newly executed contract for uniformed security services at Tom Davies Square/199 Larch and the Transit Terminal, Corporate Security will continue to strive towards a culture change in the organization when considering the level of service provided to internal and external customers of these buildings. Likewise, working with stakeholder departments, Corporate Security will maintain a focus on the security of staff and citizens at all locations across the organization.

Variance Explanation:

Purchased/Contract Services

The Province charges municipalities for a number of POA related costs and has advised that in 2016 we will see increases in adjudication costs. The Province is increasing the costs from \$200 to \$300 per court hour to achieve full cost recovery for this service.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Compliance and Enforcement section ensures that all regulatory and licensing by-laws enacted by Council are adhered to. All inquiries and complaints are addressed and responded to in a professional, timely manner with the goal of resolution through education and voluntary compliance. The enforcement of by-laws such as Business and Taxi Licensing, Zoning, Permanent and Temporary Signage, Property Standards, Clearing of Lands, Animal Control and Licensing. Parking and the Protection of Public Property assists with providing residents and visitors of the City of Greater Sudbury with a clean, safe, sustainable environment. Enforcement officers conduct inspections and investigations of by-law violations and initiate proceedings for by-law offences pursuant to the Provincial Offences Act. Staff in the section license and monitor bingo, nevada and raffle lotteries to ensure compliance as set out by the Alcohol and Gaming Commission of Ontario.</p> <p>Approved Budget Option: 1) Establishment of user fees to recover part of the costs associated with enforcement activities</p>	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		12	11	(8.3)	0	11	(8.3)
Part Time Hours		576	576	-	0	576	-
Revenues							
User Fees	(686,037)	(736,107)	(795,040)	(8.0)	(33,000)	(828,040)	(12.5)
Licensing & Lease Revenues	(632,302)	(750,000)	(750,000)	-	0	(750,000)	-
Other Revenues	(40,000)	0	0	-	0	0	-
Total Revenues	(1,358,339)	(1,486,107)	(1,545,040)	(4.0)	(33,000)	(1,578,040)	(6.2)
Expenses							
Salaries & Benefits	951,506	1,046,406	918,594	(12.2)	0	918,594	(12.2)
Materials - Operating Expenses	122,200	99,650	86,650	(13.0)	0	86,650	(13.0)
Energy Costs	4,800	4,094	4,325	5.6	0	4,325	5.6
Rent and Financial Expenses	8,450	6,080	16,980	179.3	0	16,980	179.3
Purchased/Contract Services	816,398	789,752	812,523	2.9	0	812,523	2.9
Prof Development & Training	4,075	4,075	4,075	-	0	4,075	-
Grants - Transfer Payments	180	0	0	-	0	0	-
Internal Recoveries	203,579	203,579	183,392	(9.9)	0	183,392	(9.9)
Total Expenses	2,111,188	2,153,636	2,026,539	(5.9)	0	2,026,539	(5.9)
Net Budget	752,849	667,528	481,499	(27.9)	(33,000)	448,499	(32.8)

COMPLIANCE & ENFORCEMENT

The Compliance and Enforcement section is responsible for the enforcement of a number of Municipal Bylaws and Provincial Statutes, including, but not limited to, Zoning, Traffic and Parking, Property Standards, Licensing Bylaws and the Ontario Building Code.

On average, each officer manages 285 cases per year for an average total of 2,287 cases per year being handled by the section. The goal is always to work with the parties involved to obtain compliance, however when necessary, options such as issuance of charges under the Provincial Offences Act or transfer of costs associated with remediation of the matter to the property owner's tax roll may be applied.

Licensing staff in the office support all applications for any Business Licence, Taxi Licence or Lottery Licence (under \$50,000) in the City of Greater Sudbury. The section manages the contracts for Downtown Parking Enforcement and Animal Control.

In 2016 the section will be working on Taxi Licensing in the context of Uber and web based applications, a Noise By-Law and on the award of a new Animal Control Contract.

Variance Explanation:

Full Time Positions / Salaries & Benefits

Changes in these categories relate to approved P6M initiatives.

Approved Budget Option:

- Establishment of user fees to recover part of the costs associated with enforcement activities

CGS Budget Option

Year: 2016

Category: Departmental Submission**Type:** Reduction**Fund:** Operating**Department:** 2430 Compliance & Enforcement**Division:** Administrative Services**Request:** Establishment of user fees to recover part of the costs associated with enforcement activities**Description/Impact:**

Finance and Administration Committee passed resolution FA2015-77 on December 8 2015 requesting a budget option for User Fees for Enforcement Activities.

The following services and activities are identified as user fees charged directly to the person responsible for the cost of the services. The services performed either benefit individuals requesting the service, relate to non-compliance of an order or notice, or a matter that is private in nature. The fees have been established through an analysis of the actual costs for delivery from past experiences and these fees are considered best practices amongst a number of municipalities in Ontario. The fees also provide additional enforcement tools to affect compliance with CGS by-laws, is in line with the City's mission to use its resources responsibly, and as part of the Miscellaneous User Fee by-law will be reviewed and adjusted annually according to inflation costs.

- 1) By-law Officer attendance at inspections when an order is in default and/or remedial work is required; \$60/hour or part thereof x 150 inspections = \$9,000
- 2) Appeal Hearings; \$100/hearing x 5 hearings = \$500
- 3) Towing vehicles from private property; \$140/request x 100 requests = \$14,000
- 4) Late business license renewals; \$10 for first late renewal notice x 75 notices = \$750; \$70 for second late renewal notice x 125 notices = \$8,750; total license renewals of \$9,500

Impact on Staffing (Negative if Reduction)**Full Time Postion(s):** 0**Net Budget Increase (Negative if Reduction)****Permanent:** \$(33,000)**One-time:** \$0**Notes:****Status:** Approved



Information Technology

Operating Budget Summary

Description

2016
Operating
Budget

2015		2016					
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		34	34	-	0	34	-
Part Time Hours		0	0	-	0	0	-
Overtime Hours		600	600	-	0	600	-
Revenues							
Other Revenues	(50,320)	(50,320)	(50,320)	-	0	(50,320)	-
Total Revenues	(50,320)	(50,320)	(50,320)	-	0	(50,320)	-
Expenses							
Salaries & Benefits	3,599,088	3,622,185	3,697,569	2.1	0	3,697,569	2.1
Materials - Operating Expenses	1,761,618	1,853,858	1,773,858	(4.3)	0	1,773,858	(4.3)
Energy Costs	436	436	457	4.8	0	457	4.8
Purchased/Contract Services	954,116	987,129	987,129	-	0	987,129	-
Prof Development & Training	32,754	32,801	32,801	-	0	32,801	-
Contr to Reserve and Capital	339,905	339,905	102,000	(70.0)	0	102,000	(70.0)
Internal Recoveries	(6,792,792)	(6,792,792)	(6,543,494)	3.7	0	(6,543,494)	3.7
Total Expenses	(104,875)	43,522	50,320	15.6	0	50,320	15.6
Net Budget	(155,196)	(6,798)	0	100.0	0	0	100.0

INFORMATION TECHNOLOGY

This division is responsible for all aspects of Information Technology (IT) at the City. IT provides the City with the hardware and software that is critical to Municipal operations. IT Staff manage and maintain more than 5,500 network nodes and 230 business applications which run on 350 servers of which 289 are virtual servers and close to 2,040 workstations located at 129 network sites across the community. In addition, the department maintains over 1,600 telephones which utilize as many as 200 distinct numbers. IT maintains some 66 multi-function copier/fax/printer/scanner units and 215 printers, 180 cell phones and 280 Blackberries. The department is responsible for the installation, maintenance, backup and support of these workstations and works to ensure that the City's technology is always current and up-to-date. The IT help desk provides day-to-day support to employees with both hardware and software problems, responding to approximately 10,800 requests in the past year.

IT staff follow the IT Strategic Plan, the Municipal IT Trends Report, the Managing IT Growth report and the Green IT report to make decisions regarding current and future uses of technology. IT continues to work with the Senior Management Team to further develop IT policies to manage IT technologies.

The total IT budget is allocated to operating departments through an internal recovery charge in accordance with OMBI methodology.

In accordance with the Reserve and Reserve Fund By-Law, any net under expenditure in the IT operating budget may be contributed to the Capital Financing Reserve Fund – Information Technology provided the overall financial position of the municipality is also in a net surplus position.

Variance Explanation:

Contribution to Reserve and Capital

Changes in this category relates to approved P6M initiatives.



Greater Sudbury

Budget 16

Human Resources



Human Resources and O.D.

**2016
Operating
Budget**

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		21	21	-	0	21	-
Part Time Hours		16,443	14,616	(11.1)	0	14,616	(11.1)
Revenues							
Contr from Reserve and Capital	(443,261)	(465,771)	(466,944)	(0.3)	0	(466,944)	(0.3)
Other Revenues	(35,602)	(35,602)	(39,102)	(9.8)	0	(39,102)	(9.8)
Total Revenues	(478,863)	(501,373)	(506,046)	(0.9)	0	(506,046)	(0.9)
Expenses							
Salaries & Benefits	4,517,421	4,524,629	4,490,025	(0.8)	0	4,490,025	(0.8)
Materials - Operating Expenses	269,990	338,876	337,199	(0.5)	0	337,199	(0.5)
Energy Costs	524	524	395	(24.6)	0	395	(24.6)
Purchased/Contract Services	(127,459)	(493,775)	(495,452)	(0.3)	0	(495,452)	(0.3)
Prof Development & Training	238,350	204,259	175,605	(14.0)	0	175,605	(14.0)
Contr to Reserve and Capital	452,671	800,000	800,000	-	0	800,000	-
Internal Recoveries	(4,848,139)	(4,848,139)	(4,801,726)	1.0	0	(4,801,726)	1.0
Total Expenses	503,358	526,374	506,046	(3.9)	0	506,046	(3.9)
Net Budget	24,494	25,000	0	(100.0)	0	0	(100.0)

HUMAN RESOURCES & ORG. DEVELOPMENT

The Human Resources and Organizational Development (HR & OD) department provides value through support and service work on a number of HR Systems. These systems are aimed at providing a great employee experience, a great citizen experience and great numbers such as performance vs. budget, safety and citizen services. These system elements are key determinants of the employee experience which is a primary driver of the citizen experiences produced by CGS staff. Each day, HR & OD professionals provide support and services which balance the needs of employees and the business needs of the Municipality.

These HR systems include:

Health and safety, talent development, human resources planning and succession management, payroll benefits and rehabilitation, recruitment and selection, performance management, compensation and reward, labour relations, and employee wellness.

The total HR & OD budget is allocated to operating departments through an internal recovery charge in accordance with OMBI methodology.

In accordance with the Reserve and Reserve Fund By-Law, any net under expenditure in the Pensioners operating budget may be contributed to the Post Employment Benefit Reserve provided the overall financial position of the municipality is also in a net surplus position.

Variance Explanation:

Part Time Hours

Changes in this category relate to approved P6M initiatives.



Greater Sudbury

Budget 16

Financial Services



Financial Services

Operating Budget Summary

Description

2016 Operating Budget

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		75	71	(5.3)	0	71	(5.3)
Overtime Hours		1,514	1,514	-	0	1,514	-
Part Time Hours		4,865	4,293	(11.8)	0	4,293	(11.8)
<u>Revenues</u>							
User Fees	(676,156)	(555,000)	(621,650)	(12.0)	0	(621,650)	(12.0)
Investment Earnings	(48,703)	(28,000)	(28,000)	-	0	(28,000)	-
Contr from Reserve and Capital	(1,285,000)	(1,399,584)	(1,342,083)	4.1	0	(1,342,083)	4.1
Other Revenues	(274,700)	(264,728)	(270,870)	(2.3)	0	(270,870)	(2.3)
Total Revenues	(2,284,559)	(2,247,312)	(2,262,602)	(0.7)	0	(2,262,602)	(0.7)
<u>Expenses</u>							
Salaries & Benefits	6,796,391	6,857,619	6,658,265	(2.9)	0	6,658,265	(2.9)
Materials - Operating Expenses	1,611,231	1,686,940	1,679,455	(0.4)	0	1,679,455	(0.4)
Energy Costs	1,350	1,354	0	(100.0)	0	0	(100.0)
Rent and Financial Expenses	83,722	84,500	39,850	(52.8)	0	39,850	(52.8)
Purchased/Contract Services	3,621,750	3,630,867	3,679,865	1.3	0	3,679,865	1.3
Prof Development & Training	53,835	59,066	60,301	2.1	0	60,301	2.1
Contr to Reserve and Capital	1,418,350	1,493,350	1,396,661	(6.5)	0	1,396,661	(6.5)
Internal Recoveries	(4,209,266)	(4,331,520)	(4,212,688)	2.7	0	(4,212,688)	2.7
Total Expenses	9,377,363	9,482,176	9,301,709	(1.9)	0	9,301,709	(1.9)
Net Budget	7,092,804	7,234,864	7,039,107	(2.7)	0	7,039,107	(2.7)

FINANCIAL SERVICES

The Finance Department is lead by the Chief Financial Officer/City Treasurer. The department delivers high quality financial services through five sections: Accounting, Taxation, Financial Planning and Budgeting, Purchasing and Financial and Support Services. The department has a staff complement of 71 permanent employees. Finance staff provides tax billing and collection services, accounting and payroll services, purchasing and procurement services, budgeting and financial planning and financial information systems support in a prompt, courteous and cost effective manner.

The Finance Strategic Plan which was presented to Council in May 2013, outlined the following vision, mission and strategic goals for the department:

Vision:

Deliver high quality financial services, within a framework of sound policies and internal controls, to a financially sustainable municipality.

Mission:

The mission of the Finance Department is to provide sound financial policies and systems of internal controls, produce accurate and timely financial information, provide excellent customer service and sound financial advice to Council, management, departments, citizens, and ratepayers.

Strategic Goals:

1. Focus on fiscal sustainability and long term financial planning.
2. Provide support to operating departments and provide timely and accurate financial statements (internal and external) to assist in decision making.
3. Perform the controllership function for the City by providing and enforcing sound financial policies and internal controls.
4. Maximize the capabilities and opportunities provided by the financial information systems.
5. Maintain a positive work environment and strong employee engagement within the Finance Department.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Mission of the Finance department is to provide financial expertise and quality information to Council, management, departments, citizens and ratepayers in conformity with generally accepted accounting principles and statutory and legal requirements and policies.</p> <p>Financial Services Administration supervises and coordinates the activities of the Financial Services division. The section includes the Chief Financial Officer, as well as secretarial and clerical support for the entire Finance department.</p>	

	2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		4	4	-	0	4	-
Part Time Hours		1,218	1,218	-	0	1,218	-
Overtime Hours		30	30	-	0	30	-
Revenues							
Contr from Reserve and Capital	(27,000)	0	0	-	0	0	-
Total Revenues	(27,000)	0	0	-	0	0	-
Expenses							
Salaries & Benefits	494,864	488,007	511,621	4.8	0	511,621	4.8
Materials - Operating Expenses	30,900	38,265	38,265	-	0	38,265	-
Purchased/Contract Services	55,625	28,625	28,625	-	0	28,625	-
Prof Development & Training	11,248	11,248	11,248	-	0	11,248	-
Internal Recoveries	500,006	500,006	491,708	(1.7)	0	491,708	(1.7)
Total Expenses	1,092,643	1,066,151	1,081,467	1.4	0	1,081,467	1.4
Net Budget	1,065,643	1,066,151	1,081,467	1.4	0	1,081,467	1.4

**2016
Operating
Budget**

Operating Budget Summary	
Description	
The Tax Services provided include: - Billing of interim, final and supplementary tax levies including payments-in-lieu of taxes, - The collection of current and overdue taxes, - Maintenance of the tax sale accounts, - Administration of the pre-authorized tax payment plan, - The processing of tax adjustments and refunds, - Administration of the Elderly Tax Assistance Program, - Administration of the Elderly / Disabled Tax Deferral, Registered Charities Rebate and Vacancy Rebate Programs, - Responding to tax / assessment related inquiries, - Administration of the Capping / Clawback Program for protected properties.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		11	10	(9.1)	0	10	(9.1)
Overtime Hours		100	100	-	0	100	-
Revenues							
User Fees	(676,156)	(555,000)	(621,650)	(12.0)	0	(621,650)	(12.0)
Total Revenues	(676,156)	(555,000)	(621,650)	(12.0)	0	(621,650)	(12.0)
Expenses							
Salaries & Benefits	884,643	889,530	839,811	(5.6)	0	839,811	(5.6)
Materials - Operating Expenses	36,176	37,276	37,276	-	0	37,276	-
Rent and Financial Expenses	6,500	7,500	4,000	(46.7)	0	4,000	(46.7)
Purchased/Contract Services	2,015,877	2,001,000	2,022,500	1.1	0	2,022,500	1.1
Prof Development & Training	3,456	3,456	3,456	-	0	3,456	-
Internal Recoveries	77,065	77,065	78,640	2.0	0	78,640	2.0
Total Expenses	3,023,717	3,015,827	2,985,683	(1.0)	0	2,985,683	(1.0)
Net Budget	2,347,561	2,460,827	2,364,033	(3.9)	0	2,364,033	(3.9)

TAXATION

The Tax section is responsible for the timely billing and collection of interim, final and supplementary property taxes, including the administration of various mitigation programs authorized under the Municipal Act and the Assessment of Ontario. Mitigation programs include tax reductions, refunds and rebates authorized in provincial legislation.

As well, the department is responsible for the protection of the municipality's assessment base, ensuring that assessment and related tax losses are minimized during the assessment appeal process.

The staff in the Tax section interacts with various internal and external stakeholders in providing excellent customer service to those individuals and organizations.

The Tax section liaises with the Municipal Property Assessment Corporation (MPAC) and analyzes the assessment rolls to ensure all properties are paying their share of taxation.

The department assists in the City's efforts to maintain fiscal sustainability by administering the applicable user fees authorized by municipal bylaw as well as being active participants in the administration of the City's Brownfield and Failed Tax Sale policy.

Variance Explanations:

Full Time Positions

Changes in this category relate to approved P6M initiatives.

User Fees

The 2016 budget has been increased to reflect revenues generated based on anticipated activities.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
Responsible for establishing the plans, structure and corporate policies to ensure that the City has the goods and services required when needed, at the agreed to quantity and quality and at the lowest total acquisition cost. Works in partnership with staff across the corporation to achieve value for money over the total life cycle of the goods and services and to minimize the costs of administering the procurement process. Ensure the purchasing by-law is followed and the integrity of the tendering process is adhered to.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		7	7	-	0	7	-
Overtime Hours		170	170	-	0	170	-
Revenues							
Contr from Reserve and Capital	(38,000)	0	0	-	0	0	-
Other Revenues	(10,710)	(15,210)	(15,210)	-	0	(15,210)	-
Total Revenues	(48,710)	(15,210)	(15,210)	-	0	(15,210)	-
Expenses							
Salaries & Benefits	773,500	671,463	683,543	1.8	0	683,543	1.8
Materials - Operating Expenses	7,363	7,363	7,363	-	0	7,363	-
Purchased/Contract Services	10,000	0	0	-	0	0	-
Prof Development & Training	3,400	3,400	3,400	-	0	3,400	-
Internal Recoveries	(532,583)	(532,738)	(542,247)	(1.8)	0	(542,247)	(1.8)
Total Expenses	261,680	149,488	152,059	1.7	0	152,059	1.7
Net Budget	212,970	134,278	136,849	1.9	0	136,849	1.9



Financial Planning-Budgeting

2016 Operating Budget

Operating Budget Summary
Description

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		12	12	-	0	12	-
Overtime Hours		334	354	6.0	0	354	6.0
<u>Revenues</u>							
Contr from Reserve and Capital	(1,220,000)	(1,275,000)	(1,275,000)	-	0	(1,275,000)	-
Other Revenues	(162,151)	(172,151)	(169,293)	1.7	0	(169,293)	1.7
Total Revenues	(1,382,151)	(1,447,151)	(1,444,293)	0.2	0	(1,444,293)	0.2
<u>Expenses</u>							
Salaries & Benefits	1,205,303	1,177,370	1,204,996	2.3	0	1,204,996	2.3
Materials - Operating Expenses	1,434,848	1,499,211	1,494,238	(0.3)	0	1,494,238	(0.3)
Purchased/Contract Services	5,613	14,162	14,928	5.4	0	14,928	5.4
Prof Development & Training	10,637	6,811	6,811	-	0	6,811	-
Contr to Reserve and Capital	1,392,850	1,467,850	1,396,661	(4.8)	0	1,396,661	(4.8)
Internal Recoveries	(501,960)	(501,960)	(506,123)	(0.8)	0	(506,123)	(0.8)
Total Expenses	3,547,291	3,663,444	3,611,511	(1.4)	0	3,611,511	(1.4)
Net Budget	2,165,140	2,216,294	2,167,219	(2.2)	0	2,167,219	(2.2)

FINANCIAL PLANNING & BUDGETING

The principle functions of the Financial Planning & Budgeting section are to:

- Develop appropriate financial policy recommendations for consideration of Council
- Analyze the impact of provincial legislative changes such as OMPF (Ontario Municipal Partnership Fund) entitlements
- Maintain the long term financial plan approved by Council
- Develop all rates including area rates for taxation
- Oversee the municipality's cash management and investment program
- Administer the municipality's existing debt program and future debt requirements
- Manage the Municipality's insurance and risk management program, enabling adequate coverage and recommending risk management initiatives
- Plan, direct and provide overall supervision and compilation of the operating and capital budgets
- Provide customer service to operating departments in all financial related matters, including accounting for tangible capital assets

Variance Explanation:

Overtime Hours

There is an increase of 20 overtime hours in Financial Planning-Budgeting which have been transferred from Accounting.



Accounting Services

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		24	24	-	0	24	-
Part Time Hours		3,647	3,075	(15.7)	0	3,075	(15.7)
Overtime Hours		880	860	(2.3)	0	860	(2.3)
<u>Revenues</u>							
User Fees	0	0	0	-	0	0	-
Investment Earnings	(48,703)	(28,000)	(28,000)	-	0	(28,000)	-
Contr from Reserve and Capital	0	(124,584)	(67,083)	46.2	0	(67,083)	46.2
Other Revenues	(101,840)	(77,367)	(86,367)	(11.6)	0	(86,367)	(11.6)
Total Revenues	(150,542)	(229,951)	(181,450)	21.1	0	(181,450)	21.1
<u>Expenses</u>							
Salaries & Benefits	2,139,560	2,252,727	2,201,481	(2.3)	0	2,201,481	(2.3)
Materials - Operating Expenses	27,044	30,310	31,210	3.0	0	31,210	3.0
Rent and Financial Expenses	77,222	77,000	35,850	(53.4)	0	35,850	(53.4)
Purchased/Contract Services	1,504,636	1,557,080	1,583,812	1.7	0	1,583,812	1.7
Prof Development & Training	18,344	27,401	28,486	4.0	0	28,486	4.0
Internal Recoveries	(2,314,773)	(2,357,253)	(2,409,850)	(2.2)	0	(2,409,850)	(2.2)
Total Expenses	1,452,032	1,587,265	1,470,989	(7.3)	0	1,470,989	(7.3)
Net Budget	1,301,490	1,357,314	1,289,540	(5.0)	0	1,289,540	(5.0)

ACCOUNTING SERVICES

Accounting Services is responsible for the following areas:

- **General Accounting:** includes the accurate and timely preparation of month end and year end financial statements, the Financial Information Returns and the City's Annual Financial Report. Financial reporting is prepared in accordance with Public Sector Accounting Standards, the Ministry of Municipal Affairs and Housing requirements and other legislation.
- **Accounts Receivable and Accounts Payable:** processing invoices to customers, payments to vendors.
- **Payroll:** processing payments to all CGS employees and ensuring the appropriate payroll remittances and filings are submitted as required by legislation.
- **Water/waste water billing:** oversee the contract with Greater Sudbury Utilities Inc to effectively manage the billing and collection for water and wastewater services.
- **Financial Information System:** management of the PeopleSoft Financial system. This includes providing support to users, overseeing bundle updates and upgrades and implementing new functionality that will contribute to efficiencies and effectiveness for the City.
- **Oversee the administration of HST and City donations.**

Variance Explanations:

Part Time Hours / Contribution from Reserve and Capital

There is a decrease of 572 hours in Accounting funded from reserve for temporary staff to increase the use of the PeopleSoft system for procurement. This project started in 2014 and the hours are reduced as a result of the expected completion of the project.

Overtime Hours

There is a decrease of 20 overtime hours in Accounting which have been transferred to Financial Planning-Budgeting.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
The principal function is to support Infrastructure Services by: - Develop the Infrastructure Services operational budget - monitoring and analysis of financial results, provide support for the City's municipal maintenance management system including activity costing, payroll and billing functions - procure and inventory commonly used goods and services for Infrastructure Services in accordance with OMBI methodology, these costs are allocated to roads, water waste water and solid waste.	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		17	14	(17.6)	0	14	(17.6)
Expenses							
Salaries & Benefits	1,298,521	1,378,521	1,216,813	(11.7)	0	1,216,813	(11.7)
Materials - Operating Expenses	74,900	74,515	71,103	(4.6)	0	71,103	(4.6)
Energy Costs	1,350	1,354	0	(100.0)	0	0	(100.0)
Purchased/Contract Services	30,000	30,000	30,000	-	0	30,000	-
Prof Development & Training	6,750	6,750	6,900	2.2	0	6,900	2.2
Contr to Reserve and Capital	25,500	25,500	0	(100.0)	0	0	(100.0)
Internal Recoveries	(1,437,021)	(1,516,640)	(1,324,816)	12.6	0	(1,324,816)	12.6
Total Expenses	0	0	0	-	0	0	-
Net Budget	0	0	0	-	0	0	-

FINANCIAL SUPPORT SERVICES

Variance Explanation:

Full Time Positions / Salaries & Benefits

Changes in these categories relate to approved P6M initiatives.



Greater Sudbury

Budget 16

Growth and Development Services

**2016
Operating
Budget**

Operating Budget Summary							
Description							

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		99	93	(6.1)	0	93	(6.1)
Overtime Hours		250	250	-	0	250	-
Part Time Hours		34,853	23,828	(31.6)	0	23,828	(31.6)
Revenues							
Provincial Grants & Subsidies	(923,203)	(633,159)	(179,622)	71.6	0	(179,622)	71.6
Federal Grants & Subsidies	(585,759)	(691,651)	(43,660)	93.7	0	(43,660)	93.7
User Fees	(3,648,516)	(4,765,783)	(3,969,617)	16.7	0	(3,969,617)	16.7
Contr from Reserve and Capital	(1,290,791)	(336,812)	(1,106,210)	(228.4)	0	(1,106,210)	(228.4)
Other Revenues	(1,899,001)	(1,044,152)	(892,589)	14.5	0	(892,589)	14.5
Total Revenues	(8,347,270)	(7,471,557)	(6,191,698)	17.1	0	(6,191,698)	17.1
Expenses							
Salaries & Benefits	10,335,754	10,622,148	9,637,771	(9.3)	0	9,637,771	(9.3)
Materials - Operating Expenses	2,210,692	2,006,957	1,817,548	(9.4)	0	1,817,548	(9.4)
Energy Costs	40,921	41,401	31,970	(22.8)	0	31,970	(22.8)
Rent and Financial Expenses	40,228	38,559	34,203	(11.3)	0	34,203	(11.3)
Purchased/Contract Services	490,502	460,378	241,800	(47.5)	0	241,800	(47.5)
Prof Development & Training	97,302	92,013	82,013	(10.9)	0	82,013	(10.9)
Grants - Transfer Payments	2,362,755	2,358,340	1,888,286	(19.9)	0	1,888,286	(19.9)
Contr to Reserve and Capital	1,144,450	543,729	530,989	(2.3)	0	530,989	(2.3)
Internal Recoveries	1,396,736	1,387,700	1,372,233	(1.1)	0	1,372,233	(1.1)
Total Expenses	18,119,340	17,551,224	15,636,813	(10.9)	0	15,636,813	(10.9)
Net Budget	9,772,069	10,079,667	9,445,115	(6.3)	0	9,445,115	(6.3)



**2016
Operating
Budget**

Operating Budget Summary	
Description	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		2	0	(100.0)	0	0	(100.0)
Expenses							
Salaries & Benefits	279,917	298,668	0	(100.0)	0	0	(100.0)
Materials - Operating Expenses	0	0	0	-	0	0	-
Prof Development & Training	0	0	0	-	0	0	-
Internal Recoveries	0	0	0	-	0	0	-
Total Expenses	279,917	298,668	0	(100.0)	0	0	(100.0)
Net Budget	279,917	298,668	0	(100.0)	0	0	(100.0)

GENERAL MANAGER'S OFFICE

Variance Explanation:

Full Time Positions / Salaries & Benefits

Changes in these categories relate to approved P6M initiatives.

**2016
Operating
Budget**

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		22	20	(9.1)	0	20	(9.1)
Overtime Hours		250	250	-	0	250	-
Part Time Hours		15,563	4,538	(70.8)	0	4,538	(70.8)
Revenues							
Provincial Grants & Subsidies	(923,203)	(633,159)	(179,622)	71.6	0	(179,622)	71.6
Federal Grants & Subsidies	(588,759)	(691,651)	(43,660)	93.7	0	(43,660)	93.7
User Fees	(55,700)	(40,000)	(30,000)	25.0	0	(30,000)	25.0
Contr from Reserve and Capital	(163,242)	(206,096)	(173,689)	15.7	0	(173,689)	15.7
Other Revenues	(1,221,751)	(550,452)	(398,889)	27.5	0	(398,889)	27.5
Total Revenues	(2,949,655)	(2,121,359)	(825,860)	61.1	0	(825,860)	61.1
Expenses							
Salaries & Benefits	2,599,391	2,762,881	2,188,596	(20.8)	0	2,188,596	(20.8)
Materials - Operating Expenses	1,288,402	948,724	759,772	(19.9)	0	759,772	(19.9)
Energy Costs	9,281	8,599	3,573	(58.4)	0	3,573	(58.4)
Rent and Financial Expenses	1,250	0	0	-	0	0	-
Purchased/Contract Services	280,969	258,578	60,000	(76.8)	0	60,000	(76.8)
Prof Development & Training	26,067	27,239	17,239	(36.7)	0	17,239	(36.7)
Grants - Transfer Payments	2,327,955	2,323,240	1,853,186	(20.2)	0	1,853,186	(20.2)
Contr to Reserve and Capital	1,022,511	402,364	406,611	1.1	0	406,611	1.1
Internal Recoveries	387,646	381,043	380,220	(0.2)	0	380,220	(0.2)
Total Expenses	7,943,472	7,112,668	5,669,197	(20.3)	0	5,669,197	(20.3)
Net Budget	4,993,817	4,991,309	4,843,337	(3.0)	0	4,843,337	(3.0)

ECONOMIC DEVELOPMENT

Economic Development

The Economic Development Division is focused on investment attraction, improved quality of life and support for local business. The division is guided by a new Strategic Plan – *From the Ground Up*, that was endorsed by Council in November 2015. The Division also receives guidance from the board of the Greater Sudbury Development Corporation.

The Economic Development division provides for core staffing of all activities and programs including, GSDC Board Support, General Marketing and City Promotion, Tourism Development Marketing, Primary Care Recruitment and Retention, Arts and Culture, Business Lead Development and Retention, Youth Strategy, Downtown Market and the Regional Business Centre.

Economic Development has four operational units:

The Investment and Business Development Unit works with existing and potential business and supports the GSDC Board as it determines strategic investments in projects of economic development significance.

The Tourism and Culture Unit leads a unique partnership of more than 100 local organizations committed to promoting Greater Sudbury as a place to see, stay, shop and enjoy. This unit also oversees the City's commitment to arts support, works to implement the city's Cultural Plan as well as providing support to our growing film industry.

The Regional Business Centre is largely funded by 17 Community Partners and provides a range of assistance to foster and develop small businesses and to encourage entrepreneurship in Greater Sudbury.

The Web Marketing group provides assistance in the marketing activities of the Division by maintaining promotional web sites and developing video, print and web based materials in-house.

ECONOMIC DEVELOPMENT

Variance Explanations:

Decrease in funded programs due to the completion within 2015 as follows:

(Includes grants, other revenues, part time hours, and related expenses)

Program	Decrease in Provincial Funding	Decrease in Federal Funding	Decrease in Other Revenue	Decrease in Part Time Hours
Northern Ontario School of Architecture	\$22,912	\$11,666	-	-
Settlement Program	-	\$82,340	-	1,270
Mining Supply & Assistance	\$377,423	\$385,996	\$91,143	3,654
Regional Business Centre	\$13,202	\$166,989	\$520	3,360
Innovative Immigration	\$40,000	-	-	-

Other Revenues

- Learning City – decreased revenues \$9,900 (reduction in funds from Greater Sudbury Development Corporation based on activity levels)
- Sports Tourism – decreased revenue of \$50,000 as the project was completed within 2015

Full Time Positions / Salaries & Benefits / Materials – Operating Expenses

Changes in these categories relate to approved P6M initiatives.

Grants and Transfer Payments

- A one-time budget option for Primary Care Recruitment and Retention of \$150,000 has been removed from the budget
- Permanent funding for the Art Gallery of Sudbury has been added to the 2016 Budget increasing the grants by \$100,000 as approved during 2015 budget deliberations



Planning and Development

Operating Budget Summary

Description

2016
Operating
Budget

	2015		2016				
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		44	42	(4.5)	0	42	(4.5)
Part Time Hours		15,790	15,790	-	0	15,790	-
Revenues							
User Fees	(682,086)	(730,511)	(730,556)	-	0	(730,556)	-
Contr from Reserve and Capital	(77,325)	(130,716)	(113,857)	12.9	0	(113,857)	12.9
Other Revenues	(632,250)	(493,700)	(493,700)	-	0	(493,700)	-
Total Revenues	(1,391,661)	(1,354,926)	(1,338,112)	1.2	0	(1,338,112)	1.2
Expenses							
Salaries & Benefits	4,647,064	4,736,261	4,577,049	(3.4)	0	4,577,049	(3.4)
Materials - Operating Expenses	651,174	816,787	817,809	0.1	0	817,809	0.1
Energy Costs	17,576	18,738	11,861	(36.7)	0	11,861	(36.7)
Rent and Financial Expenses	37,478	37,059	32,703	(11.8)	0	32,703	(11.8)
Purchased/Contract Services	134,533	131,300	111,300	(15.2)	0	111,300	(15.2)
Prof Development & Training	31,771	33,623	33,623	-	0	33,623	-
Grants - Transfer Payments	34,800	35,100	35,100	-	0	35,100	-
Contr to Reserve and Capital	121,939	124,521	124,378	(0.1)	0	124,378	(0.1)
Internal Recoveries	213,661	211,228	196,068	(7.2)	0	196,068	(7.2)
Total Expenses	5,889,996	6,144,617	5,939,891	(3.3)	0	5,939,891	(3.3)
Net Budget	4,498,335	4,789,691	4,601,778	(3.9)	0	4,601,778	(3.9)

PLANNING & DEVELOPMENT

Planning and Development Services ensures that the City of Greater Sudbury is planned and developed in accordance with the Ontario Planning Act, Provincial Policies and good planning principles so that it is an enjoyable and beautiful community in which its citizens live, work, play and shop. It provides planning leadership which ensures that the city is planned and developed in a manner which expresses the goals of its citizens as defined in its Official Plan and corporate documents. This service processes development applications, undertakes environmental initiatives, ensures Council's by-laws are complied with, and fosters community development at the city, neighbourhood and individual project levels. This service provides four (4) major functions: community and strategic planning services, development services, environmental planning initiatives and city survey, mapping, geographic information services. It also organizes agenda material for planning committee meetings, committee of adjustment meetings and development liaison advisory committee meetings.

Variance Explanation:

Full Time Positions

Changes in this category relate to approved P6M initiatives.

2015 Year End Projection:

The projected year-end under expenditure of \$290,000 in Planning and Development is a result of:

- Vacant positions and staff on leave which results in backfilling/replacement of positions at lower rates than budgeted of \$280,000
- Projected under expenditure of \$20,000 in earth care promotion costs as a result of P6M initiatives
- Projected under expenditure of \$50,000 in various expense accounts
- Projected decrease in committee of adjustments user fees of \$60,000 as a result of fewer applications.



**2016
Operating
Budget**

Operating Budget Summary	
Description	
This capital envelope is used as part of the Geographic Information System (GIS) initiative including Global Positioning System (GPS) equipment as it completes the GPS network and is a top priority. There is a current need to update mapping and orthophotography of "The Valley" Blezard Valley, Val Caron, Val Therese and Hammer as they haven't been done since the 1980's.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Contr to Reserve and Capital	121,939	121,939	124,378	2.0	0	124,378	2.0
Total Expenses	121,939	121,939	124,378	2.0	0	124,378	2.0
Net Budget	121,939	121,939	124,378	2.0	0	124,378	2.0

**2016
Operating
Budget**

Operating Budget Summary

Description

To ensure compliance with the Ontario Building Code and Regulations in order to assure a minimal standard of fire and life safety is provided to the public for construction undertaken within the City of Greater Sudbury through the Building Permit process, business licensing and Special Occasion Permits. Issue Building and Plumbing Permits and conduct inspections. Issue Orders to Comply, investigate complaints and assist in prosecution through courts when necessary. Respond to lawyers' search requests, to assist in providing "clear title" to property transactions. Issue Special Occasion Permits and conduct inspections to assure public health and safety at these events. Conduct inspections of day care facilities, group homes and other specialized provincially funded and licensed activities to assure minimal fire and life safety standards for occupants. The processing times for building permits are detailed in the "Annual Building Permit Benchmark Report" that is available from Building Services upon request.

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		31	31	-	0	31	-
Part Time Hours		3,500	3,500	-	0	3,500	-
Revenues							
User Fees	(2,910,730)	(3,995,272)	(3,209,061)	19.7	0	(3,209,061)	19.7
Contr from Reserve and Capital	(1,050,224)	0	(818,664)	(100.0)	0	(818,664)	(100.0)
Other Revenues	(45,000)	0	0	-	0	0	-
Total Revenues	(4,005,955)	(3,995,272)	(4,027,726)	(0.8)	0	(4,027,726)	(0.8)
Expenses							
Salaries & Benefits	2,809,382	2,824,338	2,872,127	1.7	0	2,872,127	1.7
Materials - Operating Expenses	271,116	241,446	239,967	(0.6)	0	239,967	(0.6)
Energy Costs	14,064	14,064	16,536	17.6	0	16,536	17.6
Rent and Financial Expenses	1,500	1,500	1,500	-	0	1,500	-
Purchased/Contract Services	75,000	70,500	70,500	-	0	70,500	-
Prof Development & Training	39,464	31,151	31,151	-	0	31,151	-
Contr to Reserve and Capital	0	16,844	0	(100.0)	0	0	(100.0)
Internal Recoveries	795,429	795,429	795,945	0.1	0	795,945	0.1
Total Expenses	4,005,955	3,995,272	4,027,726	0.8	0	4,027,726	0.8
Net Budget	0	0	0	-	0	0	-

BUILDING SERVICES

In accordance with Bill 124 and the Reserve and Reserve Fund By-Law, any net over/under expenditure is contributed to/from the Building Services Obligatory Reserve Fund.

Variance Explanation:

User Fees / Contribution from Reserve

Building Permit revenue has decreased due to lower than predicted activity in the new single family residential sector, as well as delays in some larger commercial and industrial projects.

2015 Year End Projection:

The decrease in User Fees has resulted in a Contribution from Reserve which will be required to balance Building Services in accordance with Bill 124 and the Reserve and Reserve Fund By-Law.



Greater Grand
Sudbury

Budget 16

Assets, Citizen & Leisure

**2016
Operating
Budget**

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		361	343	(5.0)	0	343	(5.0)
Part Time Hours		392,269	373,992	(4.7)	96	374,088	(4.6)
Crew Hours		108,824	85,797	(21.2)	0	85,797	(21.2)
Overtime Hours		7,699	7,802	1.3	0	7,802	1.3
Revenues							
Provincial Grants & Subsidies	(18,248,152)	(18,738,242)	(19,474,265)	(3.9)	0	(19,474,265)	(3.9)
Federal Grants & Subsidies	(46,834)	(12,641)	(12,641)	-	0	(12,641)	-
User Fees	(19,312,690)	(20,032,125)	(20,117,461)	(0.4)	59,000	(20,058,461)	(0.1)
Licensing & Lease Revenues	(3,780,607)	(3,812,271)	(3,787,105)	0.7	0	(3,787,105)	0.7
Investment Earnings	(265,565)	(281,815)	(326,565)	(15.9)	0	(326,565)	(15.9)
Contr from Reserve and Capital	(2,307,035)	(2,275,840)	(2,080,303)	8.6	(376,750)	(2,457,053)	(8.0)
Other Revenues	(1,238,079)	(574,822)	(629,831)	(9.6)	0	(629,831)	(9.6)
Total Revenues	(45,198,963)	(45,727,756)	(46,428,171)	(1.5)	(317,750)	(46,745,921)	(2.2)
Expenses							
Salaries & Benefits	41,107,102	41,646,433	40,539,771	(2.7)	3,750	40,543,521	(2.6)
Materials - Operating Expenses	15,666,613	14,836,119	15,030,166	1.3	45,000	15,075,166	1.6
Energy Costs	9,134,824	9,073,556	9,182,388	1.2	1,500	9,183,888	1.2
Rent and Financial Expenses	230,423	262,711	140,643	(46.5)	0	140,643	(46.5)
Purchased/Contract Services	22,056,671	22,242,557	24,133,032	8.5	26,500	24,159,532	8.6
Debt Repayment	2,425,514	2,885,973	2,802,744	(2.9)	0	2,802,744	(2.9)
Prof Development & Training	109,933	147,438	138,226	(6.2)	0	138,226	(6.2)
Grants - Transfer Payments	1,520,078	1,372,578	1,477,578	7.6	15,000	1,492,578	8.7
Contr to Reserve and Capital	11,083,136	10,426,199	10,537,026	1.1	300,000	10,837,026	3.9
Internal Recoveries	(4,881,721)	(4,871,009)	(5,330,021)	(9.4)	43,000	(5,287,021)	(8.5)
Total Expenses	98,452,574	98,022,554	98,651,553	0.6	434,750	99,086,303	1.1
Net Budget	53,253,611	52,294,798	52,223,382	(0.1)	117,000	52,340,382	0.1

ASSETS, CITIZEN & LEISURE

This department delivers services to the citizens of Greater Sudbury through its divisions and operating sections. The primary operating divisions are Citizens Services, Leisure Services, Sudbury Transit, Fleet and Corporate Assets.



**2016
Operating
Budget**

Operating Budget Summary	
Description	
To reflect Contributions to Capital for Citizen and Leisure Services.	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Contr to Reserve and Capital	3,467,043	3,467,043	3,434,384	(0.9)	0	3,434,384	(0.9)
Total Expenses	3,467,043	3,467,043	3,434,384	(0.9)	0	3,434,384	(0.9)
Net Budget	3,467,043	3,467,043	3,434,384	(0.9)	0	3,434,384	(0.9)

**2016
Operating
Budget**

Operating Budget Summary	
Description	

Description	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		100	83	(17.0)	0	83	(17.0)
Part Time Hours		66,509	56,535	(15.0)	0	56,535	(15.0)
<u>Revenues</u>							
Provincial Grants & Subsidies	(18,097,182)	(18,658,342)	(19,394,365)	(3.9)	0	(19,394,365)	(3.9)
User Fees	(1,513,139)	(1,608,619)	(1,477,917)	8.1	0	(1,477,917)	8.1
Investment Earnings	(260,000)	(276,250)	(321,000)	(16.2)	0	(321,000)	(16.2)
Contr from Reserve and Capital	(275,306)	(333,889)	(159,328)	52.3	0	(159,328)	52.3
Other Revenues	(14,000)	(5,000)	(5,000)	-	0	(5,000)	-
Total Revenues	(20,159,627)	(20,882,100)	(21,357,610)	(2.3)	0	(21,357,610)	(2.3)
<u>Expenses</u>							
Salaries & Benefits	8,726,500	9,575,533	7,947,967	(17.0)	0	7,947,967	(17.0)
Materials - Operating Expenses	1,957,222	2,036,213	1,944,102	(4.5)	0	1,944,102	(4.5)
Energy Costs	387,377	412,447	393,743	(4.5)	0	393,743	(4.5)
Rent and Financial Expenses	93,524	138,580	35,000	(74.7)	0	35,000	(74.7)
Purchased/Contract Services	17,167,393	17,157,082	19,087,602	11.3	0	19,087,602	11.3
Debt Repayment	166,568	166,568	159,328	(4.3)	0	159,328	(4.3)
Prof Development & Training	31,952	41,986	35,886	(14.5)	0	35,886	(14.5)
Grants - Transfer Payments	911,070	756,070	861,070	13.9	0	861,070	13.9
Contr to Reserve and Capital	360,309	379,083	436,765	15.2	0	436,765	15.2
Internal Recoveries	1,490,408	1,510,170	1,432,228	(5.2)	0	1,432,228	(5.2)
Total Expenses	31,292,323	32,173,732	32,333,691	0.5	0	32,333,691	0.5
Net Budget	11,132,696	11,291,631	10,976,081	(2.8)	0	10,976,081	(2.8)

CITIZEN SERVICES SUMMARY

The Citizen Services division is responsible for supporting the educational, recreational and intellectual needs of its citizens through the provision of Library Services, Museum Services, Children's Services and Municipal Services from six Citizen Service Centres.

There are 13 library branches within Greater Sudbury which are supported by 50% of residents carrying an active library card. Each former community has a Citizen Service Centre, where access to counter services that were formerly available in the Town Halls, has been preserved and extended. The Citizen Services Centre model has been recognized both across Canada and in the United States as a model for other communities to emulate.

Children Services continues to work with community partners to support 5,855 licensed child care spaces and supports 14 Best Start hubs.

Citizen Services also manages the City's 25 cemeteries and a 540 crypt mausoleum.

The division has had the following key highlights in 2015:

- Completed a feasibility study to replace the Main Library
- Opened the "Maker Space" room at MacKenzie Library
- \$1.1 Million in funding for the Healthy Community Challenge to be received over three years
- Installed two-side LED message boards at the Valley East, Copper Cliff and Azilda Libraries
- Merged the delivery systems between Library and Clerks Services which will provide better service in a more efficient manner.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
To manage, direct and operate the Citizen Services Division in support of quality service outcomes and the business plan for the Division.	
The Citizen Services and Libraries section is managed by two Managers and one Administrative Assistant.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		4	3	(25.0)	0	3	(25.0)
Expenses							
Salaries & Benefits	366,228	486,228	360,910	(25.8)	0	360,910	(25.8)
Materials - Operating Expenses	374,777	371,320	366,551	(1.3)	0	366,551	(1.3)
Energy Costs	8,508	8,508	1,993	(76.6)	0	1,993	(76.6)
Prof Development & Training	11,686	11,686	11,686	-	0	11,686	-
Internal Recoveries	1,023,681	1,044,673	980,609	(6.1)	0	980,609	(6.1)
Total Expenses	1,784,880	1,922,415	1,721,749	(10.4)	0	1,721,749	(10.4)
Net Budget	1,784,880	1,922,415	1,721,749	(10.4)	0	1,721,749	(10.4)

CITIZEN SERVICES ADMINISTRATION

Variance Explanation:

Full Time Positions / Salaries & Benefits

Changes in these categories relate to approved P6M initiatives.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Call Centre at Tom Davies Square accepts all incoming calls to Tom Davies Square and the Citizen Service Centres and has the ability to resolve approximately 50% of those calls at first point of contact with a Call Centre Representative. The Call Centre is staffed by seven bilingual Call Centre Representatives. Four Customer Service Representatives staff the Tom Davies Square Citizen Service Centre and are responsible for serving walk-in citizens who require over the counter information or handles telephone as well as walk-in bookings for Leisure Facilities and Programs. The Call Centre Lead supervises both sections and works in both as necessary.</p> <p>The Call Centre implemented 311 telephone service on February 1, 2007. 311 Service has provided Greater Sudbury Citizens with a quick easy to remember phone number to access non-emergency municipal services. The Call Centre receives approximately 1,700 calls per day.</p>	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		12	12	-	0	12	-
Part Time Hours		2,257	2,257	-	0	2,257	-
<u>Expenses</u>							
Salaries & Benefits	890,972	890,972	891,446	0.1	0	891,446	0.1
Materials - Operating Expenses	10,000	10,000	10,000	-	0	10,000	-
Rent and Financial Expenses	34,500	33,000	35,000	6.1	0	35,000	6.1
Purchased/Contract Services	135,000	97,000	115,000	18.6	0	115,000	18.6
Internal Recoveries	47,817	47,817	45,607	(4.6)	0	45,607	(4.6)
Total Expenses	1,118,289	1,078,789	1,097,053	1.7	0	1,097,053	1.7
Net Budget	1,118,289	1,078,789	1,097,053	1.7	0	1,097,053	1.7



Public Libraries

Operating Budget Summary

Description

2016
Operating
Budget

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		48	47	(2.1)	0	47	(2.1)
Part Time Hours		42,489	41,657	(2.0)	0	41,657	(2.0)
Revenues							
Provincial Grants & Subsidies	(445,917)	(413,240)	(413,240)	-	0	(413,240)	-
User Fees	(154,036)	(161,517)	(162,626)	(0.7)	0	(162,626)	(0.7)
Contr from Reserve and Capital	(155,847)	(155,847)	(149,793)	3.9	0	(149,793)	3.9
Other Revenues	(2,615)	0	0	-	0	0	-
Total Revenues	(758,415)	(730,604)	(725,659)	0.7	0	(725,659)	0.7
Expenses							
Salaries & Benefits	4,561,964	4,561,964	4,500,765	(1.3)	0	4,500,765	(1.3)
Materials - Operating Expenses	1,259,059	1,257,406	1,267,932	0.8	0	1,267,932	0.8
Energy Costs	214,763	216,389	220,522	1.9	0	220,522	1.9
Debt Repayment	155,847	155,847	149,793	(3.9)	0	149,793	(3.9)
Contr to Reserve and Capital	168,000	168,000	168,000	-	0	168,000	-
Internal Recoveries	9,180	9,600	9,600	-	0	9,600	-
Total Expenses	6,368,813	6,369,206	6,316,612	(0.8)	0	6,316,612	(0.8)
Net Budget	5,610,398	5,638,601	5,590,953	(0.8)	0	5,590,953	(0.8)

PUBLIC LIBRARIES

The Greater Sudbury Public Library provides comprehensive and cost-effective access to services and resources in order to meet our citizens' intellectual, educational and recreational needs. In the City of Greater Sudbury, approximately 50% of residents possess a library card and circulation is approximately 1 million items per year. Several library locations throughout Greater Sudbury also provide convenient access to a wide range of municipal services through integrated Citizen Service Centres.

The Greater Sudbury Public Library system continues to innovate and is not only a place to borrow print and electronic materials for reading pleasure, but has become a gathering place, a learning place and an innovation centre. The Makerspace, a centre within the Main Library dedicated to innovation, allows users to explore technology and design using tools ranging 3D printers to sewing machines. A broad range of library programming offered across the City of Greater Sudbury, from our Summer Reading Club to technology workshops for seniors, supports literacy education and life-long learning for all citizens.

The Greater Sudbury Public Library also offers a number of specialized services including our Homebound Service, delivering library materials to the homes of individuals with limited mobility; Accessibility Services, providing materials in accessible formats for those with print disabilities, and our Interlibrary Loan service, providing access to materials from libraries across Ontario through an exchange program.

Variance Explanation:

Full Time Positions / Part Time Hours

Changes in these categories relate to approved P6M initiatives.

Operating Budget Summary

Description

2016
Operating
Budget

2015		2016					
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		3	3	-	0	3	-
Part Time Hours		5,047	4,147	(17.8)	0	4,147	(17.8)
Revenues							
Provincial Grants & Subsidies	(19,783)	(16,908)	(16,908)	-	0	(16,908)	-
User Fees	(4,644)	(3,377)	(3,478)	(3.0)	0	(3,478)	(3.0)
Other Revenues	(4,385)	0	0	-	0	0	-
Total Revenues	(28,812)	(20,285)	(20,386)	(0.5)	0	(20,386)	(0.5)
Expenses							
Salaries & Benefits	374,352	374,352	362,605	(3.1)	0	362,605	(3.1)
Materials - Operating Expenses	93,794	93,725	93,844	0.1	0	93,844	0.1
Energy Costs	79,515	99,515	83,361	(16.2)	0	83,361	(16.2)
Grants - Transfer Payments	6,070	6,070	6,070	-	0	6,070	-
Internal Recoveries	2,400	2,400	2,400	-	0	2,400	-
Total Expenses	556,130	576,061	548,280	(4.8)	0	548,280	(4.8)
Net Budget	527,318	555,777	527,894	(5.0)	0	527,894	(5.0)

MUSEUMS & ARCHIVES

To collect, preserve and present our material culture and act as Heritage Trustees for the City of Greater Sudbury's Museum sites. The four sites are Anderson Farm, Copper Cliff Museum, the Flour Mill Museum, and the Rayside-Balfour Museum.

These museums provide assistance to researchers, educational programs for children and adults and teach understanding of our past to help chart our future. The four museums are operated by a full-time curator and supported by library staff.

2016 marks the 100th anniversary of the construction of the barn at Anderson Farm, an anniversary that will be celebrated through targeted restoration of the site, improved signage and exhibits throughout the site, and activities and events marking this important milestone in Greater Sudbury's history.

In 2007, Xstrata Nickel donated the Edison building to the City of Greater Sudbury, to be used as Community Archives. The 38,000 square foot, 3 story building, is located on Lindsey Street in Falconbridge and was formerly the head office of Falconbridge Ltd. The Community Archives is operated by two full time archivists. The Community Archives opened its doors to the public on a by-appointment basis in 2012.

Variance Explanation:

Part Time Hours

Changes in this category relates to approved P6M initiatives.

**2016
Operating
Budget**

Operating Budget Summary							
Description							

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		26	13	(50.0)	0	13	(50.0)
Part Time Hours		11,971	1,200	(90.0)	0	1,200	(90.0)
Revenues							
Provincial Grants & Subsidies	(17,631,482)	(18,228,194)	(18,964,217)	(4.0)	0	(18,964,217)	(4.0)
User Fees	(37,433)	(145,000)	0	100.0	0	0	100.0
Investment Earnings	0	(1,250)	(56,000)	(4,380.0)	0	(56,000)	(4,380.0)
Contr from Reserve and Capital	(108,738)	(167,321)	0	100.0	0	0	100.0
Other Revenues	(7,000)	(5,000)	(5,000)	-	0	(5,000)	-
Total Revenues	(17,784,653)	(18,546,765)	(19,025,217)	(2.6)	0	(19,025,217)	(2.6)
Expenses							
Salaries & Benefits	1,845,877	2,571,721	1,228,061	(52.2)	0	1,228,061	(52.2)
Materials - Operating Expenses	62,582	131,459	34,731	(73.6)	0	34,731	(73.6)
Energy Costs	268	268	223	(16.8)	0	223	(16.8)
Rent and Financial Expenses	45,024	105,580	0	(100.0)	0	0	(100.0)
Purchased/Contract Services	16,718,393	16,770,082	18,647,602	11.2	0	18,647,602	11.2
Prof Development & Training	20,266	30,300	24,200	(20.1)	0	24,200	(20.1)
Grants - Transfer Payments	905,000	750,000	855,000	14.0	0	855,000	14.0
Internal Recoveries	279,053	283,403	273,833	(3.4)	0	273,833	(3.4)
Total Expenses	19,876,463	20,642,813	21,063,650	2.0	0	21,063,650	2.0
Net Budget	2,091,810	2,096,048	2,038,433	(2.7)	0	2,038,433	(2.7)

CHILDREN SERVICES

To enable families to pursue employment and educational opportunities by assisting with child care costs for families via the provision of child care subsidies. To foster early learning and child development, to support children being cared for in a safe, nurturing environment, to support the inclusion of children with special needs. To manage the delivery of service via Best Start Hubs and Special Needs Resourcing within the City. To undertake planning and quality assurance activities within the child care sector. The City purchases services from local daycare providers.

Children Services was successful securing a one time funding grant in 2015 for the next three years to fund the Healthy Kids Community Challenge. The total grant is for \$1,125,000 over the three year period to support children's health and well-being in the community.

Variance Explanations:

Full Time Positions / Part Time Hours/ User Fees / Contribution from Reserve / Salaries & Benefits / Materials-Operating Expenses / Rent & Financial Expenses / Purchased/Contract Services / Grants – Transfer Payments

The Municipal Day Care Centre was closed in June 2015. Provincial funding has been reinvested in additional subsidized day care spaces with external agencies.

Full Time Positions

Changes in this category relate to approved P6M initiatives.



Cemetery Services

Operating Budget Summary

Description

2016 Operating Budget

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		7	5	(28.6)	0	5	(28.6)
Part Time Hours		4,745	7,274	53.3	0	7,274	53.3
<u>Revenues</u>							
User Fees	(1,317,026)	(1,298,725)	(1,311,813)	(1.0)	0	(1,311,813)	(1.0)
Investment Earnings	(260,000)	(275,000)	(265,000)	3.6	0	(265,000)	3.6
Contr from Reserve and Capital	(10,721)	(10,721)	(9,535)	11.1	0	(9,535)	11.1
Total Revenues	(1,587,747)	(1,584,446)	(1,586,348)	(0.1)	0	(1,586,348)	(0.1)
<u>Expenses</u>							
Salaries & Benefits	687,107	690,296	604,181	(12.5)	0	604,181	(12.5)
Materials - Operating Expenses	157,010	172,303	171,044	(0.7)	0	171,044	(0.7)
Energy Costs	84,323	87,767	87,644	(0.1)	0	87,644	(0.1)
Rent and Financial Expenses	14,000	0	0	-	0	0	-
Purchased/Contract Services	314,000	290,000	325,000	12.1	0	325,000	12.1
Debt Repayment	10,721	10,721	9,535	(11.1)	0	9,535	(11.1)
Contr to Reserve and Capital	192,309	211,083	268,765	27.3	0	268,765	27.3
Internal Recoveries	128,277	122,277	120,179	(1.7)	0	120,179	(1.7)
Total Expenses	1,587,747	1,584,447	1,586,348	0.1	0	1,586,348	0.1
Net Budget	0	0	0	-	0	0	-

CEMETERY SERVICES

To manage, direct and operate in perpetuity, the twenty-five cemeteries within the City of Greater Sudbury in support of quality customer service outcomes and the business plan for the department. Cemetery Services include earth and ash interments, interior niches, dedication programs, niche walls, private mausoleums and the Municipal Mausoleum located at the Civic Memorial Cemetery.

The department is also responsible for the care and maintenance of approximately 100 acres of cemetery lands.

Cemetery operation is one of few municipal services that receive no levy support to fund its current operations. There has been significant pressures on the cemetery operation in recent years however to maintain an annual budget surplus. Trends towards cremation as the preferred interment choice as well as declining revenues at the Civic Cemetery Mausoleum have both led to a decline in cemetery revenue. Any further deterioration in cemetery revenues may at some point in the future require some levy support to fund its current operations.

There are also funds, held in Trust for Cemetery Services for which separate audited year end Trust Statements are prepared.

Each year the interest the trust fund earns is contributed to operating to fund maintenance costs. The current trust fund balance is approximately \$7 million dollars.

In accordance with the Reserve and Reserve Fund By-Law, any net over/under expenditure is contributed to/from the Cemetery Reserve Fund.

Variance Explanation:

Full Time Positions / Part Time Hours / Salaries & Benefits

Changes in these categories relate to approved P6M initiatives.

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		89	88	(1.1)	0	88	(1.1)
Crew Hours		108,824	85,797	(21.2)	0	85,797	(21.2)
Part Time Hours		230,287	226,783	(1.5)	0	226,783	(1.5)
Overtime Hours		3,152	3,152	-	0	3,152	-
<u>Revenues</u>							
Provincial Grants & Subsidies	(150,970)	(79,900)	(79,900)	-	0	(79,900)	-
Federal Grants & Subsidies	(46,834)	(12,641)	(12,641)	-	0	(12,641)	-
User Fees	(7,576,346)	(7,877,631)	(8,055,384)	(2.3)	0	(8,055,384)	(2.3)
Licensing & Lease Revenues	(526,025)	(561,652)	(557,988)	0.7	0	(557,988)	0.7
Investment Earnings	(5,565)	(5,565)	(5,565)	-	0	(5,565)	-
Contr from Reserve and Capital	(254,891)	(254,891)	(247,630)	2.8	(300,000)	(547,630)	(114.8)
Other Revenues	(129,079)	(115,822)	(147,331)	(27.2)	0	(147,331)	(27.2)
Total Revenues	(8,689,710)	(8,908,102)	(9,106,440)	(2.2)	(300,000)	(9,406,440)	(5.6)
<u>Expenses</u>							
Salaries & Benefits	14,298,872	13,980,319	14,237,819	1.8	0	14,237,819	1.8
Materials - Operating Expenses	3,809,336	4,080,357	3,880,209	(4.9)	0	3,880,209	(4.9)
Energy Costs	4,355,419	4,415,298	4,496,296	1.8	0	4,496,296	1.8
Rent and Financial Expenses	73,854	62,686	62,298	(0.6)	0	62,298	(0.6)
Purchased/Contract Services	1,112,421	1,135,179	1,137,797	0.2	0	1,137,797	0.2
Debt Repayment	254,891	254,891	247,630	(2.8)	0	247,630	(2.8)
Prof Development & Training	32,062	44,809	44,809	-	0	44,809	-
Grants - Transfer Payments	559,008	566,508	566,508	-	15,000	581,508	2.6
Contr to Reserve and Capital	867,702	867,702	863,926	(0.4)	300,000	1,163,926	34.1
Internal Recoveries	2,292,520	2,302,739	2,322,147	0.8	0	2,322,147	0.8
Total Expenses	27,656,085	27,710,488	27,859,439	0.5	315,000	28,174,439	1.7
Net Budget	18,966,376	18,802,386	18,753,000	(0.3)	15,000	18,768,000	(0.2)

LEISURE - RECREATION SUMMARY

Leisure Services provides opportunities for citizens to access physical recreation and leisure activities and supports volunteers and community development. Working towards creating a Healthy Community, the Leisure Services division provides both management and coordination to the community's leisure and recreation system, as well as fostering and developing community partnerships and community engagement. The Leisure Services division is responsible for administering the following services: management of leisure services, leisure programs/grants/special events, community partnerships, parks & playgrounds, playfields, open spaces, horticulture, trails development/maintenance, sports and fitness centre operations, ski hill operations, community halls operation, community centres operation, waterfront/community pools services, community arenas and Sudbury Community Arena operation.

Parks, Open Space and Leisure Master Plan Review

As part of the Official Plan review, the Parks, Open Space and Leisure Master Plan was reviewed and updated. Council received the report at the July 8th, 2014, meeting. Parks, open space and leisure facilities are essential contributions to Greater Sudbury's quality of life. Each provides meaningful opportunities for social engagement and physical activity to residents and tourists, individuals and groups, young and old, and people of all abilities. The strategic provision and management of the parks and facilities is the primary objective of the Master Plan.

The 2014 implementation strategies will provide guidance for ensuring that the most critical action plans are dealt with in a timely fashion while the less critical (yet important) action plans will be implemented over time. The planned actions will be identified in the 2014-2018 Leisure Services Strategic Plan and will be identified as part of the capital projects for Council's consideration.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Leisure Services Administration section provides the administrative structure to manage, direct and operate the Leisure Services division in support of quality customer service. This division will work in co-operation with community volunteer groups and associations in order to support their efforts in the implementation of leisure, cultural and recreational programs and services for all ages.</p> <p>The Leisure Services Administration section consists of the following management team: Director of Leisure Services, Manager of Recreation Services, 4 Leisure Co-ordinators, Administrative Assistant to the Director, 1 Leisure Services Secretary and 1 Lead Facility Booking Clerk.</p>	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		10	9	(10.0)	0	9	(10.0)
Part Time Hours		1,011	1,011	-	0	1,011	-
Overtime Hours		185	185	-	0	185	-
<u>Revenues</u>							
Investment Earnings	(5,565)	(5,565)	(5,565)	-	0	(5,565)	-
Other Revenues	(5,000)	(14,181)	(7,100)	49.9	0	(7,100)	49.9
Total Revenues	(10,565)	(19,746)	(12,665)	35.9	0	(12,665)	35.9
<u>Expenses</u>							
Salaries & Benefits	1,034,537	1,052,420	1,060,504	0.8	0	1,060,504	0.8
Materials - Operating Expenses	545,503	611,681	571,824	(6.5)	0	571,824	(6.5)
Energy Costs	11,029	11,029	8,883	(19.5)	0	8,883	(19.5)
Rent and Financial Expenses	12,084	11,884	11,496	(3.3)	0	11,496	(3.3)
Prof Development & Training	11,062	11,062	11,062	-	0	11,062	-
Internal Recoveries	1,098,628	1,098,628	1,083,341	(1.4)	0	1,083,341	(1.4)
Total Expenses	2,712,843	2,796,704	2,747,110	(1.8)	0	2,747,110	(1.8)
Net Budget	2,702,278	2,776,958	2,734,445	(1.5)	0	2,734,445	(1.5)



Leisure Programs Grants Event

2016 Operating Budget

Operating Budget Summary
Description
Approved Budget Option: 1) Provide funding for Rainbow Routes to increase operational grant from \$30,000 to \$45,000

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Part Time Hours		49,785	49,785	-	0	49,785	-
<u>Revenues</u>							
Provincial Grants & Subsidies	(108,270)	(37,200)	(37,200)	-	0	(37,200)	-
Federal Grants & Subsidies	(22,447)	(12,641)	(12,641)	-	0	(12,641)	-
User Fees	(544,729)	(549,924)	(566,422)	(3.0)	0	(566,422)	(3.0)
Other Revenues	(29,705)	(23,730)	(23,730)	-	0	(23,730)	-
Total Revenues	(705,151)	(623,495)	(639,993)	(2.6)	0	(639,993)	(2.6)
<u>Expenses</u>							
Salaries & Benefits	853,825	826,013	833,448	0.9	0	833,448	0.9
Materials - Operating Expenses	201,532	186,364	186,164	(0.1)	0	186,164	(0.1)
Purchased/Contract Services	68,838	86,705	86,705	-	0	86,705	-
Grants - Transfer Payments	559,008	566,508	566,508	-	15,000	581,508	2.6
Total Expenses	1,683,203	1,665,590	1,672,825	0.4	15,000	1,687,825	1.3
Net Budget	978,052	1,042,094	1,032,831	(0.9)	15,000	1,047,831	0.6

LEISURE PROGRAMS/GRANTS/EVENTS

This Leisure Services section offers a variety of specialized general interest and recreational opportunities during the summer months. Seasonal summer camps include: weekly summer sessions at Camp Sudaca (712) and at Camp Wassakwa (251) which provide canoeing, kayaking, sailing, hiking, biking and arts/crafts. The Valley East Summer Camp (64) offer weekly programs including excursions, swimming, arts/crafts and various sports activities. Sensational Summer (132) offers specific sports skills and arts/drama skill development. Summer Playground Programs (725) are affordable and offer activities for children at 21 sites throughout the CGS with 5 more sites offering programs in French (163). The 2015 summer program registration total was 2,047. Grants are provided to a number of community organizations such as Neighbourhood Playground Associations, Youth Centres, Seniors Grants, etc., along with annual special events support (Santa Clause parade, Canada Day celebrations, etc.).

Approved Budget Option:

- Provide funding for Rainbow Routes to increase operational grant from \$30,000 to \$45,000

CGS Budget Option

Year: 2016

Category: Public Submission

Type: Enhancement

Fund: Operating

Department: 4350 Leisure Grants and Donation

Division: Assets Citizen & Leisure

Request: Provide funding for Rainbow Routes to increase operational grant from \$30,000 to \$45,000

Description/Impact:

A public input session was held on September 16, 2015 and a written request was received from Rainbow Routes to increase their operating grant by \$15,000. At the December 8th Finance and Administration Committee meeting, resolution FA2015-72 approved the preparation of a budget option for consideration during 2016 budget deliberations.

Rainbow Routes Association received an annual grant of \$30,000 back in 2009 as part of a budget enhancement option. The grant allocation was provided to assist with operating costs such as staffing, insurance and office expenses. If the option is approved, the annual grant would increase from \$30,000 to \$45,000.

Impact on Staffing (Negative if Reduction)

Full Time Postion(s): 0

Net Budget Increase (Negative if Reduction)

Permanent: \$15,000

One-time: \$0

Notes:

Status: Approved



**2016
Operating
Budget**

Operating Budget Summary	
Description	
Staff within the Community Partnerships section facilitate, lead and implement a variety of community projects and initiatives originating from within the community and from CGS Priorities and issues supporting the Healthy Community Strategy.	
The section consists of the following management team: Manager of Community Partnerships, 3 Community Development Coordinators and a Secretary.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		5	5	-	0	5	-
Revenues							
Federal Grants & Subsidies	(24,387)	0	0	-	0	0	-
Other Revenues	(2,975)	0	0	-	0	0	-
Total Revenues	(27,362)	0	0	-	0	0	-
Expenses							
Salaries & Benefits	500,849	504,448	510,781	1.3	0	510,781	1.3
Materials - Operating Expenses	211,731	204,368	203,171	(0.6)	0	203,171	(0.6)
Purchased/Contract Services	10,000	27,086	27,086	-	0	27,086	-
Prof Development & Training	1,000	5,747	5,747	-	0	5,747	-
Internal Recoveries	3,000	0	0	-	0	0	-
Total Expenses	726,580	741,649	746,785	0.7	0	746,785	0.7
Net Budget	699,218	741,649	746,785	0.7	0	746,785	0.7

COMMUNITY PARTNERSHIPS

Staff within the Community Partnerships section facilitate, lead and implement a variety of projects, programs and initiatives originating within the community and related to CGS priorities. The section interacts regularly with the Sudbury & District Health Unit, Greater Sudbury Police Service, Conservation Sudbury, local health organizations (Health Sciences North, North East LHIN, NECCAC), Sudbury United Way, Laurentian University, local school boards and other local agencies to address these priorities.

The section liaises and consults with community partners including Rainbow Routes, City of Lakes Family Health Team and Nurse Practitioner Clinics, Connect the Creek, Sudbury Community Foundation, Ontario Trillium Foundation, Social Planning Council, and the Community Garden Network in support of developments and projects aligned with CGS priorities and community needs. Section staff research grant opportunities and prepare grant applications in support of related projects and programs. Staff liaises with and supports CGS Advisory Panels including the Sustainable Mobility Advisory Panel, Seniors Advisory Panel, and co-ordinate and organize the annual Civic Awards nomination process and event. The section is involved with policy review and development related to volunteers, corporate and community partners.

Community Partnership staff plan, organize and facilitate community consultations encouraging public participation in municipal matters, and is serving a significant role in the development of CGS policies related to community engagement processes. Section staff is responsible for the co-ordination of youth services in partnership with community and provincial agencies. Section staff serve as the key contact for Older Adult Centres throughout the CGS and liaise with the local Seniors Network, Seniors Secretariat, and other organizations focusing on senior's issues. Community Development Co-ordinators work closely with 16 Community Action Networks (CANs) on the implementation of community based projects and organize networking and training opportunities for the CANs.

Staff work in co-operation with other internal departments on trail development, parkland acquisition/development, sustainable transportation, sport tourism, community engagement and Healthy Community initiatives.

In 2016 the budget for the HCI allocation of \$50,000 per Ward will be managed by this section. This Capital envelope is expended on projects that enhance and promote the four strategic priorities of the Healthy Community Strategy: Human Health and Well-Being, Environmental Sustainability, Civic Engagement/Social Capital and Economic Vitality in accordance with the HCI fund policy and by-law.



**2016
Operating
Budget**

Operating Budget Summary	
Description	
This is the budget for the HCI allocation of \$50,000 per Ward. This Capital envelope is expended on projects that enhance and promote the four strategic priorities of the Healthy Community Strategy: Human Health and Well-Being, Environmental Sustainability, Civic Engagement/Social Capital and Economic Vitality in accordance with the HCI fund policy and by-law.	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Contr to Reserve and Capital	600,000	600,000	600,000	-	0	600,000	-
Total Expenses	600,000	600,000	600,000	-	0	600,000	-
Net Budget	600,000	600,000	600,000	-	0	600,000	-

**2016
Operating
Budget**

Operating Budget Summary	
Description	
Approved Budget Options: 1) Provide one time funding of \$100,000 towards a splash park at the Onaping Falls Community Centre	
2) Provide one time funding of \$200,000 towards 4 additional splash parks	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		30	30	-	0	30	-
Crew Hours		108,824	85,797	(21.2)	0	85,797	(21.2)
Part Time Hours		4,644	4,644	-	0	4,644	-
Revenues							
User Fees	(410,955)	(416,960)	(438,357)	(5.1)	0	(438,357)	(5.1)
Licensing & Lease Revenues	(126,103)	(127,941)	(137,297)	(7.3)	0	(137,297)	(7.3)
Contr from Reserve and Capital	0	0	0	-	(300,000)	(300,000)	(100.0)
Other Revenues	(15,942)	0	(38,590)	(100.0)	0	(38,590)	(100.0)
Total Revenues	(553,000)	(544,901)	(614,244)	(12.7)	(300,000)	(914,244)	(67.8)
Expenses							
Salaries & Benefits	4,163,662	4,116,040	4,325,046	5.1	0	4,325,046	5.1
Materials - Operating Expenses	1,345,454	1,290,160	1,243,704	(3.6)	0	1,243,704	(3.6)
Energy Costs	1,132,895	1,145,611	1,192,209	4.1	0	1,192,209	4.1
Rent and Financial Expenses	2,000	4,000	4,000	-	0	4,000	-
Purchased/Contract Services	888,653	872,465	892,465	2.3	0	892,465	2.3
Prof Development & Training	5,000	10,000	10,000	-	0	10,000	-
Contr to Reserve and Capital	127,702	127,702	129,926	1.7	300,000	429,926	236.7
Internal Recoveries	830,816	832,936	865,414	3.9	0	865,414	3.9
Total Expenses	8,496,182	8,398,914	8,662,765	3.1	300,000	8,962,765	6.7
Net Budget	7,943,182	7,854,013	8,048,521	2.5	0	8,048,521	2.5

PARKS SERVICES

To provide for the maintenance and support of the City of Greater Sudbury's system of parks, playfields, playgrounds/tot lots, and trails development. Resources within this budget area are used for gardening, turf maintenance, building and equipment maintenance, irrigation systems, inspections of playground apparatus, trails maintenance, sports fields management, inspections, special events, etc. Parks services manages a large number of recreational facilities: 137 playground/tot lots, 169 play structures, 60 baseball fields, 92 soccer fields, 81 tennis courts, 54 outdoor rinks, 85 playground buildings/washrooms, 11 concessions, 16 basketball courts, 34 passive/linear parks, 210 km of trails, 12 boat launches, 8 tracks, 16 beaches, 218 flower beds, 22 halls.

The Parks Services section consists of the following staff complement: 1 Manager of Parks Services, 1 secretary, 1 assistant facility booking clerk, 3 parks superintendents, 1 superintendent/ski hills, 1 parks superintendent/horticulturist, 2 recreation facility safety coordinator, 1 carpenter, 1 small engine mechanic, 3 sub-forepersons, 3 gardener B's, 1 irrigation maintenance person, 1 Turf & Ground Sub-Foreperson, 3 utility persons, 4 parks service persons, 3 parks & ski-hill utility person, 1 ski lift mechanic/parts service person.

Community Trails Maintenance

As part of the 2015 budget, Council approved a one-time allocation of \$162,300 to be spent on general maintenance on existing trails. Parks Services developed a work plan in May 2015 to carry out priority maintenance on the community trails located throughout the City of Greater Sudbury. Examples of maintenance completed include top dressing, repairs to bridges, stairs, boardwalk, replacing of culverts, along with repairs to high bank erosion access. The one-time allocation provided necessary funding to conduct necessary repairs and maintenance to ensure health and safety and enjoyment of trail users.

Variance Explanation:

Crew Hours

Crew hours have been adjusted based on average hourly rates to match the actual work plan. In addition, operating funds have been added to reflect the ongoing maintenance costs of the following new subdivision park sites: Shelbourne, Donimion Drive, Katmic, Corsi Hill, Redwood, Lady Ashley Park and Grenoble.

Approved Budget Options:

- Provide one time funding of \$100,000 towards a splash park at the Onaping Falls Community Centre
- Provide one time funding of \$200,000 towards 4 additional splash park

CGS Budget Option

Year: 2016

Category: Public Submission

Type: Enhancement

Fund: Operating

Department: 4420 Playgrounds and Tot Lots

Division: Assets Citizen & Leisure

Request: Provide one time funding of \$100,000 towards a splash park at the Onaping Falls Community Centre

Description/Impact:

At the September 16th Public Input Session, the Onaping Falls Recreation Committee requested a splash park to be constructed at the Onaping Falls Community Centre. The capital cost is estimated at approximately \$200,000. The committee will be looking at a number of initiatives to realize this project such as general fund raising events, grant applications and requesting support through Ward 3 Healthy Community Initiative Fund (HCI). At the December 8th Finance and Administration Committee meeting, resolution FA2015-72 approved the creation of a budget option for \$100,000 in funding towards this project.

Once constructed, the ongoing maintenance cost is approximately \$10,000.

Impact on Staffing (Negative if Reduction)

Net Budget Increase (Negative if Reduction)

Full Time Postion(s): 0

Permanent: \$0

One-time: \$0

Notes:

Status: Approved

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution

Type: Enhancement

Fund: Operating

Department: 4420 Playgrounds and Tot Lots

Division: Assets Citizen & Leisure

Request: Provide one time funding of \$200,000 towards 4 additional splash parks

Description/Impact:

At the January 28th Finance and Administration Committee Meeting, it was requested to present an option to provide seed funding for splash parks.

This option will provide partnership funding for the purchase and installation of 4 additional splash parks in the amount of \$100,000 per splash park. The splash parks are proposed to be developed in Capreol, Garson, Delki Dozzi and an additional site to be determined.

Once the parks are fully functional, an additional \$10,000 per site will be required for the operating budget.

Impact on Staffing (Negative if Reduction)

Full Time Postion(s): 0

Net Budget Increase (Negative if Reduction)

Permanent: \$0

One-time: \$0

Notes:

2016 - Year 1 - \$200,000 funded from reserve

Status: Approved



Sport-Fitness Centre Operation

Operating Budget Summary

Description

2016 Operating Budget

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Part Time Hours		13,105	11,905	(9.2)	0	11,905	(9.2)
<u>Revenues</u>							
User Fees	(109,489)	(119,347)	(125,927)	(5.5)	0	(125,927)	(5.5)
Other Revenues	(500)	(500)	(500)	-	0	(500)	-
Total Revenues	(109,989)	(119,847)	(126,427)	(5.5)	0	(126,427)	(5.5)
<u>Expenses</u>							
Salaries & Benefits	345,554	333,083	303,304	(8.9)	0	303,304	(8.9)
Materials - Operating Expenses	38,503	45,814	45,814	-	0	45,814	-
Energy Costs	68,000	66,160	67,356	1.8	0	67,356	1.8
Rent and Financial Expenses	1,000	1,000	1,000	-	0	1,000	-
Purchased/Contract Services	23,030	8,132	8,132	-	0	8,132	-
Internal Recoveries	57,753	57,753	59,908	3.7	0	59,908	3.7
Total Expenses	533,840	511,942	485,514	(5.2)	0	485,514	(5.2)
Net Budget	423,851	392,095	359,087	(8.4)	0	359,087	(8.4)

SPORTS & FITNESS CENTRE OPERATION

This section supports the Rayside-Balfour Fitness Centre and the Dowling Leisure Centre. The Rayside-Balfour Fitness Centre is part of the Lionel E. Lalonde Centre building located in Azilda. The facility is equipped with a weight room, cardio room, showers, and saunas along with a full sized gymnasium. Approximately 580 different types of memberships have been sold in the past year with another 574 various passes (10 visit punch card and daily passes).

A fitness centre is also located in the Dowling Leisure Centre. This facility houses a customer service centre and youth centre. The facility is equipped with a weight room, cardio room, indoor track facility, full size gymnasium, shower and sauna facilities and two squash courts. A gymnastic club rents space and the facility also provides space for a canteen operated by the Neighbourhood Association and skate change room for the outdoor rink. The gymnasium space is available for rental as a hall for community events. Approximately 374 different types of memberships have been sold in the past year with another 163 various passes (10 visit punch card and daily passes).

The Dowling Youth Centre's operating budget is funded through the Dowling Leisure Centre.

Variance Explanation:

Part Time Hours

Changes in this category relate to approved P6M initiatives.



Ski Hill Operations

2016 Operating Budget

Operating Budget Summary
Description

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Overtime Hours		70	70	-	0	70	-
Part Time Hours		15,216	14,646	(3.7)	0	14,646	(3.7)
<u>Revenues</u>							
User Fees	(440,345)	(383,335)	(398,834)	(4.0)	0	(398,834)	(4.0)
Other Revenues	(500)	0	0	-	0	0	-
Total Revenues	(440,845)	(383,335)	(398,834)	(4.0)	0	(398,834)	(4.0)
<u>Expenses</u>							
Salaries & Benefits	423,644	318,211	312,152	(1.9)	0	312,152	(1.9)
Materials - Operating Expenses	99,547	112,310	94,312	(16.0)	0	94,312	(16.0)
Energy Costs	120,732	116,682	113,314	(2.9)	0	113,314	(2.9)
Rent and Financial Expenses	5,230	5,230	5,230	-	0	5,230	-
Purchased/Contract Services	40,000	25,000	25,000	-	0	25,000	-
Total Expenses	689,153	577,433	550,007	(4.7)	0	550,007	(4.7)
Net Budget	248,308	194,098	151,173	(22.1)	0	151,173	(22.1)

SKI HILL OPERATIONS

This section provides funds in order to operate the Adanac and Lively Ski Hills, and the Capreol sliding hill.

The Adanac Ski Hill continues to attract significant number of users.

The following are statistics for the 2014-2015 ski season:

Adanac Ski Hill:

65 operating days
12,847 total visits
197.6 visits per operating day

Lively Ski Hill:

49 operating days
2,301 total visits
47 visits per operating day

Variance Explanation:

Part Time Hours

Changes in this category relate to approved P6M initiatives.

Operating Budget Summary

Description

2016
Operating
Budget

	2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		1	1	-	0	1	-
Part Time Hours		20,715	19,981	(3.5)	0	19,981	(3.5)
Overtime Hours		41	41	-	0	41	-
Revenues							
Provincial Grants & Subsidies	(42,700)	(42,700)	(42,700)	-	0	(42,700)	-
User Fees	(319,013)	(352,779)	(347,393)	1.5	0	(347,393)	1.5
Other Revenues	0	(106)	(106)	-	0	(106)	-
Total Revenues	(361,713)	(395,585)	(390,199)	1.4	0	(390,199)	1.4
Expenses							
Salaries & Benefits	542,608	466,182	457,394	(1.9)	0	457,394	(1.9)
Materials - Operating Expenses	84,723	163,217	143,217	(12.3)	0	143,217	(12.3)
Energy Costs	208,392	209,077	189,573	(9.3)	0	189,573	(9.3)
Purchased/Contract Services	76,700	110,547	93,165	(15.7)	0	93,165	(15.7)
Total Expenses	912,423	949,022	883,349	(6.9)	0	883,349	(6.9)
Net Budget	550,709	553,438	493,150	(10.9)	0	493,150	(10.9)

COMMUNITY HALLS OPERATIONS

To operate Community Halls and Centres which are used extensively by the public and volunteer organizations for social events, meetings, blood donor clinics, training sessions, as locations for fundraising and special events and for sport and tournament related activities. This section provides the financial support in the operation of: Falconbridge, Naughton, Kinsmen Hall, Minnow Lake Place, Capreol Millennium Centre , the community arena halls which includes: Chelmsford, Dr. Edgar Leclair, Garson, T.M Davies, Capreol, McClelland and Centennial. The Valley East and the Capreol Youth Centres are also included in this section as they are operated by the City.

The budget provides support funding including staff salaries, material and energy costs. The department will continue working with community volunteers to enable the delivery of recreational programs and services at the facilities.

Variance Explanation:

Part Time Hours

Changes in this category relate to approved P6M initiatives.



Waterfront - Pools Summary

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		7	7	-	0	7	-
Part Time Hours		69,468	68,468	(1.4)	0	68,468	(1.4)
Overtime Hours		150	150	-	0	150	-
<u>Revenues</u>							
User Fees	(1,322,977)	(1,162,581)	(1,201,459)	(3.3)	0	(1,201,459)	(3.3)
Total Revenues	(1,322,977)	(1,162,581)	(1,201,459)	(3.3)	0	(1,201,459)	(3.3)
<u>Expenses</u>							
Salaries & Benefits	2,459,416	2,281,898	2,298,541	0.7	0	2,298,541	0.7
Materials - Operating Expenses	273,239	324,022	321,422	(0.8)	0	321,422	(0.8)
Energy Costs	508,813	477,472	472,409	(1.1)	0	472,409	(1.1)
Rent and Financial Expenses	9,540	9,540	9,540	-	0	9,540	-
Total Expenses	3,251,008	3,092,932	3,101,912	0.3	0	3,101,912	0.3
Net Budget	1,928,031	1,930,350	1,900,453	(1.5)	0	1,900,453	(1.5)

WATERFRONT – POOLS SUMMARY

This section offers 7 supervised beaches employing 35 seasonal summer staff during the summer months at Bell Park, Moonlight Beach, Lake Nepahwin, Meatbird Lake (Walden), Kalmo Beach (Valley East), Capreol and Whitewater Lake (Azilda). Approximately 11,300 swimmers use the supervised waterfront beaches.

The municipality manages and operates the following indoor swimming pools: R.G. Dow Pool, Howard Armstrong Recreation Centre Pool, Onaping Falls Pool, Nickel District Pool and Gatchell Pool. The pools provide an opportunity to register in instructional and/or recreational swim. Pool rentals are also available. The following is a summary of the 2015 participation (visits):

Rentals	(21,630)
Aquacise	(25,872)
Lessons	(70,896)
Public swimming	(54,210)
Wellness Card Usage	(4,021)
Feel Free to Feel Fit	(8,894)

The Levack/Onaping Youth Drop in Centre is funded through the Onaping Falls Community Centre.

Operating Budget Summary

Description

2016
Operating
Budget

	2015		2016				
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		36	36	-	0	36	-
Part Time Hours		56,343	56,343	-	0	56,343	-
Overtime Hours		2,706	2,706	-	0	2,706	-
Revenues							
User Fees	(4,428,838)	(4,892,705)	(4,976,993)	(1.7)	0	(4,976,993)	(1.7)
Licensing & Lease Revenues	(399,922)	(433,711)	(420,691)	3.0	0	(420,691)	3.0
Contr from Reserve and Capital	(254,891)	(254,891)	(247,630)	2.8	0	(247,630)	2.8
Other Revenues	(74,457)	(77,305)	(77,305)	-	0	(77,305)	-
Total Revenues	(5,158,107)	(5,658,612)	(5,722,619)	(1.1)	0	(5,722,619)	(1.1)
Expenses							
Salaries & Benefits	3,974,777	4,082,025	4,136,650	1.3	0	4,136,650	1.3
Materials - Operating Expenses	1,009,104	1,142,421	1,070,581	(6.3)	0	1,070,581	(6.3)
Energy Costs	2,305,559	2,389,267	2,452,552	2.6	0	2,452,552	2.6
Rent and Financial Expenses	44,000	31,032	31,032	-	0	31,032	-
Purchased/Contract Services	5,200	5,244	5,244	-	0	5,244	-
Debt Repayment	254,891	254,891	247,630	(2.8)	0	247,630	(2.8)
Prof Development & Training	15,000	18,000	18,000	-	0	18,000	-
Contr to Reserve and Capital	140,000	140,000	134,000	(4.3)	0	134,000	(4.3)
Internal Recoveries	302,323	313,422	313,484	-	0	313,484	-
Total Expenses	8,050,853	8,376,303	8,409,173	0.4	0	8,409,173	0.4
Net Budget	2,892,746	2,717,690	2,686,554	(1.1)	0	2,686,554	(1.1)

COMMUNITY ARENA CENTRES

Community Arena Centres

The City of Greater Sudbury operates 13 community arenas with a total of 15 ice pads. The facilities are extensively used during the winter months by a variety of groups such as figure skating, minor hockey, ringette, girl's hockey, adult hockey leagues and community programming (public skating, shinny hockey and parents & tots skating). Local associations host a variety of tournaments and special events throughout the season including the Big Nickel Hockey Tournament, the Sudbury Regional Silver Stick Tournament, minor hockey tournaments, regional figure skating competitions, jug curling events and many others.

Off season (summer) use of facilities includes lacrosse, roller derby, trade shows and special events.

The Chelmsford Community Centre / Arena was officially re-opened September 12, 2015 after being closed for the 2014-2015 season for renovations.

Sudbury Community Arena

The Sudbury Community Arena is used by a variety of groups and organizations. The facility is home to the OHL Sudbury Wolves and is the major event venue for the City hosting concerts and municipal functions including Canada Day Celebrations and Remembrance Day Services. Major shows and concerts held in 2015 included Jim Jefferies, Bill Engvall, One Republic, the Monster Truck Spectacular, Watchtower Convention, Dean Brody & Paul Brandt, Peter Pan on Ice and President's Choice SuperDogs.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Sudbury Arena is used by a variety of groups and organizations. The facility is home to the Sudbury Wolves and the major event venue for the City of Greater Sudbury. As an event venue the Sudbury Arena is used for concerts, trade shows, and Municipal functions including the Remembrance Day service. The Sudbury Arena operates 200 activity days of the year with 118 event days and the balance of the days for ice rentals. Approximately 202,000 tickets are sold for various events and hockey games at this facility, with a projected value of 1.8 million dollars. The Sudbury Arena acts as the ticket agent for promoters who contract the facility.</p> <p>The Sudbury Wolves Hockey Club have invested in excess of 2 million dollars to upgrade the facility. The upgrades include the construction of 12 corporate boxes, club seating, additional washrooms, lounge and the installation of an electronic scoreboard. The upgrades were completed in time for the 2007 - 2008 season.</p>	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		6	6	-	0	6	-
Overtime Hours		456	456	-	0	456	-
Part Time Hours		18,426	18,426	-	0	18,426	-
Revenues							
User Fees	(571,386)	(819,564)	(835,676)	(2.0)	0	(835,676)	(2.0)
Licensing & Lease Revenues	(215,535)	(242,809)	(246,815)	(1.6)	0	(246,815)	(1.6)
Other Revenues	(9,000)	(9,000)	(9,000)	-	0	(9,000)	-
Total Revenues	(795,921)	(1,071,374)	(1,091,491)	(1.9)	0	(1,091,491)	(1.9)
Expenses							
Salaries & Benefits	730,018	794,876	804,276	1.2	0	804,276	1.2
Materials - Operating Expenses	148,109	135,393	135,079	(0.2)	0	135,079	(0.2)
Energy Costs	382,712	418,416	428,660	2.4	0	428,660	2.4
Rent and Financial Expenses	44,000	31,032	31,032	-	0	31,032	-
Purchased/Contract Services	5,200	5,244	5,244	-	0	5,244	-
Internal Recoveries	34,613	34,577	40,359	16.7	0	40,359	16.7
Total Expenses	1,344,652	1,419,538	1,444,650	1.8	0	1,444,650	1.8
Net Budget	548,731	348,164	353,159	1.4	0	353,159	1.4



Asset Services Summary

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		19	19	-	0	19	-
Part Time Hours		10,996	10,936	(0.5)	0	10,936	(0.5)
Overtime Hours		50	50	-	0	50	-
<u>Revenues</u>							
User Fees	(1,904,465)	(1,869,292)	(1,953,186)	(4.5)	0	(1,953,186)	(4.5)
Licensing & Lease Revenues	(3,254,582)	(3,250,618)	(3,229,116)	0.7	0	(3,229,116)	0.7
Contr from Reserve and Capital	(72,778)	0	0	-	0	0	-
Other Revenues	(942,500)	(321,500)	(321,500)	-	0	(321,500)	-
Total Revenues	(6,174,326)	(5,441,410)	(5,503,802)	(1.1)	0	(5,503,802)	(1.1)
<u>Expenses</u>							
Salaries & Benefits	2,144,652	2,107,335	2,125,504	0.9	0	2,125,504	0.9
Materials - Operating Expenses	2,737,305	2,771,100	2,801,664	1.1	0	2,801,664	1.1
Energy Costs	1,366,190	1,304,789	1,361,349	4.3	0	1,361,349	4.3
Rent and Financial Expenses	41,245	59,645	41,245	(30.8)	0	41,245	(30.8)
Purchased/Contract Services	163,557	136,796	132,733	(3.0)	0	132,733	(3.0)
Debt Repayment	1,455,630	1,455,630	1,455,630	-	0	1,455,630	-
Prof Development & Training	9,250	18,645	15,423	(17.3)	0	15,423	(17.3)
Contr to Reserve and Capital	3,688,232	3,012,521	3,101,104	2.9	0	3,101,104	2.9
Internal Recoveries	(736,845)	(680,914)	(696,086)	(2.2)	0	(696,086)	(2.2)
Total Expenses	10,869,216	10,185,546	10,338,565	1.5	0	10,338,565	1.5
Net Budget	4,694,890	4,744,136	4,834,763	1.9	0	4,834,763	1.9

ASSET SERVICES SUMMARY

The Assets Services division is comprised of Capital Projects, Energy Initiatives, Facilities Management, Parking and Real Estate sections.

The Capital Projects section includes the coordinator of capital projects and two technicians who oversee the planning, design and management of projects required to preserve municipal facilities. These projects consist of roof repairs or replacement, building envelope renovations, heating and ventilation system renewals, elevator replacement projects, building automation systems and studies such as roof scans and building condition assessments.

The Manager of Energy Initiatives and one part-time clerk administer the provisions of Regulation 397/11 of the Green Energy Act that requires energy and emission monitoring and reporting on a yearly basis. The regulation also requires the development of a five-year energy management plan to be reviewed every five years. The plan identifies current energy reduction efforts, documents realized savings and establishes a framework for further energy reduction opportunities. The section is also responsible to oversee energy audits, develop business cases for energy retrofits or new projects and obtain financial incentives.

The Facilities Management section consists of the coordinator of the section and his team consisting of a Building Superintendent, one licensed electrician, one licensed plumber and two part-time building attendants. The section provides maintenance to Tom Davies Square, the Police Building, the Annex, the Lorne Street garage, the transit terminal and the archives building on Lourdes Street. It oversees the maintenance contract for the Provincial Tower and other contracts for the above-noted facilities. The section also maintains the communication towers for emergency and police services throughout the City, and provides technical support for other municipal facilities.

The Supervisor of Parking Services manages the office with two part-time clerks who oversee the management of all parking lots in the downtown core. One full-time parking maintenance operator and six part-time parking lot attendants manage the booth at the YMCA parking garage, collect coins from the parking meters, pay-and-display machines, pay-on-foot and pay-on-exit stations, replenish the machines and pay stations with change, and control the CP parking lot on special event nights at the Sudbury Arena.

The Real Estate section includes the Coordinator of Real Estate, three property administrators, one real estate appraiser and one real estate secretary. The section maintains the property registry for the City, performs appraisals or prepares terms of reference for independent reports, and negotiates the acquisition of property required for projects such as road widening, new roads, easements for water and sewer lines and drainage projects. It also administers leases, licenses of occupation, land use permits and disposal of surplus property.



**2016
Operating
Budget**

Operating Budget Summary	
Description	
To provide for the operation and maintenance of 199 Larch Street building and grounds in a planned and cost efficient manner.	

	2016
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	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Licensing & Lease Revenues	(3,024,805)	(3,024,805)	(3,024,805)	-	0	(3,024,805)	-
Other Revenues	(22,000)	(18,000)	(18,000)	-	0	(18,000)	-
Total Revenues	(3,046,805)	(3,042,805)	(3,042,805)	-	0	(3,042,805)	-
Expenses							
Materials - Operating Expenses	1,191,932	1,197,743	1,225,032	2.3	0	1,225,032	2.3
Energy Costs	431,019	428,412	443,039	3.4	0	443,039	3.4
Purchased/Contract Services	59,587	64,498	64,498	-	0	64,498	-
Debt Repayment	1,455,630	1,455,630	1,455,630	-	0	1,455,630	-
Contr to Reserve and Capital	589,047	578,454	536,538	(7.2)	0	536,538	(7.2)
Internal Recoveries	(680,410)	(681,931)	(681,931)	-	0	(681,931)	-
Total Expenses	3,046,805	3,042,805	3,042,805	-	0	3,042,805	-
Net Budget	0	0	0	-	0	0	-



Real Estate and Facilities

Operating Budget Summary

Description

2016
Operating
Budget

	2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		17	17	-	0	17	-
Part Time Hours		3,466	3,466	-	0	3,466	-
Overtime Hours		50	50	-	0	50	-
Revenues							
User Fees	(39,628)	(20,118)	(20,722)	(3.0)	0	(20,722)	(3.0)
Licensing & Lease Revenues	(229,777)	(218,813)	(204,311)	6.6	0	(204,311)	6.6
Contr from Reserve and Capital	(72,778)	0	0	-	0	0	-
Other Revenues	(920,500)	(303,500)	(303,500)	-	0	(303,500)	-
Total Revenues	(1,262,683)	(542,431)	(528,533)	2.6	0	(528,533)	2.6
Expenses							
Salaries & Benefits	1,805,671	1,763,744	1,779,513	0.9	0	1,779,513	0.9
Materials - Operating Expenses	1,228,184	1,254,133	1,271,352	1.4	0	1,271,352	1.4
Energy Costs	922,630	871,098	905,550	4.0	0	905,550	4.0
Rent and Financial Expenses	5,245	5,245	5,245	-	0	5,245	-
Purchased/Contract Services	102,470	66,735	66,735	-	0	66,735	-
Prof Development & Training	7,750	13,923	13,923	-	0	13,923	-
Contr to Reserve and Capital	2,441,957	1,831,957	1,863,196	1.7	0	1,863,196	1.7
Internal Recoveries	(356,333)	(320,267)	(342,218)	(6.9)	0	(342,218)	(6.9)
Total Expenses	6,157,573	5,486,567	5,563,296	1.4	0	5,563,296	1.4
Net Budget	4,894,891	4,944,136	5,034,763	1.8	0	5,034,763	1.8



**2016
Operating
Budget**

Operating Budget Summary	
Description	
To reflect the annual contribution to the Facilities Capital Envelope.	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Contr to Reserve and Capital	1,561,957	1,561,957	1,593,196	2.0	0	1,593,196	2.0
Total Expenses	1,561,957	1,561,957	1,593,196	2.0	0	1,593,196	2.0
Net Budget	1,561,957	1,561,957	1,593,196	2.0	0	1,593,196	2.0



Parking

2016
Operating
Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		2	2	-	0	2	-
Part Time Hours		7,530	7,470	(0.8)	0	7,470	(0.8)
Revenues							
User Fees	(1,864,838)	(1,849,174)	(1,932,464)	(4.5)	0	(1,932,464)	(4.5)
Licensing & Lease Revenues	0	(7,000)	0	100.0	0	0	100.0
Total Revenues	(1,864,838)	(1,856,174)	(1,932,464)	(4.1)	0	(1,932,464)	(4.1)
Expenses							
Salaries & Benefits	338,981	343,591	345,991	0.7	0	345,991	0.7
Materials - Operating Expenses	317,189	319,224	305,280	(4.4)	0	305,280	(4.4)
Energy Costs	12,541	5,279	12,760	141.7	0	12,760	141.7
Rent and Financial Expenses	36,000	54,400	36,000	(33.8)	0	36,000	(33.8)
Purchased/Contract Services	1,500	5,563	1,500	(73.0)	0	1,500	(73.0)
Prof Development & Training	1,500	4,722	1,500	(68.2)	0	1,500	(68.2)
Contr to Reserve and Capital	657,228	602,110	701,370	16.5	0	701,370	16.5
Internal Recoveries	299,898	321,284	328,063	2.1	0	328,063	2.1
Total Expenses	1,664,837	1,656,173	1,732,464	4.6	0	1,732,464	4.6
Net Budget	(200,000)	(200,000)	(200,000)	-	0	(200,000)	-

PARKING

The Parking Section administers approximately 2,200 spaces in municipally-owned parking lots and on-street parking meters in the downtown business area.

The Parking Section continues to implement recommendations from the 2010 Strategic Parking Plan including automation of parking systems, upgrading signage and maintaining effective pricing options to maximize utilization of existing parking facilities and revenues for the municipality. From population and employment projections for the downtown, the Plan provides an insight into future parking supply needs so that new development opportunities may be pursued.

Variance Explanations:

Part Time Hours

Changes in this category relate to approved P6M initiatives.

Contribution to Reserve and Capital

The contribution to reserve has been increased as a result of higher revenues and lower expenditures as a part of P6M initiatives.



Transit and Fleet Summary

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		153	153	-	0	153	-
Part Time Hours		84,477	79,738	(5.6)	96	79,834	(5.5)
Overtime Hours		4,497	4,600	2.3	0	4,600	2.3
<u>Revenues</u>							
User Fees	(8,318,740)	(8,676,583)	(8,630,974)	0.5	59,000	(8,571,974)	1.2
Contr from Reserve and Capital	(1,704,060)	(1,687,060)	(1,673,345)	0.8	(76,750)	(1,750,095)	(3.7)
Other Revenues	(152,500)	(132,500)	(156,000)	(17.7)	0	(156,000)	(17.7)
Total Revenues	(10,175,300)	(10,496,143)	(10,460,319)	0.3	(17,750)	(10,478,069)	0.2
<u>Expenses</u>							
Salaries & Benefits	15,937,078	15,983,246	16,228,480	1.5	3,750	16,232,230	1.6
Materials - Operating Expenses	7,162,750	5,948,449	6,404,191	7.7	45,000	6,449,191	8.4
Energy Costs	3,025,839	2,941,023	2,931,001	(0.3)	1,500	2,932,501	(0.3)
Rent and Financial Expenses	21,800	1,800	2,100	16.7	0	2,100	16.7
Purchased/Contract Services	3,613,300	3,813,500	3,774,900	(1.0)	26,500	3,801,400	(0.3)
Debt Repayment	548,425	1,008,884	940,156	(6.8)	0	940,156	(6.8)
Prof Development & Training	36,669	41,998	42,108	0.3	0	42,108	0.3
Grants - Transfer Payments	50,000	50,000	50,000	-	0	50,000	-
Contr to Reserve and Capital	2,699,850	2,699,850	2,700,847	-	0	2,700,847	-
Internal Recoveries	(7,927,804)	(8,003,004)	(8,388,310)	(4.8)	43,000	(8,345,310)	(4.3)
Total Expenses	25,167,907	24,485,745	24,685,473	0.8	119,750	24,805,223	1.3
Net Budget	14,992,606	13,989,602	14,225,154	1.7	102,000	14,327,154	2.4

TRANSIT AND FLEET SUMMARY

To administer and deliver services related to transit, handi-transit, fleet services, Lorne Street depot, school safety and the driver certification program. In 2014, Transit and Fleet Services successfully completed the redevelopment of an integrated Transit & Fleet centre approximately 135,000 square feet in size, located on Lorne Street. The new centre combines 6 outdated service depots into one central garage and office facility. Its large space can accommodate up to 70 transit buses with room for articulated buses in the future as well as space for the maintenance of the municipal fleet of vehicles and equipment. Some of the primary goals of this division are to work towards creating operational efficiencies for City fleet repair costs, working on implementing a transit route adjustment strategy, exploring opportunities relating to the Transit fare structure as well as responding to high demands on the handi-transit service in order to contain costs.

2015 Year-end Projection

The projected 2015 year-end deficit of about \$1,000,000 consists of over expenditures in Transit of \$820,000 and \$470,000 in Fleet, which are partially offset by a \$290,000 surplus related to the timing of debt payments for 1160 Lorne Street.

The Transit projected net over expenditures of \$820,000 are a result of:

- Over expenditures in Transit bus repairs and maintenance of \$710,000, which includes unanticipated major component rebuild expenses
- Shortfall in Transit revenues of approximately \$310,000 due to the 2 month delay in approving 2015 user fee increases and continuing declines in ridership over budgeted forecasts
- Under expenditures in Handi-Transit of approximately \$160,000, primarily as a result of a favorable consumer price index adjustment in accordance with contract terms
- Under expenditures in the crossing guard program of approximately \$40,000 due to operational efficiencies

The Fleet projected net over expenditure of \$470,000 is primarily a result of:

- Over expenditures in vehicle repair and replacement parts, partially a result of fleet vehicles remaining in service beyond their useful lives, damages to vehicles and unanticipated increases in vehicle licensing fees



Greater Sudbury Transit Serv.

Operating Budget Summary

Description

Approved Budget Options: 1) Implement a Travel Familiarization Program for Seniors (Conventional and Specialized Systems)
 2) Provide \$43,000 of funding to enhance Bus Stop Winter Maintenance at 100 additional bus stops
 3) Provide one time funding to implement a new Transit day & family pass fare
 4) Provide funding to implement a new Transit low income pass
 5) Provide one time funding to implement a new Transit employer pass program

**2016
Operating
Budget**

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		111	111	-	0	111	-
Part Time Hours		62,267	61,260	(1.6)	96	61,356	(1.5)
Overtime Hours		3,322	3,425	3.1	0	3,425	3.1
Revenues							
User Fees	(7,677,740)	(8,055,000)	(8,035,340)	0.2	59,000	(7,976,340)	1.0
Contr from Reserve and Capital	(1,018,906)	(1,018,906)	(1,050,000)	(3.1)	(50,250)	(1,100,250)	(8.0)
Other Revenues	(132,500)	(132,500)	(136,000)	(2.6)	0	(136,000)	(2.6)
Total Revenues	(8,829,146)	(9,206,406)	(9,221,340)	(0.2)	8,750	(9,212,590)	(0.1)
Expenses							
Salaries & Benefits	11,971,272	11,859,336	12,101,109	2.0	3,750	12,104,859	2.1
Materials - Operating Expenses	2,852,600	2,130,976	2,257,246	5.9	45,000	2,302,246	8.0
Energy Costs	2,220,963	2,322,455	2,159,069	(7.0)	1,500	2,160,569	(7.0)
Rent and Financial Expenses	1,800	1,800	2,100	16.7	0	2,100	16.7
Purchased/Contract Services	566,300	626,500	618,900	(1.2)	0	618,900	(1.2)
Prof Development & Training	29,669	29,669	29,779	0.4	0	29,779	0.4
Grants - Transfer Payments	50,000	50,000	50,000	-	0	50,000	-
Contr to Reserve and Capital	163,255	163,255	115,520	(29.2)	0	115,520	(29.2)
Internal Recoveries	1,034,552	1,068,722	1,043,148	(2.4)	43,000	1,086,148	1.6
Total Expenses	18,890,410	18,252,713	18,376,870	0.7	93,250	18,470,120	1.2
Net Budget	10,061,264	9,046,307	9,155,530	1.2	102,000	9,257,530	2.3

GREATER SUDBURY TRANSIT SERVICES

Transit services, under the conventional system, include the delivery of “urban” and “commuter” transit services under one Greater Sudbury municipal transit system. The system builds on existing routes and services to achieve a seamlessly integrated system allowing passengers to move between urban and commuter areas efficiently and economically. A trans-cab service has been implemented in eleven areas of the city. It is anticipated the Greater Sudbury transit system will provide transportation to close to 4,300,000 passengers (excludes about 470,000 transfers) this year, covering a total distance of over 4,000,000 kilometers and providing approximately 180,000 hours of bus service.

Approved Budget Options:

- Implement a Travel Familiarization Program for Seniors (Conventional and Specialized Systems)
- Provide \$43,000 of funding to enhance bus stop winter maintenance at 100 additional bus stops
- Provide one-time funding to implement a new Transit day & family pass fare
- Provide funding to implement a new Transit low income pass
- Provide one-time funding to implement a new Transit employer pass program

Variance Explanation:

Part Time Hours / Overtime Hours

Variances in these areas are a result of the revised Transit work plan incorporating the 2016 leap year.

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution

Type: Enhancement

Fund: Operating

Department: 4760 Transit Administration

Division: Assets Citizen & Leisure

Request: Implement A Travel Familiarization Program for Seniors (Conventional and Specialized Systems)

Description/Impact:

The main function of this program is to provide Senior travelers (current and prospective) the opportunity to understand how to ride or to further improve mobility on either the conventional and specialized Transit systems. The program would resemble the model proposed by the City of Kingston. Highlights of the program include (but are not limited to):

- Scheduled dates for training sessions (done by City staff) at various locations within the City.
- A 5 ride pass provided to all attendees. It is important to note that the Kingston program originally offered a monthly pass for each attendee but has recently changed to ride cards.
- Demonstrations and information on both the conventional and specialized transit system. It is possible that some riders of the specialized system could switch to the conventional system in favour of the increased ride times and less waiting.
- A conventional and specialized bus will be available for each session.

Costs for this program (based on 12 full day traveling sessions per year) would be about \$16,750 and would cover costs such as:

- Staff time
- Advertising
- Bus Costs (diesel fuel) and Bus Rental (Specialized System)

Impact on Staffing (Negative if Reduction)	Net Budget Increase (Negative if Reduction)
<p>Full Time Postion(s): 0</p> <p>Part Time Hours: 96</p>	<p>Permanent: \$0</p> <p>One-time: \$0</p> <p>Notes:</p>

Status: Approved

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution

Type: Enhancement

Fund: Operating

Department: 4769 Transit Bus Terminal/Shelters

Division: Assets Citizen & Leisure

Request: Provide \$43,000 of funding to enhance Bus Stop Winter Maintenance at 100 additional bus stops

Description/Impact:

As recommended by Council during the Finance and Administration Committee meeting on January 19, 2016:

Currently the Roads division supervises the contracted snow removal of bus stops on behalf of Transit services. In the current contract, about 375 bus stops are maintained each winter for snow clearing. Greater Sudbury has about 1,350 bus stops in total.

Over the past 3 years (2013-2015), the average bus stop costs approximately \$435/stop for winter maintenance.

Should Council wish to increase the number of bus stops to be maintained throughout the winter by 100, the additional cost could be about \$43,000 per year. Alternatively, an increase to 200 or 300 bus stops could result in a budget enhancement of about \$86,000 and \$129,000 per year, respectively.

NOTE - Any option that is approved would be an additional service level and not part of the current contract and may be subject to re-tendering which may as a result be at an additional cost above current rates.

Impact on Staffing (Negative if Reduction)	Net Budget Increase (Negative if Reduction)
Full Time Postion(s): 0	Permanent: \$43,000 One-time: \$0 Notes:

Status: Approved

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution

Type: Enhancement

Fund: Operating

Department: 4775 Transit Operating Revenue

Division: Assets Citizen & Leisure

Request: Provide one time funding to implement a new Transit day & family pass fare

Description/Impact:

A Day Pass provides unlimited travel on all Greater Sudbury Transit routes for one day from the start of the first transit service to the end of the service day. A Day Pass would offer riders savings over buying single fares when taking multiple trips on the same day.

Fares for Canadian properties that offer a day pass option range from \$5.00 to \$11.25. Generally the Day Pass rate is approximately three times the cost of the properties base rate fare. The 2015 base fare rate for a single ride on Greater Sudbury Transit is \$3.00, which would yield a day pass rate of \$9.00 per person or \$15.00 day for a family pass.

Based on information gathered from other properties financial impacts have not been substantial and difficult to quantify, due to various other factors (populations growth, travel trends, infrastructure etc.) For example, two Northern Ontario properties indicated an increase in total revenues in the year preceding the day pass, but were not able to confirm whether the day pass in particular was the main cause.

Lastly, an associated risk with implementing a day pass is the level of fraudulent activity with riders distributing the pass to others. Costs included software upgrades valued at \$20,000. If implemented, an expected start date is June 2016.

Impact on Staffing (Negative if Reduction)	Net Budget Increase (Negative if Reduction)
<p>Full Time Postion(s): 0</p>	<p>Permanent: \$0</p> <p>One-time: \$0</p> <p>Notes:</p>

Status: Approved

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution

Type: Enhancement

Fund: Operating

Department: 4775 Transit Operating Revenue

Division: Assets Citizen & Leisure

Request: Provide funding to implement a new Transit low income pass

Description/Impact:

The Affordable Transit Pass program allows eligible residents to purchase an Adult Monthly Transit Pass for half price. There is a limited number of passes available. They are sold on a first come, first serve basis.

To qualify for the Affordable Transit Pass program, you must meet all of the following:

1. You live in the City of Greater Sudbury
2. You are currently working in a full time, part time or casual position. This does not include those who are self-employed.
3. You are between the ages of 18 to 64 years. This does not include those who qualify for Greater Sudbury Transit's student or senior fares.
4. You receive assistance from Ontario Works or the Ontario Disability Support Program but do not receive transportation costs for other activities (e.g. medical transportation) OR Your family income falls below the Statistics Canada Low-Income Cut-Off for your family size, you can provide last year's Notice of Assessment from the Canada Revenue Agency and four recent, consecutive pay stubs.

Beginning March 1st, the total number of passes available for 2016 is 1,425 which represents an annualized discount (lost revenue) of about \$59,000. This program will be reviewed prior to the 2017 budget deliberation (whether additional pass capacity and/or staff resources are required).

Impact on Staffing (Negative if Reduction)	Net Budget Increase (Negative if Reduction)
<p>Full Time Postion(s): 0</p>	<p>Permanent: \$59,000</p> <p>One-time: \$0</p> <p>Notes:</p>

Status: Approved

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution **Type:** Enhancement **Fund:** Operating

Department: 4775 Transit Operating Revenue **Division:** Assets Citizen & Leisure

Request: Provide one time funding to implement a new Transit employer pass program

Description/Impact:

An employer pass is a discounted transit monthly pass based on a bulk purchase from one employer. The discount is scaled based on the number on monthly passes purchased for a minimum time period of 6 months.

Employers can use these passes as incentives to reduce capital and operating costs of maintaining parking spaces. Although there is not significant enrollment in these programs throughout the industry it remains as an incentive for those wishing to participate.

It is proposed that the Greater Sudbury model employ a scaled discount based on volume of passes purchased by the participating employer, in addition to a minimum commitment of 6 months worth of passes to be purchased. The proposed scale is as follows:

Number of Passes: 50-99 - 5% off, 100-199 - 10% off, 200-299 - 15% off, 300-499 - 20% off, 500+ - 30% off

Financial and ridership impacts are difficult to determine as the data collected for this program does not reflect the number of applicants that were new or existing users to the Transit system. However, if one participant elected into the program at each of the five discount ranges above, the breakeven number of new users (in order from above) would be 4, 15, 38, 80 and 150 per month. Staff feels these targets are reasonable and therefore at a minimum this option would be revenue neutral to the City, with the exception of added advertising and software costs of \$20,000.

Impact on Staffing (Negative if Reduction)	Net Budget Increase (Negative if Reduction)
<p>Full Time Postion(s): 0</p>	<p>Permanent: \$0</p> <p>One-time: \$0</p> <p>Notes:</p>

Status: Approved

**2016
Operating
Budget**

Operating Budget Summary	
Description	
In January of 2005, Handi-Transit was fully harmonized, signifying Handi-Transit's hours of service are the same as those of conventional transit.	
The advisory panel for persons with physical disabilities has been invaluable in guiding the policies and decisions related to the transportation of the physically disabled in the past and will continue to play an important role in assisting staff and council with all decisions related to this very important service in the future.	
Approved Budget Options: 1) Implement a travel familiarization program for seniors (conventional and specialized systems) 2) Develop a travel familiarization program for all specialized transit users & attendants	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
User Fees	(260,000)	(240,000)	(240,000)	-	0	(240,000)	-
Contr from Reserve and Capital	0	0	0	-	(26,500)	(26,500)	(100.0)
Total Revenues	(260,000)	(240,000)	(240,000)	-	(26,500)	(266,500)	(11.0)
Expenses							
Purchased/Contract Services	3,047,000	3,187,000	3,156,000	(1.0)	26,500	3,182,500	(0.1)
Total Expenses	3,047,000	3,187,000	3,156,000	(1.0)	26,500	3,182,500	(0.1)
Net Budget	2,787,000	2,947,000	2,916,000	(1.1)	0	2,916,000	(1.1)

HANDI-TRANSIT SERVICES

Handi-transit services provide both urban and commuter services to citizens with physical disabilities and who are unable to ride on the conventional system. A third party contractor services the Greater Sudbury area and adheres to the City's standards on delivering quality services to its users and attendants. During 2013, key recommendations towards revised eligibility assessment processes and fare parity to match the conventional transit system were implemented January 1st 2014. Fare parity recommendations are in accordance with the requirements set out in the Accessibility for Ontarians with Disabilities Act (AODA).

Approved Budget Options:

- Develop a Travel Familiarization Program for all Specialized Transit users and attendants
- Implement a Travel Familiarization Program for Seniors (Conventional and Specialized Systems)

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution

Type: Enhancement

Fund: Operating

Department: 4780 Handi Transit

Division: Assets Citizen & Leisure

Request: Develop A Travel Familiarization Program for All Specialized Transit Users & Attendants

Description/Impact:

Travel Training Programs assist individuals who have not previously used public transit to travel safely and independently within the community. This type of program has been proven to be helpful for introducing public transit to people with disabilities, and older adults who are hesitant to try taking transit on their own. Along with an efficient in-person application and conditional eligibility process, travel training programs have been proven successful in many municipalities in reducing the number of active registrants on the specialized transit system.

On January 12, 2016 staff presented the Handi Transit report to Council which presented a three tier approach to realizing an efficient specialized transportation service. The approach consists of working with the Accessibility Advisory Panel to strengthen rules and regulations and make changes which would enhance the eligibility process. This option would allow staff to begin the development of a comprehensive Travel Training Program as described in the Handi Transit Report.

This program would include the refinement of the assessment process in order to clearly identify individual needs as well as an individual's ability to travel on either system. Where required staff will engage a consultant who specializes and has experience in process reviews, developing travel training programs and who can provide the specialized training (Train the trainer).

Impact on Staffing (Negative if Reduction)	Net Budget Increase (Negative if Reduction)
<p>Full Time Postion(s): 0</p>	<p>Permanent: \$0</p> <p>One-time: \$0</p> <p>Notes:</p>

Status: Approved



Fleet Services

Operating Budget Summary

Description

2016 Operating Budget

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		42	42	-	0	42	-
Part Time Hours		6,264	6,264	-	0	6,264	-
Overtime Hours		1,175	1,175	-	0	1,175	-
<u>Revenues</u>							
User Fees	(381,000)	(381,583)	(355,634)	6.8	0	(355,634)	6.8
Contr from Reserve and Capital	(159,064)	(142,064)	(167,255)	(17.7)	0	(167,255)	(17.7)
Other Revenues	(20,000)	0	(20,000)	(100.0)	0	(20,000)	(100.0)
Total Revenues	(560,064)	(523,647)	(542,889)	(3.7)	0	(542,889)	(3.7)
<u>Expenses</u>							
Salaries & Benefits	3,757,806	3,878,427	3,946,325	1.8	0	3,946,325	1.8
Materials - Operating Expenses	4,050,634	3,542,895	3,914,203	10.5	0	3,914,203	10.5
Energy Costs	32,876	37,822	28,432	(24.8)	0	28,432	(24.8)
Rent and Financial Expenses	20,000	0	0	-	0	0	-
Prof Development & Training	7,000	12,329	12,329	-	0	12,329	-
Contr to Reserve and Capital	2,536,595	2,536,595	2,585,327	1.9	0	2,585,327	1.9
Internal Recoveries	(8,962,356)	(9,071,726)	(9,431,458)	(4.0)	0	(9,431,458)	(4.0)
Total Expenses	1,442,555	936,342	1,055,158	12.7	0	1,055,158	12.7
Net Budget	882,491	412,695	512,269	24.1	0	512,269	24.1

FLEET SERVICES

Fleet services aim to provide an efficient acquisition, predictable routine maintenance and replacement program for the City's vehicle and equipment fleet. The costs related to servicing, insuring, licensing and eventual replacing of the fleet are intended to be recovered from user departments through a monthly fleet rate charge.

Variance Explanation:

Materials – Operating Expenses

In order to mitigate the continued excessive ongoing maintenance to the City's current fleet, staff has recommended a permanent increase of \$300,000 to the City Fleet's parts budget. The increase for 2016 is an interim strategy and throughout next year Fleet and Finance staff will continue to work with operating departments to further improve the funding gap for the City's corporate wide fleet needs, doing one or more of the following:

- Permanent fleet reductions
- Extending the useful life of current units, where permitted or
- Right-sizing

**2016
Operating
Budget**

Operating Budget Summary	
Description	
The 1160 Lorne St. property will be developed into a centralized Fleet and Transit maintenance facility as well as providing indoor storage for the CGS fleet of buses. It is anticipated that the many synergies that will be realized will result in enhanced efficiency in the overall repairs and maintenance of CGS vehicles and equipment.	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Contr from Reserve and Capital	(526,090)	(526,090)	(456,090)	13.3	0	(456,090)	13.3
Total Revenues	(526,090)	(526,090)	(456,090)	13.3	0	(456,090)	13.3
Expenses							
Materials - Operating Expenses	259,516	274,578	232,742	(15.2)	0	232,742	(15.2)
Energy Costs	772,000	580,746	743,500	28.0	0	743,500	28.0
Debt Repayment	548,425	1,008,884	940,156	(6.8)	0	940,156	(6.8)
Total Expenses	1,579,941	1,864,208	1,916,398	2.8	0	1,916,398	2.8
Net Budget	1,053,851	1,338,118	1,460,308	9.1	0	1,460,308	9.1

1160 LORNE STREET

In December, 2010, the City acquired a 135,000 square foot building situated on 8.4 acres at 1160 Lorne Street to build a Transit and Fleet Centre. The new centre combines 6 outdated service depots into one central garage and office facility, thereby eliminating the inefficiencies of duplicate work sites. The centre is the workplace for approximately 200 employees including licensed mechanics, welders, auto body repairers, technicians, service staff, bus operators, driver certification trainers and administrative staff. The garage holds enough space to accommodate 70 transit buses with room for articulated buses in the future. All tools, parts, fluid and lubricants are also shared amongst mechanics staff along 28 repair bays, as well as welding, tire and body shops. Construction of the redevelopment of 1160 Lorne was successfully completed on schedule during the fall of 2014.

Variance Explanations:

Contribution from Reserves and Capital

The reduction in the 2016 contribution requirement is the direct result of a lower than expected debt repayment interest rate (approximately \$70,000 per year) related to the 1160 Lorne Street garage construction project.

The 2016 Contributions from Reserves in the amount of \$456,090 are to fund the debt repayment, based on the approved financial plan. The total amount is comprised of:

1. Contribution from Provincial Gas Taxes - \$356,090 and
2. Contribution from Development Charges - \$100,000

Energy Costs

Budgetary increases are to correct previous year estimates for energy requirements at the new Transit and Fleet Centre. Budgets for 2016 are based on 2015 projected actual costs for hydro, natural gas and water. In coordination with energy management, staff will explore utility reduction opportunities where possible, such as hydro retrofits and energy control strategies in 2016.



4750 Crossing Guards

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>The School Crossing Guards is a form of traffic control administered in order to facilitate a safe crossing of the roadway by elementary aged school children. Although municipal school crossings are not a legislative requirement, the City of Greater Sudbury has elected to provide this important service to the children of our community.</p> <p>This service is provided in accordance with the Highway Traffic Act. There are currently 36 locations within the City of Greater Sudbury. The School Crossing Guards are deployed during two time periods: morning and afternoon.</p>	

	2015		2016				
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Part Time Hours		15,946	12,214	(23.4)	0	12,214	(23.4)
<u>Expenses</u>							
Salaries & Benefits	208,000	245,483	181,047	(26.2)	0	181,047	(26.2)
Total Expenses	208,000	245,483	181,047	(26.2)	0	181,047	(26.2)
Net Budget	208,000	245,483	181,047	(26.2)	0	181,047	(26.2)

CROSSING GUARDS

Variance Explanation:

Part Time Hours / Salaries & Benefits

Changes in these categories relate to approved P6M initiatives.



Greater Sudbury

Budget 16

Infrastructure Services

**2016
Operating
Budget**

Operating Budget Summary							
Description							

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		353	346	(2.0)	0	346	(2.0)
Part Time Hours		56,413	54,972	(2.6)	1,371	56,343	(0.1)
Overtime Hours		4,115	4,115	-	0	4,115	-
Crew Hours		71,751	63,804	(11.1)	0	63,804	(11.1)
Revenues							
Levies	(229,938)	(229,938)	(58,908)	74.4	0	(58,908)	74.4
Provincial Grants & Subsidies	(36,000)	(40,000)	(40,000)	-	0	(40,000)	-
User Fees	(67,540,975)	(69,376,388)	(72,273,038)	(4.2)	(600,000)	(72,873,038)	(5.0)
Licensing & Lease Revenues	(175,000)	(200,000)	(200,000)	-	0	(200,000)	-
Contr from Reserve and Capital	(6,940,254)	(3,118,204)	(469,895)	84.9	(75,000)	(544,895)	82.5
Other Revenues	(3,022,189)	(2,772,213)	(3,058,308)	(10.3)	0	(3,058,308)	(10.3)
Total Revenues	(77,944,356)	(75,736,742)	(76,100,149)	(0.5)	(675,000)	(76,775,149)	(1.4)
Expenses							
Salaries & Benefits	33,778,096	34,825,866	34,535,593	(0.8)	75,000	34,610,593	(0.6)
Materials - Operating Expenses	12,546,924	13,137,700	13,208,208	0.5	0	13,208,208	0.5
Energy Costs	8,384,245	8,109,367	8,243,258	1.7	0	8,243,258	1.7
Rent and Financial Expenses	68,177	68,177	82,521	21.0	0	82,521	21.0
Purchased/Contract Services	37,612,000	33,423,557	34,203,595	2.3	0	34,203,595	2.3
Debt Repayment	2,806,002	4,289,574	4,010,789	(6.5)	0	4,010,789	(6.5)
Prof Development & Training	181,323	187,937	187,937	-	0	187,937	-
Grants - Transfer Payments	34,415	30,736	22,000	(28.4)	0	22,000	(28.4)
Contr to Reserve and Capital	51,950,516	50,217,102	51,193,826	1.9	600,000	51,793,826	3.1
Internal Recoveries	12,009,938	12,222,840	12,430,472	1.7	0	12,430,472	1.7
Total Expenses	159,371,636	156,512,855	158,118,199	1.0	675,000	158,793,199	1.5
Net Budget	81,427,280	80,776,113	82,018,050	1.5	0	82,018,050	1.5

INFRASTRUCTURE SERVICES DEPARTMENT

To provide the following services in accordance with Council's budgetary approvals and Provincial regulations in a manner best serving the interests of the City taxpayers: engineering, design, construction and maintenance of the City's roadways, water and waste water systems, storm sewers and municipal/agricultural drains; operation of water and waste water treatment plants; transportation planning and traffic engineering; forestry services; environmental services.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
This area is responsible for the preparation and presentation of reports to Council; Coordination and strategic direction of departmental activities; Participating and leading corporate and inter-departmental initiatives as required; Respond to inquiries from the general public; Liaison with approval and funding agencies.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		2	2	-	0	2	-
Expenses							
Salaries & Benefits	333,200	332,816	344,575	3.5	0	344,575	3.5
Materials - Operating Expenses	14,500	15,409	15,409	-	0	15,409	-
Prof Development & Training	19,300	26,000	26,000	-	0	26,000	-
Internal Recoveries	(146,800)	(149,690)	(154,394)	(3.1)	0	(154,394)	(3.1)
Total Expenses	220,200	224,535	231,590	3.1	0	231,590	3.1
Net Budget	220,200	224,535	231,590	3.1	0	231,590	3.1



**2016
Operating
Budget**

Operating Budget Summary	
Description	
This section provides the necessary buildings and facilities for public works maintenance and operating activities. The City operates out of five depots: - Frobisher - St. Clair - Suez - Rayside - Black Lake	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Crew Hours		3,670	3,670	-	0	3,670	-
Revenues							
Other Revenues	(21,229)	(21,229)	(22,719)	(7.0)	0	(22,719)	(7.0)
Total Revenues	(21,229)	(21,229)	(22,719)	(7.0)	0	(22,719)	(7.0)
Expenses							
Salaries & Benefits	436,682	434,940	442,623	1.8	0	442,623	1.8
Materials - Operating Expenses	119,737	123,055	124,688	1.3	0	124,688	1.3
Energy Costs	441,179	435,218	436,364	0.3	0	436,364	0.3
Purchased/Contract Services	371,253	365,110	368,421	0.9	0	368,421	0.9
Internal Recoveries	(147,359)	(155,036)	(152,731)	1.5	0	(152,731)	1.5
Total Expenses	1,221,492	1,203,287	1,219,365	1.3	0	1,219,365	1.3
Net Budget	1,200,263	1,182,058	1,196,646	1.2	0	1,196,646	1.2



Engineering Services

Operating Budget Summary

Description

2016 Operating Budget

	2015		2016				
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		50	48	(4.0)	0	48	(4.0)
Part Time Hours		14,255	12,814	(10.1)	0	12,814	(10.1)
Overtime Hours		4,015	4,015	-	0	4,015	-
<u>Revenues</u>							
User Fees	(46,650)	(59,447)	(61,231)	(3.0)	0	(61,231)	(3.0)
Contr from Reserve and Capital	(69,824)	(69,824)	(77,977)	(11.7)	0	(77,977)	(11.7)
Other Revenues	(3,654)	0	0	-	0	0	-
Total Revenues	(120,128)	(129,271)	(139,208)	(7.7)	0	(139,208)	(7.7)
<u>Expenses</u>							
Salaries & Benefits	5,304,065	5,310,585	5,177,678	(2.5)	0	5,177,678	(2.5)
Materials - Operating Expenses	222,131	277,890	240,390	(13.5)	0	240,390	(13.5)
Energy Costs	39,400	36,814	48,284	31.2	0	48,284	31.2
Rent and Financial Expenses	21,705	21,705	45,426	109.3	0	45,426	109.3
Prof Development & Training	34,725	35,010	35,010	-	0	35,010	-
Grants - Transfer Payments	12,415	8,736	0	(100.0)	0	0	(100.0)
Contr to Reserve and Capital	25,704	25,704	0	(100.0)	0	0	(100.0)
Internal Recoveries	(5,540,017)	(5,587,173)	(5,407,580)	3.2	0	(5,407,580)	3.2
Total Expenses	120,128	129,271	139,208	7.7	0	139,208	7.7
Net Budget	0	0	0	-	0	0	-

ENGINEERING SERVICES

To provide engineering and technical expertise for the City's infrastructure system including roads, bridges, storm and sanitary sewers, water and waste water treatment plants, water distribution systems, municipal buildings and facilities. Services include both short and long term planning in all areas.

Provide detailed design, drafting, construction supervision, surveying and materials testing on all capital and maintenance projects.

Provide technical assistance to other city departments, the general public, and the development community.

Provide technical assistance to the Growth & Development Department - Development Engineering Section on all proposed subdivisions and site plan control agreements, building permit applications, minor variances, severances, letters of tolerance, etc.

In accordance with OMBI methodology, these costs are allocated to roads, water waste water and environmental services.

Variance Explanations:

Full time Positions / Part Time Hours

Changes in this category relate to approved P6M initiatives.

Part Time Hours

An increase of 2,088 part time hours is for a locates administrator position funded from Capital, offset by reductions in PT hours due to P6M.



Water - Wastewater Summary

2016 Operating Budget

Operating Budget Summary							
Description							

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		137	135	(1.5)	0	135	(1.5)
Crew Hours		35,842	30,773	(14.1)	0	30,773	(14.1)
Part Time Hours		5,163	5,163	-	0	5,163	-
<u>Revenues</u>							
Levies	(229,938)	(229,938)	(58,908)	74.4	0	(58,908)	74.4
User Fees	(60,146,554)	(61,251,728)	(64,772,751)	(5.7)	(600,000)	(65,372,751)	(6.7)
Contr from Reserve and Capital	(6,619,263)	(2,797,213)	(278,684)	90.0	0	(278,684)	90.0
Other Revenues	(477,000)	(359,600)	(517,100)	(43.8)	0	(517,100)	(43.8)
Total Revenues	(67,472,755)	(64,638,479)	(65,627,443)	(1.5)	(600,000)	(66,227,443)	(2.5)
<u>Expenses</u>							
Salaries & Benefits	12,517,159	13,441,788	13,243,047	(1.5)	0	13,243,047	(1.5)
Materials - Operating Expenses	4,383,735	4,705,510	4,656,746	(1.0)	0	4,656,746	(1.0)
Energy Costs	4,393,127	4,211,393	4,313,559	2.4	0	4,313,559	2.4
Rent and Financial Expenses	10,000	10,000	9,260	(7.4)	0	9,260	(7.4)
Purchased/Contract Services	14,686,136	10,867,552	11,857,764	9.1	0	11,857,764	9.1
Debt Repayment	2,806,002	4,289,574	4,010,789	(6.5)	0	4,010,789	(6.5)
Prof Development & Training	75,000	75,198	75,198	-	0	75,198	-
Grants - Transfer Payments	5,000	5,000	5,000	-	0	5,000	-
Contr to Reserve and Capital	25,128,626	23,405,157	23,873,260	2.0	600,000	24,473,260	4.6
Internal Recoveries	6,788,969	6,948,309	7,041,820	1.3	0	7,041,820	1.3
Total Expenses	70,793,754	67,959,480	69,086,443	1.7	600,000	69,686,443	2.5
Net Budget	3,320,999	3,321,002	3,459,000	4.2	0	3,459,000	4.2

WATER WASTEWATER
2016 Operating Budget Variances (in '000's)

		Gross
2015 Base Operating Budget		67,960
Expenditure Changes		
Salaries & Benefits		
Transfer position to fund Engineering PM1	(76)	
P6M Attrition	(96) *	
Movement through compensation grid, increased benefits etc	128	
P6M temporary hour reduction	<u>(155) *</u>	(199)
Materials - Operating Expenses		
Other increases	10	
Reduction of chemicals (pricing on new tender)	<u>(60)</u>	(50)
Energy Costs		
Anticipated hydro rate and fuel increases	152	
P6M Energy Efficiencies	<u>(50) *</u>	102
Purchased/Contract Services		
Increases in emergency and supplemental operations	1,500	
Tendered increase in hydro-excavation contract	370	
Biosolids operating contract annualization	756	
Net increases (inflation and contractual)	114	
Decrease in Service cuts restoration (1X increase in 2015)	<u>(1,750)</u>	990
Debt Repayment		
Internal Debt Financing	(36)	
Biosolids debt repayment	<u>(243)</u>	(279)
Contr to Reserve and Capital		
Inflation on capital envelopes	468	468
Internal recoveries		
P6M Infrastructure Services reductions	(220) *	
GSU - Water billings and collections	27	
Other net increases	<u>287</u>	94
2016 Draft Base Operating Budget		<u><u>69,086</u></u>
* sum of P6M expenditure reductions	(521)	
revenue enhancements	<u>(85)</u>	
WWW P6M savings	<u><u>(606)</u></u>	

WATER-WASTEWATER BUDGET VARIANCE ANALYSIS

Revenues:

1. Levies have decreased by \$171,000 or 74%, due to the completion of certain local improvements loan repayments from ratepayers.
2. Contributions from Reserve and Capital have decreased by \$2,519,000 due to one-time funding in 2015 for service cut restoration (\$1.75M), \$733,000 in Council approved funding to achieve a 0% rate increase and reduction in internal debt financing costs.
3. Other revenues have increased by \$158,000 or 44% due to anticipated additional revenues from fees and fines, annualized hauled liquid waste tipping fees and recoveries related to cleaning of private sewer laterals.

Expenditures:

1. Salaries and Benefits decreased by approximately \$199,000 or 1.5%. An increase of \$128,000 is due to compensation increases. This has been offset by savings of \$155,000 in temporary hours and \$96,000 in attrited salaries, both part of the P6M exercise.
2. Debt Repayment has decreased by approximately \$279,000 or 6.8%. There is a modest decrease in internal borrowing costs of \$36,000 on capital projects while \$243,000 of the decrease represents favourable borrowing terms on the Biosolids external debt.
3. Provision to Reserves and Capital has increased by approximately \$468,000 or 2% as the capital envelopes have been increased by inflation in accordance with policy.
4. Internal recoveries have increased by approximately \$93,000 or 1.3% due primarily to an increase in interdepartmental allocations for engineering and related disciplines, as well as projected increases to the City's service agreement with Greater Sudbury Utilities, offset by reductions identified during the P6M exercise.

2015 WATER-WASTEWATER PROJECTED ACTUAL VARIANCE

Revenues:

1. Actual user fee revenues are trending below budgeted amounts. For 2015 the estimated consumption has been budgeted at 14.2 million cubic metres. Based upon most recent information provided by GSU, it is estimated that the consumption will be approximately 13.9 million cubic metres. This is still an estimate as final consumption numbers will be known in early 2016.
2. The increase in contribution from reserve funds of \$3.82 million over budget represents the projected deficit in water operations. In accordance with policy, this deficit will be funded from the Water Capital Financing Reserve Fund.
3. Other revenues are approximately \$118,000 higher than budget due to additional revenues from hauled liquid waste, sludge haulage fees and miscellaneous recoveries.

Expenditures:

1. Salaries and benefits are projected to be under budget by approximately \$924,000. The division experienced staff turnover and numerous short-term disability leaves, which in some cases were / are unable to fill those specialized vacancies on a timely basis. As well, overtime is being strictly managed and is being kept to a minimum by all sections within the division and the use of casual labour has been reduced where possible in order to mitigate the effect of the net over expenditure.
2. Materials line accounts are projected to be under budget by \$322,000. This is a combination of savings in chemicals, reallocation of materials to various other line accounts and other plant related maintenance savings.
3. Energy costs are projected to be over budget by approximately \$182,000. Energy consumption at the Wanapitei water treatment plant was higher than normal during the winter event as production was increased to maintain flows through the system. The Sudbury Wastewater plant hydro will be higher than budget as it is supplying power to the Biosolids plant through a sub-meter. The additional hydro costs related to the Biosolids operation are being recovered through other revenue resulting in a net cost of zero to the City.

2015 WATER-WASTEWATER PROJECTED ACTUAL VARIANCE

4. Purchased service costs are projected to be over budget by approximately \$3.8 million:
 - The number of watermain breaks is projected to be more than 180 for the calendar year, compared to 141 breaks for 2014 and 103 for 2013. It is estimated that contracted repairs of watermains will be over budget by \$2.4 million.
 - The unusual cold weather also had an impact on water line freezing. Frozen water services thawing repairs performed by contractors amounted to approximately \$1.0M in unanticipated expenditures over budgeted amounts. Only a very small amount was recovered from property owners who are billed when the freeze occurred on private property.
 - All other repair work to water related infrastructure (hydrants, curb box, and valves) are anticipated to exceed budget by \$ 500,000.
 - Sewer main and manhole repairs will be over budget by \$100,000
5. Contribution to Reserve and Capital is over budget by \$1.72M which represents the contribution of the projected wastewater surplus to the Wastewater Capital Financing Reserve Fund in accordance with policy.

Conclusion:

The projected net overexpenditure of approximately \$2.1 million (water deficit of \$3.8 million net of wastewater surplus of \$1.7M) is a result of the harsh winter and aging infrastructure as well as reduced water consumption on the revenue side. Operations works to balance the use of own crews versus contractors to maximize value and maintain service levels that restore water as quickly as possible for citizens.

These projections are based upon September month end balances and are subject to change. Council will receive a final 2015 year end variance report during the spring.



Water - Wastewater Admin.

Operating Budget Summary

Description

2016
Operating
Budget

2015		2016					
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		36	36	-	0	36	-
Part Time Hours		5,163	5,163	-	0	5,163	-
Revenues							
User Fees	(55,000)	(58,765)	(60,528)	(3.0)	0	(60,528)	(3.0)
Contr from Reserve and Capital	0	0	0	-	0	0	-
Total Revenues	(55,000)	(58,765)	(60,528)	(3.0)	0	(60,528)	(3.0)
Expenses							
Salaries & Benefits	4,207,128	4,293,941	4,323,120	0.7	0	4,323,120	0.7
Materials - Operating Expenses	49,000	62,265	62,265	-	0	62,265	-
Energy Costs	332,917	332,917	306,513	(7.9)	0	306,513	(7.9)
Purchased/Contract Services	14,500	16,085	16,085	-	0	16,085	-
Prof Development & Training	75,000	75,198	75,198	-	0	75,198	-
Internal Recoveries	(4,623,545)	(4,721,641)	(4,722,653)	-	0	(4,722,653)	-
Total Expenses	55,000	58,765	60,528	3.0	0	60,528	3.0
Net Budget	0	1	0	(133.0)	0	0	(133.0)

WATER/WASTEWATER ADMIN

Reflected here are costs related to the administration and supervision of the Water / Wastewater Services, as well as fleet costs which are allocated to Water and Wastewater through internal allocations.



Water Service Summary

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Crew Hours		17,436	14,830	(14.9)	0	14,830	(14.9)
<u>Revenues</u>							
Levies	(107,971)	(107,971)	(38,291)	64.5	0	(38,291)	64.5
User Fees	(28,806,483)	(29,060,816)	(31,232,895)	(7.5)	(300,000)	(31,532,895)	(8.5)
Contr from Reserve and Capital	(4,206,539)	(384,489)	(167,397)	56.5	0	(167,397)	56.5
Other Revenues	(90,000)	(100,000)	(100,000)	-	0	(100,000)	-
Total Revenues	(33,210,993)	(29,653,276)	(31,538,583)	(6.4)	(300,000)	(31,838,583)	(7.4)
<u>Expenses</u>							
Salaries & Benefits	3,967,639	4,250,623	4,128,074	(2.9)	0	4,128,074	(2.9)
Materials - Operating Expenses	2,588,720	2,677,597	2,673,430	(0.2)	0	2,673,430	(0.2)
Energy Costs	1,979,317	1,877,975	1,966,538	4.7	0	1,966,538	4.7
Rent and Financial Expenses	10,000	10,000	9,260	(7.4)	0	9,260	(7.4)
Purchased/Contract Services	6,858,081	3,097,273	4,932,235	59.2	0	4,932,235	59.2
Debt Repayment	467,037	467,037	443,297	(5.1)	0	443,297	(5.1)
Contr to Reserve and Capital	12,632,422	12,632,422	12,885,070	2.0	300,000	13,185,070	4.4
Internal Recoveries	8,028,777	7,961,349	7,959,679	-	0	7,959,679	-
Total Expenses	36,531,993	32,974,276	34,997,583	6.1	300,000	35,297,583	7.0
Net Budget	3,321,000	3,321,000	3,459,000	4.2	0	3,459,000	4.2



**2016
Operating
Budget**

Operating Budget Summary	
Description	
Water revenues represent the portion of water production and supply costs recovered directly from water customers.	
Approved Budget Option: 1) Increase contribution to capital for water/wastewater infrastructure	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
User Fees	(28,664,732)	(28,852,226)	(31,018,048)	(7.5)	(300,000)	(31,318,048)	(8.5)
Other Revenues	(90,000)	(100,000)	(100,000)	-	0	(100,000)	-
Total Revenues	(28,754,732)	(28,952,226)	(31,118,048)	(7.5)	(300,000)	(31,418,048)	(8.5)
Net Budget	(28,754,732)	(28,952,226)	(31,118,048)	(7.5)	(300,000)	(31,418,048)	(8.5)

WATER REVENUES

On July 1, 2001, the City adopted a fully user-pay basis for water and wastewater services, whereby the full cost would be funded through user fees except for a percentage of costs that relate to fire protection capacity.

Under the City's current rate structure, customers are charged a fixed monthly service fee (2015 - \$15.71 residential) that varies based on the size of the water service as well as a variable consumption charge calculated on a per cubic metre basis (2015 - \$1.244 per cubic metre), with revenues from the variable charge accounting for approximately two-thirds of user fee revenues. In the absence of meters for wastewater inflows, user fees for wastewater are calculated as a percentage of water rates (2015 – 119.5%) and as such, incorporate both a fixed and variable component.

Consistent with similar trends across the province, consumption of water has been decreasing since amalgamation and this decline can be attributed to many factors, including:

- Conservation of water through education and technology such as water saving devices
- Wet summers leading to less outdoor watering
- Customers using less water in response to increased prices
- Increasing instances of tampering

Approved Budget Option:

- Increase contribution to capital for water/wastewater infrastructure

2015 Year End Projection:

User Fees

In 2015 consumption was budgeted at 14.2M cubic metres and it is anticipated that the 2015 actual consumption will be between 13.9M and 14.0M cubic metres.

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution**Type:** Enhancement**Fund:** Operating**Department:** 5220 Water Revenues**Division:** Infrastructure Services**Request:** Increase contribution to capital for water/wastewater infrastructure**Description/Impact:****Impact on Staffing (Negative if Reduction)**

Full Time Postion(s): 0

Net Budget Increase (Negative if Reduction)**Permanent:** \$0**One-time:** \$0**Notes:****Status:** Approved

**2016
Operating
Budget**

Operating Budget Summary	
Description	
To reflect water debt repayments and contributions to capital for water projects which fund capital spending on water projects including the replacment of existng water systems.	
Approved Budget Option: 1) Increase contribution to capital for water/wastewater infrastructure	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Levies	(107,971)	(107,971)	(38,291)	64.5	0	(38,291)	64.5
Contr from Reserve and Capital	(4,128,939)	(306,889)	(89,797)	70.7	0	(89,797)	70.7
Total Revenues	(4,236,910)	(414,860)	(128,088)	69.1	0	(128,088)	69.1
Expenses							
Debt Repayment	113,537	113,537	89,797	(20.9)	0	89,797	(20.9)
Contr to Reserve and Capital	12,632,422	12,632,422	12,885,070	2.0	300,000	13,185,070	4.4
Total Expenses	12,745,959	12,745,959	12,974,867	1.8	300,000	13,274,867	4.1
Net Budget	8,509,049	12,331,099	12,846,779	4.2	300,000	13,146,779	6.6

WATER - DEBT AND CONTRIBUTION TO CAPITAL

Variance Explanation:

Levies

This decrease is due to the completion of certain local improvements loan repayments from ratepayers.

Approved Budget Option:

- Increase contribution to capital for water/wastewater infrastructure

2015 Year End Projection:

Contribution from Reserve and Capital

The increase in contribution from reserve funds of \$3.82 million over budget represents the projected over expenditure in water operations. In accordance with policy, this deficit will be funded from the Water Capital Financing Reserve Fund.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
Reflected are the costs associated with the production of clean, potable water meeting regulatory requirements for quality, as well as providing adequate quantity and pressure to water customers.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Crew Hours		5,393	3,640	(32.5)	0	3,640	(32.5)
Expenses							
Salaries & Benefits	939,355	1,060,756	987,872	(6.9)	0	987,872	(6.9)
Materials - Operating Expenses	1,809,450	1,800,567	1,796,400	(0.2)	0	1,796,400	(0.2)
Energy Costs	1,979,317	1,877,975	1,965,638	4.7	0	1,965,638	4.7
Purchased/Contract Services	1,085,531	1,202,245	1,217,165	1.2	0	1,217,165	1.2
Debt Repayment	353,500	353,500	353,500	-	0	353,500	-
Internal Recoveries	111,470	111,470	99,747	(10.5)	0	99,747	(10.5)
Total Expenses	6,278,623	6,406,513	6,420,322	0.2	0	6,420,322	0.2
Net Budget	6,278,623	6,406,513	6,420,322	0.2	0	6,420,322	0.2

WATER TREATMENT

Variance Explanation:

Crew Hours/Salaries and Benefits

The decrease reflects the anticipated reduction in temporary hours as determined during the P6M exercise.

2015 Year End Projection:

Purchased/Contract Services

Purchased services are projected to be under budget by approximately \$115,000 due to savings in breakdown maintenance, sampling and other contracted services.



**2016
Operating
Budget**

Operating Budget Summary	
Description	
Reflected here are engineering costs associated with water, in the form of internal charges from the departments for the General Manager of Infrastructure, Financial Support Services, Engineering Services, Design and Drafting and Construction Services.	

	2015		2016				
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Internal Recoveries	1,602,903	1,622,569	1,626,055	0.2	0	1,626,055	0.2
Total Expenses	1,602,903	1,622,569	1,626,055	0.2	0	1,626,055	0.2
Net Budget	1,602,903	1,622,569	1,626,055	0.2	0	1,626,055	0.2



Water System Other

Operating Budget Summary	
Description	

**2016
Operating
Budget**

Description	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Crew Hours		12,043	11,190	(7.1)	0	11,190	(7.1)
<u>Revenues</u>							
User Fees	(141,751)	(208,590)	(214,847)	(3.0)	0	(214,847)	(3.0)
Contr from Reserve and Capital	(77,600)	(77,600)	(77,600)	-	0	(77,600)	-
Total Revenues	(219,351)	(286,190)	(292,447)	(2.2)	0	(292,447)	(2.2)
<u>Expenses</u>							
Salaries & Benefits	3,028,284	3,189,867	3,140,202	(1.6)	0	3,140,202	(1.6)
Materials - Operating Expenses	779,270	877,030	877,030	-	0	877,030	-
Energy Costs	0	0	900	100.0	0	900	100.0
Rent and Financial Expenses	10,000	10,000	9,260	(7.4)	0	9,260	(7.4)
Purchased/Contract Services	5,772,550	1,895,028	3,715,070	96.0	0	3,715,070	96.0
Internal Recoveries	6,314,404	6,227,310	6,233,877	0.1	0	6,233,877	0.1
Total Expenses	15,904,508	12,199,235	13,976,339	14.6	0	13,976,339	14.6
Net Budget	15,685,157	11,913,045	13,683,892	14.9	0	13,683,892	14.9

WATER SYSTEM OTHER

Reflected are the costs of maintenance and repair to the City's extensive water distribution system and allocations for fringe benefits and GSU billing services as well as select internal services. These internal services include program support, share of public work depot costs, and the water section share of WWW administration, supervision and other shared department costs.

Variance Explanations:

Crew Hours/Salaries & Benefits

The decrease reflects the anticipated reduction in temporary hours as determined during the P6M exercise.

Purchased/Contract Services

The increase in this category reflects anticipated contractual increases for supplemental watermain, valve and curb box repairs as well as hydro excavation equipment rentals.

2015 Year End Projection:

Purchased/Contract Services

Purchased service costs are projected to be over budget by approximately \$3.9 million:

- There have been 151 watermain breaks to the end of September 2015. This number is projected to be 180 for the calendar year using historical averages for the remaining months, compared to 141 breaks for 2014 and 103 for 2013. It is estimated that contracted repairs of watermains will be over budget by \$2.4 million.
- The unusual cold weather also had an impact on water services freezing. Frozen water services thawing repairs performed by contractors amounted to approximately \$1.0 million in unanticipated expenditures over budgeted amounts. A separate report summarizing these expenditures procured under the emergency provision of the City's Purchasing by-law has been received by Council. Only a very small amount was recovered from property owners who are billed when the freeze occurred on private property.
- All other repair work to water related infrastructure (hydrants, curb boxes, and valves) are anticipated to exceed budget by \$ 500,000.



Wastewater Services Summary

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Crew Hours		10,705	8,242	(23.0)	0	8,242	(23.0)
<u>Revenues</u>							
Levies	(121,967)	(121,967)	(20,617)	83.1	0	(20,617)	83.1
User Fees	(31,178,918)	(31,864,916)	(33,204,080)	(4.2)	(300,000)	(33,504,080)	(5.1)
Contr from Reserve and Capital	(662,724)	(662,724)	(111,287)	83.2	0	(111,287)	83.2
Other Revenues	(382,000)	(250,000)	(407,500)	(63.0)	0	(407,500)	(63.0)
Total Revenues	(32,345,609)	(32,899,607)	(33,743,484)	(2.6)	(300,000)	(34,043,484)	(3.5)
<u>Expenses</u>							
Salaries & Benefits	3,466,478	4,023,762	3,959,832	(1.6)	0	3,959,832	(1.6)
Materials - Operating Expenses	1,698,240	1,816,318	1,771,721	(2.5)	0	1,771,721	(2.5)
Energy Costs	2,079,434	1,999,042	2,038,977	2.0	0	2,038,977	2.0
Purchased/Contract Services	4,118,958	3,916,864	4,822,114	23.1	0	4,822,114	23.1
Debt Repayment	2,338,965	3,822,537	3,567,492	(6.7)	0	3,567,492	(6.7)
Grants - Transfer Payments	5,000	5,000	5,000	-	0	5,000	-
Contr to Reserve and Capital	12,496,204	10,772,735	10,988,190	2.0	300,000	11,288,190	4.8
Internal Recoveries	6,142,330	6,543,350	6,590,158	0.7	0	6,590,158	0.7
Total Expenses	32,345,610	32,899,607	33,743,484	2.6	300,000	34,043,484	3.5
Net Budget	0	0	0	-	0	0	-



5250 Wastewater Revenue

2016
Operating
Budget

Operating Budget Summary	
Description	
These revenues represent the recovery of wastewater treatment and maintenance costs directly from wastewater services customers.	
Approved Budget Option: 1) Increase contribution to capital for water/wastewater infrastructure	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
User Fees	(31,178,918)	(31,864,916)	(33,204,080)	(4.2)	(300,000)	(33,504,080)	(5.1)
Other Revenues	(382,000)	(250,000)	(407,500)	(63.0)	0	(407,500)	(63.0)
Total Revenues	(31,560,918)	(32,114,916)	(33,611,580)	(4.7)	(300,000)	(33,911,580)	(5.6)
Net Budget	(31,560,918)	(32,114,916)	(33,611,580)	(4.7)	(300,000)	(33,911,580)	(5.6)

WASTEWATER REVENUE

On July 1, 2001, the City adopted a fully user-pay basis for water and wastewater services, whereby the full cost would be funded through user fees except for a percentage of costs that relate to fire protection capacity.

Under the City's current rate structure, customers are charged a fixed monthly service fee (2015 - \$15.71 residential) that varies based on the size of the water service as well as a variable consumption charge calculated on a per cubic meter basis (2015 - \$1.244 per cubic metre), with revenues from the variable charge accounting for approximately two-thirds of user fee revenues. In the absence of meters for wastewater inflows, user fees for wastewater are calculated as a percentage of water rates (2015 – 119.5%) and as such, incorporate both a fixed and variable component.

Consistent with similar trends across the province, consumption of water has been decreasing since amalgamation and this decline can be attributed to many factors, including:

- Conservation of water through education and technology such as water saving devices
- Wet summers leading to less outdoor watering
- Customers using less water in response to increased prices
- Increasing instances of tampering

Approved Budget Option:

- Increase contribution to capital for water/wastewater infrastructure

Variance Explanation:

Other Revenues

The increase in this category reflects the annualization of anticipated hauled liquid waste and sludge haulage fees as well as recoveries from the cleaning of private sewer laterals.

2015 Year End Projection:

User Fees

In 2015 consumption was budgeted at 14.2 M cubic metres and it is anticipated that the 2015 actual consumption will be between 13.9M and 14.0M cubic metres.

Other Revenues

Other revenues represent higher than anticipated hauled liquid waste volumes and sludge haulage as well as recoveries of hydro costs used by the Biosolids plant.

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution**Type:** Enhancement**Fund:** Operating**Department:** 5220 Water Revenues**Division:** Infrastructure Services**Request:** Increase contribution to capital for water/wastewater infrastructure**Description/Impact:****Impact on Staffing (Negative if Reduction)****Net Budget Increase (Negative if Reduction)**

Full Time Postion(s): 0

Permanent: \$0**One-time:** \$0**Notes:****Status:** Approved



**2016
Operating
Budget**

Operating Budget Summary	
Description	
To reflect wastewater contribution to capital for wastewater projects, which fund capital spending on wastewater projects including the replacement of existing wastewater systems.	
Approved Budget Option: 1) Increase contribution to capital for water/wastewater infrastructure	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Levies	(121,967)	(121,967)	(20,617)	83.1	0	(20,617)	83.1
Contr from Reserve and Capital	(662,724)	(662,724)	(111,287)	83.2	0	(111,287)	83.2
Total Revenues	(784,691)	(784,691)	(131,904)	83.2	0	(131,904)	83.2
Expenses							
Debt Repayment	123,166	123,166	111,287	(9.6)	0	111,287	(9.6)
Grants - Transfer Payments	5,000	5,000	5,000	-	0	5,000	-
Contr to Reserve and Capital	12,496,204	10,772,735	10,988,190	2.0	300,000	11,288,190	4.8
Total Expenses	12,624,370	10,900,901	11,104,477	1.9	300,000	11,404,477	4.6
Net Budget	11,839,679	10,116,210	10,972,573	8.5	300,000	11,272,573	11.4

WASTEWATER DEBT AND CONTRIBUTION TO CAPITAL

Variance Explanations:

Levies

This decrease is due to the completion of certain local improvements loan repayments from ratepayers.

Contribution from Reserve and Capital

The decrease in this category reflects one-time Council approved contribution from reserve funds in 2015 to achieve 0% rate increase.

Approved Budget Option:

- Increase contribution to capital for water/wastewater infrastructure

2015 Year End Projection:

Contribution to Reserve and Capital

Contribution to Reserve and Capital is over budget by \$1.72M which represents the contribution of the projected wastewater under expenditure to the Wastewater Capital Financing Reserve Fund in accordance with policy.



**2016
Operating
Budget**

Operating Budget Summary	
Description	
Reflected are the costs associated with the production of quality effluents meeting regulatory requirements and minimizing environmental degradation.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Crew Hours		7,879	6,126	(22.2)	0	6,126	(22.2)
Expenses							
Salaries & Benefits	1,862,925	1,819,639	1,786,193	(1.8)	0	1,786,193	(1.8)
Materials - Operating Expenses	1,659,173	1,714,648	1,670,051	(2.6)	0	1,670,051	(2.6)
Energy Costs	2,079,434	1,999,042	2,038,977	2.0	0	2,038,977	2.0
Purchased/Contract Services	1,656,524	1,301,610	1,306,610	0.4	0	1,306,610	0.4
Debt Repayment	0	0	0	-	0	0	-
Internal Recoveries	232,055	236,883	294,172	24.2	0	294,172	24.2
Total Expenses	7,490,112	7,071,822	7,096,004	0.3	0	7,096,004	0.3
Net Budget	7,490,112	7,071,822	7,096,004	0.3	0	7,096,004	0.3

WASTEWATER TREATMENT

Variance Explanation:

Crew Hours/Salaries & Benefits

The decrease reflects the anticipated reduction in temporary hours as determined during the P6M exercise.

2015 Year End Projection:

Purchased/Contract Services

This category is projected to be over budget due to higher than anticipated sludge haulage fees due to the delay in the Biosolids plant going live as well as additional snow plowing costs.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
Reflected are engineering costs associated with wastewater in the form of internal charges from the departments of the General Manager of Infrastructure Services, Financial Support Services, Engineering Services, Design and Drafting and Construction Services.	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Internal Recoveries	1,125,727	1,147,710	1,171,183	2.0	0	1,171,183	2.0
Total Expenses	1,125,727	1,147,710	1,171,183	2.0	0	1,171,183	2.0
Net Budget	1,125,727	1,147,710	1,171,183	2.0	0	1,171,183	2.0

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Biosolids Management Facility processes sewage sludge, which is a normal end product of the sewage treatment process, to create an agriculturally beneficial product with low odour potential and little environmental impact. It uses a heat and/or chemical process to kill harmful organisms called pathogens which may be present in untreated sewage sludge. The facility is operated by N-Viro®, a Walker Environmental Group Company (N-Viro); a family-owned diverse company with more than 125 years of operating experience in the industry. The City maintains full ownership of the facility. This cost centre represents the operating contract costs with N-Viro as well as the external debt repayments.</p>	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Purchased/Contract Services	1,844,200	2,101,000	2,857,000	36.0	0	2,857,000	36.0
Debt Repayment	2,215,799	3,699,371	3,456,204	(6.6)	0	3,456,204	(6.6)
Total Expenses	4,059,999	5,800,371	6,313,204	8.8	0	6,313,204	8.8
Net Budget	4,059,999	5,800,371	6,313,204	8.8	0	6,313,204	8.8

BIOSOLIDS FACILITY

Variance Explanations:

Purchased/Contract Services

The increase in this category reflects the annualized costs associated with the operating contract with the vendor.

Debt repayment

This decrease is a result on the external debt principal being lower than expected combined with a lower interest rate than originally budgeted.

2015 Year End Projection:

Purchased/Contract Services

Purchased services are projected to be under budget by approximately \$255,000 because Biosolids started on schedule, but was budgeted conservatively to start at an earlier date.

Debt Repayment

This category is projected to be under budget because the Biosolids started on schedule, but was budgeted conservatively to start at an earlier date. Additionally, the external debt principal amount borrowed was less than expected and the borrowing rate was lower than originally budgeted.



Wastewater System Other

2016
Operating
Budget

Operating Budget Summary							
Description							

Description	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Crew Hours		2,826	2,116	(25.1)	0	2,116	(25.1)
Expenses							
Salaries & Benefits	1,603,553	2,204,122	2,173,639	(1.4)	0	2,173,639	(1.4)
Materials - Operating Expenses	39,067	101,670	101,670	-	0	101,670	-
Purchased/Contract Services	618,234	514,254	658,504	28.1	0	658,504	28.1
Internal Recoveries	4,784,548	5,158,757	5,124,803	(0.7)	0	5,124,803	(0.7)
Total Expenses	7,045,402	7,978,803	8,058,616	1.0	0	8,058,616	1.0
Net Budget	7,045,402	7,978,803	8,058,616	1.0	0	8,058,616	1.0

WASTEWATER SYSTEM OTHER

Reflected are the costs of maintenance and repair to the City's extensive wastewater collection system and allocations for fringe benefits and GSU billing services as well as select internal services. These internal services include program support, share of public work depot costs, and the wastewater section share of WWWW administration, supervision and other shared department costs.

Variance Explanations:

Crew Hours/Salaries & Benefits

The decrease reflects the anticipated reduction in temporary hours as determined during the P6M exercise.

Purchased/Contract Services

This increase reflects contractual increases related to sewer lateral cleaning and hydro excavation equipment rentals.

2015 Year End Projection:

Salaries & Benefits

Salaries and benefits are projected to be under budget by approximately \$600,000. The division experienced staff turnover and numerous short-term disability leaves, which in some cases were/are unable to fill those vacancies on a timely basis. Compounding this was the emphasis on the frozen water emergency which meant less effort on sewer maintenance during that period.

Purchased/Contract Services

Sewer main and manhole repairs are projected to be over budget by \$100,000.

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		143	140	(2.1)	0	140	(2.1)
Crew Hours		32,239	29,361	(8.9)	0	29,361	(8.9)
Part Time Hours		16,240	16,240	-	1,371	17,611	8.4
Overtime Hours		100	100	-	0	100	-
<u>Revenues</u>							
Provincial Grants & Subsidies	(36,000)	(40,000)	(40,000)	-	0	(40,000)	-
User Fees	(384,203)	(378,286)	(383,981)	(1.5)	0	(383,981)	(1.5)
Contr from Reserve and Capital	(60,870)	(60,870)	(65,660)	(7.9)	(75,000)	(140,660)	(131.1)
Other Revenues	(44,879)	(42,900)	(42,900)	-	0	(42,900)	-
Total Revenues	(525,952)	(522,056)	(532,541)	(2.0)	(75,000)	(607,541)	(16.4)
<u>Expenses</u>							
Salaries & Benefits	12,808,239	12,934,131	12,903,485	(0.2)	75,000	12,978,485	0.3
Materials - Operating Expenses	5,018,049	5,220,640	5,359,914	2.7	0	5,359,914	2.7
Energy Costs	3,337,276	3,253,016	3,273,861	0.6	0	3,273,861	0.6
Rent and Financial Expenses	19,322	19,322	10,685	(44.7)	0	10,685	(44.7)
Purchased/Contract Services	8,260,589	7,737,698	7,722,778	(0.2)	0	7,722,778	(0.2)
Prof Development & Training	48,657	48,088	48,088	-	0	48,088	-
Contr to Reserve and Capital	25,782,092	25,772,147	26,286,190	2.0	0	26,286,190	2.0
Internal Recoveries	10,331,879	10,446,386	10,362,281	(0.8)	0	10,362,281	(0.8)
Total Expenses	65,606,103	65,431,428	65,967,282	0.8	75,000	66,042,282	0.9
Net Budget	65,080,151	64,909,372	65,434,741	0.8	0	65,434,741	0.8

ROADS MAINTENANCE SUMMARY

To reflect the cost associated with the delivery of roads, transportation, forestry and drainage services within the City of Greater Sudbury.



**2016
Operating
Budget**

Operating Budget Summary	
Description	
This represents the contribution to capital for roads and drainage capital projects.	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Contr to Reserve and Capital	25,500,822	25,500,822	26,010,838	2.0	0	26,010,838	2.0
Total Expenses	25,500,822	25,500,822	26,010,838	2.0	0	26,010,838	2.0
Net Budget	25,500,822	25,500,822	26,010,838	2.0	0	26,010,838	2.0



Roads Administration

Operating Budget Summary

Description

2016
Operating
Budget

	2015		2016				
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		139	136	(2.2)	0	136	(2.2)
Part Time Hours		11,830	11,830	-	0	11,830	-
Revenues							
User Fees	(109,173)	(114,153)	(114,278)	(0.1)	0	(114,278)	(0.1)
Other Revenues	(1,979)	0	0	-	0	0	-
Total Revenues	(111,152)	(114,153)	(114,278)	(0.1)	0	(114,278)	(0.1)
Expenses							
Salaries & Benefits	3,645,886	3,658,419	3,729,277	1.9	0	3,729,277	1.9
Materials - Operating Expenses	208,764	208,764	163,764	(21.6)	0	163,764	(21.6)
Energy Costs	78,844	52,138	65,299	25.2	0	65,299	25.2
Purchased/Contract Services	27,750	11,300	11,300	-	0	11,300	-
Prof Development & Training	48,657	48,088	48,088	-	0	48,088	-
Contr to Reserve and Capital	65,020	70,000	70,000	-	0	70,000	-
Internal Recoveries	(3,963,769)	(3,934,556)	(3,973,451)	(1.0)	0	(3,973,451)	(1.0)
Total Expenses	111,152	114,153	114,277	0.1	0	114,277	0.1
Net Budget	0	0	0	-	0	0	-

ROADS ADMINISTRATION

Variance Explanation:

Full Time Positions

Changes in this category relate to approved P6M initiatives.



Summer Maintenance

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Crew Hours		17,593	16,484	(6.3)	0	16,484	(6.3)
<u>Revenues</u>							
User Fees	(98,518)	(97,783)	(100,716)	(3.0)	0	(100,716)	(3.0)
Contr from Reserve and Capital	(60,870)	(60,870)	(65,660)	(7.9)	0	(65,660)	(7.9)
Total Revenues	(159,388)	(158,653)	(166,376)	(4.9)	0	(166,376)	(4.9)
<u>Expenses</u>							
Salaries & Benefits	4,744,827	4,822,110	4,749,282	(1.5)	0	4,749,282	(1.5)
Materials - Operating Expenses	2,204,766	2,345,080	2,460,260	4.9	0	2,460,260	4.9
Energy Costs	495,919	517,473	487,692	(5.8)	0	487,692	(5.8)
Purchased/Contract Services	3,076,179	2,840,500	2,826,200	(0.5)	0	2,826,200	(0.5)
Internal Recoveries	4,777,166	4,758,978	4,863,230	2.2	0	4,863,230	2.2
Total Expenses	15,298,857	15,284,141	15,386,664	0.7	0	15,386,664	0.7
Net Budget	15,139,469	15,125,488	15,220,288	0.6	0	15,220,288	0.6

SUMMER MAINTENANCE SUMMARY

To provide summer maintenance of the City's road system involving maintenance of asphalt and gravel road surfaces, sidewalks and curbs, drainage structures, forestry, as well as traffic and safety control devices.

Variance Explanation:

Crew Hours

Changes in this category relate to approved P6M initiatives.



Winter Maintenance

2016 Operating Budget

Operating Budget Summary
Description
Approved Budget Option: 1) Provide \$43,000 of funding to enhance bus stop winter maintenance at 100 additional bus stops

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Crew Hours		14,646	12,877	(12.1)	0	12,877	(12.1)
<u>Revenues</u>							
User Fees	(95,595)	(92,450)	(92,870)	(0.5)	0	(92,870)	(0.5)
Other Revenues	(42,900)	(42,900)	(42,900)	-	0	(42,900)	-
Total Revenues	(138,495)	(135,350)	(135,770)	(0.3)	0	(135,770)	(0.3)
<u>Expenses</u>							
Salaries & Benefits	3,969,590	4,005,004	3,967,749	(0.9)	0	3,967,749	(0.9)
Materials - Operating Expenses	2,597,732	2,659,109	2,725,765	2.5	0	2,725,765	2.5
Energy Costs	674,590	629,699	566,421	(10.0)	0	566,421	(10.0)
Purchased/Contract Services	4,400,925	4,105,716	4,155,034	1.2	0	4,155,034	1.2
Internal Recoveries	5,123,992	5,182,947	5,308,703	2.4	0	5,308,703	2.4
Total Expenses	16,766,829	16,582,475	16,723,672	0.9	0	16,723,672	0.9
Net Budget	16,628,334	16,447,125	16,587,902	0.9	0	16,587,902	0.9

WINTER MAINTENANCE SUMMARY

To provide an acceptable level of winter control services within approved guidelines in the areas of:

- Snow removal
- Snowplowing roads and lanes
- Opening drainage ditches
- Winter maintenance of sidewalks
- Sanding and salting streets
- Pothole patching

Approved Budget Option:

- Provide \$43,000 of funding to enhance bus stop winter maintenance at 100 additional bus stops

Variance Explanations:

Crew Hours

Changes in this category relate to approved P6M initiatives.

Energy Costs

Decrease is a result of a reduction in fuel prices



**2016
Operating
Budget**

Operating Budget Summary	
Description	
To reflect costs associated with Roads in the form of charge backs from the sections for General Manager, Financial Support Services, Engineering Services, Design and Drafting and Construction Services.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Internal Recoveries	4,372,071	4,420,918	4,145,794	(6.2)	0	4,145,794	(6.2)
Total Expenses	4,372,071	4,420,918	4,145,794	(6.2)	0	4,145,794	(6.2)
Net Budget	4,372,071	4,420,918	4,145,794	(6.2)	0	4,145,794	(6.2)



5390 Streetlighting

**2016
Operating
Budget**

Operating Budget Summary	
Description	
Provides for the energy and maintenance of the City's streetlighting system.	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Energy Costs	2,082,617	2,048,400	2,150,820	5.0	0	2,150,820	5.0
Purchased/Contract Services	550,996	556,518	506,518	(9.0)	0	506,518	(9.0)
Internal Recoveries	6,099	6,099	6,005	(1.5)	0	6,005	(1.5)
Total Expenses	2,639,712	2,611,017	2,663,343	2.0	0	2,663,343	2.0
Net Budget	2,639,712	2,611,017	2,663,343	2.0	0	2,663,343	2.0

**2016
Operating
Budget**

Operating Budget Summary	
Description	
Co-ordinate and administer municipal / agricultural drainage programs for existing and new drains. To provide for drainage supervision costs and to reflect contributions to capital and reserves for municipal / agricultural drains.	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Part Time Hours		1,260	1,260	-	0	1,260	-
<u>Revenues</u>							
Provincial Grants & Subsidies	(36,000)	(40,000)	(40,000)	-	0	(40,000)	-
Total Revenues	(36,000)	(40,000)	(40,000)	-	0	(40,000)	-
<u>Expenses</u>							
Salaries & Benefits	20,545	20,545	20,730	0.9	0	20,730	0.9
Purchased/Contract Services	180,401	199,326	199,326	-	0	199,326	-
Contr to Reserve and Capital	216,250	201,325	205,352	2.0	0	205,352	2.0
Total Expenses	417,196	421,196	425,408	1.0	0	425,408	1.0
Net Budget	381,196	381,196	385,408	1.1	0	385,408	1.1

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>To provide for the safe, orderly and efficient movement of people and goods. Carry out transportation planning to address the present and future needs. Evaluate, design, maintain and install traffic devices. Review and evaluate site plans and zoning applications. Participate in all official and secondary plans. Direct and carry out annual data collection programs. Review and issue permits dealing with roads, traffic movement including driveway entrances, wide loads, street occupancy, etc.</p> <p>Approved Budget Option: 1) Provide funding from capital for a 5 year contract Active Transportation Coordinator position</p>	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		4	4	-	0	4	-
Part Time Hours		3,150	3,150	-	1,371	4,521	43.5
Overtime Hours		100	100	-	0	100	-
Revenues							
User Fees	(80,917)	(73,900)	(76,117)	(3.0)	0	(76,117)	(3.0)
Contr from Reserve and Capital	0	0	0	-	(75,000)	(75,000)	(100.0)
Total Revenues	(80,917)	(73,900)	(76,117)	(3.0)	(75,000)	(151,117)	(104.5)
Expenses							
Salaries & Benefits	427,391	428,054	436,447	2.0	75,000	511,447	19.5
Materials - Operating Expenses	6,787	7,687	10,125	31.7	0	10,125	31.7
Energy Costs	5,306	5,306	3,629	(31.6)	0	3,629	(31.6)
Rent and Financial Expenses	19,322	19,322	10,685	(44.7)	0	10,685	(44.7)
Purchased/Contract Services	24,338	24,338	24,400	0.3	0	24,400	0.3
Internal Recoveries	16,320	12,000	12,000	-	0	12,000	-
Total Expenses	499,464	496,707	497,286	0.1	75,000	572,286	15.2
Net Budget	418,547	422,807	421,169	(0.4)	0	421,169	(0.4)

TRAFFIC AND TRANSPORTATION

Approved Budget Option:

- Provide funding from capital for a 5 year contract Active Transportation Coordinator position

CGS Budget Option

Year: 2016

Category: Public Submission

Type: Enhancement

Fund: Operating

Department: 2480 Traffic and Transportation

Division: Infrastructure Services

Request: Provide funding from capital for a 5 year contract Active Transportation Coordinator position

Description/Impact:

This option is a result of the recommendation in the draft Transportation Study Report (TSR), the public submission from the Sudbury Cyclist Union, and Council resolution FA2015-72. The TSR indicates that the Active Transportation Coordinator would be responsible for the "championing" of active transportation issues, initiatives and programming throughout the City. It would also be responsible for the implementation of the active transportation network and could provide updates to stakeholders and interest groups.

The 2016 budget impact has been pro-rated to reflect an anticipated start date for this position of April 2016.

Impact on Staffing (Negative if Reduction)	Net Budget Increase (Negative if Reduction)
<p>Full Time Position(s): 0</p> <p>Part Time Hours: 1371</p>	<p>Permanent: \$0</p> <p>One-time: \$0</p> <p>Notes: Full impact for 2017 is \$100,000</p>

Status: Approved



Environmental Services Summary

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		21	21	-	0	21	-
Part Time Hours		20,755	20,755	-	0	20,755	-
<u>Revenues</u>							
User Fees	(6,963,568)	(7,686,927)	(7,055,075)	8.2	0	(7,055,075)	8.2
Licensing & Lease Revenues	(175,000)	(200,000)	(200,000)	-	0	(200,000)	-
Contr from Reserve and Capital	(190,297)	(190,297)	(47,574)	75.0	0	(47,574)	75.0
Other Revenues	(2,475,427)	(2,348,484)	(2,475,589)	(5.4)	0	(2,475,589)	(5.4)
Total Revenues	(9,804,292)	(10,425,708)	(9,778,238)	6.2	0	(9,778,238)	6.2
<u>Expenses</u>							
Salaries & Benefits	2,378,752	2,371,606	2,424,186	2.2	0	2,424,186	2.2
Materials - Operating Expenses	2,788,772	2,795,196	2,811,061	0.6	0	2,811,061	0.6
Energy Costs	173,263	172,926	171,189	(1.0)	0	171,189	(1.0)
Rent and Financial Expenses	17,150	17,150	17,150	-	0	17,150	-
Purchased/Contract Services	14,294,022	14,453,197	14,254,632	(1.4)	0	14,254,632	(1.4)
Prof Development & Training	3,641	3,641	3,641	-	0	3,641	-
Grants - Transfer Payments	17,000	17,000	17,000	-	0	17,000	-
Contr to Reserve and Capital	1,014,094	1,014,094	1,034,376	2.0	0	1,034,376	2.0
Internal Recoveries	723,266	720,044	741,076	2.9	0	741,076	2.9
Total Expenses	21,409,959	21,564,854	21,474,310	(0.4)	0	21,474,310	(0.4)
Net Budget	11,605,668	11,139,146	11,696,073	5.0	0	11,696,073	5.0

ENVIRONMENTAL SERVICES SUMMARY

The Environmental Services division is responsible for the collection of solid waste (garbage); collection and processing of leaf & yard trimmings and green cart organics; collection, processing, and marketing of blue box recyclables; collection and disposal of household hazardous waste; provision of backyard composters, green carts, kitchen collectors, and various recycling equipment; and for the management of clean-up initiatives, such as the Adoption programs, the annual Clean-Up program, the summer Trash Trooper program, the derelict motor vehicle removal & recycling program and all related promotional and educational activities.

In addition, this division is responsible for the planning, design, approvals, and operation of all solid waste landfills, including the leachate and gas collection systems; closed disposal sites; operation of landfill diversion programs (tires, appliances, electronic waste, etc.) and the administration of landfill tipping fees.



Environmental Services Admin.

Operating Budget Summary

Description

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**2016
Operating
Budget**

2015

2016

	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		8	8	-	0	8	-
Part Time Hours		8,917	8,917	-	0	8,917	-
Revenues							
Other Revenues	(37,060)	(35,872)	(35,872)	-	0	(35,872)	-
Total Revenues	(37,060)	(35,872)	(35,872)	-	0	(35,872)	-
Expenses							
Salaries & Benefits	1,025,254	1,013,390	1,029,039	1.5	0	1,029,039	1.5
Materials - Operating Expenses	56,420	57,697	56,129	(2.7)	0	56,129	(2.7)
Energy Costs	24,788	24,451	26,760	9.4	0	26,760	9.4
Purchased/Contract Services	11,324	11,324	11,324	-	0	11,324	-
Prof Development & Training	3,641	3,641	3,641	-	0	3,641	-
Contr to Reserve and Capital	1,014,094	1,014,094	1,034,376	2.0	0	1,034,376	2.0
Internal Recoveries	59,327	62,271	61,212	(1.7)	0	61,212	(1.7)
Total Expenses	2,194,848	2,186,868	2,222,481	1.6	0	2,222,481	1.6
Net Budget	2,157,788	2,150,996	2,186,609	1.7	0	2,186,609	1.7



**2016
Operating
Budget**

Operating Budget Summary	
Description	
To reflect the provision of capital funds for solid waste projects and contributions to the reserve fund for recycling equipment replacement.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Contr to Reserve and Capital	1,014,094	1,014,094	1,034,376	2.0	0	1,034,376	2.0
Total Expenses	1,014,094	1,014,094	1,034,376	2.0	0	1,034,376	2.0
Net Budget	1,014,094	1,014,094	1,034,376	2.0	0	1,034,376	2.0



**2016
Operating
Budget**

Operating Budget Summary	
Description	
The provision of weekly residential waste collection service with CGS crews and contractors at curbside and 13 transfer stations. The operation of the Clean-up Greater Sudbury program and roadside litter containers. The co-ordination of waste collection services and fees for registered multi-unit residential properties, multi-type properties and small businesses. The collection of blue box recyclables and organics from municipal facilities.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		13	13	-	0	13	-
Part Time Hours		11,838	11,838	-	0	11,838	-
Revenues							
User Fees	(1,020,383)	(1,064,242)	(1,009,745)	5.1	0	(1,009,745)	5.1
Other Revenues	(959,794)	(895,706)	(957,374)	(6.9)	0	(957,374)	(6.9)
Total Revenues	(1,980,177)	(1,959,948)	(1,967,119)	(0.4)	0	(1,967,119)	(0.4)
Expenses							
Salaries & Benefits	1,353,498	1,358,215	1,395,147	2.7	0	1,395,147	2.7
Materials - Operating Expenses	81,331	81,564	87,413	7.2	0	87,413	7.2
Energy Costs	130,607	130,607	125,667	(3.8)	0	125,667	(3.8)
Rent and Financial Expenses	7,150	7,150	7,150	-	0	7,150	-
Purchased/Contract Services	6,909,633	7,002,316	7,115,292	1.6	0	7,115,292	1.6
Internal Recoveries	536,996	535,438	558,265	4.3	0	558,265	4.3
Total Expenses	9,019,214	9,115,290	9,288,934	1.9	0	9,288,934	1.9
Net Budget	7,039,037	7,155,342	7,321,815	2.3	0	7,321,815	2.3

COLLECTION

The collection section represents the collection of all residential waste streams including, the co-collection of garbage and leaf & yard trimmings; the co-collection of blue box items and green cart organics and the collection of large furniture and appliances.

The section also includes waste collection for high density residential properties, residential transfer depots, non-residential collection services for a fee, litter collection, Clean-up Greater Sudbury programs and the related promotional and educational programs.

A portion of the blue box funding is also allocated to this section.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
The operation, approvals and maintenance of the Recycling Centre and weigh scale on Frobisher Street. This includes the processing, shipping and marketing of all blue box recyclable materials. The purchase and revenues from the sales of recycling and composting equipment. The processing and billing of blue box recyclables from agencies/municipalities outside Greater Sudbury boundaries. These functions are grouped in one cost centre for tax purposes.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
User Fees	(871,330)	(1,133,330)	(927,330)	18.2	0	(927,330)	18.2
Contr from Reserve and Capital	(190,297)	(190,297)	(47,574)	75.0	0	(47,574)	75.0
Other Revenues	(1,247,373)	(1,185,706)	(1,251,143)	(5.5)	0	(1,251,143)	(5.5)
Total Revenues	(2,309,000)	(2,509,333)	(2,226,047)	11.3	0	(2,226,047)	11.3
Expenses							
Materials - Operating Expenses	171,118	173,077	172,258	(0.5)	0	172,258	(0.5)
Purchased/Contract Services	2,601,980	2,629,897	2,523,417	(4.0)	0	2,523,417	(4.0)
Internal Recoveries	35,044	35,044	24,146	(31.1)	0	24,146	(31.1)
Total Expenses	2,808,142	2,838,018	2,719,821	(4.2)	0	2,719,821	(4.2)
Net Budget	499,142	328,685	493,774	50.2	0	493,774	50.2

DIVERSION ITC

The Diversion ITC section includes the operation and maintenance of the Recycling Centre, the processing and marketing of blue box materials, the sale of recycling and composting equipment and related 3R educational and promotional activities.

The revenues from the sale of recyclables and a portion of box funding are also allocated to this section.

Variance Explanations:

User Fees

The decrease in user fee revenue is a result of decreased commodity pricing resulting in a decline in the sale of blue box recyclables.

Contribution from Reserve and Capital

The contribution from reserve has decreased to reflect remaining payments for the Recycling Facility processing equipment.

**2016
Operating
Budget**

Operating Budget Summary	
Description	To provide for the operation, maintenance, monitoring, fee collection and related approvals for three operating landfill & waste diversion sites and one operating small vehicle waste transfer site. As well, to provide for the operation, maintenance and related approvals for the Household Hazardous Waste Depot on Frobisher Street. To provide for the safe continued maintenance, monitoring and related approvals for closed landfill sites (2).

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
User Fees	(5,071,855)	(5,489,355)	(5,118,000)	6.8	0	(5,118,000)	6.8
Licensing & Lease Revenues	(175,000)	(200,000)	(200,000)	-	0	(200,000)	-
Other Revenues	(231,200)	(231,200)	(231,200)	-	0	(231,200)	-
Total Revenues	(5,478,055)	(5,920,555)	(5,549,200)	6.3	0	(5,549,200)	6.3
Expenses							
Materials - Operating Expenses	2,479,903	2,482,858	2,495,261	0.5	0	2,495,261	0.5
Energy Costs	17,868	17,868	18,761	5.0	0	18,761	5.0
Rent and Financial Expenses	10,000	10,000	10,000	-	0	10,000	-
Purchased/Contract Services	4,771,085	4,809,660	4,604,599	(4.3)	0	4,604,599	(4.3)
Grants - Transfer Payments	17,000	17,000	17,000	-	0	17,000	-
Internal Recoveries	91,899	87,291	97,453	11.6	0	97,453	11.6
Total Expenses	7,387,755	7,424,677	7,243,074	(2.4)	0	7,243,074	(2.4)
Net Budget	1,909,701	1,504,123	1,693,874	12.6	0	1,693,874	12.6

PROCESSING & DISPOSAL

The processing and disposal section represents the costs associated with the operation and maintenance of the three landfill sites; three leaf & yard trimmings composting pads; one organic processing pad; one small vehicle transfer site; the household hazardous waste depot; the landfill gas and leachate collection system; closed sites and the related promotional and educational programs.

This section also includes the administration of landfill tipping fee revenues.

2015 Year End Projection:

The projected net over expenditure of approximately \$400,000 is a result of reduced tipping fee revenues.



Greater Sudbury

Budget 16

Health, Social and
Emergency Services

Operating Budget Summary

Description

**2016
Operating
Budget**

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		613	607	(1.0)	2	609	(0.7)
Part Time Hours		286,157	290,879	1.7	0	290,879	1.7
Overtime Hours		11,225	11,225	-	104	11,329	0.9
Volunteers		350	350	-	0	350	-
Revenues							
Provincial Grants & Subsidies	(71,523,359)	(70,557,480)	(72,693,687)	(3.0)	0	(72,693,687)	(3.0)
Federal Grants & Subsidies	(246,189)	(246,364)	(246,189)	0.1	0	(246,189)	0.1
User Fees	(9,299,725)	(9,492,226)	(9,783,555)	(3.1)	0	(9,783,555)	(3.1)
Licensing & Lease Revenues	(51,000)	(51,000)	(51,000)	-	0	(51,000)	-
Investment Earnings	(3,565)	0	0	-	0	0	-
Contr from Reserve and Capital	(460,995)	(637,301)	(613,041)	3.8	0	(613,041)	3.8
Other Revenues	(2,072,744)	(1,898,855)	(1,994,605)	(5.0)	0	(1,994,605)	(5.0)
Total Revenues	(83,657,577)	(82,883,226)	(85,382,078)	(3.0)	0	(85,382,078)	(3.0)
Expenses							
Salaries & Benefits	72,205,167	71,570,931	73,441,694	2.6	99,322	73,541,016	2.8
Materials - Operating Expenses	6,166,258	6,503,609	6,604,614	1.6	2,500	6,607,114	1.6
Energy Costs	2,067,310	2,010,170	2,079,653	3.5	0	2,079,653	3.5
Rent and Financial Expenses	44,367	43,352	5,250	(87.9)	0	5,250	(87.9)
Purchased/Contract Services	31,363,655	31,671,571	32,441,603	2.4	0	32,441,603	2.4
Debt Repayment	932,109	932,109	917,849	(1.5)	0	917,849	(1.5)
Prof Development & Training	341,827	343,807	345,921	0.6	0	345,921	0.6
Grants - Transfer Payments	27,335,877	26,646,328	27,325,774	2.5	0	27,325,774	2.5
Contr to Reserve and Capital	3,406,596	3,408,925	3,468,349	1.7	0	3,468,349	1.7
Internal Recoveries	5,574,266	5,577,294	5,586,541	0.2	0	5,586,541	0.2
Total Expenses	149,437,432	148,708,096	152,217,247	2.4	101,822	152,319,069	2.4
Net Budget	65,779,855	65,824,870	66,835,169	1.5	101,822	66,936,991	1.7

HEALTH, SOCIAL & EMERGENCY SERVICES

The Health, Social & Emergency Services Department is comprised of: Fire & Paramedic Services, Housing Services, Long Term Care/Senior Services and Social Services.



**2016
Operating
Budget**

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		2	2	-	0	2	-
Revenues							
Other Revenues	(1,712)	0	0	-	0	0	-
Total Revenues	(1,712)	0	0	-	0	0	-
Expenses							
Salaries & Benefits	286,423	339,917	348,797	2.6	0	348,797	2.6
Materials - Operating Expenses	8,599	9,936	7,935	(20.1)	0	7,935	(20.1)
Purchased/Contract Services	35,000	86,178	36,178	(58.0)	0	36,178	(58.0)
Prof Development & Training	16,634	16,634	16,634	-	0	16,634	-
Contr to Reserve and Capital	775,978	775,978	791,498	2.0	0	791,498	2.0
Internal Recoveries	(101,988)	(101,988)	(101,988)	-	0	(101,988)	-
Total Expenses	1,020,646	1,126,655	1,099,054	(2.4)	0	1,099,054	(2.4)
Net Budget	1,018,934	1,126,655	1,099,054	(2.4)	0	1,099,054	(2.4)

GENERAL MANAGER'S OFFICE

Variance Explanation:

Purchased/Contract Services

Changes in this category relate to approved P6M initiatives.



Emergency Services Summary

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		261	261	-	2	263	0.8
Overtime Hours		11,225	11,225	-	104	11,329	0.9
Part Time Hours		52,295	50,027	(4.3)	0	50,027	(4.3)
Volunteers		350	350	-	0	350	-
<u>Revenues</u>							
Provincial Grants & Subsidies	(10,553,790)	(10,431,259)	(10,698,366)	(2.6)	0	(10,698,366)	(2.6)
User Fees	(242,539)	(340,147)	(494,340)	(45.3)	0	(494,340)	(45.3)
Contr from Reserve and Capital	(383,489)	(243,301)	(219,041)	10.0	0	(219,041)	10.0
Other Revenues	(551,948)	(466,189)	(519,521)	(11.4)	0	(519,521)	(11.4)
Total Revenues	(11,731,766)	(11,480,896)	(11,931,268)	(3.9)	0	(11,931,268)	(3.9)
<u>Expenses</u>							
Salaries & Benefits	36,547,624	36,073,826	37,020,590	2.6	99,322	37,119,912	2.9
Materials - Operating Expenses	2,879,116	3,128,480	3,161,121	1.0	2,500	3,163,621	1.1
Energy Costs	1,103,584	1,022,107	1,080,978	5.8	0	1,080,978	5.8
Rent and Financial Expenses	1,015	0	0	-	0	0	-
Purchased/Contract Services	722,742	767,510	789,010	2.8	0	789,010	2.8
Debt Repayment	114,351	114,351	100,091	(12.5)	0	100,091	(12.5)
Prof Development & Training	175,833	159,121	159,125	-	0	159,125	-
Grants - Transfer Payments	30,000	30,000	20,000	(33.3)	0	20,000	(33.3)
Contr to Reserve and Capital	2,626,447	2,626,447	2,670,351	1.7	0	2,670,351	1.7
Internal Recoveries	2,279,955	2,315,959	2,299,695	(0.7)	0	2,299,695	(0.7)
Total Expenses	46,480,667	46,237,801	47,300,962	2.3	101,822	47,402,784	2.5
Net Budget	34,748,901	34,756,905	35,369,693	1.8	101,822	35,471,515	2.1

EMERGENCY SERVICES SUMMARY

The overall objectives of the Emergency Services Division includes:

- A. Creating a state of Emergency Preparedness within the community capable of responding to and mitigating major emergencies within our municipal boundaries.
- B. Providing for the protection and preservation of life and property.
- C. Responding to emergency medical calls within our community and non-urgent transportation to assist in providing access to health care services for our citizens.
- D. Responding to fire and rescue emergency calls in an effort to prevent the loss of life and minimize the loss of property to fire.
- E. To deliver Fire Prevention and Public Education programs that lead to the minimization of loss of life and property to fire.
- F. Contributing to an excellent quality of life in the community.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Chief of Fire and Paramedic Services is responsible for the management and administration of Fire Services, Emergency Management, Emergency Medical Services and the Emergency & Protective Services Center (CLELC). This cost centre is fully recoverable so increased costs are absorbed by departments within Emergency Services.</p> <p>The staffing profile is as follows: 1 Chief of Fire and Paramedic Services, 1 Executive Assistant, 1 Manager of Strategic and Business Services, 1 Senior Payroll/Finance Clerk and 1 Payroll/Finance Clerk.</p>	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		6	5	(16.7)	0	5	(16.7)
Part Time Hours		1,248	1,248	-	0	1,248	-
<u>Expenses</u>							
Salaries & Benefits	643,997	692,228	618,048	(10.7)	0	618,048	(10.7)
Materials - Operating Expenses	37,686	38,983	54,489	39.8	0	54,489	39.8
Purchased/Contract Services	33,203	0	0	-	0	0	-
Prof Development & Training	5,767	11,180	11,183	-	0	11,183	-
Internal Recoveries	(720,653)	(742,391)	(683,720)	7.9	0	(683,720)	7.9
Total Expenses	0	0	0	-	0	0	-
Net Budget	0	0	0	-	0	0	-

CHIEF OF EMERGENCY SERVICES

Variance Explanation:

Full Time Positions / Salaries & Benefits

Changes in this category relate to approved P6M initiatives.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Emergency Management section is responsible for: Designing, implementing and maintaining the City of Greater Sudbury's Emergency Management program as outlined in the Emergency Management & Civil Protection Act and ensuring that the City conforms to the regulations set out in the act. Ensuring that the Emergency Operation Centre and the Mobile Command Unit are in a state of readiness at all times. Partnering with the community, industry and external agencies who have a role to play in our Municipal Emergency Response Plan.</p> <p>The staffing profile is as follows: 1 Coordinator of Special Operations (CEMC) and 1 Emergency Management Officer</p>	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		2	2	-	0	2	-
Revenues							
Contr from Reserve and Capital	(52,876)	(10,000)	0	100.0	0	0	100.0
Other Revenues	(2,468)	(6,500)	(6,500)	-	0	(6,500)	-
Total Revenues	(55,344)	(16,500)	(6,500)	60.6	0	(6,500)	60.6
Expenses							
Salaries & Benefits	269,478	179,610	211,359	17.7	0	211,359	17.7
Materials - Operating Expenses	95,828	142,562	142,562	-	0	142,562	-
Energy Costs	816	484	437	(9.7)	0	437	(9.7)
Purchased/Contract Services	12,000	12,000	12,000	-	0	12,000	-
Prof Development & Training	8,586	11,754	11,754	-	0	11,754	-
Grants - Transfer Payments	30,000	30,000	20,000	(33.3)	0	20,000	(33.3)
Contr to Reserve and Capital	10,830	10,830	11,047	2.0	0	11,047	2.0
Internal Recoveries	314,564	308,255	294,586	(4.4)	0	294,586	(4.4)
Total Expenses	742,102	695,495	703,745	1.2	0	703,745	1.2
Net Budget	686,758	678,995	697,245	2.7	0	697,245	2.7

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Emergency & Protective Services Center (CLELC) provides a strategically located facility to provide Emergency Management and First Response services to our City and neighbouring communities. The nature and location of the facility makes it an ideal location not only for first responder operations, administration and training functions, but similar services to the northern regions of Ontario. Given the ability to accommodate, feed and provide a state-of-the-art theoretical and applied training center across the Emergency Service spectrum, this centre can provide regional expertise and emergency response.</p> <p>The staffing profile is as follows: 1 Facility Maintenance Technician, 1 Business Service Representative and 3 Custodians</p>	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		4	5	25.0	0	5	25.0
Part Time Hours		8,122	7,117	(12.4)	0	7,117	(12.4)
Overtime Hours		105	105	-	0	105	-
Revenues							
User Fees	(169,807)	(257,799)	(257,799)	-	0	(257,799)	-
Contr from Reserve and Capital	(114,351)	(114,351)	(100,091)	12.5	0	(100,091)	12.5
Other Revenues	(40,478)	(40,000)	(40,000)	-	0	(40,000)	-
Total Revenues	(324,636)	(412,150)	(397,890)	3.5	0	(397,890)	3.5
Expenses							
Salaries & Benefits	525,601	494,156	533,156	7.9	0	533,156	7.9
Materials - Operating Expenses	188,819	204,746	226,137	10.4	0	226,137	10.4
Energy Costs	296,261	308,551	310,064	0.5	0	310,064	0.5
Rent and Financial Expenses	1,015	0	0	-	0	0	-
Purchased/Contract Services	163,278	202,750	202,750	-	0	202,750	-
Debt Repayment	114,351	114,351	100,091	(12.5)	0	100,091	(12.5)
Prof Development & Training	5,833	5,000	5,000	-	0	5,000	-
Contr to Reserve and Capital	442,064	442,064	442,281	-	0	442,281	-
Internal Recoveries	(1,173,105)	(1,098,076)	(1,160,424)	(5.7)	0	(1,160,424)	(5.7)
Total Expenses	564,117	673,542	659,055	(2.2)	0	659,055	(2.2)
Net Budget	239,481	261,392	261,165	(0.1)	0	261,165	(0.1)

LIONEL E. LALONDE CENTRE

Variance Explanation:

Full Time Positions / Part Time Hours

Changes in this category relate to approved P6M initiatives.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
Approved Budget Option: 1) Provide funding for 2 additional full time permanent paramedic positions effective July 2016	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		120	120	-	2	122	1.7
Overtime Hours		4,162	4,162	-	104	4,266	2.5
Part Time Hours		36,887	35,624	(3.4)	0	35,624	(3.4)
Revenues							
Provincial Grants & Subsidies	(10,553,790)	(10,431,259)	(10,698,366)	(2.6)	0	(10,698,366)	(2.6)
User Fees	0	0	(11,723)	(100.0)	0	(11,723)	(100.0)
Other Revenues	(443,212)	(370,649)	(423,869)	(14.4)	0	(423,869)	(14.4)
Total Revenues	(10,997,002)	(10,801,908)	(11,133,958)	(3.1)	0	(11,133,958)	(3.1)
Expenses							
Salaries & Benefits	15,502,601	15,395,235	15,839,631	2.9	99,322	15,938,953	3.5
Materials - Operating Expenses	1,370,565	1,439,892	1,421,598	(1.3)	2,500	1,424,098	(1.1)
Energy Costs	345,365	283,383	353,455	24.7	0	353,455	24.7
Purchased/Contract Services	339,855	377,324	413,824	9.7	0	413,824	9.7
Prof Development & Training	95,987	71,527	71,528	-	0	71,528	-
Contr to Reserve and Capital	942,261	942,261	961,105	2.0	0	961,105	2.0
Internal Recoveries	2,165,244	2,102,006	2,132,978	1.5	0	2,132,978	1.5
Total Expenses	20,761,878	20,611,628	21,194,119	2.8	101,822	21,295,941	3.3
Net Budget	9,764,876	9,809,720	10,060,161	2.6	101,822	10,161,983	3.6

EMERGENCY MEDICAL SERVICES

The City of Greater Sudbury's Emergency Medical Services is dedicated to the provision of excellence in performance-based Paramedicine for our community. The move to a performance-based system allows the division to identify and set performance measures, establish policy direction and ensure seamless high quality pre-hospital patient care for our citizens.

The Province (Ministry of Health) provides a grant to municipalities for approximately 50% of the approved costs for providing land ambulance services required under legislated standards.

Approved Budget Option:

- Provide funding for 2 additional full time permanent paramedic positions effective July 2016

Variance Explanations:

Part Time Hours

Changes in this category relate to approved P6M initiatives.

Other Revenues

The increased revenue covers additional costs related to the Community Flow Car (CFC) initiative which is 100% funded on a cost recovery basis through Health Sciences North (HSN).

Energy Costs

The increase in this category is to reflect the 2016 pricing levels for fuel, hydro and water. A portion of these costs are related to the Community Flow Car (CFC) and Community Paramedicine programs which are funded on a full cost recovery basis.

CGS Budget Option

Year: 2016

Category: Departmental Submission

Type: Enhancement

Fund: Operating

Department: 6330 EMS Field Operations

Division: Health Social & Emergency Ser

Request: Provide funding for 2 additional full time permanent paramedic positions effective July 2016

Description/Impact:

This budget enhancement seeks Council's approval to permanently increase front-line paramedic staffing by 2 additional full time positions (1 advanced care paramedic and 1 primary care paramedic) to improve staffing by a total of 16 hours during shift vehicle deployment of Saturday, Sunday and statutory holidays to meet increasing service demands.

Please see the attached supplementary page for further information.

Impact on Staffing (Negative if Reduction)	Net Budget Increase (Negative if Reduction)
<p>Full Time Postion(s): 2</p> <p>Overtime Hours: 104</p>	<p>Permanent: \$101,822</p> <p>One-time: \$0</p> <p>Notes:</p>

Status: Approved



Fire Services

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		129	129	-	0	129	-
Overtime Hours		6,958	6,958	-	0	6,958	-
Part Time Hours		6,038	6,038	-	0	6,038	-
Volunteers		350	350	-	0	350	-
<u>Revenues</u>							
User Fees	(72,732)	(82,348)	(224,818)	(173.0)	0	(224,818)	(173.0)
Contr from Reserve and Capital	(216,262)	(118,950)	(118,950)	-	0	(118,950)	-
Other Revenues	(65,790)	(49,040)	(49,152)	(0.2)	0	(49,152)	(0.2)
Total Revenues	(354,784)	(250,338)	(392,920)	(57.0)	0	(392,920)	(57.0)
<u>Expenses</u>							
Salaries & Benefits	19,605,947	19,312,598	19,818,396	2.6	0	19,818,396	2.6
Materials - Operating Expenses	1,186,218	1,302,297	1,316,335	1.1	0	1,316,335	1.1
Energy Costs	461,142	429,689	417,022	(2.9)	0	417,022	(2.9)
Purchased/Contract Services	174,406	175,436	160,436	(8.6)	0	160,436	(8.6)
Prof Development & Training	59,660	59,660	59,660	-	0	59,660	-
Contr to Reserve and Capital	1,231,292	1,231,292	1,255,918	2.0	0	1,255,918	2.0
Internal Recoveries	1,693,905	1,746,165	1,716,275	(1.7)	0	1,716,275	(1.7)
Total Expenses	24,412,570	24,257,137	24,744,042	2.0	0	24,744,042	2.0
Net Budget	24,057,786	24,006,799	24,351,122	1.4	0	24,351,122	1.4

FIRE SERVICES SUMMARY

To respond to fire and rescue emergencies with highly trained Firefighters in efforts to prevent the loss of life and minimize the loss of property to fire. To deliver Fire Prevention and Public Education programs that lead to the minimization of loss of life and property to fire.

The staffing profile is as follows:

1 Chief of Fire and Paramedic Services	1 Chief Fire Training Officer
2 Deputy Fire Chiefs	2 Training Officers
1 Assistant Deputy Chief	1 Office Clerk for Training
1 Administrative Assistant, Deputy Fire Chiefs	4 Platoon Chiefs
1 Chief Mechanical Officer	24 Career Captains
1 Fire Services Technician	80 Career Firefighters
1 Office Clerk for Fleet & Apparatus	2 District Chiefs (Volunteer)
1 Chief Prevention Officer	348 Volunteer Firefighters
6 Senior Fire Prevention Officers	
1 Senior Public Safety Officers	
1 Office Clerk for Fire Prevention	



**2016
Operating
Budget**

Operating Budget Summary	
Description	
For the purchase and/or replacement of capital equipment for the Fire Services division.	

2015		2016			
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	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Contr to Reserve and Capital	1,231,292	1,231,292	1,255,918	2.0	0	1,255,918	2.0
Total Expenses	1,231,292	1,231,292	1,255,918	2.0	0	1,255,918	2.0
Net Budget	1,231,292	1,231,292	1,255,918	2.0	0	1,255,918	2.0



Base Costs Summary

2016 Operating Budget

Operating Budget Summary
Description
Approved Budget Option: 1) Extend the pilot project of 2 temporary training officers in Fire Services

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		25	25	-	0	25	-
Overtime Hours		126	126	-	0	126	-
Part Time Hours		5,481	5,481	-	0	5,481	-
<u>Revenues</u>							
User Fees	(72,732)	(82,348)	(224,818)	(173.0)	0	(224,818)	(173.0)
Contr from Reserve and Capital	(118,950)	(118,950)	(118,950)	-	0	(118,950)	-
Other Revenues	(65,790)	(49,040)	(49,152)	(0.2)	0	(49,152)	(0.2)
Total Revenues	(257,472)	(250,338)	(392,920)	(57.0)	0	(392,920)	(57.0)
<u>Expenses</u>							
Salaries & Benefits	3,983,473	3,744,924	3,786,525	1.1	0	3,786,525	1.1
Materials - Operating Expenses	1,123,560	1,222,262	1,227,340	0.4	0	1,227,340	0.4
Energy Costs	461,142	429,689	417,022	(2.9)	0	417,022	(2.9)
Purchased/Contract Services	174,406	175,436	160,436	(8.6)	0	160,436	(8.6)
Prof Development & Training	59,660	59,660	59,660	-	0	59,660	-
Internal Recoveries	1,692,963	1,746,165	1,716,275	(1.7)	0	1,716,275	(1.7)
Total Expenses	7,495,204	7,378,136	7,367,258	(0.1)	0	7,367,258	(0.1)
Net Budget	7,237,732	7,127,798	6,974,338	(2.2)	0	6,974,338	(2.2)

BASE COSTS SUMMARY

Variance Explanation:

User Fees

Changes in this category relate to approved P6M initiatives.

Approved Budget Option:

- Extend the pilot project of 2 temporary training officers in Fire Services

CGS Budget Option

Year: 2016

Category: Council/Committee Resolution

Type: Enhancement

Fund: Operating

Department: 6225 Fire Services Training

Division: Health Social & Emergency Ser

Request: Extend the pilot project of 2 temporary training officers in Fire Services

Description/Impact:

This budget option seeks Council's approval to extend the existing pilot project of the two (2) Training Officers and delay the decision to make these positions permanent pending the completion of the Fire Optimization study in October 2016.

Please see the attached supplementary page for further information.

Impact on Staffing (Negative if Reduction)	Net Budget Increase (Negative if Reduction)
Full Time Postion(s): 0	Permanent: \$0 One-time: \$0 Notes:

Status: Approved



Career Costs Summary

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		95	95	-	0	95	-
Overtime Hours		6,790	6,790	-	0	6,790	-
Part Time Hours		0	0	-	0	0	-
Volunteers		16	16	-	0	16	-
<u>Revenues</u>							
Contr from Reserve and Capital	(97,312)	0	0	-	0	0	-
Total Revenues	(97,312)	0	0	-	0	0	-
<u>Expenses</u>							
Salaries & Benefits	13,154,960	12,891,895	13,493,651	4.7	0	13,493,651	4.7
Materials - Operating Expenses	685	2,741	2,741	-	0	2,741	-
Total Expenses	13,155,645	12,894,636	13,496,392	4.7	0	13,496,392	4.7
Net Budget	13,058,333	12,894,636	13,496,392	4.7	0	13,496,392	4.7

CAREER COSTS SUMMARY

These costs are area rated for those parts of the community which are served primarily by career staff. This includes the downtown core and Copper Cliff.

The staffing profile is as follows:

20 Career Captains

75 Career Firefighters

16 Volunteer Firefighters



Composite Costs Summary

2016 Operating Budget

Operating Budget Summary
Description

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		9	9	-	0	9	-
Overtime Hours		42	42	-	0	42	-
Part Time Hours		557	557	-	0	557	-
Volunteers		54	54	-	0	54	-
<u>Expenses</u>							
Salaries & Benefits	1,511,670	1,518,353	1,490,672	(1.8)	0	1,490,672	(1.8)
Materials - Operating Expenses	2,389	9,556	9,556	-	0	9,556	-
Total Expenses	1,514,059	1,527,909	1,500,228	(1.8)	0	1,500,228	(1.8)
Net Budget	1,514,059	1,527,909	1,500,228	(1.8)	0	1,500,228	(1.8)

COMPOSITE COSTS SUMMARY

These costs are area rated for those parts of the community which are served by the following staff.

The staffing profile is as follows:

- 4 Career Captains
- 5 Career Firefighters
- 54 Volunteer Firefighters



Volunteer Costs Summary

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Part Time Hours		0	0	-	0	0	-
Volunteers		280	280	-	0	280	-
<u>Expenses</u>							
Salaries & Benefits	955,844	1,157,426	1,047,547	(9.5)	0	1,047,547	(9.5)
Materials - Operating Expenses	59,584	67,738	76,698	13.2	0	76,698	13.2
Internal Recoveries	942	0	0	-	0	0	-
Total Expenses	1,016,370	1,225,164	1,124,245	(8.2)	0	1,124,245	(8.2)
Net Budget	1,016,370	1,225,164	1,124,245	(8.2)	0	1,124,245	(8.2)

VOLUNTEER COSTS SUMMARY

These costs are area rated for those parts of the community which are served primarily by volunteer staff. There are 16 fire stations that are staffed by volunteer Firefighters.

The staffing profile is as follows:

2 Volunteer District Chiefs
278 Volunteer Firefighters

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		98	93	(5.1)	0	93	(5.1)
Revenues							
Provincial Grants & Subsidies	(34,989,430)	(34,227,158)	(35,637,789)	(4.1)	0	(35,637,789)	(4.1)
Federal Grants & Subsidies	(246,189)	(246,364)	(246,189)	0.1	0	(246,189)	0.1
Contr from Reserve and Capital	0	(194,000)	(194,000)	-	0	(194,000)	-
Other Revenues	(1,254,261)	(1,208,626)	(1,219,384)	(0.9)	0	(1,219,384)	(0.9)
Total Revenues	(36,489,880)	(35,876,148)	(37,297,362)	(4.0)	0	(37,297,362)	(4.0)
Expenses							
Salaries & Benefits	7,903,293	7,987,624	7,953,298	(0.4)	0	7,953,298	(0.4)
Materials - Operating Expenses	253,851	274,337	266,163	(3.0)	0	266,163	(3.0)
Energy Costs	1,193	2,072	1,769	(14.6)	0	1,769	(14.6)
Rent and Financial Expenses	43,352	43,352	4,500	(89.6)	0	4,500	(89.6)
Purchased/Contract Services	7,321,225	7,364,617	7,385,073	0.3	0	7,385,073	0.3
Prof Development & Training	88,479	79,734	85,119	6.8	0	85,119	6.8
Grants - Transfer Payments	27,238,427	26,517,328	27,215,774	2.6	0	27,215,774	2.6
Internal Recoveries	1,760,041	1,727,065	1,769,005	2.4	0	1,769,005	2.4
Total Expenses	44,609,861	43,996,129	44,680,701	1.6	0	44,680,701	1.6
Net Budget	8,119,981	8,119,981	7,383,339	(9.1)	0	7,383,339	(9.1)

SOCIAL SERVICES SUMMARY

The Social Services Division is responsible for the administration and delivery of the Ontario Works Program as well as the administration of the Shelters and Homelessness initiatives.

The Ontario Works Program is a provincially mandated program cost shared with the Ministry of Community and Social Services and the City of Greater Sudbury. This service delivery includes the following program areas:

- Financial Assistance – mandatory and discretionary benefits
- Employment Support Services
- Family Support Services

2015 Year End Projection:

The Social Services Division is undergoing a transformation to a new Provincial Computer System (SAMS) for delivering the Ontario Works Program that is having an impact to all the offices across Ontario. The Ministry continues to work with municipalities on improving the system however the financial reporting component has not been resolved as of yet and cannot be relied on with certainty. As a result of the new reports that are expected from the Ministry, the division is reporting a break even projection at this time.

2016 Operating Budget

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		98	93	(5.1)	0	93	(5.1)
Revenues							
Provincial Grants & Subsidies	(32,318,055)	(31,555,783)	(32,966,389)	(4.5)	0	(32,966,389)	(4.5)
Other Revenues	(1,254,261)	(1,208,626)	(1,219,384)	(0.9)	0	(1,219,384)	(0.9)
Total Revenues	(33,572,316)	(32,764,409)	(34,185,773)	(4.3)	0	(34,185,773)	(4.3)
Expenses							
Salaries & Benefits	7,903,293	7,987,624	7,953,298	(0.4)	0	7,953,298	(0.4)
Materials - Operating Expenses	253,851	274,337	266,163	(3.0)	0	266,163	(3.0)
Energy Costs	1,193	2,072	1,769	(14.6)	0	1,769	(14.6)
Rent and Financial Expenses	43,352	43,352	4,500	(89.6)	0	4,500	(89.6)
Purchased/Contract Services	3,957,337	3,761,696	3,785,082	0.6	0	3,785,082	0.6
Prof Development & Training	88,479	79,734	85,119	6.8	0	85,119	6.8
Grants - Transfer Payments	27,211,427	26,490,328	27,188,774	2.6	0	27,188,774	2.6
Internal Recoveries	1,717,065	1,717,065	1,759,005	2.4	0	1,759,005	2.4
Total Expenses	41,175,997	40,356,208	41,043,710	1.7	0	41,043,710	1.7
Net Budget	7,603,681	7,591,799	6,857,937	(9.7)	0	6,857,937	(9.7)

ONTARIO WORKS PROGRAM SUMMARY

The Ontario Works Program is a provincially mandated program cost shared with the Ministry of Community and Social Services and the City of Greater Sudbury. This service delivery includes the following program areas:

- Financial Assistance – mandatory and discretionary benefits
- Employment Support Services
- Family Support Services

The intent of the Ontario Works Program is to help people in temporary financial need find sustainable employment and achieve self-reliance through the provision of effective, integrated employment services and financial assistance.

The administration component of the Ontario Works Program is cost shared on a 50/50 basis between the Province and the Municipality. Prior to 2010, the cost sharing formula for the finance and employment assistance costs was 80/20 between the Province and the Municipality. Since 2010, the Province has begun to gradually upload the municipal share of these costs and by 2018, will be covered 100% by the Province. For 2016, the cost sharing formula is 94.3%/5.7%.

Variance Explanation:

Full Time Positions

Changes in this category relate to approved P6M initiatives.



Shelters and Homelessness

2016 Operating Budget

Operating Budget Summary
Description

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions	0	0	0	-	0	0	-
Revenues							
Provincial Grants & Subsidies	(2,671,375)	(2,671,375)	(2,671,400)	-	0	(2,671,400)	-
Federal Grants & Subsidies	(246,189)	(246,364)	(246,189)	0.1	0	(246,189)	0.1
Contr from Reserve and Capital	0	(194,000)	(194,000)	-	0	(194,000)	-
Total Revenues	(2,917,564)	(3,111,739)	(3,111,589)	-	0	(3,111,589)	-
Expenses							
Purchased/Contract Services	3,363,888	3,602,921	3,599,991	(0.1)	0	3,599,991	(0.1)
Grants - Transfer Payments	27,000	27,000	27,000	-	0	27,000	-
Internal Recoveries	42,976	10,000	10,000	-	0	10,000	-
Total Expenses	3,433,864	3,639,921	3,636,991	(0.1)	0	3,636,991	(0.1)
Net Budget	516,300	528,182	525,402	(0.5)	0	525,402	(0.5)

SHELTERS & HOMELESSNESS

The Shelters and Homelessness section co-ordinates the provision of emergency shelter, support and outreach programs for the homeless and the engagement of the community in planning for homelessness initiatives.

Under this portfolio, the Social Services Division continues to administer the Community Homelessness Prevention Initiative (CHPI) funded by the Ministry of Municipal Affairs and Housing. This program gives the municipality the flexibility to coordinate and integrate service delivery systems that are people-centered, outcome-focused and reflects a Housing First approach to prevent, reduce and address homelessness.



Long Term Care-Senior Services

Operating Budget Summary

Description

2016 Operating Budget

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		241	241	-	0	241	-
Part Time Hours		233,302	238,395	2.2	0	238,395	2.2
<u>Revenues</u>							
Provincial Grants & Subsidies	(20,531,759)	(20,483,386)	(20,921,400)	(2.1)	0	(20,921,400)	(2.1)
User Fees	(9,057,186)	(9,152,079)	(9,289,215)	(1.5)	0	(9,289,215)	(1.5)
Licensing & Lease Revenues	(51,000)	(51,000)	(51,000)	-	0	(51,000)	-
Investment Earnings	(3,565)	0	0	-	0	0	-
Contr from Reserve and Capital	(77,506)	0	0	-	0	0	-
Other Revenues	(264,823)	(224,040)	(255,700)	(14.1)	0	(255,700)	(14.1)
Total Revenues	(29,985,839)	(29,910,505)	(30,517,315)	(2.0)	0	(30,517,315)	(2.0)
<u>Expenses</u>							
Salaries & Benefits	26,498,680	26,151,437	27,053,264	3.4	0	27,053,264	3.4
Materials - Operating Expenses	3,009,728	3,075,089	3,153,772	2.6	0	3,153,772	2.6
Energy Costs	962,533	985,991	996,906	1.1	0	996,906	1.1
Rent and Financial Expenses	0	0	750	100.0	0	750	100.0
Purchased/Contract Services	875,425	952,398	976,994	2.6	0	976,994	2.6
Debt Repayment	817,758	817,758	817,758	-	0	817,758	-
Prof Development & Training	48,252	75,689	72,414	(4.3)	0	72,414	(4.3)
Contr to Reserve and Capital	4,171	6,500	6,500	-	0	6,500	-
Internal Recoveries	1,339,716	1,339,716	1,336,225	(0.3)	0	1,336,225	(0.3)
Total Expenses	33,556,263	33,404,578	34,414,582	3.0	0	34,414,582	3.0
Net Budget	3,570,424	3,494,073	3,897,267	11.5	0	3,897,267	11.5

LONG TERM CARE & SENIOR SERVICES

Pioneer Manor is home to 433 residents with the availability of 24 hour nursing care and supervision within a secure setting.

Pioneer Manor provides care in a holistic manner which ensures that all of the dimensions of personal care are considered, including the person's spiritual, emotional and physical well-being.

All residents of Pioneer Manor are referred through the mandated services of the North East Community Care Access Centre (CCAC) and have care needs that can no longer be met in the community.

Variance Explanation:

Part time Hours

Part time hours have been adjusted for the following reasons:

- to adequately staff the 24/7 operation for the leap year 2016
- approximately 1,000 hours or \$31,000 is funded by an increase in the Behavioral Supports Ontario (BSO) program from the MOHLTC
- vacation hours have been increased to adjust to actual entitlements of staff who have earned a greater entitlement than what had been budgeted for in the past

Pioneer Manor does schedule in excess of 580,000 hours in total so this increase is less than 1% of total hours currently budgeted for in the past.



Housing Services Summary

2016 Operating Budget

Operating Budget Summary
Description

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		11	10	(9.1)	0	10	(9.1)
Part Time Hours		560	2,457	338.8	0	2,457	338.8
<u>Revenues</u>							
Provincial Grants & Subsidies	(5,448,380)	(5,415,677)	(5,436,132)	(0.4)	0	(5,436,132)	(0.4)
Contr from Reserve and Capital	0	(200,000)	(200,000)	-	0	(200,000)	-
Total Revenues	(5,448,380)	(5,615,677)	(5,636,132)	(0.4)	0	(5,636,132)	(0.4)
<u>Expenses</u>							
Salaries & Benefits	969,147	1,018,127	1,065,745	4.7	0	1,065,745	4.7
Materials - Operating Expenses	14,964	15,767	15,623	(0.9)	0	15,623	(0.9)
Purchased/Contract Services	22,409,263	22,500,868	23,254,348	3.3	0	23,254,348	3.3
Prof Development & Training	12,629	12,629	12,629	-	0	12,629	-
Grants - Transfer Payments	67,450	99,000	90,000	(9.1)	0	90,000	(9.1)
Internal Recoveries	296,542	296,542	283,604	(4.4)	0	283,604	(4.4)
Total Expenses	23,769,995	23,942,933	24,721,949	3.3	0	24,721,949	3.3
Net Budget	18,321,615	18,327,256	19,085,817	4.1	0	19,085,817	4.1

HOUSING SERVICES SUMMARY

The Housing Services Division budget reflects the cost to oversee, administer, fund and deliver the many housing programs downloaded from the Province. Through these programs, Housing Services partners with 44 local non-profit housing providers and with several private sector landlords to provide safe affordable housing to over 4,400 households throughout the municipality. The Division also ensures that the CGS meets its legislated service levels.

The Division's costs include those associated with the operation of a centralized Rent-Geared-To-Income applicant registry as well as reflecting the development and delivery of new Affordable Housing Program Initiatives.

In accordance with the Reserve and Reserve Fund By-Law, any net under expenditure in this operating budget shall be contributed to the Social Housing Reserve Fund provided the overall financial position of the municipality is also in a net surplus position.

Variance Explanations:

Full Time Positions

Changes in this category relate to approved P6M initiatives.

Purchased/Contract Services

The increase in this category is required to offset increased costs in delivering rent supplement programs due to higher market rents in the private sector, as well as to offset increased operating costs for the Greater Sudbury Housing Corporation.

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>Housing Services oversees the administration, funding and delivery of the downloaded Social Housing Programs and the various components of Affordable Housing Program initiatives. The section is the prime contact with local non-profit housing providers, affordable housing proponents/participants and rent-geared-to-income applicants. Housing Services ensures that the City meets all its legislative requirements. The section operates the rent-geared-to-income housing registry which ensures that local geared-to-income units are properly allocated.</p>	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		11	10	(9.1)	0	10	(9.1)
Part Time Hours		560	2,457	338.8	0	2,457	338.8
Revenues							
Provincial Grants & Subsidies	(84,680)	(9,127)	(111,104)	(1,117.3)	0	(111,104)	(1,117.3)
Contr from Reserve and Capital	0	(200,000)	(200,000)	-	0	(200,000)	-
Total Revenues	(84,680)	(209,127)	(311,104)	(48.8)	0	(311,104)	(48.8)
Expenses							
Salaries & Benefits	969,147	1,018,127	1,065,745	4.7	0	1,065,745	4.7
Materials - Operating Expenses	14,964	15,767	15,623	(0.9)	0	15,623	(0.9)
Purchased/Contract Services	2,000	277,000	227,000	(18.1)	0	227,000	(18.1)
Prof Development & Training	12,629	12,629	12,629	-	0	12,629	-
Internal Recoveries	178,570	178,570	169,145	(5.3)	0	169,145	(5.3)
Total Expenses	1,177,310	1,502,093	1,490,142	(0.8)	0	1,490,142	(0.8)
Net Budget	1,092,630	1,292,966	1,179,038	(8.8)	0	1,179,038	(8.8)

HOUSING ADMINISTRATION

Variance Explanations:

Full Time Positions / Purchased Contract Services

Changes in these categories relate to approved P6M initiatives.

Part Time Hours / Provincial Grants & Subsidies

Changes are due to an increase of 1,897 temporary funded hours.

**2016
Operating
Budget**

Operating Budget Summary	
Description	<p>The Province created the Greater Sudbury Housing Corporation (GSHC) to facilitate the transfer of the former public housing portfolio owned by the Ontario Housing Corporation to the Municipal Sector. Legislation requires the City to provide sufficient funding to adequately maintain the viability of the former public housing portfolio. The City is also required to provide a pre-set number of rent-geared-to-income units in the community. The City partially meets this obligation by purchasing the services from GSHC. The cost below represents the City subsidies provided to the GSHC for their operations and for the delivery of Rent Supplement programs on behalf of the City.</p>

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Provincial Grants & Subsidies	(2,255,541)	(2,266,841)	(2,211,123)	2.5	0	(2,211,123)	2.5
Total Revenues	(2,255,541)	(2,266,841)	(2,211,123)	2.5	0	(2,211,123)	2.5
Expenses							
Purchased/Contract Services	9,977,170	9,750,228	10,428,848	7.0	0	10,428,848	7.0
Internal Recoveries	117,972	117,972	114,459	(3.0)	0	114,459	(3.0)
Total Expenses	10,095,142	9,868,200	10,543,307	6.8	0	10,543,307	6.8
Net Budget	7,839,601	7,601,359	8,332,184	9.6	0	8,332,184	9.6

**2016
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Province downloaded its administrative and funding responsibilities for the Non-Profit Housing Programs and various Rent Subsidy Programs to the City. The cost listed below represents the subsidies required to meet those obligations. Subsidies are determined by applying the legislated funding formula. The City meets its obligation to fund a Provincially set number of geared-to-income units in the community by purchasing services from local non-profit housing providers.</p>	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Provincial Grants & Subsidies	(3,040,709)	(3,040,709)	(3,023,905)	0.6	0	(3,023,905)	0.6
Total Revenues	(3,040,709)	(3,040,709)	(3,023,905)	0.6	0	(3,023,905)	0.6
Expenses							
Purchased/Contract Services	12,430,093	12,473,640	12,598,500	1.0	0	12,598,500	1.0
Total Expenses	12,430,093	12,473,640	12,598,500	1.0	0	12,598,500	1.0
Net Budget	9,389,384	9,432,931	9,574,595	1.5	0	9,574,595	1.5

**2016
Operating
Budget**

Operating Budget Summary	
Description	
This cost centre reflects expenditures and revenues for various senior level government housing programs. These include the various components of Affordable Housing Program initiatives. i.e. New development, Ontario Renovates, Housing Allowance, etc. Funding and unit allocations are set by the Province. Program delivery is in accordance to provincial time table.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Provincial Grants & Subsidies	(67,450)	(99,000)	(90,000)	9.1	0	(90,000)	9.1
Total Revenues	(67,450)	(99,000)	(90,000)	9.1	0	(90,000)	9.1
Expenses							
Grants - Transfer Payments	67,450	99,000	90,000	(9.1)	0	90,000	(9.1)
Total Expenses	67,450	99,000	90,000	(9.1)	0	90,000	(9.1)
Net Budget	0	0	0	-	0	0	-



Greater Sudbury

Budget 16

Nickel District
Conservation Authority



**2016
Operating
Budget**

Operating Budget Summary	
Description	
To reflect the City's share of the Nickel District Conservation Authority.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Contr from Reserve and Capital	0	0	(30,000)	(100.0)	0	(30,000)	(100.0)
Total Revenues	0	0	(30,000)	(100.0)	0	(30,000)	(100.0)
Expenses							
Grants - Transfer Payments	655,000	655,000	700,500	6.9	0	700,500	6.9
Total Expenses	655,000	655,000	700,500	6.9	0	700,500	6.9
Net Budget	655,000	655,000	670,500	2.4	0	670,500	2.4



Greater Sudbury

Budget 16

Health Unit



7010

Sud. and Dist. Health Unit

**2016
Operating
Budget**

Operating Budget Summary	
Description	
To reflect the City's estimated share of the Sudbury and District Health Unit budget.	

	2015		2016				
--	------	--	------	--	--	--	--

	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		0	0	-	0	0	-
Expenses							
Grants - Transfer Payments	5,773,378	5,773,378	5,917,248	2.5	0	5,917,248	2.5
Total Expenses	5,773,378	5,773,378	5,917,248	2.5	0	5,917,248	2.5
Net Budget	5,773,378	5,773,378	5,917,248	2.5	0	5,917,248	2.5



Sudbury & District

November 27, 2015

RECEIVED
NOV 31 2015
CLERK'S

Health Unit

Service de
santé publique

Make it a
Healthy
Day!

Vissez Santé
dès
aujourd'hui!

Sudbury
1300 rue Paris Street
Sudbury ON P3E 3A3
☎ : 705.522.9200
☎ : 705.522.5182

Rainbow Centre
40 rue Elm Street
Unit / Unité 109
Sudbury ON P3C 1S8
☎ : 705.522.9200
☎ : 705.677.9611

Chapleau
101 rue Pine Street E
Box / Boîte 485
Chapleau ON P0M 1K0
☎ : 705.860.9200
☎ : 705.864.0820

Espanola
800 rue Centre Street
Unit / Unité 100 C
Espanola ON P5E 1J3
☎ : 705.222.9202
☎ : 705.869.5583

Ile Manitoulin Island
6163 Highway / Route 542
Box / Boîte 87
Mindemoya ON P0P 1S0
☎ : 705.370.9200
☎ : 705.377.5580

Sudbury East / Sudbury-Est
1 rue King Street
Box / Boîte 58
St. Charles ON P0M 2W0
☎ : 705.222.9201
☎ : 705.867.0474

Tollfree / Sans frais
1.866.522.9200

www.sdhu.com

Ms. Brigitte Sobush
City of Greater Sudbury
Tom Davies Square
PO Box 5000, Station "A"
200 Brady Street
Sudbury, ON P3A 5P3

Dear Ms. Sobush:

On November 19, 2015, the Board of Health approved a 2016 operating budget for the cost-shared programs of \$22,873,326. The Board of Health motion is as follows:

"THAT the Sudbury & District Board of Health approves the 2016 operating budget for cost-shared programs and services in the amount of \$22,873,326."

In accordance with the Health Protection and Promotion Act, the municipalities will be billed \$6,886,526 as their share of the Board of Health approved budget for cost-shared programs. The per capita rate based on a population base of 167,836 increased to \$41.03 from the previous year.

Please note by way of context that on September 4, 2015, the Ministry of Health and Long Term Care (MOHLTC) communicated that it was implementing a public health funding formula for mandatory programs. The stated goal is to improve accountability, transparency of provincial public funding, align public health funding with other government formula funding approaches, and support a more equitable approach to public health funding.

The new funding model, combined with very minimal or no predicted growth in the provincial public health funding envelope has resulted in a significant financial impact on the Sudbury and District Health Unit for 2016 which will likely persist well into the future. The 2016 operating budget for cost-shared programs incorporates significant reductions totaling over \$500,000 in order to achieve a balanced budget.

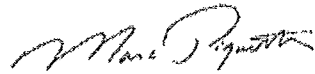
We are acutely aware of the government's fiscal challenges and of the need for a strong public health system to respond to community needs. The Sudbury & District Health Unit will continue to seek efficiencies while

*An Accredited Teaching Health Unit
Centre agréé d'enseignement en santé*

ensuring important local public health capacity is maintained. We are committed to a long term focus on health, maintaining surge capacity and striving to improve health for all.

Attached to this letter are schedules detailing the total 2016 levy for each of the municipalities that receive service from the Sudbury & District Health Unit.

Sincerely,

A handwritten signature in black ink, appearing to read "Marc Piquette". The signature is fluid and cursive, with the first name "Marc" being more prominent than the last name "Piquette".

Marc Piquette, B.A., LL.B., M.B.A.
Director, Corporate Services

MP/lh

Enclosure

SUDBURY & DISTRICT HEALTH UNIT
Recommended 2016 Cost Shared Budget

Municipal Levy

	2015	2016
Total Budget	22,999,762	22,873,326
Municipal Levy	6,641,127	6,807,155
Municipal Levy - Vector Borne Disease	21,646	21,646
Municipal Levy CINOT Expansion	10,503	10,503
Municipal Levy Small Drinking Water System	47,222	47,222
Total Levy**	6,720,498	6,886,526

	2015	%	2015	2016		Monthly
	Population*	Population	Levy	Levy	Difference	Billing
Assignack (Township of)	767	0.457%	30,578	31,471	893	2,623
Baldwin (Township of)	514	0.306%	20,363	21,073	710	1,756
Billings (Township of)	516	0.307%	20,498	21,142	644	1,762
Burpee and Mills (Township of)	276	0.164%	11,089	11,294	205	941
Central Manitoulin (Township of)	1,767	1.053%	70,767	72,515	1,748	6,043
St. Charles	1,154	0.688%	45,565	47,379	1,814	3,948
Chapleau (Township of)	2,025	1.207%	81,520	83,120	1,601	6,927
French River	2,408	1.435%	95,431	98,822	3,391	8,235
Espanola Town	4,470	2.663%	180,513	183,388	2,876	15,282
Gordon/ Barric Island	443	0.264%	18,145	18,180	35	1,515
Gore Bay Town	793	0.472%	31,922	32,504	582	2,709
Markstay-Warren	2,360	1.406%	94,826	96,825	1,998	8,069
Northeastern Manitoulin & the Islands (Town)	2,225	1.326%	88,845	91,315	2,470	7,610
Nairn & Hyman (Township)	408	0.243%	16,264	16,734	471	1,395
Killarney	350	0.209%	14,180	14,393	213	1,199
Sables-Spanish River (Township of)	2,785	1.659%	111,896	114,247	2,351	9,521
City of Greater Sudbury	144,212	85.924%	5,773,378	5,917,248	143,869	493,104
Tehkummah (Township of)	363	0.216%	14,651	14,875	224	1,240
TOTAL	167,836	100%	6,720,431	6,886,526	166,095	573,877
Per Capita Rate			39.750	41.03	1.28	

Municipal Levy Increase/-Decrease over previous year **2.5%**

* Population data per 2015 Ontario Population Report, Municipal Property Assessment Corporation

** The above levy excludes VBD Control Measures Contingency. It will be billed only if expenditures deemed necessary by the Medical Officer of Health.



Greater Sudbury

Budget 16

Sudbury Airport Personnel

**2016
Operating
Budget**

Operating Budget Summary	
Description	
An agreement between the Sudbury Airport Community Development Corporation and the City of Greater Sudbury has been developed to provide employee services to the airport which includes the administrative staff and AFFS / maintenance employees. This cost centre represents the value of the salaries and fringe benefits charged to the airport and the full recovery to the city.	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		20	20	-	0	20	-
Overtime Hours		2,330	2,330	-	0	2,330	-
Part Time Hours		5,408	5,408	-	0	5,408	-
<u>Revenues</u>							
Other Revenues	(2,061,153)	(2,116,416)	(2,172,870)	(2.7)	0	(2,172,870)	(2.7)
Total Revenues	(2,061,153)	(2,116,416)	(2,172,870)	(2.7)	0	(2,172,870)	(2.7)
<u>Expenses</u>							
Salaries & Benefits	2,061,153	2,116,416	2,172,870	2.7	0	2,172,870	2.7
Total Expenses	2,061,153	2,116,416	2,172,870	2.7	0	2,172,870	2.7
Net Budget	0	0	0	-	0	0	-



Greater Grand
Sudbury

Budget 16

Police Services

**2016
Operating
Budget**

Operating Budget Summary	
Description	

	2015		2016				
	Projected Actual	Budget	Base Budget	% 2015 Budget	Approved Budget Options	Approved Budget	% 2015 Budget
Full Time Positions		383	383	-	0	383	-
Part Time Hours		43,203	48,203	11.6	0	48,203	11.6
Overtime Hours		0	0	-	0	0	-
Revenues							
Provincial Grants & Subsidies	(3,904,998)	(3,757,756)	(3,643,564)	3.0	0	(3,643,564)	3.0
Federal Grants & Subsidies	(8,244)	0	(13,492)	(100.0)	0	(13,492)	(100.0)
User Fees	(803,732)	(715,480)	(754,257)	(5.4)	0	(754,257)	(5.4)
Contr from Reserve and Capital	(328,479)	(378,479)	(301,204)	20.4	0	(301,204)	20.4
Other Revenues	(44,414)	(20,402)	(20,402)	-	0	(20,402)	-
Total Revenues	(5,089,868)	(4,872,118)	(4,732,919)	2.9	0	(4,732,919)	2.9
Expenses							
Salaries & Benefits	48,071,480	48,254,026	49,143,612	1.8	0	49,143,612	1.8
Materials - Operating Expenses	3,621,531	3,419,204	3,462,610	1.3	0	3,462,610	1.3
Energy Costs	452,686	457,033	456,910	-	0	456,910	-
Rent and Financial Expenses	60,261	58,104	50,930	(12.3)	0	50,930	(12.3)
Purchased/Contract Services	619,160	559,106	579,832	3.7	0	579,832	3.7
Debt Repayment	213,479	213,479	186,204	(12.8)	0	186,204	(12.8)
Prof Development & Training	422,665	397,161	369,971	(6.8)	0	369,971	(6.8)
Grants - Transfer Payments	4,450	0	0	-	0	0	-
Contr to Reserve and Capital	2,786,820	2,780,141	2,780,142	-	0	2,780,142	-
Internal Recoveries	1,263,827	1,261,839	1,252,427	(0.7)	0	1,252,427	(0.7)
Total Expenses	57,516,360	57,400,093	58,282,638	1.5	0	58,282,638	1.5
Net Budget	52,426,492	52,527,975	53,549,719	1.9	0	53,549,719	1.9



Greater Sudbury Police Services Board

INVESTING IN COMMUNITY SAFETY AND WELL-BEING

**Operating Budget 2016
Capital Plan 2016-2020**



SERVING GREATER SUDBURY



VISION

Our Shared Commitment is founded in our proud traditions to provide exemplary service. As inclusive leaders we ensure community safety and well-being through collaborative partnerships, innovation and community engagement.

MISSION

Invested in Our Shared Commitment, our members are ambassadors for a team-based approach to safety, security and wellness as champions for effective and efficient risk-focused policing.

VALUES

Proudly, we pursue our vision while living our "RICH" values:

Respect =

Our actions demonstrate our mutual respect for the community and each other.

Inclusivity =

We value the unique qualities of our members and communities by promoting an inclusive environment guided by fairness, respect, equity and dignity.

Courage =

We are committed to serving with distinction and pride for justice.

Honesty =

We are professional, open, fair and accountable ethically performing our duties with integrity and trust.

OUR MOTTO

Our Community ~ Our Commitment

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INTRODUCTION

The Greater Sudbury Police Service (GSPS) is a champion of community safety and well-being. As a modern, 21st century police agency grounded in intelligence-led and forward thinking business practices, we are proud to serve the City of Greater Sudbury.

As articulated in our RICH values Respect, Inclusivity, Courage and Honesty embraced by our motto “Our Community ~ Our Commitment”, the Board, Chief of Police, and members of the Greater Sudbury Police Service are committed to ensuring the safety and well-being of our community. In doing so, we encourage creativity, innovation and new ways of working to address our City’s current and future needs. We are dedicated to protecting the lives and property of citizens, preventing and reducing crime, and enhancing community safety and well-being of Greater Sudbury. These services are provided in accordance with the *Police Services Act*.

A service area of over 3,267 square kilometers with 330 inland lakes, Greater Sudbury is the largest municipality in Ontario to police. Staffed with sworn police officers, professional support staff, auxiliary, and volunteers, Greater Sudbury Police Service is committed to a model of proactive citizen centred service. The demands for these services and our police response are driven by the needs and expectations of our community.

The investment that City Council has made in policing over the past several years continues to yield positive results and benefits for citizens, businesses and visitors. Through its commitment to community safety, crime rates in our City have dropped with total offences being down by 5.3% in 2014. To date overall crime is down for 2015 with slight increase in clearance rates over 2014. Police visibility and timely response to calls for service remain a top priority according to public opinion polls.

This Budget has been prepared in keeping with the guiding principles of the City and attempts to keep within financial targets and anticipated impacts for the upcoming period while at the same time recognizing the necessary elements to ensuring community safety and meeting our legal obligations to ensure adequate and effective policing in accordance with the *Police Services Act*.

In keeping with Section 39 of the *Police Services Act*, the Board is required to approve annual budget requirement allocations and to provide the funding to maintain the Police Service and ensure that it is provided with equipment and facilities.

Business Plan

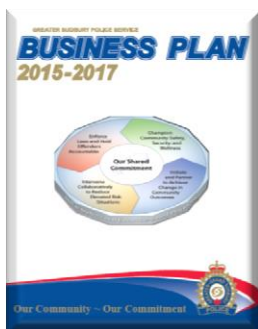
Additionally, the Police Services Board is required in accordance with the *Police Services Act, Ontario Adequacy Standards Regulation 3/99*, subsections 30(1) (2) and 32 (2) to prepare a business plan at least once every three years that addresses the objectives, core business, and functions of the police service, including how it will provide adequate and effective police services. Additionally, quantitative and qualitative performance objectives and indicators relating to the provision of community-based crime prevention initiatives, community patrol, criminal investigation services, community satisfaction with police services, response to emergency calls for service, crime and clearance rate data, police assistance to victims of crime and re-victimization rates, road safety, information technology, resource planning, and police facilities.

To this end, the Police Services Board has adopted its Business Plan extending from 2015 to 2017 which commits to enhancing community safety and well-being through the full circle approach to proactive policing practices.

The effectiveness of our service will be augmented by anticipating and responding to threats to community safety and well-being. Adherence to this collaborative operationalized risk-focused approach directs our efforts in ensuring effective crime prevention strategies including police presence and timely intervention in situations of elevated risk. Quality and comprehensive investigations and investigative processes are followed by effective enforcement procedures and continued use of collaborative and multi-dimensional community partnerships.

The budget reflects the Strategic Themes and Priorities of the Business Plan and identifies resources to realize our commitment to:

- Mobilizing and Engaging Our Community
- Community Safety and Law Enforcement
- Service Excellence
- Our Members



Crime Statistics

There has been much media attention on crime statistics on a national level. Reports continue to reveal that crime trends are down across Canada but calls for police service are increasing. This too is getting much attention and scrutiny in terms of police spending trends and there are many views on this emerging.

The Canadian Centre for Justice Statistics also referred to as Stats Canada, gathers crime statistics from police agencies across Canada. Uniform Crime Reporting (UCR) measures the types and amount of crime in Canada. Annually, Greater Sudbury Police Service participates in the UCR Survey and contributes to the national crime report which details statistical crime patterns and trends in Canada.

Despite a general decline in crime which is consistent with a downward trend across Canada, calls for service have been slightly up over 2014. Many factors contribute to crime statistics in terms of citizen reporting, enforcement driven crime results, social and economic factors, and age demographics. Offences are scored in accordance with the Uniform Crime Reporting (UCR) rules which capture the most serious violation within a particular incident. A five year trend analysis shows that 15% of calls are offence related while 85% of calls are non-offence related which is again consistent with call based crime results across Canada. Crime Prevention Strategies are also yielding a positive impact on criminal activity.

Property, drug and violent offences were down in the last year, however the value of money and drugs seized was up. As Sudbury continues to evolve so too does the type and magnitude of crime occurring. Society's digital landscape has changed significantly in terms of technical complexity, sophistication and expansion of cybercrime. Internet crimes such as frauds, identity theft, snooping, hacking, sexting and bullying not known to policing just a few years ago are the fastest growing crime type. A huge increase in child pornography offences has also been noted. These are lengthy and complex investigations requiring specialized training and skills development. We and the citizens we serve hold ourselves accountable to address and successfully resolve these crimes.

Fraud and thefts are up which are often linked to economic factors. With layoffs and business shortfalls, employers start scrutinizing costs while looking internally to detect fraud.

Targeting impaired drivers continues to be a priority for the Service. Through Standard Field Sobriety Testing and Drug Recognition Testing, impaired drivers can be evaluated at the roadside quickly and efficiently. Increasing proactive patrol time results in increases in the numbers of roadside suspensions and impaired drivers. While RIDE funding has remained static in the past several years, police wages have been increasing. As such, this results in police services having to fund the additional investment to operate RIDE from police operating budgets.

A large percentage of calls for police assistance do not in fact involve crimes per se, at least at the onset of the initial call. These often are in response to incidents involving individuals with mental health and addiction challenges, missing persons or runaways where there may be a more appropriate responding agency. At the same time, there is a growing need to ensure police presence at large gatherings, protests and strikes to ensure public order is maintained. In most of these cases, police personnel are the first responders.

Complexity of Police Work

Over many years, policing has evolved into a sophisticated, resource intensive, and extremely complex profession. In Sudbury particularly, policing over the last fifteen years has been influenced by the impact of municipal restructuring, adequacy and effectiveness regulatory requirements, and an increasingly complex environment in terms of:

- Case law decisions that are entirely outside the sphere of influence of police
- Court requirements associated with case preparation and providing witness testimony
- Highly sophisticated search warrant requirements
- High risk offender monitoring requirements
- Complexity of investigations
- Downloading and/or transference of program responsibilities
- Public inquiries and a well-informed public
- Crimes committed through the use of technology requiring specialized skills
- Transcription and redaction demands
- Change in judicial process such as WASH Court (video remand court on weekends requiring additional resources)
- Impacts of legislation such as prostitution laws, distracted driving, Youth Criminal Justice Act, street checks
- Sex offender management
- Safe Schools Mandate



What is important to understand is that policing is but one part of a large and intricate justice system. The increasing complexity of policing has resulted in pressures on workload for frontline officers. This occurs because the investigative, administrative and court time required for the majority of incidents

has increased significantly. Trends show that calls for service and specific criminal investigations are demanding more time to complete from initial investigation to final resolution of the matter in Court.

Organizational Structure

In response to crime trends and identified community needs, the Service must always be poised to shift and re-deploy resources to detect, investigate and prevent crimes of emerging priority. GSPS is structured under the Office of Chief of Police with six business units:

1. Patrol Operations – provides patrol response to calls for service and community mobilization.
2. Criminal Investigation Division – provides specialized investigative services and support including crime analytics, Cybercrime, Forensics, Drugs, Intelligence, and Break Enter and Robbery
3. Administrative Support – providing Communications Dispatch Services, Court Services, and Property Management.
4. Operational Support – provides Emergency Management, Tactical, Alternative Response services, Traffic Management, and Volunteer Coordination
5. Executive Services – providing Business Planning support, corporate communications, audit, research, planning, diversity, and professional standards.
6. Corporate Services – providing core services including records and information management, professional development and training, payroll, benefits, wellness, labour relations, fleet, facilities, human resources, financial services, and technology management.

Challenges and Opportunities

In order to deliver quality police services throughout Greater Sudbury, the 2016 budget identifies the human, financial, infrastructure, information technology, and material resources necessary to cover legal obligations, collective agreement requirements, and other expenses related to the adequacy and effectiveness of policing Greater Sudbury.

Technology has and continues to evolve at rapid speeds with more and more tools available for policing. Solutions such as closed circuit television, computer aided dispatch, fingerprinting, security/firewall requirements, specialized investigative equipment for cybercrimes, digital video recording, storage area networks, dash-mounted cameras, and video bail hearings have contributed to business efficiencies on one hand while at the same time have added back end

pressure on infrastructure to support electronic data storage and retrieval. These are but a few examples which create some efficiency but are also expensive to maintain. Such technological improvements do come with significant price tags requiring investments in capital and software to ensure ongoing functionality. Having qualified technical staff also places a burden on resources.

Top of mind for many police leaders is to strike a balance between responsible spending and an overreaction to perceived police spending wherein policing gets compromised by panic slashes in budgets. This can have extremely detrimental effects. In its approach to Service redesign, best practices, performance measures, and a modernized approach to community safety based on “Our Commitment to Community Safety and Well-being” will form the foundation of our service delivery system. This model was built from the previous Business Plan and will continue to evolve under the current Plan.

This budget also embraces our new thinking that is modernizing the traditional approach to policing with our innovative model of service delivery that includes a blended response approach of sworn police officers and Community Safety Personnel which were introduced in 2015. This model is equipping GSPS to be a response oriented organization capable of taking into account environment factors that create risk and challenges such as shifting demographics and changes in the nature of crime and social disorder.

GSPS has limited resources when compared with other police agencies. Resources must be efficiently deployed to ensure the greatest impact. This year with the exception of salary and benefit costs, the proposed budget contemplates only a very slight operating enhancement except where required by service agreement or industry rated adjustments. New costs associated with expanded facilities and tower maintenance associated with the P25 communications infrastructure is also captured.

This budget builds on the commitment to enhance sworn officer deployment to the frontline with the addition of eight Community Safety Personnel aimed at improving police visibility and supporting a proactive approach that commits to mobilizing community resources.

The Service is also just embarking on a comprehensive Service Assessment in order to identify areas of improvement for innovative, collaborative, effective, and efficient service delivery.

Of significant concern for 2016 is the risk of loss of provincial Grant Funding. At this time, our PAVIS funding Agreement which yields just over \$451,500 ends December 31, 2015 with no commitment for renewal. This will have an impact on service delivery most notably in terms of organized crime enforcement, training and community crime prevention. Additionally, the funding Agreements that provide salary offsets for twenty-two sworn officer positions concludes March 31, 2016 with no guarantee of renewal thereafter. That said, the 2016 budget

does include the anticipated revenue in the amount of \$915,000. If the Agreement is not renewed, the Service would face a dramatic shortfall in funding.

The following document sets out to summarize key influences and impacts on policing in Greater Sudbury and provides an overview on the investment in community safety that is necessary for today and into the future.

On November 18, 2015, the Police Services Board contemplated a budget tabled in the amount of \$53,651,856 which represented 2.1% change over the 2015 approved level. The Board deliberated on the budget again on November 25, 2015 and endorsed budget cuts in the amount of \$102,137 resulting in a revised budget of \$53,549,719 representing a change of 1.9% from the prior year.

BOARD RESOLUTION

Following deliberations, the Board passed a resolution on the 2016 Operating and Capital Budgets as follows:

THAT the Board approves the 2016 Operating Budget in the amount of \$53,549,719; and further

THAT the Board approves the 2016 Police Capital Plan; and further

THAT the Board receives the 2017 and 2020 forecasted Capital Plans; and further

THAT the Board recommends these budgets to City Council.

BACKGROUND

The landscape of policing has seen significant changes over the past twenty-five years which has prompted a shift in thinking to different approaches to service, new police models, and a change in law enforcement resources. At every turn, police seek to improve performance through a system of checks and balances that maintain the highest level of service striving for ongoing public trust and confidence.

There have been many influences and dependencies driving police costs as the profession has evolved to a highly sophisticated, resource intensive and extremely complex business. Our members are responsible for responding to a range of situations including life threatening emergency calls to routine complaints and concerns. Unlike most municipal services, policing is fluid, unpredictable, and the only 7/24/365 service available with limited options around modifying service hours of availability of frontline response personnel. Police are the only service available to call with a guaranteed response when citizens are in distress or community safety is at risk continues to be society's first responder of choice for a wide variety of situations that threaten the safety and well-being of our communities.

In recent years, expenses associated with policing in Ontario have become a focus of much scrutiny and debate causing an examination of the sustainability of policing. Effectiveness, accountability, and costs are top of mind for citizens and key decision-makers while at the same time expectations for safety and security remain unchanged. The demands of managing a 7/24 hour operation while reacting to an environment that is in constant change and in a state of readiness to respond under any condition is challenging. Our commitment to embrace change is unwavering as is our commitment to making Greater Sudbury a safer place to live work and do business.

Our focused energies on preventing crimes from happening is being realized with a downturn in crime rates. At the same time, we know that crime will and does always occur. In response, we will always seek to apprehend and bring criminals to justice while actively pursuing ways to prevent re-victimization. These approaches are at the core and central to our commitment to community safety and well-being policing model.

The Service responds to close to 60,000 calls for service annually both urgent and non-urgent in nature. Each and every call must be answered, evaluated and responded to. A Calls for Service Committee has been actively analyzing call types and developing the most appropriate response to ensure deployment of the right resources at the right time. Our re-alignment of boundaries in 2014 has assisted in our ability to respond to calls in a timely fashion and to be prepared for shifts in service demands.

We also know that often times one call for service consumes an inordinate amount of police resources in terms of staff assignment, equipment and search capability. Missing persons as an example are not criminal in nature however, require the full attention of a police service in determining the legitimacy of such information. No such call can be dismissed until thoroughly reviewed. This past year, the Service investigated several such cases one of which cost more than \$50,000 in staff time and resources in order to be resolved.

Governance for the Delivery of Police Services

The Greater Sudbury Police Services Board is the civilian body governing the Greater Sudbury Police Service. The legislated mandate, authorities and responsibilities of Police Services Boards in the Province of Ontario are established by the Province and set out in the *Ontario Police Service Act*, the *Adequacy and Effectiveness of Police Services Regulation (O.Reg.3/99)* and the corresponding Ministry Policing Standards.

Section 31(1) of the *Act* stipulates that a Board is responsible for the provision of adequate and effective police services in the municipality. This *Regulation* enacted in 1999 with a compliance date of January 1, 2001, presented an opportunity for restructuring police services and a whole new way of doing business in the province at a time when many major corporations were going through similar organizational changes. Adequacy standards were designed to speak to customer satisfaction, accountability and local control, while allowing for innovative delivery mechanisms and restructuring opportunities.

The Greater Sudbury Police Service is responsible to maintain a level of strength or staffing on a daily basis to achieve key areas of policing which are prescribed under the *Act*. The Adequacy Standards address six core areas necessary to ensure the delivery of adequate and effective police services in accordance with local needs. The six areas are:

- ✓ Crime prevention
- ✓ Law enforcement
- ✓ Assistance to victims of crime
- ✓ Public order maintenance
- ✓ Emergency response
- ✓ Administration and infrastructure

Additionally, a significant section of the *Regulation* speaks to the issue of accredited training and competency requirements for a prescribed number of functions.

In consultation with the Chief of Police, the Board will generally determine objectives and priorities for the police service and the annual budget. The Board is also the employer for the police service.

Budgeting Authority

In accordance with Section 39 of the *Police Services Act*, the Board is responsible to prepare and submit operating and capital estimates to the municipal council in order to maintain the Police Service. In this current climate while financial resources are strained and community demographics are placing new and unique demands on community safety, police leaders are being challenged to balance ever changing service delivery demands against financial requirements.

The Board is committed to a budget process that involves the community and is responsive to community expectations and priorities while ensuring transparency and accountability in its delivery of policing to the citizens of Greater Sudbury. Police visibility and legitimacy are key to public perceptions and a feeling of safety in a community that is safe.

To ensure funding is available to meet community expectations, the *Police Services Act* requires that the Board approves an annual budget that ensures operational priorities are addressed and provides funding for the necessary staffing, equipment and facilities.

The Board deliberates on the budget presented by the Chief of Police and by way of resolution submits a budget to Municipal Council. Neither the Board nor Council can approve a resolution that causes a reduction in service strength. A reduction in the Service staff complement other than through attrition is subject to the approval of the Ontario Civilian Police Commission under the authority of the *Police Services Act*. This process would require a formal hearing.

This budget provides the necessary resources to carry out projects, programs and the mandate of the Greater Sudbury Police Service. Through carefully adjusted resource distribution and a balanced approach to crime suppression and crime prevention, this budget endorses integrated strategic actions aimed at promoting community safety and well-being. With a strong commitment to community mobilization through social, health, safety, education, and recreational measures the Service is committed to addressing crime and victimization proactively.

Budget Guidelines

Budget instructions were distributed through City's Financial Services with the following guidelines provided as depicted in Table 1:

Table 1

CATEGORY #	CATEGORY NAME	2016 Budget % increase over 2015 Budget
1	Salaries and Benefits – contractually obligated only (including merit increases)	1.8%
2	Material / Operating Expenses	0.0
3	Equipment	0.0
4	Energy Costs Fuel Hydro if required Water if required Natural Gas	\$0.88/L or \$0.90/L 5.0 4.0 0
5	Purchased Services	0.0
6	Debentures, Taxes and Insurance (adjusted to actual)	0.0
7	Professional Development	0.0
8	Grants / Transfer Payments (adjusted to confirmed Agreements)	0.0
9	Provision to Capital – Construction CPI	2.0
10	Program support charge backs from City Support Services and to recovery from fire and transit for tower/infrastructure maintenance	-0.7
11	User Fees	3.0

National Trends: Policing in the 21st Century

Policing in Canada has faced unprecedented challenges in recent years in response to changing demographics, new crime trends and patterns, complexities of the court system, fiscal pressures and public accountability. Additionally, policing has become highly complex requiring specialized training designations to respond to crime types. In the face of diminishing resources, Public Safety Canada is leading national discussions about the 'Economics of Policing' and provincial committees are meeting on the 'Future of Policing'

debating the question around the ability to sustain policing in its existing form. Discussions continue on police reform and changes are expected in 2016 particularly with the opening of the *Police Services Act*.

National trends are impacting policing in Greater Sudbury as changing laws and procedures make for complex and extended timeframes to conduct investigations. Exponential changes in technology have had dramatic impacts on the ways in which crimes are committed and moreover how such crimes must be investigated. In response, the Service has had to shift resources to ensure a well-equipped and trained team to investigate incidents involving a multitude of crimes including identity theft, threats on infrastructure controlled by technology, commercial fraud, cybercrime, and online child pornography all of which has proliferated in recent years.

Further, major case management, case file disclosure, and requirements for recording and transcribing witness statements are now standard requirements for police investigations. Case law decisions, a well-informed public, and dangerous offender releases are but a few of the factors which have dramatically changed the landscape of policing in the province.

Canadian police agencies are facing significant challenges from increasing competition for declining public resources and escalating costs of service delivery. The sustainability of policing is dominating discussions among police services boards, municipal officials, and federal and provincial governments. Police leaders are acknowledging that levels of crime and victimization cannot be sustainably reduced through conventional enforcement strategies.

Calls for Service

Calls for service are initiated generally via citizens or police officers. All such calls are assigned a priority level which will dictate an actual police officer response or assignment to alternate response means either by phone, online Internet reporting or delayed mobile response by an officer.

Calls for service statistical data is reviewed to ensure the deployment and application of resources is effective. Over the past ten years, the Service has realized a steady increase in calls. In 2015 the Service will respond to close to 60,000 calls.

The nature and type of calls for service has changed and continues ultimately to impact the police budget. 'Just-in-time' communication through the use of social media and handheld communication has placed greater demands of response to calls of a critical nature. The combined impact of ever increasing call volumes coupled with the increasing complexity of investigations and the related prosecution of accused persons has placed dramatic demands on frontline officers.

Internally, a 'Calls for Services Review Team' has been established to examine all calls for service particularly non-urgent calls in order to determine more appropriate responses. These calls will be triaged at point of contact in order to determine alternative responses appropriately. The goal is to have frontline sworn emergency responders available for high priority calls while engaging in proactive and intelligence led strategies.

Calls for service data is strategically compiled and analyzed in order to inform where gaps and priorities exist in order to respond and also understand future trends. Secondary data available from service partners such as Emergency Department data is also helpful in designing a seamless response system.

For several years, the Service has been the beneficiary of grant funding through Provincial Anti-Violence Strategy (PAVIS). This has allowed GSPS to address organized criminal activity, including guns and gang related crimes through direct enforcement and crime prevention through community education. The program has continued to yield very positive results. This year the funding has been discontinued with Agreements ending December 31, 2015. This will have a considerable impact on the ability to provide this type of directed enforcement with potential staffing cuts in this area. With Sudbury being poised at the crossroad of the trans-Canada highway and the highway 400/69 corridor, Sudbury is well situated for organized crime to become more strongly anchored in our City. This year saw two separate, visible demonstrations of the presence of Organized Crime Groups in Sudbury when hundreds of Outlaw Motorcycle gangs descended on our City to posture for control. Through the efforts and dedicated enforcement and intelligence led risk-focused policing, this potential serious crime trend has not been realized.

Public opinion continues to rank greater police presence and visibility, traffic enforcement, more police officers on the beat, more focus on alcohol and drug enforcement, and more police officers overall as a priority. Citizens and community groups look to the police for solutions and leadership in response to problems. In general, the public have great respect and trust in policing and this needs to be maintained. Recent feedback through public Community Forums as part of the Business Planning consultation process has also confirmed that the citizens and organizations would be supportive of alternative police responses to calls for service.

Through crime analysis, trends and hot spots are identified which are used for planning services and deploying resources. This tool assists in identifying and analyzing patterns and trends in crime and disorder. Information and data is used for investigative purposes in identifying and apprehending suspects. Crime analysis also plays a role in developing proactive solutions or approaches to tackle crime problems, and devising crime prevention strategies.

Addressing Crime and Disorder

GSPS addresses crime and disorder through prevention, intervention and suppression. Prevention is achieved through measures and activities designed to modify or eliminate factors leading to crime and disorder. Intervention initiates steps that break the chain of the causes of criminal behaviours. Through efforts of suppression, acts of crime and disorder are arrested, subdued or mitigated while at the same time holding offenders accountable.

As technology and society evolves, so too do the crimes that emerge and criminals who live in Cities. GSPS continually monitors and evaluates crime trends adapting operational and enforcement strategies to detect crime and ensure the apprehension of criminals. As noted, crimes on the rise include cybercrime and identity theft, fraud, child sexual exploitation, drug and organized crime related activities, human trafficking, and distracted and impaired driving. Mutli-jurisdiction offenders and threat of terrorism are also crime elements being tracked in order to ensure appropriate responses.

Service Area and Demographics

Notwithstanding operational influences as noted above, Sudbury's sheer geographic size remains a challenge for effective service delivery relative to police visibility and timely and effective response to calls for service. Policing in Sudbury is significantly influenced by the vast rural area served. With population dispersed in rural sections across large land areas, responding to calls for service and providing a distribution of a range of services is challenging.

In 2001 as a result of amalgamation, the total area patrolled by the Greater Sudbury Police Service expanded. While the area increased, the number of individuals served remained relatively the same with a population of just over 160,000. Today, Sudbury's vast geographic distances and rural areas pose unique challenges for policing. With a geographic boundary of 3,267 square kilometers and 330 inland bodies of water, the need for innovative service delivery models supported by specialized equipment and vehicles is critical. These are key factors in determining how police services are resourced to ensure proper coverage.

Table 2 and 3 below show on a comparative basis the size of other municipalities and their fit against Sudbury.

Table 2

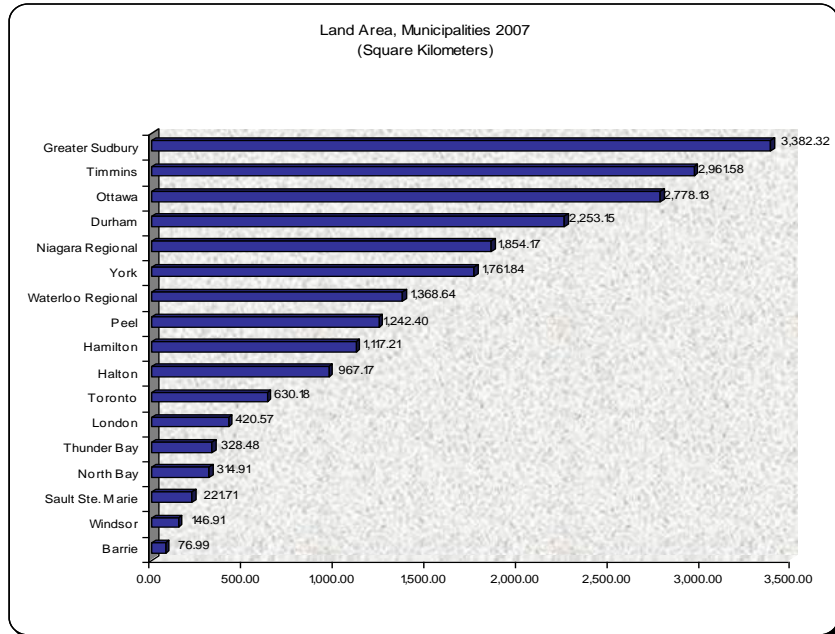
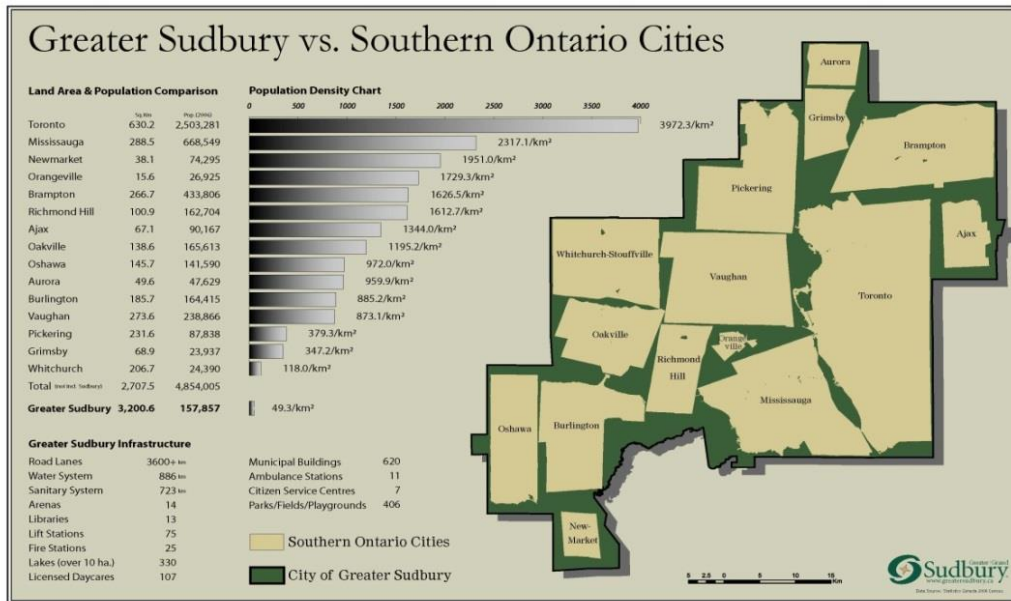


Table 3



At the present time, Sudbury is served by 264 sworn police officers and 119 full time civilian complemented by part-time members. Additionally the team is supported by close to 200 volunteers who work in a variety of functions including Citizens on Patrol, Storefront Resources, Friendly Call Program, Lions Eye in the Sky, and Event Planning to name a few.

Often times, comparisons are made in terms of policing in the north in a similar context to policing in the south. While the issues and challenges facing policing are inherently alike regardless of geographic location, the impact of population and housing development growth can simply not be equated on any level. Growth rates yielding significant boosts in tax revenue and other city–levied service charges allow for continued growth and expansion not only of personnel but infrastructure in support of policing.

Greater Sudbury Police Service Delivery Model Our Shared Commitment to Community Safety and Well-being – The Nickel Model

Police leaders have recognized they cannot be solely responsible for the well-being and safety of communities alone and are moving to a system of community safety that relies on community partners to participate in problem identification to build solutions collaboratively for community well-being. Sudbury is well along the continuum of establishing meaningful partnerships and a healthy respect for community and citizen engagement. Police are a key player in creating safe communities through crime prevention and effective responses to social disorder and criminal activity.

While GSPS differentiates itself from other parts of the justice, health and social systems who also contribute to the provision of public safety and security, there is also a strong reliance on these sectors for effective delivery of services. Partnerships are essential to GSPS’s business model. Many organizations are involved during the course of daily work. For example, often there is a strong interaction with Police, Fire, Social Service Agencies and other service providers during the course of any one call.

Greater Sudbury has some solid examples of powerful approaches to risk identification and provider collaboration in order to institute early intervention. Community Mobilization Sudbury’s Rapid Mobilization Table (RMT), Violent Threat Risk Assessment (VITRA), Best Start Hubs, Health Links, Community Drug Strategy, NOAH’s SPACE, and Community Safety and Well-being Planning Project are living examples of these efforts which are having highly effective results. These initiatives have been designed to include cross-sectoral representation from education, police and justice services, community health and hospital services, primary health providers, mental health and addictions, child protection services, housing and homeless support services, and sexual assault and victim support services.

In response GSPS has been a leader of service delivery innovation through modernization and re-engineering of our police service in order to be viable and responsive to emerging trends. The Service has adopted a framework for service as we embrace “Our Shared Commitment for Community Safety and Well-being” as depicted in Table 4, also known as “The Nickel Model” which

clearly acknowledges that police cannot reduce levels of crime and victimization through traditional responses alone, nor should they be solely responsible for community safety. Through new relationships, connections are being made with vulnerable client populations that have been difficult to reach making more appropriate referrals through streamlined pathways to services.

Core to this police model is that community safety is a shared responsibility. Our Service is committed to engaging closely with the key stakeholders and the public working together to identify and reduce situations of elevated risk. By initiating and partnering to achieve changes in outcomes, the community shares in the responsibility to control crime, solve problems, and prevent crime before it occurs.

While taking nothing away from the unique, mandated role of the Greater Sudbury Police Service for enforcing the law and holding offenders accountable for their actions, the model focuses on a number of distinct yet overlapping areas that must work together to achieve desired outcomes.

Table 4



New Metrics and Evidence-Based Practices

This shared commitment builds on existing city wide efforts and brings new approaches forward. It is a strategy based on evidence gathered within Sudbury, throughout the country, and across the globe. To truly move in this direction and to ensure sustainability for the future, new metrics and measures must be mutually defined and utilized across all participating agencies. Preliminary indications from participating agencies is a strong commitment to identify

performance measures collectively and at the individual agency level to informed decision making and guide planning approaches.

Enforce Laws and Hold Offenders Accountable

Police, Justice and Corrections officials have had and continue to have vital roles to play in enforcing the law, suppressing crime and disorder, holding offenders accountable for their actions, and thus keeping our streets and neighbourhoods safe. Working together, the appropriate agencies will continue this focus through effective deterrents, targeted enforcement strategies, effective investigations, successful prosecutions, and the rehabilitation of offenders. This is a key component to the strategy's success.

Intervene Collaboratively To Reduce Elevated Risk Situations

Building on enforcement and accountability, this strategy also focuses a great deal on stopping crime and victimization before they happen. Through collaboration across agencies to recognize elevated risk situations faced by individuals, families, or locations, multiple partners are able to mobilize effective and quick actions in response. This represents perhaps the newest and most challenging aspect of this shared commitment as it requires agencies to work together in new ways.

- ✓ Collaboration is about new levels of interagency relationships, working together consistently with an ongoing open channel for information sharing within the boundaries of privacy laws.
- ✓ Intervention speaks to enabling or 'mobilizing' effective responses across agencies as needed to ensure early recognition and swift action upon the circumstances that place individuals, families, and locations into elevated risk situations.
- ✓ Elevated Risk Situations occur when individuals, families, or locations face situations which put them at predictable risk of offending, being victimized, breaching court imposed conditions, or lapsing on a treatment plan for substance abuse.

Community Mobilization Sudbury has already shown significant progress in this area. Our Service has been an active contributor at the Rapid Mobilization Table which assesses situations involving risk and is leading the way with the identification of cases for intervention. With the newly established Community Safety and Well-being Steering Team, progress will continue as the partners come together to identify problems and develop collaborative solutions to lead community safety planning throughout Greater Sudbury.

Initiate And Partner To Achieve Positive Change in Community Outcomes

In addition to addressing crime and victimization and their immediate risk factors, this shared commitment also focuses on the broader picture. A greater, more effective, and economically sound integration of systems is needed in the community to build and sustain better lives and living conditions for more of our citizens especially our youth and the most marginalized members of our population. The ongoing collaboration across agencies is necessary to define where services are needed most and to effect these changes. This is about planning for the future and not just addressing the present.

Champion Community Safety, Security and Wellness

As champions at every level, our shared responsibility is to work across the broader community and in our neighbourhoods to build and maintain relationships among key agencies and community-based partners to communicate the core concepts of our shared commitment and to be ambassadors for this collective approach to community safety and well-being.

To date, community response and engagement to working with the police to tackle safety and security in our city has been positive. We will continue in the upcoming year to streamline and implement a number of areas of the new model for a safer community.

Community Engagement

Building on Counsel's endorsement, the Service is supportive of the City's "Community Engagement Review"¹ dated July 17, 2014 which commits to implementing a community engagement strategy that emphasizes community safety and well-being. This approach is consistent with the commitment of the Service's community engagement philosophy to involve and empower the community and stakeholders through the sharing of information and opinions in developing community solutions to well-being.

In keeping with the consistency of this direction, the Ministry of Community Safety and Correctional Services recently released a publication entitled Community Safety and Well-being Planning-Snapshot of Local Voices² which asserts that:

"The Ministry of Community Safety and Correctional Services (Ministry) has been working with federal, provincial and municipal partners and local community stakeholders to develop a provincial approach to increase community safety and well-being.

The dialogue initially used the terminology 'crime prevention' which has traditionally been seen as mainly a police responsibility. But it is clear that

Ontario communities recognize the essential leadership roles played by a wide variety of sectors. Part of this clarity comes from the understanding that while those in the policing sector tend to use the phrase “crime prevention”, educators may identify “safe schools” and health professionals may focus on the “social determinants of health”. What these sectors are all referring to, in their own way, is community safety and well-being. As a result, the provincial dialogue has been refocused.

The Ministry encourages communities to move away from relying solely on reactionary and incident driven responses, and implement social development practices by identifying and responding to risks that increase the likelihood of criminal activity, victimization or harm, and working together to build local capacity and strong networks to implement proactive measures.

The provincial approach requires integrated community leadership and the flexibility to be responsive to local circumstances, needs and priorities. In order to plan for the future, community safety and well-being must be a shared commitment that is grounded in local leadership, meaningful multi-sectoral collaboration and must include responses that are community focused, rooted in evidence and outcome-based.”

Greater Sudbury is now in receipt of Part 2 of a Proceeds of Crime Grant through a project entitled “Crime Prevention through Social Development: Community Safety and Well-being Planning in Greater Sudbury”³ that has afforded the opportunity to participate in a collaborative, multi-agency project that will result in the development of an integrated Community Safety and Well-being Plan as one of eight pilot sites. Greater Sudbury was selected because of the important collaborative work that has already been achieved under the leadership of Greater Sudbury Police Service, the City, Social Planning Council, the Sudbury and District Health Unit, Canadian Mental Health Association, LHIN, and other community partners.

This direction is consistent with the core tenets of the “Nickel Model” which involves and empowers the community and stakeholders through the sharing of information and opinions on risk factors, plans, and strategies through a reasoned decision-making processes. These collaborative efforts have demonstrated consistent and effective process to address elevated community risk amongst those with complex challenges. Multiple and interrelated risk factors are being creatively addressed through the contributions of all partners with positive reports on enhancements and improvements in how these agencies are working together. Although the long term impacts are not yet fully known or realized, early indications show that there are clearly short term gains being achieved in new service engagements with trust and rapport being built at the same time risk is being mitigated.

Cost Structure

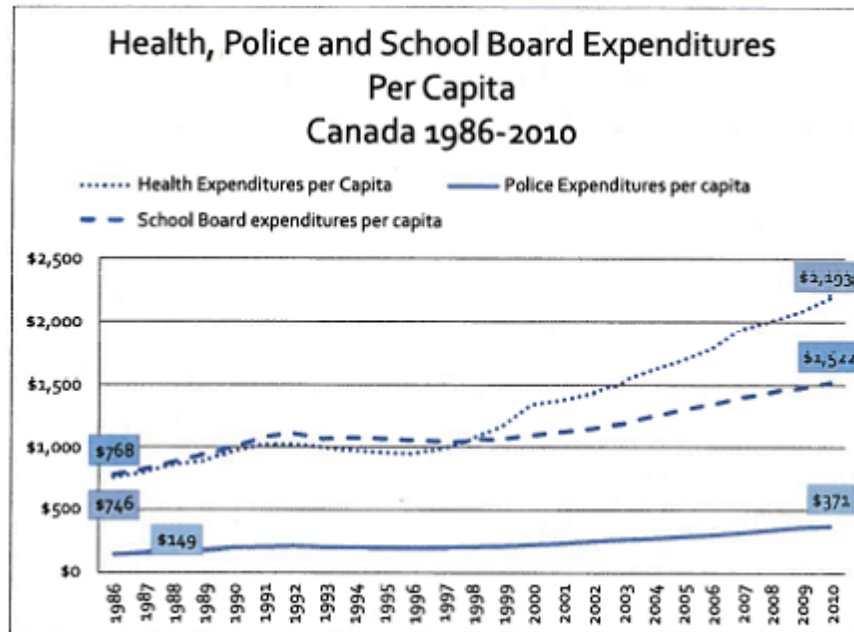
In considering new models of policing and emerging trends, we need to understand our cost structure and impact on service delivery. To ensure a high standard of investigative competency and to continue to meet the increasing demands rising from specialized and complex files, an intricate blend of resources is required. In doing so, we have considered and analyzed the cost drivers that have influenced police spending.

At the same time, the police sector has also turned their attention on other spending patterns where significant increases have also been noted. As an example, in looking at expenditure trends per capita in health, police and school boards, it is noted that while having experienced a steady incline, police fall roughly in the middle of the overall increase during the same period examined as noted in Table 5.⁴ In this context, increases in expenditures for police services were very much in line with spending in education and health and do not by comparison appear to have been out of line.

Increases in per capita spending has recorded as follows:

- Health 193%
- Education 149%
- Police 98%

Table 5



In terms of specific police compensation, costs have risen in the last several years. Salary improvements have been achieved through voluntary collective bargaining and arbitration settlements which have included wage improvements, retention pay incentives, and specialty pay rates. In October 2015, the Police

Services Board and Police Association successfully negotiated a Collective Agreement that will run from January 1, 2015 to December 31, 2019, an unprecedented term for an Agreement providing stability in working conditions for five year duration. Collective Agreements for Civilian Members and Senior Officers remain outstanding at the time of the budget preparation.

There are also many factors that impact police compensation in terms of time on duty and associated overtime including major case management, emergency preparedness and response, unanticipated major incidents, public demonstrations and events, pandemic responses, guns and gangs, cybercrime, borderless international crime, drug related activity, overwhelming amounts of paperwork, an increased role in counter-terrorism, and requirements for victim care.

Police recruitment today is guided by highly intense processes and screening tools. Once hired, it takes close to five years to have a fully trained officer which includes formal training at the Ontario Police College followed by a year of intensive coaching and specialized skills development in years two to five; all of which comes with a considerable investment. Police services estimate that the investment for the first five years is well in excess of half a million dollars per officer.

The judicial system has contributed to significant cost impacts on police work loads in terms of case trial preparation, disclosure, court security, transcribing witness statements, processing and maintaining evidence, and officer court-testimony. These factors have had a dramatic effect on the amount of time officers are required to spend in court. Trials for impaired offences involve several different officers who are now involved both at the roadside at the point of the Intoxilizer screening and the breath sampling once impairment has been detected. These cases used to take thirty minutes to process in court whereas now they last an entire day.

With the increased threat and reality of terrorist activities, potential pandemic episodes and health epidemics, police have been prompted to invest significant resources in emergency response planning ensuring protective equipment and deployment strategies are in place for such potential occurrences. Again, specialized training and units are necessary to combat these threats not only locally but to assist other law enforcement agencies collectively.

Provincial and Federal legislative requirements often have expensive price tags to implement particularly in terms of enforcement and training requirements. When enacted, police agencies must respond. In recent years such laws that have impacted police spending include *Bill 168*, *Youth Criminal Justice Act*, *Accessibility for Ontarians with Disabilities Act*, *Safe Schools Act*, ViCLAS, PowerCase, Section 21 Occupational Health and Safety, the Sex Offender Registry, and the new provincial regulation to govern police street checks to name a few.

The cost of maintaining and replacing infrastructure for police activities requires investments both in terms of ongoing operating and capital. Significant projects that have recently emerged include the communications system, conducted energy weapon deployment, specialized weaponry, facility requirements, and next generation 911. In Sudbury, there has been a collaborative and cooperative approach to addressing some of these infrastructure needs most recently the P25 communications infrastructure.

Police Accountability and Oversight

Police accountability, civilian oversight, and associated legal fees are increasing. These areas are being driven from the costs that arise from investigations associated with the Ontario Independent Police Review Directorate (OIPRD), Ontario Civilian Police Commission (OCPC), Special Investigations Unit (SIU), Information and Privacy Commission (IPC), Ontario Human Rights Commission (OHRC), and *Police Services Act* hearings. Suspension with pay for members under investigation for discipline related matters also continues to be a matter of great debate.

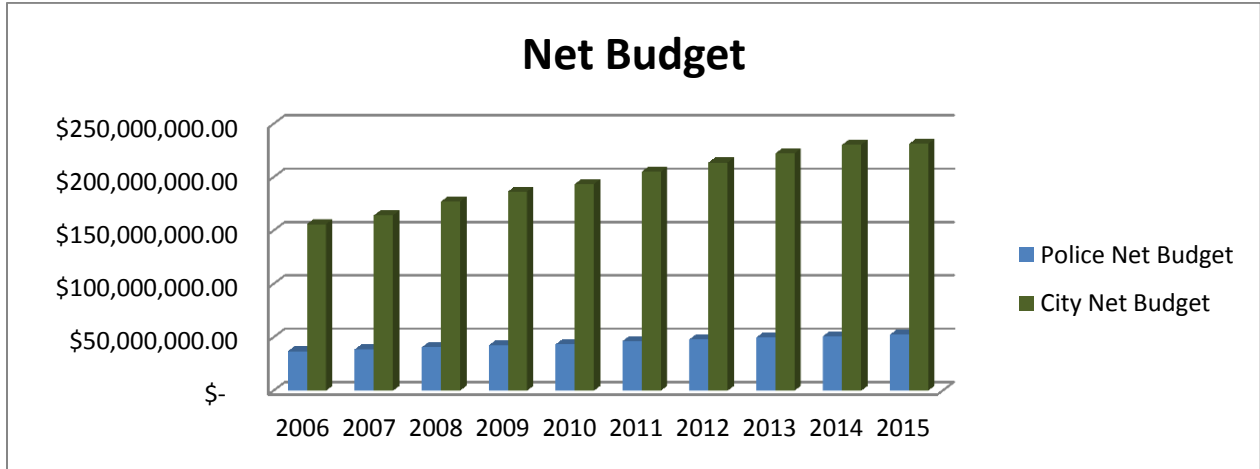
Indirectly, costs are driven by citizen expectations. Police are expected to be seen in neighbourhoods, schools, parks, and business districts and it is well established that they are the only 7/24/365 service provider available. There is a demand for more proactive policing through traffic enforcement on roadways, trails and waterways. The majority of consumers of police services are not hardened criminals. These individuals seek the softer services such as crime prevention, education, homelessness management, and poverty, addiction, and mental health interventions.

Rising costs in not only policing but in the emergency services sector has driven great debate among city managers, elected officials and police executives on how best to pay for these services.

Historical Budget Patterns

A review of historical budget patterns against the overall percentage of the municipal sector shows that this portion of the budget has remained relatively consistent over a twelve year trend analysis. For police, the percentage of the net municipal budget has ranged from 22% to 24% over the noted period as shown in Table 6.⁵ In terms of actual spending, Sudbury residents pay on average eighty-nine cents per day for their safety and security.

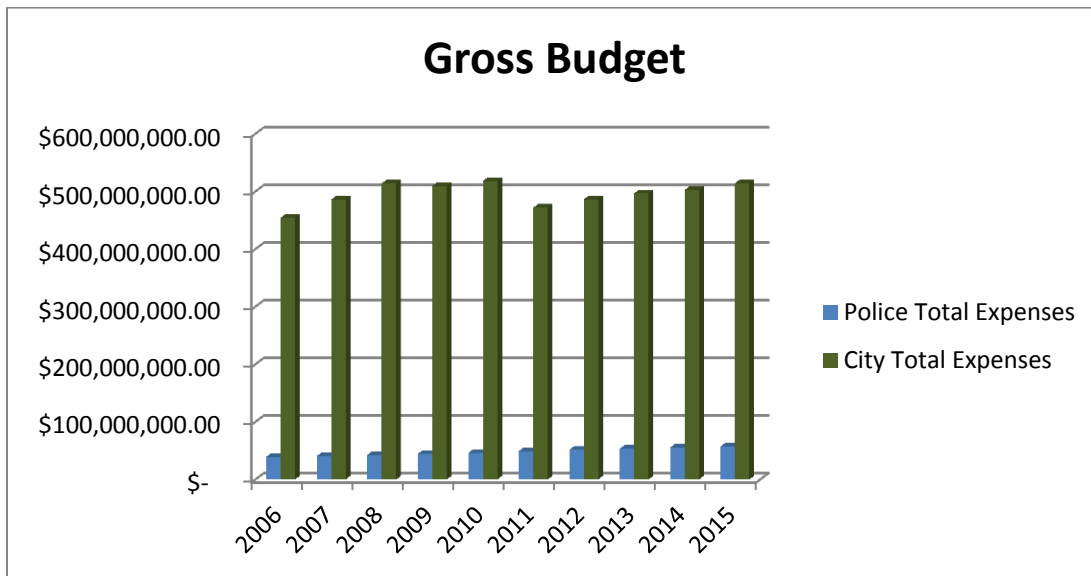
Table 6



2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
24%	24%	23%	23%	22%	23%	23%	22%	22%	23%

Further as a percentage of the municipal gross budget, the overall percentage has remained relatively consistent ranging from 8% to 11% of total municipal spending as shown in Table 7.⁵ This is relevant as police have little room to offset gross budgets with revenue streams as opposed to municipalities which have user fees associated with various services such as water and sewer rates. These user fees can offset potential tax increases whereas there is little room for user fees to offset police costs at this time.

Table 7



2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
9%	8%	8%	9%	9%	10%	11%	11%	11%	11%

Much attention has been directed at how to pay for policing which is an essential service without compromising or risking public safety. There are very few calls for service that police can refuse to respond to. Given that police budgets are predominantly consumed with personnel costs in terms of salaries and benefits, roughly 85%, there is very little room for reduction in spending without decreasing staff. With only 15% in actual operating funds used primarily to fund fleet, transportation, communications, equipment, uniforms, and training needs, reductions would negatively impact on our legislative requirement to provide adequate and effective policing.

Further, on a comparative basis to other municipal police services budget increases for the past seven years, Sudbury has by and large come in below the average of provincial increases for a cumulative total to date of 2.7% as can be noted in Table 8 below.

Table 8

YEAR	2015	2014	2013	2012	2011	2010	2009
Sudbury Increase	2.6	2.6	3.5	3.4	5.8**	3.2	4.6
Average Increase*	3.2	2.8	3.6	3.9	5.7	4.4	4.8

* Windsor, Toronto, Niagara, Sudbury, London, Sarnia, Guelph, Peel, Halton, Kingston, Barrie, York, Ottawa, Waterloo, Durham, Hamilton, South Simcoe, Peterborough

**In 2011 the Contribution to Communications Infrastructure Debt Financing Charges were allocated into police budget to reflect costs associated with the voice radio system capital purchase.

The Greater Sudbury Police Service is committed to value and effectiveness of the tax payer investment in community safety. In doing so, concerted efforts are underway to rethink business delivery methods through alternative service delivery approaches, community partner engagement, and collaboration with citizens as part of the continuum of providing services while ensuring the integrity of a fully rounded system of responses.

Community Safety Personnel

Often times when police try to reduce spending by decreasing or eliminating expensive programs such as “park, walk, and talk”, bicycle patrol, high school liaison officers, and proactive preventative programs, citizens and Councils react and resist such cuts resulting in these programs being re-instituted.

Through the support of last year’s budget, Greater Sudbury is leading the way in service delivery with the introduction of Community Safety Personnel (CSP).

These are unarmed personnel who support frontline operations, provide an augmented visible presence in the community, and enhance the level of customer service provided to citizens, businesses, and visitors. The objective is to increase uniform presence and overall visibility on our streets and to focus the professional sworn police activities on that which poses the greatest risk to the safety and well-being of our communities.

CSPs are civilian members equipped with the skills and training to respond to less serious incidents of crimes and disorder. By no means are they substitutes for police officers; they have a distinct role augmenting visual presence through enhanced foot patrol in neighborhoods to reassure the public and being accessible to citizens. Providing crime prevention advice and neighborhood safety audits will also be one of the primary tasks of CSPs thereby freeing up time for the sworn police officers to address other community concerns.

This approach to civilianization in policing is by no means a new phenomenon. It has been seen extensively within Sudbury over the past several years in areas such as records management, human resources, evidence and property management, information technology, administrative functions, fleet services, youth referral program, victims services, forensic identification, intelligence analyst, and planning and research.

This alternative approach to service delivery is now being implemented through eight Community Safety Personnel who are working throughout the Service in several areas as follows:

Crime Stoppers and Seniors Liaison CSP (1)

This CSP works in partnership with the Crime Stoppers Program to convey relevant information to the Service to facilitate the solving of crimes. In addition, this person shall serve as a resource for seniors in the community and provide support to officers in order to develop community awareness and prevention strategies to address issues surrounding crimes against seniors. As part of our commitment to seniors, this position allows us to better connect and deliver services to a rapidly growing senior population. The creation of this position facilitated the re-allocation of 1.5 full-time police officers for direct deployment to the frontline.

Missing/Vulnerable Persons CSP (1)

A newly created Missing/Vulnerable Persons CSP serves as a resource for missing and/or vulnerable persons and their families by providing them with information, support, and/or referrals to community agencies. In addition, this person provides support to officers by compiling and preparing reports pertaining to missing persons and crimes against vulnerable persons in order to develop community awareness and prevention strategies. Through this role, there has been a considerable improvement in investigative capacity. The CSP has been able to assume some tasks from the primary investigator of missing persons in

terms of assisting with follow ups with people that may have information that can assist the investigation. For example, the CSP can reach out to friends by text or on the phone, check Facebook and other social media venues, develop missing person posters, and send out communication to officers and community partners. The CSP is also establishing partnerships and building bridges with group homes and other social agencies who offer services to vulnerable kids. This has been a clear adjunct to our investigative services section by increasing capacity for more complex police investigative work. This enhanced specialized investigative response also contributes to reducing the time frontline members are required to respond to these types of calls for service.

Alternative Response Unit (ARU) CSP (3)

Working in conjunction with frontline officers, ARU CSPs provide effective and efficient supplemental methods of response to less emergent calls. In addition, these members are responsible for the monitoring of the Coplogic online reporting system including compiling obtained data and following-up on complaints that require further investigation. These alternative measures are contributing to improved customer service and response time efficiencies. Our interaction with the community can increase through CSPs allowing the redeployment of sworn members to the front-line. CSPs assigned to alternative response are able to provide foot patrol services, telephone support, and home visits in the community that increase citizen perceptions of safety and security.

On-duty shift time can be dedicated to directed priority calls enabling patrol operations to target specific areas and react to calls requiring police officer response either through direct patrol or self-initiated intervention activities. Additionally, members previously assigned to ARU duties will be reassigned to uniform platoon to assist with functions around processing persons charged and related information which will assist in consistency and compliance with organizational standards at the same time freeing up frontline officers to road patrol functions. It is also anticipated that this in turn leads to increased success when going to trial as the quality of the file is improved. This will result in the redeployment of three sworn officers and/or redirecting the equivalent workforce to front-line.

Corporate Communications CSP (1)

Developing communications and marketing strategies and plans that will enhance the image of the Greater Sudbury Police Service while ensuring consistency of branding and corporate messaging on all communications is the primary function of the Corporate Communications CSP. In addition, this CSP provides professional comprehensive media, corporate communications and public relations support and acts as a liaison to ensure effective and strategic communications are delivered. This has moved .5 of a sworn member back to the frontline.

Youth Safety and Education CSP (1)

Our new Youth Safety and Education CSP serves as a resource to area schools, media, agencies, and community service groups promoting public safety throughout the community in keeping with “Our Shared Commitment to Community Safety and Well-Being” model. Youth are engaged with positive police interactions through both a uniform police officer and CSP who provide training and education programs specifically geared for this audience. Early identification of youth at risk and preventing both first time offences and re-offending activities is key to our interactions with young persons. The addition of the CSO in this area has significantly augmented frontline capacity to interact with youth through appropriate use of skills and talents and build resiliency in youth thus preventing crime.

Crime Prevention CSP (1)

The Crime Prevention CSP attends various post-secondary schools, agencies, and community service groups to conduct presentations which promote public safety and support the Service’s “Our Shared Commitment” model. In addition, this person shall represent the Service on various committees and assist with the organization and coordination of new programs that address needs of the community. Through ongoing development of crime prevention initiatives and activities, this CSP is dedicated to working with the community to address concerns and assist the public to feel a sense of security and well-being. One full-time sworn officer will be deployed to the front line with the introduction of this CSP position.

Redeployment of Frontline Officers

Through the introduction of CSPs to GSPS, we are re-engineering our approach to calls for service with a goal of higher quality of service to the public. Our workforce can now be more flexible for visibility and problem solving that is both prompt and proactive. Specialized investigative teams can focus their energy to review criminal activity and calls for service to determine emerging crime trends and hot spots. The re-allocation of frontline officers through the introduction of CSPs has also added capacity for homicide, sexual assault, drugs, and intelligence-led investigations.

This in turn enables Patrol Operations uniform patrol officers to target specific areas. Our aim is to ensure frontline officers are significantly more visible and accessible through the time freed by shifting administrative and process related workload to other areas. Frontline sworn officers will continue to be deployed where there is a likelihood of confrontation, where several police use of force options may be required, where police action may result in an infringement of a person’s human rights, and where the incident is likely to lead to further police investigative work requiring more specialized trained police personnel.

Preliminary findings suggest a positive impact on crime and disorder within the City. Proactive approaches to problem solving at the grass roots will be improved through frontline officers who can engage to address specific areas of concern before crimes occur.

Through mobile technology, frontline officers are able to carry out critical job tasks throughout our vast geography rather than losing time returning to police facilities to complete paperwork. From uniform patrol cars, officers can look up details in order to be much more informed on situations and appropriate tactics for resolution.

Our commitment to revitalizing our response to calls for service has been enabled through the CSP staffing model. Through an examination of workload, call types, screening and processes for deployment, we are working towards ensuring the right resource at the right time in order to enhance quality of service and public satisfaction.

Commitment to Continuous Improvement and Service Efficiencies

GSPS takes a progressive approach to service delivery and continually seeks ways and means to become more effective and efficient. As a police agency that fosters a culture of quality service, our commitment to continuous improvement is achieved through organizational realignment, leadership and member commitment, assessment and measurement for enhancement, and a customer-focus through consultation and collaboration. The Service is dedicated to improving safety and quality of life through partnerships, problem-solving, crime prevention, education, and enforcement initiatives. The Service is always reviewing priorities and reallocating resources to achieve maximum value for investment. In addressing ongoing challenges, a number of business improvements have been instituted as follows:

- Continued expansion of Citizens on Patrol throughout the entire City to monitor neighborhoods, report suspicious activity, serve as additional eyes and ears to police
- A strategic alignment through the organizational chart now fully operationalized
- Ensuring the public are well-informed through improved corporate communications using traditional media venues and social media
- Improved storefront access through volunteer deployment
- Institution of the twelve hour shift schedule to both the Uniform Patrol Division and Communications which has aligned resources and enhanced frontline availability of resources and promoted improved work life balance

- Increased public knowledge and access to alternative service delivery options including online crime reporting and reporting of minor collisions
- Expanded use of crime analytics and mapping to assist with early detection of crime patterns, identification of problem areas
- In-depth analysis of calls for service demands and realignment of call priority type to streamline and enhance response
- Commitment to ensuring an inclusive working environment for all through the initiatives of the Inclusion Team
- Commitment to expanding community mobilization and engagement model of community policing throughout the City
- Continued improvement in collaborative response to emergencies through the work of the Joint Emergency Services Operating Group (JESOG)
- Expansion of Notification of Community Crime (NOCC) initiative throughout the entire City notifying residents of crime trends in their areas and offering reassurance and education
- Ongoing evaluation of the community crisis model partnering with LHIN, Health Science's North, and Canadian Mental Health Association to enhance response to persons with mental health needs in our Community
- Commitment to member mental health through service wide training on Road to Mental Readiness
- Focus on reducing victimization through the Community Offender Management Program which targets prolific offenders
- Entered a Violence Intervention Prevention Protocol with health Sciences North to better serve victims
- Refreshed protocol with Children's Aid Society to include KINA GBEZHGOMI for improved services to children
- Highly successful engagement of the Chief's Youth Advisory Council (CYAC) which continues to provide initiatives for youth including the Courage to Stand and other anti-bullying programs and sound advice on the needs of youth in the community
- Ongoing use of the Scenes of Crimes Officer's program which has increased the Service's forensic analysis capacity and provided further career opportunities for our members

- Improved detection of suspended drivers, and non-renewed validation tags through the introduction of the Automatic Vehicle Licence Plate Reader ((AVLPR) which provides for real time querying of registered license plate data
- Cybercrime special project resulting in several criminal code charges involving possession of pornography
- Enhanced traffic safety through a 12-Month High Visibility Traffic Safety Program which focuses on addressing traffic related issues within the City of Greater Sudbury using information from public complaints, collision investigation data that outlines common operator errors, and the use of other intelligence driven policing methods
- Targeted traffic enforcement utilizing information from the Collision Reporting and Occurrence Management Software (CROMS) in order to direct initiatives for high problem areas
- Awarded Phase 2 contract through the Provincial Proceeds of Crime Grant which has allowed for Community Safety and Well-being for the City of Greater Sudbury to continue
- Successful grant application through the Department of Justice for monies to implement a sex trade strategy
- Participation in research project led by Laurentian University with respect to Domestic Violence
- Introduction of efficiency and effective tracking tool to monitor performance and initiatives
- Implementation of several technical solutions to improve operational and administrative processes such as:
 - Crime Analysis Tool that reads statistics straight from CAD and analyzes data
 - Start of Shift Report launched which provides an overview of the day for administrative purposes
 - Incidents of Interest application streamlined for improved information retrieval
 - Persons matrix application enhanced to find connections between offenders more quickly
 - Management Action Plan System (MAPS) refined to track goals and progress made in the business plan
 - Website updated to operationalize a fixed connection between social media and the news manager to streamline dissemination of information

- Extensive mobile workstation refresh for faster and more reliable access to data in the field
- Upgraded Computer Aided Dispatch software with improved features for dispatch and patrol response

2016 OPERATING BUDGET

In establishing the 2016 Operating Budget, a thorough and detailed analysis of all operating costs has been undertaken. The goal is to ensure an alignment between strategic priorities, business planning, budget requirements and performance metrics. Budgeting is approached from the perspective of linking results to be achieved with linkages and performance to strategic goals and objectives. Through open and transparent information sharing on budgets and the budget process throughout the organization, it is hoped to create a great level of understanding of budgets, their relationship to operations, and how to maximize available use of resources.

Expenditures and revenues have been developed based on revenue and expense assumptions in the context of current projects, priorities, and service delivery commitments while considering regulated, legal, and contractual requirements. More than ever our commitment is about people working to help people. Business results will be linked to value for investment measurements and will form the basis of public reporting and accountability. Financial metrics will be developed to correlate value for investment as a direct linkage to the strategic service delivery direction.

The reality in policing is that many changes in recent years have had a direct and uncontrollable impact on the obligation of the police in terms of compliance and service delivery. In order to meet these challenges, police services everywhere have had to make investments in human resources, equipment and training. The profession is highly accountable operating in a highly accountable, complex environment with significant requirements that demand a response.

In establishing the budget, controllable and uncontrollable expenditures are carefully considered in terms of cost containment within each business operations unit. Uncontrollable expenses include sworn member salaries and associated contractual increases as determined through the Collective Agreement, OMERS, and statutory benefits such as CPP, EI, EHT, WSIB, welfare benefit costs which are experience rated by our third party carrier, benefits to retirees, insurance premiums, and mandatory equipment replacement such as body armour and annual required training, all of which must be obliged. Additionally, legislative requirements as derived through laws such as the *Adequacy and Effectiveness Regulation*, and *Accessibility for Ontarians with Disabilities Act* are contributing cost drivers.

Wherever practicable, controllable expenses in the form of consumable items such as fuel, supplies, and communications are monitored and restrained. Often

the counter effect of restraining controllable costs is at the expense of overall goals and objectives. For example, visibility of officers which has been identified as a priority of citizens and very much supported through our Business Plan. This requires patrol mobility throughout our vast geography, hence impacting on fuel consumption. Having patrol units sit idle in parking lots on standby for calls does not achieve our goal for improved visibility. Additionally while mobile communication costs can be controlled, these devices also provide for improved business outcomes facilitated through 'just-in-time' communication and access to data while in the field. Wherever possible, controllable expenses are examined and reduced.

Service Priorities and Efficiencies 2016:

Today's priorities demand forward-looking thinking, ideas, and innovative solutions. As leaders in the field, we continually think outside the box to move to strategic and coordinated efforts not only in policing but across the entire justice system. The main objectives in developing the budget are to ensure a wide range of operational priorities are addressed including and not limited to:

- Continued evolution of Our Shared Commitment model with a focus on both internal and external requirements in making this a reality for Greater Sudbury
- Building sustainable networks with agencies, organizations and citizen groups engaged in increasing access to community supports
- Realignment of facilities to ensure streamlined customer service and maximized efficiencies within the Uniform Patrol Division
- Identifying new and enhanced strategies to further assist community members through working groups, service support networks, and public input
- Updating systems and processes to effectively communicate these strategies with the public
- Maintaining service levels in the face of the challenging economics of policing
- Contributing and responding to new regulations on police street checks
- Developing new opportunities for volunteers
- Targeting drugs and organized crime through enhanced partnerships
- Reducing incidents of violent crime through increased analytics, prevention and intervention techniques
- Exploring further synergies with City departments on administrative issues, facilities rationalization, and fleet service and maintenance
- Ensuring contractual obligations are factored in financial planning

- Affirmative commitment to health and wellness for members with greater emphasis on services and supports through the internal Peer Support Program and Road to Mental Readiness Training
- Ensuring compliance with legislative requirements
- Enhancing services to victims of crime in keeping with the Victim Bill of Rights
- Promotion and development of leadership talent through retirement and attrition
- Continued evolution of staffing model ensuring the right resources at the right time
- Ongoing development of fire dispatch best practices
- Adopting the Framework for a Community Response to Major Investigations community reassurance model into day to day operations
- Community Reassurance Model fully implemented
- Heightening enforcement of prolific offender strategies through risk focused and strategic analysis
- Dash-mounted camera pilot project
- Evaluation and monitoring of Automatic License Plate Reader (ALPR) program
- Expanding citizen self-reporting of less emergent crimes and social disorder
- Implementing the Community Drug Strategy in collaboration with project partners
- Demonstrated service commitment that recognizes and respects community diversity
- Ensuring maximum productivity through recommendations realized through service efficiency and effectiveness review
- Comprehensive tracking of efficiencies and effectiveness measures
- Expanding youth crime initiatives through community and youth empowerment
- Implementing leadership development training, professional development, and accomplishment recognition to encourage career advancement
- Recruitment, career, and succession planning to increase options and promote goal achievement
- Consistent internal and community messaging on the development of community safety and well-being partnerships and public education strategies
- Ensuring financial control and accountability
- Developing new approaches for safeguarding homes and property through collaborative innovative crime prevention initiatives

- Researching, instituting and maximizing use of technology to support business operations
- Securing the safety of citizens through strategic focus on keeping our roads safe
- Integrating and expanding current technology to support business practices, such as CCTV and Lions Eye in the Sky

Monitoring Performance

Measuring the effectiveness of policing is challenging given that many of the intervention outcome impacts can only be measured over a period of several years. Collecting, analyzing and reporting information on incidents provides important insight for planning and determining where police resources are most needed. Ultimately, the aim is to measure the effectiveness and success of policing in order to determine program development priorities.

Very clear and distinct performance metrics are being established to monitor and evaluate the contribution of the work of CSPs and their impact on other areas of the organization. The intent is to develop robust and effective performance management systems that ensure a sustainable approach to enforcement through alternative measures. Recognizing that the landscape of community safety will continue to change and evolve, the system shall have inherent flexibility to respond to changes in a dynamic way. Such results will be communicated through the annual police service report card to the community.

Our Service Delivery Model is predicated on a metric based evaluation framework. Such metrics seek to focus on performance internally and externally capturing a number of measures including:

- ✓ Response time to calls for service
- ✓ Scheduling and availability of resources
- ✓ Monitoring of proactive versus reactive time
- ✓ Call load to staffing analysis
- ✓ Numbers of customers served
- ✓ Public complaints
- ✓ Tracking internal and external communications
- ✓ Community satisfaction
- ✓ Internal staff satisfaction
- ✓ Traditional crime data collection and analysis
- ✓ Call load statistical analysis
- ✓ Calls for service inventory and re-alignment of response
- ✓ Measuring community interaction and engagement
- ✓ Number of linkages of individuals and referrals

2016 Budget Overview

The 2016 net operating budget is \$53,549,719 which represents a 1.9% increase over the 2015 year. Despite an anticipated loss in PAVIS funding in the amount of \$451,500 for the upcoming period, the Service is committed to delivering services in a fiscally accountable and responsible manner while ensuring our obligations to public safety remain our top priority. Additionally, the Service will be taking on the responsibility for Weekend and Statutory Holiday (WASH) Court which will now require staffing at the courthouse every weekend as opposed to once a month. Part time staffing hours for court security officers has been adjusted accordingly.

While Greater Sudbury is not realizing population growth or economic diversity, demographic shifts and crime trending challenges requires policing to be available in the same way. When the public call, police are expected to respond. To that end, the financial requirements for ensuring community safety and well-being remain unchanged if not growing. That said, the Service has a strong history of developing fiscally responsible budgets that have in recent years provided only for fixed direct cost increases, most notably those as afforded through the collective bargaining process involving wage settlements, retention pay allowances and benefit premium increases as determined through the external benefit carrier.

In 2010, the Board through contract negotiations eliminated the costly sick leave gratuity plan which provided for sick leave credits subject to cash payout on termination/retirement. While the savings are being realized in the long term, this costly accrual can now be managed and will be eliminated over time.

Operating accounts have been adjusted by inflation only where essential and for the most part have been held at zero not only for the 2016 budget cycle but for several prior years. This has been done, notwithstanding that the Ontario Police College has advised that starting in 2016, course fees will increase by 15%, with an additional 15% in 2017, and a further 20% in 2018.

Grant revenues and associated expenditures are also reflected in the applicable cost centres. PAVIS funding in the amount of just over \$451,500 has been removed from the budget given the best information currently available from the Ministry of Community Safety and Correctional Services.

Provisions to Reserves and Capital include contributions to the Contribution to Reserve Fund, Fleet Reserve, Sick Leave Reserve, Communications Infrastructure, and Capital Financing Reserve Fund. These have all been held at the 2015 level.

Budget Summary

Table 9 below, provides an overview of the percentage of the budget that is allocated to various operating activities by specific cost centre. The budget composition is largely human resources expenditures with salaries, benefits and general personnel expenses representing 85.2% of net budget, while fleet, equipment, training, reserve contributions and uniforms comprise 12% with the balance allocated to fixed costs such as facilities. Approximately 1% is dedicated to capital requirements and purchases with an additional 1.9% dedicated to debt financing for the radio system replacement. In this table, where applicable, the actual cost centre has been netted against the revenue stream that serves as an offset. For example, salaries are reflected net of grant funding received.

Table 9



Department	Amount	Percent
Salaries	\$ 44,612,630	83.3%
Fleet	\$ 1,698,905	3.2%
Voice Radio	\$ 1,477,440	2.8%
Facilities	\$ 1,424,110	2.7%
Contract Services	\$ 1,059,929	2.0%
General Personnel	\$ 1,031,764	1.9%
Information Services	\$ 825,602	1.5%
Materials Resources	\$ 723,274	1.4%
Contribution to Capital	\$ 592,148	1.1%
Training	\$ 327,759	0.6%
Police Services Board	\$ 112,562	0.2%
Executive Services	\$ 66,832	0.1%
COPS	\$ 57,620	0.1%
Video Monitoring	\$ 29,081	0.1%
Emergency Services	\$ 18,422	0.0%
Alarm Program	\$ (99,415)	-0.2%
Revenues	\$ (408,943)	-0.8%
TOTAL	\$ 53,549,719	100.0%

Operating 2016 Budget – Summary of Expenditures and Revenues

Table 10 summarizes the 2016 expenditures by individual cost centre.

Table 10

Expenditures/Revenues	2015 Prior Budget	2016 Proposed Budget	% Budget Change from 2015
Salaries & Benefits	\$ 48,254,026	\$ 49,143,612	1.8%
Materials & Operating Expenses	\$ 3,419,204	\$ 3,462,610	1.3%
Energy Costs	\$ 457,033	\$ 456,910	0.0%
Rent and Financial Expenses	\$ 58,104	\$ 50,930	-12.3%
Purchased/Contract Services	\$ 559,106	\$ 579,832	3.7%
Debt Repayment	\$ 213,479	\$ 186,204	-12.8%
Professional Development & Training	\$ 397,161	\$ 369,971	-6.8%
Grants - Transfer Payments	\$ -	\$ -	
Contr to Reserves/Capital	\$ 2,780,141	\$ 2,780,142	0.0%
Internal Recoveries	\$ 1,261,839	\$ 1,252,427	-0.7%
Total Expenditures	\$ 57,400,093	\$ 58,282,638	1.5%
Provincial Grants & Subsidies	\$ (3,757,756)	\$ (3,643,564)	3.0%
Federal Grants & Subsidies	\$ -	\$ (13,492)	
User Fees	\$ (715,480)	\$ (754,257)	-5.4%
Contr from Reserve and Capital	\$ (378,479)	\$ (301,204)	20.4%
Other Revenues	\$ (20,402)	\$ (20,402)	0.0%
Total Revenue	\$ (4,872,118)	\$ (4,732,919)	2.9%
Net Budget	\$ 52,527,975	\$ 53,549,719	1.9%

Police Services Board Budget

Of note, included in the above noted budget are the resources necessary to support the Police Services Board activities for the year. There are no changes proposed in any of the line items which is detailed in Table 11 as follows:

Table 11

Expenditures	2015 Prior Budget	2016 Proposed Budget	% Budget Change from 2015
Remuneration	\$ 36,725.50	\$ 36,725.50	0.0%
Materials - Operating Expenses	\$ 3,723.00	\$ 3,723.00	0.0%
Purchased/Contract Services	\$ 46,359.00	\$ 46,359.00	0.0%
Prof. Development & Training	\$ 25,754.00	\$ 25,754.00	0.0%
Total Budget	\$112,561.50	\$ 112,561.50	0.0%

Key Impacts and Explanatory Notes

The following narrative will serve to highlight the key impacts and changes contributing to the variances as depicted in Table 10. Overall the budget is up by 1.9% with changes to salaries and benefits representing 1.8% of the increase while operating expenses and lost revenue make up the remaining 0.1% impact on the increase.

Salaries & Benefits

The majority of the budget is committed to staff costs; this area constitutes the greatest element of spending for the Service. The Salaries and Benefits section houses expenditures for an authorized strength of 264 officers, 119 full-time civilian staff complemented by part-time members, and over 200 volunteers.

Salaries for sworn members have been captured in accordance with the Collective Agreement. Additional influences on salaries relate to the re-classification of officers of which there are twenty-four currently progressing through the various classifications and a number of civilians advancing through their respective salary grids based on their years of service. Officers whose entitlement for the Municipal Police Allowance of 3%, 6% and 9% are also adjusted according to years of service eligibility.

In keeping with our obligation to maintain authorized strength, as of January 1, 2016, there are no unfilled sworn member vacancies. Additionally, all Community Safety Personnel positions have been filled and these now form part of the core complement of staffing. Civilian positions are under review to ensure the most appropriate alignment and designation of full-time roles in order to optimize efficiency from a support services perspective.

Part time members provide responsive staffing in a number of areas including courts, communications, records management, property, technical support, crime analysis, and other support areas. This approach to staffing affords flexibility in responding to peak work load times and fluctuations in workload while providing relief during planned absences. This has assisted in offsetting the need for additional full-time staff. Additional part-time staffing hours have been included to offset costs associated with staffing Weekend and Statutory Holiday (WASH) Court every weekend, *Provincial Offences Act* Court which requires dedicated court security given its separate location and staff demands on processing Freedom of Information requests.

Use of part- time personnel continues to provide elasticity in our staffing model to respond to peak demands where there is not a steady state of staffing required to respond to attrition and vacancy rates created.

The salaries section also houses the costs associated with Paid duty, overtime, mandatory statutory benefits, and OMERS contributions. This year, premiums associated with extended health benefits have shown an increase of 14.5% while

WSIB contributions show only a slight increase as a result of positive experience rating. Long Term Disability premiums are down by 6.6% as determined by Manulife, the benefits carrier.

As is provided for in the Collective Agreement, members meeting certain eligibility criteria may retire utilizing frozen sick banks in the form of pre-retirement leave. While in the short-term, this places a strain on both financial and human resources, in the long run, the accumulation of this unfinanced liability in the form of the former sick leave gratuity banks is being eliminated.

Remuneration costs for Police Services Board Members and retirees benefits are also captured in the salary and benefit cost centre.

Our close to 200 volunteers have added tremendous cost effective capacity to policing in Sudbury through assignments in rural community storefront locations, Citizens on Patrol, and monitoring services of the downtown core through video surveillance systems which can now be live monitored at times through the use of volunteers. Our auxiliary members also provide valuable services and support to our frontline officers and at special events.

Grants and Recoveries in Salaries

Table 12 provides an overview of grant programs and other recoveries which offset salaries.

Table 12

Name	2016 Budget Amount	Number of Officers
Ministry of Community Safety & Correctional Services (Firearms, RIDE, Cyber Crime, Community Policing Partnerships CPP, Court Security Prisoner Transportation Program & Safer Community 1,000 Officer Program)	\$ (3,296,255)	26
Ministry of the Attorney General (Bail Safety)	\$ (110,694)	1
Secondments (VICLAS)	\$ (125,865)	1
Total Grant Salary Offset	\$ (3,532,814)	28

For several years, the Service has received PAVIS Grant funding in just over \$451,500 annually. These funds offset expenses associated with salaries for six officers, one full-time and one part time civilian member, training, equipment, and crime prevention. This grant agreement expires December 31, 2015 and at this time is not anticipated to be renewed. As such, the entire allocation has been removed from the 2016 budget causing a significant impact on operations and costs.

In addition, the Service avails grant funding opportunities whenever possible and has been successful in receiving grants to offset salary expenditures in certain areas. While the PAVIS funding has been lost, revenue offsets associated with the Child Exploitation Grant and Prisoner Transportation are up. This has minimized the full impact of the loss of PAVIS to an extent, however, the Prisoner Transportation grant increase had previously been confirmed and was anticipated as an additional revenue stream.

Other Provincial Grants

Other Provincial Grants which are potentially at risk for the 2016 budget cycle are those associated with the Community Policing Partnerships Program and the Safer Communities 1000 Officer Partnership Program. In total, the Service receives \$1,220,000 annually to defray the salaries of 22 officers. These Agreements expire March 31, 2016, and if not renewed, would result in a loss of revenue of \$915,000. This revenue has been included in the budget, however, if Agreements are not renewed, the Service could face a funding shortfall of just under one million dollars.

Court Security and Prisoner Transportation

Of particular note is the revenue stream for court security and prisoner transportation. In 2008, the Provincial Government committed to take over the partial responsibility for the costs associated with court security and transportation of prisoners. A total fixed amount of \$125 million will be allocated across the province on a formula based methodology by 2018. This funding offset was started in 2012 and, as of 2016, this funding is \$1,588,871 and is reflected in the base budget. This represents only a partial offset of Court Security and Prisoner Transportation costs. Annually these expenses total over \$2 million in staff and operating expenses.

In 2012, the Provincial Offences Court moved to Tom Davies Square which has had an impact on Court Security staffing levels with the additional deployment of officers to this location resulting from the increased number of operating court rooms. In 2016, Sudbury will serve as host to WASH Court for northern Ontario. As such part-time hours have been realigned.

Operating Expenses

Overall, net operating expenses are being held at the prior year levels.

Materials and Operating

Materials and operating expenses which include equipment, software, training consumable items such as office supplies, books, courses, equipment maintenance, enforcement supplies, janitorial services, 911 costs, telephone, office expenses, insurance, uniform, dry cleaning, recruitment, computer leases, and postage for the most part have been held at a 0% increase except where cost increases are bound by legal agreements. This area is up by 1.3% or just over \$43,000 for the 2016 year which relates primarily to radio system tower

maintenance, mobile device costs and computer software. It should also be noted that no provision for general inflation has been provided in recent budget years and this is applying budget pressures as there is no control over what the market will charge for goods and services.

Energy Costs

Energy costs are showing a slight decrease with fuel being reduced by \$5,000 from initial predications as part of a cost saving initiative.

Rent and Financial Expenses

Overall, rent and financial charges are down by 12.3% which includes the impact of a \$2,000 increase in rent associated with confidential storage space. Additionally, the Service will seek to reduce costs associated with storefront occupancy by \$9,000 with a relocation of certain spaces.

Purchased/Contract Services

There is a 3.7% increase in purchased/contract services account which represents \$20,726. The primary contributing factor is the increases associated to the Health Spending Account entitlement for retiree's post 65. Savings were garnered through the elimination of the additional costs associated with leased vehicles for covert investigative purposes.

Debt Repayment

Debt repayment is down by 12.8% in keeping with long term debt interest charges.

Professional Development and Training

Professional Development and Training is down by 6.8% or just over \$27,000 due to the loss of PAVIS funding which supports additional training in this area. Additionally as noted earlier, specialized training courses at OPC will see an increase of 15% in fees. The impact in 2016 is \$2,500. Once the phased in increases are fully realized, the effect will be close to \$8,000 by 2018.

Contribution to Reserves/Capital

While the City budget guidelines suggested a 2% inflation on all reserve accounts, all have been held at zero percent for the upcoming year. This impacts the following reserve accounts: Fleet Equipment Reserve Fund, Information Systems Contribution to Reserve, Communications Infrastructure Contribution to Reserve and the Sick Leave Reserve Fund. None of these accounts have been adjusted which represents a total of \$55,602. The impact is a potential delay in capital equipment purchases and extending the repayment period for the voice radio system.

Internal Recoveries

Internal recoveries show a net reduction of .7% due largely to a recovery through fire and transit for tower/infrastructure maintenance while the expense is recorded to the Maintenance and Operating Expense area. Building

chargebacks from the City in facilities are up by just over \$26,500 which provides for occupancy at both Police Headquarters and District #2 located in Azilda.

Revenues

Provincial Grants & Subsidies are down overall by \$114,193. This is as a result of a loss of PAVIS funding in the amount of just over \$451,500 and Ontario Police College Secondment Revenue. Part of this loss is offset by an increase to the Cyber Crime, Department of Justice and Prisoner Transportation grants however, there is still an overall net shortfall.

User Fees are up by close to \$39,000 or 5.4% which is consistent with the increase provided for in the fees by-law. User fees include monies received for Criminal Record Checks for employment and volunteer purposes, clearance letters, false alarm program, prisoner escorts, and paid duty. With the exception of paid duty rates which are tied into the Collective Agreement, fees have been adjusted by 3%.

That said, with respect to Paid Duty assignments the Administration Fee will increase from 10% to 20% in 2016. This has been determined through a review of other paid duty rates in the province. Paid duty involves the hiring of officers while off duty to provide police services to construction companies for traffic management assistance, wide load escorts or police presence at special occasion events, the Service can recover some administration costs through a charge-back fee. Officers who undertake a paid duty assignment are paid at time and one half of their hourly rate of pay for fixed period of time.

Unlike other services in the City and other emergency services, police have very little capacity to charge fees for service. Police have an obligation for universality in terms of access and response to calls. There are but a very few situations wherein fees can be charged and even in these circumstances, there are specific avenues of appeal and options for the waiving of fees. Where practicable, GSPS will pursue recovering the cost of services through means other than taxpayer dollars. The fee structure seeks to cover both the direct and indirect cost of each service provided therefore reducing the burden on taxpayers. By passing the cost of the service to the affected consumer, only the consumer requiring the service is charged rather than taxpayers in general. Examples of such fees as detailed above are relatively standard across the province. Past efforts to impose fees have been met with public and government resistance and no person can be refused emergency services.

Contributions from Reserve and Capital is down by 20.4% or just over 20.4% due to the loss in recovery from the Communications Infrastructure account to offset the salary costs of \$50,000 associated to the Project Manager. There is also a decrease in the Contribution from Capital in relation to the Voice Radio Project.

Other Revenues show no variance and account for miscellaneous revenue sources.

To summarize, 1.8% of the increase is directly correlated to salaries and benefits which for the most part are a direct correlation to the Collective Agreement, extended health, retiree benefits and statutory benefits. The remaining 0.1% relates to lost revenue through PAVIS and the impact of operating account fluctuations. This budget contemplates no new or enhanced purchases of equipment or service delivery enhancements. In fact, the Service will carefully examine its approach to organized crime enforcement particularly as a result in the loss of the PAVIS grant. As well, it should be noted again, that close to a million dollars in revenue which has been included in the budget, may not be realized in the event Contracts are not renewed for the 1,000 Officer Program and Community Policing Partnership Grant.

In any year, one-time savings can be achieved through gapping in salaries or not budgeting for potential leaves of absence due to pregnancy, parental leave or long term illnesses. The risk of short term savings such as this only recur in the following year place pressure on the budget before the year is even underway.

The professional development budget has remained status quo for several years despite significant demands placed on training including initiatives such as Conducted Energy Weapon implementation, mental health awareness and key changes in the law. In terms of leadership development, the Service has also had a significant change in both command staff and managerial personnel which has necessitated an investment in our leadership team. While some gains can be achieved through e-learning initiatives, much requires hands on practical skills development requiring classroom type learning. Conferences also provide significant education on trends and issues emerging in the industry. This year training has dropped in excess of \$27,000 which to the loss of PAVIS funding.

From a revenue perspective, there is very little opportunity or authority to charge the public for police services. Recoveries can be derived from Police Record Checks, production of police reports, towing administration, fingerprint destruction, reconstruction collision reports for Insurance companies and freedom of information requests.

BUDGET REDUCTIONS:

As has been noted throughout, this budget contemplates reductions in various operating accounts, contributions to reserves and revenue sources. Each reduction option has been considered in the context of service delivery impacts.

As the Service budget is so intensely weighted with staff costs, there are very few areas to re-allocate resources to offset budget pressures and very little ability to reduce the budget without reducing staff or eliminating programs. Any further reductions would result in staff and/or program cuts.

SUMMARY

The 2015 budget strives to balance several competing priorities, the needs of citizens and stakeholders for a safe community, legislative obligations and ever-growing evolving demands for service. We are committed to remaining on the cutting edge of reactive and proactive intelligence led policing. The operating budget has been developed to be responsive in the context of the fiscal and economic realities recognizing current and anticipated challenges. We look to identify crime trends sooner and work to reduce problems that emerge time and again. This we strive to achieve through strong collaboration with our community partners.

This notwithstanding, the budget estimates cannot account for the unforeseen public safety occurrences that can be costly. In these instances, deployed resources would be strained. The budget will be closely monitored for any such variances and the Board will be kept apprised on an ongoing basis.

Our new model of policing includes police officers and alternative service providers in the form of CSPs working together. This developmental approach to policing continues to evolve. Through the introduction of this level of staffing we are increasing our specialized investigative capacity and front line visibility which has improved uniformed community based presence. In partnership with our community, our collective objectives are to increase public safety through excellence in prevention, intervention, and suppression efforts. To this end, we are proud of improved proactive patrol, enforcement, and risk intervention initiatives while enhancing accessibility to the public.

The ever changing dynamics of crime and disorder demands flexibility, innovation, and technological savvy to respond appropriately. We are committed to working effectively with nimbleness to adapt more quickly and to optimize the use of our valuable resources.

With the support of City Council and cooperation of our citizens we can achieve the goal of a safer Greater Sudbury for all. The financial forecast is realistic in the face of meeting the ongoing public safety risks, challenges and opportunities while ensuring adequate and effective policing. The Service is committed to maintaining costs where possible and to ensure sustainable policing to protect the interests of public safety in Greater Sudbury



CAPITAL

2016 to 2020 Capital Budget Forecast

Police Contribution to Reserve Fund Public Safety Contribution to Reserve Fund



Police Contribution to Reserve Fund and Multi-Year Capital Plan

Although the largest financial needs are identified and met through the operating budget, attention is also dedicated to the capital needs of the GSPS. Funding for capital requirements and projects are achieved through the Reserve Funds. While for the most part capital funding is available, the greatest challenge has been finding suitable facilities that can meet the growing needs and respond to the over-crowding in existing space. The Police Service has been meeting with the City to find sufficient space to accommodate current demands.

The Capital Budget has been developed based on identified needs through various Units within the Service. Capital Purchases and Projects generally fall into six primary categories as follows:

- Equipment – Fleet
- Automation
- Communication
- Police Equipment and Supplies
- Leasehold Improvements and Facility Upgrades
- Security
- Communications Infrastructure

The Greater Sudbury Police Service aims to ensure that funding is available for assets such as fleet, facilities, specialized equipment, communications infrastructure, and information technology requirements.

Capital projects are funded in various ways. Through the operating budget, an annual contribution to the reserve fund which is then committed in accordance with identified priorities. Contributions are also made to the Fleet Vehicle and Equipment Reserve Fund and Capital Financing Reserve Funds for specific projects or items required at a future date.

The Vehicle and Equipment Reserve Fund finances vehicle and associated equipment needs. A comprehensive ten-year replacement plan is maintained annually to ensure the requisite financing is available to cover fleet and equipment replacement costs. Through the operating budget, contributions are also made to the Fleet Vehicle and Equipment Reserve Fund.

The Capital Financing Reserve Fund is used to fund capital projects that require replacement funds, most notably infrastructure requirements such as buildings and information technology.

In some cases, projects are identified for which funding is established over a multi-year period. Contributions to such projects are made by way of a financial commitment to a specific project through the contribution to reserve fund or capital financing reserve fund. Initiatives that have been addressed in this

manner in the past few years are the duty pistol replacement, mobile data solution, and radio equipment replacement

Police Capital Plan

A capital plan for the period of 2016 to 2020 has been prepared based on current and future capital needs. At this time, the plan is fully funded both in 2016 and in future years based on known information on capital challenges. Table 13 summarizes the planned spending as follows:

Table 13

Category	2016	2017	2018	2019	2020
Equipment Fleet	\$ 720,800	\$1,026,000	\$ 820,700	\$ 881,600	\$1,011,300
Automation	\$ 170,000	\$ 170,000	\$ 188,393	\$ 188,393	\$ 208,393
Communications	\$ 138,157	\$ 130,000	\$ 150,000	\$ 150,001	\$ 170,000
Police Equipment & Supplies	\$ 123,202	\$ 116,071	\$ 90,000	\$ 102,566	\$ 75,387
Leasehold Improvements	\$ 140,789	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
Security	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,001	\$ 25,000
Total Expenditures	\$1,312,948	\$1,642,071	\$1,449,093	\$1,522,561	\$1,665,080
Total Funding	\$1,312,948	\$1,642,071	\$1,449,093	\$1,522,561	\$1,665,080

Equipment - Fleet

The Service maintains a Police Equipment and Vehicle Replacement Fund to ensure adequate resources for the replacement of vehicles and equipment. Currently, the fleet consists of approximately 160 vehicles including automobiles, vans, SUV's, motorcycles, boats, snow machines, ATV's, paddy wagon, trailers, and bicycles. In addition, monies are committed through annual contributions for mobile data terminals and associated hardware, radar units, light bars, prisoner shields, specialized weaponry mounting, the mobile command centre, and mobile radios. Vehicle purchases and associated specialized equipment are supported through this Fund which is financed through contributions in the operating budget. Consideration is also being given to instituting an unmanned aerial vehicle (UAV).

A multi-year replacement cycle is established which ensures vehicles and equipment are replaced in a timely manner avoiding unnecessary delays in turnover causing additional operating costs in maintenance.

Automation

The delivery of police services is reliant on technology solutions and as such is integrated into all aspects of business operations. They include areas of crime analytics and mapping, records management systems, cybercrime, computer aided dispatch, closed circuit television monitoring, and highly sophisticated investigative tools. Ongoing investment in technological solutions is critical to staying ahead of the automation curve. Cyber security is becoming increasingly

critical in terms of a strong focus on protecting computers, networks, programs, and data from unintended or unauthorized access. With the exponential growth in the number of mobile users, digital applications, and data networks, the need for highly sophisticated system safeguards is required.

A separate Information Technology Plan will also be updated in the coming year to coincide with the priorities in the Business Plan. A number of items have been funded through capital allocations in the upcoming period which include but are not limited to Document Management, Tracking Speed (AVL), simulated training systems, Intranet Content Management System Framework, Server Virtualization, and Network Firewall Refresh.

Communications

On an ongoing basis, the capital plan will fund replacements for damaged or additional portable/mobile radio equipment compatible with existing infrastructure. This is necessary to ensure ongoing funding is available for future replacements. A new P25 system went live in the latter part of 2014. Planning and contributions for the next replacement cycle commenced in 2014 with monies earmarked for police user gear specifically. These contributions will continue annually in order to ensure sufficient replacement dollars when the system is replaced and/or refreshed.

Police Equipment/Supplies

In ensuring and maintaining compliance with the *Adequacy and Effectiveness Regulation*, the Service has a number of specialty teams which require both operating and capital dollars. Units such as the Tactical Team, Canine Unit, and Public Order Unit have equipment needs for which capital dollars have been identified during the five-year capital planning cycle.

Items such as specialized tactical equipment, canine gear, conducted energy weapons, carbine rifles, and miscellaneous equipment items are included in this five year plan.

Leasehold Improvements

The Lionel E. Lalonde Centre which serves as District #2 houses the Traffic Management Unit, Collision Reporting Centre, Alternative Responders, Rural Patrol Officers, Training Branch, and the Property and Evidence Control Section. This was a successful collaborative venture with Emergency Service partners a few years back and is fully operational.

In addition, the Service operates several storefront locations throughout the City. Facilities have been established in Walden, Levack, Valley East, Capreol, Coniston, Copper Cliff, and small apartment locations throughout the City. In order to ensure operational functionality of these facilities, renovations and

routine upgrades are necessary. Such improvements include flooring, paint, furnishings, air conditioning, and heating units which will be undertaken in the coming years. Some of these improvements are also part of the City's Facilities Management Plan.

Projects identified for the next five years are Office Furniture and Drying Cabinets for the Forensics Unit. This area does not include all of the finances earmarked for renovations. These were previously identified and will be drawn from reserve accounts once final expenditures have been identified. The facility requirements remain a significant priority for the Police Service and discussions are ongoing with City personnel to find suitable space. This is being undertaken in the context of the space utilization review currently underway. In response, a team has been working on a building expansion initiative to provide better customer service and uniform deployment efficiencies. The initial solution looked to undertake a building expansion on the current main headquarters campus which was deemed to be cost prohibitive. At this time, final project costs are not known.

Security

As part of security in the Police Tower, internal and external security systems have been installed. Specifically, the system was designed to restrict general public access to and from the police facility. All external locks and access points are monitored with a security Intercon Card Access System. Several branches require additional security within their specific unit to track access. Additional access cards will be added to ensure this enhanced security in the coming years.

All Storefront locations are equipped with Intercon card access systems to provide a seamless security system for all of police facilities. In 2015, no specific security enhancements are proposed other than those that will be included as part of the renovation costs.

CAPITAL SUMMARY POLICE:

The proposed capital plan for the years 2016 to 2020 identifies several strategic and operational commitments. Based on known requirements at the present time, the Plan is fully funded with the exception of final financing for the headquarter renovation project which is currently under review and in development.

PUBLIC SAFETY CAPITAL CONTRIBUTION TO RESERVE FUND

The Public Safety Capital Contribution to Reserve Fund as described in Table 14 was established a number of years ago in order to identify and capture funding requirements for projects germane to emergency services within the City, including Police, Fire, EMS and Emergency Management. Collaborative projects to date have included the Lionel E. Lalonde Emergency Services Centre, Mobile Command Unit and Communications Infrastructure project. An emerging issue for emergency services is the Next Generation 911 system which while in its early stages of development stands to have significant cost impacts.

Table 14

Category	2016	2017	2018	2019	2020
Communication Infrastructure Internal Financing 2014-2021	\$ 950,640	\$ 950,640	\$ 950,640	\$ 950,640	\$ 950,640
Lightning Protection at LEL	\$ 205,000	\$ -	\$ -	\$ -	\$ -
Project Costs	\$ 1,155,640	\$ 950,640	\$ 950,640	\$ 950,640	\$ 950,640
Capital Envelope (Tax Levy)	\$ -	\$ -	\$ -	\$ -	\$ -
Next Generation 911					650,000
Infrastructure Replacement					5,000,000
Total Unfunded Projects					5,650,000

Public Safety Contribution to Reserve Fund – Communications Infrastructure

In addition to the police contribution to reserve fund and funding for the communications infrastructure which are captured in the Voice Radio System account of the Police Operating Budget, the Public Safety Contribution to Reserve Fund captures future Communications Infrastructure replacement costs.

The Communications Infrastructure project is nearly completed with final testing and sign offs now well underway with Harris Canada Systems Inc. The annual contributions reflected in the multi-year plan are earmarked specifically to repay the Communications Infrastructure replacement debt. A fully funded debt financing plan was approved by Council in 2011. Annual contributions are recorded in the police budget Voice Radio System Cost Centre.

Lightning Protection LEL

Following a comprehensive review of the Lionel E. Lalonde Centre the need for lightning protection was identified. Given that this location serves as the Emergency Operations Centre and Communications Centre Back up site for 9-1-1, Police and Fire, dispatch one-time priority contributions will be made in order to ensure financing is available for this important installation.

Next Generation 911

911 systems have been in operation since 1968 and specifically operating in Sudbury since June 1987. The Greater Sudbury Police Service is the Public Safety Answering Point (PSAP) centre that processes 911 calls. PSAPs currently use analog equipment capable of receiving voice only messaging. Today, wireless communication devices used to transmit text information, photographs, and videos are part of everyday communications. Current PSAPs cannot receive text messages, videos, or photos nor can they accurately pinpoint the In Call Location Update of calls made on a mobile device

Recently, the CRTC (Canadian Radio Television and Communications) Commission has determined that text messaging with 911 services would improve access to 911 for hearing or speech-impaired persons. In this regard, the CRTC has directed the wireless carriers to make the changes in their networks, systems, and processes required to support the provision of text messaging with 911 service and the development of a service communications plan and education program for hearing or speech-impaired persons.

911 is currently upgrading to the Next Generation 911 (NG911) which will transform an outdated system into an IP data based network that is faster and safer for law enforcement and the public including better access for special needs communities. The NG911 will provide emergency responders information in the form of text and photos which presents a unique opportunity to gather evidence. That said there will be an added burden on administrative systems in terms of storage, data retention, staffing, and technology to support this augmented influx of digitized data.

There will be benefits from the changes associated with NG911. There are also anticipated impacts on budgets, staffing, training, technology assets, software interfaces, video assets, and risk management implications. Notwithstanding the benefits, the cost of improving and expanding the 911 service will become a burden to police services across Ontario who serve as the PSAP and thus to the property taxpayer.

Specific details around actual costs at this time are unknown. In order to prepare for this required change, it is recommended that funds be allocated to the Public Safety Reserve Fund as required to offset at minimum the infrastructure changes required. Funding options are being explored although at this time, it would be prudent to earmark monies for this project. It has been proposed that \$100,000 be identified in each of the years commencing 2014 to 2018. As more definitive costing becomes known, these figures can be updated accordingly. This was identified in 2014 as a priority in future years and remains unfunded. Phase one was implemented in 2015 with funding drawn from the police operating account.

CONCLUSION

The Greater Sudbury Police Service continues to proudly serve the City of Greater Sudbury with full commitment to ensuring community safety and well-being. These proposed operating and capital budgets maintain the current level of service and are within the Budget Guidelines while obliging legally binding collective agreement obligations. A number of budget pressures are anticipated as a result of a loss in PAVIS Funding and the potential loss of Safer Communities and Community Policing Partnership Funding. This Board approved budget is aligned with the Business Plan in order to address key issues and priorities.

The Service is committed to creating positive change for the safety and well-being of Greater Sudbury residents. Our team continues to respond to the significant evolution and sophistication of policing in terms of the broadening demands for training, equipment, policy directive, and governance. Driven largely by the *Adequacy and Effectiveness of Police Services Regulation*, municipal restructuring, citizen expectations, and public safety demands, the Service has embraced the challenges to ensure policing that is committed to excellence in service delivery. Our strategies support and strengthen our community through a solid vision, leadership, and direction. We are poised to respond to the needs, challenges and opportunities presented.

Our Business Plan 2015 to 2017 articulates these priorities. We will champion our priorities, celebrate our successes, and be nimble in our response to react to emerging trends and priorities. It is the business case that supports the public's priorities with respect to police services. Close linkages with the community and support we have received in the past will serve as a solid foundation as we continue to serve our City.

We continue to value the many community partnerships and contributions of our varied stakeholders. We firmly believe that the best results come from all of us working together. Our commitment collaborating with our partners is intentional and deliberate recognizing that no one sector is responsible for the overall safety and security of a city. Through ongoing city-wide collaboration and leadership, we are dedicated to being a part of the solution. We look forward to continue working with City Council in a collective effort for overall community safety and well-being. Our commitment is to think forward and to strengthen and cement relationships to ensure Sudbury remains a vibrant city in which to work live and play.

The 2016 Budget balances several competing priorities ranging from citizen and community needs for safety, legislated operational requirements, to ever-growing and evolving demands for service. We have embraced a new service delivery

model that is leading the way for policing across the country. Results are being achieved and will continue to evolve as new priorities emerge. We are committed to change the way we think and approach public safety and to challenge the status quo.

Our Team of highly dedicated professionals and volunteers is committed to continue to serve our community through inspired leadership and innovation driven by our Vision, Mission and RICH Values. We will strive to ensure people are safe and feel safe in Greater Sudbury. Through our commitment to service excellence, this momentum will continue through 2016 and beyond.



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