



2012 Budget: An Introduction to the 2012 Budget

Mission, Vision and Values

The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together. We are committed to providing excellent access to quality municipal services and leadership in the social, environmental and economic development. In fulfilling our roles we commit ourselves to providing high quality service with a citizen focus; managing the resources in our trust efficiently, responsibility and effectively; encouraging innovation and accepting risks; maintaining honest and open communication; creating a climate of trust and a collegial working environment; and, acting today in the interests of tomorrow.

Toward Fiscal Sustainability Plan

Over the next few years, the City will face a number of challenges that required us to rethink some of the ways we work. In 2010, the City tabled the Toward Fiscal Sustainability Plan and laid out priorities and action items to manage fiscal challenges and opportunities. In 2011, Council approved \$185,000 of fiscal sustainability proposals that reduced the municipal tax levy. The 2012 budget includes an additional \$1.1 million of fiscal sustainability initiatives that will reduce the municipal tax levy or provide a source of capital funding.

Strategic Goals and Strategies

The City of Greater Sudbury provides municipal services to approximately 160,000 citizens within its vast geographic boundaries. The broad strategic goals of the organization are:

1. Healthy Community: Offering a high quality of life to its residents
2. Economic Development: Essential to the future of the community
3. Sustainable Development: Healthy and prosperous future depends on CGS being a sustainable community
4. Focus on Opportunities: Build on its strengths and recognize where opportunities exist to improve the community

These broad strategic goals help the City of Greater Sudbury in managing an annual operating budget of in excess of \$480 million.

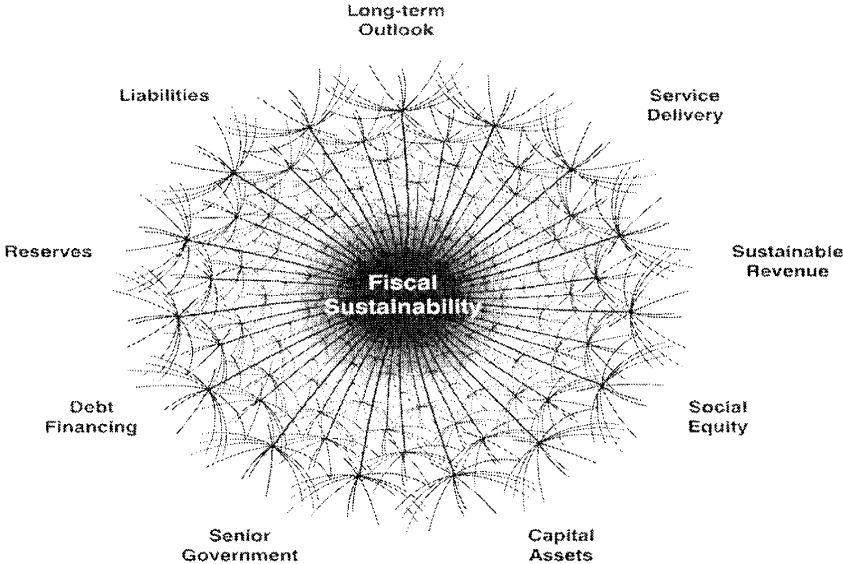
The annual budget process is guided by City Council, through the Finance department, and spans seven departments. Each are responsible for overseeing numerous programs and services that keep the City running every day, and provide a great northern lifestyle to residents. Also, included are the City's organizational charts on Appendix A and B.

Long Term Financial Policies

In 2002, Council adopted the Long Term Financial Plan and related policies and principles. These principles and policies are used in managing the financial affairs of the City. The nine principles are:

- 1. Ensure Long Term Financial Sustainability
- 2. Deliver Services in a Cost-effective and efficient manner
- 3. Ensure operating revenues are sustainable and Consider Community-wide and Individual Benefits (Taxes versus User Fees)
- 4. Meet Social Equity Objectives Through Specific Programs
- 5. Manage the City's Capital Assets to Maximize Long Term Community Benefit
- 6. Recognize that funding from Senior levels of Government is a crucial element of fiscal sustainability
- 7. Use Debt Financing where appropriate
- 8. Maintain Reserve and Reserve Funds at appropriate levels
- 9. Identify and quantify long term liabilities

The financial policies, as well as the action items identified in the 'Toward Fiscal Sustainability Plan' have been designed to ensure that the City is fiscally sustainable and has sufficient resources to provide the services that the community expects.



Operating and Capital Budgets

The City of Greater Sudbury has two budgets: operating and capital.

The operating budget is used for ongoing costs that recur year after year. These costs are related to the City's day-to-day operation. The largest part of the operating budget is paid to staff who provide City services – like police officers, fire fighters, transit drivers, roads and parks maintenance staff. The operating budgets for services such as these are funded largely by property taxes and user fees. In addition Water and Wastewater, such as clean drinking water and the treatment and disposal of wastewater, are fully supported by user fees.

The capital budget for one-time costs related to long-term investments that have a useful life, such as roads, bridges, recreation facilities and libraries. This budget is largely funded through contributions from the property tax levy, grants from senior levels of government, and reserves and reserve funds. The capital budget document includes the current year capital projects and the outlook for the next four years.

City's Operating Budget Planning at a Glance

The budget preparation is a three stage process.

The first stage of budget process commences in May of each year, and includes the preparation of a Preliminary Forecast of the upcoming budget and/or Three Year Forecast. This forecast is presented to Council for review and comment.

The second stage of the budget process is prepared and in accordance with the Base Budget Preparation Policy. An analysis is prepared of inflationary pressures such as wage adjustments in accordance with collective bargaining agreements, contract and material price increases. The following price increase assumptions were used to develop the 2012 budget.

- Electricity prices – 5%
- Natural gas prices – 0%
- Inflation – 0%; Note: Consumer Price Index was in excess of 3% however was not applied due to budget constraints
- Water – 5%
- Fuel prices have been volatile in the recent past and are difficult to forecast. Therefore, \$1.12 per litre for both diesel and gasoline was assumed, which is a slight increase from 2011 budget.

Operating departments and Finance staff review projected year end actuals against budgets and see if there are any overruns, areas that need more resources to maintain service levels or items that can be cut or reduced while still maintaining service levels. Also, a review of historical trend analysis is performed to verify the accuracy of the budget. Any adjustments are in accordance with the Base Budget Preparation Policy. The budget also reflects any known funding approvals from seniors levels of government or partnerships. Any requests for additional permanent staff must be approved by Council. The program support allocations and internal recoveries are in accordance with OMBI methodology.

A review is also conducted of mandatory pressures, such as, provincially mandated programs and service contracts, costs to service growth, as well as annualization pressures of prior year Council decisions and commitments.

Assessment growth is applied to total pressures to reduce the impact on tax levy requirements.

The 2012 base budget increase would maintain existing service levels and standards, with an inflation based goal.

The final stage of budget review addresses enhancement requests. All enhancement requests, if approved by the CAO, are presented to a Standing Committee for review and referral to the Finance Committee for final approval.

Approved Budget Steps

The 2012 to 2016 Capital Budget and Outlook was presented to Finance Committee October 5th, 2011.

The 2012 Proposed Operating Budget was tabled to the Finance Committee on November 8th, 2011. The Finance Committee reviewed the departmental operating budgets at various meetings throughout November and December.

The Finance Committee approved or recommended amendments to the operating budget and budget options throughout the budget process.

The Capital budget was approved by Finance Committee and City Council in December 2011, and the Operating budget in February 2012, after the receipt of the OMPF allocation notice.

Tax Policy and final tax rates will be approved by Council in the Spring 2012.

The Council approved budgets are monitored on a daily and monthly basis by departments. Monitoring and or amendments to the Council Approved Budgets are only made in accordance with Operating Budget Policy or the Capital Policy.

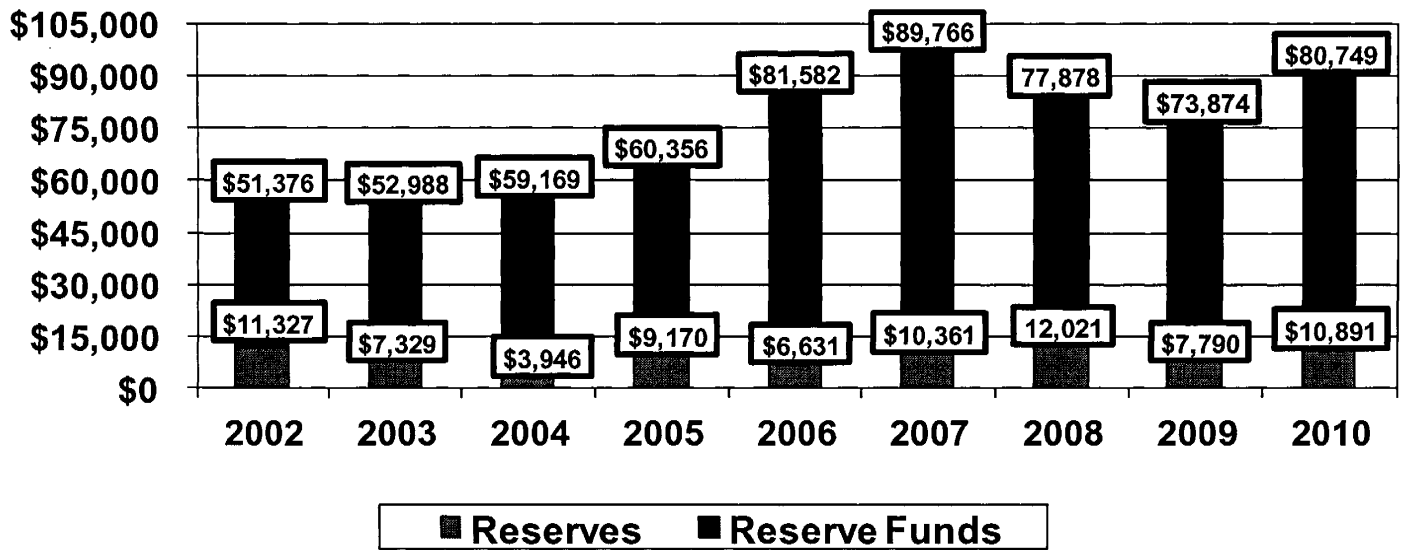
Reserve and Reserve Funds

The City maintains reserve and reserve funds in accordance with the Reserve and Reserve Fund By-law. They are a critical component of a municipality's long-term financing plan. The purpose for maintaining reserves, 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.

The following is the historical trend in the City's Reserve and Reserve Funds:



The City of Greater Sudbury's Reserve and Reserve Funds have increased since 2002 from \$62,703 to \$91,640 at the end of 2010. However, 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 2010 BMA municipal study.

Long Term Debt

One of the principles in the Long term financial plan, states that debt financing should be used, where appropriate. More specifically, debt financing should only be considered for:

- ▶ New, non-recurring infrastructure requirements
- ▶ Programs and facilities which are self-supporting; and
- ▶ Projects where the cost of deferring expenditures exceeds debt servicing costs

The City's debt interest as a percentage of Revenues was 0.5%, and well below the 2010 BMA Study median of 1.1%.

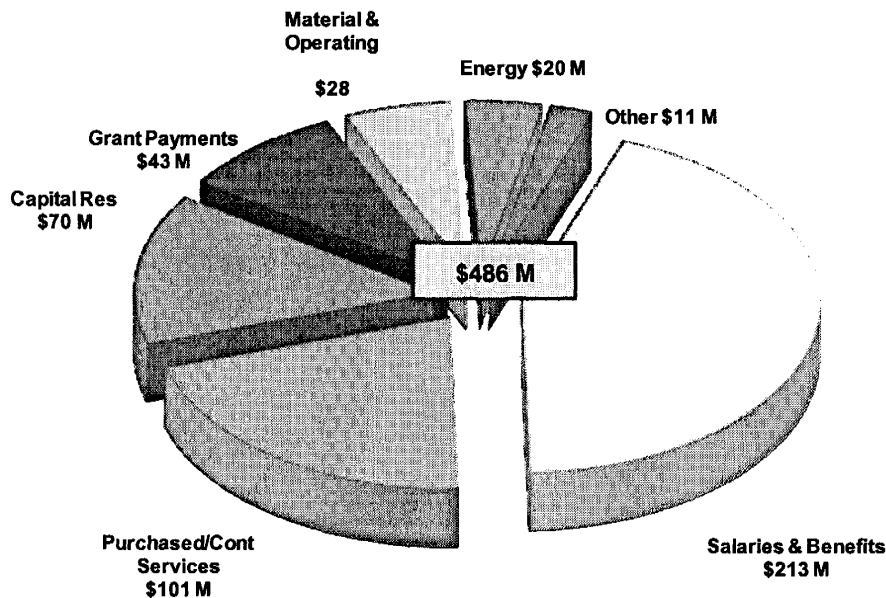
Five Year Historical Trend Analysis

2007 to 2011 and 2012 Approved Budget

The difference between total expenditures and revenues, is the municipal tax levy. This is the amount required to be raised by property taxes to ensure a balanced budget.

As illustrated in Appendix C and D, the City's Gross Budget has decreased to \$486 million for 2012. The decline is mainly attributed to the Provincial uploading of Ontario Drug Benefits, Ontario Disability Support Program, and a corresponding decrease in Provincial Grant revenues occurred. These reductions were off set by increases in salaries and benefits expenses, in accordance with contractual obligations, energy costs, increased investments in capital and general inflation requirements, and Council approved initiatives and service enhancements.

The composition of the 2012 Gross Budget is as follows:



Appendix E provides the definitions for the expenditure and revenue categories.

2007 to 2011 Historical Staffing and 2012 Approved Staffing Levels

Appendix F, illustrates the historical full-time positions. In accordance with the base budget preparation policy, any increase to full time positions must be approved by Council.

Since 2007, full time positions increased by 160. The increases are primarily attributed to Pioneer Manor, Regional Geriatric Program, Children Services, Roads operations, transit ridership initiatives, building services, and planning and development. A number of these full time positions were funded from Provincial Grants or conversion of temporary hours to permanent positions. In addition, Police Services full time positions increased by 14 since 2007.

Appendix G illustrates the historical budgeted part time and temporary hours. In accordance with the base budget preparation policy, any increase in part time or temporary hours must be funded by a offsetting savings or revenues, unless otherwise approved by Council or Committee.

Since 2007, part time and temporary hours increased by 49,104, from 967,766 to 1,019,930. The majority of the increase is attributed to the roads and water wastewater operations work plan, economic development programs, and hours required for land ambulance services. These increases are offset by the reductions in community development as a result of temporary to full time conversions.

2012 Final Budget at a Glance

This approved budget delivers on Council's request to maintain low property taxes. The approved budget, provides an municipal levy increase of 2.8%, net of assessment growth and including increases to the Outside Boards. The following is a breakdown of the tax increase.

| | Levy Increase (millions) | Municipal Tax Increase |
|--|---------------------------------|-------------------------------|
| 2011 Budget Approvals | \$1.3 | 0.6% |
| Provincially Mandated Programs | \$0.5 | 0.2% |
| Municipal Base Budget (costs to maintain service levels net of assessment) | \$4.4 | 0.8% |
| Additional Capital Investments | \$0.8 | 0.4% |
| Outside Boards | \$1.7 | 0.8% |
| Total Municipal Levy Increase | \$8.7 M | 2.8% |

The 2012 budget includes an additional \$1.1 million of fiscal sustainability initiatives that have reduced the municipal tax levy or provide a source of capital funding.

This approved budget ensures:

- Council's approved initiatives are funded within the budget
- Legislative and contractual obligations are satisfied
- Council approved service and standard levels are maintained
- Cost of providing services is minimized
- Other revenue sources are maximized to minimize impact on property taxes

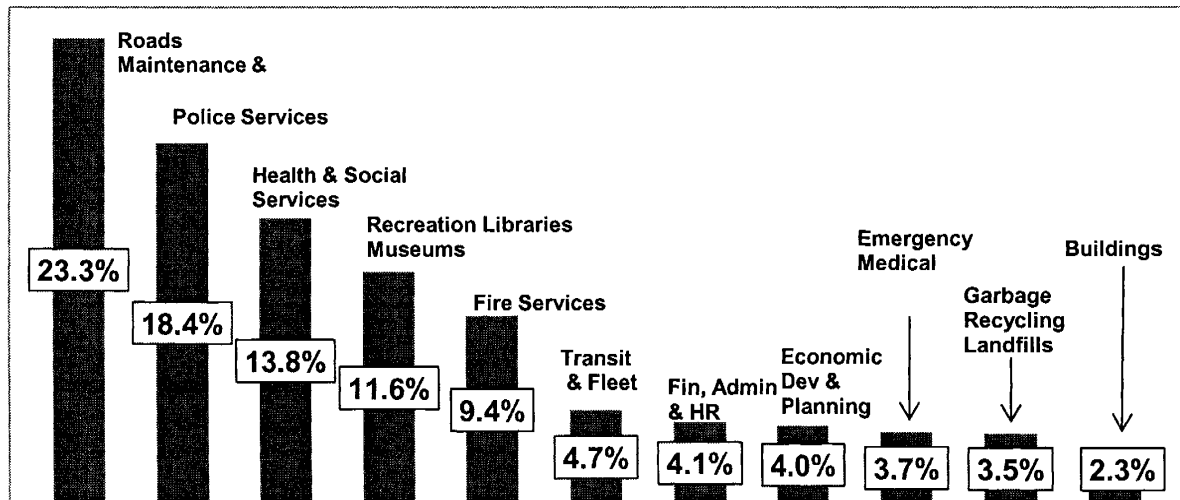
This budget includes all budget options approved by Finance Committee. The budget enhancements total in excess of \$1.4 million, and include funding for the one-time enhancements from the 2011 projected surplus (Tax Rate Stabilization Reserve).

Impact of 2012 Municipal Tax Increase

| For a home in the former City of Sudbury | Typical Bungalow Assessed at \$186,000 | Senior Executive Home Assessed at \$395,000 |
|--|--|---|
| 2011 Municipal Property Taxes | \$2,413 | \$5,131 |
| 2012 Municipal Property Taxes | \$2,484 | \$5,264 |
| Increase (\$) | \$71 | \$133 |
| Increase (%) | 2.8% | 2.8% |

Your Municipal Property Taxes at Work

The following chart illustrates the proposed distribution of the municipal property tax revenues across service areas:



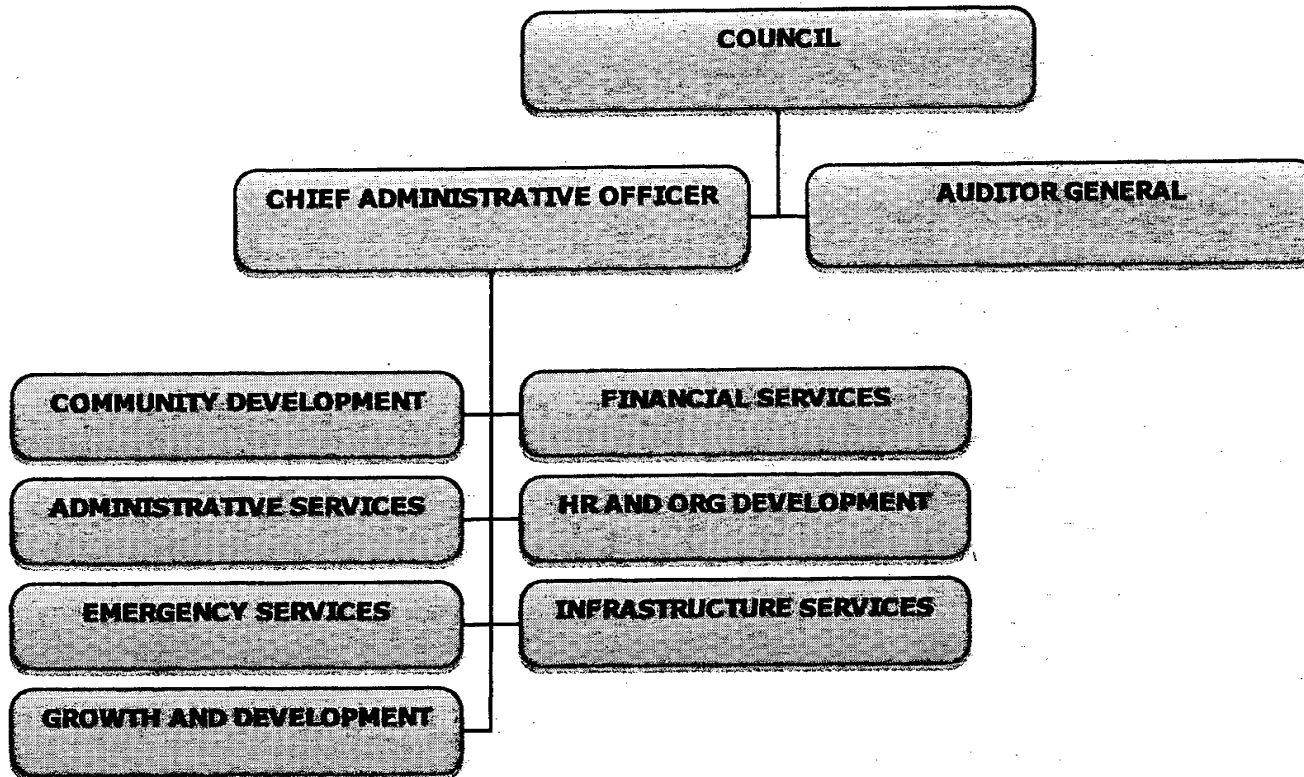
Over 23% of the municipal tax levy is proposed to be spent on Roads. Public Safety, including Police, Fire and Emergency Medical Services accounts for 31.5% of the total. Other citizen services such as health and social services, recreation, libraries transit and garbage account for 33.6%.



City of Greater Sudbury

Creation Date 06/13/11 Last Modified 11/07/11

APPENDIX A: Organization Chart - Leadership

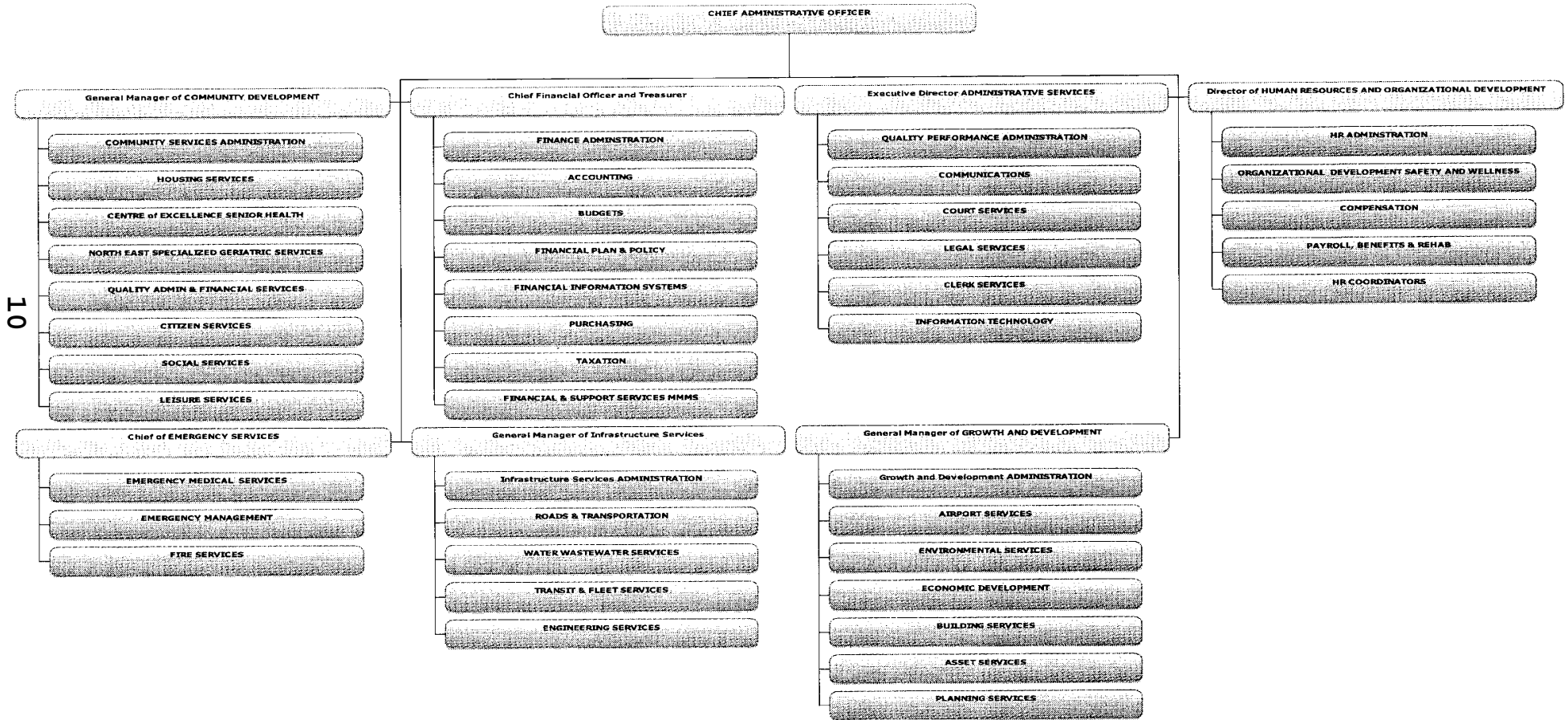




City of Greater Sudbury

Creation Date 06/13/11 Last Modified 11/07/11

APPENDIX B: Organization Chart - Services



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APPENDIX C: APPROVED BUDGET COMPARISON SUMMARY

| | <u>2007 Budget</u> | <u>2008 Budget</u> | <u>2009 budget</u> | <u>2010 Budget</u> | <u>2011 Budget</u> | <u>2012 Budget</u> | <u>Net Change 2007-2012</u> |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------------------|
| GROSS REVENUE | (321,524,175) | (336,820,232) | (323,156,060) | (324,395,868) | (267,569,224) | (272,367,602) | 49,156,573 |
| GROSS EXPENDITURES | <u>485,882,716</u> | <u>513,989,505</u> | <u>509,696,098</u> | <u>518,074,673</u> | <u>472,741,476</u> | <u>486,262,150</u> | <u>379,434</u> |
| NET LEVY | <u>164,358,541</u> | <u>177,169,273</u> | <u>186,540,038</u> | <u>193,678,805</u> | <u>205,172,252</u> | <u>213,894,548</u> | <u>49,536,007</u> |

APPENDIX D: APPROVED BUDGET COMPARISON DETAIL

| | 2007 Budget | 2008 Budget | 2009 budget | 2010 Budget | 2011 Budget | 2012 Budget | Net Change 2007-2011 |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------|
| REVENUE | | | | | | | |
| Levies | (9,684,357) | (9,967,646) | (11,044,330) | (10,557,928) | (10,357,150) | (10,695,174) | (1,010,817) |
| Provincial grants | (198,239,489) | (210,397,741) | (184,806,700) | (192,714,737) | (130,356,573) | (131,275,712) | 66,963,777 |
| Federal grants | (4,402,509) | (327,364) | (290,334) | (634,540) | (1,084,134) | (1,011,299) | 3,391,210 |
| User fees | (81,517,784) | (84,997,200) | (90,009,000) | (89,047,066) | (92,242,012) | (96,691,559) | (15,173,775) |
| Licensing | (3,386,605) | (3,522,390) | (3,652,643) | (3,742,347) | (3,762,647) | (3,710,737) | (324,132) |
| Investment | (9,841,123) | (9,990,550) | (9,484,880) | (8,704,880) | (9,165,417) | (9,862,872) | (21,749) |
| Contr from Reserve | (3,519,147) | (7,501,408) | (13,088,635) | (6,548,235) | (7,929,584) | (6,628,096) | (3,108,949) |
| Other | (10,933,161) | (10,115,933) | (10,779,538) | (12,446,135) | (12,671,707) | (12,492,153) | (1,558,992) |
| | <u>(321,524,175)</u> | <u>(336,820,232)</u> | <u>(323,156,060)</u> | <u>(324,395,868)</u> | <u>(267,569,224)</u> | <u>(272,367,602)</u> | <u>49,156,573</u> |
| EXPENDITURES | | | | | | | |
| Salaries & benefits | 166,288,472 | 177,226,483 | 186,298,516 | 192,350,504 | 205,365,890 | 213,399,512 | 47,111,040 |
| Materials | 31,748,235 | 33,929,268 | 28,147,390 | 27,921,463 | 27,809,187 | 27,869,565 | (3,878,670) |
| Equipment | 911,337 | 1,100,229 | 1,555,669 | 1,748,317 | 1,615,132 | 1,789,408 | 878,071 |
| Energy | 8,544,535 | 9,338,284 | 17,337,902 | 18,433,037 | 18,806,014 | 20,199,194 | 11,654,659 |
| Purchased services | 167,881,401 | 176,131,152 | 163,499,870 | 161,591,529 | 102,813,068 | 100,460,483 | (67,420,918) |
| Debenture / Insurance / Taxes | 9,649,940 | 7,769,462 | 8,347,750 | 8,977,186 | 8,812,667 | 8,633,604 | (1,016,336) |
| Professional Devlp | 1,854,543 | 1,798,480 | 1,926,959 | 1,676,309 | 1,524,406 | 1,619,914 | (234,629) |
| Grants - Transfers | 38,795,507 | 43,619,826 | 39,065,812 | 44,830,147 | 41,498,029 | 43,041,541 | 4,246,034 |
| Prov to Res/ Cap | 61,236,025 | 63,927,138 | 64,863,589 | 61,108,193 | 65,355,947 | 70,205,015 | 8,968,990 |
| Internal Recoveries | (1,027,279) | (850,817) | (1,347,359) | (562,012) | (858,864) | (956,086) | 71,193 |
| | <u>485,882,716</u> | <u>513,989,505</u> | <u>509,696,098</u> | <u>518,074,673</u> | <u>472,741,476</u> | <u>486,262,150</u> | <u>379,434</u> |
| NET LEVY | <u>164,358,541</u> | <u>177,169,273</u> | <u>186,540,038</u> | <u>193,678,805</u> | <u>205,172,252</u> | <u>213,894,548</u> | <u>49,536,007</u> |

Appendix E: Definitions

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

Revenues:

Levies:

This category consists of supplementary taxation, payment-in-lieu and taxes received from government agencies.

Provincial Grants:

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

Federal Grants:

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

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/waste water, 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, and interest on tax arrears.

Contribution from Reserves:

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.

Expenditures:

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 and other general expenses.

Equipment Expenses:

This category consists of new equipment purchased such as calculators and small electronic and computer equipment, desks and chairs.

Energy Costs:

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

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.

Debenture Costs/Insurance and Taxes:

This category consists of property taxes, insurance costs, 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 GSCDC, NDCA, SDHU, Arts and Culture grants, Grants to playgrounds and transfer payments to Ontario Works recipients.

Provisions to Reserves/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, 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 in the OMBI group, 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.

APPENDIX F: Full Time Positions - 2007 to 2012

| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 Restated CGS 2.0 * | 2007-2012 Cumulative Δ |
|--|-------|-------|-------|-------|-------|-------------------------------|---------------------------|
| EXECUTIVE AND LEGISLATIVE | | | | | | | |
| Mayor & Council | 4 | 4 | 4 | 4 | 5 | 5 | 1 |
| CAO | 3 | 3 | 3 | 3 | 3 | 3 | 0 |
| | 7 | 7 | 7 | 7 | 8 | 8 | 1 |
| ADMINISTRATIVE SERVICES | | | | | | | |
| Executive Director | 4 | 3 | 3 | 3 | 3 | 3 | (1) |
| Clerks | 11 | 11 | 11 | 11 | 11 | 12 * | 1 |
| Communications | 7 | 7 | 7 | 7 | 8 | 8 | 1 |
| Legal | 10 | 10 | 10 | 10 | 11 | 11 | 1 |
| Provincial Offences | 9 | 9 | 9 | 9 | 9 | 9 | 0 |
| Information Technology | 30 | 31 | 31 | 31 | 32 | 32 | 2 |
| | 71 | 71 | 71 | 71 | 74 | 75 | 4 |
| HUMAN RESOURCES | | | | | | | |
| | 20 | 22 | 22 | 22 | 22 | 22 | 2 |
| GROWTH AND DEVELOPMENT | | | | | | | |
| General Manager | 2 | 2 | 2 | 2 | 2 | 2 | 0 |
| Economic Development | 14 | 15 | 15 | 19 | 19 | 22 * | 8 |
| Planning & Development | 36 | 41 | 41 | 45 | 45 | 48 * | 12 |
| Building Services/Compliance | 36 | 40 | 41 | 41 | 41 | 41 | 5 |
| Assets | 15 | 16 | 15 | 15 | 15 | 16 | 1 |
| Parking | 3 | 3 | 3 | 3 | 2 | 2 | (1) |
| Environmental | 21 | 21 | 21 | 21 | 21 | 21 | 0 |
| Airport Personnel | 13 | 13 | 13 | 13 | 13 | 13 | 0 |
| | 140 | 151 | 151 | 159 | 159 | 165 | 25 |
| FINANCE | | | | | | | |
| CFO's office | 6 | 5 | 5 | 5 | 5 | 5 | (1) |
| Budgeting, Policy, FIS | 15 | 14 | 14 | 14 | 14 | 14 | (1) |
| Accounting | 18 | 18 | 20 | 20 | 21 | 21 | 3 |
| Taxation | 10 | 10 | 10 | 10 | 10 | 10 | 0 |
| Supplies and Services | 6 | 6 | 6 | 6 | 6 | 6 | 0 |
| Financial Support- Infrastructure Services | 20 | 20 | 20 | 20 | 19 | 19 * | (1) |
| | 75 | 73 | 75 | 75 | 75 | 75 | 0 |
| COMMUNITY DEVELOPMENT | | | | | | | |
| General Manager | 3 | 3 | 4 | 3 | 3 | 3 | 0 |
| Community Health | 1 | 1 | 1 | 0 | 0 | 0 | (1) |
| Administration and Finance | 3 | 4 | 4 | 4 | 3 | 3 | 0 |
| Housing | 11 | 11 | 11 | 11 | 11 | 11 | 0 |
| Regional Geriatric Program | 0 | 0 | 0 | 9 | 9 | 13 | 13 |
| Long Term care | 178 | 181 | 186 | 187 | 235 | 235 | 57 |
| Social Services | 98 | 94 | 93 | 93 | 93 | 93 | (5) |
| Libraries and Citizen Services | 65 | 66 | 67 | 67 | 68 | 68 | 3 |
| Children Services | 22 | 28 | 28 | 28 | 28 | 28 | 6 |
| Cemetery | 4 | 6 | 6 | 6 | 7 | 7 | 3 |
| Leisure and Recreation | 84 | 87 | 89 | 90 | 90 | 90 | 6 |
| | 469 | 481 | 489 | 498 | 547 | 551 | 82 |
| INFRASTRUCTURE | | | | | | | |
| General Manager | 4 | 3 | 2 | 2 | 2 | 2 | (2) |
| Engineering | 48 | 56 | 56 | 56 | 53 | 48 * | 0 |
| Water/Wastewater Admin & Supervision | 27 | 30 | 31 | 31 | 34 | 33 * | 6 |
| Roads Admin & Supervision | 27 | 28 | 28 | 28 | 28 | 27 | 0 |
| Roads Operations | 103 | 105 | 106 | 116 | 116 | 116 | 13 |
| Water Operations | 104 | 105 | 105 | 105 | 103 | 103 | (1) |
| Transit | 101 | 108 | 111 | 111 | 112 | 113 * | 12 |
| Fleet | 39 | 39 | 39 | 39 | 39 | 38 * | (1) |
| | 453 | 474 | 478 | 488 | 487 | 480 | 27 |
| EMERGENCY SERVICES | | | | | | | |
| Chief's Office | 5 | 5 | 6 | 6 | 6 | 6 | 1 |
| Emergency Management | 2 | 2 | 2 | 2 | 2 | 2 | 0 |
| Lionel Lalonde | 3 | 3 | 3 | 3 | 4 | 4 | 1 |
| EMS | 117 | 119 | 120 | 120 | 120 | 120 | 3 |
| FIRE | 129 | 129 | 129 | 129 | 129 | 129 | 0 |
| | 256 | 258 | 260 | 260 | 261 | 261 | 5 |
| POLICE | | | | | | | |
| | 357 | 358 | 358 | 364 | 373 | 371 | 14 |
| TOTAL | | | | | | | |
| | 1,848 | 1,895 | 1,911 | 1,944 | 2,006 | 2,008 | 160 |

Appendix G: Temporary, PartTime and Crew Hours - 2007 to 2012

| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2007-2012 Cumulative Δ |
|---|---------|---------|---------|---------|---------|---------|---------------------------|
| CORPORATE (United Way) | 0 | 457 | 457 | 457 | 457 | 457 | 457 |
| EXECUTIVE AND LEGISLATIVE | | | | | | | |
| Mayor & Council | 3,654 | 3,654 | 3,654 | 3,654 | 3,654 | 3,654 | 0 |
| Auditor General | 0 | 0 | 3,654 | 3,654 | 3,654 | 3,654 | 3,654 |
| | 3,654 | 3,654 | 7,308 | 7,308 | 7,308 | 7,308 | 3,654 |
| ADMINISTRATIVE SERVICES | | | | | | | |
| Executive Director | 1,827 | 1,827 | 1,827 | 1,827 | 0 | 0 | (1,827) |
| Clerks | 2,102 | 2,102 | 2,102 | 2,102 | 2,102 | 2,102 | 0 |
| Communications | 0 | 609 | 609 | 609 | 609 | 328 | 328 |
| Legal | 1,900 | 3,727 | 2,814 | 1,900 | 1,900 | 2,996 | 1,096 |
| Provincial Offences | 0 | 609 | 609 | 609 | 609 | 609 | 609 |
| Information Technology | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 5,829 | 8,874 | 7,961 | 7,047 | 5,220 | 6,035 | 206 |
| HUMAN RESOURCES | 11,725 | 15,379 | 14,616 | 14,616 | 14,616 | 14,616 | 2,891 |
| GROWTH AND DEVELOPMENT | | | | | | | |
| General Manager | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Economic Development | 16,254 | 17,346 | 17,934 | 13,244 | 19,644 | 23,514 | 7,260 |
| Planning & Development | 22,044 | 24,795 | 22,184 | 20,336 | 18,837 | 15,790 | (6,254) |
| Building Services/Compliance | 0 | 0 | 3,500 | 3,500 | 5,327 | 5,327 | 5,327 |
| Parking | 16,153 | 16,153 | 16,153 | 16,153 | 16,153 | 14,447 | (1,706) |
| Assets | 1,592 | 1,592 | 1,592 | 1,592 | 1,592 | 1,592 | 0 |
| Environmental | 1,827 | 1,867 | 2,292 | 2,517 | 5,020 | 6,800 | 4,973 |
| Airport Personnel | 2,720 | 2,720 | 2,720 | 2,720 | 2,720 | 2,720 | 0 |
| | 60,590 | 64,473 | 66,375 | 60,062 | 69,293 | 70,190 | 9,600 |
| FINANCE | | | | | | | |
| CFO's Office | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Budgeting, Policy, FIS | 0 | 0 | 0 | 2,741 | 2,741 | 2,370 | 2,370 |
| Accounting | 1,092 | 6,573 | 2,919 | 2,919 | 1,092 | 1,092 | 0 |
| Taxation | 1,218 | 1,218 | 1,218 | 1,218 | 1,218 | 1,218 | 0 |
| Supplies and Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Financial Support - Infrastructure Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2,310 | 7,791 | 4,137 | 6,878 | 5,051 | 4,680 | 2,370 |
| COMMUNITY DEVELOPMENT | | | | | | | |
| General Manager | 420 | 875 | 420 | 420 | 420 | 420 | 0 |
| Community partnerships | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Community Health | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Regional Geriatric Program | 0 | 0 | 20,097 | 910 | 0 | 0 | 0 |
| Housing | 1,827 | 3,197 | 2,436 | 3,654 | 3,745 | 1,540 | (287) |
| Long Term care | 245,336 | 265,720 | 269,255 | 264,328 | 210,493 | 226,871 | (18,465) |
| Social Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Libraries and Citizen Services | 51,560 | 52,808 | 50,808 | 50,808 | 50,717 | 50,417 | (1,143) |
| Children Services | 20,551 | 10,387 | 16,105 | 18,116 | 13,817 | 13,505 | (7,046) |
| Cemetery | 16,420 | 7,096 | 5,096 | 5,096 | 7,493 | 7,493 | (8,927) |
| Leisure and Recreation | 237,048 | 222,055 | 221,486 | 220,572 | 234,543 | 236,598 | (450) |
| | 573,162 | 562,138 | 585,703 | 563,904 | 521,228 | 536,844 | (36,318) |

| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | Cumulative Δ |
|--|----------------|------------------|------------------|------------------|------------------|------------------|---------------|
| INFRASTRUCTURE | | | | | | | |
| General Manager | 0 | 0 | 0 | 0 | 0 | | 0 |
| Engineering | 18,178 | 13,768 | 11,941 | 11,941 | 14,255 | 14,255 | (3,923) |
| Water/Wastewater Admin & Supervision | 0 | 900 | 900 | 900 | 3,075 | 3,075 | 3,075 |
| Roads Admin & Supervision | 7,280 | 11,690 | 13,090 | 11,830 | 11,830 | 11,830 | 4,550 |
| Roads/WaterOperations | 0 | 0 | 3,150 | 4,410 | 4,410 | 4,410 | 4,410 |
| Transit | 71,853 | 74,649 | 75,779 | 77,376 | 78,778 | 78,225 | 6,372 |
| | 97,311 | 101,007 | 104,860 | 106,457 | 112,348 | 111,795 | 14,484 |
| EMERGENCY SERVICES | | | | | | | |
| Chief's Office | 0 | 0 | 0 | 0 | 1,248 | 1,248 | 1,248 |
| Emergency Management | 0 | 0 | 0 | 0 | 0 | | 0 |
| Lionel Lalonde | 5,622 | 8,122 | 8,122 | 8,122 | 8,122 | 8,122 | 2,500 |
| EMS | 12,840 | 16,836 | 22,840 | 22,840 | 22,840 | 22,840 | 10,000 |
| FIRE | 328 | 328 | 328 | 1,109 | 1,109 | 1,109 | 781 |
| | 18,790 | 25,286 | 31,290 | 32,071 | 33,319 | 33,319 | 14,529 |
| POLICE | 40,400 | 44,000 | 45,800 | 45,800 | 43,460 | 43,460 | 3,060 |
| TOTAL Part Time and Temporary Hours | 813,771 | 833,059 | 868,507 | 844,600 | 812,300 | 828,704 | 11,873 |
| TOTAL MMMS Crew Hours | 153,995 | 185,173 | 181,350 | 163,850 | 187,778 | 191,226 | 37,231 |
| TOTAL Part Time, Temporary and Crew Hours | 967,766 | 1,018,232 | 1,049,857 | 1,008,450 | 1,000,078 | 1,019,930 | 49,104 |

2012 Operating Budget Acronyms

| | |
|---------|--|
| AFFS | Airport Fire Fighting Services |
| AHP | Affordable Housing Program |
| AODA | Access for Ontarians with Disabilities Act |
| CAO | Chief Administrative Officer |
| CCAC | Community Care Access Centre |
| CEMC | Community Emergency Management Co-ordinator |
| CGS | City of Greater Sudbury |
| CIO | Chief Information Officer |
| CLELC | Centre Lionel E. Lalonde Centre |
| CMI | Case Mix Index |
| C.O.P. | Citizens on Patrol |
| CSC | Citizen Service Centre |
| EMS | Emergency Medical Services |
| ERP | Enterprise Resource Planning System |
| FTE | Full Time Equivalent |
| GIS | Geographic Information System |
| GPS | Global Positioning System |
| GSDC | Greater Sudbury Development Corporation |
| GSHC | Greater Sudbury Housing Corporation |
| GSU | Greater Sudbury Utilities |
| HIFIS | Homeless Individuals and Families Information System |
| HPS | Homelessness Partnering Strategy |
| HR | Human Resources |
| HR / OD | Human Resources / Organizational Development |
| IT | Information Technology |
| KM | Kilometer |
| LICO | Low Income Cut-Off |
| LTC | Long Term Care |
| MER | Management Expense Ratio |
| 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 |
| NOSOA | Northern Ontario School of Architecture |
| OACP | Ontario Association Chiefs of Police |
| OCTA | Ontario Community Transport Association |
| ODSP | Ontario Disability Support Program |
| OGRA | Ontario Good Roads Association |
| OMBI | Ontario Municipal CAO's Benchmarking Initiative |
| OMBITS | Ontario Municipal Benchmarking Initiative |
| OMERS | Ontario Municipal Employees Retirement System |
| OMPF | Ontario Municipal Partnership Fund |
| OTMP | Ontario Tourism Marketing Partnership |
| PAP | Pre-authorized Payment |
| PERC | Parking Excellence Recognized in Canada Program |
| POA | Provincial Offences Act |
| V.E. | Valley East |
| WDO | Waste Diversion Ontario |
| WWW | Water Waste Water |
| YTD | Year To Date |

OVERVIEW

Over the past decade, the City of Greater Sudbury has participated in two comprehensive benchmarking initiatives. Both the Municipal Performance Measurement Program (MPMP) and Ontario Municipal CAOs Benchmarking Initiative (OMBI) are based upon well-developed methodologies. Performance Measurement is more than data gathering; a fully implemented program incorporates analysis of results in order to determine opportunities for performance improvement.

The City of Greater Sudbury focuses its corporate performance measurement efforts on these two programs, which are mostly focused on Ontario municipalities, and does not participate in other multi-jurisdictional benchmarking initiatives. In addition, the City belongs to several industry-specific organizations, which collaboratively compile and analyze benchmarking data to determine where service improvements can be made. Among these: Ontario Good Roads Association (OGRA), Ontario Community Transport Association (OCTA), and Ontario Association of Chiefs of Police (OACP).

Municipal Performance Measurement Program (MPMP):

- Provincially mandated (mandatory);
- Covers twelve (12) service areas, with 86 separate effectiveness and efficiency measures.
- Report to Citizens is posted each September on the City's website.

Ontario Municipal CAOs Benchmarking Initiative (OMBI):

- A voluntary collaboration of 14 Ontario municipalities (representing more than 70% of province's population) plus two larger non-Ontario cities (Calgary and Winnipeg);
- Covers thirty-seven (37) service areas, with more than 800 measures collected (includes the MPMP measures);
- OMBI's annual Performance Benchmarking Reports are posted on City's website.

MPMP and OMBI reports are made available to citizens on the City's website, at <http://www.greatersudbury.ca/cms/index.cfm?app=mpmp&lang=en>.

WHAT IS BENCHMARKING?

Benchmarking provides an objective, measurable way to determine how well a municipality is performing. It provides an established point of reference against which performance can be measured and compared. Result trends can be examined over several years and compared to other municipalities' results, to gain a better understanding of the information and to identify best or better practices to enhance service delivery to citizens.

The OMBI data-set methodology comprises four different types of measures: Community Impact, Service Level, Efficiency, and Customer Service. Reviewing the results in several measure types, in a service area, provides more context than one measure alone can provide, and helps to assess performance and outcomes.

ANALYSIS OF RESULTS:

Performance measurement results can provide valuable insights, and translate into 'rewards' for our citizens, when that data is comprehensively analyzed to determine viable service delivery alternatives. A key benefit of benchmark activities such as MPMP and OMBI is the opportunity for service experts to candidly exchange ideas and experiences on different service delivery methodologies. Subsequent deeper analysis can determine the feasibility of applying the processes locally.

Unique environmental and policy factors exist in each municipality that can impact the results. While performance measures can enhance understanding of service outcomes and aid the determination of where resources might be applied to improve service levels, caution should be exercised when drawing conclusions based only upon the measures. Comparing results between municipalities should include review of influencing factors that provides context to the variation in results achieved.

Benchmark data continues to support efforts to *Rethink, Refocus, Rebalance Initiative on Fiscal Sustainability*. During the past year, performance measurement results helped pin-point several service areas for more comprehensive review. In selecting analysis projects, consideration is given to factors such as: the 3-year trend-line in the City's results (on its own and as compared to OMBI median); extent to which the area is funded by the tax levy; and whether and to what extent the benefit of a service delivery change is quantifiable. Some lessons learned during the course of analysis projects in the past year:

- While the number of POA (Provincial Offences) tickets processed by each staff continues to be at the low end of OMBI peer group, the section has refined its

paper filing practices based upon input from peers. As well, more specialization of tasks is being attempted to improve efficiencies, to the extent possible with a relatively small staff complement as compared to other POA offices.

- Freedom of Information (MFIPPA) requests: Based on a review of the high number of MFIPPA requests compared to other municipalities, a new process was identified for Building Services requests.
- Methods of tracking By-law Enforcement activities, including on-site inspections to confirm infractions and subsequent adherence, is being refined to better determine whether the number of visits is necessary, reasonable and cost-effective, depending upon the type of by-law being enforced.

The conclusions reached from analysis projects can support internal process reviews, decision-making, and, in cases of substantive change or opportunities, will inform reports to Council.

PERFORMANCE MEASUREMENT DATA IN 2012 BUDGET DOCUMENT:

Performance measurement data is located in the Supplementary pages of applicable cost centres. Multi-year OMBI results, CGS and median, are provided.

All OMBI performance measurement data quoted in the 2012 Budget document is current as of the date indicated on the individual tables.

Commencing on the next page is a listing of those OMBI-designated Priority Measures for which the 2010 CGS result differed from the median of OMBI peers, in absolute terms, by greater than 10%. Whether CGS' result is "better" or "worse" than the OMBI peer median is dependent in part on the reader's interpretation of the results.

The list is intended as a guide only to potential analysis projects. No one OMBI measure in isolation provides a complete picture of performance, which is why OMBI strives to include the four measure types in each service area. (The results on the list are current as at July 14, 2011.)

For further information about OMBI and MPMP, contact:
Sue McCullough, Co-ordinator of Quality & Performance Initiatives

| Measure Name | 2010 CGS result | Median result | % diff. |
|---|-----------------|---------------|---------|
| EMS Responses- Non Emergency per 1,000 Population | 26.6 | 2.5 | 964.0% |
| Hectares of Natural Parkland in Municipality per 100,000 Population | 1,576 | 230 | 585.2% |
| Annual Number of Wastewater Main Backups per 100 KM of Wastewater Main | 3.8 | 0.8 | 375.0% |
| Hectares of Maintained & Natural Parkland per 100,000 Population | 2,442 | 570 | 328.4% |
| Net (Municipal) Operating Expenditures per Emergency Shelter Bed | \$58 | \$15 | 286.7% |
| MFIPPA- Number of Formal Requests per 100,000 Population | 164 | 48 | 241.7% |
| Hectares of Maintained Parkland in Municipality per 100,000 Population | 867 | 291 | 197.9% |
| Percentage of Wastewater Estimated to have Bypassed Treatment | 0.56% | 0.20% | 180.0% |
| Percentage of Appeals Resolved prior to Hearing | 33.3% | 12.5% | 166.4% |
| LTC Facility Bed Days per 100,000 Population | 93,201 | 35,319 | 163.9% |
| Number of Affordable Housing Units per 1,000 Households | 7.3 | 2.9 | 151.7% |
| Percentage of Billings Outstanding over 90 Days at Year-end | 32.3% | 13.5% | 139.3% |
| Hostels (Provincial/Municipal) Operating Cost per Emergency Shelter Bed Night | \$ 120 | \$ 54 | 122.2% |
| Percentage of Social Housing Wait List placed Annually | 36.6% | 16.7% | 119.2% |
| Number of Lane KM per 1,000 Population | 22.6 | 10.8 | 109.3% |
| Number of Development Applications Received per 100,000 Population | 274.4 | 133.2 | 106.0% |
| Percentage of Facilities that are Leased | 0% | 7.3% | 100% |
| Bad Debt Write-off as a Percentage of Billed Revenue | 0.2% | 0.1% | 100.0% |
| Enforcement Operating Cost for all By-laws per Complaint | \$ 409 | \$ 207 | 97.6% |
| Number of All Stream Complaints per Households | 2 | 28 | 92.9% |
| EMS Actual Weighted Vehicle In-Service Hours per 1,000 Population | 651.7 | 339.3 | 92.1% |
| Annual Number of Library Service Hours per Capita | 0.19 | 0.10 | 90.0% |
| All Parkland in Municipality as a % of Total Area | 1.1% | 5.7% | 80.7% |

| Measure Name | 2010 CGS result | Median result | % diff. |
|---|-----------------|---------------|---------|
| Number of Staffed Fire In-service Vehicle Hours per Capita (Urban area) | 1.02 | 0.57 | 78.9% |
| Percentage of Invoices Paid 60 Days or Greater | 13.3% | 7.9% | 68.4% |
| Internal MER (Management Expense Ratio) | 0.01% | 0.03% | 66.7% |
| Operating Cost per Hectare - Maintained and Natural Parkland | \$2,269 | \$6,607 | 65.7% |
| Number of Vehicles (excluding EMS, Fire, Police and Transit) | 541 | 329 | 64.4% |
| Number of Specified By-law Complaints per 100,000 Population | 580 | 1,621 | 64.2% |
| Licensing Operating Cost per License Issued | \$ 44.47 | \$ 118.33 | 62.4% |
| All Parkland in Designated Urban Area as a % of Urban Area | 3.8% | 9.1% | 58.2% |
| Regulated Child Care Spaces in Municipality per 1,000 Children (12 and under) | 248 | 158 | 57.0% |
| Operating Cost per Child (12 and under) in the Municipality | \$922 | \$588 | 56.8% |
| Number of T4s per Human Resources FTE | 179.7 | 115.4 | 55.7% |
| Culture Operating Cost Including Grants per Capita | \$ 7.56 | \$ 16.99 | 55.5% |
| Operating Cost for the Treatment of Drinking Water per Megalitre of Water Treated | \$454 | \$297 | 52.9% |
| Percentage of Applications Appealed to OMB | 1.4% | 2.8% | 50.0% |
| Number of P-card Transactions per Accounts Payable FTE | 63,772 | 42,554 | 49.9% |
| Gross % Return on the External Investment Portfolio (based on Average Adjusted Book Value) | 1.8% | 3.5% | 48.6% |
| Operating Cost for the Treatment and Distribution/Transmission of Drinking Water per Megalitre of Water Treated | \$883 | \$596 | 48.2% |
| MFIPPA Program Operating Cost per Request | \$325 | \$626 | 48.1% |
| Percentage of all By-law complaints represented by the specified by-laws | 38.2% | 73.1% | 47.7% |
| Number of Visits to Municipal Website per Capita | 24.92 | 16.87 | 47.7% |
| Fire Operating Cost per Staffed In-Service Vehicle Hour (Urban area) | \$143 | \$271 | 47.2% |
| Rate of Residential Structural Fires with Losses per 1,000 Households (Urban area) | 1.38 | 0.94 | 46.8% |
| Operating Cost of Parks per Person | \$55.42 | \$38.21 | 45.0% |
| Number of Social Housing Units per 1,000 Households | 61.7 | 43.0 | 43.5% |

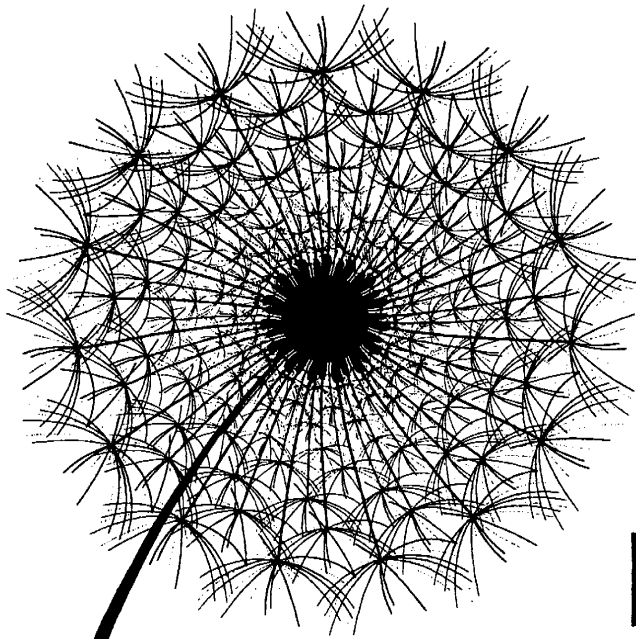
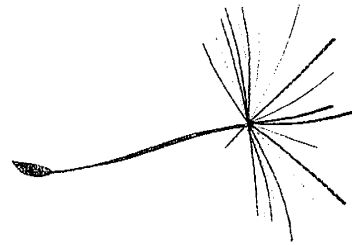
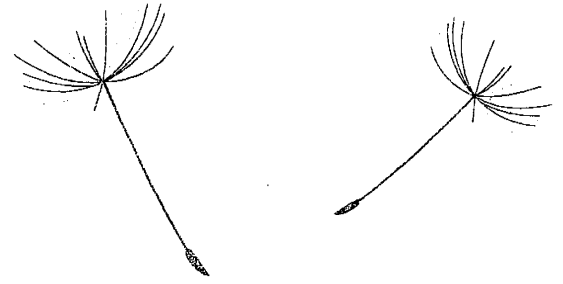
| Measure Name | 2010 CGS result | Median result | % diff. |
|---|-----------------|---------------|---------|
| Operating Cost of Accounts Receivable Function per \$1,000 of Billings | \$ 7.89 | \$ 5.53 | 42.7% |
| Enforcement Operating Cost for all Specified By-laws per 100,000 Population | \$511,656 | \$882,497 | 42.0% |
| Average Number of Times in Year Circulating Items are Borrowed (Turnover) | 2.27 | 3.91 | 41.9% |
| Total Percentage of General Revenues Billed | 9.9% | 17.0% | 41.8% |
| Number of Fire In-service Vehicle Hours per Capita (Rural area) | 8.50 | 6.01 | 41.4% |
| Rate of Residential Structural Fires with Losses per 1,000 Households (Rural area) | 0.91 | 1.55 | 41.3% |
| Total Tax User Fee Revenue per Account | \$ 3 | \$ 5 | 40.0% |
| Percentage of Ambulance Time Lost to Hospital Turnover | 10.8% | 17.8% | 39.3% |
| Number of Unique Incidents Responded to by Fire Services /1,000 Population (Urban Area) | 27.1 | 44.4 | 39.0% |
| Percentage of Invoices Paid within 30 Days | 45.1% | 72.8% | 38.0% |
| Actual 90th Percentile Fire Station Notification Response Time (in Minutes) in Urban area | 9.5 | 6.9 | 37.7% |
| Number of Building Permits Issued per 100,000 Population | 1,450.6 | 1,053.9 | 37.6% |
| Human Resources Administration Operating Expense per T4 Supported | \$491 | \$773 | 36.5% |
| Number of Participant Visits per Capita (Directly Provided, Registered) | 0.96 | 1.50 | 36.0% |
| Number of Payroll Direct Deposits & Cheques per Finance Payroll FTE | 13,921 | 21,582 | 35.5% |
| New Residential Units Created per 100,000 Population | 280.7 | 434.8 | 35.4% |
| Ambulance Time in excess of standard 30 mins lost to Hospital Turnaround | 25.0% | 38.5% | 35.1% |
| Total Number of Invoices Paid per Million Dollars of Municipal Purchases | 323 | 240 | 34.6% |
| Municipal Arts Grants as a Percentage of Recipients' Gross Revenue | 6.3% | 9.5% | 33.7% |
| Tonnes of Solid Waste Diverted per Household- Residential | 0.56 | 0.42 | 33.3% |
| Overall Participant Capacity for Directly Provided Registered Programs | 1.4 | 2.1 | 33.3% |
| Vehicle Kilometers Traveled per Lane KM (Major Roads) | 1,389 | 1,993 | 30.3% |

| Measure Name | 2010 CGS result | Median result | % diff. |
|--|-----------------|---------------|---------|
| Development Planning Applications Operating Cost per Application Received | \$4,618 | \$6,548 | 29.5% |
| Number of Inspections per Specified By-law Complaint | 1.50 | 2.12 | 29.2% |
| Gross % Return on the Internal Investment Portfolio (based on Average Adjusted Book Value) | 3.32% | 2.57% | 29.2% |
| Percentage of LTC Community Need Satisfied | 11.3% | 8.8% | 28.4% |
| Number of Information Technology Devices per Total Municipal Staff | 1.11 | 0.87 | 27.6% |
| Operating Cost per Payroll Direct Deposit & Cheque | \$5.63 | \$4.43 | 27.1% |
| Total EMS Responses per 1,000 Population | 138.0 | 108.6 | 27.1% |
| Operating Cost of Wastewater Treatment/Disposal and Collection/Conveyance per Megalitre Treated | \$647 | \$512 | 26.4% |
| Parking Services Operating Cost per Paid Parking Space | \$547 | \$731 | 25.2% |
| Social Housing Administration Operating Cost per Social Housing Unit | \$ 244 | \$ 195 | 25.1% |
| Operating Cost of Wastewater Collection/Conveyance per KM of Pipe | \$9,306 | \$7,438 | 25.1% |
| Number of Licenses Issued per 100,000 Population | 1,740.7 | 1,407.8 | 23.6% |
| Tonnes of Solid Waste Disposed per Household- Residential | 0.68 | 0.55 | 23.6% |
| Percentage of Formal MFIPPA Requests Handled within 30 Days | 64.6% | 84.0% | 23.1% |
| Fleet Operating Cost per Vehicle KM- all in Cost (excludes off-road vehicles) | \$0.80 | \$0.65 | 23.1% |
| Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated | \$369 | \$300 | 23.0% |
| Average Length of Stay per Admission to Emergency Shelters | 8.46 | 10.98 | 23.0% |
| Average Nightly Bed Occupancy Rate of Emergency Shelters | 62.2% | 80.6% | 22.8% |
| Roads Operating Cost (All Functions) per Lane KM | \$7,442 | \$9,538 | 22.0% |
| Number of Municipal Employee Voluntary Permanent Separations per Average Permanent Employee Head Count | 5.1% | 4.2% | 21.4% |
| Council and Committee Program Operating Cost per 100,000 Population | \$173,621 | \$220,702 | 21.3% |
| Average Age of Water Pipe | 45.0 | 37.2 | 21.0% |

| Measure Name | 2010 CGS result | Median result | % diff. |
|--|-----------------|---------------|---------|
| Average Nightly Number of Emergency Shelter Beds Available per 100,000 Population | 45.31 | 37.62 | 20.4% |
| Net Operating Cost per Child in the Municipality | \$130 | \$108 | 20.4% |
| Operating Cost to Maintain Taxation Accounts per Account Serviced | \$ 15.14 | \$ 12.61 | 20.1% |
| Tonnes of all Material Collected per Household- Residential | 0.74 | 0.92 | 19.6% |
| Centralized Purchasing Operating Costs per \$1,000 Municipal Purchases (Operating & Capital) | \$4.88 | \$4.09 | 19.3% |
| Transit Revenue to Transit Operating Cost Ratio (R/C Ratio) | 40.3% | 49.5% | 18.6% |
| Number of Nursing Staffed Hours per LTC Bed Day (CMI Adjusted) | 2.39 | 2.92 | 18.2% |
| External Legal Cost per External Lawyer Hour | \$303 | \$370 | 18.1% |
| Gross Parking Revenue Collected per Paid Parking Space | \$904 | \$1,097 | 17.6% |
| Number of Charges Filed per POA Administration Clerk | 5,983 | 7,229 | 17.2% |
| Number of Conventional Transit Trips per Capita in Service Area | 31.2 | 37.5 | 16.8% |
| Sports & Recreation User Fees as a % of Operating Cost | 35.8% | 30.8% | 16.2% |
| Fire Operating Cost per In-Service Vehicle Hour (Rural area) | \$10.30 | \$12.23 | 15.8% |
| Operating Cost of Accounts Receivable Function per Invoice | \$ 15.26 | \$ 18.10 | 15.7% |
| Actual 90th Percentile Fire Station Notification Response Time (In Minutes) in Rural area | 17.9 | 15.6 | 14.7% |
| Transit Vehicle In-Service Hours per Capita in Service Area | 1.18 | 1.38 | 14.5% |
| Percentage of Social Assistance Cases on Assistance less than 12 Months | 67.1% | 58.9% | 13.9% |
| Percentage of Prior Year's Tax Arrears Not Collected in Current Year as a % of Current Year Levy | 3.3% | 2.9% | 13.8% |
| Social Assistance Response Time to Client Eligibility (days) | 7.5 | 6.6 | 13.6% |
| LTC Facility Operating Cost (CMI Adjusted) per Facility Bed Day (FIR filing) | \$204 | \$235 | 13.2% |
| Electronic Library Uses per Capita | 7.3 | 8.4 | 13.1% |
| Percentage of Goods and Services Purchased (Operating & Capital) through a Procurement Process | 43.8% | 50.3% | 12.9% |

| Measure Name | 2010 CGS result | Median result | % diff. |
|---|--------------------------------|--------------------------|----------------|
| Monthly Social Assistance Benefit Cost per Case | \$ 621 | \$ 713 | 12.9% |
| Solid Waste Average Operating Cost per Tonne- All Property Classes | \$114 | \$130 | 12.3% |
| LTC Facility Operating Cost (CMI Adjusted) per Facility Bed Day (MOHLTC Annual Return) | \$184 | \$209 | 12.0% |
| Operating & Capital Cost for Information Technology Services per Staff with Active I&T Account | \$ 3,547 | \$ 4,028 | 11.9% |
| Percentage of Spaces that are Subsidized | 19.5% | 22.1% | 11.8% |
| Passenger Trips per In-service Vehicle Hour | 26.5 | 30.0 | 11.7% |
| Current Year's Tax Arrears as a Percentage of Current Year Levy | 2.3% | 2.6% | 11.5% |
| Number of Water Main Breaks per 100 KM (excluding Connections) of Water Mains | 9.8 | 8.8 | 11.4% |
| Percentage Compliance to Specified By-laws | 99.6% | 89.5% | 11.3% |
| Operating Cost of Recreation Programs and Facilities per Person | \$112 | \$101 | 10.9% |
| Percentage of Accounts (All Classes) enrolled in a Pre- Authorized Payment plan | 37.0% | 33.4% | 10.8% |
| Number of Paid Parking Spaces Managed per 100,000 Population | 1,196 | 1,337 | 10.5% |
| Monthly Social Assistance Caseload per FTE | 37.3 | 41.6 | 10.3% |
| Megallres of Treated Wastewater per 100,000 Population | 19,164 | 17,377 | 10.3% |
| Number of Library Holdings per Capita | 3.14 | 2.85 | 10.2% |

Over the next few years, the City will face a number of challenges that will require us to rethink some of the ways we work. As an organization, this is a call to action to ensure that we continue to deliver the excellent services we provide. It is an opportunity for us to rethink, refocus and rebalance what we do, why we do it, and how we do it.



Rethink Refocus Rebalance

Toward Fiscal Sustainability



Fiscal Sustainability

- Generate reliable and predictable revenues sufficient to meet current and future expenses
- Build and replace capital assets to support City's infrastructure requirements
- Provide expected level of municipal services efficiently and effectively
- Achieve stability in property taxes increases and intergenerational equity
- Ensure sound financial management and health

The Challenges

- Need for additional capital funding;
- Ontario Municipal Partnership Fund Grant at risk;
- Desire to maintain low property taxes;
- Program expansion and growth-related expenditures;
- Council priority projects;

Strategic Documents

- Healthy Community Strategy
- Official Plan
- Digging Deeper: Economic Strategic Plan
- Long-Term Financial Plan

There is no doubt the challenges are significant, but fiscal sustainability is achievable by looking to the City's Long-Term Financial Plan (LTFP), which was approved by Council in 2002 and is a foundational document of the City of Greater Sudbury.

The LTFP is designed to be flexible and adaptable; it fits within the framework of established strategic plans, and it works to promote a healthy and sustainable service delivery model for our community.

Much of the groundwork has already been completed to determine a way forward for our corporation. The LTFP identifies nine key principles that promote a strategic review of corporate practices. Progress has already been made in many areas but there is more to be done to realign budget expectations, refocus activities and streamline operational priorities and procedures.

The next step is to integrate identified priorities and action items within a corporate-wide business strategy that will target the following areas:

- cost efficiencies and service delivery
- revenue streams,
- capital assets,
- social equity objectives,
- government partnerships,
- debt financing, reserves and quantification of long-term liabilities.

Your municipality is prepared to manage fiscal challenges. Action items have been identified for short, medium and long-term implementation and delivery. A regular business cycle will invite ongoing review, management and creative solutions. (figure 1) Regular updates to Council and citizens have been built into the cycle to ensure transparency and accountability.

While the following action items are directed to corporate practices, long-term sustainability of our City as a whole rests with each of us. Collectively, we must adopt a new perspective that requires us to rethink, refocus and rebalance our fiscal outlook.

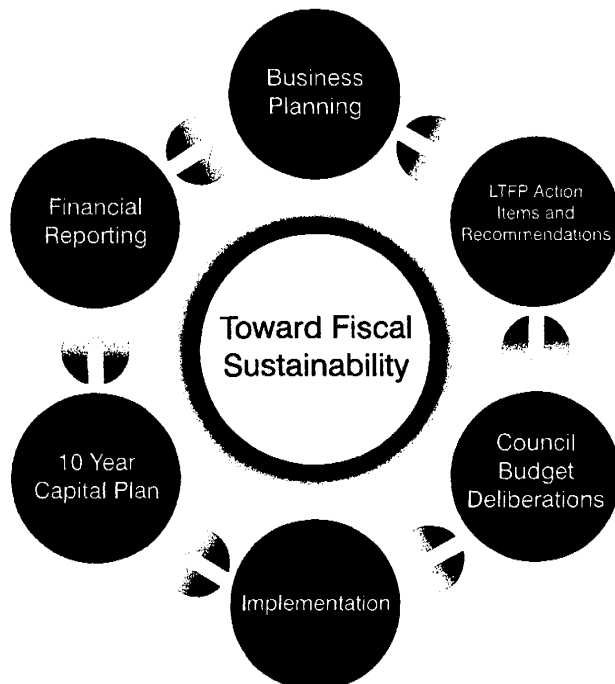


Figure 1

Key Principles and Action Items

1. Ensure long-term financial sustainability

- Regular review of the City's finances
- Prepare regular budget variance reports
- Update Long-Term Financial Plan and multi-year forecasts
- Implement Dividend Policy with Greater Sudbury Utilities Inc.
- Update financial policies and processes, including:
 - operating budget policy
 - capital budget policy
 - procure to pay process reviews

2. Deliver services in a cost-effective and efficient manner

- Review shared or common services to find synergies
- Review benchmarking indicators to identify areas where improvements can be made
- Identify efficiencies in cost and service delivery in each department and develop proposals
- Review operating contracts to identify savings
- Ensure city is maximizing value of human resources
- Implement Green IT strategy
- Investigate options for energy management
- Revisit corporate program support costs, including fleet rental rates
- Review results of Auditor General reports and implement recommendations

3. Ensure operating revenues are sustainable and consider community-wide and individual benefits

- Identify opportunities to increase revenue streams
- Explore service provision to other municipalities to increase revenues
- Enhance tax collection efforts for failed tax sales

4. Meet social equity objectives through specific programs

- Identify grants to community groups across the organization and standardize process for approval, streamlining and monitoring
- Identify activities that can and should be aligned with existing corporate strategies such as the healthy community strategy to promote social and environmental well-being
- Integrate the Healthy Communities Strategy in financial decision making processes

5. Manage the City's capital assets to maximize long-term community benefit

- Implement recommendations from the Green Space Advisory Panel and dispose of surplus parkland
- Identify and dispose of underutilized land
- Review fleet to identify and implement efficiencies
- Identify and dispose of surplus equipment and assets
- Identify municipal facilities for potential consolidation or disposal
- Update Long-Term Capital Financing Plan and recommend options to achieve sustainability

6. Recognize that funding from senior governments is a crucial element of financial sustainability

- Develop business case to support maintaining or increasing the Ontario Municipal Partnership Fund grant
- Allocate the Federal Gas Tax grant to eligible funding envelopes (2011 – 2014)
- Continue to lobby provincial and federal partners for grants

7. Use debt financing where appropriate

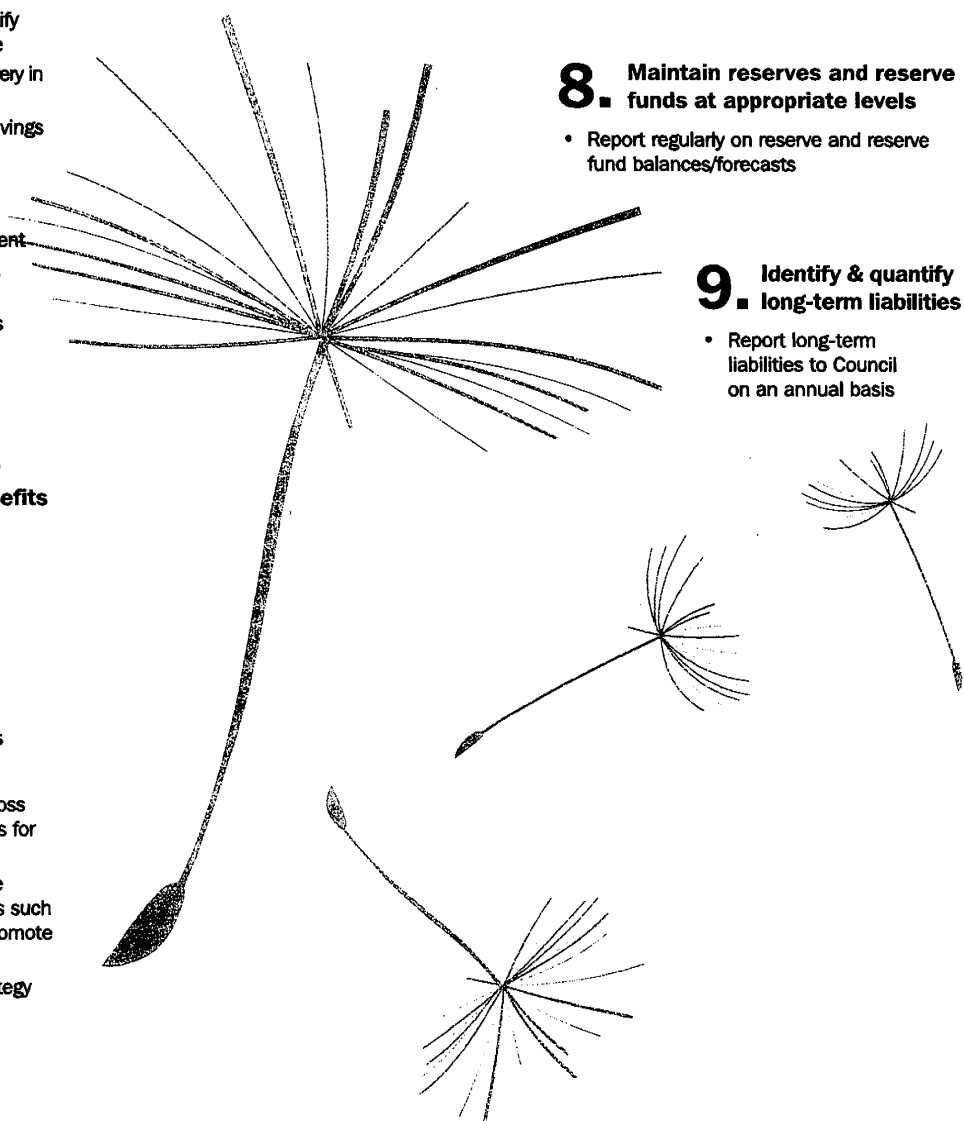
- Investigate use of debt financing in financial plans for specific projects

8. Maintain reserves and reserve funds at appropriate levels

- Report regularly on reserve and reserve fund balances/forecasts

9. Identify & quantify long-term liabilities

- Report long-term liabilities to Council on an annual basis



FISCAL SUSTAINABILITY:

| Fiscal Sustainability Options | Included in the 2011 Final Budget | Included in 2012 Final Budget |
|---|--|--|
| Snowplowing of Municipal Facilities | | \$ 33,500 |
| Snowplowing of Parking Lot Facilities* | | \$ 54,874 |
| Advertising | | \$ 75,000 |
| Increase in Consent Application Fees | \$ 48,400 | \$ 24,200 |
| Increase in Overnight Parking | \$ 8,800 | \$ 17,600 |
| Increase the Parking Fine Structure | | \$ 93,600 |
| Winter control standby | \$ 60,000 | \$ 60,000 |
| Hire part time paralegals/reduce contract costs | | \$ 19,000 |
| New user fee for construction dump sites | \$ 2,100 | |
| Increase fees for culvert replacements and resets | \$ 26,000 | |
| Increase entrance permit fees | \$ 8,400 | |
| Hire a full time Custodian for Lionel E Lalonde Centre | \$ 25,366 | |
| Implement a new user fee for firefighter recruitment | \$ 6,000 | |
| Subtotal committed from 2011 | \$ 185,066 | \$ 377,774 |
| Other Fiscal Sustainability Options identified in 2011 Budget (Medium and Long-Term) | | |
| Parking Revenue - Building services to pay parking for vehicles* | | \$ 16,500 |
| Reduction of Leased Vehicles | | \$ 120,000 |
| Fleet Vehicle Reductions (26) | | \$ 35,700 |
| Mailroom Reorganization | | \$ 10,000 |
| Subtotal Other Options Implemented in 2012 | | \$ 182,200 |
| FISCAL SUSTAINABILITY REDUCTIONS IMPLEMENTED (IN BASE BUDGET) | \$ 185,066 | \$ 559,974 |
| Increase Parking Revenue * | | \$ 424,310 |
| Increase in Planning Fees (consent application/site inspections) | | \$ 91,000 |
| FISCAL SUSTAINABILITY REDUCTIONS IMPLEMENTED (AS BUDGET OPTIONS) | | \$ 515,310 |
| TOTAL FISCAL SUSTAINABILITY REDUCTIONS | | \$ 1,075,284 |
| CONSISTS OF: | | |
| *FISCAL SUSTAINABILITY REVENUE TO BE CONTRIBUTED TO PARKING RESERVE | | \$ 495,684 |
| FISCAL SUSTAINABILITY REDUCTIONS TO THE TAX LEVY | | \$ 579,600 |
| | | \$ 1,075,284 |



All Current Departments

2012
Operating
Budget

| Operating Budget Summary | |
|--------------------------|--|
| Description | |
| | |

| | 2011 | | 2012 | | | | |
|--------------------------------|----------------------|----------------------|----------------------|---------------|-------------------------|----------------------|---------------|
| | Projected Actual | Budget | Base Budget | % 2011 Budget | Approved Budget Options | Approved Budget | % 2011 Budget |
| Full Time Positions | | 2,006 | 2,008 | 0.1 | 0 | 2,008 | 0.1 |
| Crew Hours | | 187,778 | 191,226 | 1.8 | 5 | 191,231 | 1.8 |
| Overtime Hours | | 26,213 | 26,120 | (0.4) | 40 | 26,160 | (0.2) |
| Part Time Hours | | 812,300 | 828,704 | 2.0 | 187 | 828,891 | 2.0 |
| Volunteers | | 335 | 335 | - | 0 | 335 | - |
| Revenues | | | | | | | |
| Levies | (11,850,960) | (10,309,768) | (10,295,174) | 0.1 | (400,000) | (10,695,174) | (3.7) |
| Provincial Grants & Subsidies | (131,296,404) | (131,328,524) | (131,225,712) | 0.1 | (50,000) | (131,275,712) | - |
| Federal Grants & Subsidies | (839,933) | (994,134) | (1,011,299) | (1.7) | 0 | (1,011,299) | (1.7) |
| User Fees | (93,630,316) | (92,326,908) | (95,319,216) | (3.2) | (1,372,343) | (96,691,559) | (4.7) |
| Licensing & Lease Revenues | (3,718,180) | (3,770,990) | (3,710,737) | 1.6 | 0 | (3,710,737) | 1.6 |
| Investment Earnings | (11,481,174) | (9,165,417) | (9,562,872) | (4.3) | (300,000) | (9,862,872) | (7.6) |
| Contr from Reserve and Capital | (7,854,855) | (7,784,860) | (4,369,815) | 43.9 | (2,258,281) | (6,628,096) | 14.9 |
| Other Revenues | (12,260,039) | (12,641,177) | (12,492,153) | 1.2 | 0 | (12,492,153) | 1.2 |
| Total Revenues | (272,931,861) | (268,321,778) | (267,986,978) | 0.1 | (4,380,624) | (272,367,602) | (1.5) |
| Expenses | | | | | | | |
| Salaries & Benefits | 205,223,175 | 205,558,336 | 213,392,964 | 3.8 | 6,548 | 213,399,512 | 3.8 |
| Materials - Operating Expenses | 27,627,373 | 27,938,021 | 27,797,065 | (0.5) | 72,500 | 27,869,565 | (0.2) |
| Equipment Expenses | 1,805,655 | 1,618,787 | 1,789,408 | 10.5 | 0 | 1,789,408 | 10.5 |
| Energy Costs | 18,574,227 | 18,806,016 | 20,199,194 | 7.4 | 0 | 20,199,194 | 7.4 |
| Purchased/Contract Services | 101,235,781 | 102,459,763 | 99,699,295 | (2.7) | 761,188 | 100,460,483 | (2.0) |
| Debenture & Insurance Costs | 8,853,208 | 8,546,944 | 8,633,604 | 1.0 | 0 | 8,633,604 | 1.0 |
| Prof Development & Training | 1,562,617 | 1,566,406 | 1,619,914 | 3.4 | 0 | 1,619,914 | 3.4 |
| Grants - Transfer Payments | 41,686,907 | 41,890,779 | 42,922,996 | 2.5 | 118,545 | 43,041,541 | 2.7 |
| Contr to Reserve and Capital | 67,380,645 | 65,807,787 | 68,129,738 | 3.5 | 2,075,277 | 70,205,015 | 6.7 |
| Internal Recoveries | (658,169) | (698,809) | (956,087) | (36.8) | 0 | (956,087) | (36.8) |
| Total Expenses | 473,291,419 | 473,494,030 | 483,228,092 | 2.1 | 3,034,058 | 486,262,150 | 2.7 |
| Net Budget | 200,359,558 | 205,172,252 | 215,241,114 | 4.9 | (1,346,566) | 213,894,548 | 4.3 |
| Less: Assessment Growth | | | | | | | (1.5) |
| Tax Increase | | | | | | | 2.8 |

ALL CURRENT DEPARTMENTS

The City of Greater Sudbury was formed on January 1st 2001. With a geographic area encompassing some 3,200 square kilometers, the City of Greater Sudbury is the second largest city in Canada and the largest municipality in Ontario based on land mass.

The City of Greater Sudbury provides municipal services to approximately 160,000 citizens within its vast geographic boundaries.

These services are essential to the wellbeing of citizens and enhance their quality of life: water, roads, fire, police, emergency medical services, waste management, public transit, recreation programs, economic development and land use planning, health and social services and so much more.

OPERATING BUDGET SUMMARY

This 2012 budget document contains information on the 2011 projected year end position, the 2011 approved budget, and the 2012 budget including any budget options that were approved by Council. The 2011 projected actual costs are based on staff's best estimate as of September month end as to the expected year end position. Also included are the budgeted number of full time positions, crew hours, part time hours and number of volunteer firefighters for 2011 and 2012.

Major Variance Analysis:

Revenues:

Overall, budgeted revenues other than taxation increased 1.5% to \$272.4 Million, including approved budget options. The variances by revenue category are as follows:

1. Levies which consist of supplementary taxation and payments in-lieu of taxes have increased \$400,000 or 3.7 % as a result of increases in budgeted supplementary tax revenue.
2. Overall Provincial Grants decreased \$50,000. There were increases in Social Services of \$2.4 Million, Long Term Care of \$1.0 Million, and other areas totaling \$1.4 Million, which were offset by decreases in OMPF funding of \$ 3 Million, and Housing Program Grants of \$1.7 Million.
3. Federal Grants have a budgeted net increase of \$17,000 or 1.7%. The decreases of \$76,000 for Downtown Master Plan, \$48,000 for Settlement Program, and \$75,000 for School of Architecture are offset by increases in grants of \$18,000 for Regional Business Centre and \$198,000 for Homelessness Partnering Strategy. All of these Federal Grants are considered funded programs and changes in grant funding result in offsetting changes in expenditures with no tax levy impacts.
4. User Fees have increased by approximately \$4.4 million or 4.7%. A general user fee rate increase of 3% in accordance with user fee by-law was approved, along with increases in water wastewater rates, and increases in the sale of recycled materials. The user fee by-law prescribes increases of 3% or September CPI , whichever is higher. Also included are approved budget options for increases to users fees for parking, planning applications and site inspections.
5. Licensing and Lease Revenues which consists of licensing fees such as business licenses, lottery licenses, taxi licensing and lease revenues. The budgeted net decrease of \$60,000 primarily relates to decreases in lottery licensing revenue.
6. Investment earnings have increased \$ 700,000 or 7.6%, based on cash flow and projected interest rates.

7. Contribution from Reserves have decreased by \$1.1 million or 14.9% as a result of removing 2011 one time funding and funding for completed projects totaling \$2.8 Million, a decrease in transit provincial gas tax funding of \$400,000 and other net changes totaling \$200,000. There are \$2.3 million of budget options funded from the Tax Rate Stabilization Reserve for physician recruitment, homeless shelter operational top up, grant to the Hospice, the 2012 levy reduction and HR Management reserve for attrition.
8. Other revenues have a budgeted decrease of \$150,000 or 1.2 % which is primarily the result of a budgeted decrease of recoveries in Social Services from the Family Responsibilities Office.

Expenditures:

Overall budgeted expenditures have increased by 2.7% to \$486.3 Million. The variances by Expense category are as follows:

1. Salaries and Benefits increased by approximately \$7.9 Million or 3.8%. The increase is mainly due to contractual increases in wages and benefits. In addition, increases in staff at Regional Geriatric Centre and Pioneer Manor and approved budget options impact this category.
2. Materials expenses have decreased by \$69,000 or 0.2% which is a net decrease of all divisions. The area with the largest decrease is Economic Development as a result of the completion of some of their funded programs. There are approved budget options which increase materials expenses totaling \$72,000.
3. Equipment expenditures have increased \$172,000 or 10.6% and this increase is primarily in Police Services for the purchase of computers instead of leasing.
4. Energy Costs have increased by \$1.4 million or 7.4% due to projected increases in the price of fuel, hydro, and water.
5. Purchased and Contract Services have a net decrease of \$2.0 million or 2.0 % largely as a result of the completion of funded programs in Economic Development and Planning totaling \$1.6 Million, and Roads Maintenance of \$1.2 Million. There are budget options for physician recruitment and homeless shelters which increase purchased services by \$761,000.
6. Debenture and Insurance Costs have a net budget increase of \$87,000 or 1% which is the addition of internal financing debt for Countryside Arena, and offsetting is the retirement of the debt in 2011.
7. Professional Development and Training has been increased by \$53,000 or 3.4%. \$35,000 of the increase is for Police Services and the remaining \$18,000 is for mandatory or health and safety training as departments are consciously attempting to contain these types of expenditures.

8. Grants and Transfer Payments increased \$1.1 million or 2.7%. This is a net change of a decrease in Housing Program Grants of \$1.6 Million, and an increase in Social Service Programs Grants of \$2.1 Million, and a Funded Economic Development Grant for Mining Programs of \$.5 Million. There is also a budget option for a grant to the Vale Inco Hospice of \$54,000.
9. Provision to Reserves and Capital increased by \$4.4 million or 6.7%. This increase is attributable to annual inflationary increases of 2% on capital envelopes and provisions to reserve, \$285,000 increase for communication infrastructure replacement debt repayment, \$190,000 increase in Healthy Communities Initiatives funding and additional transfer to roads reserves for proposed pavement degradation fees and Quadra FNX Mining fees for year round loading on MR 84 of \$350,000. Also included is an increase in the transfer to the Parking Reserve as a result of the budget option.
10. Internal recoveries reflect the net effect of services performed by operating departments for other departments.

**City of Greater Sudbury
2012 Budget
Variance Analysis
(in \$ millions)**

| | <u>Gross Budget</u> | <u>Revenue</u> | <u>Net Levy</u> | <u>% Chg</u> |
|---|---------------------|-----------------|-----------------|--------------|
| 2011 Approved Operating Budget (as restated) | \$ 473.5 | \$ 268.3 | \$ 205.2 | |
| Provincially Mandated Programs: | | | | |
| <i>Social Housing</i> | | | | |
| Contribution to Greater Sudbury Housing Corporation | 0.1 | (0.1) | 0.2 | |
| Contribution to Non-Profit Housing Corporations | 0.1 | - | 0.1 | |
| Reduction in Affordable Housing Strategy | (1.6) | (1.6) | - | |
| <i>Social Services</i> | | | | |
| Increase in Ontario Works Programs | 2.3 | 1.9 | 0.4 | |
| Ontario Works Upload (from 18.8% to 17.2% municipal share) | - | 0.4 | (0.4) | |
| <i>Children Services</i> | 0.5 | 0.5 | - | |
| <i>Emergency Medical Services (Land ambulance)</i> | 0.4 | 0.2 | 0.2 | |
| | 1.8 | 1.3 | 0.5 | 0.3% |
| Revenue Changes: | | | | |
| Net reduction in OMPF Grant | - | (3.0) | 3.0 | |
| Increase in investment income | - | 0.4 | (0.4) | |
| Increase in Transit user fees | - | 0.4 | (0.4) | |
| Reduction in contribution from Provincial Gas taxes (Transit) | - | (0.1) | 0.1 | |
| Reduction in Economic Development Grants | (0.6) | (0.6) | - | |
| Increase in Building Services Fees | 0.1 | 0.1 | - | |
| Increase in sale of recyclables | 0.5 | 0.7 | (0.2) | |
| Increase in tipping fees | - | 0.1 | (0.1) | |
| Increase in Leisure Services user fees | - | 0.5 | (0.5) | |
| Increase in Roads users fees | 0.3 | 0.3 | - | |
| | 0.3 | (1.2) | 1.5 | 0.8% |
| Expenditure Changes: | | | | |
| Increase in Regional Geriatric Services | 0.4 | 0.4 | - | |
| Increase in Pioneer Manor | 1.5 | 1.0 | 0.5 | |
| Increase in fuel and energy costs | 1.0 | - | 1.0 | |
| Increase on Capital Envelopes (except WWW) | 0.7 | - | 0.7 | |
| Increase in Fire Services | 0.6 | (0.1) | 0.7 | |
| Increase for Lorne Street Transit and Fleet Depot | 0.2 | - | 0.2 | |
| Increase in OMERS contributions | 1.4 | - | 1.4 | |
| Increase in other contractual obligations, salaries, benefits and other changes | 0.9 | - | 0.9 | |
| | 6.7 | 1.3 | 5.4 | 2.6% |
| Water/WasteWater Operations | | | | |
| Increase in Water / Wastewater expenses and user fees | 1.0 | 0.7 | 0.3 | 0.1% |
| Previous Budget Approvals | | | | |
| Reduction in One-Time 2011 budget options - Roads | (0.8) | (0.8) | - | |
| Reduction in One-Time 2011 budget options - Physican Recruitment | (0.4) | (0.4) | - | |
| Reduction in One-Time 2011 budget options - Misc grants and projects | (0.4) | (0.4) | - | |
| Reduction in One-Time 2011 budget options - Homelessness | (0.4) | (0.4) | - | |
| Reduction in One-Time Funding from Reserves to Reduce Levy | - | (0.7) | 0.7 | |
| Increase in Healthy Communities Initiatives Funding | 0.2 | - | 0.2 | |
| Increase in Operating Budgets approved in 2011 Budget | 0.1 | - | 0.1 | |
| Increase in Tax Levy for Transit Service and Reduction of Provincial Gas Taxes | - | (0.3) | 0.3 | |
| | (1.7) | (3.0) | 1.3 | 0.6% |
| Outside Boards: | | | | |
| Nickel District Conservation Authority | - | - | - | |
| Sudbury and District Health Unit | 0.1 | - | 0.1 | |
| Police Services | 2.1 | 0.5 | 1.6 | |
| | 2.2 | 0.5 | 1.7 | 0.8% |
| Less: Fiscal Sustainability Initiatives | (0.6) | | (0.6) | -0.3% |
| 2012 Base Budget | \$ 483.2 | \$ 268.0 | \$ 215.3 | |
| Add: Budget Enhancement Options | \$ 3.0 | \$ 4.4 | \$ (1.4) | -0.7% |
| Total Approved 2012 Budget | \$ 486.2 | \$ 272.4 | \$ 213.9 | 4.3% |
| Less: Assessment Growth | | | | -1.5% |
| Municipal Tax Increase | | | | 2.8% |

Consists of :

| | |
|----------------|-------------|
| City Budget | 2.0% |
| Outside Boards | 0.8% |
| | 2.8% |

**City of Greater Sudbury
2012 Budget
Permanent Staff Reconciliation**

| Department / Division | 2011 Approved Final | 2011 Reorganization CGS 2.0 | 2011 Final Restated | 2011 In year Council Approvals | 2012 Adjustments | 2012 Base | 2012 Approved Option | 2012 Approved Final |
|--------------------------------|------------------------|-----------------------------------|------------------------|--------------------------------------|---------------------|--------------|-------------------------|---------------------------|
| Executive & Administration | 8 | - | 8 | - | - | 8 | - | 8 |
| Administrative Services | 74 | 1 | 75 | - | - | 75 | | 75 |
| Human Resources & Org. Dev. | 22 | - | 22 | - | - | 22 | | 22 |
| Growth & Development Services | 310 | (145) | 165 | - | - | 165 | | 165 |
| Financial Services | 56 | 19 | 75 | - | - | 75 | | 75 |
| Community Development Services | 547 | - | 547 | 4 ¹ | - | 551 | - | 551 |
| Infrastructure Services | 355 | 125 | 480 | - | - | 480 | | 480 |
| Emergency Services | 261 | - ³ | 261 | - | - | 261 | - | 261 |
| Police Services | 373 | - | 373 | - | (2) ² | 371 | | 371 |
| Grand Totals | 2,006 | - | 2,006 | 4 | (2) | 2,008 | - | 2,008 |

1 Resolution 2011-257 was approved by Council on June 15, 2011 for 4 permanent positions at the Regional Geriatric Centre.

2 The service complement has been reduced from 373 to 371 in 2012 to reflect the elimination of two Provincially funded seconded positions which have concluded.

3 During 2011 as part of the CGS 2.0 Reorganization, the Fire Services Department is now part of the Emergency Services Division.

**City of Greater Sudbury
2012 Budget
Temp/Part Time Hours Reconciliation**

| Department / Division | 2011 Approved Final | 2011 Reorganization CGS 2.0 | 2011 Approved Restated CGS 2.0 | 2011 Council Approvals | 2012 Adjustments | 2012 Base | 2012 Approved Options | 2012 Final |
|--------------------------------|---------------------------|-----------------------------------|--------------------------------------|------------------------------|---------------------|----------------|-----------------------------|----------------|
| Corporate Revenues | 457 | | 457 | | | 457 | | 457 |
| Executive & Administration | 7,308 | | 7,308 | | | 7,308 | | 7,308 |
| Administrative Services | 5,220 | | 5,220 | | 815 1 | 6,035 | - | 6,035 |
| Human Resources & Org. Dev. | 14,616 | | 14,616 | | - | 14,616 | | 14,616 |
| Growth & Development Services | 148,071 | (78,778) | 69,293 | | 897 2 | 70,190 | 187 6 | 70,377 |
| Financial Services | 5,051 | | 5,051 | | (371) 3 | 4,680 | | 4,680 |
| Community Development Services | 521,228 | | 521,228 | | 15,616 4 | 536,844 | - | 536,844 |
| Infrastructure Services | 33,570 | 78,778 | 112,348 | | (553) 5 | 111,795 | | 111,795 |
| Emergency Services | 33,319 | | 33,319 | | | 33,319 | | 33,319 |
| Police Services | 43,460 | | 43,460 | | | 43,460 | | 43,460 |
| Grand Totals | 812,300 | - | 812,300 | - | 16,404 | 828,704 | 187 | 828,891 |

Explanation of Footnotes 1, 2, 3, 4, 5, 6 see next page.

TEMPORARY HOURS RECONCILIATION

Variance Explanations:

1. Administrative Services:

The increase of 815 hours is net change in the following areas: an increase of 1,096 part time hours in legal services which was approved through a fiscal sustainability option during 2011 budget deliberations and a reduction of 281 student hours in the Communications section.

2. Growth and Development :

The increase of 897 hours is a net change in the following areas: Economic Development has an increase of 823 hours as a result of changes in funded programs. Solid Waste increased 1416 hours for projects and studies and 364 for blue box recycling. Parking has a decrease of 1706 hours as a result of operational efficiencies. These changes to part time hours are in accordance with the base budget preparation policy and funded from offsetting savings or identified funding sources.

3. Financial Services:

The reduction of 371 hours in Financial Information Systems is for a contract position funded from reserve, as a result of the project completion.

4. Community Development Services:

The increase of 15,616 hours is a net change in the following divisions: increases in Pioneer Manor of 16,378 for additional funded Health Care Aides, and increased sick leave utilization, Leisure and Recreation 655 hours for outdoor rinks approved during 2011 budget deliberations and 1,400 hours for Valley East Youth Centre and reductions in Housing Funded Programs (2,205) and Children Services (312).and Citizen Service Centres (300).

5. Infrastructure Services:

The decrease of 553 part time hours is to reflect a change in Transit service hours related to the elimination of two time slots for the New Sudbury Shopping Route, the removal of two Lively routes and the annualized impact of previously approved 2011 options

6. Environmental Services Options:

The increase of 187 part time hours in Environmental Services is a result of the approved budget options for the truckload sale of big blues and banning leaf and yard trimmings from the residential garbage stream.

2012 APPROVED BUDGET
MANDATORY VERSUS DISCRETIONARY SERVICES BREAKDOWN

The following chart displays the breakdown between mandatory and discretionary services delivered by the City. Included in mandatory are Housing Services, Ontario Works, Child Care Services, Emergency Medical Services, NDCA, Public Health and Police Services.

| | Gross Expenditure (\$M) | Tax Levy (\$M) |
|---------------------------------|------------------------------------|---------------------------|
| Mandatory Services: | | |
| Housing Services | 28.5 | 18.7 |
| Social Services | 43.7 | 10.1 |
| Child Care Services | 21.3 | 2.9 |
| Emergency Medical Services | 18.4 | 9.1 |
| Water and Waste Water | 59.2 | 3.2 |
| NDCA | 0.6 | 0.6 |
| Public Health | 5.6 | 5.6 |
| Police Services | 51.5 | 48.2 |
| Total Mandatory Services | 228.8 | 98.4 |
| Other Municipal Services | 257.5 | 115.5 |
| Total Budget | 486.3 | 213.9 |

Within both the mandatory and discretionary services, there are varying degrees of discretion in the service levels.