

# Greater Sudbury at a Glance



## MUNICIPAL STATISTICS

Population  
**160,274**

Households  
**74,405**

## EMPLOYEES

Full time employees  
**2,011**

## SERVICE INFORMATION

Building Permit Values (in 1000's)  
**247,525**

Average monthly social assistance case load  
**3,407**

Kilometers of roads  
**3,613**

Annual volume of treated waste water  
(megalitres)  
**27,727**

Annual volume of treated drinking water  
(megalitres)  
**19,791**

Annual disposal of solid waste (tonnes)  
**100,753**

Annual diversion of solid waste (tonnes)  
**34,482**

Regular service passenger Transit trips  
**4,444,719**

## TAXABLE ASSESSMENT (\$ millions)

Residential, multi-residential, and  
miscellaneous assessment  
**\$12,009**

Commercial assessment  
**\$1,633**

Industrial and large industrial assessment  
**\$446**

## BENCHMARK INFORMATION

% of paved lane km where condition  
is rated good to very good  
**51.0%**

# of conventional transit passenger  
trips per person in service area per year  
**32.2**

# of waste water main backups per 100 km  
of waste water main per year  
**6.0**

% of waste water estimated to have  
bypassed treatment  
**0.5%**

# of water main breaks per 100 km  
of water distribution pipe per year  
**8.4**

% of residential solid waste  
diverted for recycling  
**40.7%**

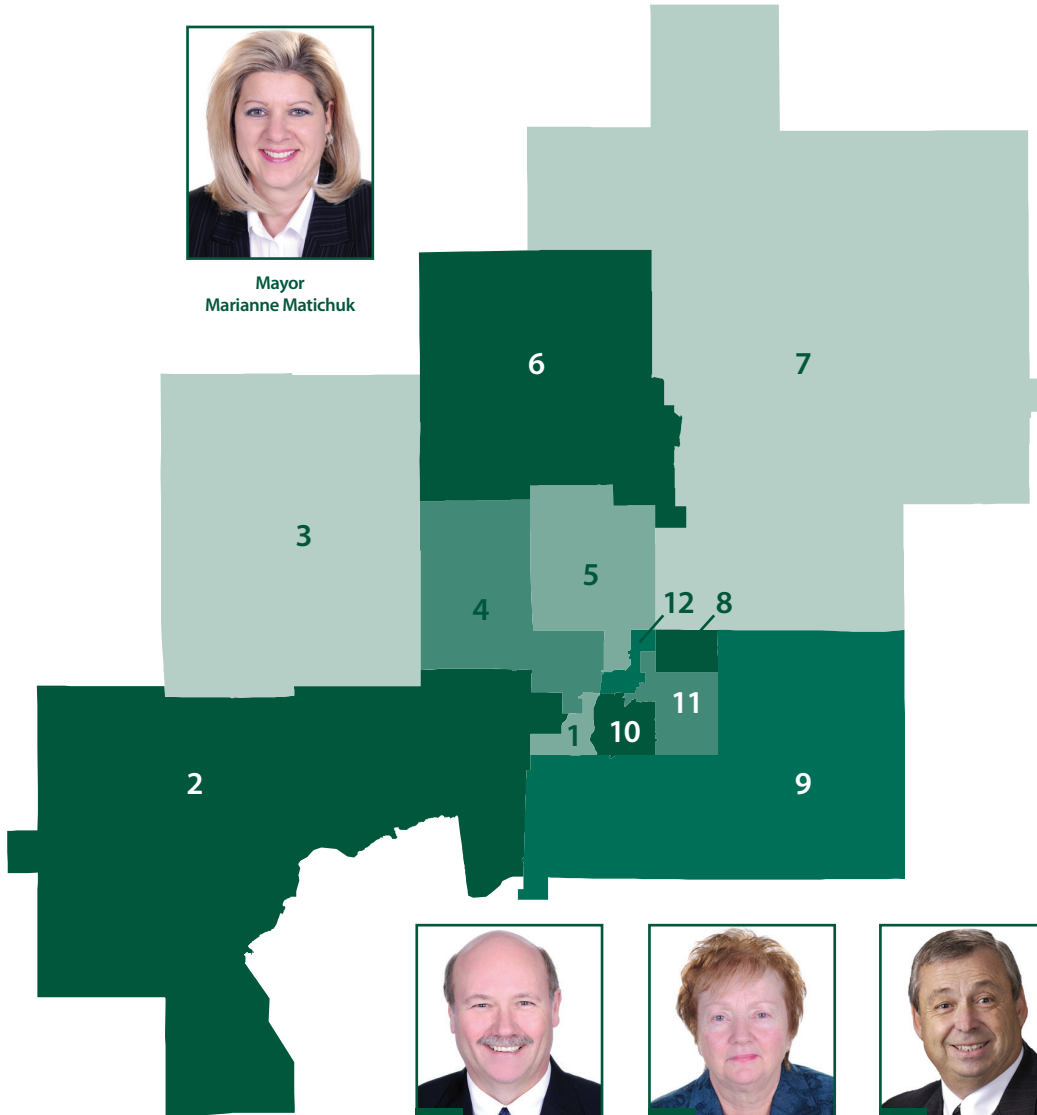
# City Council

The Council of the City of Greater Sudbury is composed of a Mayor, who represents the City as a whole and twelve Councillors, each of who represents a specific ward, or geographic area, of the community.

Council is elected for a four year term, with the current term of office being to November 30, 2014. The decisions of Council impact on how municipal services are provided to you our citizens. Council is also the decision making body for the City of Greater Sudbury as an organization.



Mayor  
Marianne Matichuk



Joe Cimino  
Ward 1



Jacques Barbeau  
Ward 2



Claude Berthiaume  
Ward 3



Evelyn Dutrisac  
Ward 4



Ron Dupuis  
Ward 5



André Rivest  
Ward 6



Dave Kilgour  
Ward 7



Fabio Belli  
Ward 8



Doug Craig  
Ward 9



Frances Caldarelli  
Ward 10



Terry Kett  
Ward 11



Joscelyne  
Landry-Altman  
Ward 12

# Executive Team

Greater Sudbury's operations are overseen by the Office of the CAO and managed through the following departments: Community Development, Infrastructure Services, Growth and Development, Emergency Services, Human Resources and Organizational Development,

Administrative Services and Financial Services. These departments work together to ensure all of our customers' needs are met in a professional, timely manner – to achieve the goals of Council and provide excellent service and delivery of programs and services to our community.



**Chief Administrative Officer  
Doug Nadorozny**

- Corporate Communications and French Language Services
- Strategic Initiatives



**Administrative Services  
Executive Director/City Clerk  
Caroline Hallsworth**

- Court Services (POA)
- Legal Services
- Clerk's Services
- Information Technology
- Corporate Security



**Human Resources and  
Organizational Development  
Director  
Kevin Fowke**

- Organizational Development, Safety and Wellness
- Compensation
- Payroll, Benefits & Rehabilitation



**Financial Services  
Chief Financial Officer / Treasurer  
Lorella Hayes**

- Accounting
- Financial Planning and Budgeting
- Purchasing
- Taxation
- Financial Support



**Community Development  
General Manager  
Catherine Matheson**

- Housing Services
- Pioneer Manor
- Citizen Services
- Social Services
- Leisure Services



**Growth and Development  
Acting General Manager  
Paul Baskcomb**

- Assets
- Environmental Services
- Economic Development
- Building Services
- Planning Services



**Emergency Services  
Chief  
Tim Beadman**

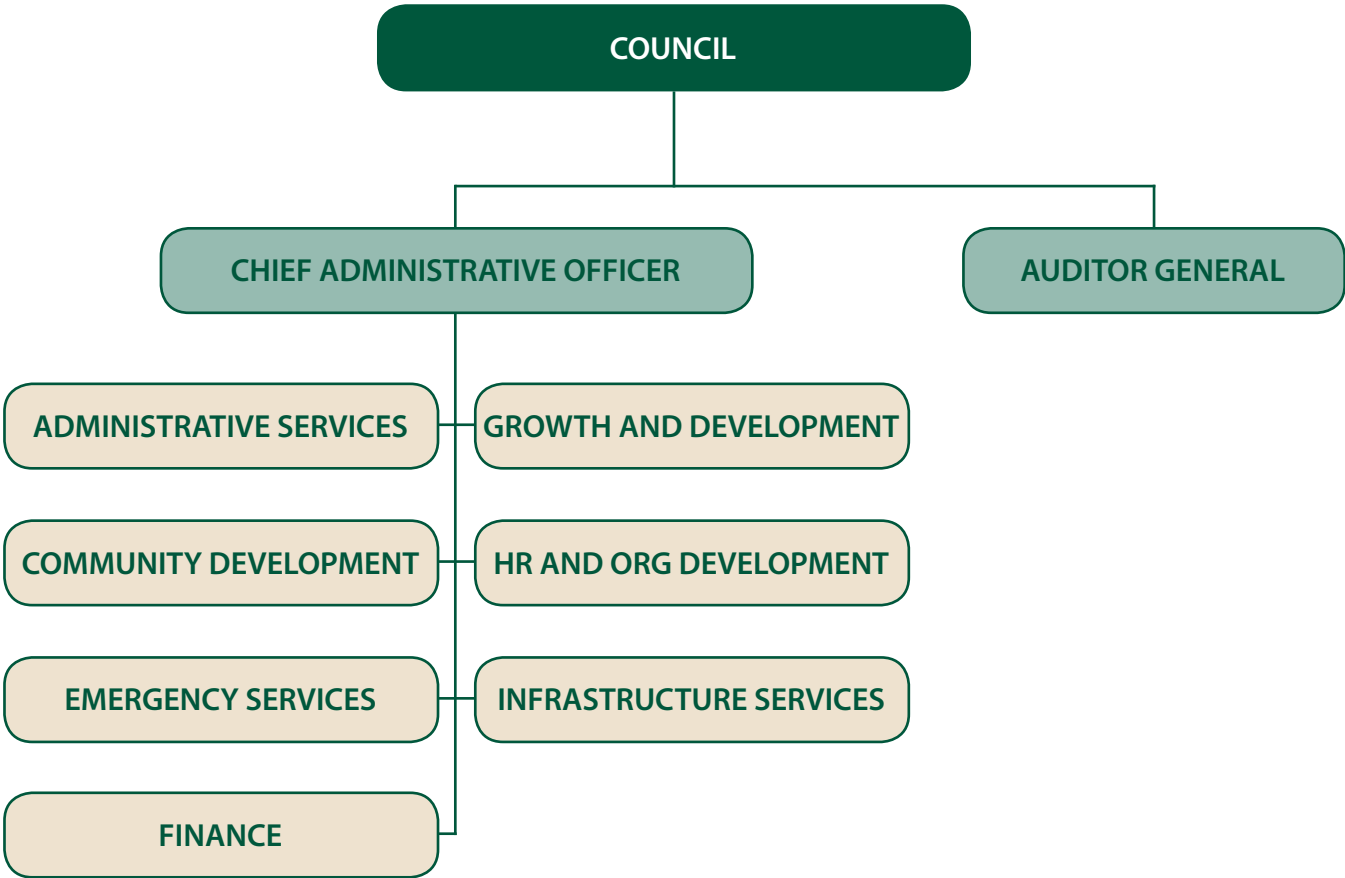
- Emergency Medical Services
- Emergency Management
- Fire Services



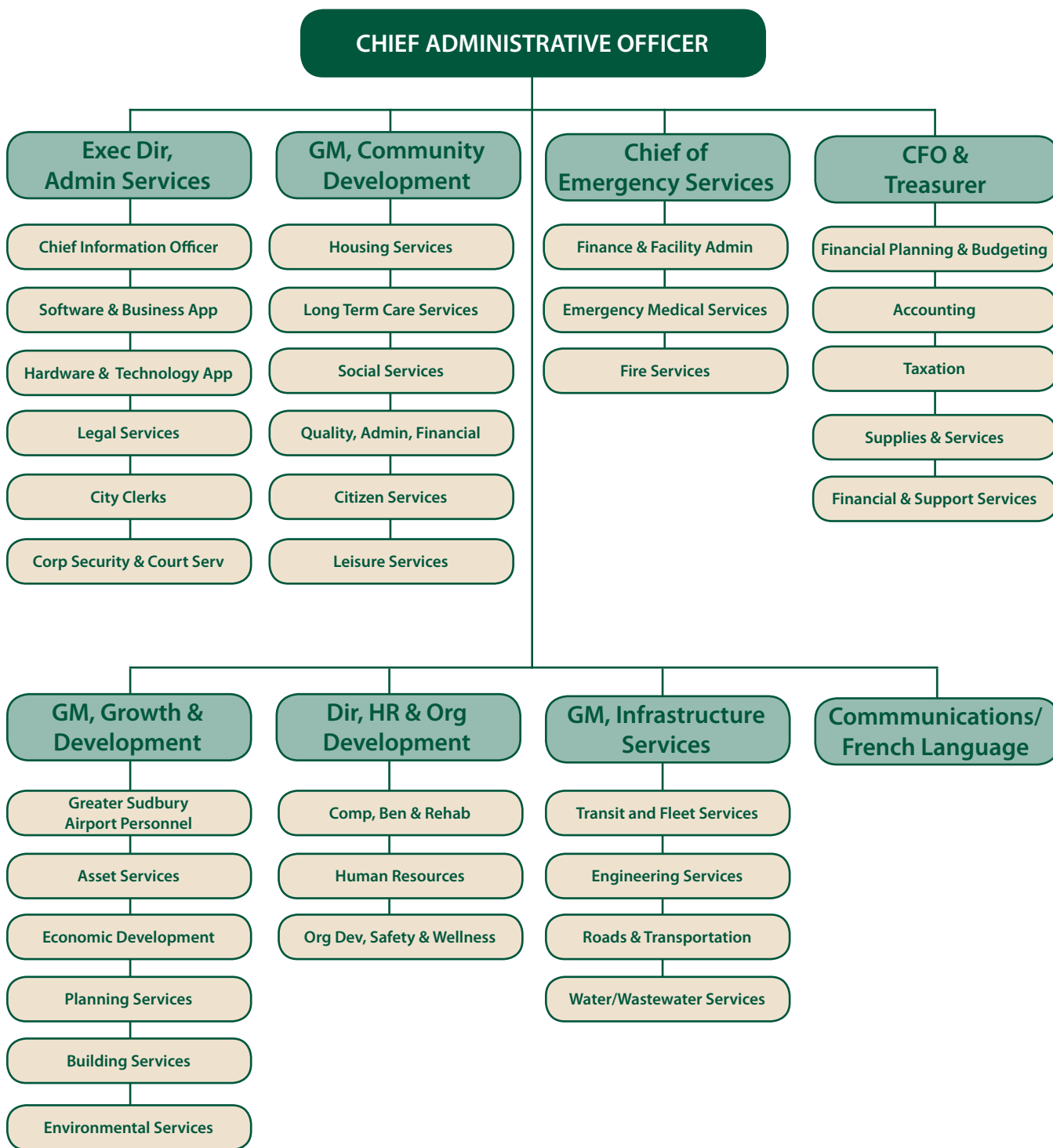
**Infrastructure Services  
General Manager  
Tony Cecutti**

- Roads, Transportation and Drainage
- Water and Wastewater
- Transit & Fleet
- Engineering & Construction Services

# Organization Chart - Leadership



# Organization Chart - Leadership





## Vision, Mission, Values

### Vision

The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together.

### Mission

We provide excellent access to quality municipal services and leadership in the social, environmental and economic development of the City of Greater Sudbury.

### Values

In fulfilling our roles we commit ourselves to:

- providing high quality service with a citizen focus
- managing the resources in our trust efficiently, responsibly and effectively
- encouraging innovation and accepting risks
- maintaining honest and open communication
- creating a climate of trust and a collegial working environment
- acting today in the interests of tomorrow.



## Strategic Goals and Strategies

The strategic plan 2012-2014 reflects the vision, mission and values of the City of Greater Sudbury. Taking advantage of emerging opportunities will ensure great things happen in Greater Sudbury. The focus and intention of Council and the City toward key priorities will contribute to great outcomes for citizens and the community as a whole.

### The 2012-2014 Priorities of City of Greater Sudbury Council are:

1. Infrastructure
2. Growth and Jobs
3. Image
4. Tourism
5. Healthy Community

These broad strategic goals help the City of Greater Sudbury in managing an annual operating budget of in excess of \$501 million.

# 2014 Budget Process

The annual budget process is guided by City Council, through the Finance and Administration Committee. Seven departments are responsible for overseeing numerous programs and services that keep the City running every day, and provide a great northern lifestyle to residents.

The City of Greater Sudbury's municipal budget rests on building blocks for fiscal sustainability: revenues to match expenses, capital renewal, preservation of municipal services, and moderate levels of property taxation.

## BUDGET PROCESS

Council annually approves two budgets: an operating budget and a capital budget. The operating budget is prepared using the modified cash basis and provides for operational expenses such as salaries and benefits, materials, grants, contracted services. The capital budget is a five year plan for the acquisition and rehabilitation of tangible capital assets.

The first stage of the 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 Finance and Administration Committee for review and acceptance.

The second stage of the budget process is prepared 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.

Operating departments and Finance staff review projected year end actuals against budgets to identify variances such as 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 senior 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 2014 base budget increase maintained 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 referred to the Finance and Administration Committee for approval. Council provides the final approval of the operating and capital budgets. Monitoring and or amendments to the Council Approved Budgets are only made in accordance with Operating Budget Policy or the Capital Budget Policy.

The Council approved budgets are monitored on a daily and monthly basis by departments in accordance with the Operating Budget Policy and the Capital Budget Policy. These policies provide fiscal control and accountability related to the approved budgets and provides for monitoring of the budgets. On a quarterly basis the Finance and Administration Committee review variance reports; this includes a year-end projection of revenues and expenditures. The variance report provides Council with an overview of potential year-end variances by division or section. Also on a quarterly basis, the Finance and Administration Committee review a Capital Variance Report for completed projects.

# Financial Management

The City of Greater Sudbury maintains appropriate systems of internal controls to ensure effective financial management, reliable and relevant financial information, and that assets are safeguarded. Management systems, policies and by-laws are in place for financial management, accounting, budgeting and other policies as required to ensure that transactions are appropriately authorized and recorded, and the integrity and completeness of financial records are assured. Key policies and by-laws include but not limited to the City's Delegation By-Law, Purchasing By-Law, Operating Budget Policy, Capital Budget Policy, Purchasing Authority Policy, Reserve and Reserve Fund By-law, Investment Policy, and Debt Management Policy.

## LONG TERM FINANCIAL PLAN

In 2002, Council adopted the Long Term Financial Plan (LTFP) and related policies and principles. These policies and principles 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 LTFP principles are designed to be flexible and adaptable. This key planning document guides the strategic thinking of the City and promotes a healthy and sustainable service delivery model for our community.

With the LTFP, the City recognized the need to adopt a new budgeting process with a new approach to financial management, one that shifts the emphasis from bottom line financial concerns to service delivery within a longer term financial planning horizon.

The City of Greater Sudbury, like other municipalities, must continually realign budgets, refocus activities, and streamline operational priorities and procedures, to ensure value for property taxes are maximized.

The LTFP principles formed the foundation for the 'Toward Fiscal Sustainability Plan' which was developed in 2010.

## TOWARD FISCAL SUSTAINABILITY PLAN

The Toward Fiscal Sustainability Plan was designed to ensure that the City is fiscally sustainable and has sufficient resources to provide the services that the community expects over the long term. The Plan laid out priorities and action items to manage fiscal challenges and opportunities facing our City. The goal is to build a self sustaining community, with sound infrastructure, and an excellent quality of life.

The LTFP financial principles and policies and the Toward Fiscal Sustainability Plan have been designed to ensure the City attains financial sustainability and has sufficient resources to provide the services that the community expects.

## 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 expenses exceeds debt servicing costs.

## DEBT MANAGEMENT POLICY

In August 2013, City Council approved a Debt Management Policy demonstrating its commitment to long-term capital and financial planning. This policy will allow the City to debt finance major projects previously approved by Council. As, well it will provide Council the ability to undertake additional capital projects through debt financing in an effort to close the City's current infrastructure gap. Council set a limit for annual debt repayment at 5 percent of the City's own source revenue (as defined by the Province), which is considerably lower than the 25% maximum allowed by the Province. Currently, the City's annual debt repayment charges are \$4.3 Million or approximately 1 percent of the City's own purpose revenues.



# Financial Management

## FINANCIAL ACCOUNTABILITY/BENCHMARKING

The City participates 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.

The City of Greater Sudbury focuses its corporate performance measurement efforts on these two programs which are mostly focused on Ontario municipalities. 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.

Additional information relating to Performance Measurement can be found on the City's website and throughout this budget binder.

## 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. Each year, Finance, in consultation with Project Managers review the Capital Budget to determine if there are any growth related projects that are eligible for recovery from development charges. Generally, the City finances 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. During 2014, the City will be updating the Development Charges background study and By-law.



## RESERVES AND RESERVE FUNDS

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

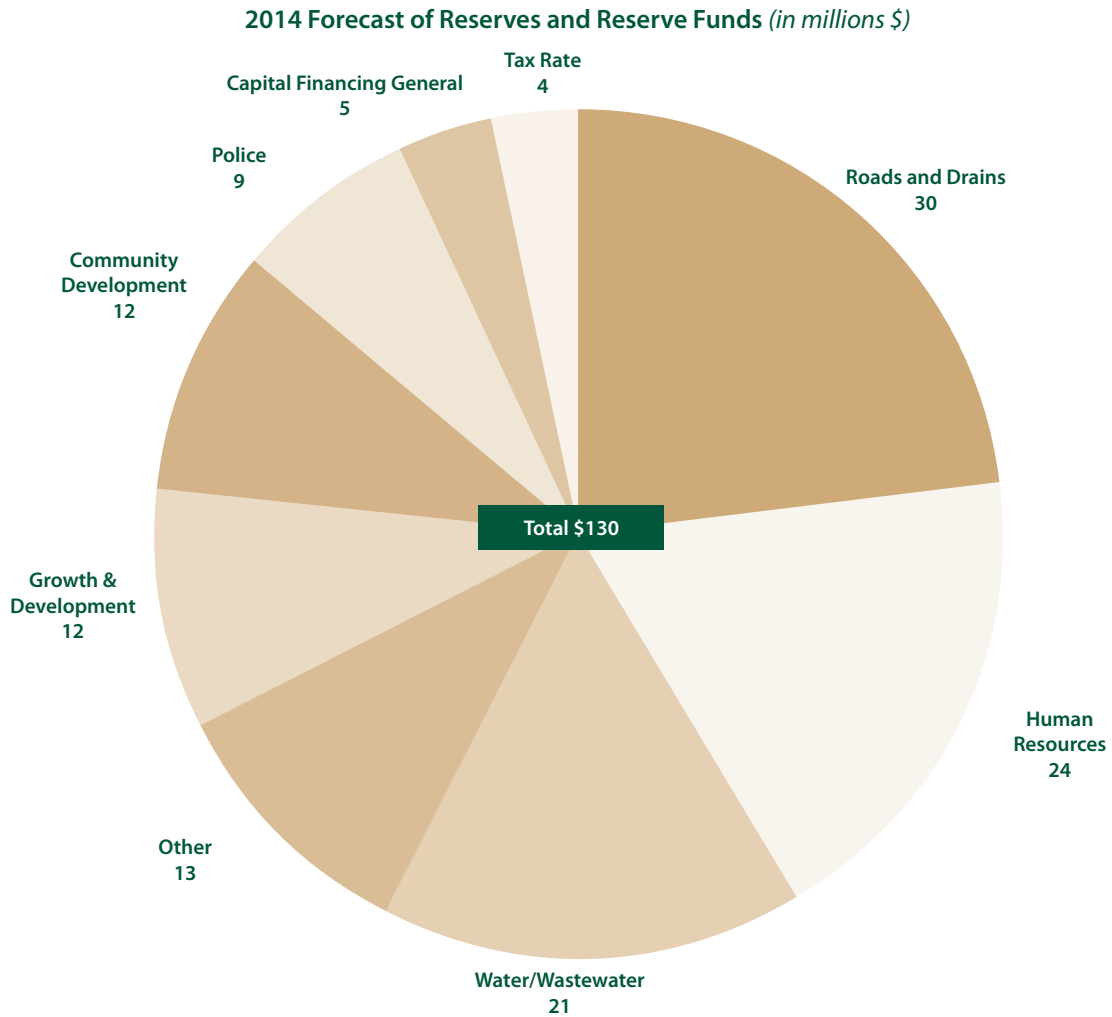
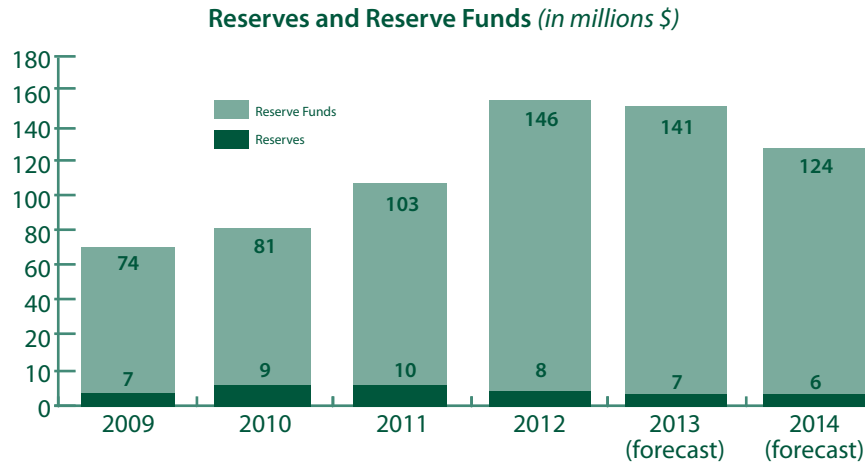
- Provide stability of tax rates in the face of variable and uncontrollable factors (consumption, interest rates, unemployment rates, changes in subsidies)
- Provide financing for one-time or short term requirements without permanently impacting tax and utility rates
- Make provisions for replacements/acquisitions 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.

# 2009 - 2014 Reserves and Reserve Funds

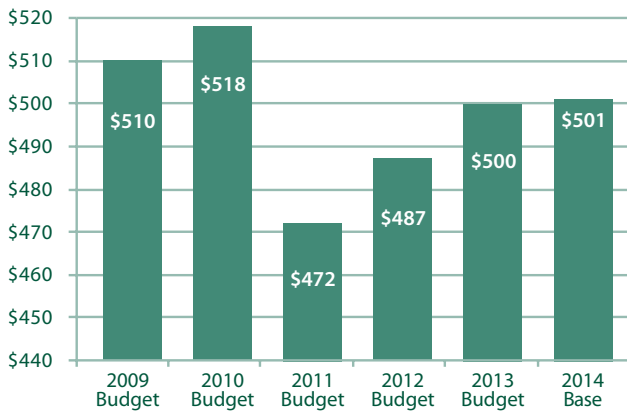
The level of reserves and reserve funds is a key measure of the financial health of a municipality.

Reserves and reserve funds are forecasted to be \$130 million as of December 31, 2014. A significant portion of the funds are set aside for capital purchases either previously committed by City Council or available for future capital projects.



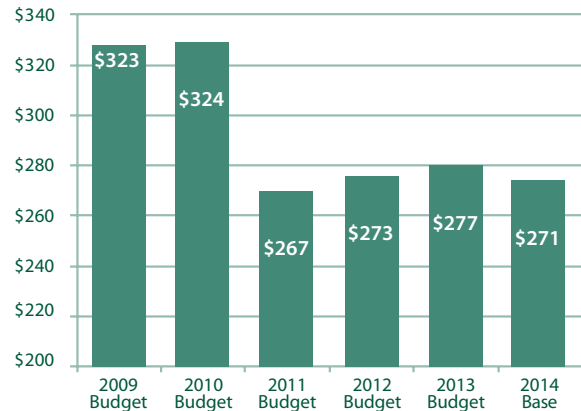
# 2009-2014 Budget Summary

Expenses (in millions)



The City's 2014 expenses have decreased by \$9 million since 2009. The decline is mainly attributed to the Provincial uploading of Ontario Disability Support Program and Ontario Works. These reductions were partially offset by increases in salaries and benefits, energy costs, increased investment in capital, other contractual requirements and Council approved initiatives and service level enhancements.

Revenues, other than tax levy (in millions)



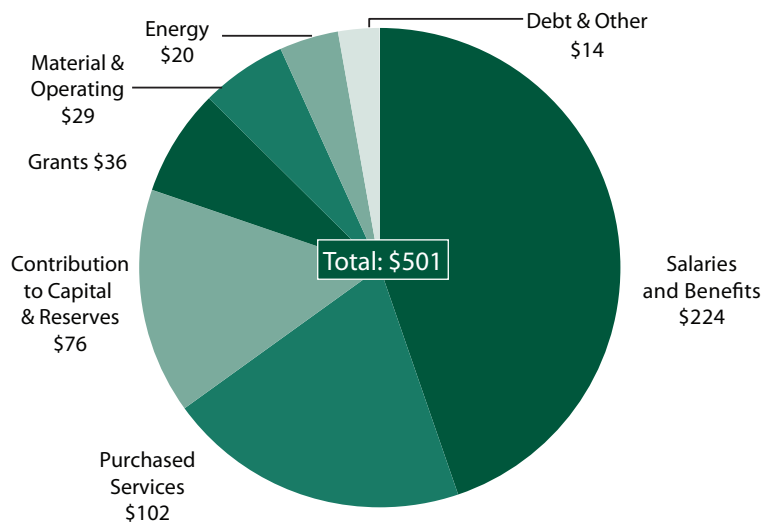
The City's 2014 revenues, other than the tax levy, decreased by \$52 million since 2009. The majority of the decrease is as a result of the Provincial uploading and corresponding reductions to the Ontario Municipal Partnership Fund. In contrast there have been increases in user fees, investment income and other revenues.

## 2014 Base Budget

**Expenses = Municipal Property Taxes + Other Revenues**  
 (\$501 M) (\$230 M) (\$271 M)

The difference between total expenses and revenues, is the municipal tax levy. This is the amount required to be raised by property taxes to ensure a balanced budget. The total gross budgeted expenses for the City are \$501 million and are funded with property taxation of \$230 million and other revenues of \$271 million.

Composition of the 2014 Budget (in millions):

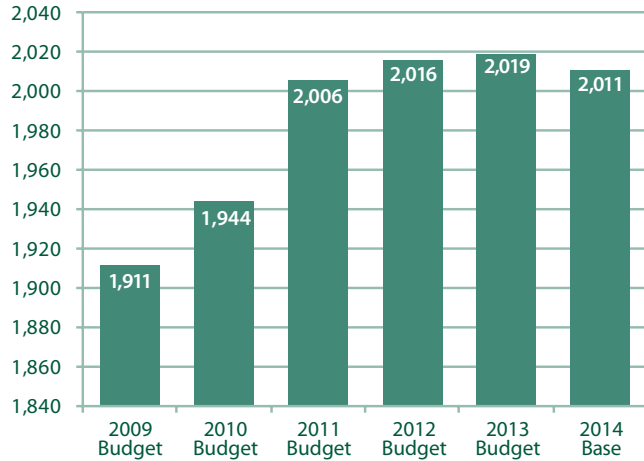


Overall, the City's budget expenses increase from 0.3% from the approved 2013 budget.

# 2009-2014 Budget Summary

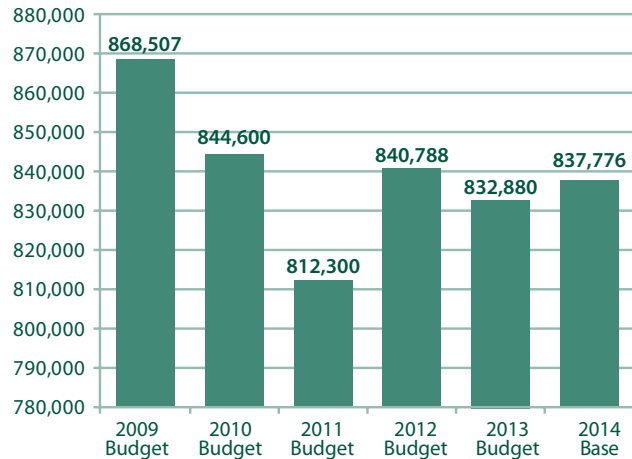
## 2009-2013 Historic Staffing and 2014 Base Staffing Levels

### Full Time Positions



Since 2009, full time positions increased by 100 from 1911 to 2,011. The increases are primarily attributed to service level enhancements based on Council approved initiatives or meeting the growth needs of our City. More specifically, full time staff was increased in Pioneer Manor, Roads operations, building services, economic development, planning and development, Police and the Airport. A number of these full time positions were funded from Provincial Grants, other revenues or conversion of temporary hours to permanent positions. In accordance with the base budget preparation policy, any increase to full time positions must be approved by Council. Since 2012, the City has been managing full time positions through a Council approved attrition strategy.

### Part Time and Temporary Hours (in thousands)



Since 2009, part time and temporary hours decreased by 30,731 from 833,059 to 812,983. The majority of the decrease is attributed to conversions to full time positions for Long Term Care. The decreases are offset by increases in Roads, Water/Wastewater and Land Ambulance. In accordance with the base budget preparation policy, any increase in part time or temporary hours must be funded by offsetting savings or revenues, unless otherwise approved by Council or Committee.