



* Organizational changes in Community Development and Communications and Community Engagement areas will be reflected in the 2021 Budget document



Consolidated Operating and Capital Budget

City Council approves two budgets annually: an operating budget and a capital budget.

To determine the total annual gross budget, a consolidated operating and capital budget has been prepared for the 2019 approved budgets, and the 2020 proposed budget. In order to consolidate these budgets, it is necessary to eliminate the capital expenses financed in the operating budget. This includes capital funded from the tax levy, user fees, and the contributions to reserves from operating in the year.

The two budgets taken together, with adjustments to account for funds provided by annual operations to support the capital budget, represent the consolidated budget.

The total consolidated budget for 2020 is \$699 million, an increase of 10 per cent from 2019, largely as a result of a significant increase in external debt financing to complete road projects.

With so many facets to Greater Sudbury's operations, there are several changes that produce the net change in the consolidated budget. These are described in the "Analysis of Operating Budget Changes – Expenses" chart presented on p. 67.

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

	2019 Approved Budget		2020 Base Budget	
	Operating	Capital	Operating	Capital
Tax Levy	274,305,375	40,511,718	286,214,980	37,845,481
User Fees	125,207,894	30,793,073	136,380,689	32,501,592
Federal Grants and Subsidies	655,997	11,090,484	1,375,144	16,750,984
Provincial Grants and Subsidies	135,716,485	11,034,021	133,871,318	13,837,297
Contribution from Reserves and Capital	10,932,686	18,022,049	9,686,013	18,705,260
Other Revenues	45,327,615	2,082,717	47,403,479	200,000
External Debt Financing		6,900,000		42,265,915
Total	592,146,052	120,434,062	614,931,623	162,106,529
Less: Capital Funding Included in Operating Budget Above				
Contribution to Capital (Tax Levy)		(40,511,718)		(37,845,481)
Contribution to Capital (User Fees)		(30,793,073)		(32,501,592)
Contribution from Reserves and Reserve Funds		(6,161,085)		(7,616,484)
Total	592,146,052	42,968,186	614,931,623	84,142,972
Total Consolidated Budget	635,114,238		699,074,595	



2020 Operating Budget Summary

	Actuals			Budget		Budget Change	
	2017 Actuals	2018 Actuals	2019 Projected Actuals	2019 Budget	2020 Budget	Dollar Change	Per cent Change
Revenues							
Levies	(10,892,722)	(10,483,879)	(10,103,427)	(10,479,086)	(10,729,906)	(250,820)	2.4%
Provincial Grants and Subsidies	(132,971,974)	(140,510,612)	(134,655,064)	(135,716,484)	(133,871,318)	1,845,166	-1.4%
Federal Grants and Subsidies	(1,357,027)	(967,742)	(788,263)	(655,997)	(1,375,144)	(719,147)	109.6%
User Fees	(112,273,885)	(118,787,000)	(132,195,480)	(125,207,894)	(136,380,689)	(11,172,795)	8.9%
Licensing and Lease Revenues	(5,376,037)	(5,528,231)	(5,581,822)	(5,518,877)	(5,587,578)	(68,701)	1.2%
Investment Earnings	(11,059,869)	(12,245,217)	(12,264,318)	(11,843,276)	(12,011,375)	(168,099)	1.4%
Contr from Reserve and Capital	(11,093,566)	(15,869,887)	(12,108,630)	(10,932,687)	(9,686,012)	1,246,675	-11.4%
Other Revenues	(17,263,250)	(18,050,500)	(18,359,086)	(17,486,376)	(19,074,621)	(1,588,245)	9.1%
Total Operating Revenues	(302,288,330)	(322,443,068)	(326,056,090)	(317,840,677)	(328,716,643)	(10,875,966)	3.4%
Expenses							
Salaries and Benefits	236,265,793	248,751,540	260,842,881	255,805,683	270,677,255	14,871,572	5.8%
Materials - Operating Expenses	52,888,891	53,405,891	61,366,388	53,666,960	61,799,485	8,132,525	15.2%
Energy Costs	21,252,236	21,495,277	25,369,115	22,573,775	26,833,469	4,259,694	18.9%
Rent and Financial Expenses	1,039,695	1,177,519	1,493,802	1,159,865	1,471,599	311,734	26.9%
Purchased/Contract Services	103,463,701	111,127,062	113,027,032	113,289,592	106,695,072	(6,594,520)	-5.8%
Debt Repayment	10,126,242	10,091,928	13,439,881	13,476,705	16,916,402	3,439,697	25.5%
Grants - Transfer Payments	47,195,252	49,095,972	46,316,613	47,970,566	46,219,596	(1,750,970)	-3.7%
Contr to Reserve and Capital	81,172,037	90,053,726	85,888,967	84,700,312	84,817,860	117,548	0.1%
Internal Recoveries	(70,879)	(112,778)	(408,882)	(497,406)	(499,115)	(1,709)	0.3%
Total Operating Expenses	553,332,968	585,086,137	607,335,797	592,146,052	614,931,623	22,785,571	3.8%
Net Budget	251,044,638	262,643,069	281,279,707	274,305,375	286,214,980	11,909,605	4.3%
Estimated Assessment Growth							0.8%
Recommended Municipal Property Tax Increase							3.5%
	Staffing Complement			2019 Budget	2020 Budget		
	Full Time Positions			2,032	2,120		
	Part Time Hours			1,005,981	995,137		
	Overtime Hours			29,080	33,537		



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

2019 Revenue Budget	(317,841)
Levies	(251)
Increase in supplemental taxation (\$100K)	
Increase in payments in lieu of taxes (\$150K)	
Provincial Grants and Subsidies	1,845
Increase in Economic Development program funding (\$0.87M)	
Increase in funding for Non-Profit Long-Term Care (\$0.22M)	
Decreased Children Services funding \$1.4M	
Decreased Housing Services funding \$0.8M	
Decreased Paramedic Services funding \$0.36M	
Decreased Police Services funding \$0.26M	
Decreased Pioneer Manor funding \$0.1M	
Federal Grants and Subsidies	(719)
Increase in Economic Development program funding (\$660K)	
Increase in Social Services funding (\$110K)	
Decreased Environmental Initiatives funding \$50K	
User Fees	(11,173)
Reallocation of revenues for Housing Operations (\$7.9M)	
Increased Water/Wastewater user fees of 4.8% and general 3% increase on all other user fees, except those adjusted by the department	
Licensing and Lease Revenues	(69)
Increase in lease revenue for new Leisure Services contracts (\$120K)	
Decrease in Environmental Services for the sale of landfill gas \$25K	
Decrease in aggregate resource revenues \$30K	
Investment Earnings	(168)
Increase in interest revenue from Taxes (\$150K)	
Increase in interest revenue from Investments (\$150K)	
Increase in interest revenue in Housing Operations (\$25K)	
Decrease in interest owing on Internal Financing of Own Projects \$155K	
Contribution from Reserve and Capital	1,247
Increase in Children Services use of mitigation funding (\$1.4M)	
Decrease in Housing Services SHAIP program \$1.3M	
Decrease in Community Improvement Plans \$1.1M	
Decrease for development review fee study \$0.1M	
Remove prior year one time revenues approved through business case \$0.14M	
Other Revenues	(1,588)
Increase in revenue for Red Light Cameras (\$630K)	
Increase in revenue for Municipal Accommodation Tax (\$300K)	
Increase in Partner Contributions in Economic Development (\$220K)	
Increase in revenues for Stewardship Ontario Funding (\$200K)	
Increase in revenue for Pioneer Manor rebates (\$100K)	
Increase in revenue for Housing Operations (\$90K)	
2020 Revenue Budget	(328,717)



Analysis of Operating Budget Changes – Expenses (\$000)

2019 Expense Budget	592,146
Salaries and Benefits	14,871
Reallocation of costs for Housing Operations \$4.5M	
Increase in salary gapping (\$1.0M)	
Increases related to additional staff, CBA awards, and employer benefit costs	
Materials - Operating Expenses	8,133
Reallocation of costs for Housing Operations \$5.3M	
Increase in fleet and maintenance costs \$0.82M	
Increase in Economic Development program funding \$0.7M	
Increase in insurance costs \$0.56M	
Increase in tax write-off costs \$0.5M	
Increase in Information Technology network costs \$0.19M	
Energy Costs	4,260
Reallocation of costs for Housing Operations \$3.8M	
Utility increase (hydro, water, fuel)	
Rent and Financial Expenses	312
Reallocation of costs for Housing Operations \$250K	
Increase in credit and debit charges \$60K	
Purchased/Contract Services	(6,595)
Reallocation of costs for Housing Operations (\$7.7M)	
Increase in winter control costs \$0.87M	
Increase in Environmental Services contracts \$0.65M	
Increase in Economic Development program (funding) \$0.4M	
Increase in costs related to Red Light Camera \$0.36M	
Decrease in Water/Wastewater contract costs (\$0.9M)	
Decrease in Paramedic Services (funded) (\$0.2M)	
Decrease in Planning Services (funded) (\$0.1M)	
Debt Repayment	3,439
Decrease in funding for Northern Ontario School of Architecture (\$500K)	
Changes due to approved debt repayment for large projects, bridges and culverts, and proposed debt to fund capital projects	
Grants - Transfer Payments	(1,750)
Increase in transfer payment to Public Health Sudbury and District \$0.63M	
Increase in Economic Development program (funding) \$0.38M	
Decrease in grant for housing programs (funded) (\$1.8M)	
Decrease in Community Improvement Plans (funded) (\$1.0M)	
Contribution to Reserve and Capital	118
Increase in Water/Wastewater Contribution to Capital \$1.7M	
Increase for Police facility \$0.5M	
Increase due to increase in fleet recovery rates \$0.19M	
Increase to the Risk Management Reserve Fund \$0.17M	
Decrease in one time contribution to capital (\$2.5M)	
Internal Recoveries	(2)
Changes for activity based allocations	
2020 Expense Budget	614,932



Staff Complement

Department	2019		2020		FT Staff Change	PT Hour Change
	FT Staff	PT Hours	FT Staff	PT Hours		
Mayor and Council	5	3,654	5	3,654	-	-
Auditor General	-	3,654	-	3,654	-	-
CAO and Communications						
Office of the CAO	2	-	2	-	-	-
Communications and Community Engagement	24	3,525	25	3,521	1	(4)
Economic Development	19	4,634	19	9,583	-	4,949
Corporate Services						
GM's Office	3	-	3	-	-	-
Legal and Clerks Services	33	3,659	32	3,659	(1)	-
Security and By-Law	16	13,527	15	18,121	(1)	4,594
Information Technology	35	1,827	38	1,827	3	-
Human Resources	26	7,308	26	7,308	-	-
Financial Services	74	3,841	73	2,976	(1)	(865)
Assets and Fleet Services	81	13,103	82	12,991	1	(112)
Community Development						
GM's Office	3	-	3	-	-	-
Housing Services	10	4,284	59	4,284	49	-
Long Term Care-Senior Services	256	237,315	256	227,628	-	(9,687)
Social Services	86	-	86	1,827	-	1,827
Children Citizen Services	71	55,895	71	52,155	-	(3,740)
Leisure Services	87	318,504	87	318,621	-	117
Transit Services	101	81,872	105	80,791	4	(1,081)
Growth and Infrastructure						
GM's Office	2	-	2	-	-	-
Engineering	47	11,386	47	11,386	-	-
Infrastructure Capital Planning	24	17,951	25	17,951	1	-
Treatment and Compliance	77	17,937	77	17,937	-	-
Water / Wastewater	-	-	-	-	-	-
Linear Infrastructure Maintenance	180	60,033	200	60,033	20	-
Environmental Services	23	19,981	26	13,732	3	(6,249)
Planning and Development	43	15,346	43	15,346	-	-
Building Services	31	3,500	31	3,500	-	-
Community Safety						
GM's Office	9	1,248	9	1,292	-	44
Emergency Management	2	-	1	595	(1)	595
Paramedic Services	119	35,624	119	34,392	-	(1,232)
Fire Services	129	2,384	131	2,384	2	-
Service Partners						
Airport	24	7,088	24	7,088	-	-
Greater Sudbury Police Services	390	56,901	398	56,901	8	-
Total	2,032	1,005,981	2,120	995,137	88	(10,844)



Analysis of Staffing Changes

Communications and Community Engagement

- An increase in one permanent position for the Customer Relations Management software project was approved through the 2019 Capital Budget.

Economic Development

- The increase in part-time hours is due to additional funded staffing contracts within the Regional Business Centre.

Legal and Clerks Services

- The decrease in one permanent position is due to a staff transfer to Information Technology to better align with work requirements.

Security and By-Law

- The decrease in one permanent position is due to a staff transfer to Information Technology to better align with work requirements.
- An increase in part-time hours is to support Animal Shelter attendants.

Information Technology

- The increase in three permanent positions is due to staff transfers from Legal and Clerks Services, Security and By-law, and Financial Services to better align with work requirements.

Financial Services

- The decrease in one permanent position is due to a staff transfer to Information Technology to better align with work requirements.
- The decrease in part-time hours is due to the elimination of a funded staffing contract.

Assets and Fleet Services

- The addition of one permanent position for a Fleet Technician was approved through collective bargaining.
- The decrease in part-time hours is due to the reduction of stand by hours.

Housing Services

- The increase of 49 permanent positions is due to assuming operations of Greater Sudbury Housing.

Long-Term Care Services

- The decrease in part-time hours is a result of collective bargaining and a transfer from accumulated sick leave days to short-term and long-term disability.

Social Services

- The increase in part-time hours is due to additional funded staffing contracts.

Children and Citizen Services

- The decrease in part-time hours is due to the Local Poverty Reduction program ending.

Leisure Services

- An increase in part-time hours is required to maintain assets put in service as a result of Healthy Community Initiative projects.
- A decrease in part-time hours is a result of changes in operating hours for Dr. Edgar Leclair and Centennial Arenas.

Transit Services

- The increase in four permanent positions for bus operators (2) and servicepersons (2) was approved through collective bargaining.
- An increase in part-time hours is based on updated work plans including the enhanced transit plan.
- A decrease in part-time hours is anticipated resulting from a review of this service.

Infrastructure Capital Planning

- The increase in one permanent position for Red Light Cameras was approved through the 2019 Budget.

Linear Infrastructure Maintenance

- The increase in 20 permanent positions for Truck Drivers (6), Distribution and Collection Operator A and B (8), Distribution and Collection Relief Operator (4) were approved through collective bargaining. Two positions, Roads Supervisor and Water/Wastewater Supervisor, were also as a result of the 18 positions added in exchange for more flexible shift schedules to meet operational requirements in collective bargaining.



Environmental Services

- The increase in three permanent positions and decrease in part-time hours are a result of converting waste servicepersons from part-time to permanent as approved through collective bargaining.

Community Safety GM's Office

- The increase in part-time hours is required for vacation coverage.

Emergency Management

- The decrease in one permanent position is due to a staff transfer to Fire Services to better align with work requirements.
- The increase in part-time hours is for a summer student position.

Paramedic Services

- The decrease in part-time hours is to better align with work requirements.

Fire Services

- The increase in one permanent position transferred from Emergency Management to better align with work requirements.
- The increase in one permanent position is due to an arbitration award in 2019.

Greater Sudbury Police Service

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