

## 2022 Budget Questions and Answers

### 1. Please provide further information with respect to the Capital Levy approved in 2020.

Answer:

When Council approved the Special Capital Levy in 2020, it increased the capacity of the capital program by \$4.1 million. For illustrative purposes, the Capital Program funded by the operating budget, prior to the approval of the Special Capital Levy was approximately \$70.3 million (including W/WW). The approval of the Special Capital Levy increased available capital funding to \$74.4 million for 2020. This amount changes each year in accordance with the Capital Budget Policy. Subject to any adjustments Committee may make, the planned transfer from the operating budget to support the capital budget (both tax-supported and water/wastewater capital) in 2022 is approximately \$78.6 million.

As you'll recall, the amount applicable for 2020 (\$4.1 million) was set aside in reserves in 2020 in anticipation of a deficit. As these funds were not required in 2020, they were held in reserve. They are recommended to be used as part of the funding for the recommended 2022 Capital Program.

Council is aware of the City's extensive asset renewal needs. During 2022 budget deliberations, there is a recommendation for a Special Capital Levy of 1.5%, in addition to the budget property tax levy increase that was tabled on November 2<sup>nd</sup>.

### 2. Would it be possible to share the current reserve balances for each reserve across our operations, along with their recommended minimum balance, with all of Council?

Answer:

Please see attached Question 2: Reserve Fund Balances & Targets – September 30, 2021.

It should be noted that the balances for 2021 are subject to change based on approvals/commitments made during the remainder of 2021 and required year-end adjustments. A portion of these balances are included within the 2022 Budget as well, such as the use of Cancelled Capital Funding for the 2022 Capital Program.

### 3. Can Finance Staff provide the annual maintenance(repair) costs on our municipally owned buildings and roads (including bridges & culverts) for the last 5 years? (Exclude Water/Wastewater and seasonal maintenance eg Winter Control, grass cutting). And can Finance Staff also provide the capital investments made in these same assets for the last 5 years.

Answer:

Please see attached Question 3: Five-year maintenance and capital investment summary.

### 4. Pg. 7: 40,000 "Weekly collection of waste and litter per year". Please provide some clarity here. What is the correct metric?

Answer:

The statistic refers to 40,000 tonnes of curbside waste and litter collected on an annual basis.

5. **Pg. 63 - Is it possible to please have the 3.2% increase in salaries and benefits broken out into wage increases, WSIB increases, benefit increases, new positions etc, so that we can better understand the breakdown and also show that it is not simply a 3.2% wage increase?**

Answer:

Below is an allocation of the 3.2% increase in the Salary & Benefit category:

New Positions *	\$437,569	0.2%
Increase in Payroll Costs:		
WSIB	\$435,241	0.2%
Employer Tax Plan**	\$1,324,623	0.5%
Benefit Plan	\$617,749	0.2%
Salary changes/grid movement	\$6,057,462	2.1%
Total change in Salaries & Benefits	\$8,872,644	3.2%

\*New Positions relates to the five additional staff as see on page 70 and described on pages 71 and 72 of the budget document, and include one new position at the Sudbury Airport, one new position at the Greater Sudbury Public Libraries, and three new positions at Greater Sudbury Police Services.

\*\*Employer Tax Plan includes the employer costs for Employment Insurance, Canada Pension Plan, Employer Health Tax, and OMERS.

6. **Pg. 64 of the budget lists the capital contribution from the levy as 42M/357M total, or 11% of the levy funding invested in Capital projects. User fees on the other hand appear to have 36.6M/175M total, or 21% of the user fees collected invested in our Capital program. Does having such a large portion of user fees invested in the Capital program leave us vulnerable to a potential budget shortfall or a reduced Capital plan if user fees for 2022 do not bounce back to normal as anticipated?**

Answer:

No, it doesn't. The reference to "user fees" here refers to water and wastewater rates. These capital funds are generated by water/wastewater rates and support water and wastewater capital projects. It's possible consumption levels could be lower than forecast and that lower water/wastewater revenues would be earned as a result. If this unlikely event occurred, the shortfall would appear in the operating budget and could prompt a draw on water/wastewater reserves to offset any deficit. In that scenario, the capital budget would not be adjusted.

7. **Pg. 64 - Could you please provide a breakdown of the \$109,963,690 that is the total investment of capital this year? Why does it appear to be less than Contribution to Capital Levy + Cont.to.Cap User Fees + Contribution from Reserves + External Debt Financing?**

Answer:

The consolidated budget represents the total anticipated budget for both operating and capital. Because both the operating and the capital budget are balanced (i.e. revenues = expenses, and funding = spending), the chart on page 64 used the revenues that appear in the operating budget and the funding sources for the capital budget. In order to determine the total consolidated budget, we must remove the revenues generated in the operating budget that fund the capital program. The \$109,963,690 represents the sum of the capital budget funding sources listed on page 64 for a combined total of \$197,795,395 less the items that are funded from the operating budget (contribution to capital, water and wastewater user fees, and reserves and reserve funds that are contributed from operating in year).

**8. Pg. 67 - What is aggregate resource revenue?**

Answer:

Under the Aggregate Resources Act in Ontario, municipalities receive revenue from aggregate operations (gravel pits and quarries) on private land in designated areas. The revenue to the municipalities is payment of a share of licence/permit fees collected from aggregate producers.

**9. Pg. 64-67 are perhaps the most important pages in the budget. Basically, the track changes for the year-over-year. The current format only includes a very limited amount of information with blurbs in a few instances to explain things. I would greatly appreciate more of a track-changes approach with information on the percentage increase/dollar increase from the previous year, and a breakdown of the different items that make up each impact. Would that be possible for next budget?**

Answer:

Yes, it is possible. Staff will provide further information for the 2023 Budget. Respectfully, while these details are important, services drive costs. There are more important details throughout the budget that describe planned outcomes and performance, which the Finance and Administration Committee will be considering/approving.

**10. Pg 70 - Why are there no full-time staff listed under the Auditor General? Is the Auditor General not a full-time staff member?**

Answer:

The Auditor General and Audit Project Manager are both contract positions, and as such are budgeted as part time hours. Both positions have full-time hours associated with them.

**11. Pg. 73 - I would like to see Parking separated from Security and Bylaw, because it's my understanding that parking revenue goes to a reserve fund and so could appear operationally as a service with high revenue and low costs. This makes the true cost of bylaw and security different to factor out. Could we please have that service separated out?**

Answer:

Please see attached Question 11: Summary of Parking Services and Summary of Security and By-Law Services.

**12. Pg. 73 Are the numbers for Information Technology, HR, Compensation & Benefits, and Organizational Development & Wellness correct? I understand we may be showing their cost as neutral because of the charge-back from different departments, but that is not necessarily helpful from a budgetary review standpoint. What is the gross, annual cost of providing those services, and the net after the chargebacks? Same thing for D&C O&M, Engineering Design, Construction services, etc. Is there a way to ensure that we can see apples to apples when comparing the cost of these services along with any revenue/funding that is received for them?**

Answer:

The cost of these services is allocated to operating departments to better reflect the full cost of providing our services. This is a best practice in budgeting. These services enable other municipal services to be delivered. So while they may be classified separately from an administrative perspective, applying their costs to the services that receive their support helps identify our services' "full cost". Please see the chart below for the gross operating costs.

	Gross Operating Cost	Internal Recovery	Revenue	Net
Information Technology	9,337,800	(9,198,911)	(138,889)	-
Human Resources & Labour Relations	1,225,825	(1,184,135)	(41,690)	-
Compensation & Benefits	2,612,721	(2,571,721)	(41,000)	-
Organizational Development, Safety, Wellness & Rehabilitation	2,204,306	(1,513,017)	(691,289)	-
Distribution and Collection - Operations & Maintenance	11,290,753	(11,007,321)	(283,432)	-
Engineering Design	1,954,168	(1,951,516)	(2,652)	-
Engineering Project Delivery	1,524,330	(1,273,909)	(250,421)	-
Construction Services	2,478,725	(2,443,356)	(35,369)	-
Water Treatment	20,341,305	23,638,246	(43,979,551)	-
Wastewater Treatment	20,443,562	25,774,204	(46,217,766)	-
Community Paramedic Care	2,299,584	27,996	(2,327,580)	-
Fleet Services	18,535,235	(17,118,629)	(920,734)	495,872

**13. Pg. 74 - How does Fleet Services appear to have 55 FTEs but only cost 1.4M/year?**

Answer:

The cost of providing the organization's vehicles and equipment is applied to the departments that use the vehicles and equipment. As with the response to Q12, this allows interested readers to understand a services' full cost. As a result, the amount that is allocated from Fleet Services is reflected as a reduction in their cost of operations.

**14. Pg. 74 - What offerings fall within "Recreation Programming"?**

Answer:

Recreation Programming consists of the following services:

- Aquatics (pool and waterfront programming)
- Ski hills

- Fitness centre operations
- Recreation interest (summer playgrounds, day camps, and adult interest programs)
- Trailer parks
- Youth centre operations
- Special events programming and support

**15. Pg. 93 - Key Deliverables under the Communications & Community Engagement Section includes “Continue to streamline in-person customer service interactions with the One Stop Shop and align service delivery with the Citizen Service Centres throughout the community.” Why is the management of the Citizen Service centers separate from 311 and the One-Stop Shop at Tom Davies Square? Should they not be under the same service area to ensure that there is synergy across the different systems so that each Citizen Service Centre becomes an extension of the One-Stop Shop?**

Answer:

The smaller CSCs have a dual role as they also provide library services at those locations, and it is the same individual staff members providing both services. As the Greater Sudbury Public Library continues its governance changes, we expect some evolution in the CSC/Library staff role. Meanwhile, the policies, technologies and services available through all CSCs will reflect, as much as possible, the services available at TDS.

**16. Pg 105 - The Materials - Operating Expenses for Economic Development have increased 30% from 708,902 in 2020 to 923,614 budgeted for 2022. What is the reason for that increase and please provide some examples of the materials needed for Economic Development?**

Answer:

The 2020 actuals reflect reductions in expenses related to travel, marketing and promotions, all of which were constrained because of our Covid-19 response. For instance, staff did not travel to tradeshows and paid marketing and promotion of tourism experiences was strictly limited in 2020, reducing the expenses in these areas. These activities will be resuming in 2022 and the expenses more closely match pre-pandemic activities.

**17. How much does the City budget for consultants in the operating and capital fund?**

Answer:

This response anticipates the question relates to “Consultants” that provide specialized skills, experience, tools and/or advice. We use consultants for specific reasons, such as:

- Accessing specialized skills or resources that would not be economical to maintain as part of our regular staff complement
- Managing workload or time constraints that could not otherwise be addressed with existing, available staff
- Obtaining information, such as from surveys or some specialized analysis, to support projects or ongoing work

This type of expenditure is generally low. Overall, we budget approximately \$900,000 for consultants. It is important to note the majority of these funds – \$500,000 – represent the municipality’s full spending on certain funded programs, so the consultants’ work is integral to the outcomes we produce.

For capital expenditures, consultant budgets vary project by project. For example, for roads projects, consultants are used for material testing as the city does not have certified labs, as well as bridge projects as the City does not employ structural engineers. A typical roads project uses a mix of internal resources, consultant spending and contractor expenditures.

**18. We often demonstrate the cost of services paid for with property taxes by a cost per residence. But houses don’t use services, people do.**

**Can you provide the cost of the services provided by the municipality on a per person, per day basis using the same categories of services provided to the community?**

Answer:

Please see attached Question #18: Allocation of property tax levy by population.

**19. Have we reviewed our banking and payment processing systems and potential efficiencies?**

Answer:

Our bank agreement was renewed at the beginning of 2021 for the second five-year period resulting from an RFP in 2015. The negotiations with the bank were successful with only small increases in fees and did not warrant the time involved in an RFP or the cost of transitioning to a new provider. We have also improved our purchasing card program to use online approvals to improve efficiency. The City is part a buying group with other public entities which provides a higher rebate on purchase card spending when included with the entire group spending. The City’s payment card processing will be subject to an RFP or cooperative purchase agreement in 2022.

**20. How much of the budget(s) can be reduced if Standing Offers are eliminated?**

Answer:

We are unlikely to save funds by eliminating standing offers. Standing offers provide predetermined prices for variable amounts of work. We only pay for the amounts we use. If we eliminate standing offers, we would likely become less efficient due to the need to take more time to secure quotes and identify suitable suppliers.

**21. Are there any potential reductions in Subscriptions, Travel and Professional Development budgets? Are there potential reductions in costs where one Manager or Director can be sent to a specific program (i.e. Train the Trainer)?**

Answer:

We regularly examine these types of reductions and incorporated the changes into the recommended budget where feasible. Our overall training costs are relatively low compared to our municipal peers. We currently use the train-the-trainer approach regularly, such as for our Customer Services training.

**22. How much is being spent on Office Supplies throughout the organization? Is there an opportunity to reduce, for example utilizing alternate supply companies?**

Answer:

Our spending varies annually but is generally approximately \$1.2 million per year. Actual costs reflect usage at prices negotiated in our current supply contract. Staples was awarded this contract after an RFP process and entered into February 2020 with a 3-year term with two additional one year option terms. The purpose of entering into an agreement for the procurement of office supplies is to ensure that are accessing the best pricing and availability.

**23. Once a roads project is complete, scrap metal (cast iron, copper etc.) is removed from the site. Where do these materials go and who receives the funding (if any) of disposing of these materials?**

Answer:

For both roads projects and water/wastewater linear projects, any material (hydrants, signs, etc.) that can be reused and still retain asset life remain the property of the City and the contractor is required to deliver them to a City Depot. For items that no longer have asset value, or that will be damaged beyond repair during their removal become the property of the Contractor. For some items, such as scrap metal (MH lids, CSP culverts, etc.), there is residual value remaining in these items. As the City awards the contracts to the lowest compliant bidder, the Contractor includes these items with residual value in their competitive bid to maximize their potential of winning the tender.

**24. On page 76 of the Budget Document there is a chart that provides an overview of what contributes to the 3% budget increase. There are many expenditures that are mandated/outside the municipality’s control. Can you present the same data in the chart that allocates those percentage cost increases over which we have control over and those that we do not?**

Answer:

Please see the chart provided below.

		<b>% of 2022 budget increase</b>
<b>2022 Proposed Budget Increase</b>		
<b>Things we can directly control:</b>		
Investment in Buildings, Roads etc	(21,256)	0.00%
Cost of Municipal services (net of assessment growth of 1%)	7,861,820	1.60%
<b>Total Costs we can control</b>	<b>7,840,564</b>	<b>1.60%</b>
<b>Things we can't directly control</b>		
Provincially mandated programs	885,288	0.30%
Greater Sudbury Police Services	3,087,326	1.03%
Public Health Sudbury District	364,863	0.12%
Conservation Sudbury	22,168	0.01%

Greater Sudbury Public Library	384,216	0.13%
<b>Total Costs we cannot control</b>	<b>4,743,861</b>	<b>1.59%</b>
<b>Total Proposed Budget Increase</b>	<b>2,584,425</b>	<b>3.19%</b>

**25. On page 177 (Children Services Overview), it lists a “Service Expectation” of 135 average monthly number of children served through special needs resourcing and then under “Activity Level” it reports 900 average number of children serviced through special needs resourcing. What is happening here?**

Answer:

The service level expectation of 135 refers to the average number of children served through special needs resourcing per month which is a target set by the Province. This is comparable to an estimated activity level of 165 average number of children served through special needs resourcing per month. Children may receive support through this program for more than one month in a year. The activity level of 900 refers to the total number of unique children served through special needs resourcing per year. The province does not maintain a service target for this statistic.

**26. In June, we received a report that forecasted a 6% taxation levy increase net of 1% assessment growth. Council directed staff to bring back a 2022 budget with no more than a 3% increase. Can you provide a summary of how staff arrived at a budget with a 3% budget increase; including what risks have been assumed in order to deliver a 3% increase.**

Answer:

The mitigation strategies reduced the forecasted 6.0% to 3.6%. These strategies included the following:

- Reduce the increase in the Contribution to Capital from 4.9% to 2.0%
- Defer budgeting for debt repayment where debt is not yet secured
- Remove inflation adjustments on all Materials and Purchased Services accounts
- Anticipate the restoration of pre-covid revenues and expenditures
- Fund the 2022 impact of the one-time business cases approved in 2021

Following the budget direction received in June, departments continued to review and refine the proposed 2022 budget. In order to deliver a 3.0% property tax increase, risk was assumed in revenues throughout all departments including provincial and federal funding, user fees, interest, and other miscellaneous revenues. Risk was also assumed in areas such as winter control averaging, and waste collection.

**27. Capital Budgets for Arena roofs and pools on pages 404 and 413. Can we get estimated cost breakdowns by arena and pool to be repaired?**

Answer:

The following provides a breakdown of the capital budgets for Arenas and Pools:



<b>Arena</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
Cambrian	1,405,000		1,405,000
Carmichael	105,000	1,300,000	1,405,000
IJ Coady	90,000	1,100,000	1,190,000
Tom Davies	55,000		55,000
<b>Total</b>	<b>1,655,000</b>	<b>2,400,000</b>	<b>4,055,000</b>

<b>Pools</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
Howard Armstrong	106,750	1,312,457	1,419,207
Nickel District	495,998		495,998
Gatchell	198,169	50,000	248,169
Onaping	32,345		32,345
R.G. Dow		84,320	84,320
<b>Total</b>	<b>833,262</b>	<b>1,446,777</b>	<b>2,280,039</b>

**28. What was the total police operating budget in 2015?**

Answer:

The total net budget for Greater Sudbury Police Services in 2015 was \$52,527,975.

**29. Pg.111 - Why does Corporate Services rent increase by 262,875, or 124% in 2022?**

Answer:

The majority of the increase in Rent and Financial Expenses in corporate services related to the new pilot project for fleet leases. A full description of this project can be found in the response to question #32 below. The remaining increases relates to the municipal election which is fully funded from the Election Reserve.

**30. Pg. 114 - Legal & Clerk's Services are seeing an increase in the net budget of 14%, and an increase in expenses of 20% for 2022. What accounts for these increases? How is the election funded and what portion of the cost to provide the election falls on the Levy?**

Answer:

There are two significant changes in the Legal & Clerk's Services section that result in the overall net budget increase, and the overall expense increase. The first is that the 2022 budget reflects a reduction in Provincial Offences Act revenues of \$150,000 to better reflect the actual revenues received. There has been a decline in P.O.A tickets issued by charging authorities in recent years.

The second change is the inclusion of the budget for the upcoming municipal election which has the effect of increasing the Legal & Clerk's Services budget in election years. This cost of providing the election is fully funded from the election reserve and therefore there is no change to the property tax levy in election years. In order to fund the election reserve and smooth out the impact on the property tax levy, there is an annual contribution to the reserve of \$125,000 that is funded from the levy.

**31. Pg. 146 - I would love to hear more about the “Fleet Governance Team”. Will there be a focus from the group on reducing our Direct Cost per Heavy Vehicle Km (municipal equipment) to bring it closer to the benchmarking median?**

Answer:

Fleet Services commissioned a business process review in 2019. It contained a number of recommendations and a roadmap of actions including more formalized governance over service expectations, workflow efficiency and asset management efficiency. The Fleet Governance Team is comprised of City staff from various operating departments that meets quarterly. The mandate of the Fleet Governance Team is to promote a collaborative environment with operating departments and use a series of key performance indicators that drive optimal asset utilization and service delivery.

This group has delegated authority from the Executive Leadership Team (ELT) for corporate leadership of fleet investment decisions related to: prioritizing capital investment choices for recommendation to ELT, monitoring project and service delivery, and approval of Standard Operating Procedures (SOPs), policies and standards. This group also has an objective of championing the innovative use of new, advanced fleet technology and fleet alternatives for the City and citizens of the City.

Regarding the Direct Cost per Heavy Vehicle KM, it will certainly be part of the group’s focus. This indicator result has been reduced to \$2.96 in 2020 from \$3.28 in 2019 due to a focus on renewing assets and reducing the age of heavy-duty fleet. It should be noted that, like all comparative indicators, there are influencing factors that inform judgments about a particular result.

In this particular instance, an influencing factor is the service level selected in comparator municipalities for winter control services. Heavy vehicles in the City of Greater Sudbury Fleet are largely represented by sand/salt/plowing trucks and garbage packers. These service levels drive costs incurred for repair costs and fuel. Risk tolerance influence choices about the level of spare vehicles available for sustaining service levels when a vehicle breaks down or becomes unavailable. Similarly, the City of Greater Sudbury also maintains its own fleet of garbage packers as the service is partially provided via internal resources.

**32. Pg.148 - What is Fleet & Assets renting for 250K/year?**

Answer:

The City has entered into a pilot project for the supply and maintenance of 30 light vehicles with Enterprise Fleet Management. This lease-type model of vehicle supply leverages Enterprise’s understanding and experience in the light vehicle market to provide complete fleet management for part of our fleet. Enterprise will be responsible for procuring, maintaining and disposing of this group of vehicles.

The Benefits and Risks of the pilot project are as follows:

Benefits	Risks
Increased capacity for Fleet Technicians	Damage to units could derail the financial benefit
Immediate renewal of light fleet and higher trim lines	Large fluctuations in interest rates may impair financial benefit
Moderately lower cost	
Consistent renewal of light fleet, reduced maintenance	
Reduce administrative burden	

Consequently, the City should see a greater benefit unless there is a large increase in interest rates and/or damage to vehicles is extensive. Fleet services attempted to mitigate the risk of damage by placing these vehicles within areas that are less prone to damage.

Upon completion of the pilot project will Fleet Services and the respective operating department will evaluate the pilot project to consider the merits of continuing with the program.

**33. OVERALL - The service areas all of budget sheets but only certain services. Why do certain services have individualized budget sheets, while others do not? For example, Cemetery services has a budget sheet, and Arenas does not?**

Answer:

The budget for the organization is currently aligned by Department and Division and presented this way in the budget document. However, as part of our evolution to adopt a service based budget presentation, certain services that do not fully align with the division are shown separately. For example, Cemetery Services is vastly different than the services provided under Leisure and Recreation. For this reason, a separate budget sheet has been provided. As we continue this evolution, future budget documents will reflect a budget sheet for each service as outlined on pages 73-75 rather than a department/divisional approach.

**34. Pg.199 - What has caused the 81% increase in Growth and Infrastructure of \$230,772 for Rent & Financial expenses?**

Answer:

The increase is primarily due to increases in vehicle rental costs to accommodate the City's Health and Safety standard operating procedure for Vehicle Use During the COVID-19 Pandemic requiring limited number of people in a vehicle in an effort to reduce the spread of COVID-19. COVID-19 costs in 2021 are anticipated to be funded through Provincial funding.

**35. Pg. 200 - Notable infrastructure accomplishments in the last few years include: completing the Maley Drive Extension, from Frood Road to Falconbridge Highway, and completing the widening of Municipal Road (MR) 35 from Notre Dame Street East, Azilda, to Highway 144, Chelmsford. How many lane kms of roads have been added to our infrastructure portfolio because of those two projects? Have we added to our annual contribution to Capital a corresponding amount to**

**provide for resurfacing, and other life-cycle maintenance and renewal needs for those added lane kms?**

Answer:

These two projects resulted in an additional 37.8 lane kms.

The annual contribution to capital is adjusted based on the greater of 2.0% or non-residential building construction price index (NRBCPI) in accordance with the Capital Budget Policy to fund current capital requirements. There is currently no additional increase to capital for future capital needs.

**36. The City provides for capital funds from various revenue streams. There is an annual transfer from the tax levy, as well as an annual transfer to support capital investments from user based fees. I am not aware of any transfers to capital from either federal or provincial grants and revenue sources where programs and services have been downloaded to the municipality. I also note that the provincial government changed their strategy to lease vs own buildings about a decade ago.**

- a. Do provincial programs provide for the full operating and capital costs for the provision of these downloaded services? or only an operating expense portion?**
- b. Would internal or external leases be recognized by the upper levels of government as qualifying operational expenses? Would we be better off leasing our internal space to other users, if the province will not pay for a capital lease portion associated with downloaded services we are operating on their behalf?**
- c. What is the value of capital assets that are required and are being consumed in support of those downloaded programs?**
- d. Should a transfer to capital, also be made from the federal and provincial programs we are administering on their behalf?**

Answer:

- a. Provincial funding for downloaded programs do not provide for the full operating and capital cost of the program. The provincial funding formulas provide for a share of operating expenses while the property tax levy funds the difference.
- b. Eligible operating expenses differ from program to program, however generally speaking leases are not eligible. Service providers find greater benefit from owning their own buildings rather than leasing.
- c. The programs that have been downloaded to the municipality do not have a specific need for capital assets. These services operate out of existing municipal facilities and a charge to operations for asset renewal is not currently included in our operating budget.
- d. The funding agreement does not include a capital portion for the use of municipal facilities. A transfer to capital to support the needs of the municipal facility could be made, however there is not one in place at this time.

**37. In reference to page 43 of the budget book, Ongoing External Debt, as well as ongoing long term commitments are listed, however, previous requests for funding that have now been paid out to external organizations are not apparent.**

- a. Please provide further details of past council support for projects like, LU School of Architecture, Science North Projects, Living with Lakes Centre, Le Place Des Arts, The Hospice, HSN Pet Scanner, St Joseph's Villa, St Gabriel Villa, Northern Watersports Centre etc.
- b. Please provide a list of anticipated similar future in-year requests for 2022. eg Laurentian University, YMCA, HSN, Science North etc.

Please see the chart below.

	<b>Term of Commitment</b>	<b>Value of Commitment</b>	<b>Total Outstanding at Dec 31, 2021</b>	<b>2022 Payment</b>
Maison McCulloch Hospice	2018-2022	750,000	150,000	150,000
Health Sciences North	2001-2023	26,700,000	1,700,000	1,000,000
Health Sciences North - PET Scanner	2016-2025	1,000,000	400,000	100,000
AMRIC	2015-2018	750,000		
Laurentian University School of Architecture	2009-2019	10,000,000		
Science North Go-Deeper Project	2022-2023	320,000	320,000	190,000
Place des arts	2017-2025	5,000,000	1,500,000	
St. Joseph's Villa	Ended in 2015			
St. Gabriel Villa	Ended in 2015			
Sudbury Finnish Rest Home	On-going			39,200
Alzheimers Society	On-going			11,000
Northern Water Sports Centre	2008-2009	500,000		

#### Future in-year Requests

<b>Future in-year Requests</b>	<b>Term of Commitment</b>	<b>Value of Commitment</b>
Red Cross Personal Disaster Assistance	2022	15,000
Yes theatre Community Grant for Refettorio	2022	50,000
Additional Operating dollars for Place des Arts	ongoing	110,787
76 Hill Top Seniors	2022	7,500

38. a) Please provide a summary of the annual and cumulative dollars provided to GSPS, as capital funds deposited into a general capital fund account. Those funds described in the police board request as intended to reduce the eventual amount of debt required at the time of construction, and to develop debt capacity for the construction of a future HQ building. A third column in that chart would illustrate the dollars spent on other capital needs and thereby, reducing the funds available to reduce that future capital debt. b) Please determine if construction of this project has been approved by the Police Board. c) Also provide the expected year when the capital funds and debt for construction will actually be required. d) Can the City Council provide the requested

**funds, but, require that they be held in a fund account that is restricted to the construction of a future proposed HQ?**

Answer:

The Police Services Board operating budget contains various provisions for contributions to Capital to ensure funds are available for current and future requirements and debts around sick leave, vehicle and equipment replacement, technology upgrades, facilities, specialized equipment and voice radio communications systems used by police fire and city transit.

POLICE FACILITIES:

In 2017, the Police Services Board adopted the following motion:

**THAT the Board approves the 2017 Operating Budget in the amount of \$55,604,204 which includes an annual provision of \$163,200 to fund a facilities improvement plan; and further**

**THAT the Board approves the 2018 and 2019 Operating Budget forecasts, which includes additional annual provisions in 2018 and 2019 of \$434,148 and \$302,536 respectively to fund the facilities improvement plan, and further**

**THAT the Board requests the City authorizes the issuance or securing of debt for the purpose of financing the construction and renovations of police facilities; and further**

**THAT the Board approves the 2017 Police Capital Plan; and further**

**THAT the Board receives the 2018 and 2021 forecasted Capital Plans; and further**

**THAT the Board recommends that City Council accepts these budgets**

During its 2020 budget deliberations, the Police Services Board adopted a Multi-year capital-financing plan that would set funds aside from the annual property tax levy to ensure an operating base for future debt repayments associated with police facilities. In each year, the amount would be increased by \$500,000. These funds would also be used short term pressing facility needs over the next 5 years while building capacity to ensure debt financing through the operating budget to support a capital loan for a new police facility; be it a shared facility with Emergency Services or a stand alone building as these items were being discussed by the Board and Council. This Finance Strategy was endorsed as follows:

Police						
PROJECT DESCRIPTION	PROJECT TYPE					
	R (Renewal)					
	E (Expansion) N (New)	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK	2023 OUTLOOK	2024 OUTLOOK
Police Building Renovations	R	\$ 1,400,000	\$ 1,900,000	\$ 2,400,000	\$ 2,900,000	\$ 3,400,000

During its budget deliberations that same year, Council requested that the Board reduce the contribution by \$500,000. The Board agreed to a \$250,000 reduction which reduced the plan accordingly:

Budget Year	Budgeted Contribution	Approved Contribution	Variance
2020	\$ 1,400,000	\$ 1,150,000	\$ 250,000
TOTAL	\$ 1,400,000	\$ 1,150,000	\$ 250,000

Both the Board and the City's Community Safety Division at the request of Council, agreed to undertake a study on the feasibility of co-locating police, fire and EMS on one campus. The study was placed on hold during 2020 due to COVID and since that time, emergency services have now advised they will not be proceeding with such a study.

In 2021, the initial base budget included a contribution of \$750,000 which would bring the financing strategy back on track with the \$500,000 in year and making up for the \$250,000 reduction from the prior year. During its deliberations, the Board reduced that contribution by \$250,000 leaving a \$500,000 increase in the operating contribution.

In its 2022 deliberations, the Board considered two budgets, one that did not include \$500,000 which resulted in a 3.9% overall increase, however on further reflection endorsed that it remain in to ensure the financing strategy remained on track.

Since 2017 and 2020 when the facilities financing plans were adopted, a number of projects have been undertaken in order to address pressing facility requirements and pressures. The Generator replacement at Tom Davies Square was a key large-scale City project was funded in part through police facility funds in excess of \$500,000. Other initiatives that have been undertaken include building security measures such as the inter-con digital card access system, which has been adopted throughout the entire Tom Davies complex, closed circuit television systems, the decommissioning of the close quarter battle house, repairs at District #2 LEL, furnishings and internal renovations to Human Resources, Forensics, Central Records and Customer Service.

In 2020, as a means of establishing additional space at Police Headquarters, rental office space was acquired at 128 Larch Street to house a number of police administration services. This was undertaken after failed efforts to find city owned space that could be assigned to police. The Service continues to look to the City for available space to alleviate operating pressures specifically at police headquarters; however, it does not appear that this will be known until sometime in the first or second quarter of 2022. This option may provide temporary relief for overcrowding of operational spaces at headquarters.

To recap, the following summarizes both financing and expenditures to date:

	2017	2018	2019	2020	2021	Contributions & Expenses to Date
<b>Police Annual Operating Contribution</b>						
2017	\$ 163,200	\$ 163,200	\$ 163,200	\$ 163,200	\$ 163,200	
2018		\$ 434,148	\$ 434,148	\$ 434,148	\$ 434,148	
2019			\$ 302,652	\$ 302,652	\$ 302,652	
2020				\$ 250,000	\$ 250,000	
2021					\$ 500,000	
2022						
2023						
2024						
2025						
<b>Total</b>	<b>\$ 163,200</b>	<b>\$ 597,348</b>	<b>\$ 900,000</b>	<b>\$ 1,150,000</b>	<b>\$ 1,650,000</b>	<b>\$ 4,460,548</b>
<b>Expenses to Date</b>	<b>\$ (62,920)</b>	<b>\$ (1,013,687)</b>	<b>\$ (178,198)</b>	<b>\$ (1,166,587)</b>	<b>\$ (202,589)</b>	<b>\$ (2,623,981)</b>

Ongoing efforts are being made to address at minimum key challenges with the space including public access and movement through confidential operational areas, inadequate storage for specialized police equipment, workspaces that are overcrowded, locker rooms that are beyond capacity and insufficient cruiser parking. The Patrol Operations Division is disjointed and operating out of multiple floors at 190 Brady Street. The Criminal Investigations Division consisting of the Drug Enforcement Unit, Human Trafficking, Break Enter and Robbery, Intelligence, Major Crime, Cyber Crime and Child Exploitation is highly congested conducting business primarily out of one floor.

With the relocation of a number of administrative divisions to 128 Larch Street, a complete review of the entire facility was undertaken in 2021 with a view of addressing urgent and imperative needs. A Plan has been developed and adopted in principle by the Board, which would see renovations undertaken throughout the entire building to more adequately serve the operational needs.

The analysis also included a comprehensive review of existing mechanical and electrical system reports that have been commissioned by the City. The facility was built in the 1970's and the infrastructure is now significantly aging, at risk of failure and difficult to repair. The review of existing mechanical and electrical conditions has identified a number of high priority areas that require replacement including main air handling systems to ensure fresh air supply and ventilation. The heat recovery units are not keeping up with humidity loads in certain areas of the building with heat pumps are not functioning adequately potentially resulting in frozen pipes, and inadequate drainage systems causing sewage back up. These are major mechanical and electrical issues that



have been identified which are the responsibility of the City to address. The City is aware of these findings and have indicated that there are limited funds available to address these concerns. While there has been no official tender for any of these services, the total cost is estimated at just under \$3 million. These infrastructure improvements would be required regardless of who holds occupancy of the building. Given that the police operates mission critical operations 7/24, the existing state of the systems is concerning.

The following summarizes the findings of the architectural review and identification of a solution required to address facility needs in the short term.

<b>Contemplated Renovations</b>	
<b>Expense Projections/YS</b>	
<b>Architects</b>	
HQ Renovation Cost	\$ 3,957,450
Municipal Requirements/Phasing	\$ 522,383
Contingencies	\$ 492,782
Consulting	\$ 397,464
Mechanical Electrical	\$ 2,902,337

The Board’s current facilities strategic financial strategy is summarized below and was endorsed as part of the Board’s 2022 budget deliberations.

	2022	2023	2024	2025
<b>Planned Annual Operating Contributions</b>				
				-
<b>2022</b>	\$ 163,200	\$ 163,200	\$ 163,200	\$ 163,200
	\$ 434,148	\$ 434,148	\$ 434,148	\$ 434,148
	\$ 302,652	\$ 302,652	\$ 302,652	\$ 302,652
	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<b>2023</b>		\$ 500,000	\$ 500,000	\$ 500,000
<b>2024</b>			\$ 500,000	\$ 500,000
<b>2025</b>				\$ 500,000
	<b>\$ 2,150,000</b>	<b>\$ 2,650,000</b>	<b>\$ 3,150,000</b>	<b>\$ 3,650,000</b>

The requirement for the use of these funds for renovations, mechanical/electrical upgrades and/or any other facilities pressures that emerge upgrades will have an impact on the remaining allocation that can be used to reduce the overall cost of new construction, which at this time is not known.

In addition, part of the City’s capital plan is the elevator replacement at 190 Brady. Two elevators in the building run between Levels 0 and 6. There have been numerous failures in recent years. Both the priority and risk has been identified as high by the engineering consulting firm that has been engaged in reviewing these systems. They require complete modernization and upgrades, which are part of the City’s work plan to address.

**Capital Envelope**

The Board also maintains contributions to a capital envelope through the operating budget. These funds have been used for the duty-issued service pistol and other dedicated weaponry, communication and infrastructure technology upgrades, specialized automation/technology in support of servers and storage area networks, training simulators, tower lightening protection, Conducted Energy Weapons, digital evidence management, and robotic autonomous systems.

<b>Contributions to Capital Envelope</b>					
	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	\$ 603,991.00	\$ 616,071.00	\$ 628,392.00	\$ 640,960.00	653,779.20

At this stage, an RFP has not been issued for the facilities renovations work, as the electrical/mechanical issues need to be addressed given that these elements are integral to any renovation plan and as such no approvals have been made.

The Board has not yet initiated the feasibility study, largely due to COVID delays. With the City having confirmed that it no longer has an interested in pursuing a shared facility, the Board will undertake the work as a stand-alone special purpose build facility. Once the study is complete, the Board will be in a position to fully deliberate on its next steps respecting police headquarters.

The Financial Strategy as currently endorsed by the Board if kept on track will realize the necessary funds for debt financing associated with a new build by 2025.

As per the Police Services Act, the board shall submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required, a) to maintain the police force and provide it with equipment and facilities; and b) to pay the expenses of the board's operation other than the remuneration of board members.

Upon reviewing the estimates, the council shall establish an overall budget for the board for the purposes described in clauses (a) and (b) and, in doing so, the council is not bound to adopt the estimates submitted by the board. In establishing an overall budget for the board, the council does not have the authority to approve or disapprove specific items in the estimates.

**39. We have hired 8 new firefighters. Why does pg. 269 of the budget binder not show an increase in F/T personnel or a reduction in O/T hrs that were incurred due to the arbitration ruling of STN 6 being staffed by professional firefighters?**

Answer:

The addition of the eight new firefighters was approved during 2021 budget deliberations and as a result the adjustments to staffing were made in that year. When comparing 2021 and 2022 in the budget document, the new staff are present in both.

**40. Pg. 209 - The Service expectations section on Pg 209 indicates that we have internal resources capacity for the 3027km of hardtop roadway being assessed every two years. Is that evaluation provided by internal resources, or contract resources? How do we perform that evaluation? Does road evaluation not require specialized equipment, and would it not be better to be getting that road condition report and oversight from a third party?**

Answer:

The evaluation of the City's hardtop roads is completed by an engineering consultant. The data is collected by the engineering consultant using a vehicle that has been outfitted with an Inertial Profiler to measure the roughness of the road and a Laser Crack and Rut Measurement System to image the road. After data collection is completed, the engineering consultant firm then processes the data and provides it to the City. The data is processed in accordance with American Society for Testing and Materials (ASTM) standard 6433. This internationally used standard provides a detailed methodology to evaluate the condition of pavement and derive a pavement condition index. Once the data is received, Infrastructure Capital Planning staff import this data into the roads asset management system and update the roads asset management plan accordingly.

A RFP for the evaluation of the City's hardtop roads was last issued in 2019. The contract included data collection in 2019 and options to collect data in 2021 and 2023. The 2021 data was collected during the summer months and is currently being processed. Staff anticipate receiving the processed data prior to the end of the 2021.

**41. Pg.214 - This page states: "Lined 1 kilometres of watermain and 3.95 kilometres of sewer main to reduce risk of underground failures and extend the life of infrastructure while minimizing cost and impact to traffic during construction." Pg. 219 indicates that we have 1000kms of watermains and 800kms of sewer mains. As relining appears to only address about 0.1% of our watermains, and 0.5% of our sewer mains, what other efforts and how many other kms of our linear water/wastewater infrastructure saw renewal in 2021? What percentage of our linear pipe portfolio is being renewed on an annual basis?**

Answer:

In addition to the lined kilometres, there were approximately 3.6 kilometres of watermain and 3.3 kilometres of sewermain replaced during 2021. For 2022, similar amounts of lining projects ( 1 km and 3.6 km respectively) are anticipated, while 2.7 kilometres of watermain and 4.0 kilometres of sewer main are planned.

These amounts will continue to escalate over time as the capital envelopes are increased in accordance with the Water and Wastewater Long Term Financial Plan.

**42. Pg.218 - With only 4% of our ditching performed this year, that leaves us at more than 20 years before each ditch gets attention. What is the best practice timeframe for ditching?**

Answer:

The City's Stormwater Asset Management plan recommends ditching on a 20 year cycle which would be 5%, annually.

**43. Pg.244 - The staffing complement of Building Services remains the same in 2022. Has the caseload not increased to warrant additional staffing resources?**

Answer:

Yes, the caseload has increased, and additional resources have been retained to ensure that a reasonable service level is provided to meet peak demand. The Operating Budget Policy allows for departments to increase staff on a temporary basis through short term contracts if the funds are available within existing budgets. Since demand for building permits is up, and projected to remain at higher than average levels, it is also reasonable to assume that additional revenue will be received through permit applications to support increased staffing through temporary and contract hiring.

**44. Pg.266 identifies "265,176 hours for staffed operations, including Primary Response Units (PRUs) staffed by nine ACPs and 15 PCPs during the day, and eight transporting ambulances and two PRUs staffed by eight ACPs and 12 PCPs during the night", but the actual number of hours for staffed operations was only 237,653. What does it mean that there was a 27,523 hour shortfall? What impacts does that have on paramedic operations?**

Answer:

The service level expectation of 265,176 hours consists of all hours (full time and part time) for front-line paramedics as well as administration and logistical staffing resources. The activity level of 237,653 actual staffed operational hours does not include the part time hours of 27,045. If this number had been included, the total hours would be 264,591.

**45. Pg.272 - How does the permanent Law Clerk FTE with salary of \$59,085 have benefits of \$21,359? What makes up that 21K in annual benefits?**

Answer:

Benefits are approximately 30-35% of a salary amount and include the following:

- Long Term and Short Term Disability
- Accidental Death and Dismemberment
- Life Insurance
- Medical and Dental
- WSIB

- Pension
- Employer Health Tax
- Employment Insurance
- CPP

**46. Pg.279 - Its great to hear that Lorne st is now shovel ready. How many major infrastructure projects like that do we have that are similarly shovel ready in case new funding programs come available?**

Answer:

The following is a list of shovel ready programs:

- Lasalle Boulevard – Frood to MR 35 (this is part of the Phase 2 Maley Drive Extension project).
- Kingsway – Silver Hills to Barry Downe
- Paris – Notre Dame Bikeway

In addition to the above, we can typically produce the contract documents for asphalt rehabilitation projects (or surface treatment or gravel) for sections of road that do not require major underground infrastructure upgrades (ie. Water main replacement).

**47. Pg.282 - How much would the annual cost be to finance the Paris-Notre Dame Bikeway Business Case?**

Answer:

An amendment has been proposed to fund this business case from reserves and replenish by the allocation to active transportation of \$150,000 per year from 2022 to 2041, subject to approval and receipt of federal funding.

**48. Pg. 326 - Would it be appropriate, because of the link to the Modern Employee Tool Project and organizational development, to fund the Business Case - Create Electronic Content Management (ECM) Strategy with a one-time draw from the Organizational Development Reserve?**

Answer:

The use of the Organizational Development reserve is for the purpose of funding the training and development of staff. The Electronic Content Management Strategy does not fall within the approved use as per the Reserves and Reserve Funds by-law.

**49. Could you expand on the titles for each column/cell from the November 19<sup>th</sup> Q&A for Question 18?**

Answer:

Please see chart below:

<b>Service</b>	<b>Description</b>	<b>Allocation of Overall Budget</b>	<b>Property Tax Rate per day per Service</b>
Public Safety	Police, Fire, EMS	35%	1.75
Road Maintenance	Public Works, Engineering, Planning, Roads	19%	0.95
Social Services	Pioneer Manor, Housing, Children, Ontario Works	12%	0.60
Citizen & Leisure Services	Leisure, Recreation, Cemeteries	7%	0.35
Enabling Services	Finance, HR, Facilities, Fleet, Legal, Clerks, By-law	6%	0.30
Transit		5%	0.25
Recycling and Garbage		6%	0.30
Service Partners	GSPL, Conservation Sudbuyr, OHSD	6%	0.30
Economic Development		2%	0.10
Other	Mayor, Council, CAO, Communications and 311	2%	0.10
		100%	\$ 4.99

**50. Pg. 348 - When we look at the Business case Development of a Transit Electric Bus System, the business case notes that we:**

- a. Have an aggressive plan to electrify 100 per cent of the transit fleet by 2035.**
- b. Have approval from the three tiers of government to proceed with an accelerated plan to replace 53 diesel buses between 2020 and 2028.**
- c. Buses should be replaced every 12 years.**

**With those three factors in mind, it would appear that a diesel bus replaced in 2028 should be in service until 2040 (2028 + 12 year industry standard lifespan). Do these factors in combination indicate that we are planning to fail at achieving our goal of 100 per cent transit fleet electrification by 2035?**

**Based on the industry standard lifespan, should we not be ordering our last diesel buses in 2023 to achieve our established goal?**

**Assuming this business case is approved, does the anticipated timeline required for the Assessment Needs Study & Implementation Plan (2 year estimated timeframe), Pilot Program, and full EV rollout realistically lead to 2035 full electrification?**

**Should we adjust our goal to make it more realistic?**

Answer:

Where the Transit Action Plan and associated ICIP funding planned for the accelerated replacement of fifty-three (53) 40-foot diesel buses, there is intersection between the two initiatives that require adjustment. Where both projects contemplate the continuity of conventional buses within GOVA Transit in the community, toward a reduction in GHG emissions from combustion engines, Transit has a high level goal toward procuring Battery Electric Buses (BEB) beginning in 2023 (pilot).

Toward this plan, Transit staff will be seeking approval from the MTO to redirect approximately \$19,274,640 of committed funding and offsetting the purchase of thirty (30) 40' diesel buses

between 2024 and 2028. We would formally request to adjust the scope of the project to permit the transfer of those funds to support our shared goal of electrification. Further, not included in the ICIP funding formula, this would defer ongoing capital purchase of sixteen (16) diesel buses (\$10,400,000) between 2029-2033.

Anticipating the completion of a feasibility for the electrification to be completed in 2022, pending feedback toward capital purchase requirements for buses, charging infrastructure and facilities, Staff have a high level bus replacement plan that would see electrification begin in 2023 with a pilot program. This high level plan would recommend capital procurement over a 12-year period with BEB purchases recommended in each year between 2023 and 2035. Where this plan currently aligns with a 1:1 ratio for diesel to electric bus, there are contingencies built in based on industry standards that have noted a ratio of 1:1.2 or 1.3. At a ratio of 1.2 toward electrification, our fleet may expand from 59

While the above high level plans are developed, they will be refined based on identified needs of a feasibility study. Likewise, with significant financial costs anticipated for buses and associated infrastructure, Staff are actively pursuing funding support through available programs such as the Zero Emission Transit Fund.

**51. Pg. 292 - How did we afford to pay for the other two RWIS systems that have been installed? Were they part of a previous business case?**

Answer:

To our knowledge the first RWIS station was installed in 2010.

The second RWIS station was funded as part of the 2019 Vermillion Bridge project.

**52. Pg.371 - As “CGS is responsible for providing sufficient operating and capital funding to the GSHC through the Housing Services Act, 2011”, is 1,060,000 enough capital investment in our housing portfolio? Should we not be renewing our portfolio with greater investment to ensure our existing housing assets will be maintained in service for the foreseeable future? How much was the annual capital budget of GSHC prior to incorporation into the CGS budget?**

Answer:

The Housing Corporation’s capital budget envelope in 2019 was \$ 2,831,478. In 2020, when the Housing Corporation Capital budget was included in the capital prioritization process, the previous 5 years capital budgets were reviewed with CGS Finance staff to identify the amount of capital envelope spent annually on regular recurring items such as the replacement of fridges and stoves, security cameras and equipment and minor capital repairs such as basement waterproofing. This review resulted in an adjustment to the GSHC operating subsidy for minor capital repairs and replacements of \$696, 651.

Housing Operation staff are working on a plan to update the BCA data in the Asset Planner software and will develop a report for the Board on the future capital needs for the Greater Sudbury Housing Corporation Portfolio before the 2023 capital budget. Currently, our Asset Planner database

indicates that asset renewal funding of approx. \$158 Million is needed over the next 20 years, and that annual funding of \$6.2 Million is needed to maintain the Greater Sudbury Housing stock in fair condition.

**53. Pg. 376 - Will the Walford Road active transportation improvements provide for a separated cycling facility?**

Answer:

Yes, for the active transportation improvements on Walford Road we are looking to provide a separated cycling facility from Regent Street to Paris Street. We are still working through detailed design but at this stage it appears to be feasible to construct a cycle track between the curb lane and the sidewalk on both sides of the road.

**54. Pg.378 - MR89/Longyear Drive - What reasons are the roundabout and realignment necessary? Is there a less costly alternative that focuses on rehabilitation of the road surface without the realignment & removal of the S Curve?**

Answer:

- The realignment and removal of the S curve removes 1,600 lane metres of road, adds 400 lane metres of new road, resulting in an overall reduction of 1,200 lane metres of road for the project.
- There is a history of collisions at the S curve, and the S curve is no longer required as the orientation of the road is based on a railway crossing and the railway tracks have been removed.
- There is a known problem with speeding in this area, and the roundabout will create some separation between highway driving and community driving, encouraging the reduction in speed.
- Both Edison and Longyear are in need of repair, and this addresses an ongoing maintenance issue with Longyear

**55. Pg.387 - What are the details on the proposed sidewalk installations along MR80? There appears to be a sidewalk on the East side from the Val Est Mall to Cecile Street. Is the added sidewalk therefore planned to be along the west side of the street, to have sidewalks on both sides of this stretch. If that is the case, will the sidewalk follow a 650m stretch where there are no streets, and only a single driveway between "Advanced Auto Upholstery" (across from Division St) to Yorkshire drive?**

Answer:

We are proposing to add a sidewalk on the west side of MR 80 from Main Street to the Advanced Auto Upholstery driveway (Division Street) and proposing to add a multi-use path on the west side of MR 80 from the Advanced Auto Upholstery driveway (Division Street) to Yorkshire Drive.

**56. Pg. 427 - Why do the eight fire services operational support unit vehicles need to be pickup trucks? As they are used 24/7/365, would it make sense to purchase hybrid vehicles and/or slightly smaller AWD vehicles that would be more fuel efficient? Can we alternatively consider replacement with one of the models of hybrid trucks that are now available on the market?**



Answer:

The Support Unit vehicles are required on a 24/7/365 emergency response basis to deliver tools, equipment, and personnel to Fire Emergencies anywhere in the community. The amount and type of resources required to be available in the units varies from portable pumps and generators, to spare hose, wooden cribbing for auto extrication, spare air cylinders, portable fans, etc. This all in addition to being able to transport up to 6 firefighters and their personal protective equipment to emergency scenes while keeping personnel safely separated from contaminated gear and equipment.

Although smaller or hybrid units were considered, they do not offer the required abilities of the normal pickup truck unit and overall cost was considerably higher for hybrid units. Additionally the normal pickup truck unit is flexible on what duties it can be assigned, giving Fire Services the option to support greater opportunities without purchasing additional units or having multiple custom truck configurations.

**57. Pg.432 - What improvements are represented in the final \$389,501 in funding for 2022 that was committed to the Tom Davies Square - Courtyard improvements? What improvements are represented in the \$3.5M investment identified as "Tom Davies Square - Courtyard Phase 2" in the Capital Outlook?**

Answer:

The amount of \$389,501 is part of the funding plan approved by Council to pay for the Courtyard Improvements at Tom Davies Square for improvements to the courtyard including waterproofing of the roof above the underground parking area. In addition, there is continued funding from Parking Reserve Fund of \$330,000 for years 2022 to 2024 as shown on page 433 of the Budget Document. It does not represent a new project and does not consist of any new spending.

The main intent for Phase 2 is to continue the waterproofing replacement, carry a similar design theme from the current project and incorporate several safety and security improvement recommendations from recent CPTED reviews. The improvements would be AODA pathway upgrades, new landscaping and general refresh and refurbishments of the existing areas and stairs. The general boundary area is along Paris St from 199 Larch to Brady St intersection (next to Council Chambers) and along Brady St to the cross walk near Golden Grain.

**58. Pg. 432 - Fleet Replacement program - How many and which of the 54 pieces of equipment will be replaced with EV and hybrid vehicles?**

Answer:

Fleet is expecting to replace 5 light vehicles with fully electric vehicles. There is no hybrids being purchased within this budget.

**59. CAPITAL - Is there any money in the 2022 budget dedicated to local roads rehabilitation and resurfacing? How many lane kms of local roads are anticipated to be renewed in 2022 and what portion of our local roads inventory does that represent?**

Answer:

Local road rehabilitation and resurfacing is including in the following capital programs:

- Lively Sewer Upgrades (Pg. 385)
- Road and Water/Wastewater Improvements (Pg. 389, 390, and 391)
- Subdivision Surface Asphalt (Pg. 392)

**60. CAPITAL - Is there any money in the 2022 budget dedicated to renewal of roads that have surface treatment? How many lane kms of surface treated roads are anticipated to be renewed in 2022 and what portion of our surface treatment roads inventory does that represent?**

Answer:

The capital budget does not have any funds dedicated towards surface treatment.

Nov 19th Budget Q&A Question 2

Reserve Fund Balances & Targets - September 2021

Reserve or Reserve Fund	Balance as of December 31, 2018	Balance as of December 31, 2019	Balance as of December 31, 2020	Balance as of September 30, 2021	Purpose	Revenue Sources	Usage of Funds	Revisions for Revenue Sources	Revisions to Usage of Funds	Minimum \$ Level	Minimum \$	Rationale for Level
Tax Rate Stabilization	\$ 1,077,620	976,867	5,868,361	260,141	This Reserve provides for year to year variances in the operating budget.	Half of any annual operating surplus and any approved project with a surplus or if the project was cancelled will be credited back to this Reserve if originally funded from this reserve. Any other revenues shall be authorized by Council.	Half of any annual operating deficit shall be charged to this Reserve. Any other expenditures shall be authorized by Council.	By-law will include wording to reflect annual budgeted contributions to this reserve.	No changes.	3% of annual property taxation levy	\$ 8,700,000	Stabilization in part funds emergent issues and offset unrealized revenues or higher expenses than budgeted (annual operating deficits).
Organizational Development Reserve	\$ 341,012	239,181	947,136	947,136	This Reserve provides funding for training and development of City staff.	Shall be funded by any annual under-expenditure in all training related budget line accounts (as listed in by-law) providing such contribution shall not put the City into a deficit position or increase a deficit.	This reserve shall be used only for the purpose of funding the training and development of City staff and is a working reserve.	No changes.	No changes.	None	None	No minimal level is recommended.
Holding Account - General	\$ -	2,124,777	14,873,911	13,367,315	This Holding Account reserve is to be used for capital projects that are funded from the tax levy.	Any surplus from a capital project funded from the tax levy shall be contributed back to this Reserve.	This reserve may be used to fund deficits for capital projects that were funded from the tax levy based on limits in accordance with the Capital Budget Policy.	No changes.	No changes.	\$4,000,000	\$ 4,000,000	Amount as per Capital Budget Policy
Holding Account - Water	\$ -	1,706,661	1,798,037	1,416,219	This Holding Account reserve is to be used for Water capital projects.	Any surplus from a capital project funded from the Water user fees shall be contributed back to this Reserve.	This reserve may be used to fund deficits for Water capital projects based on limits in accordance with the Capital Budget Policy.	No changes.	No changes.	\$1,500,000	\$ 1,500,000	Amount as per Capital Budget Policy
Holding Account - Wastewater	\$ -	2,574,904	4,300,317	1,352,552	This Holding Account reserve is to be used for Wastewater capital projects.	Any surplus from a capital project funded from the Wastewater user fees shall be contributed back to this Reserve.	This reserve may be used to fund deficits for Wastewater capital projects based on limits in accordance with the Capital Budget Policy.	No changes.	No changes.	\$ 1,500,000	\$ 1,500,000	Amount as per Capital Budget Policy
CGS Sick Leave	\$ 4,432,711	4,240,110	3,851,852	3,713,188	This Reserve Fund provides for year to year variances in the operating budget to cover sick leave for retiring employees.	This Reserve Fund shall be funded from the budgeted contributions from the operating budget.	Expenditures from this Reserve Fund are to be used to pay sick leave to retiring employees in accordance with the policies of the City of Greater Sudbury.	No changes.	No changes.	80% of liability amount	\$ 3,520,000	Liability amount on annual F/S was \$4.4M at Dec 31/18.
CGS Post Employment Benefits	\$ 1,118,896	766,998	782,037	789,881	This Reserve Fund can be utilized for the purpose of funding post employment benefits.	This Reserve Fund is funded from surplus (if any) from the Pensioners cost centre and any budgeted contribution for this purpose provided that such a contribution would not put the City into a deficit position or increase a deficit.	Expenditures from this Reserve Fund may only be used for the purpose of funding post employment expenses unless authorized by Council.	No changes.	No changes.	10% of liability amount	\$ 3,450,000	Liability amount on annual F/S was \$34.5M at Dec 31/18.
HR Management	\$ 4,586,492	4,151,327	2,589,608	2,616,465	This fund can be utilized for initiatives targeted to reduce or control expenses to the benefit plans and sick leave reserve fund. Funding of such initiatives are subject to a positive cost/benefit analysis and further subject to the approval of the Director of Human Resources and Organizational Development.	This Reserve Fund shall be funded from net under expenditures in employee benefit programs, excluding WSIB but including any funds held in reserve by the City's benefit carrier. Net over expenditures in these same programs may be charged to this Reserve Fund. Any contributions to this Reserve Fund not covered above shall be authorized by Council.	Expenditures may be made from this Reserve Fund, on the direction of the City's Chief Administrative Officer, in order to fund exit packages and other similar arrangements. Any expenditures from this Reserve Fund not covered above shall be authorized by Council.	No changes.	No changes.	\$3,000,000	\$ 3,000,000	Minimum recommended for potential expenses relating to employees and long term commitments.
WSIB Schedule 2	\$ 1,764,792	1,210,378	361,564	626,257	This Reserve Fund shall be used for payment of invoices under Schedule 1 and Schedule 2 of the WSIB Act, and other related expenses.	This Reserve Fund shall be funded annually through the operating budget, including any WSIB Schedule 1 New Experimental Experience Rating (NEER) program rebates and funds received from participating on WSIB Safety Group Committees. Any contributions from this Reserve Fund not covered above shall be authorized by Council.	Expenditures may be made from this Reserve Fund for Workplace Health and Safety Claims Management, Early Intervention and Training Seminars relating to the NEER Program, payment of invoices relating to WSIB Schedule 1 NEER Program surcharges and other related programs. Any expenditures from this Reserve Fund not covered above shall be authorized by Council.	No changes.	No changes.	3% of annual payroll	\$ 6,600,000	Minimum for potential claims - greater likelihood of claims with Police, Fire, EMS, etc
WSIB Schedule 2 Committed	\$ 4,242,557	3,000,000	3,000,000	3,000,000	This Reserve Fund is the committed portion of the WSIB Schedule 2 set aside to fund any potential future catastrophic claims.	This Reserve Fund shall be funded to the minimum amount for future claims from the WSIB uncommitted reserve fund.	This is a working reserve fund to fund any future catastrophic claims.	No changes.	No changes.	Potential future catastrophic claims	\$ 3,000,000	Minimum for potential future catastrophic claims.

Nov 19th Budget Q&A Question 2

Reserve Fund Balances & Targets - September 2021

Reserve or Reserve Fund	Balance as of December 31, 2018	Balance as of December 31, 2019	Balance as of December 31, 2020	Balance as of September 30, 2021	Purpose	Revenue Sources	Usage of Funds	Revisions for Revenue Sources	Revisions to Usage of Funds	Minimum \$ Level	Minimum \$	Rationale for Level
Election	\$ 1,274,039	1,421,182	1,568,532	1,678,399	To amortize the cost of a municipal election over 4 years, rather than expensing the entire amount in the year of the election.	This Reserve Fund shall be funded by an annual contribution from the operating budget.	This Reserve Fund shall be used to fund election related expenditures.	No changes.	No changes.	None	None	No minimums are recommended as the balance would increase over every 4 years to ensure funds available for the municipal election or other election expenses.
Insurance	\$ 838,869	983,495	1,341,874	1,575,238	This Reserve Fund shall be used for payment of insurance claims, including property valuation projects and updates, and other related expenses.	This Reserve Fund shall be funded by an annual contribution from the operating budget and insurance recoveries related to first party losses.	This Reserve Fund shall be used for payment of insurance claims at or below the deductible limit, and other related expenses, such as but not limited to third party brokers, adjusters and legal fees. This Reserve Fund shall also be used to fund building property valuation projects and updates.	No changes.	No changes.	1% of property taxation levy	\$ 2,900,000	Minimum for potential insurance claims as well as events that may not be covered by insurance (eg. 2018 wind storm)
Parking	\$ 467,086	19,901	1,036,956	1,001,609	This Reserve Fund shall be used for capital parking projects.	Net proceeds from all parking operations in excess of the net operating budget shall be credited to this Reserve Fund. Any excess funding from Parking capital projects shall be credited to this Reserve Fund.	This Reserve Fund shall be used to fund any operational net over expenditures in the Parking operating budget. Expenditures from this Reserve Fund shall be authorized by Council.	By-law will include wording for the following: a) that proceeds on sale of assets be transferred to this reserve fund; b) that any project surplus be transferred to this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	By-law will include wording that any related project deficit will be funded from this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	10% of operating budget and 5% of asset replacement value	\$ 545,000	Minimum should be based on % of operating expenses and % of asset replacement costs.
Social Housing	\$ 7,823,628	7,135,544	2,730,626	2,824,170	This Reserve Fund shall be used for Social Housing capital projects as authorized by Council.	Any annual net under expenditure in the Social Housing operating budget shall be credited to this Reserve Fund, to allow it to rise to \$10 million, if such contribution will not put the City in a deficit position or increase an existing deficit. If the combined net under expenditures of the Library/Citizen Service Centre, Land Reclamation, Organization Development, Social Housing, Police Services and Information Technology is less than the City's overall surplus then each respective reserve will receive a prorated share of the accumulated operating surplus based on their net under expenditure.	Any annual net over expenditure in the Social Housing operating budget may be funded from this Reserve Fund. Expenditures from this Reserve Fund shall be authorized by Council.	No changes.	No changes.	2% of asset replacement value of \$350 million	\$ 7,000,000	Minimum for future capital replacements and projects based on asset replacement value which was \$350M on F&A Committee report on Oct 22 2019.

Nov 19th Budget Q&A Question 2

Reserve Fund Balances & Targets - September 2021

Reserve or Reserve Fund	Balance as of December 31, 2018	Balance as of December 31, 2019	Balance as of December 31, 2020	Balance as of September 30, 2021	Purpose	Revenue Sources	Usage of Funds	Revisions for Revenue Sources	Revisions to Usage of Funds	Minimum \$ Level	Minimum \$	Rationale for Level
Industrial Park	\$ 3,399,723	3,591,259	3,922,675	3,264,664	This Reserve Fund shall be used for operating services and capital projects for the City's industrial parks and other industrial lands.	All net revenues from land sales in the City's industrial parks and other industrial lands shall be deposited into this Reserve Fund.	Expenditures that pertain directly to these land sales, such as legal fees, lot survey fees, mortgage payments, real estate commissions, and similar expenses may be netted against the proceeds. Expenditures may also be made from this Reserve Fund for the improvement of City's lands within the Industrial Parks or other City industrial lands, including landscaping, lighting, fencing and the placing of signs, and for costs incurred in the development of the Industrial Parks. Expenditures may also be made from this Reserve Fund for the acquisition and development of additional land for industrial purposes. Expenditures may also be made from this Reserve Fund to fund the City's share for upgrading of City related infrastructure (i.e. Roads, Water/Wastewater linear pipes, etc.) relating to Industrial Park Land Development and/or Development Cost Sharing Policy for Industrial Parks. Authorization of Council is required to spend from this Reserve Fund.	No changes.	No changes.	None	None	No minimum level recommended.
Winter Control Roads	\$ 0	0	0	0	This Reserve Fund shall be used to fund Roads Winter Control expenditures.	Any or all Roads Winter Control under expenditures shall be credited to this Reserve Fund to allow it to rise to the level of \$5,000,000 provided the contribution in any year would not place the City into a deficit position or increase a deficit position.	Any Roads Winter Control over expenditures may be funded from this Reserve Fund.	By-law will include wording to reflect annual budgeted contributions to this reserve.	No changes.	Total deficit of last 3 years	\$ 6,600,000	Minimum should be based on total deficits in last 3 years, which for 2016 to 2018 was \$6.6 million.
Library & Citizen Service Centre	\$ 408,158	418,805	1,298,094	1,340,041	This Reserve Fund can be utilized for the purpose of funding any net over expenditures over the Library/Citizen Service operating budget as well as capital projects.	Any annual net under expenditures in the Library/Citizen Service Centre operating budgets shall be credited to this Reserve Fund only if such contribution will not put the City in a deficit position or increase an existing deficit. If the combined net under expenditures of the Library/Citizen Service Centre, Land Reclamation, Organizational Development, Social Housing, Police Services, and Information Technology is less than the City's overall surplus then each respective reserve will receive a prorated share of the accumulated surplus based on their net under expenditure. Any excess funds from Library/Citizen Services capital projects shall be credited to this reserve fund.	This Reserve Fund may be used to fund any net over expenditures in the Library/Citizen Service operating budget. This Reserve Fund shall be used for Library/Citizen Services capital projects. Expenditures over \$25,000 from this Reserve shall be authorized by Council, otherwise authorization from the Library Board is required.	No changes.	No changes.	None	None	No minimum recommended as Library Board can spend up to \$25K per project without Council approval; used to offset operating deficit; and for capital projects.

Nov 19th Budget Q&A Question 2

Reserve Fund Balances & Targets - September 2021

Reserve or Reserve Fund	Balance as of December 31, 2018	Balance as of December 31, 2019	Balance as of December 31, 2020	Balance as of September 30, 2021	Purpose	Revenue Sources	Usage of Funds	Revisions for Revenue Sources	Revisions to Usage of Funds	Minimum \$ Level	Minimum \$	Rationale for Level
Cemeteries	\$ 353,276	392,663	329,828	224,717	This Reserve Fund shall be used for cemetery capital projects.	Any annual net under expenditure in the Cemetery operating budget shall be credited to this Reserve fund. Any excess funding from Cemetery capital projects shall be credited to this Reserve Fund.	This Reserve Fund shall be used to fund any operational net over expenditures in the Cemetery operating budget. Authorization of Council is required for spending from this Reserve Fund.	By-law will include wording for the following: a) that proceeds on sale of assets be transferred to this reserve fund; b) that any project surplus be transferred to this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	By-law will include wording that any related project deficit will be funded from this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	None	None	No minimum level is recommended. If RF is depleted, then this service should be funded from annual tax levy.
199 Larch Street	\$ (14,909)	804,418	493,406	611,495	This Reserve Fund shall be used for capital projects at 199 Larch Street.	Any annual operating budget net under expenditures shall be contributed to this Reserve Fund. Any excess funds from 199 Larch Street capital projects shall be credited to this Reserve Fund.	Any annual net over expenditure in the 199 Larch Street operating budget may be funded from this Reserve Fund. Any expenditures from this Reserve Fund shall be authorized by Council.	By-law will include wording for the following: a) that proceeds on sale of assets be transferred to this reserve fund; b) that any project surplus be transferred to this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	By-law will include wording that any related project deficit will be funded from this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	5% of building replacement cost	\$ 3,000,000	Minimum amount based on % of replacement cost for future capital replacement projects.
Health Community Initiatives	\$ 9,073	18,387	24,781	25,029	This Reserve Fund shall be used to support funding of capital projects requests that follow the guidelines of the Healthy Community Initiative Fund Policy.	Allocate 2% of funds annually from the City budget to the Healthy Community Initiative Fund.	This Reserve Fund shall be used to award grants that are in accordance with the Health Community Initiatives. All grants must be authorized or approved by By-law of Council, in accordance with the Municipal Act, 2001.	No changes.	No changes.	2% of annual HCI allocation per HCI by-law	\$ 9,000	HCI of 2% of annual funds
Fleet - Equip & Vehicle	\$ 1,882,056	222,839	595,040	556,612	This Reserve Fund shall be used to purchase fleet equipment and vehicles as authorized by Council.	Annual equipment rates shall contain a provision for straight-line replacement depreciation, which shall form contributions to this Reserve Fund. Proceeds from the sale of used Fleet equipment or vehicles shall be credited to this Reserve Fund.	This Reserve Fund shall be used to purchase fleet equipment and vehicles as authorized by Council.	By-law will include wording for the following: a) that proceeds on sale of assets be transferred to this reserve fund; b) that any project surplus be transferred to this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	By-law will include wording that any related project deficit will be funded from this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	2019 annual capital program	\$ 3,500,000	Minimum based on annual capital program so funds available if unplanned replacements required for significant heavy duty vehicles and equipment.

Nov 19th Budget Q&A Question 2

Reserve Fund Balances & Targets - September 2021

Reserve or Reserve Fund	Balance as of December 31, 2018	Balance as of December 31, 2019	Balance as of December 31, 2020	Balance as of September 30, 2021	Purpose	Revenue Sources	Usage of Funds	Revisions for Revenue Sources	Revisions to Usage of Funds	Minimum \$ Level	Minimum \$	Rationale for Level
Equipment & Vehicle Replacement - Parks	\$ 296,660	186,171	378,303	359,411	This Reserve Fund shall be used to purchase new parks equipment and vehicles as authorized by Council.	Annual budgeted amounts shall be contributed to this Reserve Fund. Any excess funds from Parks Equipment/Vehicle Replacement capital projects shall be credited to this Reserve Fund. Proceeds from the sale of used Parks equipment shall be credited to this Reserve Fund.	This Reserve Fund shall be used to purchase new parks equipment and vehicles as authorized by Council.	By-law will include wording for the following: a) that proceeds on sale of assets be transferred to this reserve fund; b) that any project surplus be transferred to this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	By-law will include wording that any related project deficit will be funded from this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	Annual capital program	\$ 100,000	Minimum based on annual capital program.
Capital Financing General	\$ 1,822,269	4,295,692	11,607,694	3,134,488	This Capital Financing Reserve Fund shall be used to provide for year to year variances in the operating budget, and to fund capital projects.	Half of any operating budget surplus shall be credited to this Capital Financing Reserve Fund. Any surplus from a capital project approved by Council from this Reserve Fund shall be contributed back to this Reserve Fund.	Half of any operating budget deficit shall be charged to this Capital Financing Reserve Fund. This Capital Financing Reserve Fund may be used for any project of a capital nature upon authorization of Council.	By-law will include wording that a) proceeds on sale of assets be transferred to this reserve fund and b) to reflect annual budgeted contributions to this reserve.	No changes.	1% of asset replacement value (\$5.1 billion)	\$ 51,000,000	To use for ongoing capital program and fund increased number and value of capital projects in various years to provide source of revenue as opposed to debt.
Wastewater	\$ 13,440,507	5,957,229	763,392	2,462,799	This Capital Financing Reserve Fund shall be used to fund any net over expenditures in Wastewater operating budget. The balance in this reserve fund should not fall below 10% of the estimated revenues for these services in any year.	The Capital Financing Reserve Fund shall be funded from excess funds from Wastewater capital projects and net under expenditures from the Wastewater operating budget.	Expenditures may be made from this Capital Financing Reserve Fund for wastewater projects of a capital nature, upon authorization by Council.	By-law will include wording that proceeds on sale of assets be transferred to this reserve fund	No changes.	1% of asset replacement value (\$2.349 billion)	\$ 23,490,000	Minimum based on asset replacement cost.  Minimum amount for Operating is within Committed RF based on 10% of annual revenues.
Water	\$ 12,064,499	4,399,101	2,211,537	2,262,055	This Capital Financing Reserve Fund shall be used to fund any net over expenditures in the Water operating budget. The balance in this reserve fund should not fall below 10% of the estimated revenues for these services in any year.	This Capital Financing Reserve Fund shall be funded from excess funds from Water capital projects and net under expenditures from the Water operating budget.	Expenditures may be made from this Capital Financing Reserve Fund for water projects of a capital nature, upon authorization by Council.	By-law will include wording that proceeds on sale of assets be transferred to this reserve fund	No changes.	1% of asset replacement value (\$2.148 billion)	\$ 21,480,000	Minimum based on asset replacement cost.  Minimum amount for Operating is within Committed RF based on 10% of annual revenues.
Emergency Medical Services	\$ 2,707,455	2,128,669	4,121,693	4,385,744	This Reserve Fund shall be used to fund vehicles/equipment replacement and station development for EMS.	Annual budgeted amounts for vehicles/equipment replacement and station development shall be credited to this Reserve Fund. Any excess funding from EMC capital projects shall be credited to this Reserve Fund. Proceeds from sale of vehicles and equipment shall be credited to this Reserve Fund.	Annual net under expenditures in EMS up to maximum amortization expenses per Form B (Ministry of Health) shall be contributed to this Reserve Fund in order to maximize the annual Land and Ambulance Provincial Grant.	By-law will include wording for the following: a) that proceeds on sale of assets be transferred to this reserve fund; b) that any project surplus be transferred to this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	By-law will include wording that any related project deficit will be funded from this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	n/a	n/a	This is 50/50 City and Ministry - unable to increase contributions to reserve fund as in accordance with funding agreement.

Nov 19th Budget Q&A Question 3

5 Year History of Capital Spending - Roads and Buildings  
as of Nov 10 2021

	2016	2017	2018	2019	2020	
<b>Roads &amp; Bridges (excluding Drains)</b>	36,521,897	66,259,413	55,345,105	76,783,434	84,470,950	<b>Note 1</b>
<b>Buildings:</b>						
- All Assets (TDS, 199 Larch, Fire/EMS, etc)	3,472,318	8,510,844	6,416,769	2,442,031	3,462,239	<b>Note 2</b>
- Leisure Facilities (all of CD Assets + bldg accts in Leisure)	2,683,742	3,880,623	3,095,633	1,024,957	2,579,390	<b>Note 3</b>
- Cemetery Facilities	8,927	1,803	9,473	81,431	433,195	<b>Note 4</b>
- Pioneer Manor Building	462,761	890,122	992,475	253,697	110,177	<b>Note 5</b>
- Library / CSC / Museum Buildings	169,452	616,057	336,812	825,709	116,061	<b>Note 6</b>
<b>Total Amount</b>	<b>43,319,097</b>	<b>80,158,862</b>	<b>66,196,267</b>	<b>81,411,259</b>	<b>91,172,012</b>	

**Note 1** All accounts under Transportation section (ie. Roads and Bridges). Does not include Drain projects.

**Note 2** All accounts under Assets section (not including Parking). Significant projects included TDS Courtyard and TDS Elevators.

**Note 3** All accounts under CD Assets section as well as building related accounts in Leisure section. Includes costs of Kingsway Event Centre. Excludes any costs for parks equipment or relating to playfields/playgrounds.

**Note 4** Only accounts relating to buildings. Excludes any equipment, land purchases, plot development, monument repairs, etc.

**Note 5** Only accounts relating to buildings as well as related equipment within building (ie. lifts, tubs, furniture, nurse call system, etc) and Pioneer Manor Bed Redevelopment. Excludes beds and mattresses as budget moved from capital to operating within this 5 yr period, as well as software upgrades (ie. Kronos).

**Note 6** Only accounts relating to buildings. Includes The Junction. Excludes software, website, any collection materials.



**Asset Maintenance Costs**  
**5 Year History of Operating Maintenance**

			<b>Actuals</b>		
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Roads - Summer</b>	8,314,696	10,438,581	7,838,368	9,590,182	10,762,901
<b>Roads - Winter (Asphalt Patching)</b>	1,000,414	994,396	1,287,262	1,702,507	1,547,805
<b>Municipal Facilities</b>	1,618,630	1,561,089	1,833,917	2,115,790	2,210,024
<b>Libraries</b>	210,869	193,268	231,140	206,365	215,765
<b>Museums</b>	45,467	31,006	37,672	20,240	33,005
<b>Pioneer Manor</b>	494,875	558,561	506,450	625,593	577,693
<b>Parks</b>	94,459	105,037	76,580	133,725	84,257
<b>Ski Hills</b>	61,013	25,947	27,385	15,997	49,824
<b>Halls</b>	71,633	42,349	61,711	62,418	36,155
<b>Pools</b>	146,423	129,471	169,117	226,641	174,450
<b>Arenas</b>	540,193	634,520	761,046	947,563	672,024
<b>EMS</b>	92,012	128,505	160,765	169,247	162,369
<b>Fire</b>	165,950	200,845	190,062	176,329	108,123
<b>Total Amount</b>	<b>12,856,633</b>	<b>15,043,574</b>	<b>13,181,475</b>	<b>15,992,598</b>	<b>16,634,393</b>



**Parking**

**2022  
Operating  
Budget**

Operating Budget Summary	
Description	

	2021		2022				
	Projected Actual	Budget	Base Budget	% 2021 Budget	Proposed Budget Options	Proposed Budget	% 2021 Budget
Full Time Positions	0	1	1	0.0	0	1	0.0
Part Time Hours	0	3,512	3,512	0.0	0	3,512	0.0
<b>Revenues</b>							
Provincial Grants & Subsidies	(1,451,605)	0	0	0.0	0	0	0.0
User Fees	(653,581)	(2,105,186)	(2,168,342)	3.0	0	(2,168,342)	3.0
<b>Total Revenues</b>	<b>(2,105,186)</b>	<b>(2,105,186)</b>	<b>(2,168,342)</b>	<b>3.0</b>	<b>0</b>	<b>(2,168,342)</b>	<b>3.0</b>
<b>Expenses</b>							
Salaries & Benefits	180,798	180,798	184,221	1.9	0	184,221	1.9
Materials - Operating Expenses	320,841	320,841	325,444	1.4	0	325,444	1.4
Energy Costs	15,033	15,033	15,445	2.7	0	15,445	2.7
Rent and Financial Expenses	36,000	36,000	36,000	0.0	0	36,000	0.0
Purchased/Contract Services	16,826	16,826	16,826	0.0	0	16,826	0.0
Prof Development & Training	1,530	1,530	1,530	0.0	0	1,530	0.0
Contr to Reserve and Capital	902,117	902,117	930,672	3.2	0	930,672	3.2
Internal Recoveries	456,481	456,481	458,205	0.4	0	458,205	0.4
<b>Total Expenses</b>	<b>1,929,625</b>	<b>1,929,625</b>	<b>1,968,342</b>	<b>2.0</b>	<b>0</b>	<b>1,968,342</b>	<b>2.0</b>
<b>Net Budget</b>	<b>(175,560)</b>	<b>(175,561)</b>	<b>(200,000)</b>	<b>(13.9)</b>	<b>0</b>	<b>(200,000)</b>	<b>(13.9)</b>



**Security and By-Law**

**2022  
Operating  
Budget**

Operating Budget Summary	
Description	

	2021		2022				
	Projected Actual	Budget	Base Budget	% 2021 Budget	Proposed Budget Options	Proposed Budget	% 2021 Budget
Full Time Positions	0	14	14	0.0	0	14	0.0
Part Time Hours	0	4,594	4,594	0.0	0	4,594	0.0
<b>Revenues</b>							
User Fees	(542,551)	(950,567)	(979,085)	3.0	0	(979,085)	3.0
Licensing & Lease Revenues	(530,340)	(802,340)	(802,340)	0.0	0	(802,340)	0.0
Contr from Reserve and Capital	(70,325)	(70,325)	0	(100.0)	0	0	(100.0)
<b>Total Revenues</b>	<b>(1,143,216)</b>	<b>(1,823,232)</b>	<b>(1,781,425)</b>	<b>(2.3)</b>	<b>0</b>	<b>(1,781,425)</b>	<b>(2.3)</b>
<b>Expenses</b>							
Salaries & Benefits	1,619,065	1,591,340	1,601,837	0.7	0	1,601,837	0.7
Materials - Operating Expenses	144,778	130,392	130,392	0.0	0	130,392	0.0
Energy Costs	43,658	43,658	52,403	20.0	0	52,403	20.0
Rent and Financial Expenses	62,258	62,258	62,258	0.0	0	62,258	0.0
Purchased/Contract Services	338,843	338,843	268,518	(20.8)	0	268,518	(20.8)
Prof Development & Training	2,697	2,697	2,697	0.0	0	2,697	0.0
Internal Recoveries	281,851	281,851	335,974	19.2	0	335,974	19.2
<b>Total Expenses</b>	<b>2,493,151</b>	<b>2,451,040</b>	<b>2,454,079</b>	<b>0.1</b>	<b>0</b>	<b>2,454,079</b>	<b>0.1</b>
<b>Net Budget</b>	<b>1,349,935</b>	<b>627,807</b>	<b>672,655</b>	<b>7.1</b>	<b>0</b>	<b>672,655</b>	<b>7.1</b>

Proposed 2022 Property Tax Levy	315,054,356
Population	173,000
Annual allocation per population	1,821
Rate per day	4.99

Public Safety	Police, Fire, EMS	35%	1.75
Road Maintenance	Public Works, Engineering, Planning, Roads	19%	0.95
Social Services	Pioneer Manor, Housing, Children, Ontario Works	12%	0.60
Citizen & Leisure Services	Leisure, Recreation, Cemeteries	7%	0.35
Enabling Services	Finance, HR, Facilities, Fleet, Legal, Clerks, By-law	6%	0.30
Transit		5%	0.25
Recycling and Garbage		6%	0.30
Service Partners	GSPL, Conservation Sudbuыр, OHSD	6%	0.30
Economic Development		2%	0.10
Other	Mayor, Council, CAO, Communications and 311	2%	0.10

<u>100%</u>	<u>\$ 4.99</u>
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