



Workbook



Budget04

Towards Tomorrow Together ★ Vers l'avenir ensemble

Welcome to the Second Series of Public Input and Information Meetings on the City's 2004 budget. These meetings, being held in each ward, will consist of Roundtable Discussions and a Review of Budget Options being proposed by City staff.

This Workbook contains the options categorized in four key areas: service reductions and/or eliminations, user fees, enhancements and capital spending. At the end of this session, you will be asked to rank these categories in order of priority.

This Workbook will not only help you understand some of the complexities of developing a municipal budget, it will also give you an opportunity to provide your input in a meaningful way. You will be giving Council some direction on how you would like this year's budget pressures addressed.

It is important to note that these options have not been reviewed by City Council. Council will debate the options after input has been received from citizens at the Second Series of Public Input and Information Meetings.

A schedule of City Council budget meetings is included in this Workbook. These meetings are open to the public. They will also air live on Channel 10 News.

If you have any additional comments about the 2004 budget or the options being proposed to Council, please complete the "Additional Comments" form. You may also provide additional feedback through written submissions or via the City's website - www.greatersudbury.ca.

Delivering Quality Cost-Effective Services

The City of Greater Sudbury is committed to delivering quality services in the most cost-effective way. A number of efficiencies have already been implemented in order to keep taxes as low as possible and to enhance services to citizens.

In the past two years, more than \$11 million in savings have been realized. This was achieved through cost reductions or cost avoidances.

In some cases, the City has found new ways to generate revenue.

Here are a few examples:

- Over 30 benefits packages were combined into one, creating more than \$1 million of savings over a three year period.
- The introduction of online tendering has resulted in a reduction of advertising costs by approximately \$300,000.
- By training Advanced Care Paramedics locally, the City avoided \$750,000 in additional costs to train individuals out of town.
- The active pursuit of delinquent taxes generated more than \$750,000 in revenue.
- Surpassing provincial targets in Ontario Works placements resulted in more than \$3 million in savings.

Engaging the Public in the 2004 City Budget Process:

- 1,200 citizens and 100 businesses were polled.
- A total of 12 public meetings are being held.
- There have been many meetings of Councillors with individual citizens and community groups.
- There has been extensive media coverage.
- A number of email and written submissions have been received.
- All documents are available on the City website and area Citizen Service Centres.

In addition to the efficiencies and new revenue sources, a number of enhanced services were introduced.

Here are a few examples:

- The use of state-of-the-art snow plow/spreader trucks has combined two functions into one.
- Handi-Transit services have been expanded throughout the community.
- Third party insurance procedures implemented by the City have enabled community events to occur at minimal costs.

Seeking efficiencies and new ways to generate revenue is an ongoing priority. City Departments have outlined their objectives, efficiency goals and Performance Measures for this year in the 2004 Budget document. For instance, a Pilot Procurement Cards project will be unrolled throughout all City departments; winter maintenance costs will be further reduced; and the City will re-examine waste in its water distribution system.

In addition to continuous improvements, the City is sensitive to citizen concerns and appreciates the valuable feedback that has been provided. Three key issues emerged from the First Series of Budget Public Input and Information Meetings that are being looked at immediately: the closure of recreational facilities, the use of city vehicles and the disposal of surplus municipal properties.

The City is currently working on the Parks, Open Space and Leisure Services Master Plan. This Plan, which will be presented to the community in June 2004, will address concerns about recreational facilities.

For the other two issues, the City is proposing the creation of two 'solutions teams'. These four member teams, to include one or two citizen representatives, will present their findings to the community within a two-month time frame. This innovative concept will allow citizens to evaluate processes first hand and provide their input. It will also enable the City to continue to engage the public in the budget process, harnessing the tremendous knowledge that exists in the community.



2004 Current Budget

CURRENT BUDGET SUMMARY 0.0.00.00.00.00

Description

THE CITY OF GREATER SUDBURY HAS A COMPLEX INFRASTRUCTURE EXTENDING OVER 3,627 SQUARE KILOMETRES, MAKING IT THE LARGEST MUNICIPALITY IN ONTARIO BASED ON LAND MASS.

THE CITY OF GREATER SUDBURY PROVIDES AN ARRAY OF SERVICES TO 155,000 RESIDENTS WITHIN ITS VAST GEOGRAPHIC BOUNDARIES - SERVICES THAT ARE ESSENTIAL TO THE WELL-BEING OF THE COMMUNITY AND ENHANCE QUALITY OF LIFE.

THE BUDGET PROVIDES THE FINANCIAL FRAMEWORK FOR THE SERVICES THAT WILL BE OFFERED AND THE PROJECTS THAT WILL BE UNDERTAKEN IN THE CURRENT FISCAL YEAR.

AS A CORPORATION FOCUSED ON PROVIDING EXCELLENT VALUE TO CITIZENS AND EXCEPTIONAL CUSTOMER SERVICE, THE CITY CONSISTENTLY STRIVES FOR COST-EFFECTIVE, EFFICIENT, OPEN, ACCOUNTABLE AND ACCESSIBLE LOCAL GOVERNMENT.

COUNCIL'S VISION, MISSION, VALUES, GOALS AND PRIORITIES, WHICH ARE UPDATED ANNUALLY, ENSURE THAT DEPARTMENTAL RESOURCES ARE ALIGNED TO CORPORATE OBJECTIVES IN ALL SERVICE AREAS.

Description		2003 Actual	2003 Budget	2004 Basic Budget	% 2003 Budget
PERSONNEL	Full Time Positions		1,806.00	1,813.00	.4
	Temp. & Part Time Hours		636,886.00	638,971.00	.3
	Overtime Hours		30,946.00	31,092.00	.5
	Crew Hours		521,322.00	554,410.00	6.3
	Volunteers		355.00	355.00	
EXPENDITURES	Salaries & Benefits	131,037,446	131,809,644	143,485,967	8.9
	Materials & Operating Expenses	31,598,381	26,845,683	29,367,353	9.4
	Equipment Expenses	676,437	765,128	737,500	-3.6
	Energy Costs	6,441,203	6,279,093	6,616,240	5.4
	Purchased/Contract Services	134,313,048	125,329,195	144,965,070	15.7
	Debenture Costs / Insurance and Taxes	6,911,546	7,191,158	7,261,172	1.0
	Professional Development & Training	1,301,346	1,499,157	1,347,230	-10.1
	Grants - Transfer Payments	37,311,140	41,311,361	39,365,649	-4.7
	Provisions to Reserves/Capital	41,221,979	40,714,925	44,033,438	8.2
	Internal Recoveries	-1,088,994	-779,519	-717,680	-7.9
TOTAL EXPENDITURES		389,723,532	380,965,825	416,461,939	9.3
REVENUES	Levies	-8,098,640	-7,867,129	-8,381,690	6.5
	Provincial Grants	-163,449,879	-158,904,708	-175,915,308	10.7
	Federal Grants	-722,710	-579,924	-954,600	64.6
	User Fees	-63,825,339	-63,970,740	-66,474,946	3.9
	Licensing & Lease Revenues	-3,199,887	-3,846,793	-3,752,815	-2.4
	Investment Earnings	-7,370,000	-6,874,100	-7,020,000	2.1
	Contribution from Reserves	-4,244,784	-3,238,492	-2,995,213	-7.5
	Other Revenues	-7,707,155	-7,277,868	-6,611,480	-9.2
TOTAL REVENUE		-258,618,394	-252,559,754	-272,106,052	7.7
NET BUDGET		130,304,838	128,406,071	144,355,887	12.4
ASSESSMENT GROWTH					0.8
NET TAX INCREASE					11.5

2004 Current Base Budget Major Variances (\$ millions)

2003 Levy		128.4	
Approved by Council			
Increased Roads Expenditures	2.0		
Transportation for the Disabled	0.4		
Annualization of Fire Services Administration Salaries	0.4		
Annualization of Info Tech Services Salaries	0.4		
Municipal Agricultural Drains	<u>0.1</u>	3.3	
Provincially Mandated			
Payment in Lieu of Taxation	(0.5)		
EMS net of Provincial Subsidy and CRF adjustment	<u>0.8</u>	0.3	
Contractually Obligated			
Wages (excluding Police, water and waste water)	2.0		
Omers (excluding Police, water and waste water)	2.7		
Other Fringe Benefits (excluding Police, water and waste water)	0.5		
Pensioners	<u>0.4</u>	5.6	
Capital			
Waste Management Contribution to Capital	(1.7)		
Hydro dividend not received as anticipated	<u>0.3</u>	(1.4)	
Revenue Changes			
Solid Waste Revenue	1.3		
Pioneer Manor Revenue	(1.0)		
Transit User Fees	(0.4)		
Recreation User Fees	0.3		
Ontario Works Provincial Subsidy	<u>(0.3)</u>	(0.1)	
Other			
Parks Maintenance	0.3		
Fire Vehicle and Maintenance	0.2		
Incontinence Supplies - Pioneer Manor	<u>0.1</u>	0.6	
Inflation			
Includes energy costs, insurance and miscellaneous inflationary items		<u>1.3</u>	
Total 2004 Core Base Budget Increases Prior to Capital Levy		<u>9.6</u>	
Total 2004 Core Base Budget Prior to Capital Levy		138.0	7.4%
Capital Levy		<u>2.9</u>	2.3%
Total Core Base Budget Including Capital Levy		<u>140.9</u>	9.7%
Local Services Realignment (LSR) and Outside Boards			
LSR costs (with no offsetting CRF)			
Social Housing	(0.1)	(0.1)	
Outside Boards			
Health Unit (net of CRF)	0.3		
Police Services	<u>3.3</u>	<u>3.6</u>	
Total LSR and Outside Boards		<u>3.5</u>	2.7%
2004 Base Budget (total increase \$16.0 million)		<u>144.4</u>	12.4%
Assessment Growth			0.8%
Net Tax Increase			<u>11.5%</u>

**What level
of municipal
service do
you expect?**

**Should any
services be
reduced or
eliminated?**

Reduction Options to be considered by Council	\$ - 2004 Levy Reduction
Eliminate purchase of preferred shares from Greater Sudbury Utilities Inc.	1,390,000
Transfer the responsibility for maintenance and repairs of water and wastewater laterals from mains to lot line to property owners (Water/Wastewater reduction of \$976,000 in 2004)	N/A
Cease the City's practice of inspecting, supervising and approving field capital works	852,461
Eliminate all roadside ditching	667,790
Reduce road signage and traffic control devices to mandatory levels under the Highway Traffic Act (possible savings of \$600,000 implemented in 2005)	N/A
Eliminate all roadside maintenance activities	465,310
Eliminate snow removal (hauling away snowbanks) by 60%	333,730
Reduce general streetlighting	300,000
Transit Service elimination of routes to Lively and Coniston	250,760
Hire 2 permanent staff to continue with the collection process for outstanding POA fines	235,000
Eliminate all tree pruning, tree replacements, and new tree plantings	206,000
Closing of the Supplies and Services Section	205,937
Eliminate the City's participation in the EarthCare Sudbury initiative	156,300
Eliminate the fluoridation of drinking water (Water/Wastewater reduction in 2004 \$133,300)	N/A
Eliminate all dust control on gravel roads	119,050
Reduce winter sidewalk plowing and sanding by 50%, by eliminating 1/2 of winter maintenance of sidewalks	92,000
Elimination of ten school crossing guard locations	21,050
Elimination of the school crossing guard service	74,590
Reducing the staff complement from 6 full time By-Law officers to 4	74,000
Implement an automated attendant telephone service for the Call Centre at Tom Davies Square	70,000
Elimination of the Clean Up Greater Sudbury program	67,500
Closure of four municipal museum sites, eliminate the grant to the Capreol Railway Museum	60,740
Relocate the Rayside Balfour Museum	2,880
Reduce summer street cleaning and sweeping by 50%	53,870
Eliminate the funding for the Accessibility Planning Initiative	50,000
Elimination of Lake Water Quality Program effective June 30, 2004	50,000
Elimination of direct delivery of Municipal Day Care services	40,600
Remove non-mandatory products from the recycling program	33,300
Hiring an additional mechanic for the Transit section - Costly overtime can be reduced significantly and contracting out work can also be reduced	32,150
Eliminate TransCab service and use large van or small bus for Onaping, Levack and Dowling	29,420
Closure of the Hwy 17 East and Hwy 17 West information centres	28,000
Reduce the City's contribution to the Land Reclamation project	25,000
Closing of the Properties Section	
The impact of closing this section will result in higher contract service costs, possible workload increase for other sections and loss of revenues	23,750
Eliminate funding for the annual community and business surveys	15,000
Create a Clerk/Monitor position and eliminate the purchased services under the Solicitor and Clerk Services Section	15,000
Reduce the number of service hours at the Chelmsford and Lively CSC/Libraries	10,500
Closure of Vermillion Lake, Skead and Kukagami air ambulance night landing sites during the winter months	7,400
Permanent closure of the Skead air ambulance night landing site	1,850
Privatize the operation of landfill sites (Dollar value unknown at this time - possible \$Millions)	N/A
Total	\$ 6,060,938

**What service
would you
like to see
improved
or added?**

	\$ - 2004 Levy Increase
Enhancement Options to be considered by Council	
Increase number of vehicles to provide Handi-Transit	203,390
No Tipping Fee for one visit per Saturday during the 4 Amnesty Saturdays	200,000
Provide 4 days of hands on training for all career firefighters	164,700
Provide additional 2 days for a total of 6 days training for career firefighters	82,350
Provide additional 2 days for a total of 8 days training for career firefighters	82,350
Snow plowing and removal from existing churches and community facilities	54,000
Snow plowing and removal extended to additional churches and community facilities	152,000
Leasehold Improvements to the Lively Medical Center	150,000
Re-open the R. G. Dow Pool for a one year trial period	104,940
Provide exemption of the first 100 kg of residential solid waste delivered	93,750
Subsidize a spray/neuter program	52,000
Increase funding for advertisement and promotion of Leisure facilities and programs	50,000
Eliminate TransCab fare surcharge for frequent riders	46,670
Provide operating grants to 3 Community Centres	42,000
Increasing the curbside residential limit to 6 bags for one week in spring and one week in fall	40,000
Improve image of the City through the increased clean-up of roadsides, public areas and litter containers	40,000
Increase the frequency of TransCab to Onaping, Levack and Dowling	38,580
Reduce the price of student bus passes from \$63 to \$60	22,750
Reduce the price of student bus passes from \$60 to \$55	37,920
Reduce the price of student bus passes from \$55 to \$50	37,920
Extend and enhance the frequency of Transit Route 704 servicing Elmview/Blezard in Valley East	35,790
Development of Snowboard Terrain Park at Adanac Ski Hill	35,000
Additional funding for the Lake Water Quality Program	35,000
Reduce the tipping fees for concrete, bricks and blocks	32,000
Wave the \$2 tire tipping fee for 4 tires 34" in diameter or less on the 4 free Saturdays proposed	30,000
Increase Red Cross funding for the housing Registry and Emergency Rent Bank Program	27,304
Charge \$2 garbage bag tag system for residents producing in excess of 3 bags per week	20,000
Reinstate the subscription to the media service Informat Special Edition	16,000
Reinstate the Quarter Century and Retiree Banquet	15,540
Provide funding for the Rayside Balfour Youth Centre	13,600
Provide additional funding to the Salvation Army to secure 22 beds for the homeless	10,959
Provide additional funding for the Canadian Mental Health Association to offset the negotiated increase of the salary	7,050
Provide for 170 overtime hours for the Supplies and Services Section	6,400
Provide additional funding for L'Association des jeunes de la rue to assist in securing 9 beds	6,088
Provide winter sidewalk maintenance on 9th Avenue Lively	5,000
Provide two additional transit trips to Route 702 Azilda/Chelmsford	2,000
Open the fitness centre at the Capreol Millennium Centre on Saturdays	1,760
Provide additional funding to the Human League to maintain the current funding levels for the Breadfast Club Program and the Positive Leisure Activities for Youth Programs funded from the National Child Benefit Program	0
Establish the current temporary contract position of Supervisor of Elections as a permanent position within the City Clerk's Office. There would be no impact to the 2004 levy because the position is funded from the Election Reserve Account	0
Convert the temporary parking ticket clerk to permanent	0
Convert one temporary employee to permanent status in Human Resources	0
Total	\$ 1,994,811

Should those who use a service pay for the service (user fees) and/or should everyone share in the cost (taxes)?

	2004 \$
User Fee Options to be considered by Council	Levy Reduction
Full cost recovery of solid waste costs commencing in 2005	2,000,000
Increase the direct operation cost recovery for Community Arenas to 70%	414,630
Increase the direct operation cost recovery for Community Arenas to 75%	266,110
Increase the direct operation cost recovery for Community Arenas to 80%	252,460
Implement a charge for fire false alarms	83,300
Recover 50% of community pools direct operating costs	79,740
Recover 60% of community pools direct operating costs	79,740
Increase Sudbury Transit Service cash fares by \$.10	56,660
Implement a vehicle extrication fee for the City's Fire Service	52,000
Increase the cost recovery rate for summer day camp programs to 100%	42,440
Increase the summer day camp rates to be competitive with other day camps	15,160
Harmonization of adult playfield rental rates	28,040
Harmonization of user fee rates for all Municipal fitness centres	21,280
Harmonization of minor sports playfield rates	17,900
Increase in notice fees for Minor Variances under the Planning Act	12,000
Implement a user fee for customers who choose to purchase Sudbury Arena tickets by telephone	7,290
Harmonization of rates for a number of day-time skating programs	6,000
Total	\$ 3,434,750

Should the City borrow money and/or implement a special levy to fix roads, repair arenas, replace fire trucks, maintain police communications systems, etc.?

The first major recommendation of the approved Long-Term Financial Plan is to implement an Infrastructure Renewal Levy. This levy is 2.27% of the previous year's net levy, annually. It is a key component in the plan which will enable the City to meet 100% of its annual capital needs, and 70% of outstanding capital needs within the next 10 to 12 years. A portion of this levy would be directed to new debt repayment, if debenturing is approved by Council.

Another component of the Long-Term Financial Plan is to undertake a managed program of debt financing to address the City's current infrastructure deficiency and to reduce further deterioration. If approved, the recommendation for 2004 would be to debenture roads projects.

Should the City decide to undertake this managed debt program, an infrastructure renewal levy, in an amount at least equal to the debt repayments, would have to be implemented as well.

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Rating of Priorities

Thank you for participating in the Roundtable Discussion and Review of Budget Options.

Please rank the following in order of priority - from 1 to 5 - with 1 being the lowest priority and 5 being the highest priority.

The purpose of this exercise is to give Council overall guidance on how to address budget pressures facing the City.

Example: If you believe that user fees are the most important priority, please put 5 next to that statement. The next most important priority, put 4 and so on.

- ___ Services should be reduced or eliminated.
- ___ Those who use a service should pay for the service (user fees).
- ___ Services should be improved or added.
- ___ City taxes should be increased to maintain services.
- ___ The City should borrow money and or implement a special levy to fix roads, etc.





Tell us what you think!

Second Series of Public Input and Information Meetings

1. Did you find this Roundtable Discussion and Review of Budget Options informative?

2. Do you have any suggestions on how we can improve public input meetings on the budget?

3. How did you hear about the Public Input and Information Meetings?

Please check one or more:

- Newspaper Radio Television City Website Citizen Service Centre
 Word of Mouth Other:(Please specify)_____

4. How did you obtain information about the City's 2004 Budget?

Please check one or more:

- Newspaper Radio Television City Website Citizen Service Centre
 Word of Mouth Other:(Please specify)_____

5. What ward are you from? _____

Please hand in this form
before you leave.

Thank you.
Your input is appreciated.



More Information

The following documents are available online at www.greatersudbury.ca

2004 Budget - February 2004

- Includes Current and Capital Budget options

Towards Tomorrow - January 2003

- An overview of City services by department

Long-Term Financial Plan - November 2002

- A 10-year outlook of operating and capital needs

Long-Term Financial Plan Update - November 2003

- Update based on current information

Submission to the Ministry of Finance Roundtable - February 2003

- Outlines challenges and budget pressures and need for more provincial funding for municipalities

Building the City of Tomorrow - October 2003

- A discussion paper with ideas suggested during community consultations.

The document explores five tools for change: new ways of doing business, alternative service delivery, e-government technology, new revenue generation and partnerships.



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www.greatersudbury.ca

Have your say about
the 2004 Budget. Visit
www.greatersudbury.ca
to provide your input.

www.greatersudbury.ca

Budget04
online



Public Budget Meetings



Any change to these dates will be announced in the local media and on the City website.
www.greatersudbury.ca

Saturday, January 24, 2004 - 9 am to 4 pm

Tom Davies Square, Council Chamber

- Finance* - Summary of Public Input
- Committee* - Presentation of Oracle Surveys
 - Discussion on Budget Focus and Budget Guidelines
 - Business Plan Objectives
 - Presentation of Capital Financing Alternatives
 - 2004 Base Capital Budget Program

Thursday, February 12, 2004 - 7 pm

Tom Davies Square, Council Chamber

- City* - Budget Overview
- Council* - Distribution of Budget Document

Wednesday, March 3, 2004 - 5:30 pm to 10 pm

Tom Davies Square, Council Chamber

- Finance* - Review of Base Budget
- Committee*



Monday, March 8, 2004 - 5:30 pm to 10 pm

Tom Davies Square, Council Chamber

- Finance* - Review of Base Budget
- Committee* - Review of Current Budget Options

Wednesday, March 10, 2004 - 5 pm to 7 pm

Tom Davies Square, Council Chamber

- Finance* - Presentations from Outside Boards
- Committee* (prior to Priorities Committee Meeting)

Monday, March 22, 2004 - 5:30 pm to 10 pm

Tom Davies Square, Council Chamber

- Finance* - Review of Current Budget Options
- Committee* - Voting on Current Budget
 - Levy Reduction Options
 - Continued Review of Current Budget Enhancement Options

Wednesday, March 24, 2004 - 5 pm to 7 pm

Tom Davies Square, Council Chamber

- Finance* - Review of Voting Results for
- Committee* Current Budget Reduction Options
 - (prior to - Continued Review of Current
 - Priorities Budget Enhancement Options
- Committee* - Voting on Current Budget Meeting) Enhancement Options

Saturday, March 27, 2004 - 9 am to 4 pm

Tom Davies Square, Council Chamber

- Finance* - Review of Voting Results for Current
- Committee* Budget Enhancement Options
 - Finalization of Current Budget
 - Review of Capital Budget Options
 - Voting on Capital Budget Options
 - Finalization of Capital Budget

March - April

Tom Davies Square, Council Chamber

- Finance* - Review and Adoption of Tax Policy
- Committee*



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