



**The Corporation of the City of Sault Ste. Marie
Budget Meeting of City Council
Agenda**

Monday, December 5, 2016

4:30 pm

Council Chambers

Civic Centre

Pages

1. Approve Agenda as Presented

Mover Councillor R. Romano
Seconder Councillor S. Butland

That the Agenda for December 5, 2016 Budget Meeting as presented be approved.

2. Declarations of Pecuniary Interest

3. 2017 Budget Input

3 - 18

The report of the Chief Financial Officer/Treasurer is attached for the consideration of Council.

Mover Councillor J. Krmpotich
Seconder Councillor P. Christian

Resolved that the report of the Chief Financial Officer/Treasurer dated 2016 12 05 concerning 2017 Budget Input be received as information.

4. 2017 Operating Budget

19 - 26

Mover Councillor R. Romano
Seconder Councillor S. Butland

Resolved that City Council proceed into Committee of the Whole to consider the following matter referred to it for consideration – 2017 budget deliberations.

4.1	Corporate Services (including Mayor & Council and CAO)	27 - 69
4.2	Community Development and Enterprise Services	70 - 111
4.3	Public Works and Engineering Services	112 - 143
4.4	Legal Department	144 - 154
4.5	Fire Services	155 - 164
4.6	Deliberations	
5.	2017 Capital Budget	165 - 183

Mover Councillor J. Krmpotich
Seconder Councillor P. Christian

Resolved that the report of the Chief Financial Officer/Treasurer dated October 24, 2016 concerning the 2017–2019 Capital Budget and Forecast be received and that the 2017 Capital Budget and Financing Sources as set out in Appendix B and Capital from Current allocation and projects in Appendix D be approved.

6. Rise and Report

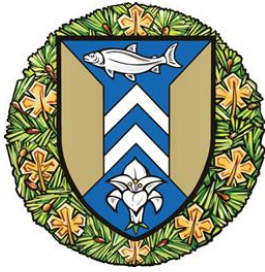
Mover Councillor R. Romano
Seconder Councillor P. Christian

That the Committee of the Whole Council now rise and report on the matter referred to to it by City Council – 2017 budget deliberations.

7. Adjournment

Mover Councillor J. Krmpotich
Seconder Councillor S. Butland

That this Council shall now adjourn.



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

December 5, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Shelley J Schell Chief Financial Officer & Treasurer

DEPARTMENT: Corporate Services

RE: 2017 Budget Input

PURPOSE

This report provides a summary of the 2016 Budget Input received as information to Council.

BACKGROUND

For the 2017 budget year input was received up to November 23, 2016 in three ways:

- Online Budget Input Tool
- Public Open House Sessions
- E-mail submissions

ANALYSIS

The Online Budget Input Tool logged 112 responses, much less than the 328 responses that were received for 2016 Budget. A summary of results by various departmental areas and ward is attached (Appendix A).

One public open house session was held on November 23, 2016 in the Russ Ramsay Room. Department staff from Finance, Corporate Services, Public Works and Engineering, Community Services and Economic Development, Legal and Fire attended. The session was attended by 3 members of the Chamber of Commerce and two taxpayers. As indicated by the number of attendees the session was ill attended. One input suggestion was received from a taxpayer regarding increase the levy to provide household composting.

Email input was also received. In total 5 emails were received (2016 – 19) and are attached for Council's information (Appendix B).

FINANCIAL IMPLICATIONS

There are no financial implications relating to the budget input unless a recommendation is implemented.

STRATEGIC PLAN / POLICY IMPACT

Budget input suggestions do not tie directly into the activities listed in the Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Financial Officer and Treasurer dated December 5, 2016 regarding 2017 budget input be received as information.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read 'Shelley Schell'.

Shelley J. Schell, CPA, CA
Chief Financial Officer/Treasurer
705.759.5355
s.schell@cityssm.on.ca

THE CORPORATION OF THE CITY OF SAULT STE MARIE
2017 BUDGET INPUT
SUMMARY OF RESPONSES-ONLINE BUDGET INPUT TOOL

Average: Simple average of all responses
Minimum: Lowest number in all responses
Maximum: Highest number in all responses
Standard Deviation: Quantifies the amount of variation in the responses. A value close to 0 indicates the responses tend to be very close to the average.
a high value (20% being highest) indicates the responses are spread out over a wider range.
Ward 0: no ward selected

APPENDIX A

Police Services

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	0%	-20%	20%	10%
1	-4%	-20%	5%	11%
2	-1%	-20%	10%	7%
3	-1%	-20%	15%	7%
4	1%	0%	5%	2%
5	-4%	-10%	0%	5%
6	-1%	-20%	10%	8%
ALL WARDS	-1%	-20%	20%	8%

Works

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	0%	-20%	20%	10%
1	3%	-15%	20%	10%
2	-4%	-20%	5%	6%
3	-6%	-20%	5%	6%
4	-4%	-10%	0%	3%
5	-3%	-5%	0%	3%
6	-3%	-20%	10%	10%
ALL WARDS	-2%	-20%	20%	8%

Community Services Department

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-4%	-20%	20%	8%
1	-4%	-20%	5%	8%
2	-3%	-10%	5%	4%
3	-8%	-20%	0%	6%
4	-6%	-15%	0%	4%
5	-6%	-20%	5%	8%
6	-6%	-20%	5%	8%
Grand Total	-5%	-20%	20%	7%

Fire Services

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	1%	-20%	20%	12%
1	-3%	-20%	10%	12%
2	5%	-10%	20%	9%
3	10%	-20%	20%	13%
4	16%	0%	20%	8%
5	0%	-20%	20%	14%
6	1%	-20%	20%	11%
ALL WARDS	4%	-20%	20%	12%

Parks

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	0%	-20%	20%	8%
1	3%	-5%	20%	7%
2	2%	-10%	20%	6%
3	-2%	-20%	5%	8%
4	1%	-5%	5%	3%
5	1%	-10%	20%	9%
6	-4%	-20%	5%	8%
ALL WARDS	0%	-20%	20%	8%

Transit

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-1%	-20%	20%	9%
1	0%	-10%	10%	5%
2	1%	-15%	10%	7%
3	-6%	-20%	0%	5%
4	-3%	-5%	10%	5%
5	-1%	-15%	10%	9%
6	-4%	-20%	5%	9%
ALL WARDS	-2%	-20%	20%	8%

CORPORATE SUPPORT

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-9%	-20%	5%	8%
1	-6%	-20%	10%	8%
2	-7%	-20%	15%	9%
3	-14%	-20%	0%	8%
4	-17%	-20%	-5%	6%
5	-13%	-20%	-5%	6%
6	-12%	-20%	0%	6%
ALL WARDS	-10%	-20%	15%	8%

Winter Maintenance

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	3%	-20%	20%	7%
1	3%	-5%	10%	5%
2	2%	-10%	15%	7%
3	0%	-20%	5%	6%
4	4%	0%	20%	7%
5	1%	-10%	20%	9%
6	2%	-20%	10%	9%
ALL WARDS	2%	-20%	20%	7%

ECONOMIC DEVELOPMENT

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-2%	-20%	20%	10%
1	3%	-5%	10%	5%
2	0%	-20%	20%	10%
3	-6%	-20%	20%	10%
4	-5%	-15%	5%	5%
5	-4%	-20%	20%	13%
6	-3%	-20%	20%	13%
ALL WARDS	-2%	-20%	20%	10%

Social Services

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-3%	-20%	20%	12%
1	-5%	-20%	5%	9%
2	-1%	-15%	10%	6%
3	-2%	-20%	10%	6%
4	-1%	-5%	0%	2%
5	-1%	-20%	20%	12%
6	-3%	-20%	5%	10%
ALL WARDS	-2%	-20%	20%	9%

Waste Management

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	0%	-20%	20%	8%
1	3%	-5%	20%	7%
2	2%	-5%	10%	3%
3	-3%	-20%	5%	6%
4	-1%	-10%	0%	3%
5	0%	-10%	10%	6%
6	-3%	-20%	5%	7%
ALL WARDS	0%	-20%	20%	6%

CAPITAL FINANCING AND DEBT

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	0%	-20%	15%	6%
1	3%	-5%	20%	8%
2	0%	-10%	15%	5%
3	-3%	-20%	0%	7%
4	0%	-5%	5%	2%
5	-2%	-15%	0%	6%
6	2%	-5%	10%	4%
ALL WARDS	0%	-20%	20%	6%

Engineering

WARD	AVERAGE	MINIMUM	MAXIMUM	STANDARD DEVIATION
0	-2%	-20%	20%	6%
1	3%	-10%	20%	9%
2	-2%	-20%	20%	9%
3	-4%	-20%	5%	7%
4	-4%	-5%	0%	2%
5	-2%	-10%	5%	5%
6	-3%	-20%	10%	9%
ALL WARDS	-2%	-20%	20%	7%

Response_Comments

Lowering the level of service the fire department offers on the advise of a con artist like this chief is unacceptable. It shows just how vulnerable this council is and how senior staff can bamboozle our elected officials. We don't need this many councilors for a city our size - especially when many of them follow the "back room mayor" like sheep. City hall's new mantra seems to be "death by committee" and although many are volunteer, with over 40 committees, we the citizens are ones paying for them. Seems like Myers has virtually made herself a full time job!!!

The city council has taken a poor approach, cutting emergency services, public transit, daycare, etc hurting all the lower income people. They need to bring more business here and also they should be answering for whoever allowed Essar Steel to get so far behind in taxes. Someone needs to answer for that. I would say someone wasn't doing their job. Poorest management of the city I have every witnessed. So many managers not doing their jobs. This city is in trouble and we need to replace the shallow thinking council. Get with it people.

Police and Fire are most important to me!! It's like insurance..... priceless if you need it

Our police, fire services and parks are imperative to attracting people and business to relocate to the Soo. If we are stripping essential services, we are sending a clear message to potential newcomers that our city isn't safe and we are taking steps backwards.

Cuts need to be made at the top, not to services or the workers in the ground providing them, and definitely not to our essential services!

not enough results from the economic division, too much spent on public transit with the buses, with only a few riders never full.

In tough times, fire service is not something I want slashed. We are top heavy including all the committees and council members. We also seem to spend an awful lot on consultants all to reiterate what this mayor wants. This is also the least transparent council we have had!

We need to maintain our Emergency Services. As well, snow removal and transit are needed so workers can get to and from work safely. As far as City Hall, there are too many managers already and the City seems to be adding more every day, we do not need that many.

As this city keeps going downwards with job growth, a steel plant in limbo and tourism NOT bringing tons of money into the city instead outside the city. I would make sure our city is always going to back our police and fire services at a high, as they will be busy because idol hands make for devil's work. Just saying what has always been observed in history of other cities and countries.

We need to trim the fat at the top. Too many councillors, too many CEO's making way too much money. Taxes have not lowered but the service in the city has lowered considerably. Why do all councillors, mayor and managers have car allowances?

If would like to keep youth local and attract new business to the Sault we shouldn't be cutting city jobs

Can't cut emergency services and not expect insurance rates and mortality rates to rise! Slim down council and administration first!

Emergency services should not be cut. Any cuts should be made in administration. To date nine front line fire fighters have been replaced by four ems supervisors, and three fire supervisors!!!! With moves like these, we need a new mayor and council!

Do not cut Emergency Services when we are top heavy in administration. Keep our roads cleared and safe.

Would like to see greater recycling options beyond #1 and #2 plastics as well as enhancing yard waste collecting. Encouraging economic development I feel would be beneficial to the city to broaden and diversify its tax base. We need to continue to develop our waterfront and downtown areas. Social services are important to those who are struggling in current economic times.

my budget proposal, i'll be honest, it's all about me, boys. no sidewalk ploughed nor policeman on the street can compare with the supreme importance of beer money in the city of "Sault Ste. Marie"

We are in a downturn and our Emergency Services will be needed more than ever. Very disappointed in our leadership.

Taxes too high. Tax base receding. Essar may never come back. Cut back on wages benefits pensions. Union negotiations should be net zero increase going forward. For any increase should have equal or better productivity.

Our roads are horrible. Make people shovel their own side walk.

I increased police services because I think we should have cameras around the city. Budget for the cameras and they will pay itself off over time. All of our roads need to be fixed and paved properly, not just temporary fixes. Make people shovel the sidewalk in front of their house. Have more paid parking to help with decreasing money in taxes for that

Get back to traditional reason municipal governments were set up. To manage the infrastructure of the city. That's where the focus must be. Police and fire all over paid. Good job with fire in 2016. Now do the same to the police.

The tax rate is too high. Spend less money across the board and lower it.

One Councillor per ward would be sufficient. EDC? Excessive winter maintenance is unnecessary.

In economic down times, we should be trimming administration NOT emergency services. We did not give the mayor or council the mandate to slash our level of emergency preparedness.

1) How about salary freezes like other government employees (and private employees) - all of whom contribute to pay municipal employees paycheques - time to share the burden. 2) Stop running snowplow equipment when there is no snow on the ground (yes, observed this several times last year). 3) EDC - what are their recent outcomes? Nothing substantial - better off to provide tax breaks that encourage new development - look at the success of the tax breaks for encouraging new multi-residential development - it works. 4) Time to consider re-allocating, not cutting, emergency services - increase Ambulance and Police while decreasing Fire - again, not a cut - but put resources where they are most beneficial and most needed. 5) Finally - what is the plan for the garbage dump? Just leave this until it is a crisis?

Stop wasting money on beautification projects, when things like road maintenance and snow removal are suffering. Safety over appearances.

Time to tighten our belts, enough with the handouts to everybody that thinks they are entitled, get our finance department to make a very serious effort to get money that is outstanding to the city, i.e. property taxes on ALL property... owning property is a privilege not a right, so pay up or lose it...enough with the charitable donations to anyone that puts their hand out! EDC has to get off their *&^%\$# and do something... review all city training and travel policies, no Travel perks!

Recent cuts to the SSM fire services for fire suppression are not a risk I wish to take with my tax dollars. I am willing to pay more for that safety. The mayor, council and CAO are acting carelessly and not in the direction that tax payers want. If keeping the budget balanced is necessary cuts to high level administrators and fewer councilors makes more sense.

I would like to see services to people be maintained and enhanced.

Fire coverage must be reinstated! Cut out administration in all areas

Collection of all taxes owing to the municipality should continue to be a priority so that adequate resources are available to support necessary services.

Take a hard look at overhead, admin costs, infrastructure becoming an issue with deteriorating roads etc. Need to control fire and police costs, salaries and benefits out of line within community, although I know this is a provincial issue as well. Need some good efficiency comparisons on admin costs not only to other municipalities but to private sector.

I feel as though money has been taken out of some departments and not others. Decreases should be lateral through the WHOLE city as opposed to department by department. There should be LESS administration and management and MORE front line staff i.e. transit, fire, police, the east end library. Sometimes you need to STIMULATE an economy by putting money into it instead of taking money and jobs away. Even if it's done through attrition, you are still take one job from the total number of jobs there are in the city, one less YOUTH who will stay/come back. Our city spends thousands and THOUSANDS of dollars on study upon study for ONE thing and not for another. There is a HUGE gap in what the city believes to be important and what actually IS important. All of these studies happen and nothing comes from the information gathered. It's absolutely ridiculous the amount of money wasted and yet not put into essential services or used to add to our city and economy.

The SSM EDC and Innovation Centre must be reduced, especially given their inability to demonstrate/validate/measure results. For example, large sums are being spent on salaries and travel related to developing SSM as a hub of gaming expertise. This is a pipe dream and a waste of money.

Cutting fire protection is not the platform I elected my councilors on. Not allowing the firemen to speak at council smells of backro politics! Shows how heavy we are in administration.

I'm happy with the cities thoughts on plowing less sidewalks when roads have one on each side. I'd like to see less redundant plowing when they've already been done and are in great shape. More tax dollars to bike lanes, green space. I'd really like to see a full time/ not seasonal parking enforcement all over the city. I live on queen street and the new bike lanes (which are heavily used) are full of parked contractors vehicles all year. (no parking any time) Parking infractions can be a huge source of cash for the city. I'm not sure if people are aware here but the snow removal is world class as it is, not that you'd know that by the complaints we often hear.

Reduce Police and fire, I want my basic services, I want to flush my toilet,i want my roads cleared of snow and I want to enjoy the green space.

why not try garbage collection every 2 months when the weathr is colder eg. Nov until April.? This would save money. More police assistants. THE CITY is in a period of uncertainty, so our budget should reflect this. Frugality. Shame on Essar steel. Cudos to head gardner in Parks dept--excellent improvements. Our city is amazing so lets keep it that way. Back to basics for a while. And stop getting suckered in with projects and proposals from outside scam artists who think we are a bunch of ignoramuses. Don't fall for every fly-by-nighter eg Mr Brown, grandiose development schemes etc

Economic Development, improving the image of the city, and attracting new employers should be the number one priority. Obviously.

Educational taxes are too high. We need basic services that is why we pay taxes. reduce power costs.

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Educational taxes are too high. We need basic services that is why we pay taxes. reduce power costs.

I want to ensure my core services remain the focus of the municipal government. In these economic times, maintaining the core services and ensuring our roads and underground services are taken care of is essential. We seem to be all over the place - trying to be all things to all people - and taking on responsibilities that perhaps if we had Barrie's tax base we could take on, but not Sault Ste. Marie. I want to know I have reliable snow removal, garbage pickup, etc!

We need to focus investment particularly in measures that improve the city's environmental standing, prepare for eventualities that are to be expected from climate change, diversify the economy, strengthen small business and improve our appeal to tourists. Such measures include infrastructure upgrades; more efficient and frequent transit; increased waste diversion, such as composting programs; investing in urban design improvements in walkable neighbourhoods such as queenstown, gore street, and steelton to attract and maintain businesses and pedestrian traffic; strengthening measures against urban sprawl and reigning in expensive road projects, etc.

The CAO's office is costing way too much money... seriously... be embarrassed and fix this.

Stop cuts to fire services!

I don't want to see cuts to fire services. I'd rather pay a bit more and know we are safe. I'd like to see more planning for walking and biking in the city. So much is planned around a need for a vehicle.

Stop wasting money. Plow the sidewalks.

I did not elect this mayor and council to do back door deals or gut our fire department Higher insurance rates and lower fire service levels are not what we elected these officials to do! It appears there are no savings in taxes but rather an increase in

Don't gut emergency services!!!

I didn't elect our officials to gut our essential services We are too top heavy!!!

Council spends a wack of money on "Economic Development", but then insists on procuring goods and services from the lowest bid - which is often from out of town companies. This practice undermines the local economy. Council should take a more balanced approach to procurement to ensure that local companies are supported (within reason). Supporting local companies this way will provide tangible economic development, keep money local and spur local spending.

I didn't vote to lower the level of fire service and increase my insurance Stop gutting this essential service

We are a way too top heavy Council has gutted 20% of front service fire fighters and there are no more paramedics on the street Smoke and mirrors and backroad politics have to stop to reach a reasonable budget

1) I don't believe all departments are cutting deep enough to be more efficient. Salaries, wages and benefits need to be reduced and manning levels need to be reduced. Too much of departmental budgets are consumed by compensation and it is time that streamlining occurred. I also think the EDC as it is today should be disbanded and Economic Development should fall under the CAO and work out of City Hall - thereby reducing the number of employees and high salaries and creating an environment of accountability to the City which should also institute measureable targets for the EDC instead of allowing for vague reporting tactics. 2) I also believe City Council can be reduced to no more than 6 councillors - 1 per ward. This would also reduce the labour costs. In today's world with technology advancing there is no need to have 2 councillors per ward. 3) I also think that the City should be doing more repaving of streets as opposed to complete reconstruction. Although major reconstruction is necessary in many cases, the roads have been allowed to deteriorate over time due to neglect. Having many streets stripped and repaved could buy extra time before a reconstruction is needed and smoother roads will reduce the amount of impact caused by heavy vehicles thereby protecting the underground infrastructure from further damage. 4) Although Council has frozen the salary increases for non-union staff for 2017, I think the City has to go further during the next union negotiations. I believe the City needs to get concessions from the union or at the very least obtain a wage freeze for the term of the next contract. Contracting out of some administration tasks should be pursued in all departments. 5) Salary increases to senior management should be open and honest and not masked by changing job titles...Example - From Manager to Superintendent to Commissioner to Deputy CAO. 6) The Norgoma situation should be revisited and a final decision made as to its removal from the water front. Enough money has gone into this "attraction" and it is time to stop the bleeding even though there is a cost to have it removed once and for all.

with the population decreasing so should our number of councilors

Shelley Schell

From: Susan Myers
Sent: Sunday, October 16, 2016 6:24 PM
To: Shelley Schell
Subject: Fwd: Important information - your input is requested

Budget input from a ward 2 resident
(See below)

J. Susan Myers
City Councillor Ward 2

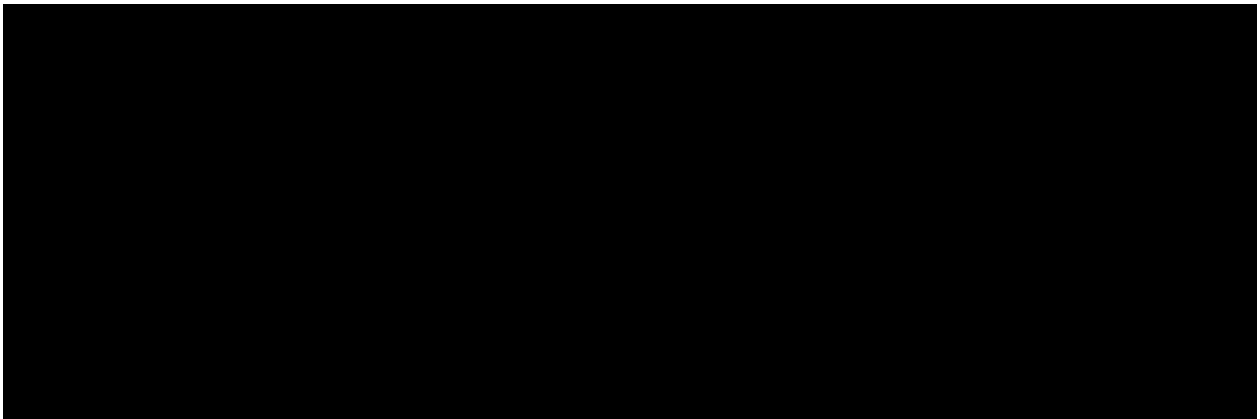
Begin forwarded message:

From:
Date: October 16, 2016 at 5:02:24 PM EDT
To: Susan Myers <susanmyers@shaw.ca>
Subject: Re: budget input

The city has a tremendous challenges and we appreciate your efforts at meeting them.

However: Staff advised this before and were ignored. It is never to late to do the right thing. .

1. Do Not use unexpected surpluses to lower the present year's needs. Adopt a firm policy to move any future surplus (if that ever occurs again) into a contingency fund to offset events like what is occurring with Algoma Steel.
2. Never levy less than inflation unless there is guaranteed plan to reduce services.
3. Look back ten years apply these 2 rules and see if the city would not be in a better position to deal with Algoma Steel and countless other issues.
4. Have staff see what works in other communities **on every issue** not just what has be dreamed up locally.



Shelley Schell

From: Susan Myers
Sent: Tuesday, October 18, 2016 11:44 PM
To: Shelley Schell
Cc: Matthew Shoemaker; Marchy Bruni
Subject: Budget feedback provided to me please capture

J. Susan Myers
City Councillor Ward Two
705.256-6128

Sent: October 17, 2016 8:27 PM
To: Susan Myers
Subject: Re: Important information - your input is requested

Dear Susan:

First of all thank you for sending this email out to people in your ward. I hope you receive comments and ideas from many. Normally I would not be tempted to comment but I felt I should because this year's budget will be so difficult. I think every year after 1982 (when Algoma Steel ran into difficulty) I heard "this is the most difficult budget year ever". I think this year that is finally true.

I do not think the public's perception is that council is doing everything possible to keep the levy down. Has council frozen management salaries? In the tough times of the 1980's management salaries were frozen, I believe for 3 years. Why is council not doing that? If I recall correctly council received a report from, presumably H.R., that council could not freeze wages without the risk of being sued for constructive dismissal. For the most part, granted there are exceptions, an employee has to quit his/her job before a constructive dismissal lawsuit can be commenced. I think the risk of that happening, i.e. quitting the job and suing, is minimal. Council needs to be more aggressive in containing wage costs. Freezing salaries is one way to show the taxpayer that council is serious about controlling costs. Also, freezing management salaries might make negotiating with the union locals a little easier. It might show that the City is indeed serious about cost control.

Also, council seems to look at items that will increase the levy, such as the rat control programme and introducing closed captioning for council meetings. The former should not be done by council when times are tough. Leave it to the home owner to solve her/his own problem. As for the closed captioning I believe that issue is at the study stage but once again it is something that should be left until the city can afford to take this on. Even asking for a study shows to the taxpayers that council is not sensitive to the economic realities of what so many people in our community are facing.

Also...

The spending at the post-secondary institutions is only a temporary boost to the local economy. Once the construction is completed, the stimulus to the economy is over. Helpful, but in no way a solution to our problems.

As for the OLG, all the high paying jobs have been relocated to Toronto. Council should be asking the Provincial government to relocate those jobs to Sault Ste. Marie when someone leaves one of those jobs in Toronto. Premier Peterson had a good idea to move some government jobs out of Toronto to various Ontario municipalities. Unfortunately over the years that good idea has been severely diluted in the case of Sault Ste Marie at least. I believe that not one vice-president of OLG is now located in Sault Ste. Marie. Council needs to work on correcting that situation. For David Oraziotti and others to say Sault Ste. Marie is the head office of the OLG is a fiction. A head office is where the directing mind of the corporation is located. The directing mind of the OLG is in Toronto.

Once again thanks for the opportunity to comment.

From: Susan Myers <susanmyers@shaw.ca>
Sent: October 15, 2016 7:59 PM
To: Susan Myers
Subject: Important information - your input is requested

***Dear residents of Ward 2,
Please see the notice below.***

I ask that you consider providing input to this very important budget process. In all my 9 years on City Council, I fear this year's budget deliberations will be the most daunting. It is no secret that as of November, Essar Steel Algoma will be a shocking \$21 million dollars in arrears of their taxes owed to the City and thus, to all of us as taxpayers. I can assure you the Mayor and all members of City Council will be doing our utmost to keep the levy down as much as possible in light of this extremely challenging circumstance.

At the same time, there is a great deal of good news coming to our community. Only yesterday the post-secondary institutions of our City received \$12.5 million in new funding which will translate into jobs. Earlier this month we received word that the Ontario Lottery and Gaming Corporation will not be privatized and that too means good paying jobs staying in our community.

Please take time to provide your comments should you wish,

Thank you, Susan.

Shelley Schell

From: Susan Myers
Sent: Tuesday, October 18, 2016 11:47 PM
To: Shelley Schell
Cc: Matthew Shoemaker; Marchy Bruni
Subject: FW: budget feedback from Ward 2 resident

J. Susan Myers
City Councillor Ward Two
705.256-6128

Sent: October 18, 2016 1:36 PM
To: SUSAN MYERS
Subject: budget

I have read the request you sent out regarding ideas re budget situation.

I have commented many times that I feel recycling every week is not necessary for many areas. We recycle as much as we possible considering the limits on what they will accept. With the larger bins we really only need to put recycle on the curb once a month now.

I have also felt that the garbage could also be reduced to once every other week and still limit people to 2 bags. Often neighbours on our street only have one and I feel that collecting garbage every other week would also cut the costs.

The odd times when I might have 3 or more bags, I just look on the street for an empty house or a neighbour who only has one and ask them if I could put one of the extra bags beside theirs. No problems doing that. Oshawa and area have a calendar for the year with symbols that indicate which collection is being done on the day of the week for each area. Every week they pick up recycle and compost bins. Every alternate week it is the garbage with a 2 bag limit. Bags and spring clean up are also listed well in advance on these calendars. Works great down there. They still use the small blue and grey boxes down there for recycle and there is no limit in how many you put out of these. They also have a green composting bin to put waste in that includes, meat, bones, nearly everything that will compost..Egg cartons included.

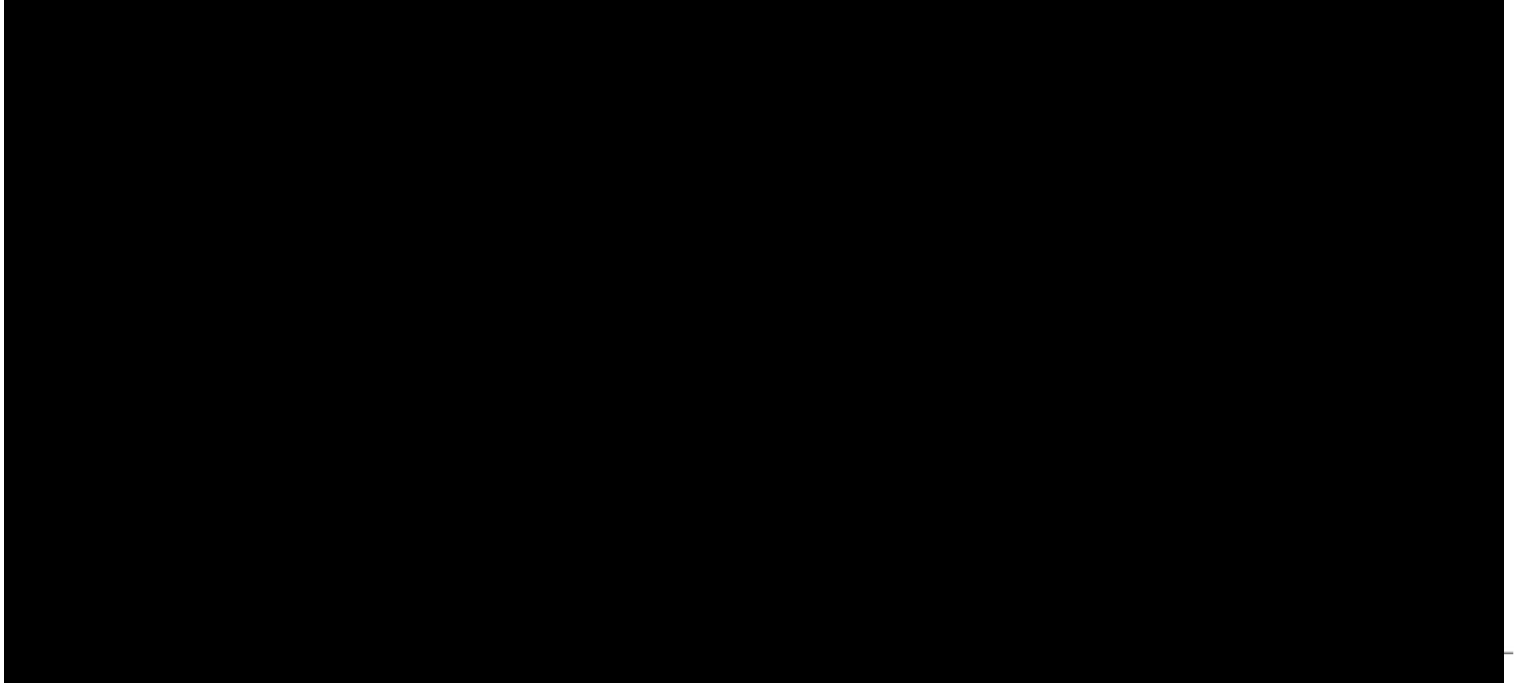
I don't know how much longer we will be able to afford to stay in our home if the taxes escalate further. Why should we have to pick up what Essar won't pay? They certainly aren't pulling their share of the costs.

I am not sure how much would be cut out of the budget by looking at the reduced collection aspect but should be worth a look at least.

Good luck

Shelley Schell

From: Lori Ballstadt
Sent: Wednesday, October 19, 2016 12:47 PM
To:
Cc: Susan Myers; Shelley Schell; Budget Input
Subject: RE: Budget Input



From: _____
Sent: Wednesday, October 19, 2016 12:17 PM
To: Lori Ballstadt; Susan Myers
Subject: Budget Input

In view of the Essar non-payment of taxes, we, the City will be 20 mil. plus short of revenues. We cannot expect much if any help from the Feds., Justin is too busy with photo ops giving away millions in foreign aid around the world and Kathleen is too busy selling off money-making assets to help Toronto with transit, So scratch that source.

My overview is this, if we do not have the money we do not spend it, we do NOT go into debt to cover expenses or use up the "savings-rainy-day-fund" also known as reserves. Yes tough decisions will have to be made and there will be much yelling, screaming, crying, rending of garments, sprinkling of ashes and so on especially from those organizations that are lined up every year at the (council) door for hand outs. In the past they were helped but to go into debt to help organizations that are TRUTHFULLY NON-ESSENTIAL, in my estimation would be on the verge of criminality.

Credit ratings are nothing more than an incentive making it sound so good "we can get this money for only X interest over Y years" that many are suckered in to borrow. Ask any bank or credit card company. But that money HAS to be paid back along with interest and fees. That includes debentures. Who pays? There is only one taxpayer for federal, provincial and municipal. What is often overlooked and never mentioned are the various "revenue tools" in the form of various fees and surcharges in addition to taxes from all three levels of

Gov't. Retirees and others on fixed income, and the unemployed are having a tough-to-very-painful time to try to make ends meet, an almost impossible task. Even those people who have their houses paid for are now in serious jeopardy of perhaps not being able to stay in their long time homes much longer, sad but true! Talk about cut-backs!

My major suggestion is, review, yes I know it is done every year, cut out ALL non-essentials period, each and every one of the non-essentials is worthy in some manner but brutal times call for brutal actions. Next halt and postpone major scheduled construction projects in the city, if it is to the stage where it is collapsed, repair it. Municipally funded services, policing, fire etc., yes it would be nice to upgrade and get the latest in toys, bells and whistles, but the questions has to be asked "do you really need it now or do you just think it would be nice to have, what did you do before, really, can it wait a bit?" Staffing, it is horrible to even think about it let alone say it, but do the same as the feds and provs are doing and not rush out to replace attrition, combine jobs and use other method to cover staffing.

I'm back to my initial premise, we do the same as my parents and grand parents did, "if we do not have the money to spend we do not spend it by going into debt!" "All you are doing is making the banks and monied rich." Be patient and when you have the money then buy it. So it is with our present problems, this too shall pass, so when we have the money we can spend it but not before, In this manner the city can maintain liquidity and still function with out borrowing.

Using these measures will have a minimum of three effects, one, we will not mortgage future generations, we will not further enrich the mega-bucks and thirdly, more importantly, enable people to keep their homes!

Sincerely,

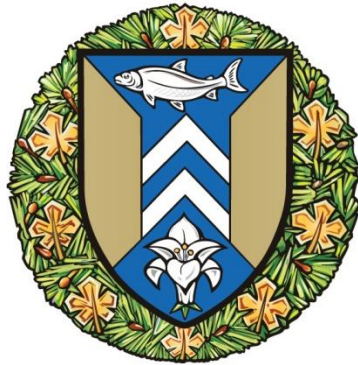
From:
Sent: Thursday, October 27, 2016 11:31 PM
To: Budget Input
Subject: Budget Input

I think that money might be saved by allowing garbage collection days to rotate whenever a holiday occurs. On average there are 10 holidays a year. Presently, when a holiday occurs the collection day is shifted and the missing day is made up with Saturday collection. If instead we do not attempt to make up the missing day, then we would save that money (likely overtime) along with all the associated costs like vehicle usage, other related staffing costs, supporting staff at the dump, etc...

The savings are likely to be in the range of 4-5% of the current costs - at least for the city portion of the collection services.

The city website could provide support to the public by providing electronic calendars to help residents track their garbage collections. Those currently on Monday would share a common calendar - as would those currently on Tuesdays, etc...

Hope you find this useful.



City of
Sault Ste. Marie

City of Sault Ste. Marie 2017 Budget



Preliminary 2017 Budget

Identifies a 5.63% tax levy increase over 2016

- Maintaining Services 2.02%
- Outside Levies 1.37%
- Impact of One-Year Levy Reduction 2.24%

Represents approximately \$165/year or \$14/month increase for the average residential property

Excluding 2016 use of surplus and reserves for a one year tax reprieve the increase is 3.39% consistent with past years.

- Average annual tax levy for 2006-2016 is 3.72% (before surplus/reserve)

2006–2016 Average Tax Levy Increase



Comparable northern municipalities are considering tax levy increases of 4-6%

Since 2011 use of surplus has ranged from \$500,000 to just over \$2 million in 2014

- The use of surplus in 2014 alone represents approximately 1.9% levy increase in 2017

Surpluses have been shrinking in recent years due to extraordinary net impacts (e.g. WSIB, PTSD)

With decrease in surplus, reserves were tapped including \$105,585 in 2015 and \$1,789,000 in 2016



Sustainability / Options

Surplus / Reserve is **not** available in 2017

Non-salary costs have been frozen for a decade despite contractual CPI increases

Options available to offset the one-year tax reduction related to use of surplus / reserves represent service impacts and potential liability risks

The totals presented here do not include supplementary items to implement 2017 Council initiatives including the 2016-2020 Corporate Strategic Plan.



Agenda and Process

CFO/Treasurer presents 2017 Preliminary Budget.

Service Areas and Legal Department to present budgets to maintain services (2.02%)

Corporate Services includes CAO's Office, Mayor's Office

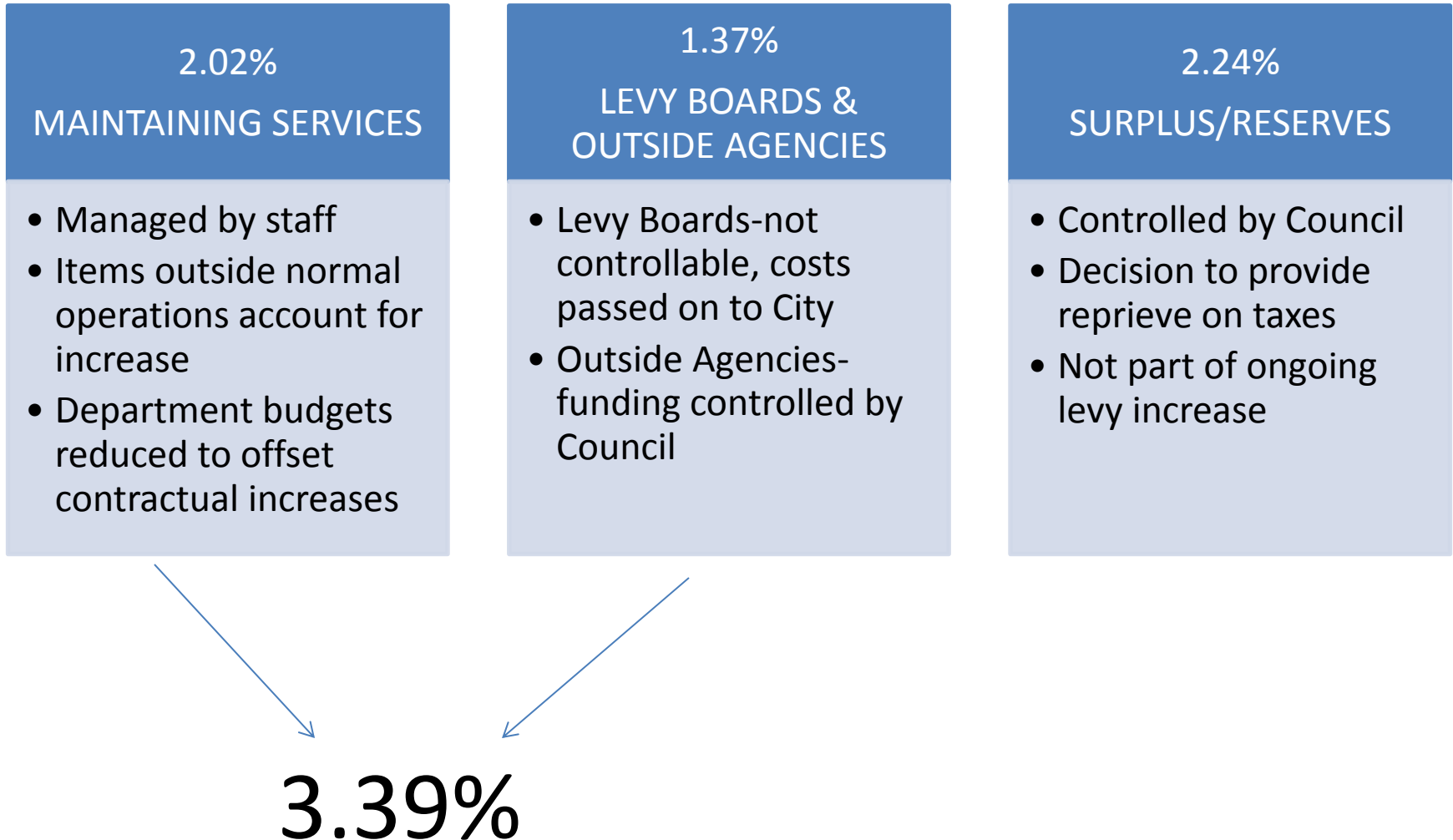
CFO/Treasurer presents options to address 2016 use of surplus/reserves (2.24% not recommended)

List is in order of least to most impactful that considers need to maintain service levels and implement 2016-2020 Corporate Strategic Plan.

CFO/Treasurer outlines supplementary items.



LEVY INCREASE





MAINTAINING SERVICES

\$(000)

Levy Increase

Items outside normal operations:

WSIB: Fire Presumptive Cancer, Emergency Services

PTSD	1,000	0.96%
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Lost administration revenue: DSSAB transition	702	0.67%
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2.13%

Decrease in Payment in Lieu	74	0.07%
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Decrease supplementary taxes re: assessment growth	450	0.43%
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Salary/Benefits	(80)	-0.08%
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Contracted/legislated increases & user fee changes	735	0.70%
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-0.11%

Department reductions to mitigate contractual changes	(770)	-0.74%
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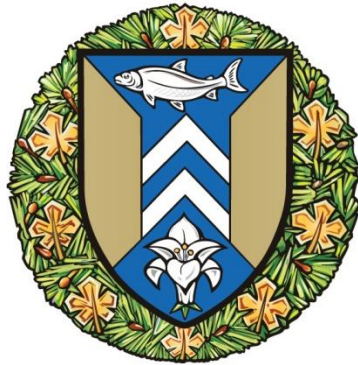
2,111

2.02%

SUPPLEMENTARY REQUESTS



		ONE TIME COST	ON-GOING COST
Mayor and Council - renew membership to FCM			11,050
Planning and Enterprise Services - Downtown Development Projects	Council Report Nov 21, 2016		200,000
Fire Services Administration:			
Advertising reinstate to pre-2016 cut			8,000
Fire Services Suppression: Fire Equipment for service improvement			11,500
Fire Services CEMC: Travel			1,500
Corporate Services - Walk of Fame	Council Report Nov 7, 2016		2,000
<u>Outside Agency Requests:</u>			
SSM Innovation Centre		50,000	36,000
Art Gallery of Algoma		400,000	
Bushplane Museum		75,000	
Sault Ste. Marie Museum		3,551	
Fringe North		15,000	
		543,551	270,050



City of
Sault Ste. Marie

Corporate Services 2017 Budget



CLERK'S

• Administration • Corporate Affairs • Office Services

FINANCE

• Administration • Accounting • Information Technology
• Purchasing • Tax and Licencing

HUMAN RESOURCES

• Administration • Health & Safety • Return to Work
Management

CORPORATE SERVICES 2017 BUDGET



CITY OF SAULT STE MARIE				
CORPORATE SERVICES				
including Mayor & Council and CAO				
Budget Summary				
Department	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	321,625	155,040	(166,585)	-51.79%
Government grants (including OMPF)	276,085	267,240	(8,845)	0.00%
Other income	102,670	88,100	(14,570)	-14.19%
	700,380	510,380	(190,000)	-27.13%
EXPENDITURES				
Salaries	5,263,530	5,165,306	(98,224)	-1.87%
Benefits	1,611,065	1,626,895	15,830	0.98%
	6,874,595	6,792,201	(82,394)	-1.20%
Travel and training	140,910	151,460	10,550	7.49%
Election	2,500		(2,500)	-100.00%
Vehicle allowance, maintenance and repairs	42,260	42,010	(250)	-0.59%
Materials and supplies	273,570	229,128	(44,442)	-16.25%
Maintenance and repairs	498,930	616,530	117,600	23.57%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	7,625	7,625	0	0.00%
Financial expenses	2,394,500	2,659,625	265,125	11.07%
Purchased and contracted services	958,510	992,441	33,931	3.54%
Grants to others	44,000	27,000	(17,000)	-38.64%
Transfer to own funds	60,000	60,000	0	0.00%
Capital expense	146,680	142,675	(4,005)	-2.73%
	4,588,685	4,947,694	359,009	7.82%
	11,463,280	11,739,895	276,615	2.41%
TAX LEVY	10,762,900	11,039,515	276,615	2.57%

Changes 2016 to 2017

IT hardware/software costs associated with phase out of UNIX based systems

WHMIS processing and health and safety mandated increases



PHASE 1 SAVINGS (INCLUDED IN 2017 PRELIMINARY BUDGET)

Efficiencies

- Reduction of 2.0 FTE positions and 2.0 student positions
- Reductions in staff training, employee benefit rationalization, materials/services reductions including hard copy agenda printing

**Total annual savings for Corporate Services , CAO's Office,
Mayor's Office = \$218,931**

**Note – These service reductions are included in the
5.63% budget submission**

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

CORPORATE SERVICES

CLERK'S DEPARTMENT

The Clerk's Department is an administrative department with a staff complement of nine full time staff and up to five part time staff (students/contract) providing services through three broad functional areas and locations in the Civic Centre.

Administration

The administrative area provides services to Council, agencies, boards and committees, corporate staff and the public focused on the following:

- Council and committee administration
- Vital statistics (cemetery business transactions, issuing of marriage licences, registration of deaths)
- Corporate strategic plan co-ordination and quality improvement initiatives (through association with Excellence Canada).
- Corporate records management
- Municipal election administration

Corporate Affairs

Corporate Affairs provides services to corporate staff, committees of Council and the public focused on the following:

- Public and media relations/communications.
- Website/social media content management.
- Civic reception co-ordination
- Corporate intranet content management

Office Services

Office Services provides services to corporate staff and agencies, boards and committees in the areas of corporate mail services; high volume copying and print services

FINANCE

The Finance Department is responsible for the overall implementation, maintenance and supervision of financial services and functions for the Corporation through the establishment of efficient, effective and economical financial policies and procedures, and through budget control, financial analysis, cash management and internal control systems.

The department consists of three divisions.

Administration

- Prepares the annual Financial Statements and Financial Information Return for the Province and all other financial reports for the senior levels of government.
- Budget control
- Financial analysis and cash management
- Budget preparation and support for all departments

Accounting

- Provides general accounting services to all City departments in the areas of payroll, general ledger reporting, accounts payable, accounts receivable, HST reporting and accounting support services.

- Updates and maintains control over tax receivable systems and is responsible for the central collection function which handles tax payments, parking tickets, local improvement payments and other general receipts

Information Technology

- Responsible for application maintenance and development including: implementation of new systems as well as modifications required to maintain existing corporate systems, system design, programming, testing and training.
- Provides computer services for all City departments, EDC and, Library including: installation and maintenance of computer hardware and software; data backup and security; network server administration; network infrastructure administration; desktop administration; help desk support; support of all corporate communication and technology, including mobile devices and telephone systems

Purchasing

The Purchasing Division is responsible for corporate purchasing services, administration of the purchasing policy, contract and tendering services.

The objective of the division is to provide a high level of service to user departments through the establishment and implementation of sound purchasing practices and to continually provide City departments with the proper quality and quantity of requested goods and services within an acceptable time-frame and at the lowest possible ultimate cost.

Tax

- Responsible for the billing and collection of property taxes for approximately 29,000 properties. Collection procedures include monthly tax reminder statements,

correspondence, personal contact, and the sale of properties in tax arrears pursuant to the *Municipal Act, 2001*.

- Administers lottery and general licensing; tax assessment appeals; assessment base management; tax certificates; commercial/industrial vacancy rebate program; tax assistance programs; charity rebate program; mortgagee tax payment system; and maintaining an up-to-date tax database reflecting all assessment value and ownership changes.

HUMAN RESOURCES

The Human Resources department conducts negotiations and administers eight collective agreements. The Department develops human resource policies and ensures compliance.

Administration

Human Resources carries out labour relations, recruitment, corporate training programs and seniority administration; maintains employee HR files and manages the job evaluation process.

The department is responsible for administration of legislative changes (ESA, OHSA, OLRA, Human Rights) and associated costs of arbitrations, pension/benefit administration costs, etc.

Assistance is also provided to various boards (Police and Library) as required.

Health and Safety

The Health and Safety Division prepares and monitors policies and safety training programs as well as related reporting. A primary focus is on accident prevention.

Return to Work Management

The Return to Work Co-ordinator liaises with WSIB, non-occupational provider and disability insurance providers ; develops and implements corporate return to work programs, policies and procedures.

CITY OF SAULT STE MARIE
CORPORATE SERVICES
Budget Summary

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	321,625	155,040	(166,585)	-51.79%
Government grants (including OMPF)		1,540	1,540	0.00%
Other income	102,670	88,100	(14,570)	-14.19%
	424,295	244,680	(179,615)	-42.33%
EXPENDITURES				
Salaries	4,302,475	4,205,847	(96,628)	-2.25%
Benefits	1,427,755	1,450,764	23,009	1.61%
	5,730,230	5,656,611	(73,619)	-1.28%
Travel and training	76,195	87,245	11,050	14.50%
Election	2,500		(2,500)	-100.00%
Vehicle allowance, maintenance and repairs	1,750	1,500	(250)	-14.29%
Materials and supplies	190,870	152,900	(37,970)	-19.89%
Maintenance and repairs	498,780	616,380	117,600	23.58%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	7,625	7,625	0	0.00%
Financial expenses	2,394,500	2,659,625	265,125	11.07%
Purchased and contracted services	929,260	968,691	39,431	4.24%
Grants to others	19,000	2,000	(17,000)	-89.47%
Transfer to own funds	60,000	60,000	0	0.00%
Capital expense	146,480	142,475	(4,005)	-2.73%
	4,346,160	4,717,641	371,481	8.55%
	10,076,390	10,374,252	297,862	2.96%
TAX LEVY	9,652,095	10,129,572	477,477	4.95%

FINANCE DEPARTMENT

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	271,625	105,040	(166,585)	-61.33%
Other income	100,870	88,100	(12,770)	-12.66%
	<u>372,495</u>	<u>193,140</u>	<u>(179,355)</u>	<u>-48.15%</u>
EXPENDITURES				
Salaries	2,912,485	2,872,856	(39,629)	-1.36%
Benefits	766,985	764,172	(2,813)	-0.37%
	<u>3,679,470</u>	<u>3,637,028</u>	<u>(42,442)</u>	<u>-1.15%</u>
Travel and training	13,800	12,300	(1,500)	-10.87%
Vehicle allowance, maintenance and repairs	1,200	1,100	(100)	-8.33%
Materials and supplies	24,455	3,635	(20,820)	-85.14%
Maintenance and repairs	491,930	612,680	120,750	24.55%
Financial expenses	2,394,500	2,659,625	265,125	11.07%
Purchased and contracted services	531,000	585,331	54,331	10.23%
Grants to others	17,000		(17,000)	-100.00%
Capital expense	128,695	127,040	(1,655)	-1.29%
	<u>3,602,580</u>	<u>4,001,711</u>	<u>399,131</u>	<u>11.08%</u>
	<u>7,282,050</u>	<u>7,638,739</u>	<u>356,689</u>	<u>4.90%</u>
TAX LEVY	6,909,555	7,445,599	536,044	7.76%

FINANCE: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 140-1400

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	587,385	551,343	(36,042)	-6.14%
Benefits	151,420	145,631	(5,789)	-3.82%
	738,805	696,974	(41,831)	-5.66%
Travel and training	11,800	10,800	(1,000)	-8.47%
Materials and supplies	23,915	26,115	2,200	9.20%
Purchased and contracted services	19,400	21,900	2,500	12.89%
Capital expense	9,290	8,090	(1,200)	-12.92%
	64,405	66,905	2,500	3.88%
	803,210	763,879	(39,331)	-4.90%
TAX LEVY	803,210	763,879	(39,331)	-4.90%
Full Time Positions	7.0	7.0	-	
Part Time Hours	-	-	-	

FINANCE: ACCOUNTING

2017 OPERATING BUDGET

Cost Centres: 140-1405

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	1,000	1,000	0	0.00%
Other income	44,820	25,600	(19,220)	-42.88%
	45,820	26,600	(19,220)	-41.95%
EXPENDITURES				
Salaries	826,960	839,231	12,271	1.48%
Benefits	217,610	228,062	10,452	4.80%
	1,044,570	1,067,293	22,723	2.18%
Materials and supplies	29,980	28,750	(1,230)	-4.10%
Maintenance and repairs	1,000	750	(250)	-25.00%
Capital expense	3,555	3,100	(455)	-12.80%
	34,535	32,600	(1,935)	-5.60%
	1,079,105	1,099,893	20,788	1.93%
TAX LEVY	1,033,285	1,073,293	40,008	3.87%

Full Time Positions	16.0	16.0	-
Part Time Hours	610	610.0	-

FINANCE: TAX

2017 OPERATING BUDGET

Cost Centres:

140-1410

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	87,000	87,000	0	0.00%
Other income	56,050	62,500	6,450	11.51%
	143,050	149,500	6,450	4.51%
EXPENDITURES				
Salaries	363,945	373,539	9,594	2.64%
Benefits	95,735	100,913	5,178	5.41%
	459,680	474,452	14,772	3.21%
Vehicle allowance, maintenance and repairs	200	100	(100)	-50.00%
Materials and supplies	18,470	17,570	(900)	-4.87%
Maintenance and repairs	100	100	0	0.00%
Purchased and contracted services	12,050	10,050	(2,000)	-16.60%
Capital expense	3,000	3,000	0	0.00%
	33,820	30,820	(3,000)	-8.87%
	493,500	505,272	11,772	2.39%
TAX LEVY	350,450	355,772	5,322	1.52%

Full Time Positions	6.0	6.0	-
Part Time Hours	-	-	-

FINANCE: PURCHASING

2017 OPERATING BUDGET

Cost Centres: 140-1420

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	260,520	263,624	3,104	1.19%
Benefits	68,020	70,903	2,883	4.24%
	328,540	334,527	5,987	1.82%
Materials and supplies	8,310	8,420	110	1.32%
Purchased and contracted services	5,075	1,025	(4,050)	-79.80%
Capital expense	1,000	1,000	0	0.00%
	14,385	10,445	(3,940)	-27.39%
	342,925	344,972	2,047	0.60%
TAX LEVY	342,925	344,972	2,047	0.60%
Full Time Positions	4.0	4.0	-	
Part Time Hours	-	-	-	

FINANCE: INFORMATION TECHNOLOGY

2017 OPERATING BUDGET

Cost Centres: 140-1415
300-3008

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	183,625	17,040	(166,585)	-90.72%
	183,625	17,040	(166,585)	-90.72%
EXPENDITURES				
Salaries	873,675	845,119	(28,556)	-3.27%
Benefits	234,200	218,663	(15,537)	-6.63%
	1,107,875	1,063,782	(44,093)	-3.98%
Travel and training	2,000	1,500	(500)	-25.00%
Vehicle allowance, maintenance and repairs	1,000	1,000	0	0.00%
Materials and supplies	(81,220)	(80,720)	500	-0.62%
Maintenance and repairs	490,830	611,830	121,000	24.65%
Purchased and contracted services	426,475	465,856	39,381	9.23%
Capital expense	111,850	111,850	0	0.00%
	950,935	1,111,316	160,381	16.87%
	2,058,810	2,175,098	116,288	5.65%
TAX LEVY	1,875,185	2,158,058	282,873	15.09%

Full Time Positions	11.0	11.0	-
Part Time Hours	1,220.0	1,220	-

FINANCE: OTHER - FINANCIAL EXPENSE BANKING

2017 OPERATING BUDGET

Cost Centres: 145-1450

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Financial expenses	65,000	65,000	0	0.00%
	65,000	65,000	0	0.00%
	65,000	65,000	0	0.00%
TAX LEVY	65,000	65,000	0	0.00%

FINANCE: OTHER - FINANCIAL FEES

2017 OPERATING BUDGET

Cost Centres: 145-1452

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Purchased and contracted services	68,000	86,500	18,500	27.21%
	68,000	86,500	18,500	27.21%
	68,000	86,500	18,500	27.21%
TAX LEVY	68,000	86,500	18,500	27.21%

FINANCE: OTHER - PROPERTY TAX

2017 OPERATING BUDGET

Cost Centres: 145-1454

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	25,000	3,500	(21,500)	-86.00%
Financial expenses	2,329,500	2,594,625	265,125	11.38%
Grants to others	17,000		(17,000)	-100.00%
	2,371,500	2,598,125	226,625	9.56%
	2,371,500	2,598,125	226,625	9.56%
TAX LEVY	2,371,500	2,598,125	226,625	9.56%

CLERK'S DEPARTMENT

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	50,000	50,000	0	0.00%
Other income	1,800		(1,800)	-100.00%
	51,800	50,000	(1,800)	-3.47%
EXPENDITURES				
Salaries	685,435	634,073	(51,362)	-7.49%
Benefits	166,955	166,612	(343)	-0.21%
	852,390	800,685	(51,705)	-6.07%
Travel and training	6,595	6,595	0	0.00%
Election	2,500		(2,500)	-100.00%
Vehicle allowance, maintenance and repairs	550	400	(150)	-27.27%
Materials and supplies	114,230	97,080	(17,150)	-15.01%
Maintenance and repairs	3,550	400	(3,150)	-88.73%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	7,625	7,625	0	0.00%
Purchased and contracted services	112,870	94,370	(18,500)	-16.39%
Grants to others	2,000	2,000	0	0.00%
Transfer to own funds	60,000	60,000	0	0.00%
Capital expense	5,000	2,650	(2,350)	-47.00%
	334,120	290,320	(43,800)	-13.11%
	1,186,510	1,091,005	(95,505)	-8.05%
TAX LEVY	1,134,710	1,041,005	(93,705)	-8.26%

CLERK'S DEPARTMENT: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 130-1300

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	50,000	50,000	0	0.00%
Other income	1,800	0	(1,800)	-100.00%
	51,800	50,000	(1,800)	-3.47%
EXPENDITURES				
Salaries	546,015	547,559	1,544	0.28%
Benefits	138,815	143,583	4,768	3.44%
	684,830	691,142	6,312	0.92%
Travel and training	6,595	6,595	0	0.00%
Materials and supplies	67,330	57,330	(10,000)	-14.85%
Maintenance and repairs	400	400	0	0.00%
Goods for resale	19,200	19,200	0	0.00%
Purchased and contracted services	12,370	7,370	(5,000)	-40.42%
Capital expense	2,000	2,000	0	0.00%
	107,895	92,895	(15,000)	-13.90%
	792,725	784,037	(8,688)	-1.10%
TAX LEVY	740,925	734,037	(6,888)	-0.93%

Full Time Positions	7.0	7.0	-
Part Time Hours	1,315	1,315	-

CLERK'S DEPARTMENT: OFFICE SERVICES

2017 OPERATING BUDGET

Cost Centres: 130-1310

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	108,020	86,514	(21,506)	-19.91%
Benefits	28,140	23,029	(5,111)	-18.16%
	136,160	109,543	(26,617)	-19.55%
Vehicle allowance, maintenance and repairs	400	400	0	0.00%
Materials and supplies	1,750	1,750	0	0.00%
Maintenance and repairs	3,150	0	(3,150)	-100.00%
Rents and leases	7,625	7,625	0	0.00%
Purchased and contracted services	67,750	67,750	0	0.00%
Capital expense	2,500	650	(1,850)	-74.00%
	83,175	78,175	(5,000)	-6.01%
	219,335	187,718	(31,617)	-14.41%
TAX LEVY	219,335	187,718	(31,617)	-14.41%
Full Time Positions	2.0	2.0	-	
Part Time Hours	610	610	-	

CLERK'S DEPARTMENT: QUALITY MANAGEMENT

2017 OPERATING

Cost Centres: 130-1320

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	4,000	4,000	0	0.00%
Purchased and contracted services	24,250	19,250	(5,000)	-20.62%
	28,250	23,250	(5,000)	-17.70%
	28,250	23,250	(5,000)	-17.70%
TAX LEVY	28,250	23,250	(5,000)	-17.70%

CLERK'S DEPARTMENT: COUNCIL MEETINGS

2017 OPERATING BUDGET

Cost Centres: 130-1352

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	10,000	8,350	(1,650)	-16.50%
	10,000	8,350	(1,650)	-16.50%
	10,000	8,350	(1,650)	-16.50%
TAX LEVY	10,000	8,350	(1,650)	-16.50%

CLERK'S DEPARTMENT: ELECTION

2017 OPERATING BUDGET

Cost Centres: 135-1360

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	31,400	0	(31,400)	-100.00%
	31,400	0	(31,400)	-100.00%
Election	2,500	0	(2,500)	-100.00%
Vehicle allowance, maintenance and repairs	150	0	(150)	-100.00%
Materials and supplies	5,500	0	(5,500)	-100.00%
Purchased and contracted services	8,500	0	(8,500)	-100.00%
Transfer to own funds	60,000	60,000	0	0.00%
Capital expense	500	0	(500)	-100.00%
	77,150	60,000	(17,150)	-22.23%
	108,550	60,000	(48,550)	-44.73%
TAX LEVY	108,550	60,000	(48,550)	-44.73%

CLERK'S DEPARTMENT: RECEPTIONS

2017 OPERATING

Cost Centres: 135-1350

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	25,650	25,650	0	0.00%
	25,650	25,650	0	0.00%
	25,650	25,650	0	0.00%
TAX LEVY	25,650	25,650	0	0.00%

CLERK'S DEPARTMENT: WALK OF FAME

2017 OPERATING BUDGET

Cost Centres: 720-7291

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Grants to others	2,000	2,000	0	0.00%
	2,000	2,000	0	0.00%
	2,000	2,000	0	0.00%
TAX LEVY	2,000	2,000	0	0.00%

HUMAN RESOURCES

2017 OPERATING BUDGET

Cost Centre

120-1200

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Government grants (including OMPF)		1,540	1,540	0.00%
	0	1,540	1,540	0.00%
EXPENDITURES				
Salaries	704,555	698,918	(5,637)	-0.80%
Benefits	493,815	519,980	26,165	5.30%
	1,198,370	1,218,898	20,528	1.71%
Travel and training	55,800	68,350	12,550	22.49%
Materials and supplies	52,185	52,185	0	0.00%
Maintenance and repairs	3,300	3,300	0	0.00%
Purchased and contracted services	285,390	288,990	3,600	1.26%
Capital expense	12,785	12,785	0	0.00%
	409,460	425,610	16,150	3.94%
	1,607,830	1,644,508	36,678	2.28%
TAX LEVY	1,607,830	1,642,968	35,138	2.19%

HUMAN RESOURCES: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centre

120-1200

Department	2016	2017	\$		%	
			Change		Change	
			(2016 to 2017)		(2016 to 2017)	
REVENUE	BUDGET	BUDGET				
Government grants (including OMPF)	0	1,540	1,540		0.00%	
	0	1,540	1,540		0.00%	
EXPENDITURES						
Salaries	513,335	506,974	(6,361)		-1.24%	
Benefits	138,060	139,521	1,461		1.06%	
	651,395	646,495	(4,900)		-0.75%	
Travel and training	19,800	19,800	0		0.00%	
Materials and supplies	28,570	28,570	0		0.00%	
Purchased and contracted services	75,000	75,000	0		0.00%	
Capital expense	2,785	2,785	0		0.00%	
	126,155	126,155	0		0.00%	
	777,550	772,650	(4,900)		-0.63%	
TAX LEVY	777,550	771,110	(6,440)		-0.83%	

Full Time Positions	6.0	6.0	-
Part Time Hours	1,220.0	1,220.0	-

HUMAN RESOURCES: HEALTH & SAFETY

2017 OPERATING BUDGET

Cost Centre

120-1210

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	95,385	95,972	587	0.62%
Benefits	24,195	24,547	352	1.45%
	119,580	120,519	939	0.78%
Travel and training	11,000	21,000	10,000	90.91%
Materials and supplies	665	665	0	0.00%
Maintenance and repairs	3,300	3,300	0	0.00%
	14,965	24,965	10,000	66.82%
	134,545	145,484	10,939	8.13%
TAX LEVY	134,545	145,484	10,939	8.13%

Full Time Positions	1.0	1.0	-
Part Time Hours	-	-	-

HUMAN RESOURCES: DISABILITY MANAGEMENT

2017 OPERATING BUDGET

Cost Centre

120-1215

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	95,835	95,972	137	0.14%
Benefits	24,195	24,547	352	1.45%
	120,030	120,519	489	0.41%
Materials and supplies	11,800	11,800	0	0.00%
Purchased and contracted services	70,090	105,090	35,000	49.94%
	81,890	116,890	35,000	42.74%
	201,920	237,409	35,489	17.58%
TAX LEVY	201,920	237,409	35,489	17.58%

Full Time Positions	1.0	1.0	-
Part Time Hours	-	-	-

HUMAN RESOURCES: CORPORATE RECRUITMENT & TRAINING

2017 OPERATING BUDGET

Cost Centre 125-1250

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Travel and training	10,000	15,000	5,000	50.00%
Materials and supplies	1,150	1,150	0	0.00%
Purchased and contracted services	29,300	1,700	(27,600)	-94.20%
	40,450	17,850	(22,600)	-55.87%
	40,450	17,850	(22,600)	-55.87%
TAX LEVY	40,450	17,850	(22,600)	-55.87%

HUMAN RESOURCES: RETIREE BENEFITS

2017 OPERATING BUDGET

Cost Centre

125-1260

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Benefits	303,800	327,800	24,000	7.90%
	303,800	327,800	24,000	7.90%
	303,800	327,800	24,000	7.90%
TAX LEVY	303,800	327,800	24,000	7.90%

HUMAN RESOURCES: EMPLOYEE ASSISTANCE PROGRAM

2017 OPERATING BUDGET

Cost Centre 125-1265

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Purchased and contracted services	41,000	37,200	(3,800)	-9.27%
	41,000	37,200	(3,800)	-9.27%
	41,000	37,200	(3,800)	-9.27%
TAX LEVY	41,000	37,200	(3,800)	-9.27%

HUMAN RESOURCES: DISABLED PREMIUMS

2017 OPERATING BUDGET

Cost Centre

125-1270

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Benefits	3,565	3,565	0	0.00%
	3,565	3,565	0	0.00%
	3,565	3,565	0	0.00%
TAX LEVY	3,565	3,565	0	0.00%

HUMAN RESOURCES: LEADERSHIP PERFORMANCE

2017 OPERATING BUDGET

Cost Centre

125-1275

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Travel and training	5,000	2,550	(2,450)	-49.00%
Purchased and contracted services	20,000	20,000	0	0.00%
	25,000	22,550	(2,450)	-9.80%
	25,000	22,550	(2,450)	-9.80%
TAX LEVY	25,000	22,550	(2,450)	-9.80%

HUMAN RESOURCES: GENERAL HEALTH & SAFETY

2017 OPERATING BUDGET

Cost Centre

125-1280

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Travel and training	10,000	10,000	0	0.00%
Materials and supplies	10,000	10,000	0	0.00%
Capital expense	10,000	10,000	0	0.00%
	30,000	30,000	0	0.00%
	30,000	30,000	0	0.00%
TAX LEVY	30,000	30,000	0	0.00%

HUMAN RESOURCES: ASBESTOS PROGRAM

2017 OPERATING BUDGET

Cost Centre

125-1290

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Purchased and contracted services	50,000	50,000	0	0.00%
	50,000	50,000	0	0.00%
	50,000	50,000	0	0.00%
TAX LEVY	50,000	50,000	0	0.00%

CITY OF SAULT STE MARIE
MAYOR & COUNCIL
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	488,815	492,604	3,789	0.78%
Benefits	65,190	56,663	(8,527)	-13.08%
	554,005	549,267	(4,738)	-0.86%
Travel and training	53,500	53,500	0	0.00%
Vehicle allowance, maintenance and repairs	36,030	36,030	0	0.00%
Materials and supplies	50,385	50,885	500	0.99%
Purchased and contracted services	3,600	3,100	(500)	-13.89%
Grants to others	25,000	25,000	0	0.00%
	168,515	168,515	0	0.00%
	722,520	717,782	(4,738)	-0.66%
TAX LEVY	722,520	717,782	(4,738)	-0.66%

MAYOR & COUNCIL: MAYOR'S OFFICE

2017 OPERATING
BUDGET

Cost Centre

100-1000

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	488,815	492,604	3,789	0.78%
Benefits	65,190	56,663	(8,527)	-13.08%
	554,005	549,267	(4,738)	-0.86%
Travel and training	53,500	53,500	0	0.00%
Vehicle allowance, maintenance and repairs	36,030	36,030	0	0.00%
Materials and supplies	50,385	50,885	500	0.99%
Purchased and contracted services	3,600	3,100	(500)	-13.89%
	143,515	143,515	0	0.00%
	697,520	692,782	(4,738)	-0.68%
TAX LEVY	697,520	692,782	(4,738)	-0.68%

Full Time Positions	2.0	2.0	-
Part Time Hours	610.0	610.0	-

MAYOR & COUNCIL: COUNCIL SPECIAL FUNDS

2017 OPERATING BUDGET

Cost Centre

105-1010

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Grants to others	25,000	25,000	0	0.00%
	25,000	25,000	0	0.00%
	25,000	25,000	0	0.00%
TAX LEVY	25,000	25,000	0	0.00%

The Corporation of the City of Sault Ste. Marie

2017 Operating Budget

Chief Administrative Officer

The office of the Chief Administrative Officer consists of 2 employees, the Chief Administrative Officer and the Executive Assistant. A temporary employee/student is required for summer and vacation coverage throughout the year.

Responsibilities include recommending policy and proposals to Council, coordination of all City Department activities, coordination of submissions of all reports and information to council, ensure policies, decisions and directives of City Council are carried out, provide liaison with various Board and Committees.

2017 Objectives:

- Achieve 2017 budget level as set by Council
- It is intended that the 2016-2020 Corporate Strategic Plan is a living document infused with new ideas and approaches to undertake the Corporation's action plan over the course of the next five years. During this transitional period, every effort will be made to continue to align the organizational structure for effective and efficient implementation of the Plan.
- In embracing the future with a strategic direction - to be the leading innovative, dynamic and efficient municipal corporation in the Province of Ontario, in year two of the Corporate Strategic Plan, this transitional year will afford the opportunity to champion economic and community development by:
 - Attracting new investment and development opportunities.
 - Implementing the recommendation of the EcDev Review consultants.
 - Focusing on downtown infrastructure opportunities.
 - Adequately maintaining existing infrastructure
 - Implementing sustainable asset management plans.

CITY OF SAULT STE MARIE
CHIEF ADMINISTRATIVE OFFICER
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Government grants (including OMPF)	276,085	265,700	(10,385)	-3.76%
	276,085	265,700	(10,385)	-3.76%
EXPENDITURES				
Salaries	472,240	466,855	(5,385)	-1.14%
Benefits	118,120	119,468	1,348	1.14%
	590,360	586,323	(4,037)	-0.68%
Travel and training	11,215	10,715	(500)	-4.46%
Vehicle allowance, maintenance and repairs	4,480	4,480	0	0.00%
Materials and supplies	32,315	25,343	(6,972)	-21.58%
Maintenance and repairs	150	150	0	0.00%
Purchased and contracted services	25,650	20,650	(5,000)	-19.49%
Capital expense	200	200	0	0.00%
	74,010	61,538	(12,472)	-16.85%
	664,370	647,861	(16,509)	-2.48%
TAX LEVY	388,285	382,161	(6,124)	-1.58%

CHIEF ADMINISTRATIVE OFFICER: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres:

110-1100

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	295,775	290,024	(5,751)	-1.94%
Benefits	68,000	67,627	(373)	-0.55%
	363,775	357,651	(6,124)	-1.68%
Travel and training	9,215	9,215	0	0.00%
Vehicle allowance, maintenance and repairs	4,480	4,480	0	0.00%
Materials and supplies	10,315	10,315	0	0.00%
Maintenance and repairs	150	150	0	0.00%
Purchased and contracted services	150	150	0	0.00%
Capital expense	200	200	0	0.00%
	24,510	24,510	0	0.00%
	388,285	382,161	(6,124)	-1.58%
TAX LEVY	388,285	382,161	(6,124)	-1.58%
Full Time Positions	2.0	2.0	-	
Part Time Hours	860.0	610.0	(250.0)	

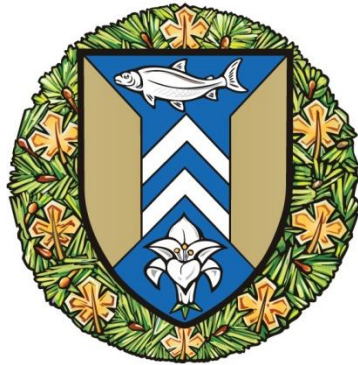
CHIEF ADMINISTRATIVE OFFICER: ISAP IMMIGRATION PROGRAM

2017 OPERATING BUDGET

Cost Centres: 600-6020

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Government grants (including OMPF)	276,085	265,700	(10,385)	-3.76%
	276,085	265,700	(10,385)	-3.76%
EXPENDITURES				
Salaries	176,465	176,831	366	0.21%
Benefits	50,120	51,841	1,721	3.43%
	226,585	228,672	2,087	0.92%
Travel and training	2,000	1,500	(500)	-25.00%
Materials and supplies	22,000	15,028	(6,972)	-31.69%
Purchased and contracted services	25,500	20,500	(5,000)	-19.61%
	49,500	37,028	(12,472)	-25.20%
	276,085	265,700	(10,385)	-3.76%
TAX LEVY	0	0	0	0.00%

Full Time Positions	3.0	3.0	-
Part Time Hours	-	-	-



City of
Sault Ste. Marie

Community Development & Enterprise Services 2017 Budget



Department Overview

Community Development and Enterprise Services (CDES) is a newly comprised service area which consists of three departments:

Building

Planning & Enterprise Services

Community Services

BUILDING

- Manages all aspects of building inspection, permitting and by-law enforcement

PLANNING & ENTERPRISE SERVICES

- Manages all matters related to development approvals, incentive programs and Downtown Development



COMMUNITY SERVICES

Cemeteries

Community Centres

Daycare

Essar Centre

Transit

Recreation & Culture

- Cemeteries
- Four cemeteries (including mausoleums, columbaria and a cremation facility)
- Community Centres
 - Northern Community Centre
 - John Rhodes Community Centre, McMeeken Centre
 - Greco and Manzo Pools
 - Locks operations in co-ordination with Parks Canada
 - Accessibility Advisory Committee office
- Daycare
 - Jesse Irving Children's Centre – set to close September 2017
- Essar Centre
 - Hosts concerts, sporting events, family shows, conventions,
 - Home to Soo Greyhounds
- Transit and Parking
 - Conventional buses and para bus service, 7 days/week
 - Manages 10 City parking lots, 300 parking meters and 10 pay and displays; crossing guards
- Recreation and Culture
 - Scheduling of sports fields
 - Seniors
 - Historic sites
 - Boards and committees
 - Marinas, cruise ship and port security

CDES BUDGET 2017



CITY OF SAULT STE MARIE COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES Budget Summary

Department	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	9,627,905	9,443,241	(184,664)	-1.92%
Government grants (including OMPF)	1,270,400	1,270,400	0	0.00%
Contribution from own funds	408,340	97,560	(310,780)	-76.11%
Other income	42,920	39,920	(3,000)	-6.99%
	11,349,565	10,851,121	(498,444)	-4.39%
EXPENDITURES				
Salaries	13,081,612	12,899,484	(182,128)	-1.39%
Benefits	3,195,734	3,136,977	(58,757)	-1.84%
	16,277,346	16,036,461	(240,885)	-1.48%
Travel and training	64,540	62,070	(2,470)	-3.83%
Vehicle allowance, maintenance and repairs	655,370	654,405	(965)	-0.15%
Utilities and Fuel	2,899,320	2,935,545	36,225	1.25%
Materials and supplies	996,565	976,696	(19,869)	-1.99%
Maintenance and repairs	1,223,330	1,192,225	(31,105)	-2.54%
Program expenses	121,200	121,200	0	0.00%
Goods for resale	609,325	600,125	(9,200)	-1.51%
Rents and leases	95,250	95,250	0	0.00%
Taxes and licenses	173,890	171,050	(2,840)	-1.63%
Financial expenses	44,440	52,060	7,620	17.15%
Purchased and contracted services	512,840	519,293	6,453	1.26%
Grants to others	14,000	14,000	0	0.00%
Transfer to own funds	291,554	252,509	(39,045)	-13.39%
Capital expense	54,690	55,660	970	1.77%
	7,756,314	7,702,088	(54,226)	-0.70%
	24,033,660	23,738,549	(295,111)	-1.23%
	12,684,095	12,887,427	203,333	1.60%



PHASE 1 SAVINGS (INCLUDED IN 2017 BUDGET)

Organizational re-alignment

Service reductions

- Reduction of summer students and hours
- Instruction and furnishings reduction at Seniors Centres

Expense Reductions

- Planning – reduction in travel and Planning Advisory Committee Budget
- Community Centres – reduction in expenses related to Hockey Hall of Fame, office and equipment maintenance expenses
- Crematorium fuel reduction

Total annual savings for CDES = \$219,305

**Note – These services reductions are included in the
5.63% budget submission**

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

Community Development and Enterprise Services is newly comprised and consists of approximately one hundred and forty six (146) full time employees and two hundred and fifty three (253) part time employees.

Planning and Enterprise Services Division

The Planning and Enterprise Services Division coordinates the approval process and makes recommendation to Council on Provincial legislation and development applications (Official Plan amendments, rezoning, subdivision and condominium approvals and site plan agreements) with respect to land use planning within the City. Planning staff are responsible to review the City's Official Plan and Zoning By-law; provide administrative and technical support to the Committee of Adjustment; assist developers and investors with information, location and site design requirements and work with the economic development organizations to promote community development. The Planning Department also undertakes major community development projects such as the Downtown Development Initiative, Canal District Neighbourhood Plan, Rental Housing Incentive Program and Hub Trail and Master Cycling Plan implementation.

Building Division

The Building Division includes the Chief Building Official, 9 Inspection and Plans Examination staff and an Administrative Clerk. The construction value for 2016 reached \$62,605,648.57 to the end of

October which is lower than last year, although the number of issued permits have surpassed that of 2015 and totaled 1,542. Projections for 2017 are higher, anticipating a sustainable value of \$93,000,000. Projects have been confirmed for the beginning of 2017 and the construction value is projected at \$55,000,000.

Demand for inspection services remains high at 5,665 site visits for 2016 with 1,544 permits finalized. Open permits requiring finalization are at 6,817. In an effort to reduce the number of open permits inspection staff will be reorganized in a task system providing dedicated time in reducing the number of open permits.

Anticipated revenue for 2017 is \$1,098,699.00 based on the remaining reserve of \$ 443,127 and a 0.5% growth rate. We expect to meet our anticipated expenditures for 2017 and continue to operate as a self-sustaining business unit as required by the Ontario Building Code Act.

The City currently employs 1 full time By-law Enforcement Inspector. With the introduction of a new sign by-law, additional review of subdivision drainage, rat ambient program, enforcement and graffiti review the issue of increasing staff complement has been requested by this Division.

In 2016 By-law Enforcement has logged 811 new complaints resulting in over 1,552 inspections. It is anticipated that number will

be similar for 2017. The Yard By-law continues to be actively enforced with all associated costs for clean-up and demolition, recoverable through municipal taxes. Tenders for 2016 totaled \$ 7,047.43, and it is anticipated that 2017 will be similar. An administrative fee of 15% has been added to all recoverable tenders issued in 2016.

By-Law Enforcement will be added to the Permit Tracking System in 2017 and system users will be able to add and track progress and view attachments such as photos of each logged complaint.

Community Services Department **Recreation and Culture Division**

Recreation & Culture includes:

1. Seniors Services: Senior Drop-In Centre and the Steelton Seniors Centre
2. Roberta Bondar Park & Marina, Bellevue Marina
3. Ermatinger-Clergue National Historic Site and Discovery Centre; and staff liaison to the Historic Sites Board
4. Scheduling of sport fields and green space, special events coordination, including Canada Day festivities, Celebrate Canada 150.
5. Cruise Ship & Port Security
6. Staff liaison to: Cultural Advisory Board, Municipal Heritage Committee, Parks & Recreation Advisory Committee, Mayor's Youth Advisory Council, Best for Kids Committee, Mayor's Committee on Celebrate Canada 150, St. Mary's River Marine Heritage Centre, and Museum Management Board.
7. Implementation of the Parks & Recreation Master Plan, as well as working with community partners on capital projects such as; Bellevue Park Sensory Playground & Rotary Adventure Playground, Pumptrack, Outdoor Fitness Equipment and Kiwanis Disc Golf Park.

Essar Centre Division

The Essar Centre is a state-of-the-art sports and entertainment centre and home to the

Soo Greyhounds Hockey Club of the Ontario Hockey League. The venue is also used for adult hockey, youth hockey, figure skating, and a walking exercise program.

The Essar Centre has a significant economic impact on the local economy as major concert and sporting events contribute to additional retail, restaurant and lodging sales.

Community Centres Division

Community Centres operates the following facilities:

1. Northern Community Centre
2. John Rhodes Community Centre
3. W.J. McMeeken Centre
4. V.E. Greco Pool
5. Peter G. Manzo Pool
6. Locks operations in coordination with Parks Canada

Revenues are generated through user fees at the various facilities. In addition, profits generated from food and beverage services help offset other facility operating costs

Transit Division

Transit provides operations of both conventional buses and para bus service, seven days per week, and manages ten City parking lots, three hundred parking meters and ten pay & displays.

Cemeteries Division

The City manages four cemeteries, which includes mausoleums, columbaria and a cremation facility. The cemetery grounds encompass over 132 acres of land requiring maintenance and care.

Day Care Division

The closure of the Maycourt facility has been completed and this will be the final year for daycare service at the Jessie Irving Day Care Centre. Staff is working to wind down operations in 2017 and collaborate with community partners to transition children to alternative services.

CITY OF SAULT STE MARIE
COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	9,627,905	9,443,241	(184,664)	-1.92%
Government grants (including OMPF)	1,270,400	1,270,400	0	0.00%
Contribution from own funds	408,340	97,560	(310,780)	-76.11%
Other income	42,920	39,920	(3,000)	-6.99%
	11,349,565	10,851,121	(498,444)	-4.39%
EXPENDITURES				
Salaries	13,081,612	12,899,484	(182,128)	-1.39%
Benefits	3,195,734	3,136,977	(58,757)	-1.84%
	16,277,346	16,036,461	(240,885)	-1.48%
Travel and training	64,540	62,070	(2,470)	-3.83%
Vehicle allowance, maintenance and repairs	655,370	654,405	(965)	-0.15%
Utilities and Fuel	2,899,320	2,935,545	36,225	1.25%
Materials and supplies	996,565	976,696	(19,869)	-1.99%
Maintenance and repairs	1,223,330	1,192,225	(31,105)	-2.54%
Program expenses	121,200	121,200	0	0.00%
Goods for resale	609,325	600,125	(9,200)	-1.51%
Rents and leases	95,250	95,250	0	0.00%
Taxes and licenses	173,890	171,050	(2,840)	-1.63%
Financial expenses	44,440	52,060	7,620	17.15%
Purchased and contracted services	512,840	519,293	6,453	1.26%
Grants to others	14,000	14,000	0	0.00%
Transfer to own funds	291,554	252,509	(39,045)	-13.39%
Capital expense	54,690	55,660	970	1.77%
	7,756,314	7,702,088	(54,226)	-0.70%
	24,033,660	23,738,549	(295,111)	-1.23%
TAX LEVY	12,684,095	12,887,427	203,333	1.60%

COMMUNITY SERVICES DEPARMENT

2017 OPERATING BUDGET

	2016	2017	\$	%
	BUDGET	BUDGET	Change	Change
			(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	8,645,260	8,231,132	(414,128)	-4.79%
Government grants (including OMPF)	1,270,400	1,270,400	0	0.00%
Contribution from own funds	140,000	75,000	(65,000)	-46.43%
Other income	42,920	39,920	(3,000)	-6.99%
	10,098,580	9,616,452	(482,128)	-4.77%
EXPENDITURES				
Salaries	11,715,487	11,421,619	(293,868)	-2.51%
Benefits	2,857,574	2,762,912	(94,662)	-3.31%
	14,573,061	14,184,531	(388,530)	-2.67%
Travel and training	38,950	38,980	30	0.08%
Vehicle allowance, maintenance and repairs	646,370	645,405	(965)	-0.15%
Utilities and Fuel	2,887,020	2,923,245	36,225	1.25%
Materials and supplies	898,811	879,442	(19,369)	-2.15%
Maintenance and repairs	1,223,330	1,192,225	(31,105)	-2.54%
Program expenses	121,200	121,200	0	0.00%
Goods for resale	609,325	600,125	(9,200)	-1.51%
Rents and leases	10,250	10,250	0	0.00%
Taxes and licenses	173,890	171,050	(2,840)	-1.63%
Financial expenses	43,940	51,560	7,620	17.34%
Purchased and contracted services	486,440	492,893	6,453	1.33%
Grants to others	14,000	14,000	0	0.00%
Transfer to own funds	263,554	252,509	(11,045)	-4.19%
Capital expense	52,190	53,160	970	1.86%
	7,469,270	7,446,044	(23,226)	-0.31%
	22,042,331	21,630,575	(411,756)	-1.87%
TAX LEVY	11,943,751	12,014,123	70,372	0.59%

COMMUNITY SERVICES DEPARTMENT: CENTRAL ADMINISTRATION

2017 OPERATING BUDGET

Cost Centre: 500-5000
500-5002

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	300,895	358,577	57,682	19.17%
Benefits	99,015	119,448	20,433	20.64%
	399,910	478,025	78,115	19.53%
Travel and training	8,985	8,985	0	0.00%
Vehicle allowance, maintenance and repairs	1,500	1,500	0	0.00%
Materials and supplies	20,845	20,345	(500)	-2.40%
Maintenance and repairs	1,000	1,000	0	0.00%
Financial expenses		1,400	1,400	0.00%
Purchased and contracted services	3,500	2,100	(1,400)	-40.00%
Capital expense	740	740	0	0.00%
	36,570	36,070	(500)	-1.37%
	436,480	514,095	77,615	17.78%
TAX LEVY	436,480	514,095	77,615	17.78%
Full Time Positions	4.0	5.0	1.0	
Part Time Hours	760.0	760.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres:

500-5010

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	52,425	61,190	8,765	16.72%
	52,425	61,190	8,765	16.72%
EXPENDITURES				
Salaries	375,220	359,931	(15,289)	-4.07%
Benefits	74,720	74,928	208	0.28%
	449,940	434,859	(15,081)	-3.35%
Vehicle allowance, maintenance and repairs	1,150	1,025	(125)	-10.87%
Utilities and Fuel	400	525	125	31.25%
Materials and supplies	3,900	3,900	0	0.00%
Purchased and contracted services	8,135	8,135	0	0.00%
Transfer to own funds	5,000	5,800	800	16.00%
	18,585	19,385	800	4.30%
	468,525	454,244	(14,281)	-3.05%
TAX LEVY	416,100	393,054	(23,046)	-5.54%
Full Time Positions	3.0	3.0	-	
Part Time Hours	6,800.0	6,800.0	-	

COMMUNITY SERVICES DEPARMENT: RECREATION & CULTURE - SPORTS

2017 OPERATING BUDGET

Cost Centres:

500-5012

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	7,200	7,320	120	1.67%
Benefits	630	643	13	2.02%
	7,830	7,963	133	1.69%
Materials and supplies	1,860	1,860	0	0.00%
Capital expense	4,575	4,575	0	0.00%
	6,435	6,435	0	0.00%
	14,265	14,398	133	0.93%
TAX LEVY	14,265	14,398	133	0.93%
Full Time Positions	-	-	-	
Part Time Hours	610.0	610.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - CANADA DAY

2017 OPERATING BUDGET

Cost Centres: 500-5017

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Other income	10,000	10,000	0	0.00%
	10,000	10,000	0	0.00%
EXPENDITURES				
Materials and supplies	20,000	20,000	0	0.00%
	20,000	20,000	0	0.00%
	20,000	20,000	0	0.00%
TAX LEVY	10,000	10,000	0	0.00%

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - YOUTH ADVISORY

2017 OPERATING BUDGET

Cost Centres: 500-5018

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	27,500	27,500	0	0.00%
	27,500	27,500	0	0.00%
	27,500	27,500	0	0.00%
TAX LEVY	27,500	27,500	0	0.00%

COMMUNITY SERVICES DEPARMENT: RECREATION & CULTURE - MISCELLANEOUS PROGRAMS

2017 OPERATING BUDGET

Cost Centres: 500-5014

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	3,465	3,467	2	0.06%
Benefits	300	304	4	1.48%
	3,765	3,771	6	0.17%
Materials and supplies	3,510	3,510	0	0.00%
Purchased and contracted services	11,200	11,200	0	0.00%
Grants to others	2,000	2,000	0	0.00%
Capital expense	500	500	0	0.00%
	17,210	17,210	0	0.00%
	20,975	20,981	6	0.03%
TAX LEVY	20,975	20,981	6	0.03%

Full Time Positions	-	-	-
Part Time Hours	225.0	225.0	-

**COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE -
PARKS & RECREATION ADVISORY COMMITTEE**

2017 OPERATING
BUDGET

Cost Centres: 500-5020

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	2,465	2,465	0	0.00%
	2,465	2,465	0	0.00%
	2,465	2,465	0	0.00%
TAX LEVY	2,465	2,465	0	0.00%

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - SPORT FISHING

2017 OPERATING BUDGET

Cost Centres: 500-5080

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Maintenance and repairs	1,000	0	(1,000)	-100.00%
	1,000	0	(1,000)	-100.00%
	1,000	0	(1,000)	-100.00%
TAX LEVY	1,000	0	(1,000)	-100.00%

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - ROBERTA BONDAR PARK

2017 OPERATING BUDGET

Cost Centres:
500-5030
500-5032
500-5036

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	26,710	32,616	5,906	22.11%
	26,710	32,616	5,906	22.11%
EXPENDITURES				
Salaries	65,377	82,943	17,566	26.87%
Benefits	5,739	7,311	1,572	27.39%
	71,116	90,254	19,138	26.91%
Utilities and Fuel	12,425	12,425	0	0.00%
Materials and supplies	9,950	9,450	(500)	-5.03%
Goods for resale	9,000	7,000	(2,000)	-22.22%
Financial expenses	100	100	0	0.00%
Purchased and contracted services	76,345	69,845	(6,500)	-8.51%
Capital expense	2,800	2,800	0	0.00%
	110,620	101,620	(9,000)	-8.14%
	181,736	191,874	10,138	5.58%
TAX LEVY	155,026	159,258	4,232	2.73%

Full Time Positions	-	-	-
Part Time Hours	5,430.0	5,430.0	-

COMMUNITY SERVICES DEPARMENT: RECREATION & CULTURE - BELLEVUE MARINA

2017 OPERATING

Cost Centres:

500-5040

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	174,175	173,275	(900)	-0.52%
Other income	20	20	0	0.00%
	174,195	173,295	(900)	-0.52%
EXPENDITURES				
Salaries	32,000	33,459	1,459	4.56%
Benefits	2,810	2,938	128	4.54%
	34,810	36,397	1,587	4.56%
Vehicle allowance, maintenance and repairs	200	200	0	0.00%
Utilities and Fuel	12,350	12,350	0	0.00%
Materials and supplies	4,830	4,830	0	0.00%
Maintenance and repairs	22,000	22,000	0	0.00%
Goods for resale	70,450	68,450	(2,000)	-2.84%
Rents and leases	2,000	2,000	0	0.00%
Taxes and licenses	275	275	0	0.00%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	9,200	9,200	0	0.00%
Capital expense	1,500	1,500	0	0.00%
	124,805	122,805	(2,000)	-1.60%
	159,615	159,202	(413)	-0.26%
TAX LEVY	(14,580)	(14,093)	487	-3.34%

Full Time Positions	-	-	-
Part Time Hours	2,720.0	2,720.0	-

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - BONDAR MARINA

2017 OPERATING BUDGET

Cost Centres: 500-5050

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	71,160	70,505	(655)	-0.92%
Other income	1,900	1,900	0	0.00%
	73,060	72,405	(655)	-0.90%
EXPENDITURES				
Salaries	32,000	33,459	1,459	4.56%
Benefits	2,810	2,938	128	4.54%
	34,810	36,397	1,587	4.56%
Utilities and Fuel	14,000	14,000	0	0.00%
Materials and supplies	3,200	3,200	0	0.00%
Maintenance and repairs	11,700	11,700	0	0.00%
Goods for resale	42,000	42,000	0	0.00%
Taxes and licenses	265	265	0	0.00%
Financial expenses	1,965	2,015	50	2.54%
Purchased and contracted services	3,490	3,240	(250)	-7.16%
Capital expense	500	500	0	0.00%
	77,120	76,920	(200)	-0.26%
	111,930	113,317	1,387	1.24%
TAX LEVY	38,870	40,912	2,042	5.25%

Full Time Positions	-	-	-
Part Time Hours	2,720.0	2,720.0	-

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - LOCKS OPERATIONS

2017 OPERATING BUDGET

Cost Centres: 500-5060

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	82,350	84,150	1,800	2.19%
Benefits	16,550	17,399	849	5.13%
	98,900	101,549	2,649	2.68%
Materials and supplies	(62,305)	(62,305)	0	0.00%
Capital expense	1,000	1,000	0	0.00%
	(61,305)	(61,305)	0	0.00%
	37,595	40,244	2,649	7.05%
TAX LEVY	37,595	40,244	2,649	7.05%

Full Time Positions	1.0	1.0	-
Part Time Hours	1,810.0	1,810.0	-

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - SENIOR CITIZEN DROP IN CENTRE

2017 OPERATING BUDGET

Cost Centres:

500-5070

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	16,800	63,500	46,700	277.98%
Government grants (including OMPF)	42,700	42,700	0	0.00%
	59,500	106,200	46,700	78.49%
EXPENDITURES				
Salaries	225,265	227,281	2,016	0.89%
Benefits	41,640	42,786	1,146	2.75%
	266,905	270,067	3,162	1.18%
Vehicle allowance, maintenance and repairs	600	600	0	0.00%
Utilities and Fuel	28,700	28,700	0	0.00%
Materials and supplies	22,035	52,035	30,000	136.15%
Maintenance and repairs	29,250	29,250	0	0.00%
Rents and leases	8,250	8,250	0	0.00%
Financial expenses	0	250	250	0.00%
Purchased and contracted services	4,000	4,000	0	0.00%
Capital expense	2,000	2,000	0	0.00%
	94,835	125,085	30,250	31.90%
	361,740	395,152	33,412	9.24%
TAX LEVY	302,240	288,952	(13,288)	-4.40%
Full Time Positions	1.7	1.7	-	
Part Time Hours	7,150.0	7,150.0	-	

COMMUNITY SERVICES DEPARMENT: RECREATION & CULTURE - STEELTON SENIOR CENTRE

2017 OPERATING BUDGET

Cost Centres:

500-5072

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	0	19,500	19,500	0.00%
Government grants (including OMPF)	42,700	42,700	0	0.00%
	42,700	62,200	19,500	45.67%
EXPENDITURES				
Salaries	139,065	139,881	816	0.59%
Benefits	29,630	30,418	788	2.66%
	168,695	170,299	1,604	0.95%
Utilities and Fuel	18,090	18,090	0	0.00%
Materials and supplies	6,265	13,870	7,605	121.39%
Maintenance and repairs	15,905	15,545	(360)	-2.26%
Financial expenses	0	70	70	0.00%
Purchased and contracted services	255	255	0	0.00%
Capital expense	0	2,500	2,500	0.00%
	40,515	50,330	9,815	24.23%
	209,210	220,629	11,419	5.46%
TAX LEVY	166,510	158,429	(8,081)	-4.85%
Full Time Positions	1.3	1.3	-	
Part Time Hours	3,390.0	3,390.0	-	

**COMMUNITY SERVICES DEPARTMENT:
HISTORIC SITES BOARD - ERMATINGER CLERGUE N. H. S.**

2017 OPERATING
BUDGET

Cost Centres:

550-5550 550-5555
550-5551 550-5560

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	65,800	74,200	8,400	12.77%
Government grants (including OMPF)	18,780	18,780	0	0.00%
	84,580	92,980	8,400	9.93%
EXPENDITURES				
Salaries	239,410	233,630	(5,780)	-2.41%
Benefits	47,020	47,627	607	1.29%
	286,430	281,257	(5,173)	-1.81%
Travel and training	1,450	1,450	0	0.00%
Vehicle allowance, maintenance and repairs	100	100	0	0.00%
Utilities and Fuel	29,500	34,000	4,500	15.25%
Materials and supplies	24,145	29,725	5,580	23.11%
Maintenance and repairs	18,045	18,045	0	0.00%
Goods for resale	200	6,000	5,800	2900.00%
Financial expenses	600	950	350	58.33%
Purchased and contracted services	11,400	9,350	(2,050)	-17.98%
Grants to others	12,000	12,000	0	0.00%
	97,440	111,620	14,180	14.55%
	383,870	392,877	9,007	2.35%
TAX LEVY	299,290	299,897	607	0.20%

Full Time Positions	2.0	2.0	-
Part Time Hours	6,330.0	5,870.0	(460.0)

COMMUNITY SERVICES DEPARTMENT: FACILITY ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 500-5100

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	24,000	24,000	0	0.00%
	24,000	24,000	0	0.00%
EXPENDITURES				
Salaries	775,870	780,718	4,848	0.62%
Benefits	202,645	212,142	9,497	4.69%
	978,515	992,860	14,345	1.47%
Travel and training	3,000	3,000	0	0.00%
Vehicle allowance, maintenance and repairs	2,500	2,500	0	0.00%
Materials and supplies	32,625	30,125	(2,500)	-7.66%
Maintenance and repairs	14,000	11,000	(3,000)	-21.43%
Purchased and contracted services	6,000	6,000	0	0.00%
Transfer to own funds	15,000	15,000	0	0.00%
	73,125	67,625	(5,500)	-7.52%
	1,051,640	1,060,485	8,845	0.84%
TAX LEVY	1,027,640	1,036,485	8,845	0.86%

Full Time Positions	10.0	10.0	-
Part Time Hours			-

COMMUNITY SERVICES DEPARTMENT: FACILITY SUMMER STUDENTS

2017 OPERATING BUDGET

Cost Centres: 500-5103

Department	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	36,000	36,600	600	1.67%
Benefits	3,155	3,213	58	1.85%
	39,155	39,813	658	1.68%
	39,155	39,813	658	1.68%
TAX LEVY	39,155	39,813	658	1.68%
Full Time Positions	-	-	-	
Part Time Hours	3,050.0	3,050.0	-	

COMMUNITY SERVICES DEPARMENT: JOHN RHODES CENTRE

2017 OPERATING BUDGET

Cost Centres: 500-5104 500-5110
500-5130 500-5112
500-5132 500-5118
500-5135 500-5134

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	1,128,380	1,146,907	18,527	1.64%
Other income	8,000	8,000	0	0.00%
	1,136,380	1,154,907	18,527	1.63%
EXPENDITURES				
Salaries	1,137,235	1,146,329	9,094	0.80%
Benefits	184,555	230,628	46,073	24.96%
	1,321,790	1,376,957	55,167	4.17%
Travel and training	1,500	1,500	0	0.00%
Vehicle allowance, maintenance and repairs	445	445	0	0.00%
Utilities and Fuel	632,250	692,250	60,000	9.49%
Materials and supplies	67,100	67,100	0	0.00%
Maintenance and repairs	340,510	340,510	0	0.00%
Program expenses	1,500	1,500	0	0.00%
Goods for resale	74,000	74,000	0	0.00%
Financial expenses	9,600	9,600	0	0.00%
Purchased and contracted services	7,000	7,000	0	0.00%
Capital expense	6,100	6,100	0	0.00%
	1,140,005	1,200,005	60,000	5.26%
	2,461,795	2,576,962	115,167	4.68%
TAX LEVY	1,325,415	1,422,055	96,640	7.29%
Full Time Positions	8.0	8.0	-	
Part Time Hours	50,650.0	50,650.0	-	

COMMUNITY SERVICES DEPARTMENT: GRECO POOL

2017 OPERATING BUDGET

Cost Centres: 500-5114

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	29,030	29,298	268	0.92%
Benefits	2,545	2,572	27	1.08%
	31,575	31,870	295	0.94%
Utilities and Fuel	6,305	6,305	0	0.00%
Materials and supplies	2,755	2,755	0	0.00%
Maintenance and repairs	4,625	4,625	0	0.00%
	13,685	13,685	0	0.00%
	45,260	45,555	295	0.65%
TAX LEVY	45,260	45,555	295	0.65%

Full Time Positions	-	-	-
Part Time Hours	2,260.0	2,260.0	-

COMMUNITY SERVICES DEPARMENT: MANZO POOL

2017 OPERATING BUDGET

Cost Centres: 500-5116

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	10,350	10,429	79	0.76%
Benefits	905	916	11	1.18%
	11,255	11,345	90	0.80%
Utilities and Fuel	3,050	3,050	0	0.00%
Materials and supplies	1,500	1,500	0	0.00%
Maintenance and repairs	5,365	5,365	0	0.00%
	9,915	9,915	0	0.00%
	21,170	21,260	90	0.42%
TAX LEVY	21,170	21,260	90	0.42%

Full Time Positions	-	-	-
Part Time Hours	809.0	809.0	-

COMMUNITY SERVICES DEPARTMENT: MCMEEKEN CENTRE

2017 OPERATING

Cost Centres:

500-5120
500-5122
500-5124

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	133,855	136,597	2,742	2.05%
	133,855	136,597	2,742	2.05%
EXPENDITURES				
Salaries	123,925	125,742	1,817	1.47%
Benefits	19,630	21,202	1,572	8.01%
	143,555	146,944	3,389	2.36%
Utilities and Fuel	73,860	73,860	0	0.00%
Materials and supplies	1,420	1,420	0	0.00%
Maintenance and repairs	44,385	44,385	0	0.00%
Program expenses	700	700	0	0.00%
Goods for resale	8,500	8,500	0	0.00%
Financial expenses	300	300	0	0.00%
Purchased and contracted services	1,200	1,200	0	0.00%
	130,365	130,365	0	0.00%
	273,920	277,309	3,389	1.24%
TAX LEVY	140,065	140,712	647	0.46%
Full Time Positions	1.0	1.0	-	
Part Time Hours	3,508.0	3,508.0	-	

COMMUNITY SERVICES DEPARMENT: ESSAR CENTRE

2017 OPERATING BUDGET

Cost Centres:

500-5140 500-5146
500-5142 500-5148
500-5144

	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	1,610,605	1,594,953	(15,652)	-0.97%
Other income	22,000	19,000	(3,000)	-13.64%
	1,632,605	1,613,953	(18,652)	-1.14%
EXPENDITURES				
Salaries	746,065	753,836	7,771	1.04%
Benefits	89,525	93,775	4,250	4.75%
	835,590	847,611	12,021	1.44%
Utilities and Fuel	420,000	420,000	0	0.00%
Materials and supplies	102,100	87,100	(15,000)	-14.69%
Maintenance and repairs	296,745	282,000	(14,745)	-4.97%
Program expenses	119,000	119,000	0	0.00%
Goods for resale	330,000	320,000	(10,000)	-3.03%
Financial expenses	19,850	25,850	6,000	30.23%
Purchased and contracted services	27,400	27,400	0	0.00%
Transfer to own funds	55,000	55,000	0	0.00%
Capital expense	19,000	19,000	0	0.00%
	1,389,095	1,355,350	(33,745)	-2.43%
	2,224,685	2,202,961	(21,724)	-0.98%
TAX LEVY	592,080	589,008	(3,072)	-0.52%
Full Time Positions	3.0	2.4	(0.6)	
Part Time Hours	45,953	45,953	-	

COMMUNITY SERVICES DEPARTMENT: NORTHERN COMMUNITY CENTRE

2017 OPERATING BUDGET

Cost Centres:

500-5160
500-5162
500-5164

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	247,500	240,000	(7,500)	-3.03%
	247,500	240,000	(7,500)	-3.03%
EXPENDITURES				
Salaries	34,660	29,068	(5,592)	-16.13%
Benefits	4,970	5,166	196	3.95%
	39,630	34,234	(5,396)	-13.62%
Utilities and Fuel	89,350	89,350	0	0.00%
Materials and supplies	6,200	6,200	0	0.00%
Maintenance and repairs	37,000	37,000	0	0.00%
Goods for resale	1,000		(1,000)	-100.00%
Purchased and contracted services	3,500	3,500	0	0.00%
	137,050	136,050	(1,000)	-0.73%
	176,680	170,284	(6,396)	-3.62%
TAX LEVY	(70,820)	(69,716)	1,104	-1.56%
Full Time Positions	0.2	0.2	-	
Part Time Hours	1,175.0	1,175.0	-	

COMMUNITY SERVICES DEPARMENT: MISCELLANEOUS CONCESSIONS

2017 OPERATING BUDGET

Cost Centres:

500-5150 500-5154
500-5151 500-5155
500-5152

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	142,550	142,550	0	0.00%
	142,550	142,550	0	0.00%
EXPENDITURES				
Salaries	83,420	84,595	1,175	1.41%
Benefits	7,310	7,427	117	1.61%
	90,730	92,022	1,292	1.42%
Materials and supplies	(33,290)	(34,529)	(1,239)	3.72%
Maintenance and repairs	400	400	0	0.00%
Goods for resale	74,175	74,175	0	0.00%
Financial expenses	800	800	0	0.00%
Purchased and contracted services	2,000	2,000	0	0.00%
Transfer to own funds	6,735	6,709	(26)	-0.39%
Capital expense	1,000	1,000	0	0.00%
	51,820	50,555	(1,265)	-2.44%
	142,550	142,577	27	0.02%
TAX LEVY	0	27	27	0.00%

Full Time Positions	-	-	-
Part Time Hours	6,325.0	6,325.0	-

COMMUNITY SERVICES DEPARTMENT: ACCESSIBILITY

2016 OPERATING BUDGET

Cost Centre

600-6200 600-6420
600-6205 600-6488
600-6210 600-6500

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				
EXPENDITURES				
Salaries	99,335	100,975	1,640	1.65%
Benefits	23,360	23,685	325	1.39%
	122,695	124,660	1,965	1.60%
Vehicle allowance, maintenance and repairs	0	200	200	
Materials and supplies	92,700	92,100	(600)	-0.65%
Purchased and contracted services	6,000	6,400	400	6.67%
	98,700	98,700	0	
	221,395	223,360	1,965	0.89%
TAX LEVY	221,395	223,360	1,965	0.89%
Full Time Positions	1.0	1.0	-	
Part Time Hours	1,220	1,220	-	

COMMUNITY SERVICES DEPARTMENT: DAYCARE

2017 OPERATING BUDGET

Cost Centres:

500-5170
500-5171
500-5172

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	1,118,140	582,715	(535,425)	-47.89%
	1,118,140	582,715	(535,425)	-47.89%
EXPENDITURES				
Salaries	1,041,975	721,493	(320,482)	-30.76%
Benefits	224,895	172,658	(52,237)	-23.23%
	1,266,870	894,151	(372,719)	-29.42%
Vehicle allowance, maintenance and repairs	840	500	(340)	-40.48%
Utilities and Fuel	40,120	26,720	(13,400)	-33.40%
Materials and supplies	109,110	44,195	(64,915)	-59.50%
Maintenance and repairs	25,550	13,550	(12,000)	-46.97%
Taxes and licenses	820	500	(320)	-39.02%
Financial expenses	1,000	500	(500)	-50.00%
Purchased and contracted services	33,050	20,700	(12,350)	-37.37%
Capital expense	2,455	925	(1,530)	-62.32%
	212,945	107,590	(105,355)	-49.48%
	1,479,815	1,001,741	(478,074)	-32.31%
TAX LEVY	361,675	419,026	57,351	15.86%
Full Time Positions	13.0	10.0	(3.0)	
Part Time Hours	13,630.0	5,582.0	(8,048.0)	

CEMETERY

2017 OPERATING

Cost Centre

400-4300

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	963,065	857,294	(105,771)	-10.98%
Contribution from own funds	140,000	75,000	(65,000)	-46.43%
	1,103,065	932,294	(170,771)	-15.48%
EXPENDITURES				
Salaries	662,750	648,709	(14,041)	-2.12%
Benefits	149,015	156,943	7,928	5.32%
	811,765	805,652	(6,113)	-0.75%
Travel and training	2,000	2,000	0	0.00%
Vehicle allowance, maintenance and repairs	48,100	48,100	0	0.00%
Utilities and Fuel	100,500	85,500	(15,000)	-14.93%
Materials and supplies	64,191	66,291	2,100	3.27%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	62,690	62,693	3	0.00%
Transfer to own funds	11,819	0	(11,819)	-100.00%
	291,300	266,584	(24,716)	-8.48%
	1,103,065	1,072,236	(30,829)	-2.79%
TAX LEVY	0	139,942	139,942	0.00%

Full Time Positions	9.0	9.0	-
Part Time Hours	10,980.0	10,980.0	-

PUBLIC WORKS AND TRANSPORTATION: TRANSIT

2017 OPERATING BUDGET

Cost Centre

400-4100 400-4106 400-4120
400-4101 400-4107 400-4006
400-4105 400-4110

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,480,475	2,581,710	101,235	4.08%
Government grants (including OMPF)	1,166,220	1,166,220	0	0.00%
Other income	1,000	1,000	0	0.00%
	3,647,695	3,748,930	101,235	2.78%
EXPENDITURES				
Salaries	5,281,290	5,280,648	(642)	-0.01%
Benefits	1,584,135	1,456,561	(127,574)	-8.05%
	6,865,425	6,737,209	(128,216)	-1.87%
Travel and training	22,015	22,045	30	0.14%
Vehicle allowance, maintenance and repairs	589,370	588,870	(500)	-0.08%
Utilities and Fuel	1,394,360	1,394,360	0	0.00%
Materials and supplies	345,165	365,165	20,000	5.79%
Maintenance and repairs	234,410	234,410	0	0.00%
Taxes and licenses	134,340	131,965	(2,375)	-1.77%
Financial expenses	4,000	4,000	0	0.00%
Purchased and contracted services	45,185	74,185	29,000	64.18%
Transfer to own funds	130,000	130,000	0	0.00%
Capital expense	8,020	8,020	0	0.00%
	2,906,865	2,953,020	46,155	1.59%
	9,772,290	9,690,229	(82,061)	-0.84%
TAX LEVY	6,124,595	5,941,299	(183,296)	-2.99%

Full Time Positions	90.3	86.8	(3.5)
Part Time Hours	610.0	610.0	-

PUBLIC WORKS AND TRANSPORTATION: PARKING

2017 OPERATING BUDGET

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	389,620	429,620	40,000	10.27%
	389,620	429,620	40,000	10.27%
EXPENDITURES				
Salaries	149,695	109,249	(40,446)	-27.02%
Benefits	39,740	28,680	(11,060)	-27.83%
	189,435	137,929	(51,506)	-27.19%
Vehicle allowance, maintenance and repairs	1,365	1,365	0	0.00%
Utilities and Fuel	11,760	11,760	0	0.00%
Materials and supplies	19,635	19,635	0	0.00%
Maintenance and repairs	121,440	121,440	0	0.00%
Taxes and licenses	38,190	38,045	(145)	-0.38%
Financial expenses	1,725	1,725	0	0.00%
Purchased and contracted services	164,490	164,490	0	0.00%
Transfer to own funds	40,000	40,000	0	0.00%
Capital expense	2,000	2,000	0	0.00%
	400,605	400,460	(145)	-0.04%
	590,040	538,389	(51,651)	-8.75%
TAX LEVY	200,420	108,769	(91,651)	-45.73%
Full Time Positions	3.0	2.0	(1.0)	
Part Time Hours	1,220.0	1,220	-	

BUILDING DEPARTMENT

2016 OPERATING BUDGET

Cost Centres: 300-3020

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	869,105	1,098,569	229,464	26.40%
Contribution from own funds	268,340	22,560	(245,780)	-91.59%
	1,137,445	1,121,129	(16,316)	-1.43%
EXPENDITURES				
Salaries	834,130	928,158	94,028	11.27%
Benefits	205,165	233,784	28,619	13.95%
	1,039,295	1,161,942	122,647	11.80%
Travel and training	13,200	13,200	0	0.00%
Vehicle allowance, maintenance and repairs	8,500	8,500	0	0.00%
Utilities and Fuel	12,300	12,300	0	0.00%
Materials and supplies	78,459	78,459	0	0.00%
Rents and leases	85,000	85,000	0	0.00%
Financial expenses	500	500	0	0.00%
Transfer to own funds	28,000		(28,000)	-100.00%
Capital expense	1,500	1,500	0	0.00%
	227,459	199,459	(28,000)	-12.31%
	1,266,754	1,361,401	94,647	7.47%
TAX LEVY	129,309	240,271	110,963	85.81%

BUILDING DEPARTMENT: BUILDING INSPECTION

2017 OPERATING BUDGET

Cost Centres:

300-3020

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	869,105	1,098,569	229,464	26.40%
Contribution from own funds	268,340	22,560	(245,780)	-91.59%
	1,137,445	1,121,129	(16,316)	-1.43%
EXPENDITURES				
Salaries	704,560	711,267	6,707	0.95%
Benefits	173,600	178,035	4,435	2.55%
	878,160	889,302	11,142	1.27%
Travel and training	11,500	11,500	0	0.00%
Vehicle allowance, maintenance and repairs	7,000	7,000	0	0.00%
Utilities and Fuel	10,000	10,000	0	0.00%
Materials and supplies	73,404	73,404	0	0.00%
Rents and leases	85,000	85,000	0	0.00%
Financial expenses	500	500	0	0.00%
Transfer to own funds	28,000	0	(28,000)	-100.00%
Capital expense	1,500	1,500	0	0.00%
	216,904	188,904	(28,000)	-12.91%
	1,095,064	1,078,206	(16,858)	-1.54%
TAX LEVY	(42,381)	(42,923)	(542)	1.28%

Full Time Positions	10.5	10.0	(0.5)
Part Time Hours	1,220	1,220	-

BUILDING DEPARTMENT: BY-LAW ENFORCEMENT

2017 OPERATING BUDGET

Cost Centres: 300-3022

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	129,570	216,891	87,321	67.39%
Benefits	31,565	55,749	24,184	76.61%
	161,135	272,640	111,505	69.20%
Travel and training	1,700	1,700	0	0.00%
Vehicle allowance, maintenance and repairs	1,500	1,500	0	0.00%
Utilities and Fuel	2,300	2,300	0	0.00%
Materials and supplies	5,055	5,055	0	0.00%
	10,555	10,555	0	0.00%
	171,690	283,195	111,505	64.95%
TAX LEVY	171,690	283,195	111,505	64.95%

Full Time Positions	1.9	3.4	1.5
Part Time Hours	610.0	610.0	-

PLANNING

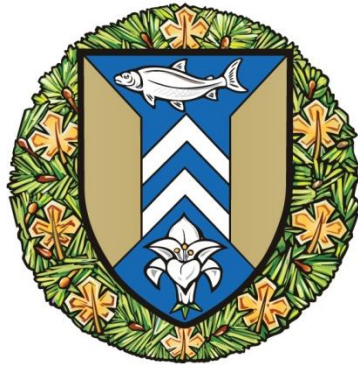
2017 OPERATING BUDGET

Cost Centres:

300-3030
300-3035
300-3038

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	113,540	113,540	0	0.00%
	113,540	113,540	0	0.00%
EXPENDITURES				
Salaries	531,995	549,707	17,712	3.33%
Benefits	132,995	140,281	7,286	5.48%
	664,990	689,988	24,998	3.76%
Travel and training	12,390	9,890	(2,500)	-20.18%
Vehicle allowance, maintenance and repairs	500	500	0	0.00%
Materials and supplies	19,295	18,795	(500)	-2.59%
Purchased and contracted services	26,400	26,400	0	0.00%
Capital expense	1,000	1,000	0	0.00%
	59,585	56,585	(3,000)	-5.03%
	724,575	746,573	21,998	3.04%
TAX LEVY	611,035	633,033	21,998	3.60%

Full Time Positions	7.0	7.0	-
Part Time Hours	1,220.0	1,220	-



City of
Sault Ste. Marie

Public Works & Engineering Services 2017 Budget



ADMINISTRATION – PUBLIC WORKS

- Dispatch • Accounting • Health and Safety

OPERATIONS

- Road And Sidewalk Maintenance • Sewers • Drainage
- Winter Control

PARKS

- 6 Major Parks • 75 Neighbourhood Parks • Forestry
- Horticulture • Outdoor Rinks

WASTE MANAGEMENT

- Landfill Operations • Residential Waste Collection
- Recycling • Household Hazardous Waste Depot

BUILDINGS & EQUIPMENT

- Maintenance of Public Works Facilities and Equipment

TRAFFIC AND COMMUNICATION

- Traffic Signals Operation and Maintenance • Line Painting • Studies • Carpentry Division

ENGINEERING

- Capital Works • Design & Construction • Wastewater Treatment • Land Development • Environmental Engineering and Initiatives • GIS • Building Services

PUBLIC WORKS & ENGINEERING BUDGET 2017



Department	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	2,795,280	2,605,615	(189,665)	-6.79%
Government grants (including OMPF)	616,000	616,000	0	0.00%
Contribution from own funds	40,500	40,500	0	0.00%
Other income	18,500	18,500	0	0.00%
	3,470,280	3,280,615	(189,665)	-5.47%
EXPENDITURES				
Salaries	16,106,975	16,420,250	313,275	1.94%
Benefits	4,643,313	4,869,394	226,081	4.87%
	20,750,288	21,289,644	539,355	2.60%
Travel and training	83,715	82,840	(875)	-1.05%
Vehicle allowance, maintenance and repairs	2,386,728	2,386,730	2	0.00%
Utilities and Fuel	7,220,075	6,374,355	(845,720)	-11.71%
Materials and supplies	3,590,680	3,666,655	75,975	2.12%
Maintenance and repairs	256,760	257,500	740	0.29%
Taxes and licenses	83,145	82,715	(430)	-0.52%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	6,783,325	6,851,832	68,507	1.01%
Transfer to own funds	2,909,821	2,812,003	(97,818)	-3.36%
Capital expense	50,640	50,000	(640)	-1.26%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	23,146,759	22,346,500	(800,259)	-3.46%
	43,897,047	43,636,144	(260,904)	-0.59%
	40,426,767	40,355,529	(71,239)	-0.18%

PUBLIC WORKS BUDGET 2017

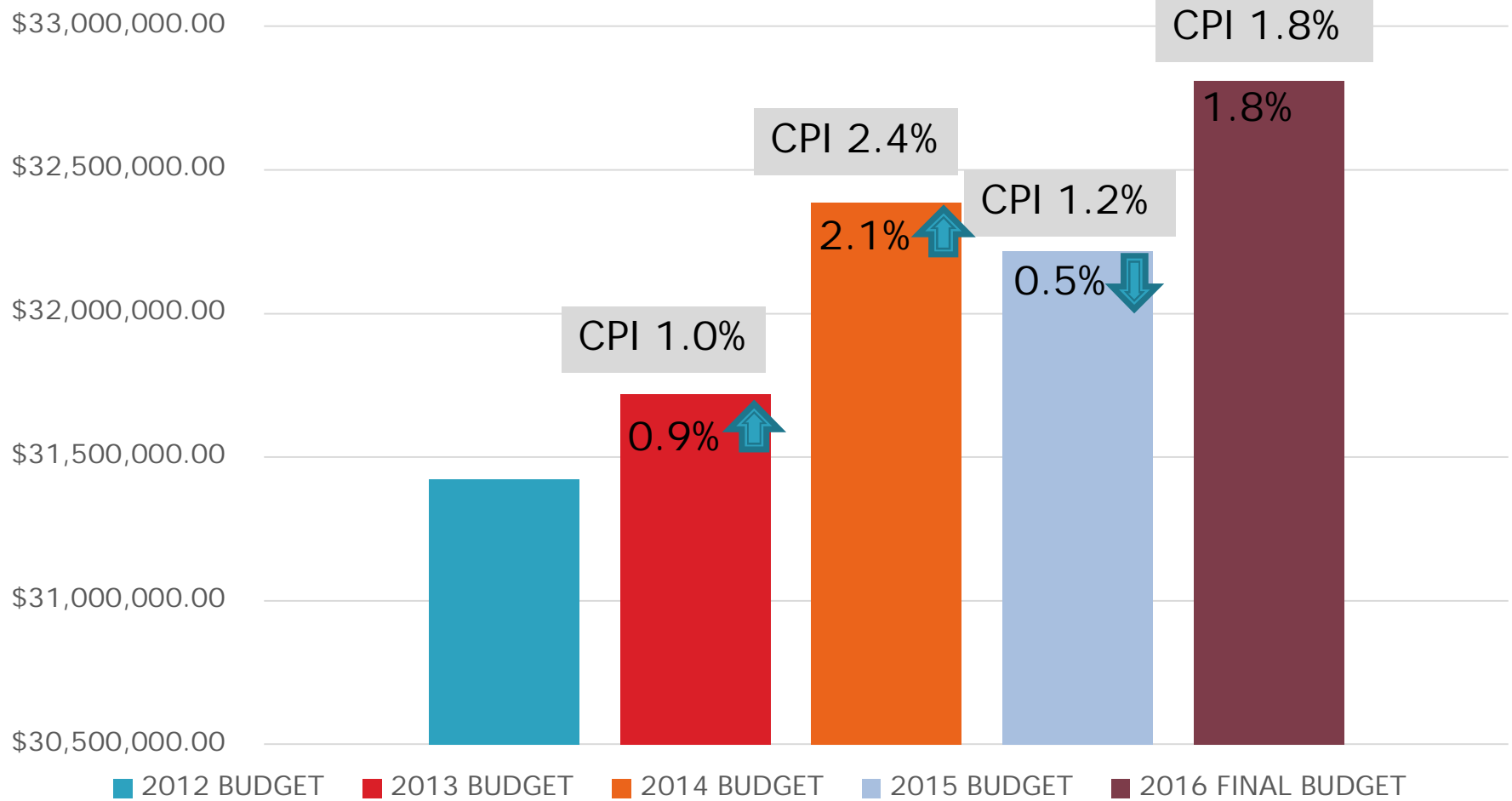


CITY OF SAULT STE MARIE

PWT-WORKS

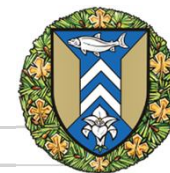
Budget Summary

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,780,465	2,593,465	(187,000)	-6.73%
Government grants (including OMPF)	581,000	575,000	(6,000)	-1.03%
Contribution from own funds	40,500	40,500	0	0.00%
Other income	18,500	18,500	0	0.00%
	3,420,465	3,227,465	(193,000)	-5.64%
EXPENDITURES				
Salaries	13,874,195	14,264,866	390,671	2.82%
Benefits	4,091,303	4,320,236	228,933	5.60%
	17,965,498	18,585,102	619,603	3.45%
Travel and training	74,040	74,040	0	0.00%
Vehicle allowance, maintenance and repairs	2,371,528	2,371,530	2	0.00%
Utilities and Fuel	1,419,675	1,341,175	(78,500)	-5.53%
Materials and supplies	3,382,960	3,430,960	48,000	1.42%
Taxes and licenses	83,145	82,715	(430)	-0.52%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	3,254,780	3,273,082	18,302	0.56%
Transfer to own funds	1,569,821	1,472,003	(97,818)	-6.23%
Capital expense	3,000	3,000	0	0.00%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	11,940,819	11,830,375	(110,444)	-0.92%
	29,906,317	30,415,477	509,159	1.70%
	26,485,852	27,188,012	702,159	2.65%



PW BUDGET 2012-2016

ENGINEERING BUDGET 2017



CITY OF SAULT STE MARIE

ENGINEERING

Budget Summary

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	14,815	12,150	(2,665)	-17.99%
Government grants (including OMPF)	35,000	41,000	6,000	17.14%
	49,815	53,150	3,335	6.69%
EXPENDITURES				
Salaries	2,232,780	2,155,384	(77,396)	-3.47%
Benefits	552,010	549,158	(2,852)	-0.52%
	2,784,790	2,704,542	(80,248)	-2.88%
Travel and training	9,675	8,800	(875)	-9.04%
Vehicle allowance, maintenance and repairs	15,200	15,200	0	0.00%
Utilities and Fuel	5,800,400	5,033,180	(767,220)	-13.23%
Materials and supplies	207,720	235,695	27,975	13.47%
Maintenance and repairs	256,760	257,500	740	0.29%
Purchased and contracted services	3,528,545	3,578,750	50,205	1.42%
Transfer to own funds	1,340,000	1,340,000	0	0.00%
Capital expense	47,640	47,000	(640)	-1.34%
	11,205,940	10,516,125	(689,815)	-6.16%
	13,990,730	13,220,667	(770,063)	-5.50%
	13,940,915	13,167,517	(773,398)	-5.55%



PHASE 1 SAVINGS (INCLUDED IN 2017 BUDGET)

Service Reductions

Public Works

- Snow removal
- Leaf and yard waste residential collection – no summer collection (July, August, September)
- Household Hazardous Waste Winter Service – operate Saturday per month (November – March)

Engineering

- Closure of Engineering Test Lab (2016)

**Total annual savings for Public Works & Engineering Services =
\$297,787**

**Note – These service reductions are included in the
5.63% budget submission**

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

PUBLIC WORKS AND ENGINEERING SERVICES

PW OPERATIONS

Public Works is divided into 6 Divisions. The areas of responsibility encompass 24-hour service, 7 days per week on winter control along with seasonal construction work during our summer months. It also encompasses the City Landfill, and Household Hazardous Waste Site.

Administration

- Provides administration for union and non- union employees including salaries, benefits along with WSIB

Works

- Maintains the roadways including sidewalks, along with sanitary sewers and stormwater management which involves the maintenance of ditches, storm sewers and stormwater retention ponds on City property.

Buildings and Equipment

- Maintains \$16 million in related buildings and infrastructure
- Service and repair of \$28 million in equipment

Parks

- Provides the care and maintenance of 6 major parks, 75 neighborhood parks, forestry, and horticulture

Traffic & Communication

- Maintains 84 signalized intersections
- 350 km of line painting
- 22,000 signs
- This Division also manages the carpentry team

Waste Management

- Oversees the environmentally safe disposal and recycling of approximately 70,000 tonnes of municipal waste annually
- Administers the contracts for refuse collection, recycling and household hazardous waste

ENGINEERING

Engineering Design & Construction

- This cost centre includes Engineers, Technical Staff and students.
- The Division is responsible to provide design and technical services for Capital and miscellaneous construction; maintain servicing records including GIS, administer the Sewage Treatment Plant Operations and Land Subdivision process; ground water monitoring, sewer flow metering and CCTV sewer inspections, utilities and engineering for the Landfill.

ENGINEERING - cont'd

Engineering Design & Construction

- They provide drawings, survey work and technical support to other departments; and assist developers, builders and the general public regarding municipal services.

Environmental Initiatives

- This cost centre includes full-time staff and student and supports initiatives to reduce the corporate carbon footprint in the areas of fleet and waste management, municipal operations, and public and employee awareness. Efforts have resulted in completion of Energy audits, retro-fits, funding opportunities, staff training and improved recycling practices across the Corporation.

Building Services

- Building Services is responsible for property maintenance including HVAC systems, security, caretaking and janitorial services for the Civic Centre and Ontario Works buildings and management of the corporate telephone system.

CITY OF SAULT STE MARIE
PUBLIC WORKS AND ENGINEERING
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,795,280	2,605,615	(189,665)	-6.79%
Government grants (including OMPF)	616,000	616,000	0	0.00%
Contribution from own funds	40,500	40,500	0	0.00%
Other income	18,500	18,500	0	0.00%
	3,470,280	3,280,615	(189,665)	-5.47%
EXPENDITURES				
Salaries	16,106,975	16,420,250	313,275	1.94%
Benefits	4,643,313	4,869,394	226,081	4.87%
	20,750,288	21,289,644	539,355	2.60%
Travel and training	83,715	82,840	(875)	-1.05%
Vehicle allowance, maintenance and repairs	2,386,728	2,386,730	2	0.00%
Utilities and Fuel	7,220,075	6,374,355	(845,720)	-11.71%
Materials and supplies	3,590,680	3,666,655	75,975	2.12%
Maintenance and repairs	256,760	257,500	740	0.29%
Taxes and licenses	83,145	82,715	(430)	-0.52%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	6,783,325	6,851,832	68,507	1.01%
Transfer to own funds	2,909,821	2,812,003	(97,818)	-3.36%
Capital expense	50,640	50,000	(640)	-1.26%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	23,146,759	22,346,500	(800,259)	-3.46%
	43,897,047	43,636,144	(260,904)	-0.59%
TAX LEVY	40,426,767	40,355,529	(71,239)	-0.18%

CITY OF SAULT STE MARIE
PUBLIC WORKS
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,780,465	2,593,465	(187,000)	-6.73%
Government grants (including OMPF)	581,000	575,000	(6,000)	-1.03%
Contribution from own funds	40,500	40,500	0	0.00%
Other income	18,500	18,500	0	0.00%
	3,420,465	3,227,465	(193,000)	-5.64%
EXPENDITURES				
Salaries	13,874,195	14,264,866	390,671	2.82%
Benefits	4,091,303	4,320,236	228,933	5.60%
	17,965,498	18,585,102	619,603	3.45%
Travel and training	74,040	74,040	0	0.00%
Vehicle allowance, maintenance and repairs	2,371,528	2,371,530	2	0.00%
Utilities and Fuel	1,419,675	1,341,175	(78,500)	-5.53%
Materials and supplies	3,382,960	3,430,960	48,000	1.42%
Taxes and licenses	83,145	82,715	(430)	-0.52%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	3,254,780	3,273,082	18,302	0.56%
Transfer to own funds	1,569,821	1,472,003	(97,818)	-6.23%
Capital expense	3,000	3,000	0	0.00%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	11,940,819	11,830,375	(110,444)	-0.92%
	29,906,317	30,415,477	509,159	1.70%
TAX LEVY	26,485,852	27,188,012	702,159	2.65%

PUBLIC WORKS : ADMINISTRATION

2017 OPERATING

Cost Centre

400-4012

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	730,210	735,270	5,060	0.69%
Benefits	828,220	840,143	11,923	1.44%
	1,558,430	1,575,413	16,983	1.09%
Travel and training	8,600	8,600	0	0.00%
Vehicle allowance, maintenance and repairs	20,300	20,300	0	0.00%
Materials and supplies	91,010	93,010	2,000	2.20%
Purchased and contracted services	25,000	25,000	0	0.00%
Capital expense	3,000	3,000	0	0.00%
	147,910	149,910	2,000	1.35%
	1,706,340	1,725,323	18,983	1.11%
TAX LEVY	1,706,340	1,725,323	18,983	1.11%
Full Time Positions	9.0	9.0	-	
Part Time Hours	-	-	-	

PUBLIC WORKS : WORKS-SUPERVISION/OVERHEAD

2017 OPERATING

Cost Centre

400-4014

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	2,354,050	2,356,858	2,808	0.12%
Benefits	579,510	591,361	11,851	2.05%
	2,933,560	2,948,219	14,659	0.50%
Travel and training	30,000	30,000	0	0.00%
Vehicle allowance, maintenance and repairs	55,000	55,000	0	0.00%
	85,000	85,000	0	0.00%
	3,018,560	3,033,219	14,659	0.49%
TAX LEVY	3,018,560	3,033,219	14,659	0.49%

Full Time Positions, all Works	104.0	104.0	-
Part Time Hours	6,800	6,800	-

PUBLIC WORKS : ROADWAYS

2017 OPERATING

Cost Centre

400-4000

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	950,010	1,199,293	249,283	26.24%
Benefits	245,480	321,530	76,050	30.98%
	1,195,490	1,520,823	325,333	27.21%
Vehicle allowance, maintenance and repairs	875,200	875,200	0	0.00%
Materials and supplies	844,960	849,260	4,300	0.51%
Purchased and contracted services	11,500	11,500	0	0.00%
Less: recoverable costs	(5,000)	(5,000)	0	0.00%
	1,726,660	1,730,960	4,300	0.25%
	2,922,150	3,251,783	329,633	11.28%
TAX LEVY	2,922,150	3,251,783	329,633	11.28%

PUBLIC WORKS : SIDEWALKS (INCLUDING WINTER CONTROL)

2017 OPERATING

Cost Centre

400-4008

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	341,185	407,954	66,769	19.57%
Benefits	88,340	109,373	21,033	23.81%
	429,525	517,327	87,802	20.44%
Vehicle allowance, maintenance and repairs	328,090	328,090	0	0.00%
Materials and supplies	89,562	89,562	0	0.00%
Purchased and contracted services	1,500	1,500	0	0.00%
	419,152	419,152	0	0.00%
	848,677	936,479	87,802	10.35%
TAX LEVY	848,677	936,479	87,802	10.35%

PUBLIC WORKS : WINTER CONTROL - ROADWAYS

2017 OPERATING BUDGET

Cost Centre

400-4010

	2016	2017	\$	%
			Change	Change
			(2016 to 2017)	(2016 to 2017)
BUDGET	BUDGET			
REVENUE				
Fees and user charges	67,965	67,965	0	0.00%
	67,965	67,965	0	0.00%
EXPENDITURES				
Salaries	1,851,775	2,172,670	320,895	17.33%
Benefits	478,500	582,491	103,991	21.73%
	2,330,275	2,755,161	424,886	18.23%
Vehicle allowance, maintenance and repairs	2,418,405	2,390,424	(27,981)	-1.16%
Materials and supplies	1,163,238	1,179,738	16,500	1.42%
Purchased and contracted services	10,000	10,000	0	0.00%
Less: recoverable costs	(40,000)	(40,000)	0	0.00%
	3,551,643	3,540,162	(11,481)	-0.32%
	5,881,918	6,295,323	413,405	7.03%
TAX LEVY	5,813,953	6,227,358	413,405	7.11%

PUBLIC WORKS : SANITARY SEWERS

2017 OPERATING BUDGET

Cost Centre

400-4020

	2016	2017	\$		%	
			Change		Change	
	BUDGET	BUDGET	(2016 to 2017)		(2016 to 2017)	
REVENUE						
Fees and user charges	17,500	17,500	0		0.00%	
	17,500	17,500	0		0.00%	
EXPENDITURES						
Salaries	720,335	771,895	51,560		7.16%	
Benefits	186,135	220,257	34,122		18.33%	
	906,470	992,152	85,682		9.45%	
Vehicle allowance, maintenance and repairs	403,210	403,210	0		0.00%	
Utilities and Fuel	40,000	40,000	0		0.00%	
Materials and supplies	377,390	377,390	0		0.00%	
Purchased and contracted services	128,060	128,060	0		0.00%	
	948,660	948,660	0		0.00%	
	1,855,130	1,940,812	85,682		4.62%	
TAX LEVY	1,837,630	1,923,312	85,682		4.66%	

PUBLIC WORKS : STORM SEWERS

2017 OPERATING BUDGET

Cost Centre

400-4022

	2016	2017	\$	%
			Change	Change
			(2016 to 2017)	(2016 to 2017)
BUDGET	BUDGET			
REVENUE				
EXPENDITURES				
Salaries	229,905	246,362	16,457	7.16%
Benefits	59,408	70,298	10,890	18.33%
	289,313	316,660	27,347	9.45%
Vehicle allowance, maintenance and repairs	151,750	151,750	0	0.00%
Utilities and Fuel	1,000	1,000	0	0.00%
Materials and supplies	94,000	94,000	0	0.00%
Purchased and contracted services	500	500	0	0.00%
	247,250	247,250	0	0.00%
	536,563	563,910	27,347	5.10%
TAX LEVY	536,563	563,910	27,347	5.10%

PUBLIC WORKS : TRAFFIC

2017 OPERATING BUDGET

Cost Centre

400-4004

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	879,000	835,308	(43,692)	-4.97%
Benefits	218,205	213,040	(5,165)	-2.37%
	1,097,205	1,048,348	(48,857)	-4.45%
Travel and training	10,140	10,140	0	0.00%
Vehicle allowance, maintenance and repairs	109,640	109,640	0	0.00%
Utilities and Fuel	73,625	69,500	(4,125)	-5.60%
Materials and supplies	207,810	224,310	16,500	7.94%
Purchased and contracted services	241,400	241,400	0	0.00%
	642,615	654,990	12,375	1.93%
	1,739,820	1,703,338	(36,482)	-2.10%
TAX LEVY	1,739,820	1,703,338	(36,482)	-2.10%
Full Time Positions, all Works	13.0	12.0	(1.0)	
Part Time Hours	1,830	1,830	-	

PUBLIC WORKS : CARPENTRY

2017 OPERATING BUDGET

Cost Centre

400-4016

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	627,180	554,600	(72,580)	-11.57%
Benefits	158,360	143,549	(14,811)	-9.35%
	785,540	698,149	(87,391)	-11.12%
Travel and training	4,230	4,230	0	0.00%
Vehicle allowance, maintenance and repairs	15,490	15,490	0	0.00%
Materials and supplies	19,780	19,780	0	0.00%
Less: recoverable costs	(135,130)	(135,130)	0	0.00%
	(95,630)	(95,630)	0	0.00%
	689,910	602,519	(87,391)	-12.67%
TAX LEVY	689,910	602,519	(87,391)	-12.67%

Full Time Positions	9.5	8.0	(1.5)
Part Time Hours	-	-	-

PUBLIC WORKS : BUILDINGS AND EQUIPMENT

2017 OPERATING BUDGET

Cost Centre

400-4018

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	1,945,375	1,953,086	7,711	0.40%
Benefits	489,025	506,734	17,709	3.62%
	2,434,400	2,459,820	25,420	1.04%
Travel and training	12,600	12,600	0	0.00%
Vehicle allowance, maintenance and repairs	(3,110,807)	(3,062,824)	47,983	-1.54%
Utilities and Fuel	1,199,050	1,124,675	(74,375)	-6.20%
Materials and supplies	161,220	161,220	0	0.00%
Purchased and contracted services	151,565	169,865	18,300	12.07%
Transfer to own funds	1,134,830	1,134,830	0	0.00%
	(451,542)	(459,634)	(8,092)	1.79%
	1,982,858	2,000,186	17,328	0.87%
TAX LEVY	1,982,858	2,000,186	17,328	0.87%

Full Time Positions	31.5	31.0	(0.5)
Part Time Hours	-	-	-

PUBLIC WORKS : WASTE MANAGEMENT

2017 OPERATING BUDGET

Cost Centre

400-4040

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,695,000	2,508,000	(187,000)	-6.94%
Government grants (including OMPF)	581,000	575,000	(6,000)	-1.03%
Contribution from own funds	40,500	40,500	0	0.00%
Other income	18,500	18,500	0	0.00%
	3,335,000	3,142,000	(193,000)	-5.79%
EXPENDITURES				
Salaries	1,378,420	1,080,428	(297,992)	-21.62%
Benefits	348,020	279,733	(68,287)	-19.62%
	1,726,440	1,360,161	(366,279)	-21.22%
Travel and training	5,000	5,000	0	0.00%
Vehicle allowance, maintenance and repairs	802,380	782,380	(20,000)	-2.49%
Utilities and Fuel	44,300	44,300	0	0.00%
Materials and supplies	76,000	76,000	0	0.00%
Taxes and licenses	83,145	82,715	(430)	-0.52%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	2,530,695	2,530,697	2	0.00%
Transfer to own funds	434,991	337,173	(97,818)	-22.49%
	3,978,511	3,860,265	(118,246)	-2.97%
	5,704,951	5,220,426	(484,525)	-8.49%
TAX LEVY	2,369,951	2,078,426	(291,525)	-12.30%

Full Time Positions	17.0	17.0	-
Part Time Hours	610.0	610.0	-

PUBLIC WORKS AND TRANSPORTATION: PARKS

2017 OPERATING BUDGET

Cost Centre

400-4400

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	1,866,750	1,951,142	84,392	4.52%
Benefits	412,100	441,726	29,626	7.19%
	2,278,850	2,392,868	114,018	5.00%
Travel and training	3,470	3,470	0	0.00%
Vehicle allowance, maintenance and repairs	302,870	302,870	0	0.00%
Utilities and Fuel	61,700	61,700	0	0.00%
Materials and supplies	257,990	266,690	8,700	3.37%
Purchased and contracted services	154,560	154,560	0	0.00%
Less: recoverable costs	(40,000)	(40,000)	0	0.00%
	740,590	749,290	8,700	1.17%
	3,019,440	3,142,158	122,718	4.06%
TAX LEVY	3,019,440	3,142,158	122,718	4.06%

Full Time Positions	26.0	27.0	1.0
Part Time Hours	34,680.0	34,680.0	-

ENGINEERING

2017 OPERATING BUDGET

Cost Centres:

300-3000

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	14,815	12,150	(2,665)	-17.99%
Government grants (including OMPF)	35,000	41,000	6,000	17.14%
	49,815	53,150	3,335	6.69%
EXPENDITURES				
Salaries	2,232,780	2,155,384	(77,396)	-3.47%
Benefits	552,010	549,158	(2,852)	-0.52%
	2,784,790	2,704,542	(80,248)	-2.88%
Travel and training	9,675	8,800	(875)	-9.04%
Vehicle allowance, maintenance and repairs	15,200	15,200	0	0.00%
Utilities and Fuel	5,800,400	5,033,180	(767,220)	-13.23%
Materials and supplies	207,720	235,695	27,975	13.47%
Maintenance and repairs	256,760	257,500	740	0.29%
Purchased and contracted services	3,528,545	3,578,750	50,205	1.42%
Transfer to own funds	1,340,000	1,340,000	0	0.00%
Capital expense	47,640	47,000	(640)	-1.34%
	11,205,940	10,516,125	(689,815)	-6.16%
	13,990,730	13,220,667	(770,063)	-5.50%
TAX LEVY	13,940,915	13,167,517	(773,398)	-5.55%

ENGINEERING - ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 300-3000

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	14,815	12,150	(2,665)	-17.99%
Government grants (including OMPF)	35,000	41,000	6,000	17.14%
	49,815	53,150	3,335	6.69%
EXPENDITURES				
Salaries	287,375	248,818	(38,557)	-13.42%
Benefits	80,830	74,623	(6,207)	-7.68%
	368,205	323,441	(44,764)	-12.16%
Travel and training	5,675	4,800	(875)	-15.42%
Vehicle allowance, maintenance and repairs	200	200	0	0.00%
Materials and supplies	33,325	34,540	1,215	3.65%
Purchased and contracted services	500	300	(200)	-40.00%
Capital expense	2,640	2,500	(140)	-5.30%
	42,340	42,340	0	0.00%
	410,545	365,781	(44,764)	-10.90%
TAX LEVY	360,730	312,631	(48,099)	-13.33%

Full Time Positions	3.0	3.0	-
Part Time Hours	-	-	-

ENGINEERING - DESIGN

2017 OPERATING BUDGET

Cost Centres:

300-3002

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	1,352,455	1,307,420	(45,035)	-3.33%
Benefits	320,895	319,569	(1,326)	-0.41%
	1,673,350	1,626,989	(46,361)	-2.77%
Vehicle allowance, maintenance and repairs	15,000	15,000	0	0.00%
Utilities and Fuel	30,000	30,000	0	0.00%
Materials and supplies	38,570	30,570	(8,000)	-20.74%
Transfer to own funds	40,000	40,000	0	0.00%
Capital expense	41,500	41,500	0	0.00%
	165,070	157,070	(8,000)	-4.85%
	1,838,420	1,784,059	(54,361)	-2.96%
TAX LEVY	1,838,420	1,784,059	(54,361)	-2.96%

Full Time Positions	22.0	22.0	-
Part Time Hours	1,220	1,220	-

ENGINEERING - ENVIROMENTAL INITATIVE

2017 OPERATING BUDGET

Cost Centres: 300-3010

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	87,320	87,625	305	0.35%
Benefits	21,695	22,285	590	2.72%
	109,015	109,910	895	0.82%
Travel and training	4,000	4,000	0	0.00%
Materials and supplies	54,485	64,485	10,000	18.35%
Purchased and contracted services	15,000	15,000	0	0.00%
	73,485	83,485	10,000	13.61%
	182,500	193,395	10,895	5.97%
TAX LEVY	182,500	193,395	10,895	5.97%

Full Time Positions	1.0	1.0	-
Part Time Hours	610.0	610	-

ENGINEERING : BUILDING SERVICES

2017 OPERATING

Cost Centres: 300-3040
300-3042
300-3044
300-3048

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	505,630	511,521	5,891	1.17%
Benefits	128,590	132,681	4,091	3.18%
	634,220	644,202	9,982	1.57%
Utilities and Fuel	362,400	362,400	0	0.00%
Materials and supplies	51,340	56,100	4,760	9.27%
Maintenance and repairs	221,760	217,500	(4,260)	-1.92%
Purchased and contracted services	122,700	141,000	18,300	14.91%
Capital expense	3,500	3,000	(500)	-14.29%
	761,700	780,000	18,300	2.40%
	1,395,920	1,424,202	28,282	2.03%
TAX LEVY	1,395,920	1,424,202	28,282	2.03%

Full Time Positions	9.0	9.0	-
Part Time Hours	3,861	3,861	-

ENGINEERING : OTHER - FIRE HYDRANTS

2017 OPERATING

Cost Centres: 310-3100

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Utilities and Fuel	998,000	975,000	(23,000)	-2.30%
	998,000	975,000	(23,000)	-2.30%
	998,000	975,000	(23,000)	-2.30%
TAX LEVY	998,000	975,000	(23,000)	-2.30%

ENGINEERING : OTHER - STREETLIGHTS

2017 OPERATING BUDGET

Cost Centres: 310-3105

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Utilities and Fuel	2,900,000	1,885,780	(1,014,220)	-34.97%
	2,900,000	1,885,780	(1,014,220)	-34.97%
	2,900,000	1,885,780	(1,014,220)	-34.97%
TAX LEVY	2,900,000	1,885,780	(1,014,220)	-34.97%

ENGINEERING : OTHER - SEWAGE DISPOSAL SYSTEM

2017 OPERATING BUDGET

Cost Centres: 310-3110

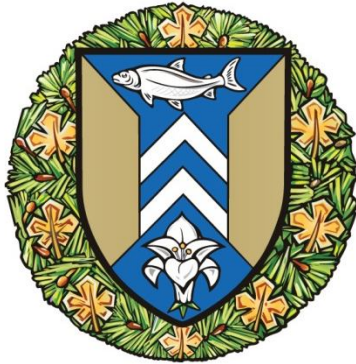
	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Utilities and Fuel	1,510,000	1,780,000	270,000	17.88%
Materials and supplies	30,000	50,000	20,000	66.67%
Maintenance and repairs	35,000	40,000	5,000	14.29%
Purchased and contracted services	3,390,345	3,422,450	32,105	0.95%
	4,965,345	5,292,450	327,105	6.59%
	4,965,345	5,292,450	327,105	6.59%
TAX LEVY	4,965,345	5,292,450	327,105	6.59%

ENGINEERING : OTHER - MISCELLANEOUS CONSTRUCTION

2017 OPERATING BUDGET

Cost Centres: 310-3214

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Transfer to own funds	1,300,000	1,300,000	0	0.00%
	1,300,000	1,300,000	0	0.00%
	1,300,000	1,300,000	0	0.00%
TAX LEVY	1,300,000	1,300,000	0	0.00%



City of
Sault Ste. Marie

Legal Department 2017 Budget



LEGAL ADMINISTRATION

- Legal Advice * Agreements * By-laws * Real Estate Transactions * Insurance * City Risk Management * Represent City at Court/Tribunals * FOI

PROVINCIAL OFFENCES

- Court Administration * Prosecution of Offences for Algoma Catchment Area * Fine Payments and Collections * Provincial Reporting



LEGAL DEPARTMENT 2017 BUDGET

CITY OF SAULT STE MARIE				
LEGAL DEPARTMENT				
Budget Summary				
	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,178,765	2,234,651	55,886	2.57%
	2,178,765	2,234,651	55,886	2.57%
EXPENDITURES				
Salaries	998,480	1,032,572	34,092	3.41%
Benefits	256,575	271,935	15,360	5.99%
	1,255,055	1,304,507	49,452	3.94%
Travel and training	18,735	18,735	0	0.00%
Vehicle allowance, maintenance and repairs	250	250	0	0.00%
Materials and supplies	76,295	78,815	2,520	3.30%
Maintenance and repairs	4,000	4,000	0	0.00%
Rents and leases	78,075	78,075	0	0.00%
Taxes and licenses	1,791,000	1,776,500	(14,500)	-0.81%
Purchased and contracted services	305,000	292,000	(13,000)	-4.26%
Transfer to own funds	107,025	102,200	(4,825)	-4.51%
Capital expense	9,000	10,000	1,000	11.11%
	2,389,380	2,360,575	(28,805)	-1.21%
	3,644,435	3,665,082	20,647	0.57%
TAX LEVY	1,465,670	1,430,431	(35,239)	-2.40%



PHASE 1 SAVINGS (INCLUDED IN 2017 PRELIMINARY BUDGET)

☐ Efficiencies :

- Reduction of 1.0 student position
- Update re Claims, Risk Management, Litigation and Insurance Efficiencies

Total annual savings for Legal Department = \$32,000

**Note – These services reductions are included in
the
5.63% budget submission**

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

LEGAL DEPARTMENT

Administration

The Legal Department consists of the City Solicitor, Supervisor, Assistant City Solicitor/Senior Litigation Counsel, Solicitor/Prosecutor, Risk Manager, Articling Intern and 3 Clerical Staff.

The staff operates on regular Civic Centre hours and does not ordinarily incur overtime hours. The Legal Department provides a broad range of legal, technical and reference services to all branches of the City's operations. The service involves not only responding to immediate ongoing needs for legal services but also involves the reduction of potential liability by identifying possible problem areas and planned legislation. The Legal Department's responsibilities include the acquisition and sale of properties on behalf of the Municipality as well as preparation and management of leases, licenses of occupation, easements, encroachments, agreements and the administration of the street and lane closing policy.

The objectives of the Legal Department are:

- to provide legal assistance and advice to City Council and staff;
- to process reports/by-laws, agreements, opinions, leases, licenses of occupation, FOI requests, easements, encroachments, expropriations and real estate transactions;
- to represent the City and give advice with respect to all lawsuits which may be brought on behalf of or against the City;
- to prosecute persons charged with offences contrary to City by-laws; and
- to represent the City before various courts and tribunals including the Ontario Municipal Board and the Human Rights Tribunal.

City Owned Land

Responsible for the cost of leases, licenses of occupation, easements the City Corporation over and on private property. It also covers maintenance required on specific City owned properties as well as realty tax and local improvement charges on specific property owned by the Municipality. These charges for the most part are set and continue on an annual basis.

Insurance

Responsible for all types of insurance purchased by the City (excluding Police, EMS and the Library Board, which are expensed directly).

The following are the types of insurance:

- comprehensive liability;
- property insurance (including buildings, contents and valuable papers);
- crime insurance (protection against dishonesty, deceit and forgery);
- electronic data processing;
- boiler and machinery;
- automobile insurance (including non-owned automobiles);
- errors and omissions;
- environmental liability;
- conflict of interest; and
- excess liability.

Provincial Offences Office

Effective 2001, the City of Sault Ste. Marie assumed the responsibility for the delivery of administrative, prosecutorial and court support functions transferred from the Province of Ontario under the Provincial Offences Act. These functions have become a division of the Legal Department. The POA office is required to operate the POA courts under the guidelines and regulations of the Ministry of Attorney General.

Charges filed and processed by the POA office include matters under such statutes as the Highway Traffic Act, Compulsory Automobile Insurance Act, Liquor Licence Act, all Provincial Statutes and Municipal by-laws. The POA court administers between 15,000-18,000 charges a year the majority comprising of Traffic Offences.

The POA Division is comprised of three Court Administrator/Cashier's, one Court Administrator Enforcement Clerk/Court Reporter and one Prosecution assistant. There is also one Court Liaison Supervisor and one Solicitor/Prosecutor.

Court sits approximately four days a week in Sault Ste. Marie with one satellite court in Wawa approximately once a month. The POA office generates an average over one million dollars in gross revenue, the net of which is distributed among our 19 municipal partners.

CITY OF SAULT STE MARIE
LEGAL DEPARTMENT
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,178,765	2,234,651	55,886	2.57%
	2,178,765	2,234,651	55,886	2.57%
EXPENDITURES				
Salaries	998,480	1,032,572	34,092	3.41%
Benefits	256,575	271,935	15,360	5.99%
	1,255,055	1,304,507	49,452	3.94%
Travel and training	18,735	18,735	0	0.00%
Vehicle allowance, maintenance and repairs	250	250	0	0.00%
Materials and supplies	76,295	78,815	2,520	3.30%
Maintenance and repairs	4,000	4,000	0	0.00%
Rents and leases	78,075	78,075	0	0.00%
Taxes and licenses	1,791,000	1,776,500	(14,500)	-0.81%
Purchased and contracted services	305,000	292,000	(13,000)	-4.26%
Transfer to own funds	107,025	102,200	(4,825)	-4.51%
Capital expense	9,000	10,000	1,000	11.11%
	2,389,380	2,360,575	(28,805)	-1.21%
	3,644,435	3,665,082	20,647	0.57%
TAX LEVY	1,465,670	1,430,431	(35,239)	-2.40%

LEGAL DEPARTMENT: ADMINISTRATION

2017 OPERATING

Cost Centre

150-1500

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	828,765	884,651	55,886	6.74%
	828,765	884,651	55,886	6.74%
EXPENDITURES				
Salaries	574,895	603,275	28,380	4.94%
Benefits	145,765	155,067	9,302	6.38%
	720,660	758,342	37,682	5.23%
Travel and training	7,600	7,600	0	0.00%
Materials and supplies	24,245	26,765	2,520	10.39%
Taxes and licenses	45,000	45,000	0	0.00%
Purchased and contracted services	28,400	15,400	(13,000)	-45.77%
Transfer to own funds	107,025	102,200	(4,825)	-4.51%
Capital expense	1,500	2,500	1,000	66.67%
	213,770	199,465	(14,305)	-6.69%
	934,430	957,807	23,377	2.50%
TAX LEVY				
	105,665	73,156	(32,509)	-30.77%
Full Time Positions	7.0	7.0	-	
Part Time Hours	610	1,220	610.0	

LEGAL DEPARTMENT: CITY OWNED LAND

2017 OPERATING

Cost Centre

150-1505

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Maintenance and repairs	4,000	4,000	0	0.00%
Rents and leases	14,000	14,000	0	0.00%
Taxes and licenses	1,000	1,000	0	0.00%
	19,000	19,000	0	0.00%
	19,000	19,000	0	0.00%
TAX LEVY	19,000	19,000	0	0.00%

LEGAL DEPARTMENT: PROVINCIAL OFFENCES

2017 OPERATING

Cost Centre

155-1550
155-1552

155-1554

	2016 BUDGET	2017 BUDGET	\$ Change (2016 to 2017)	% Change (2016 to 2017)
REVENUE				
Fees and user charges	1,350,000	1,350,000	0	0.00%
	1,350,000	1,350,000	0	0.00%
EXPENDITURES				
Salaries	423,585	429,297	5,712	1.35%
Benefits	110,810	116,868	6,058	5.47%
	534,395	546,165	11,770	2.20%
Travel and training	11,135	11,135	0	0.00%
Vehicle allowance, maintenance and repairs	250	250	0	0.00%
Materials and supplies	52,050	52,050	0	0.00%
Rents and leases	64,075	64,075	0	0.00%
Purchased and contracted services	276,600	276,600	0	0.00%
Capital expense	7,500	7,500	0	0.00%
	411,610	411,610	0	0.00%
	946,005	957,775	11,770	1.24%
TAX LEVY	(403,995)	(392,225)	11,770	-2.91%
Full Time Positions	7.0	7.0	-	
Part Time Hours	610	610	-	

LEGAL DEPARTMENT: INSURANCE

2017 OPERATING BUDGET

Cost Centre

158-1580

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Taxes and licenses	1,745,000	1,730,500	(14,500)	-0.83%
	1,745,000	1,730,500	(14,500)	-0.83%
	1,745,000	1,730,500	(14,500)	-0.83%
TAX LEVY	1,745,000	1,730,500	(14,500)	-0.83%

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

FIRE SERVICES

The Fire Services Realignment Plan 2016–2018 has put in an Action Plan to reallocate resources from Fire to EMS and the requirements within Fire. At the end of 2016, the second year of the Plan, there has been 8 positions reallocated; 4 positions were reallocated within to Public Education (2), Emergency Management and Mechanical and 4 positions, which equate to 8 positions based on a 50-50 cost share, have been reallocated to the EMS Division, including 4 Paramedic Supervisors. Further attrition of the remaining 12 positions in 2017-2018 will reduce costs by approximately \$1,320,000.

The first boat was taken out of service foregoing a \$100,000 capital replacement and ongoing operating costs and the second will be removed by the end of 2016 foregoing on going capital, repair and maintenance costs.

Fire Permit fees structure has been revised to better reflect the true cost recovery to provide the inspection and the permit administration and will be valid for a period of four years rather than the present inefficient yearly renewal cycle.

Fire Services is presently in discussions with numerous agencies to provide Communication and Dispatch functions with a proposal to be developed in 2017. The intention is to provide more efficient and effective dispatch with modern state of the art technology / facility to save major capital refresh costs and discontinue utilizing Fire Fighters for dispatch functions.

A review of vehicles, equipment, and facilities presently used by Fire Services will be conducted in 2017 to develop a long term Capital Asset Management Plan in conjunction with a corporate long term capital budget planning.

FIRE SERVICES DEPARTMENT OVERVIEW

- The Fire Chief is responsible to the CAO and Council for delivery of fire protection services, set by Council, to the community and regional delivery of Emergency Medical Services (EMS).
- The Fire Services Division is overseen by 2 Deputy Chiefs, a Deputy Chief - Fire Operations, Training and Logistics and a Deputy Chief, Public Education, Fire Prevention and Emergency Management
- The Emergency Medical Services Division is overseen by 2 Deputy Chiefs, a Deputy Chief- EMS Operations and a Deputy Chief- Professional Standards, Training and Development.
- Public Education and Life Safety and Fire Prevention and Divisions provide the first two lines of defenses in Fire Protection under the Fire Protection and Prevention Act
- Fire Services provides Emergency Fire-Rescue response to the City of Sault Ste. Marie and the EMS Division provides EMS response to the entire District of Sault Ste. Marie.
- Emergency Management Division through prevention/mitigation, preparedness, response and recovery addresses natural and manmade disasters.

CITY OF SAULT STE MARIE
FIRE SERVICES
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	4,109,105	6,757,347	2,648,242	64.45%
Other income		6,800	6,800	0.00%
	4,109,105	6,764,147	2,655,042	64.61%
EXPENDITURES				
Salaries	12,397,940	14,529,510	2,131,570	17.19%
Benefits	3,143,815	3,827,273	683,458	21.74%
	15,541,755	18,356,783	2,815,028	18.11%
Travel and training	103,205	103,200	(5)	0.00%
Vehicle allowance, maintenance and repairs	148,751	175,601	26,850	18.05%
Utilities and Fuel	287,575	305,030	17,455	6.07%
Materials and supplies	329,887	384,196	54,309	16.46%
Maintenance and repairs	208,035	227,160	19,125	9.19%
Rents and leases	1,875	2,000	125	6.67%
Taxes and licenses	46,650	62,200	15,550	33.33%
Financial expenses	2,500	2,500	0	0.00%
Purchased and contracted services	101,925	130,122	28,197	27.66%
Transfer to own funds	303,000	303,000	0	0.00%
Capital expense	27,675	27,675	0	0.00%
	1,561,078	1,722,684	161,606	10.35%
	17,102,833	20,079,467	2,976,634	17.40%
TAX LEVY	12,993,728	13,315,320	321,592	2.47%

FIRE SERVICES: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres:

200-2000

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	220,750	221,750	1,000	0.45%
Other income	0	3,800	3,800	0.00%
	220,750	225,550	4,800	2.17%
EXPENDITURES				
Salaries	411,815	427,399	15,584	3.78%
Benefits	304,630	610,754	306,124	100.49%
	716,445	1,038,153	321,708	44.90%
Travel and training	92,720	92,720	0	0.00%
Utilities and Fuel	181,930	181,930	0	0.00%
Materials and supplies	67,862	67,152	(710)	-1.05%
Maintenance and repairs	145,160	145,160	0	0.00%
Financial expenses	2,500	2,500	0	0.00%
Purchased and contracted services	12,500	12,500	0	0.00%
Transfer to own funds	303,000	303,000	0	0.00%
Capital expense	27,675	27,675	0	0.00%
	833,347	832,637	(710)	-0.09%
	1,549,792	1,870,790	320,998	20.71%
TAX LEVY	1,329,042	1,645,240	316,198	23.79%

Full Time Positions	4.0	4.0	-
Part Time Hours	-	-	-

FIRE SERVICES: SUPPRESSION

2017 OPERATING

Cost Centres: 200-2005

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	8,269,095	7,890,856	(378,239)	-4.57%
Benefits	1,983,700	1,800,988	(182,712)	-9.21%
	10,252,795	9,691,844	(560,951)	-5.47%
Materials and supplies	90,180	98,380	8,200	9.09%
	90,180	98,380	8,200	9.09%
	10,342,975	9,790,224	(552,751)	-5.34%
TAX LEVY	10,342,975	9,790,224	(552,751)	-5.34%

Full Time Positions	88.0	79.0	(9.0)
Part Time Hours	-	-	-

FIRE SERVICES: PREVENTION

2017 OPERATING BUDGET

Cost Centres:

200-2010

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	563,095	789,310	226,215	40.17%
Benefits	136,755	192,035	55,280	40.42%
	699,850	981,345	281,495	40.22%
	699,850	981,345	281,495	40.22%
TAX LEVY	699,850	981,345	281,495	40.22%

Full Time Positions	6.0	8.0	2.0
Part Time Hours	-	-	-

FIRE SERVICES: SUPPORT

2017 OPERATING BUDGET

Cost Centres:

200-2015

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	292,155	402,539	110,384	37.78%
Benefits	71,270	98,343	27,073	37.99%
	363,425	500,882	137,457	37.82%
Vehicle allowance, maintenance and repairs	67,621	67,621	0	0.00%
Utilities and Fuel	53,280	53,280	0	0.00%
Materials and supplies	5,100	7,385	2,285	44.80%
Maintenance and repairs	5,500	5,500	0	0.00%
	131,501	133,786	2,285	1.74%
	494,926	634,668	139,742	28.23%
TAX LEVY	494,926	634,668	139,742	28.23%

Full Time Positions	3.0	4.0	1.0
Part Time Hours	-	-	-

FIRE SERVICES: SUMMER CAREER

2017 OPERATING BUDGET

Cost Centre: 200-2030

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	21,600	21,960	360	1.67%
Benefits	2,055	2,093	38	1.85%
	23,655	24,053	398	1.68%
	23,655	24,053	398	1.68%
TAX LEVY	23,655	24,053	398	1.68%

Full Time Positions	-	-	-
Part Time Hours	1,830.0	1,830.0	-

FIRE SERVICES: COMMUNITY EMERGENCY MANAGEMENT

2017 OPERATING BUDGET

Cost Centre

115-1120

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Other income		3,000	3,000	0.00%
	0	3,000	3,000	0.00%
EXPENDITURES				
Salaries	70,650	193,105	122,455	173.33%
Benefits	19,095	35,900	16,805	88.01%
	89,745	229,005	139,260	155.17%
Travel and training	1,500	1,500	0	0.00%
Vehicle allowance, maintenance and repairs	580	580	0	0.00%
Materials and supplies	8,600	8,850	250	2.91%
Purchased and contracted services	2,855	2,855	0	0.00%
	13,535	13,785	250	1.85%
	103,280	242,790	139,510	135.08%
TAX LEVY	103,280	239,790	136,510	132.17%

Full Time Positions	1.0	2.0	1.0
Part Time Hours	-	-	-

FIRE SERVICES: EMS-CITY

2017 OPERATING BUDGET

Cost Centre

210-2200 210-2215
210-2205 210-2220
210-2210

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,923,025	5,248,597	2,325,572	79.56%
	2,923,025	5,248,597	2,325,572	79.56%
EXPENDITURES				
Salaries	2,095,805	3,898,910	1,803,105	86.03%
Benefits	490,990	897,911	406,921	82.88%
	2,586,795	4,796,821	2,210,026	85.43%
Travel and training	3,735	4,980	1,245	33.33%
Vehicle allowance, maintenance and repairs	49,800	66,400	16,600	33.33%
Utilities and Fuel	46,740	62,320	15,580	33.33%
Materials and supplies	127,245	173,629	46,384	36.45%
Maintenance and repairs	35,250	47,000	11,750	33.33%
Rents and leases	1,875	2,000	125	6.67%
Taxes and licenses	39,000	52,000	13,000	33.33%
Purchased and contracted services	32,585	43,447	10,862	33.33%
	336,230	451,776	115,546	34.37%
	2,923,025	5,248,597	2,325,572	79.56%
TAX LEVY				
	0	0	0	0.00%

Full Time Positions	31.0	39.0	8.0
Part Time Hours	4,130	7,500	3,370

FIRE SERVICES: EMS GARDEN RIVER

2017 OPERATING BUDGET

Cost Centre

210-2300
210-2305
210-2310

210-2315
210-2320

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	965,330	1,287,000	321,670	33.32%
	965,330	1,287,000	321,670	33.32%
EXPENDITURES				
Salaries	673,725	905,431	231,706	34.39%
Benefits	135,320	189,249	53,929	39.85%
	809,045	1,094,680	285,635	35.31%
Travel and training	5,250	4,000	(1,250)	-23.81%
Vehicle allowance, maintenance and repairs	30,750	41,000	10,250	33.33%
Utilities and Fuel	5,625	7,500	1,875	33.33%
Materials and supplies	30,900	28,800	(2,100)	-6.80%
Maintenance and repairs	22,125	29,500	7,375	33.33%
Taxes and licenses	7,650	10,200	2,550	33.33%
Purchased and contracted services	53,985	71,320	17,335	32.11%
	156,285	192,320	36,035	23.06%
	965,330	1,287,000	321,670	33.32%
TAX LEVY	0	0	0	0.00%

Full Time Positions	8.0	8.0	-
Part Time Hours	6,552	5,460	(1,092.0)

2017 TO 2019 CAPITAL BUDGET AND FORECAST

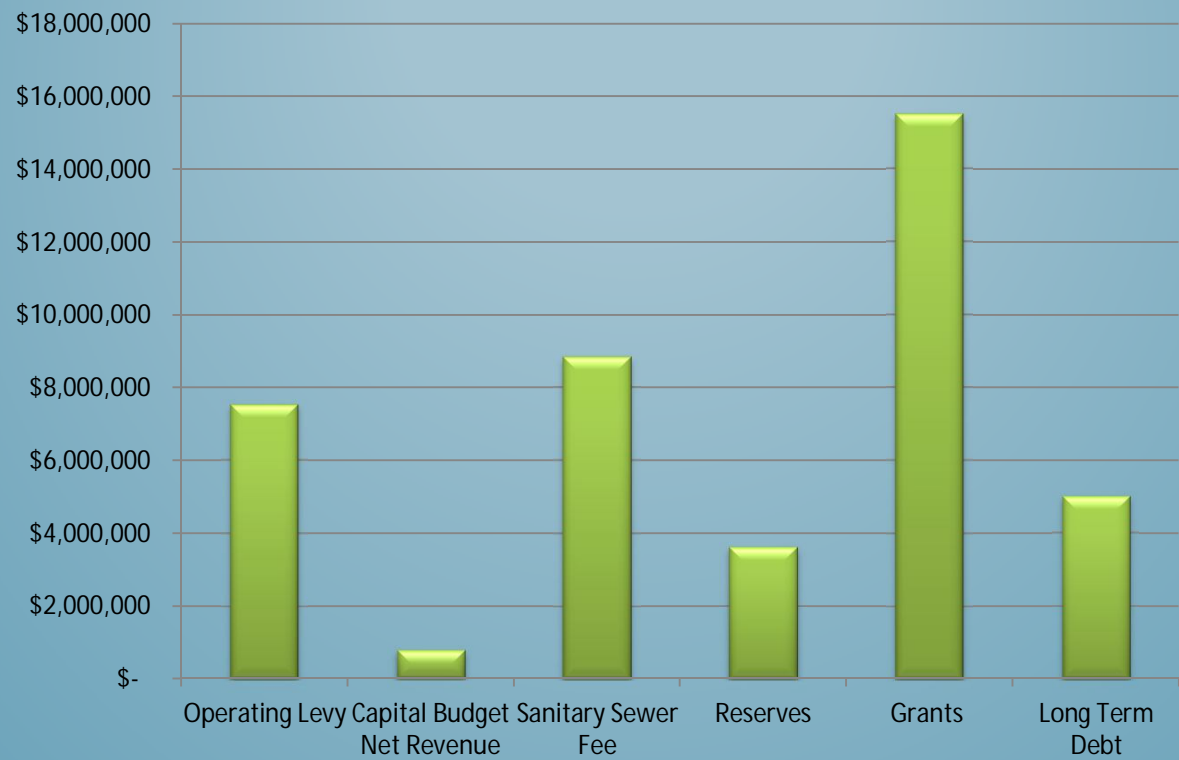


2017 CAPITAL BUDGET

\$41,297,160

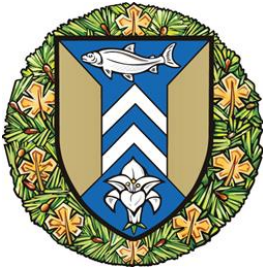
Roads/Bridges/Storm Sewers	\$ 24,622,050	59.6%
Sanitary Sewer	\$ 7,250,080	17.6%
Building Capital Maintenance	\$ 6,758,200	16.4%
Landfill Upgrades	\$ 100,000	0.2%
Public Works Fleet	\$ 1,134,830	2.7%
Transit Fleet	\$ 600,000	1.5%
Fire Fleet	\$ 320,000	0.8%
Community Services Projects	\$ 50,000	0.1%
Planning Projects	\$ 462,000	1.1%

CAPITAL BUDGET FUNDING SOURCES



2018 & 2019 CAPITAL BUDGET FORECAST

	2018	2019
Community Development & Enterprise Services	1,812,000	20,835,700
Fire Services	1,957,200	1,005,010
Public Works & Engineering Services	42,930,325	48,915,363
Corporate Services	1,090,200	100,200
Outside Agencies	1,075,000	1,652,000
Total Capital Requirements	48,864,725	72,508,273
<u>Funding:</u>		
Capital Levy	7,463,070	7,294,839
Sewer Surcharge	23,545,280	23,150,386
Reserves	1,682,830	8,736,830
Government Grants	10,041,145	20,937,308
Long Term Debt	-	6,000,000
Infrastructure Building Maintenance Requirements from reserve	3,653,200	5,599,900
Funding Available	3,653,200	2,845,230
Funding Shortfall/(excess)	-	2,754,670
Other unfinanced	2,479,200	789,010
Total Capital Funding Requirments	48,864,725	72,508,273



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

October 24, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Shelley J. Schell, CPA, CA
Chief Financial Officer and Treasurer

DEPARTMENT: Corporate Services

RE: 2017 Capital Budget

PURPOSE

The purpose of this report is to seek Council approval of the 2017 Capital Budget and to provide as information the forecast for the 2018 and 2019 Capital Budgets.

BACKGROUND

Capital investments are prioritized by first giving consideration to maintaining the City's existing assets and meeting regulatory requirements (e.g. health and safety, accessibility). Once these projects are addressed, investment for Growth and Service Enhancements are considered.

The Capital Budget process starts with the City's Asset Management Plan, as was approved by Council at its meeting of February 23, 2015. The Asset Management Plan details what is required to maintain/replace the City's current infrastructure and what it will cost. At the February 23, 2015 Council meeting it was noted that the City had a 10 year cumulative infrastructure deficit for the Roads, Sanitary and Storm Sewers of \$544 million, meaning the City's funding level annually is about \$54 million short to maintain those assets. In addition, Buildings required \$2.7 million annual funding, of which only \$2.3 million of approved funding is allocated. The Asset Management Plan is reviewed annually and the forecast updated. Detailed updates are anticipated to be completed every 5 years.

The City's financial resources are reviewed in conjunction with the prioritized projects. Due to limited resource availability, the 2017 Capital Budget currently only addresses the maintenance of current assets and regulatory requirements. The 2018–2019 Capital Forecast currently reflects unfinanced requirements of \$2.5 million and \$0.8 million respectively. Unfunded projects include:

- Transit fleet requirements \$1,000,000
- Bellevue Park Splash Pad \$800,000
- Fire Fleet/Equipment \$868,000
- Corporate Telephone System \$600,000

Future capital budgets will require additional funding to address this shortfall.

Strategic Plan investments for Growth and Service Enhancement projects will also require additional funding allocations.

ANALYSIS

2017 Capital Budget Summary

The 2017–2019 Capital Budget and Forecast is included in Appendix A. The 2017 Capital Budget seeks approval of \$41.3 million of investment.

Roads/Bridges/Storm Sewers	\$	24,622,050
Sanitary Sewer	\$	7,250,080
Building Capital Maintenance	\$	6,758,200
Landfill Upgrades	\$	100,000
Public Works Fleet	\$	1,134,830
Transit Fleet	\$	600,000
Fire Fleet	\$	320,000
Community Services Projects		50,000
Planning Projects	\$	462,000
	\$	<u>41,297,160</u>

Funding sources for the above projects are as follows:

Operating Levy	\$	7,540,000
Capital Budget Net Revenue	\$	787,120
Sanitary Sewer Fee	\$	8,843,080
Reserves	\$	3,613,030
Grants	\$	15,513,930
Long Term Debt	\$	5,000,000
	\$	<u>41,297,160</u>

Grants estimated from other levels of government fund 38% of the capital budget, most of which fund the Roads/Bridges/Storm Sewers and leverages the City's funding dollars. Details of individual projects and the funding of each are included in Appendix B.

Looking forward to 2018, the capital budget process will be expanded to include a detailed 5 year plan, as well as a forecast for 10 years, focused on Council's strategic direction.

Long Term Debt

The 2017 Capital Budget includes an addition of \$5.0 million for long term debt to fund the Civic Centre Windows and Cladding project. Debt servicing will be funded from the annual allocation to the Asset Management Reserve-Buildings of \$2.3 million included in the operating budget. There will be no addition to the levy to service this debt.

The forecast for 2018-2019 reflects a \$6 million increase in long term debt in 2018 to fund the City's share of the potential Transit Relocation. Debt servicing will require \$485,000 increase to the levy. The projected long term debt levels and debt servicing costs are included in Appendix C.

Capital from Current

The 2017 Operating Budget includes an annual allocation for miscellaneous capital requests, called Capital from Current, which are not included in the Asset Management Plan. The annual allocation in 2015 was \$1 million. The 2016 budget temporarily reduced the allocation to \$600,000 with the recommendation of annual increases of \$175,000 per year until the \$1 million allocation is once again reached. The 2017 Capital from Current allocation is set at \$775,000.

Capital from Current projects are ranked using the same priorities as the Capital Budget. Due to funding limitations, only Legislated/Regulatory and State of Good Repair projects were considered and not all asset maintenance projects could be addressed. A listing of all projects, funding sources and recommendations are included in Appendix D.

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FINANCIAL IMPLICATIONS

The 2017 Capital Budget includes an addition of \$175,000 to the Capital from Current levy allocation as recommended in the 2016 Budget when it was reduced from \$1 million to \$600,000.

All other Capital Funding allocations in the levy are unchanged from the previous year.

The 2018 and 2019 Capital Forecasts reflect unfinanced capital requirements totaling \$3.3 million that will have to be addressed to determine if funding resources are available.

STRATEGIC PLAN / POLICY IMPACT

The Capital Budget addresses the Strategic Plan Focus Area: Infrastructure: Asset Management and Maintaining Our Existing Infrastructure.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Financial Officer/Treasurer dated October 24, 2016 concerning the 2017–2019 Capital Budget and Forecast be received and that the 2017 Capital Budget and Financing Sources as set out in Appendix B and Capital from Current allocation and projects in Appendix D be approved.

Respectfully submitted,



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Chief Financial Officer/Treasurer
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s.schell@cityssm.on.ca

attachments

THE CORPORATION OF THE CITY OF SAULT STE MARIE
CAPITAL BUDGET SUMMARY
YEARS: 2017 TO 2019

APPENDIX A

	2017	2018	2019	Total
CommunityDevelopment & Enterprise Services	1,112,000	1,812,000	20,835,700	23,759,700
Fire Services	320,000	1,957,200	1,005,010	3,282,210
Public Works & Engineering Services	33,281,960	42,930,325	48,915,363	125,127,648
Corporate Services	6,583,200	1,090,200	100,200	7,773,600
Outside Agencies	-	1,075,000	1,652,000	2,727,000
Total Capital Requirements	41,297,160	48,864,725	72,508,273	162,670,158
check	-	-	-	-
Funding:				
Capital Levy Overall	4,815,000	4,858,050	4,500,000	14,173,050
Capital Levy Urban Only	2,212,119	1,305,020	1,494,839	5,011,978
Capital Levy Miscellaneous Construction	1,300,000	1,300,000	1,300,000	3,900,000
Sewer Surcharge	8,843,080	23,545,280	23,150,386	55,538,746
Federal Gas Tax	4,569,050	4,786,625	4,786,625	14,142,300
Reserves	1,854,830	1,682,830	8,736,830	12,274,490
Reserve Funds	-	-	-	-
Build Canada Fund (2/3)	4,000,000	4,000,000	4,000,000	12,000,000
OCIF Funding-fromula based funding	881,330	1,254,520	150,683	2,286,533
Connecting Link (90%)	2,269,800	-	-	2,269,800
Government Grants	3,793,751	-	12,000,000	15,793,751
Long Term Debt	5,000,000	-	6,000,000	11,000,000
Other	-	-	-	-
Infrastructure Maintenance Requirements from reserve	1,758,200	3,653,200	5,599,900	11,011,300
Funding Available	1,758,200	3,653,200	2,845,230	8,256,630
Funding Shortfall/(excess)	-	-	2,754,670	2,754,670
Other unfinanced	-	2,479,200	789,010	3,268,210
Total Capital Funding Required	41,297,160	48,864,725	72,508,273	162,670,158
check	-	-	-	-

THE CORPORATION OF THE CITY OF SAULT STE MARIE
CAPITAL BUDGET SUMMARY
YEARS: 2017 TO 2019

COMMUNITY SERVICES DEPARTMENT

	2017	2018	2019	Total
Infrastructure Maintenance				
<u>Community Services</u>				
Steelton Senior Citizens Centre		210,000	22,000	232,000
Senior Citizens Crop-in Centre		-	235,000	235,000
Roberta Bondar Park			323,000	323,000
Essar Centre		31,000	-	31,000
John Rhodes Community Centre		-	242,000	242,000
Northern Community Centre		-	85,000	85,000
Ermatinger Old Stone House		120,000	64,700	184,700
Bellevue Marina				-
Bondar Marina				-
Stratclair Field Lighting				-
McMeeken Centre		-		-
	-	361,000	971,700	1,332,700
<u>Transit</u>				
Transit Bus Depot	-	99,000	1,346,000	1,445,000
Transit Terminal Building	-	52,000	6,000	58,000
	-	151,000	1,352,000	1,503,000
<u>Cemetery</u>				
Cemetery Chapel & Office Building	-	-	12,000	12,000
Mausoleum-Columbarium				-
New Greenwood Storm Water Management Plan				-
	-	-	12,000	12,000
<u>Planning</u>				
Official Plan	250,000			250,000
	250,000	-	-	250,000
Infrastructure Development:				
Welcome Sign (note 2)	212,000			212,000
Transit Relocation (note 4)			18,000,000	18,000,000
McMeeken Centre replacement(note 1)				-
Bellevue Park Splash Pad	50,000	800,000		850,000
	262,000	800,000	18,000,000	19,062,000
Fleet & Equipment				
Transit-Fleet/Equipment (note 3)	600,000	500,000	500,000	1,600,000
	600,000	500,000	500,000	1,600,000

Total	1,112,000	1,812,000	20,835,700	23,759,700
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<u>Designated Funding:</u>				
Capital Levy Overall	315,000			315,000
Capital Levy Urban Only				-
Sewer Surcharge				-
Federal Gas Tax				-
Reserves-Other	300,000			300,000
Reserve Funds				-
Capital from Current				-
Government Grants	472,000		12,000,000	12,497,000
Long Term Debt			6,000,000	6,000,000
Other				-
Asset Management Reserve	-	512,000	2,335,700	2,847,700

Total	1,112,000	512,000	20,335,700	21,959,700
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Unfinanced and not recommended	1,300,000	500,000	1,800,000	
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Notes:

- 1) The McMeeken Centre arena replacement has not been included in the forecast. Utilization study to be completed to verify requirement and funding source for potential replacement
- 2) The Welcome Sign at the International Bridge was approved in 2016. Project costs exceeded budget for design and staff are now looking at other options for 2017. Previously approved funding is reflected in the 2017 budget.
- 3) Public Transit Infrastructure Funds were announced August 2016. The City's eligible allocation is \$3,279,873, of which the City must match. Transit capital funds available for 2017 are approximately \$300,000, which equates to eligible expenditures of \$600,000. Additional funds would have to be identified to leverage additional amounts of the eligible grant.
- 4) The feasibility of the relocation of the Transit Terminal Building is currently being undertaken. If results are positive, the relocation capital cost is forecast in 2018 with 2/3 funding from other government levels.
- 5) The Bellevue Park Splash Pad feasibility study is currently being investigated by staff for funding possibilities. For budget purposes 50% grant is estimated. The capital project is forecasted for 2018. Funding has not been identified for the project.

THE CORPORATION OF THE CITY OF SAULT STE MARIE
CAPITAL BUDGET SUMMARY
YEARS: 2017 TO 2019

FIRE SERVICES

	2017	2018	2019	Total
Infrastructure Maintenance:				
Central Fire Station #1		394,000	93,000	487,000
Fire Station #2		18,000	3,000	21,000
Fire Station #3		12,000	3,000	15,000
Fire Hall #4/EMS Complex		656,000	365,000	1,021,000
	-	1,080,000	464,000	1,544,000
Fleet/Equipment:	320,000	877,200	541,010	1,738,210
	320,000	877,200	541,010	1,738,210
Total	320,000	1,957,200	1,005,010	3,282,210
Designated Funding:				
Capital Levy Overall				-
Capital Levy Urban Only				-
Sewer Surcharge				-
Federal Gas Tax				-
Reserves	320,000	298,000	252,000	870,000
Reserve Funds				-
Capital from Current				-
Government Grants				-
Long Term Debt				-
Other				-
Infrastructure Funding Required	-	1,080,000	464,000	1,544,000
Unfinanced				-
Total	320,000	1,378,000	716,000	2,414,000
Unfinanced	-	579,200	289,010	868,210

**THE CORPORATION OF THE CITY OF SAULT STE MARIE
CAPITAL BUDGET SUMMARY
YEARS: 2017 TO 2019**

ENGINEERING AND PLANNING

	2017	2018	2019	Total
Infrastructure-Large Wastewater:				
West End Plant and MPS	3,000,000	11,000,000	11,000,000	25,000,000
East End Plant	-	-	-	-
Pumping Stations	583,000	278,875	275,000	1,136,875
Biosolids Management Facility	1,000,000	9,000,000	9,000,000	19,000,000
Waste Water Treatment Plant Capital Maintenance	2,627,080	2,375,800	2,368,250	7,371,130
Infrastructure- Aqueducts (Note 1)	6,800,000	6,000,000	6,000,000	18,800,000
Infrastructure-Bridges	-	-	-	-
Infrastructure-Roads (Note 2)	16,522,050	10,734,820	9,344,283	36,601,153
Infrastructure-Miscellaneous Construction	1,300,000	1,300,000	1,300,000	3,900,000
Landfill Upgrade/Replacement (Note 4)	100,000	250,000	7,350,000	7,700,000
Fleet & Equipment				
Sanitary Sewer	40,000	360,000	95,000	495,000
Total	31,972,130	41,299,495	46,732,533	120,004,158

Designated Funding:

Capital Levy Overall	4,500,000	4,858,050	4,500,000	13,858,050
Capital Levy Urban Only	2,212,119	1,305,020	1,494,839	5,011,978
Capital Levy Miscellaneous Construction	1,300,000	1,300,000	1,300,000	3,900,000
Sewer Surcharge	8,843,080	23,545,280	23,150,386	55,538,746
Federal Gas Tax	4,569,050	4,786,625	4,786,625	14,142,300
Reserves-Landfill	100,000	250,000	7,350,000	7,700,000
Reserve Funds	-	-	-	-
Build Canada Fund (2/3)	4,000,000	4,000,000	4,000,000	12,000,000
OCIF Funding-fromula based funding (Note 3)	881,330	1,254,520	150,683	2,286,533
Connecting Link (90%)	2,269,800	-	-	2,269,800
Clean Water & Wastewater Fund	3,296,751	-	-	3,296,751
Long Term Debt	-	-	-	-
Other	-	-	-	-
Infrastructure Funding Required	-	-	-	-
Total	31,972,130	41,299,495	46,732,533	120,004,158

Unfinanced

-

Notes:

1) SCF-New Building Canada Fund-Small funding approved in 2015. Project June 19, 2015 to October 31, 2021

Provincial	10,420,000	
Federal	10,420,000	
City	10,420,000	(approx. \$2 million/year 2016 to 2020-capital works funding)
	<u>31,260,000</u>	

2) Capital budget for roads is based upon current funding levels and not road assessment requirements. The City currently does not have the funding resources to address all roads that are assessed as immediate priority repair.

3) OCIF Funding for 2019 is \$1,980,400, of which \$150,683 is required to fund the capital road budget for that year. The remaining funds are to be set aside for the Black Road widening project which will be included in the road budget update in 2018. This project was denied for Connecting Link funding thus 100% City funds required. Project originally in 2015 budget cancelled.

4) The Landfill cost projections for operations, capital and revenues are currently being updated by the City's consultant. Future budgets will address ongoing funding requirements based upon this update.

THE CORPORATION OF THE CITY OF SAULT STE MARIE
CAPITAL BUDGET SUMMARY
YEARS: 2017 TO 2019

PUBLIC WORKS

	2017	2018	2019	Total
<u>Infrastructure Maintenance</u>				
Administration Building		74,000	408,000	482,000
Garage Building A		306,000	555,000	861,000
Carpentry Shop Building B		43,000	32,000	75,000
Equipment Storage Garage		73,000	53,000	126,000
Lab Building		-	-	-
Water Main at Sackville Complex	175,000			175,000
	175,000	496,000	1,048,000	1,719,000
<u>PWT Works-Fleet/Equipment</u>	1,134,830	1,134,830	1,134,830	3,404,490
Total	1,309,830	1,630,830	2,182,830	5,123,490

Designated Funding:

Capital Levy Overall				-
Capital Levy Urban Only				-
Sewer Surcharge				-
Federal Gas Tax				-
Reserves	1,134,830	1,134,830	1,134,830	3,404,490
Reserve Funds				-
Government Grants	-			-
Long Term Debt				-
Other				-
Infrastructure Funding Required	175,000	496,000	1,048,000	1,719,000
Total	1,309,830	1,630,830	2,182,830	5,123,490

Unfinanced

Notes

**THE CORPORATION OF THE CITY OF SAULT STE MARIE
CAPITAL BUDGET SUMMARY-BUILDINGS
YEARS: 2017 TO 2019**

CORPORATE ADMINISTRATION

	2017	2018	2019	Total
Infrastructure Maintenance:				
Civic Centre	6,583,200	490,200	100,200	7,173,600
Emergency Repairs-all buildings allocation				-
Equipment:				
Corporate Telephone System		600,000		
Total	6,583,200	1,090,200	100,200	7,173,600
<u>Designated Funding:</u>				
Capital Levy Overall				-
Capital Levy Urban Only				-
Sewer Surcharge				-
Federal Gas Tax				-
Reserves				-
Reserve Funds				-
Capital from Current				-
Government Grants				-
Long Term Debt	5,000,000			5,000,000
Other				-
Infrastructure Funding Required	1,583,200	490,200	100,200	2,173,600
Total	6,583,200	490,200	100,200	7,173,600
Unfinanced	-	600,000		

**THE CORPORATION OF THE CITY OF SAULT STE MARIE
CAPITAL BUDGET SUMMARY-BUILDINGS
YEARS: 2017 TO 2019**

OUTSIDE AGENCIES

	2017	2018	2019	Total
<u>Infrastructure Maintenance-Library</u>				
Main Branch	-	106,000	918,000	1,024,000
<u>Infrastructure Maintenance -Sault Ste. Marie Museum</u>				
Museum Building		16,000	367,000	383,000
<u>Infrastructure Maintenance-Police Services Board</u>				
Police Building		469,000	367,000	836,000
<u>Infrastructure Maintenance-Ontario Works</u>				
Sault Ste Marie District Social Services Administration Board Building		484,000	-	484,000
Total	-	1,075,000	1,652,000	2,727,000

Designated Funding:

Capital Levy Overall				-
Capital Levy Urban Only				-
Sewer Surcharge				-
Federal Gas Tax				-
Reserves				-
Reserve Funds				-
Capital from Current				-
Government Grants				-
Long Term Debt				-
Other				-
Infrastructure Funding Required	-	1,075,000	1,652,000	2,727,000

Unfinanced -

Total	-	1,075,000	1,652,000	2,727,000
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Unfinanced	-	-	-	-
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**THE CORPORATION OF THE CITY OF SAULT STE MARIE
2017 CAPITAL BUDGET
SUMMARY OF PROJECTS**

APPENDIX B

	Project Cost	Funding Current Levy	Capital Fund Net Revenue	Sanitary Sewer	Reserves	Grants	Long Term Debt
PUBLIC WORKS AND ENGINEERING SERVICES							
<i>Roads/Bridges/Storm Sewer</i>							
McNabb Ave Storm Water Management							
Seawall Reconstruction							
Franklin Street Reconstruction							
Grace Street Reconstruction							
Sackville Road Extension to Third Line							
Connecting Link 2nd Line North St to Carmens Way Resurfacing							
Fort Creek Aqueduct							
Various Roads Resurfacing							
	\$ 23,322,050	\$ 6,240,000	\$ 472,120	\$ 1,593,000	\$ -	\$ 15,016,930	
<i>Miscellaneous Contruction</i>							
Asphalt/Surface Treatment	\$ 1,020,000						
Rear Yard Drainage	\$ 60,000						
Aqueduct Inspection	\$ 50,000						
Bridge/Aqueduct Rehabilitation	\$ 100,000						
Environmental Assessments for future road projects	\$ 20,000						
Emergency Repairs	\$ 50,000						
	\$ 1,300,000	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Sanitary Sewer</i>							
Waste Water Treatment Plant and Other Capital Maintenance	\$ 2,277,080						
Small Pump Stations	\$ 583,000						
West End Pump Upgrade Project	\$ 3,000,000						
Biosolids Management Project	\$ 1,000,000						
SCADA	\$ 350,000						
Fleet	\$ 40,000						
	\$ 7,250,080			\$ 7,250,080			
<i>Landfill</i>							
Upgrade/Replacement	\$ 100,000				\$ 100,000		
					Waste Disposal Site Reserve		
<i>Public Works Fleet</i>							
Plow Truck							
Concrete Saw							
Concrete Saw One Ton Truck with Flat Bed							
Landfill Garbage Bins (2)							
Service Trucks (2)							
Municipal Sidewalk Tractor c/w attachments							
Sidewalk Sanders							
Asphalt Hot Box							
Half ton pick up trucks (6)							
3/4 ton Pick Up with Snowplow (Landfill)							
Mower Blade Sharpener							
	\$ 890,500				\$ 890,500		
<i>Parks Fleet</i>							
Full Size 3/4 ton Van					PWT Equipment Reserve		
3/4 ton Pick Up with Snowplow							

SUMMARY OF PROJECTS

	Project Cost	Funding Current Levy	Capital Fund Net Revenue	Sanitary Sewer	Reserves	Grants	Long Term Debt
Grass Trailer							
Diesel Riding Mower with Folding Decks							
Crew Cab 1 ton truck with dump							
	\$ 244,330				\$ 244,330		
					PWT Equipment Reserve		
	\$ 1,134,830	\$ -	\$ -	\$ -	\$ 1,134,830	\$ -	\$ -
Total	\$ 33,106,960	\$ 7,540,000	\$ 472,120	\$ 8,843,080	\$ 1,234,830	\$ 15,016,930	\$ -

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

<i>Transit</i>							
Parabus replacement (4)							
Parabus surveillance cameras							
Digital radios for transit fleet							
Conventional Transit Service Review							
Bus Shelter Replacement							
	\$ 600,000				\$ 300,000	\$ 300,000	
					Transit Equipment Reserve		
<i>Community Services</i>							
Bellevue Park Spash Pad Feasibility Study							
	\$ 50,000		\$ 25,000			\$ 25,000	
<i>Planning</i>							
Welcome Sign	\$ 212,000		\$ 40,000			\$ 172,000	
Official Plan	\$ 250,000		\$ 250,000				
	\$ 462,000	\$ -	\$ 290,000	\$ -	\$ -	\$ 172,000	\$ -
Total	\$ 1,112,000	\$ -	\$ 315,000	\$ -	\$ 300,000	\$ 497,000	\$ -

FIRE SERVICES

Rescue truck							
1/2 ton Pickup Truck 1-replacement 1-new for Prevention (2)							
Cars (3) 2-new Prevention 1-new Research Planner							
	\$ 320,000				\$ 320,000		
					Fire Equipment Reserve		
Total	\$ 320,000	\$ -	\$ -	\$ -	\$ 320,000	\$ -	\$ -

CITY-WIDE BUILDINGS

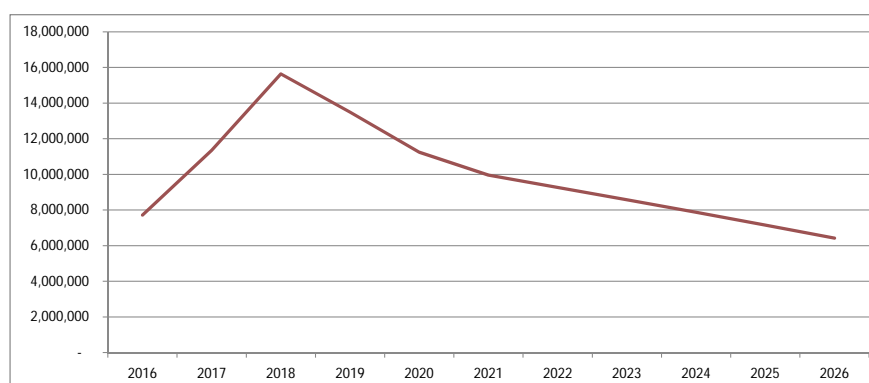
Civic Centre Window and Cladding							
Civic Centre Fan Coil Units							
PW Watermain Upgrade							
	\$ 6,758,200				\$ 1,758,200		\$ 5,000,000
					Asset Management Reserve		
Total	\$ 6,758,200	\$ -	\$ -	\$ -	\$ 1,758,200	\$ -	\$ 5,000,000

TOTAL 2017 CAPITAL BUDGET	\$ 41,297,160	\$ 7,540,000	\$ 787,120	\$ 8,843,080	\$ 3,613,030	\$ 15,513,930	\$ 5,000,000
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		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Maintain Current Debt Level		7,711,972	6,354,666	4,917,430	3,395,306	1,783,009	1,146,673	1,123,145	1,123,145	1,123,145	1,123,145	1,123,145
Civic Centre Windows and Cladding Project	A		5,000,000	4,720,560	4,434,215	4,140,800	3,840,135	3,532,045	3,216,345	2,892,845	2,561,360	2,221,680
Transit Relocation Project	A			6,000,000	5,664,670	5,321,060	4,968,960	4,608,161	4,238,450	3,859,610	3,470,415	3,073,630
Debt Issues		7,711,972	11,354,666	15,637,990	13,494,191	11,244,869	9,955,768	9,263,351	8,577,940	7,875,600	7,154,920	6,418,455
Debt Servicing Costs:												
Included in levy		1,724,707	1,724,707	1,724,707	1,724,707	1,724,707	652,942	71,061		-	-	-
Asset Mgmt Reserve (allocation included in levy)				402,940	402,940	402,940	402,940	402,940	402,940	402,940	402,940	402,940
Addition to levy					483,530	483,530	483,530	483,530	483,530	483,530	483,530	483,530
		1,724,707	1,724,707	2,127,647	2,611,177	2,611,177	1,539,412	957,531	886,470	886,470	886,470	886,470

Note A Assume 2.47%, 15 years, annual payments, amortizing

LONG TERM DEBT OUTSTANDING



**THE CORPORATION OF THE CITY OF SAULT STE MARIE
2017 CAPITAL FROM CURRENT BUDGET REQUESTS**

APPENDIX D

						RANKING		
DEPARTMENT	DETAILS	REQUEST	CAPITAL FROM CURRENT	OTHER AVAILABLE FUNDING	COMMENTS	Legislated Health/Safety	State of Good Repair	Service Improvement/Expansion
PUBLIC WORKS								
	Hands free radios re: Distracted Driver Legislation	\$ 50,000	\$ 50,000			X		
	Sharon Crescent fence repairs	\$ 40,000		\$ 40,000	Property Purchase Reserve Fund. Fence established as part of property agreement.		X	
	PW-Admin Building -replace Heat Recovery System in Women's Locker/Shower Room	\$ 9,500					X	
	PW Admin Building-accessibility and safety requirements	\$ 17,760	\$ 17,760		Grant of \$32,785 applied for. Cost shown is net.	x		
	PW Storage Garage Building "G" Ventilation system updating	\$ 40,000	\$ 40,000				X	
	Asbestos Abatement-PWT	\$ 15,000		\$ 15,000	Asbestos Abatement Reserve	X		
	Engineering-fleet replacement for construction inspection fleet	\$ 25,000		\$ 25,000	Engineering Equipment Reserve		X	
	Engineering-Total Station Survey Machine replacent	\$ 25,000		\$ 25,000	Engineering Equipment Reserve		X	
COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES								
	John Rhodes Pool- pool climbing wall	\$ 20,000						X
	John Rhodes Centre-Scissor Lift	\$ 17,000						X
	John Rhodes Refrigeration Plan 60hp and 100hp Frick refrigeration plant compressors	\$ 112,000	\$ 112,000		3 compressors included on Facility Asset Managent Plan for 2015 replacement-not completed nor prioritized by Committee		X	
	John Rhodes Arena Pad 2-replacement of Munters Arena 2 dehumidification system	\$ 150,000	\$ 122,740	\$ 27,260	Balance of funding requirement to come from Facility Maintenance Reserve		X	
	Bondar Park LED floodlighting	\$ 26,600			Service expansion Note 30% rebate from Save ON Energy available cost shown is net.			X
	Bondar Marina dock replacement	\$ 28,325					X	
	Bondar Marina fuel dock replacement	\$ 91,000	\$ 91,000				X	
	Bellevue Marina-pavement replacement	\$ 17,680					X	
	Bellevue Marina-dock replacement (yr 1 of 5 \$1,350,000 project)	\$ 290,000	\$ 290,000				X	
	Seniors Drop In Centre-parking lot surfacing	\$ 190,000					X	
	Pinegrove Cemetery fencing	\$ 7,500					X	
	Paving at cemetery office and new mausoleum	\$ 10,000					X	
	Cemetery chapel doors	\$ 8,500					X	
	Transit Services-coin wrapping equipment	\$ 40,000	\$ 40,000		Required for daily operations		X	
FIRES SERVICES								
	Station Equipment-12 nozzles	\$ 11,500	\$ 11,500		Mandatory replacement	X		
		\$ 1,242,365	\$ 775,000	\$ 132,260				