

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

Monday, January 14, 2019

4:30 pm

Russ Ramsay Board Room
Civic Centre

Pages

1. Approve Agenda as Presented

Mover Councillor P. Christian

Seconder Councillor C. Gardi

That the Agenda for 2019 01 14 as presented be approved.

2. Declaration of Pecuniary Interest

3. Budget Introduction 3 - 20

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7.	Adjournment	

Mover Councillor S. Hollingsworth

Seconder Councillor C. Gardi

That this Council shall now adjourn.

City of Sault Ste. Marie

2019 Budget Executive Summary

The City of Sault Ste. Marie provides a vast array of municipal services to approximately 73,500 citizens and 34,590 households based on the latest census data. These services are overseen by the various departments of the City and range from recreational services to construction and maintenance of the City's roadways.

The 2019 Budget continues to build on communicating the relationship between the services the municipality provides and the cost and value to the community. During 2019 a level of service inventory will be developed to provide the foundation on which future budgets will be built.

2019 Operating Budget

Process Overview

The operating budget process begins with a "Status Quo" budget which assumes that the level of services provided will essentially stay the same. Departments are provided their approved employee complement and costing with the direction that other expenses are to be maintained at the same level as the previous year.

Once the Status Quo budget is received from the departments, Finance will review and assess increase requirements for the "cost of doing business". This includes:

- contractual increases approved for material and services
- fuel, utility and energy costs based upon usage trends, where available, and estimated rate changes
- levy and local Board requirements, estimated at 2.2% Consumer Price Index change, unless an actual requirement has been submitted.

Outside agency grants are reflected at the approved 2018 levels, with any requested increase reflected on the Operating Increase Request Summary for Council review and approval. User fees are reflected based upon the 2019 By-law recommended for Council approval.

Budgetary requests for additional requirements for current services not previously funded or new and/or additional services are submitted by the departments for the consideration and deliberation of Council. These items will be added to the budget, if approved by Council, and are included in the Operating Increase Request Summary. These adjustments are then incorporated into the final budget from which staff operates.

Budget input was gathered through various outlets. The online tool was made available, which allows the taxpayer to indicate the areas where they would like to see their tax dollars utilized. Taxpayers are also able to provide input by email at budgetinput@cityssm.on.ca. A budget input session is scheduled on January 16, 2019 at the Civic Centre to allow for the community to speak to staff and Council representatives.

Input received through the various venues will be summarized and presented to the Finance Committee. The Committee will review the suggestions and provide a recommendation to Council for follow up reports from staff.

Economic Indicators

Steelmaking continues to be a driving force in the Sault Ste. Marie economy. Sault Ste. Marie has been long considered a one-industry town commencing with the establishment of the steelworks in the late 1890's and peaking in the early 1980's when employment levels reached in the range of 12,000 to 14,000 employees and the population was 85,000. The cyclical nature of the steel business and other economic events of the industry have significant impacts on the local economy. Diversification of the Sault Ste. Marie economy is important to provide growth and sustainability. The assessment of the community's challenges and development of a plan to address them led to the creation of FutureSSM. The community plan is supported by a broad base of community organizations and citizens. The financial and human resources to support it are provided through FutureSSM.

Sault Ste. Marie's economy has struggled over the last several years. The restructuring of Essar Steel Algoma (now known as Algoma Steel Inc.) dampened private sector investment. Per the Conference Board of Canada 2017 Mid-Sized Cities Report, the manufacturing sector has been struggling for over a decade, with the sector contracting for five consecutive years between 2012 and 2016.

The construction sector output declined by an annual 2.0 percent between 2011 and 2016 with weak business and consumer confidence. The exit of Algoma Steel Inc. from Companies' Creditors Arrangement Act on November 30, 2018 and the improving steel industry provides optimism for future economic growth and investment. A \$300 million modernization drive planned for the new Algoma Steel Inc. will provide benefits to the community. This investment as well as a decrease in unemployment reflects a positive economic direction for the City.

Economic Indicator	2014	2015	2016	2017	2018
Real GDP at basic prices (2007 \$ million)	2801	2801	2804	2821	2846
Percentage change	0.4%	0.0%	0.1%	0.6%	0.9%
Unemployment Rate %	6.6%	8.9%	8.2%	5.7%	3.6%
Percentage change	-21.4%	34.8%	-7.9%	-30.5%	-36.8%
Total New Residential Units	133	218	105	88	68

Note 1

Note 2

Sources: Statistics Canada, CMHC Housing Time Series Database, The Conference Board of Canada 2017 Mid-Sized Cities Report, Sault Ste. Marie Building Division November 2018 Building Permit Statistics

Shaded area represents forecast data

Note 1: As of October 31, 2018

Note 2: Year to date-November 30, 2018

Economic conditions influence service affordability as well as the competitiveness to attract future growth opportunities to the community. They also provide insight into the municipality's ability to generate revenue relative to the demand for public services. The factors reflected in this report are intended to provide a guideline as to the direction for the budget year.

How the Municipal Tax Levy Is Calculated

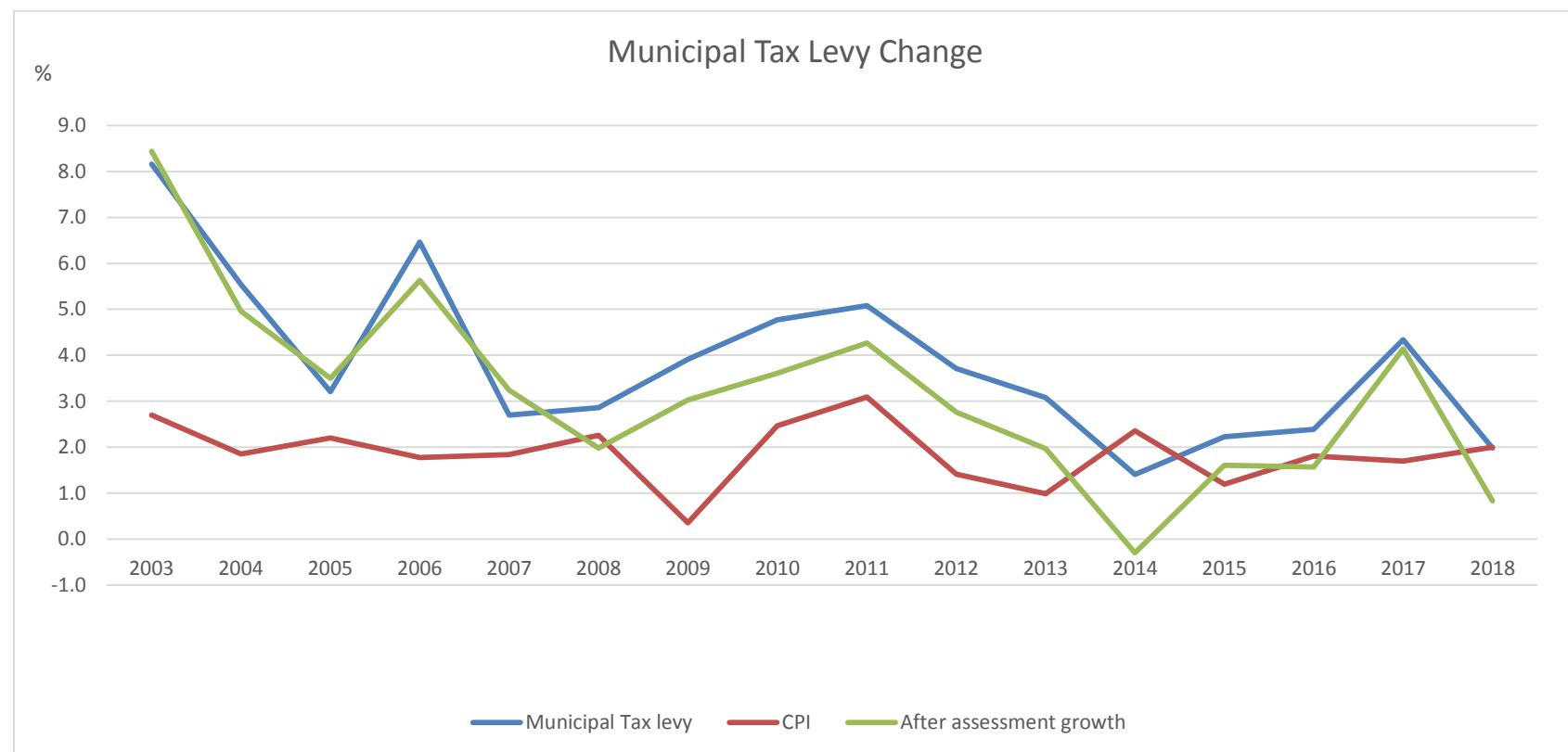
The municipal tax levy is the amount required to be raised by taxes to cover the City's total expenses, including Levy and Local Board requirements, less non-tax revenues, such as user fees and government grants.



The municipal tax levy increase is compared to the Consumer Price Index-Ontario (CPI) and assessment growth in the graph below. CPI is the most widely applied measure of inflation. CPI as an inflation indicator becomes problematic because a municipality's actual experience with inflation can differ greatly from CPI. CPI measures the price changes for common household purchases and focuses on expenditures for food, shelter, clothing and household operations. A municipality's largest expenditures are typically labour, materials and contractual services, which are different factors than those found in the CPI.

Assessment growth during the year provides additional net tax revenue to the municipality. The growth is the result of new builds, expansions, assessment corrections and revisions offset by tax write-offs and assessment reductions. It is not related to market value changes, which do not translate into growth or loss but only redistribute the tax burden. New revenue that results from growth is used to support additional service requirements in the budget. Significant growth, which typically indicates a population increase, can result in higher capital requirements to address increased demand for services. The last census of 2016 indicates a decline in the population of 2.4% from 2011.

On average the spread between CPI and the municipal tax levy is +1.7%. In 2009, the spread was as high as 10%, while in 2014 CPI and the levy increase were virtually equal. CPI inflation is estimated at 2.2% for 2019.



Municipal Tax Levy Increase

<u>Council Term</u>	<u>Total</u>	<u>Average</u>
2003-2006	23.37%	5.84%
2007-2010	14.24%	3.56%
2011-2014	13.28%	3.32%
2015-2018	10.94%	2.70%

*includes levy and local boards

It should be noted that the use of surplus in the 2011-2014 Council term deferred approximately a 2% levy increase to the next Council. The 2015-2018 Council eliminated the use of surplus or reserves for annual levy reduction resulting in a higher total levy increase for the term than what would have been otherwise.

Net municipal levy on a per capita basis is a measure to indicate the levy required to provide services to the municipality. Differences in service levels, methods of providing the services, demographics and user fee policies, among other factors, will cause varying results between municipalities. The purpose of the measure is more to provide insight in to the net costing of services and does not indicate value for money or the effectiveness of meeting community objectives.

	<u>2018 Levy</u>	<u>2018</u>	
	<u>Per Capita</u>	<u>Ranking</u>	
Sault Ste. Marie	\$1,469	Mid	2019 Levy per Capita \$1,522
Greater Sudbury	\$1,546	Mid	
North Bay	\$1,599	Mid	
Thunder Bay	\$1,693	High	
North Average	\$1,665		

*2018 BMA Study

MUNICIPAL LEVY \$115.0 MILLION

The Preliminary 2019 Operating budget identifies a 3.57% municipal levy increase. This represents the net requirement to provide the same level of service in 2019 as maintained in 2018. Included are revenue adjustments for user fee increases as estimated based upon the proposed User Fee By-law presented to Council for approval on January 14, 2019. Expenditures have been adjusted for contractual requirements and efficiencies identified by departments.

The tax levy impact summary is shown in the following chart.

	Change 2018 to 2019 \$(000)	Levy Impact
City Departments-Maintaining Services (see breakdown following)	\$2,768.6	2.49%
Ontario Municipal Partnership Grant Reduction (estimated)	\$ 0.0	0.00%
Outside Agencies & Grants	\$ 11.4	0.01%
Levy and Local Boards	\$1,190.1	1.07%
INCREASE FROM PRIOR YEAR	\$3,970.1	3.57%

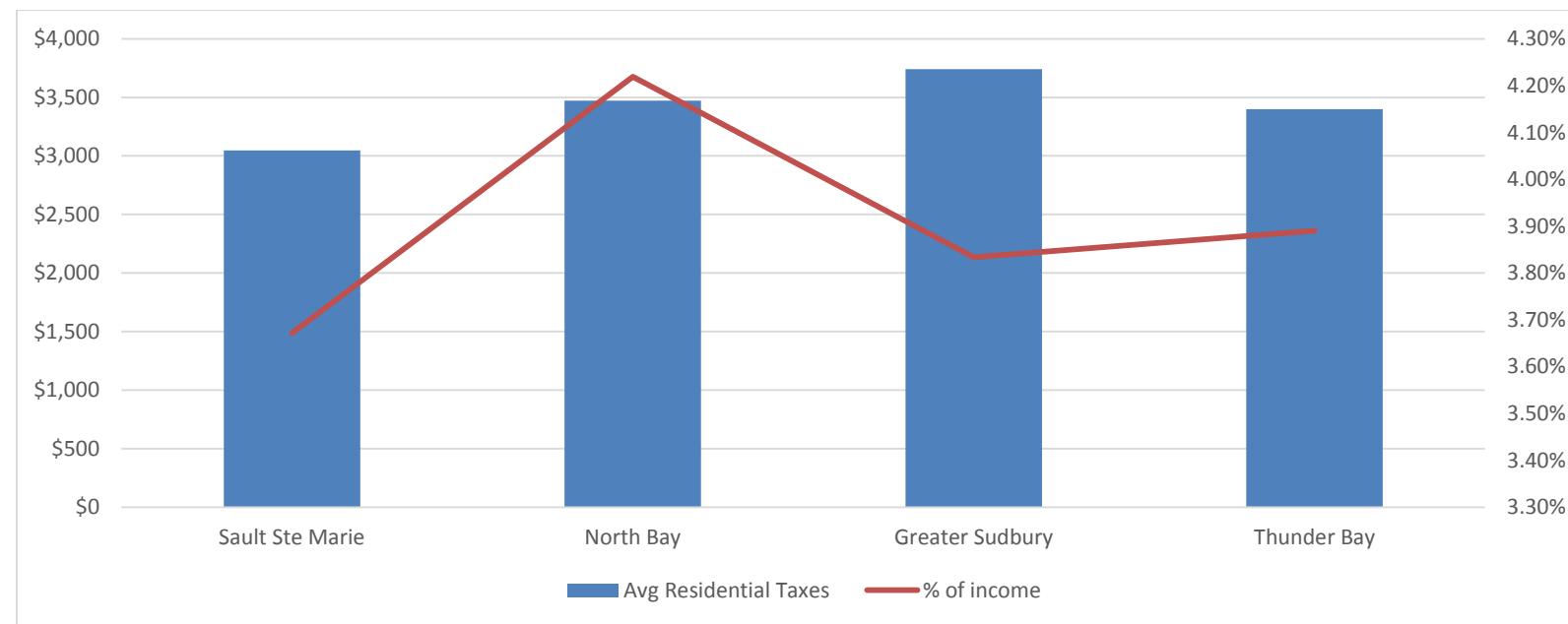
Changes to Maintaining Services Year over Year

Maintaining Services – Significant Changes from 2018	\$(000)
Waste Management: decrease in recycling and commercial tonnage revenue \$379.8, automated curbside collection (including \$165.0 for carts as approved July 16, 2018) \$194.8	\$574.6
Employee Benefits: Statutory \$260.5 , Extended Benefits \$258.0, Retiree Benefits \$150.0	\$668.5
Council composition change	\$(54.9)
WSIB: PTSD/Presumptive cancer trend increase for Fire Services	\$200.0
Contractual increases - other operating expenses	\$596.0
Net increase in Payment In Lieu of Taxation from other levels of government (a)	\$(239.5)
Corporate Insurance net savings	\$(311.2)
User fee increases & other revenue	\$(412.5)
Contingency: assessment/tax changes, salary/benefit contractual obligations, other	\$1,444.8
Capital from Current final increase to reinstate 2016 budget reduction	\$262.0
Other	\$40.8
Total	\$2,768.6

(a) Change in property class from taxable to PIL

The Municipal Tax Burden from the 2018 BMA Study for Sault Ste. Marie and our northern comparators is reflected in the graph below. This comparison ensures that the City is not burdening the residents beyond what they can pay or what is the “norm” in the province. The 2018 BMA study results are consistent with previous years’ in that Sault Ste. Marie has the lowest tax burden amongst our northern comparators.

Affordability, as well as the local economic conditions, provide a general guideline as to what a reasonable municipal tax increase would be for the budget year. With a positive economic outlook and low municipal tax burden, the average trend over CPI of 1.7% provides a range of 3.4% to 4.4% (+/- 0.5%) for a levy increase. After assessment growth of 0.2% estimated for 2018, this would translate into a 3.2%-4.2% property tax increase. The Preliminary Operating Budget reflects a levy increase of 3.6%. Factoring in estimated assessment growth of 0.2% the overall tax increase is 3.4%. Tax policy and rate approvals early 2019 will determine the allocation of the increase to the various tax classes.



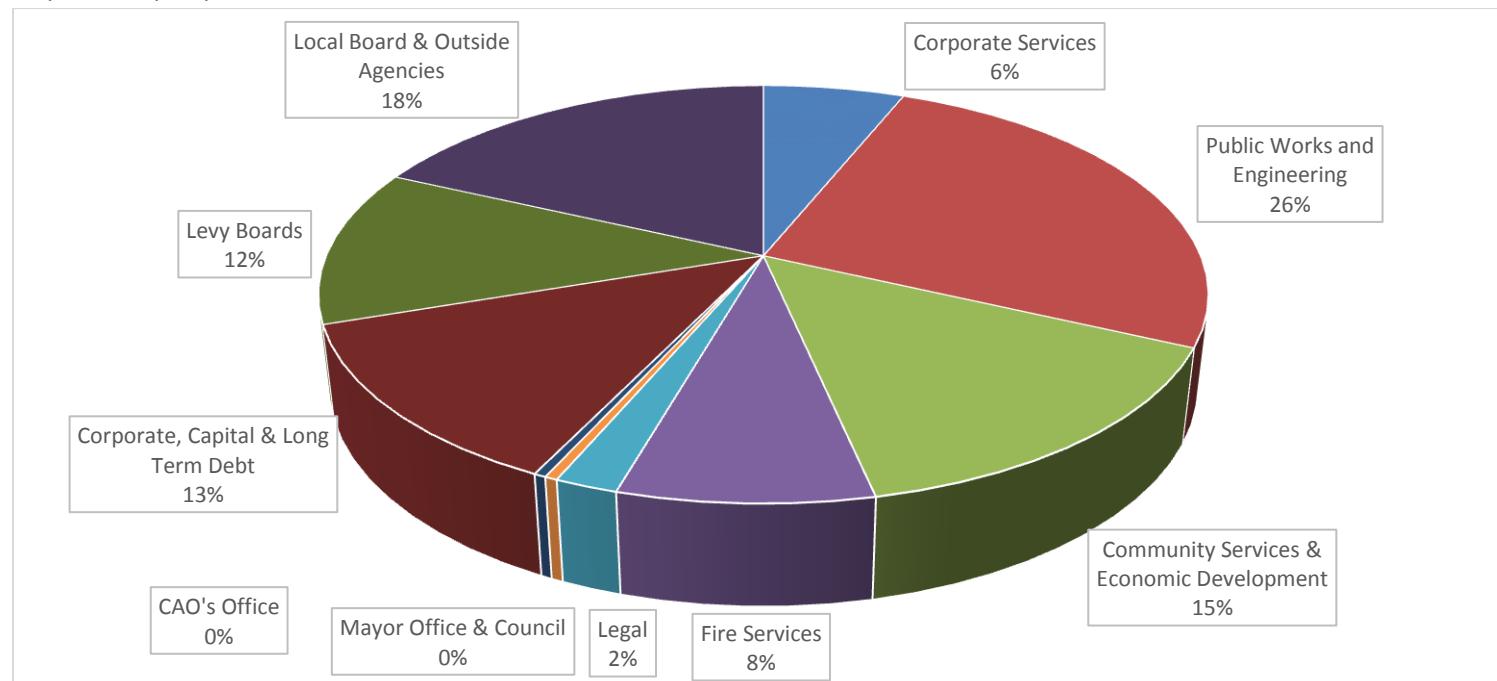
OPERATING BUDGET SUMMARY

EXPENSES - \$175.5 MILLION

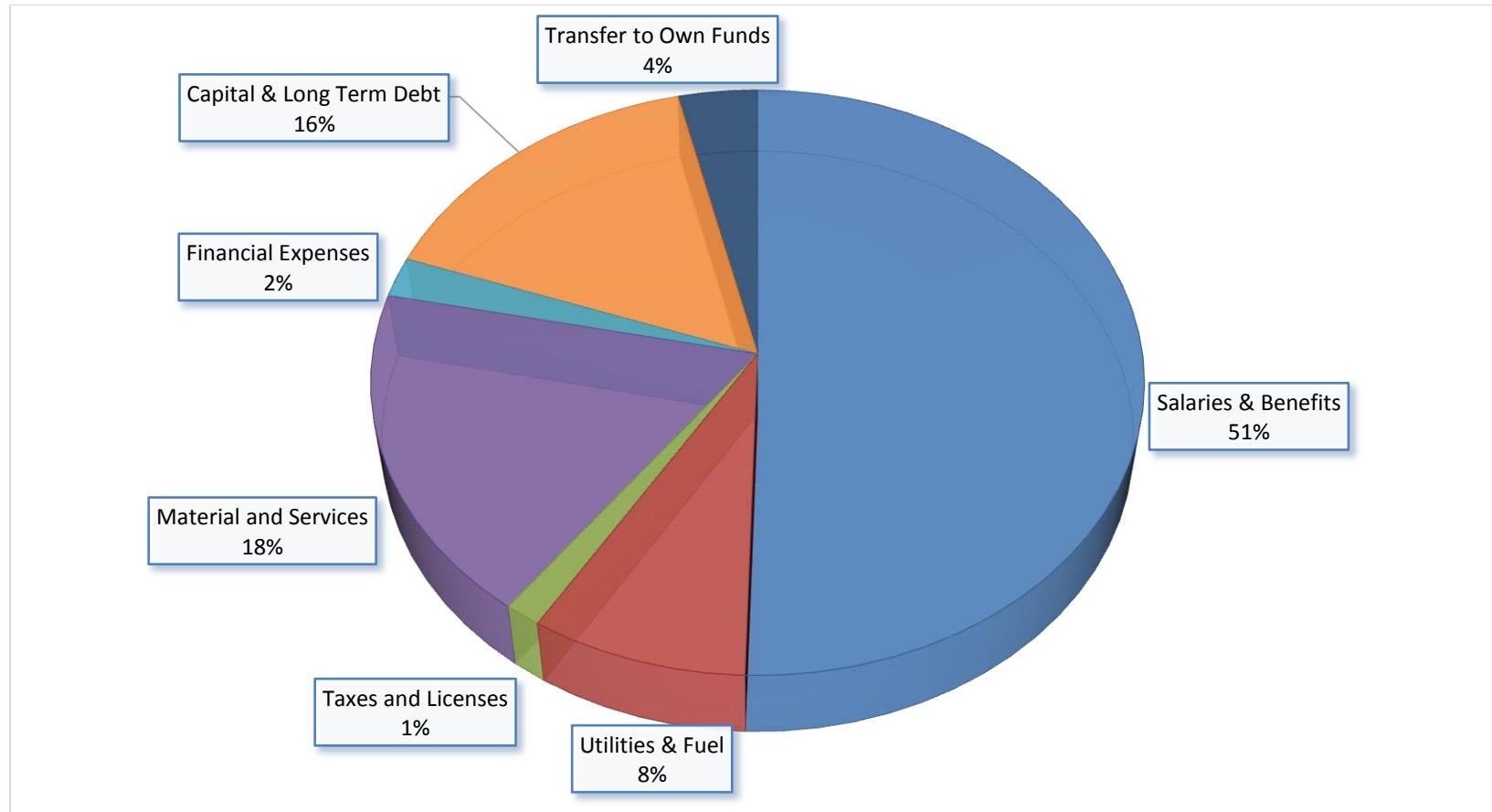
The 2019 Operating Budget reflects total expenses of \$175.5 million, as compared to \$169.5 million in 2018, an increase of 3.5% year over year. Expenses by key area are shown below. Of the total expenses approximately 1/3 is comprised of costs relating to Levy Boards, Local Boards and Outside Agencies. Included in the Local Board & Outside Agency category is the Police Services Board, which accounts for 80% of the category's total expenses. Year over year, levy and local boards increased 2.45%. Maintaining City Services, excluding the uncontrollable impact of the Ontario Municipal Partnership Fund, reflects a year over year increase of 3.57%

Departmental information is included in the 2019 Preliminary Budget.

Expenses by Key Area:



The City Services portion of the 2019 Budget reflects 51% for salaries and benefits. As a service organization staff compensation comprises one half of the City Services portion of the budget. Compensation is governed by contractual agreements and thus rates of pay are not controllable by the departments. The department budget levels reflect rates in effect for the last contract. For the 2019 budget the union contracts have expired so salaries and benefits do not reflect any contractual wage or benefit increases. Manning levels are based upon the approved employee complement and current service level requirements.



OTHER REVENUE - \$60.4 MILLION

Non-tax revenue, such as user fees, grants from other levels of government, investment income and other miscellaneous income help reduce the amount to be raised through property taxes. User fees account for almost ½ of the total non-tax revenue. User fees help offset the cost of providing services. User fees are set to ensure that full fee recovery is occurring where required and a benchmark level is set for other services where full recovery is not recommended.

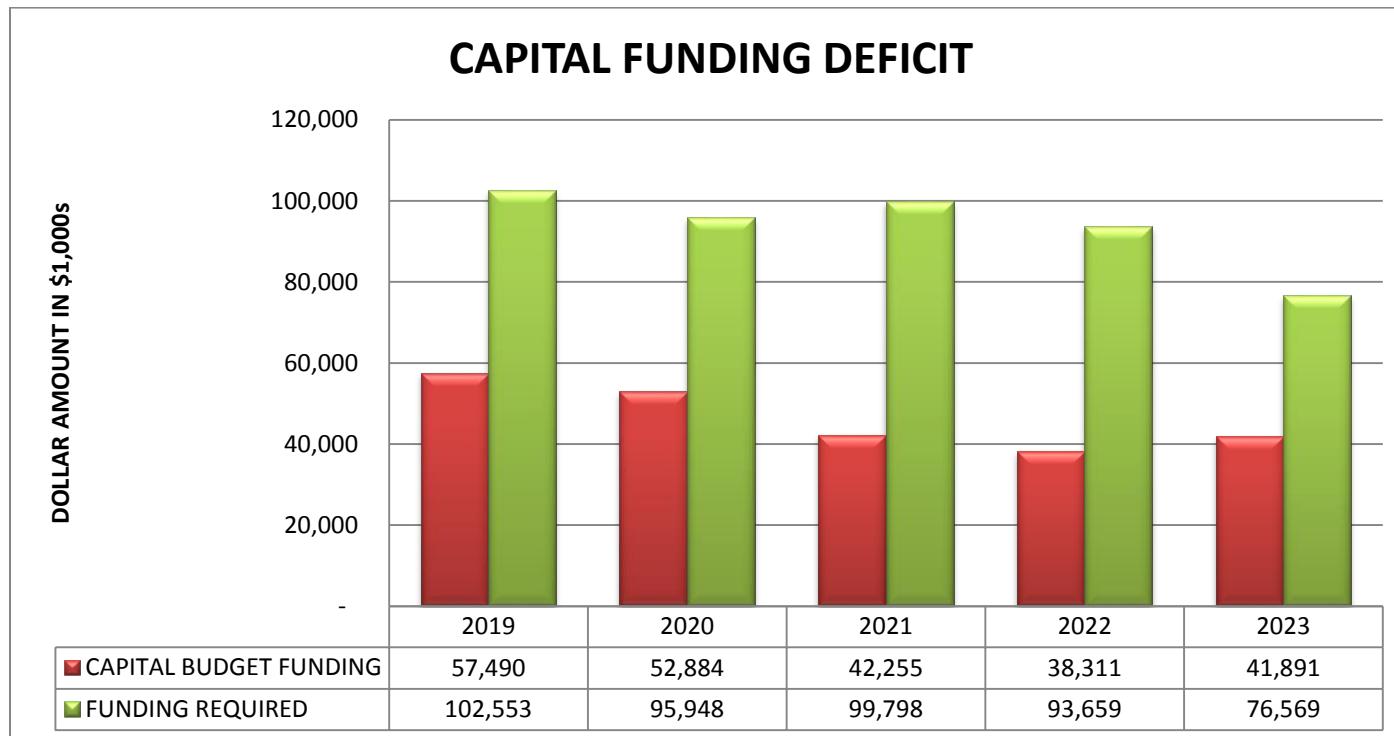
Government grants are the next largest sources of non-tax revenue. The majority of government grant revenue arises from the Ontario Municipal Partnership Fund (OMPF) unconditional grant, which accounts for approximately 80% of the total. Other significant grants include the Provincial Gas Tax (Transit) and recycling grants.

The OMPF grant has been maintained at the 2018 level for the 2019 Preliminary Budget. On December 21, 2018, correspondence was received from the Minister of Finance indicating to municipalities that it will be reduced by an unspecified amount and allocation notices for 2019 will be released at a later date. Typically the allocations are received prior to the end of the previous fiscal year to assist municipalities in their budget planning. If allocations to municipalities are reduced, councils will need to compensate with property tax increases or local service reductions in 2019. Delayed notification of the allocations also make it difficult to make accurate 2019 spending decisions.

Revenue Source	Percentage of total
Miscellaneous taxation not included in levy	11%
User fees	48%
Government Grants	31%
Investment Income	7%
Other Income	3%

2019 Capital Budget

The Capital Budget is an important element of the City's Asset Management Plan. It shows where investments will be made to maintain the City's overall assets. The City's estimated required capital outlay for the next 5 years and the current funding levels are reflected in the graph below:



The City's annual Capital Budget funding allocations are not enough to cover all of the capital requests submitted. A corporate capital prioritization process is used to determine priorities of the limited resources across all departments. A ranking of the corporate priorities was undertaken by senior management and their consensus provides the recommendation to Council of the options available.

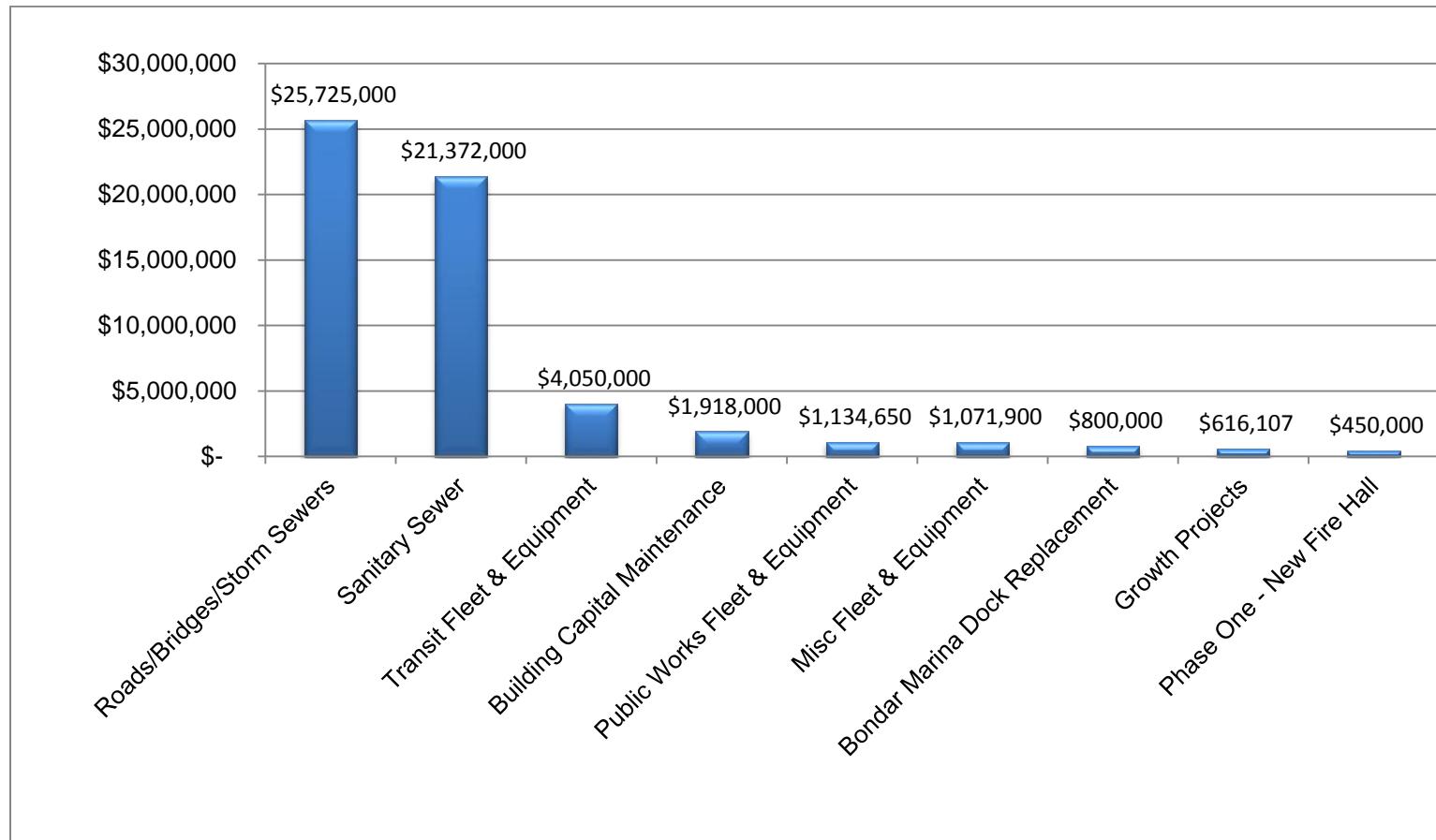
The requests were ranked based on the following general prioritization:

- 1) Legislated, mandated or required by law. This category is the highest priority. It includes health and safety items. These projects are not considered discretionary.
- 2) Maintenance of Assets. The consequence of failure and preservation or extension of the asset life are considered.
- 3) Service Enhancement/Growth: Considers the need to increase infrastructure capacity to meet deficiencies in service, attraction of new economies and improving quality of life.

New for the 2019 Capital Budget is an allocation of \$500,000 recommended for growth related projects. Due to the fact that there are insufficient resources to accomplish legislated or regular asset maintenance, growth projects would never be funded. Reaching the strategic goals of the community becomes near to impossible. This allocation was cut out of the regular annual capital funding resources and is not a new addition to the operating budget.

2019 Capital Investment

The 2019 Capital Budget seeks approval of a total of a \$57.5 million investment. Based upon funding the highest priority items first, 80% of the funding will be allocated to Capital Roads/Bridges/Sewers. An alternative investment strategy to fund the other recommended capital investments would require reallocating funding from the highest priority to the other projects. Project details, funding and a risk analysis is provided with the 2019 Preliminary Budget as well as the capital forecast for the next four years.

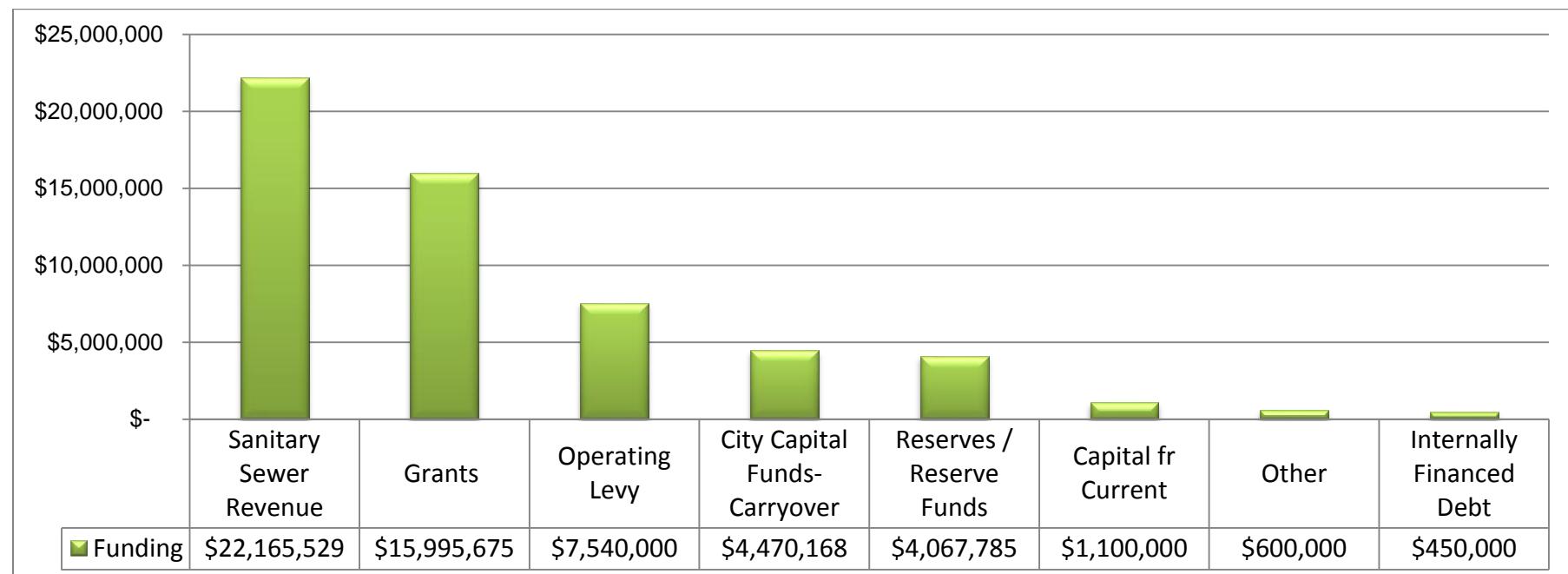


2019 Funding Sources

City funding is leveraged with various capital grants, most of which fund the Roads/Bridges/Sewer projects. Federal Gas Tax is currently allocated to this area as directed by previous Councils, but it can be used for other projects such as:

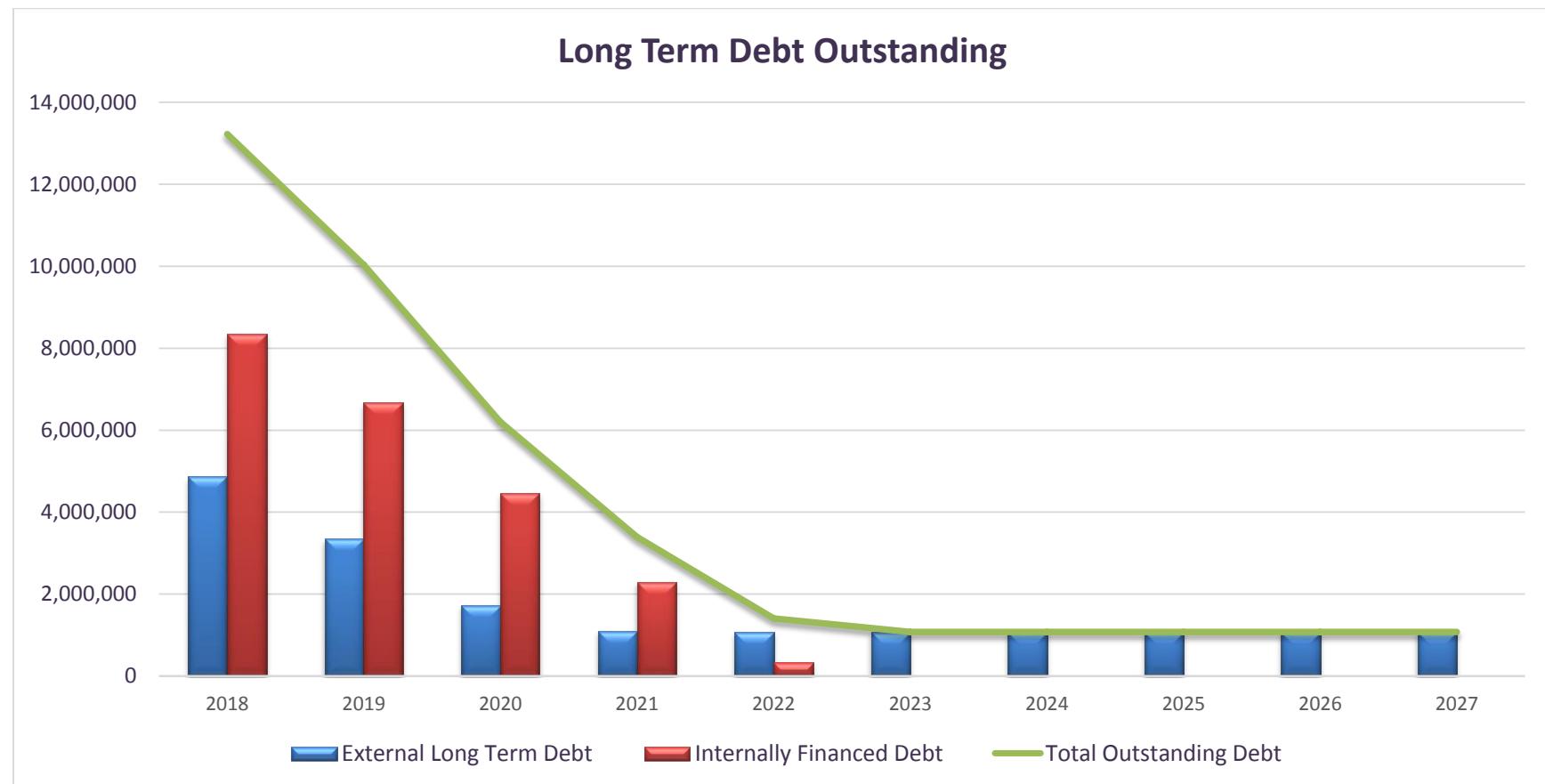
- Public transit
- Solid waste management
- Culture
- Tourism
- Sport
- Recreation

Sanitary Sewer Revenue is a restricted funding source which can only be utilized for sanitary sewer requirements. Major sanitary sewer projects over the next few years include the addition of a Biosolids Management Facility and West End Plant upgrades.



LTD projections

The City has a very low debt burden which makes it less vulnerable to external sources of funding that it cannot control and its exposure to risk. Sault Ste. Marie's total outstanding debt per capita is \$171 versus the 2018 BMA Survey average of \$731. No new external debt is forecasted for 2019. Future debt requirements are anticipated for potential capital projects, including replacement of the McMeeken Arena and a new Fire Station, as was indicated in the Fire Master Plan, and are not reflected in the graph below as the funding plans have not been approved.



Next Steps

Once the Preliminary budget is presented, the budget deliberation process will begin. Budget deliberations are scheduled for February 4 & 5 at which time the Executive Management Team will present summary budgets for their areas. Outside agencies will present their requests on January 28, 2019 for Council consideration during deliberations. Tax Policy, rate options and recommendations will be presented to Council in March, 2019 for consideration and approval.

The delay in the OMPF allocations and a potential funding decrease are still unknown. Staff will provide an update to Council as more information becomes available.

	1-Jun	1-Jul	1-Aug	1-Sep	1-Oct	1-Nov
1.307,85	1.240,64	1.235,42	939,09	1.300,67	843,29	
0,00	698,18	0,00	0,00	40,07	0,00	
15,80	78,42	38,16	15,62	256,67	25,46	
2,03	1.485,22	6.062,23	447,24	16.048,05	349,55	
5	677,87	503,91	1.094,97	5.620,31	2.560,60	
	0,00	310,01	3.142,38	9.779,24	14.693,66	
	0,00	670,64	1.259,50	4.294,85	7.473,24	
	283,58	39.386,87	17.848,02	34.414,47	0,00	
	0,00	0,00	0,00	0,00	0,00	
		19.577,90	11.799,74	14.874,16	33.010,21	
		1.335,55	21,76	865,15	348,10	
		0,00	0,00	12.032,74	24.740,68	
		0,00	0,00	4.387,73	18.444,80	
		701,60	701,60	4.796,53	502,91	
			2.144,68	2.144,68	2.144,68	
			10.857,02	10.857,02	10.857,02	
			0,00	0,00	0,00	
			0,00	0,00	0,00	

2019 PRELIMINARY BUDGET

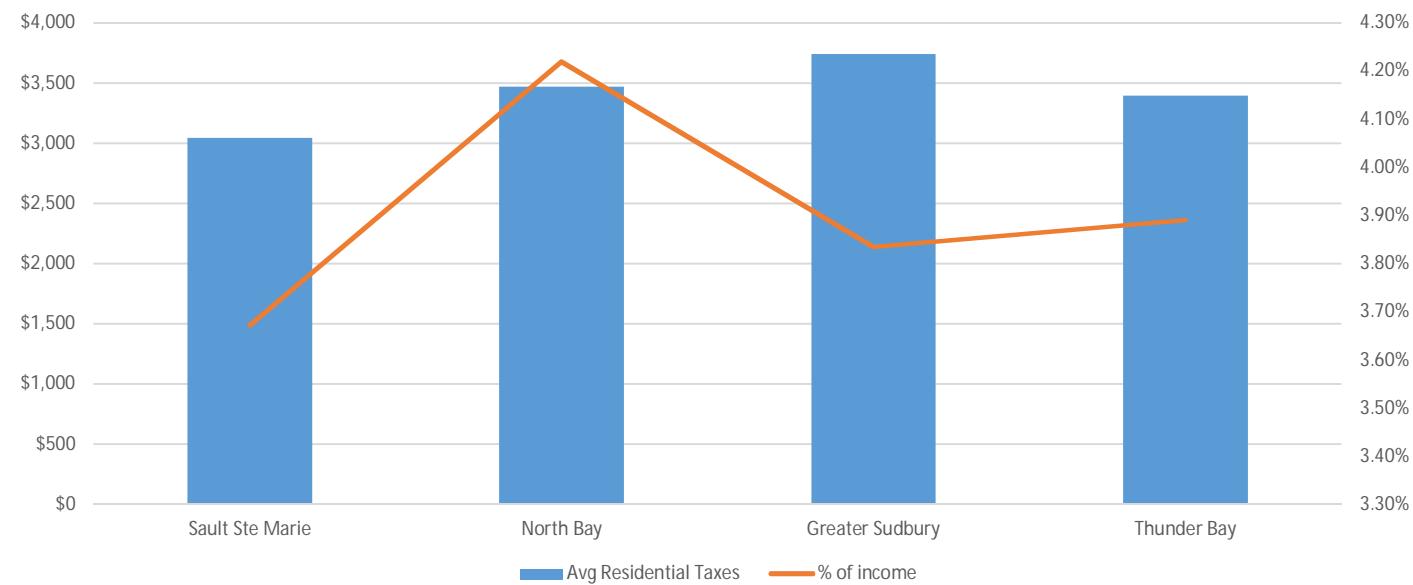
JANUARY 14, 2019

Economic Indicators

Economic Indicator	2014	2015	2016	2017	2018	
Real GDP at basic prices (2007 \$ million)	2801	2801	2804	2821	2846	
Percentage change	0.4%	0.0%	0.1%	0.6%	0.9%	
Unemployment Rate %	6.6%	8.9%	8.2%	5.7%	3.6%	Note 1
Percentage change	-21.4%	34.8%	-7.9%	-30.5%	-36.8%	
Total New Residential Units	133	218	105	88	68	Note 2
Sources: Statistics Canada, CMHC Housing Time Series Database, The Conference Board of Canada 2017 Mid-Sized Cities Report, Sault Ste. Marie Building Division November 2018 Building Permit Statistics						
Shaded area represents forecast data						
Note 1: As of October 31, 2018						
Note 2: Year to date-November 30, 2018						



Municipal Tax Burden



Source: 2018 BMA Study



Municipal Levy (millions)

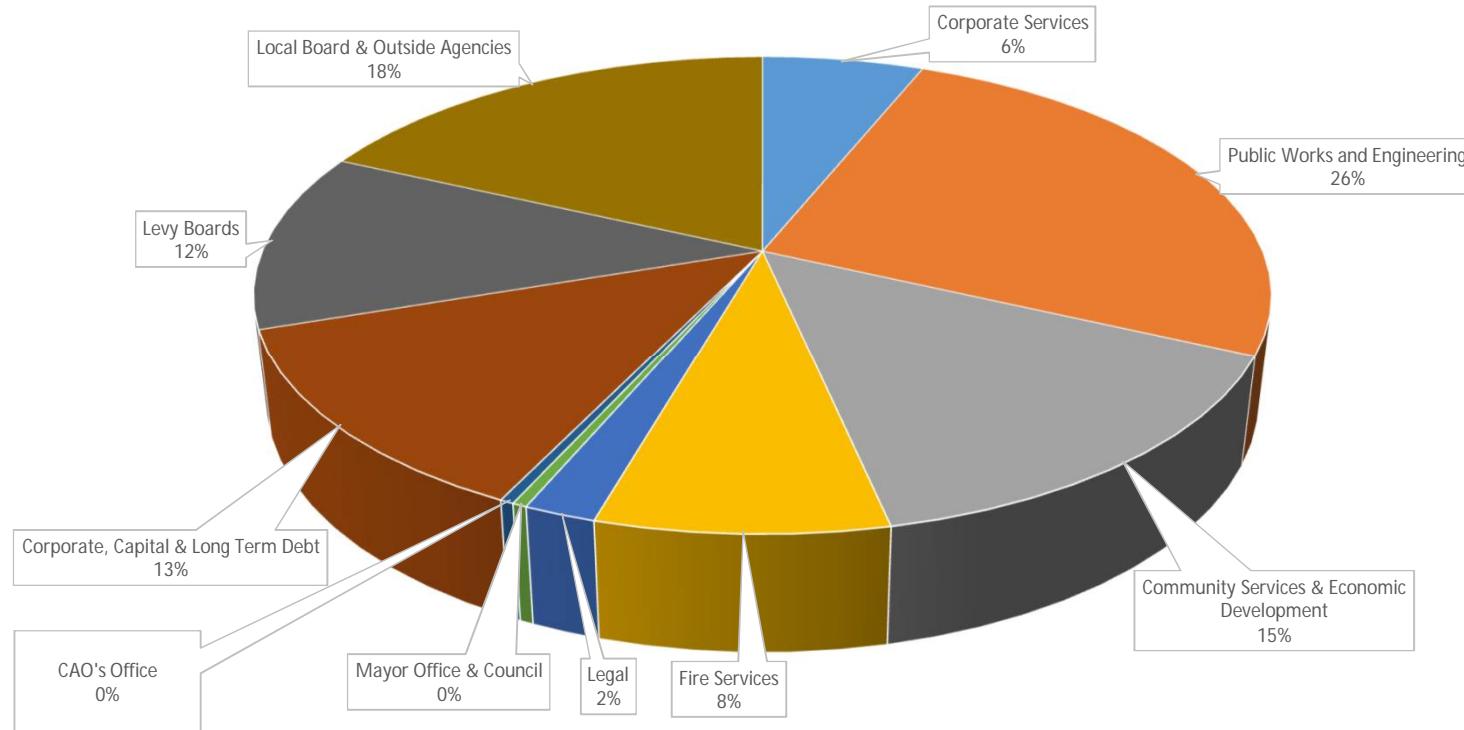


Preliminary 2019 Levy Impact

	Change 2018 to 2019 \$(000)	Levy Impact
City Departments-Maintaining Services	\$2,768.6	2.50%
Ontario Municipal Partnership Grant Reduction (estimated)	\$ 0.0	0.00%
Outside Agencies & Grants	\$ 11.4	0.01%
Levy and Local Boards	\$1,190.1	1.07%
INCREASE FROM PRIOR YEAR	\$3,970.1	3.57%



2019 Expenses by Area

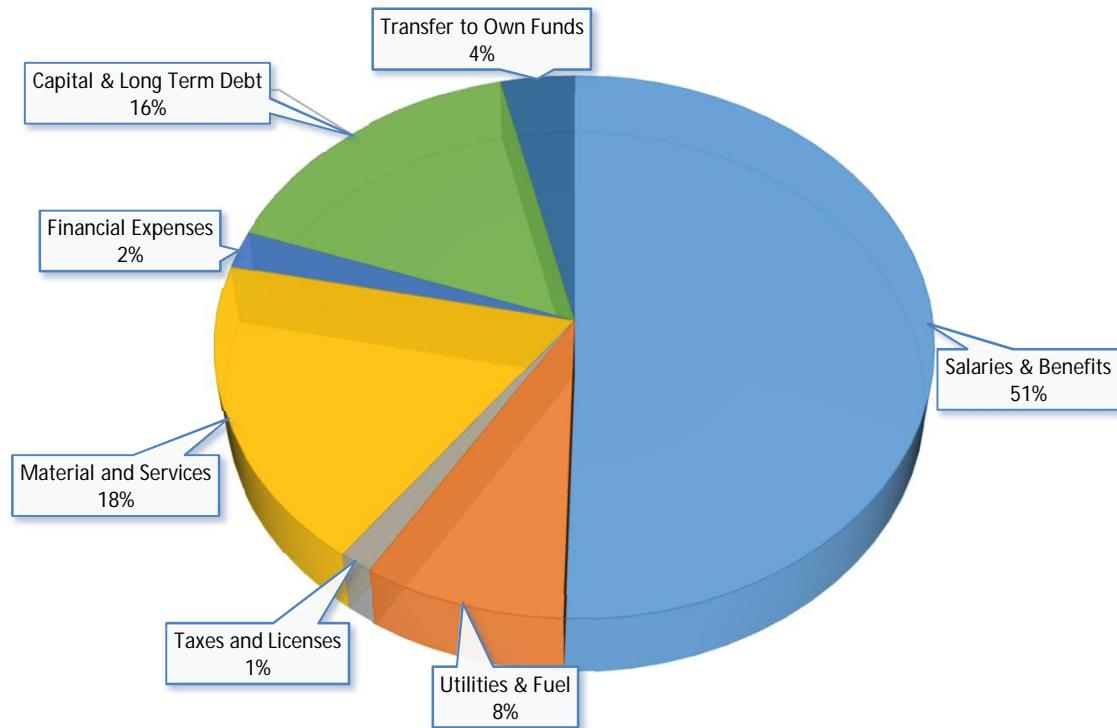


City Departments-Maintaining Services

	\$(000)
Waste Management: decrease in recycling and commercial tonnage revenue, automated curbside collection	\$574.6
Statutory, Extended & Retiree Benefits	\$668.5
Council composition change	\$(54.9)
WSIB: PTSD/Presumptive cancer trend increase for Fire Services	\$200.0
Contractual increases to other operating expenses	\$596.0
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Contingency: assessment/tax changes, salary/benefit contractual obligations, other	\$1,444.8
Capital from Current final increase to reinstate 2016 budget reduction	\$262.0
Other	\$40.8
Total	\$2,768.6



Maintaining City Services



Challenges

- Low Assessment Growth
- Ontario Municipal Partnership Fund – Unknown Decrease/Impact
- Changes to Legislation
 - WSIB PTSD/Presumptive Cancer changes still impacting budget
 - Bill 151: Waste Free Ontario Act passed November, 2016
 - Potential of major impact on solid waste management with transition of Blue Box Program
 - Timing of transition unknown
 - Bill 148: Fair Workplaces, Better Jobs Act, 2017
 - Bill 47 Making Ontario Open for Business Act, 2018 repeals a substantial number of amendments made by Bill 148, such as scheduling, minimum wage, equal pay for equal work, personal emergency leave



Next Steps

- Budget deliberation meetings
 - February 4 & 5 Capital Budget & Operating Budget
 - Supplementary and service level increases to be reviewed by Council
 - OMPF implications (if known) and recommendations
- Preliminary 2018 Budget to be adjusted based upon Council recommendations approved during budget deliberations
- Tax Rates to be set March/April, 2018
 - Tax policy options presented



CITY OF SAULT STE MARIE
 Summary of All Units
 Budget Summary

	2018 BUDGET	2019 BUDGET	\$	%
			Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Taxation (excluding levy)	2,177,500	2,178,438	938	0.04%
Payment in Lieu of taxes	4,160,860	4,366,415	205,555	4.94%
Fees and user charges	27,910,896	28,912,097	1,001,201	3.59%
Government grants (including OMPF)	17,909,150	18,906,064	996,914	5.57%
Investment income	4,305,000	4,320,000	15,000	0.35%
Contribution from own funds	375,500	165,500	(210,000)	-55.93%
Other income	1,595,350	1,584,500	(10,850)	-0.68%
	58,434,256	60,433,014	1,998,755	3.42%
EXPENDITURES				
Salaries	45,153,527	45,834,199	680,672	1.51%
Benefits	12,859,950	13,790,395	930,445	7.24%
	58,013,477	59,624,594	1,611,117	2.78%
Travel and training	415,975	456,645	40,670	9.78%
Election	15,000	0	(15,000)	-100.00%
Vehicle allowance, maintenance and	3,188,780	3,342,542	153,762	4.82%
Utilities and Fuel	10,006,272	10,232,427	226,155	2.26%
Materials and supplies	5,575,496	5,445,946	(129,550)	-2.32%
Maintenance and repairs	2,181,096	2,238,988	57,892	2.65%
Program expenses	182,372	162,725	(19,647)	-10.77%
Goods for resale	623,925	600,690	(23,235)	-3.72%
Rents and leases	103,950	95,950	(8,000)	-7.70%
Taxes and licenses	2,051,420	1,740,201	(311,219)	-15.17%
Financial expenses	2,649,460	2,704,971	55,511	2.10%
Purchased and contracted services	9,727,615	10,186,664	459,049	4.72%
Grants to others	51,069,719	52,247,036	1,177,317	2.31%
Long term debt	3,252,490	3,315,685	63,195	1.94%
Transfer to own funds	20,356,448	23,001,757	2,645,309	12.99%
Capital expense	305,208	290,710	(14,498)	-4.75%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	111,485,096	115,842,807	4,357,711	3.91%
	169,498,573	175,467,401	5,968,828	3.52%
TAX LEVY	111,064,318	115,034,387	3,970,069	3.57%

	2018 BUDGET	2019 BUDGET	\$ Change (2018 to 2019)	% Change (2018 to 2019)	
Mayor & Council	746,116	691,250	(54,866)	(7.35%)	
Chief Administrative Officer	381,390	383,455	2,065	.54%	
Corporate Services	10,157,500	10,458,230	300,730	2.96%	
Community and Enterprise Services	13,718,144	14,145,253	427,109	3.11%	
Public Works and Engineering	41,521,661	42,641,368	1,119,707	2.70%	
Legal	1,552,182	1,151,822	(400,360)	(25.79%)	
Fire	13,247,554	13,517,520	269,966	2.04%	
Corporate Financials/Capital/Long Term Deb	(6,188,749)	(5,084,481)	1,104,268	17.84%	
 Maintaining Services	 75,135,798	 77,904,417	 2,768,619	 3.68%	 2.49%
Outside Agencies & Grants to Others	2,850,731	2,862,131	11,400	.40%	0.01%
OMPF	(15,455,200)	(15,455,200)	-	.00%	0.00%
 City Levy	 62,531,329	 65,311,348	 2,780,019	 4.45%	 2.50%
 Local Boards	 27,708,848	 28,480,929	 772,081	 2.79%	 0.70%
Levy Boards	20,824,139	21,242,110	417,971	2.01%	0.38%
 Levy & Local Boards	 48,532,987	 49,723,039	 1,190,052	 2.45%	 1.07%
 Total Municipal Levy	 111,064,318	 115,034,387	 3,970,069	 3.57%	

THE CORPORATION OF THE CITY OF SAULT STE MARIE
2019 OPERATING BUDGET
SUMMARY

	2019			2019 Net Tax Levy	% of 2019 levy	2018		
	Salary/Benefits	Other Expense	Revenue			Net Tax Levy	\$ change from 2018	% change from 2018
MAYORS OFFICE	509,785	156,465	0	666,250		721,116		
COUNCIL SPECIAL FUNDS		25,000		25,000		25,000		
TOTAL MAYOR & COUNCIL	509,785	181,465	0	691,250	0.6%	746,116	(54,866)	-7.4%
ADMINISTRATION	359,555	23,900		383,455		381,390		
ISAP-IMMIGRATION PROGRAM	235,348	32,900	268,248	-		-		
TOTAL CAO	594,903	56,800	268,248	383,455	0.3%	381,390	2,065	0.5%
LEGAL DEPARTMENT								
ADMINISTRATION	772,107	199,465	911,698	59,874		164,665		
CITY OWNED LAND		19,000		19,000		19,000		
INSURANCE		1,440,736		1,440,736		1,751,955		
POA	558,302	423,910	1,350,000	(367,788)		(383,438)		
TOTAL LEGAL	1,330,409	2,083,111	2,261,698	1,151,822	1.0%	1,552,182	(400,360)	-25.8%
FIRE SERVICES								
ADMINISTRATION	1,509,360	833,054	225,442	2,116,972		1,626,473		
SUPPRESSION	9,654,672	98,380		9,753,052		9,824,713		
PREVENTION	712,789	28,400		741,189		890,718		
SUPPORT SERVICES	497,842	120,528		618,370		621,251		
MUNICIPAL EMERGENCY PLANNING	250,415	13,785	2,000	262,200		258,719		
SUMMER CAREER	25,737			25,737		25,680		
	12,650,815	1,094,147	227,442	13,517,520		13,247,554		2.0%
DSSAB CONTRACTED SERVICES								
NET				0		0		
TOTAL FIRE	12,650,815	1,094,147	227,442	13,517,520	11.8%	13,247,554	269,966	2.0%
CORPORATE SERVICES								
ADMINISTRATION	667,639	135,405	1,540	801,504		783,219		
HEALTH AND SAFETY	124,006	25,465		149,471		148,325		
DISABILITY MANAGEMENT	124,006	117,140		241,146		240,000		
CORPORATE RECRUITMENT & TRAINING		17,850		17,850		17,850		
LEADERSHIP PERFORMANCE		22,550		22,550		22,550		
RETIREE BENEFITS	652,800			652,800		502,800		
EMPLOYEE ASSISTANCE PROGRAM		37,200		37,200		37,200		
HEALTH AND SAFETY COMMITTEE		30,000		30,000		30,000		
DISABLED PREMIUMS	3,565			3,565		3,565		
ASBESTOS PROGRAM		50,000		50,000		50,000		
TOTAL HUMAN RESOURCES	1,572,016	435,610	1,540	2,006,086	1.7%	1,835,509	170,577	9.3%
ADMINISTRATION	829,418	92,895	142,950	779,363		758,635		

	2019			2019 Net Tax Levy	% of 2019 levy	2018 Net Tax Levy	\$ change from 2018	% change from 2018
	Salary/Benefits	Other Expense	Revenue					
OFFICE SERVICES	104,331	78,175		182,506		180,462		
QUALITY MANAGEMENT		33,250		33,250		28,250		
ELECTION EXPENSE	0	75,000	0	75,000		75,000		
COUNCIL MEETINGS		8,350		8,350		8,350		
CULTURAL GRANT - WALK OF FAME		2,000		2,000		2,000		
RECEPTIONS		25,650		25,650		25,650		
TOTAL CLERKS	933,749	315,320	142,950	1,106,119	1.0%	1,078,347	27,772	2.6%
ADMINISTRATION	570,712	66,905		637,617		645,512		-1.2%
ACCOUNTING & TAX	1,429,978	83,300	117,400	1,395,878		1,431,282		-2.5%
INFORMATION TECHNOLOGY	1,191,983	1,074,935	18,250	2,248,668		2,143,096		4.9%
PURCHASING	345,517	10,445		355,962		352,363		1.0%
FINANCIAL EXPENSE - BANKING		65,000		65,000		65,000		0.0%
FINANCIAL FEES		87,700		87,700		87,700		0.0%
FINANCIAL EXPENSE - PROPERTY TAX		2,555,200		2,555,200		2,518,691		1.4%
TOTAL FINANCE	3,538,190	3,943,485	135,650	7,346,025	6.4%	7,243,644	102,381	1.4%
TOTAL CORPORATE SERVICES	6,043,955	4,694,415	280,140	10,458,230	9.1%	10,157,500	300,730	3.0%
PUBLIC WORKS AND ENGINEERING								
ENGINEERING DESIGN	1,814,881	158,521		1,973,402		1,935,488		
ADMINISTRATION	184,049	50,840	39,800	195,089		187,065		
BUILDING SERVICES	650,043	898,858		1,548,901		1,430,435		
ENVIRONMENTAL CLEANUP		10,000		10,000		10,000		
HYDRANTS		1,154,200		1,154,200		1,060,000		
STREET LIGHTING		1,915,780		1,915,780		1,915,780		
SEWAGE DISPOSAL SYSTEM		5,386,670		5,386,670		5,386,670		
MISCELLANEOUS CONSTRUCTION		1,300,000		1,300,000		1,300,000		
TOTAL ENGINEERING	2,648,973	10,874,869	39,800	13,484,042	11.7%	13,225,438	258,604	2.0%
WORKS: ADMIN/SUPERVISION/OVERHEAD	3,134,719	85,000		3,219,719		3,067,823		
ROADWAYS	1,614,901	1,747,494	48,810	3,313,585		3,296,959		
SIDEWALKS (INCLUDING WINTER CONTROL)	549,329	408,880		958,209		948,785		
WINTER CONTROL ROADWAYS	2,991,254	3,848,015	67,965	6,771,304		6,617,876		
SANITARY SEWERS	1,033,366	960,995	35,829	1,958,532		1,915,075		
STORM SEWERS	329,814	285,127	0	614,941		521,893		
TRAFFIC & COMMUNICATIONS	836,940	649,799		1,486,739		1,685,624		
CARPENTRY	719,870	(95,630)		624,240		616,489		
ADMINISTRATION	1,475,564	149,910		1,625,474		1,742,314		
BUILDINGS & EQUIPMENT	2,543,909	(475,070)		2,068,839		2,024,209		
PARKS OPERATIONS	2,505,525	744,880		3,250,405		3,207,696		
WASTE MANAGEMENT	1,450,239	4,253,113	2,438,013	3,265,339		2,651,480		
TOTAL PUBLIC WORKS	19,185,430	12,562,513	2,590,617	29,157,326	25.3%	28,296,223	861,103	3.0%
TOTAL PUBLIC WORKS AND ENGINEERING	21,834,403	23,437,382	2,630,417	42,641,368		41,521,661	1,119,707	2.7%
COMMUNITY AND ENTERPRISE SERVICES								
SPORTS ADMINISTRATION	8,527	6,435		14,962		14,944		
HEALTHY KIDS				0		50,000		
RECREATION & CULTURE ADMINISTRATION	542,170	7,722	70,128	479,764		493,607		

	2019	2019	2018					
	Salary/Benefits	Other Expense	Revenue	Net Tax Levy	% of 2019 levy	Net Tax Levy	\$ change from 2018	% change from 2018
CANADA DAY		20,000	9,500	10,500		10,000		
MAYORS YOUTH ADVISORY		27,500		27,500		27,500		
MISCELLANEOUS PROGRAMS	3,947	16,710		20,657		21,162		
PARKS & REC ADVISORY COMMITTEE		1,865		1,865		2,465		
ROBERTA BONDAR PARK	79,847	106,509	29,601	156,755		150,488		
BELLEVUE PARK MARINA	38,980	121,763	172,798	(12,055)		(12,400)		
BONDAR MARINA	38,980	82,037	90,853	30,164		31,715		
LOCKS OPERATIONS	106,495	(61,305)		45,190		44,050		
SENIORS DROP IN CENTRE	302,556	126,418	113,548	315,426		318,488		
NCC 55+ PROGRAMMING	161,399	34,212	64,700	130,911		131,545		
HISTORIC SITES BOARD - OLD STONE HOUSE	290,795	119,576	104,730	305,641		304,893		
JOHN RHODES COMMUNITY CENTRE	1,511,903	1,330,000	1,269,565	1,572,338		1,462,805		
FACILITY ADMINISTRATION	881,664	63,875	27,000	918,539		951,558		
FACILITIES-SUMMER STUDENTS	34,107			34,107		34,035		
GRECO POOL	37,142	17,089		54,231		56,216		
MANZO POOL	18,080	10,442		28,522		26,964		
MCMEKEN CENTRE	234,489	140,033	155,513	219,009		140,646		
GFL MEMORIAL GARDENS	949,792	1,461,534	1,729,892	681,434		612,358		
NORTHERN COMMUNITY CENTRE	100,577	165,080	278,376	(12,719)		(48,139)		
MISCELLANEOUS CONCESSIONS	99,402	13,794	110,700	2,496		(444)		
CSD CENTRAL ADMINISTRATION	632,827	35,350		668,177		636,373		
TRANSIT	6,791,627	2,897,997	3,655,091	6,034,533		5,887,360		
SCHOOL GUARDS	257,304	14,105		271,409		299,290		
ANIMAL CONTROL		587,779		587,779		478,460		
CEMETERY OPERATIONS	821,448	266,646	1,091,664	(3,570)		114,145		
PARKING	73,111	441,077	453,611	60,577		72,002		
TOTAL COMMUNITY SERVICES	14,017,169	8,054,243	9,427,270	12,644,142	11.0%	12,312,086	332,056	2.7%
PLANNING	949,875	155,170	118,925	986,120		893,254		
FUTURE SSM	601,516	776,416	933,277	444,655		444,655		
BUILDING DIVISION	1,071,760	188,396	1,189,820	70,336		68,149		
OTHER COMMUNITY & ENTERPRISE	2,623,151	1,119,982	2,242,022	1,501,111	1.3%	1,406,058	95,053	6.8%
COMMUNITY AND ENTERPRISE SERVICES	16,640,320	9,174,225	11,669,292	14,145,253	12.3%	13,718,144	427,109	3.1%
PUBLIC HEALTH OPERATIONS		2,479,977		2,479,977		2,467,639		
DSSAB LEVY		18,213,150		18,213,150		17,821,750		
CONSERVATION AUTHORITY		548,983		548,983		534,750		
TOTAL LEVY BOARDS	-	21,242,110	-	21,242,110	18.5%	20,824,139	417,971	2.0%
POLICE SERVICES BOARD		25,526,849		25,526,849		25,096,639		
LIBRARY BOARD		2,954,080		2,954,080		2,612,209		
TOTAL LOCAL BOARDS	-	28,480,929	-	28,480,929	24.8%	27,708,848	772,081	2.8%
ART GALLERY OF ALGOMA		280,785		280,785		280,785		
SSM MUSEUM		181,091		181,091		181,091		
BUSH PLANE MUSEUM		175,000		175,000		175,000		
CULTURAL RECOGNITION		1,500		1,500		1,500		
SAFE COMMUNITIES		40,000		40,000		40,000		
CRIME STOPPERS		25,000		25,000		25,000		

	2019 Salary/Benefits	2019 Other Expense	2019 Revenue	2019 Net Tax Levy	% of 2019 levy	2018 Net Tax Levy	\$ change from 2018	% change from 2018
MISC GRANT - ALGOMA UNIVERSITY		40,000		40,000		40,000		
MISC GRANT - PEE WEE ARENA		17,800		17,800		16,400		
MISC GRANT - OTHER SPORTS		5,000		5,000		5,000		
RED CROSS GRANT		250,000	200,000	50,000		50,000		
CULTURAL GRANTS		53,900		53,900		53,900		
ECONOMIC DEVELOPMENT CORPORATION		799,510		799,510		789,510		
DEVELOPMENT SSM		246,000		246,000		246,000		
INNOVATION CENTRE		277,890		277,890		277,890		
TOURIST PROMOTION		168,655		168,655		168,655		
EDF BUDGET		500,000		500,000		500,000		
PHYSICIAN RECRUITMENT		200,000	200,000	0				
TOTAL OUTSIDE AGENCIES & GRANTS TO OTHER	0	3,262,131	400,000	2,862,131	2.5%	2,850,731	11,400	0.4%
TAXATION & CORPORATE FINANCIALS	20,000	12,577,826	42,345,769	(29,747,943)		(30,789,018)		
CAPITAL LEVY AND LONG TERM DEBT		9,558,262	350,000	9,208,262		9,145,069		
TOTAL CORPORATE FINANCIALS	20,000	22,136,088	42,695,769	(20,539,681)	-17.9%	(21,643,949)	1,104,268	-5.1%
TOTAL MUNICIPAL LEVY	59,624,590	115,842,803	60,433,006	115,034,387		111,064,318	3,970,069	3.6%

MAYOR & COUNCIL

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	493,280	453,968	(39,312)	-7.97%
Benefits	71,371	55,817	(15,554)	-21.79%
	564,651	509,785	(54,866)	-9.72%
Travel and training	53,500	53,500	0	0.00%
Vehicle allowance, maintenance and repairs	36,030	35,675	(355)	-0.99%
Materials and supplies	63,835	64,190	355	0.56%
Purchased and contracted services	3,100	3,100	0	0.00%
Grants to others	25,000	25,000	0	0.00%
	181,465	181,465	0	0.00%
	746,116	691,250	(54,866)	-7.35%
	746,116	691,250	(54,866)	-7.35%
TAX LEVY	746,116	691,250		

MAYOR & COUNCIL: MAYOR'S OFFICE

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	493,280	453,968	(39,312)	-7.97%
Benefits	71,371	55,817	(15,554)	-21.79%
	564,651	509,785	(54,866)	-9.72%
Travel and training	53,500	53,500	0	0.00%
Vehicle allowance, maintenance and repairs	36,030	35,675	(355)	-0.99%
Materials and supplies	63,835	64,190	355	0.56%
Purchased and contracted services	3,100	3,100	0	0.00%
	156,465	156,465	0	0.00%
	721,116	666,250	(54,866)	-7.61%
	721,116	666,250	(54,866)	-7.61%
TAX LEVY	721,116	666,250		
Full Time Positions	2.0	2.0	-	
Part Time Hours	610.0	610.0	-	

MAYOR & COUNCIL: COUNCIL SPECIAL FUNDS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
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%
	25,000	25,000	0	0.00%
TAX LEVY	25,000	25,000		

The Corporation of the City of Sault Ste. Marie

2019 Operating Budget

Chief Administrative Officer

The office of the Chief Administrative Officer consists of 2 employees, the Chief Administrative Officer and the Executive Assistant. Summer and vacation coverage through the year is provided through resource sharing with other departments and the Mayor's Office as required.

Responsibilities include recommending policy and proposals to Council, administration 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.

2019 objectives:

- Achieve 2019 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 two 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. Specific adjustments in 2019 include effectively resolving the Community Development & Enterprise Services area to insure successful implementation of the Community Adjustment Committee recommendations through the FutureSSM initiative.
- 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 three 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
 - Focusing on downtown infrastructure opportunities
 - Adequately maintaining existing infrastructure
 - Establishing a sustainable asset management policy
 - Implementing the FutureSSM projects on a timely basis

CHIEF ADMINISTRATIVE OFFICER

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Government grants (including OMPF)	250,010	268,248	18,238	7.30%
	<u>250,010</u>	<u>268,248</u>	<u>18,238</u>	<u>7.30%</u>
EXPENDITURES				
Salaries	455,915	468,873	12,958	2.84%
Benefits	118,684	126,030	7,346	6.19%
	<u>574,599</u>	<u>594,903</u>	<u>20,304</u>	<u>3.53%</u>
Travel and training	10,715	10,715	0	0.00%
Vehicle allowance, maintenance and repairs	4,480	4,480	0	0.00%
Materials and supplies	40,915	40,915	0	0.00%
Maintenance and repairs	150	150	0	0.00%
Purchased and contracted services	390	390	0	0.00%
Capital expense	150	150	0	0.00%
	<u>56,800</u>	<u>56,800</u>	<u>0</u>	<u>0.00%</u>
	<u>631,399</u>	<u>651,703</u>	<u>20,304</u>	<u>3.22%</u>
	<u>381,390</u>	<u>383,455</u>	<u>2,065</u>	<u>0.54%</u>
TAX LEVY	381,390	383,455		

CHIEF ADMINISTRATIVE OFFICER: ADMINISTRATION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	288,597	288,555	(42)	-0.01%
Benefits	68,893	71,000	2,107	3.06%
	357,490	359,555	2,065	0.58%
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	9,815	9,815	0	0.00%
Maintenance and repairs	150	150	0	0.00%
Purchased and contracted services	90	90	0	0.00%
Capital expense	150	150	0	0.00%
	23,900	23,900	0	0.00%
	381,390	383,455	2,065	0.54%
	381,390	383,455	2,065	0.54%
TAX LEVY	381,390	383,455		
Full Time Positions	2.0	2.0	-	
Part Time Hours	-	-	-	

CHIEF ADMINISTRATIVE OFFICER: ISAP - IMMIGRATION PROGRAM

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Government grants (including OMPF)	250,010	268,248	18,238	7.30%
	<u>250,010</u>	<u>268,248</u>	<u>18,238</u>	<u>7.30%</u>
EXPENDITURES				
Salaries	167,318	180,317	12,999	7.77%
Benefits	49,792	55,031	5,239	10.52%
	<u>217,110</u>	<u>235,348</u>	<u>18,238</u>	<u>8.40%</u>
Travel and training	1,500	1,500	0	0.00%
Materials and supplies	31,100	31,100	0	0.00%
Purchased and contracted services	300	300	0	0.00%
	<u>32,900</u>	<u>32,900</u>	<u>0</u>	<u>0.00%</u>
	<u>250,010</u>	<u>268,248</u>	<u>18,238</u>	<u>7.30%</u>
	0	0	0	0.00%
TAX LEVY	0	0		
Full Time Positions	3.0	3.0	-	
Part Time Hours	-	-	-	

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2019 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)
- Administers lottery and general licensing
- Corporate strategic plan co-ordination and quality improvement initiatives (through association with Excellence Canada).
- Corporate records management
- Municipal election administration

Corporate Communications

Corporate Communications 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*.

- 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.

CORPORATE SERVICES

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	159,840	162,200	2,360	1.48%
Government grants (including OMPF)	1,540	1,540	0	0.00%
Contribution from own funds	180,000		(180,000)	-100.00%
Other income	123,850	116,400	(7,450)	-6.02%
	465,230	280,140	(185,090)	-39.78%
EXPENDITURES				
Salaries	4,336,280	4,216,585	(119,695)	-2.76%
Benefits	1,621,123	1,827,370	206,247	12.72%
	5,957,403	6,043,955	86,552	1.45%
Travel and training	85,945	88,445	2,500	2.91%
Election	15,000		(15,000)	-100.00%
Vehicle allowance, maintenance and repairs	2,500	1,700	(800)	-32.00%
Materials and supplies	154,275	104,387	(49,888)	-32.34%
Maintenance and repairs	641,413	658,123	16,710	2.61%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	15,625	7,625	(8,000)	-51.20%
Financial expenses	2,580,191	2,616,700	36,509	1.41%
Purchased and contracted services	1,024,830	1,003,348	(21,482)	-2.10%
Grants to others	2,000	2,000	0	0.00%
Transfer to own funds		75,000	75,000	0.00%
Capital expense	124,347	117,887	(6,460)	-5.20%
	4,665,326	4,694,415	29,089	0.62%
	10,622,729	10,738,370	115,641	1.09%
	10,157,499	10,458,230	300,731	2.96%
TAX LEVY	10,157,499	10,458,230		

CORPORATE SERVICES: HUMAN RESOURCES DEPARTMENT

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Government grants (including OMPF)	1,540	1,540	0	0.00%
	1,540	1,540	0	0.00%
EXPENDITURES				
Salaries	712,546	715,107	2,561	0.36%
Benefits	698,893	856,909	158,016	22.61%
	1,411,439	1,572,016	160,577	11.38%
Travel and training	67,550	67,550	0	0.00%
Vehicle allowance, maintenance and repairs	750	750	0	0.00%
Materials and supplies	52,235	52,235	0	0.00%
Maintenance and repairs	3,300	3,300	0	0.00%
Purchased and contracted services	288,990	298,990	10,000	3.46%
Capital expense	12,785	12,785	0	0.00%
	425,610	435,610	10,000	2.35%
	1,837,049	2,007,626	170,577	9.29%
	1,835,509	2,006,086	170,577	9.29%
TAX LEVY	1,835,509	2,006,086		

CORPORATE SERVICES: HUMAN RESOURCES: ADMINISTRATION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Government grants (including OMPF)	1,540	1,540	0	0.00%
	1,540	1,540	0	0.00%
EXPENDITURES				
Salaries	516,965	519,207	2,242	0.43%
Benefits	142,389	148,432	6,043	4.24%
	659,354	667,639	8,285	1.26%
Travel and training	19,000	19,000	0	0.00%
Materials and supplies	28,620	28,620	0	0.00%
Purchased and contracted services	75,000	85,000	10,000	13.33%
Capital expense	2,785	2,785	0	0.00%
	125,405	135,405	10,000	7.97%
	784,759	803,044	18,285	2.33%
	783,219	801,504	18,285	2.33%
TAX LEVY	783,219	801,504		
Full Time Positions	6.0	6.0	-	
Part Time Hours	610.0	610.0	-	

CORPORATE SERVICES: HUMAN RESOURCES: HEALTH & SAFETY

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	97,791	97,950	159	0.16%
Benefits	25,069	26,056	987	3.94%
	122,860	124,006	1,146	0.93%
Travel and training	21,000	21,000	0	0.00%
Vehicle allowance, maintenance and repairs	500	500	0	0.00%
Materials and supplies	665	665	0	0.00%
Maintenance and repairs	3,300	3,300	0	0.00%
	25,465	25,465	0	0.00%
	148,325	149,471	1,146	0.77%
	148,325	149,471	1,146	0.77%
TAX LEVY	148,325	149,471		
Full Time Positions	1.0	1.0	-	
Part Time Hours	-	-	-	

CORPORATE SERVICES: HUMAN RESOURCES: DISABILITY MANAGEMENT

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	97,791	97,950	159	0.16%
Benefits	25,069	26,056	987	3.94%
	122,860	124,006	1,146	0.93%
Vehicle allowance, maintenance and repairs	250	250	0	0.00%
Materials and supplies	11,800	11,800	0	0.00%
Purchased and contracted services	105,090	105,090	0	0.00%
	117,140	117,140	0	0.00%
	240,000	241,146	1,146	0.48%
	240,000	241,146	1,146	0.48%
TAX LEVY	240,000	241,146		
Full Time Positions	1.0	1.0	-	
Part Time Hours	-	-	-	

CORPORATE SERVICES: HUMAN RESOURCES: RECRUITMENT & TRAINING

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Travel and training	15,000	15,000	0	0.00%
Materials and supplies	1,150	1,150	0	0.00%
Purchased and contracted services	1,700	1,700	0	0.00%
	17,850	17,850	0	0.00%
	17,850	17,850	0	0.00%
	17,850	17,850	0	0.00%
TAX LEVY	17,850	17,850		

CORPORATE SERVICES: HUMAN RESOURCES: LEADERSHIP PERFORMANCE

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Travel and training	2,550	2,550	0	0.00%
Purchased and contracted services	20,000	20,000	0	0.00%
	22,550	22,550	0	0.00%
	22,550	22,550	0	0.00%
	22,550	22,550	0	0.00%
TAX LEVY				
	22,550	22,550		

CORPORATE SERVICES: HUMAN RESOURCES: RETIREE BENEFITS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Benefits	502,800	652,800	150,000	29.83%
	502,800	652,800	150,000	29.83%
	502,800	652,800	150,000	29.83%
	502,800	652,800	150,000	29.83%
TAX LEVY				
	502,800	652,800		

CORPORATE SERVICES: HUMAN RESOURCES: EMPLOYEE ASSISTANCE PROGRAM**2019 Operating Budget Summary**

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Purchased and contracted services	37,200	37,200	0	0.00%
	37,200	37,200	0	0.00%
	37,200	37,200	0	0.00%
	37,200	37,200	0	0.00%
TAX LEVY	37,200	37,200		

CORPORATE SERVICES: HUMAN RESOURCES: GENERAL HEALTH & SAFETY

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
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%
	30,000	30,000	0	0.00%
TAX LEVY	30,000	30,000		

CORPORATE SERVICES: HUMAN RESOURCES: DISABLED PREMIUMS**2019 Operating Budget Summary**

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Benefits	3,565	3,565	0	0.00%
	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		

CORPORATE SERVICES: HUMAN RESOURCES: ASBESTOS PROGRAM

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
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%
	50,000	50,000	0	0.00%
TAX LEVY	50,000	50,000		

CORPORATE SERVICES: CLERK'S DEPARTMENT

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	140,590	142,950	2,362	1.68%
Contribution from own funds	180,000	(180,000)		-100.00%
	320,590	142,950	(177,638)	-55.41%
EXPENDITURES				
Salaries	875,100	733,391	(141,709)	-16.19%
Benefits	191,097	200,358	9,261	4.85%
	1,066,197	933,749	(132,448)	-12.42%
Travel and training	6,595	6,595	0	0.00%
Election	15,000		(15,000)	-100.00%
Vehicle allowance, maintenance and repairs	650	400	(250)	-38.46%
Materials and supplies	124,580	97,080	(27,500)	-22.07%
Maintenance and repairs	400	400	0	0.00%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	15,625	7,625	(8,000)	-51.20%
Purchased and contracted services	143,540	104,370	(39,170)	-27.29%
Grants to others	2,000	2,000	0	0.00%
Transfer to own funds		75,000	75,000	0.00%
Capital expense	5,150	2,650	(2,500)	-48.54%
	332,740	315,320	(17,420)	-5.24%
	1,398,937	1,249,069	(149,868)	-10.71%
	1,078,347	1,106,119	27,770	2.58%
TAX LEVY	1,078,347	1,106,119		

CORPORATE SERVICES: CLERK'S: ADMINISTRATION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	140,590	142,950	2,362	1.68%
	140,590	142,950	2,362	1.68%
EXPENDITURES				
Salaries	640,860	653,118	12,258	1.91%
Benefits	165,470	176,300	10,830	6.54%
	806,330	829,418	23,088	2.86%
Travel and training	6,595	6,595	0	0.00%
Materials and supplies	57,330	57,330	0	0.00%
Maintenance and repairs	400	400	0	0.00%
Goods for resale	19,200	19,200	0	0.00%
Purchased and contracted services	7,370	7,370	0	0.00%
Capital expense	2,000	2,000	0	0.00%
	92,895	92,895	0	0.00%
	899,225	922,313	23,088	2.57%
	758,635	779,363	20,726	2.73%
TAX LEVY	758,635	779,363		

Full Time Positions	8.0	8.0	-
Part Time Hours	709.0	709.0	-

CORPORATE SERVICES: CLERK'S: OFFICE SERVICES

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
<hr/>				
EXPENDITURES				
Salaries	79,125	80,273	1,148	1.45%
Benefits	23,162	24,058	896	3.87%
	102,287	104,331	2,044	2.00%
Vehicle allowance, maintenance and repairs	400	400	0	0.00%
Materials and supplies	1,750	1,750	0	0.00%
Rents and leases	7,625	7,625	0	0.00%
Purchased and contracted services	67,750	67,750	0	0.00%
Capital expense	650	650	0	0.00%
	78,175	78,175	0	0.00%
	<hr/>	<hr/>	<hr/>	<hr/>
	180,462	182,506	2,044	1.13%
	<hr/>	<hr/>	<hr/>	<hr/>
TAX LEVY	180,462	182,506		

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

CORPORATE SERVICES: CLERK'S: QUALITY MANAGEMENT

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Materials and supplies	4,000	4,000	0	0.00%
Purchased and contracted services	24,250	29,250	5,000	20.62%
	28,250	33,250	5,000	17.70%
	28,250	33,250	5,000	17.70%
	28,250	33,250	5,000	17.70%
TAX LEVY	28,250	33,250		

CORPORATE SERVICES: CLERK'S: ELECTION EXPENSE

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Contribution from own funds	180,000	0	(180,000)	-100.00%
	180,000	0	(180,000)	-100.00%
EXPENDITURES				
Salaries	155,115	0	(155,115)	-100.00%
Benefits	2,465	0	(2,465)	-100.00%
	157,580	0	(157,580)	-100.00%
Election	15,000	0	(15,000)	-100.00%
Vehicle allowance, maintenance and repairs	250	0	(250)	-100.00%
Materials and supplies	27,500	0	(27,500)	-100.00%
Rents and leases	8,000	0	(8,000)	-100.00%
Purchased and contracted services	44,170	0	(44,170)	-100.00%
Transfer to own funds	0	75,000	75,000	0.00%
Capital expense	2,500	0	(2,500)	-100.00%
	97,420	75,000	(22,420)	-23.01%
	255,000	75,000	(180,000)	-70.59%
	75,000	75,000	0	0.00%
TAX LEVY	75,000	75,000		

CORPORATE SERVICES: CLERK'S: COUNCIL MEETINGS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Materials and supplies	8,350	8,350	0	0.00%
	8,350	8,350	0	0.00%
	8,350	8,350	0	0.00%
	8,350	8,350	0	0.00%
TAX LEVY	8,350	8,350		

CORPORATE SERVICES: CLERK'S: CULTURAL GRANT: WALK OF FAME**2019 Operating Budget Summary**

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
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%
	2,000	2,000	0	0.00%
TAX LEVY	2,000	2,000		

CORPORATE SERVICES: CLERK'S: RECEPTIONS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
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%
	25,650	25,650	0	0.00%
TAX LEVY	25,650	25,650		

CORPORATE SERVICES: FINANCE DEPARTMENT

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	19,250	19,250	0	0.00%
Other income	123,850	116,400	(7,450)	-6.02%
	143,100	135,650	(7,450)	-5.21%
EXPENDITURES				
Salaries	2,748,634	2,768,087	19,453	0.71%
Benefits	731,133	770,103	38,970	5.33%
	3,479,768	3,538,190	58,422	1.68%
Travel and training	11,800	14,300	2,500	21.19%
Vehicle allowance, maintenance and repairs	1,100	550	(550)	-50.00%
Materials and supplies	(22,540)	(44,928)	(22,388)	99.33%
Maintenance and repairs	637,713	654,423	16,710	2.62%
Financial expenses	2,580,191	2,616,700	36,509	1.41%
Purchased and contracted services	592,300	599,988	7,688	1.30%
Capital expense	106,412	102,452	(3,960)	-3.72%
	3,906,976	3,943,485	36,509	0.93%
	7,386,744	7,481,675	94,931	1.29%
	7,243,644	7,346,025	102,381	1.41%
TAX LEVY	7,243,644	7,346,025		

CORPORATE SERVICES: FINANCE: ADMINISTRATION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	459,986	444,886	(15,100)	-3.28%
Benefits	118,621	125,826	7,205	6.07%
	578,607	570,712	(7,895)	-1.36%
Travel and training	10,800	13,800	3,000	27.78%
Materials and supplies	26,115	26,115	0	0.00%
Purchased and contracted services	21,900	21,900	0	0.00%
Capital expense	8,090	5,090	(3,000)	-37.08%
	66,905	66,905	0	0.00%
	645,512	637,617	(7,895)	-1.22%
	645,512	637,617	(7,895)	-1.22%
TAX LEVY	645,512	637,617		
Full Time Positions	5.0	4.0	(1.0)	
Part Time Hours	-	1,300.0	1,300.0	

CORPORATE SERVICES: FINANCE: ACCOUNTING AND TAX

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	1,000	1,000	0	0.00%
Other income	123,850	116,400	(7,450)	-6.02%
	124,850	117,400	(7,450)	-5.97%
EXPENDITURES				
Salaries	1,157,152	1,109,899	(47,253)	-4.08%
Benefits	315,680	320,079	4,399	1.39%
	1,472,832	1,429,978	(42,854)	-2.91%
Vehicle allowance, maintenance and repairs	100	100	0	0.00%
Materials and supplies	46,450	46,450	0	0.00%
Maintenance and repairs	850	850	0	0.00%
Purchased and contracted services	29,800	29,800	0	0.00%
Capital expense	6,100	6,100	0	0.00%
	83,300	83,300	0	0.00%
	1,556,132	1,513,278	(42,854)	-2.75%
	1,431,282	1,395,878	(35,404)	-2.47%
TAX LEVY	1,431,282	1,395,878		
Full Time Positions	19.0	18.0	(1.0)	
Part Time Hours	610.0	610.0	-	

CORPORATE SERVICES: FINANCE: INFORMATION TECHNOLOGY

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	18,250	18,250	0	0.00%
	18,250	18,250	0	0.00%
EXPENDITURES				
Salaries	862,821	944,190	81,369	9.43%
Benefits	223,590	247,793	24,203	10.82%
	1,086,411	1,191,983	105,572	9.72%
Travel and training	1,000	500	(500)	-50.00%
Vehicle allowance, maintenance and repairs	1,000	450	(550)	-55.00%
Materials and supplies	(107,025)	(129,413)	(22,388)	20.92%
Maintenance and repairs	636,863	653,573	16,710	2.62%
Purchased and contracted services	451,875	459,563	7,688	1.70%
Capital expense	91,222	90,262	(960)	-1.05%
	1,074,935	1,074,935	0	0.00%
	2,161,346	2,266,918	105,572	4.88%
	2,143,096	2,248,668	105,572	4.93%
TAX LEVY	2,143,096	2,248,668		

Full Time Positions	10.0	10.0	-
Part Time Hours	1,220.0	1,220.0	-

CORPORATE SERVICES: FINANCE: PURCHASING

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	268,676	269,112	436	0.16%
Benefits	73,242	76,405	3,163	4.32%
	341,918	345,517	3,599	1.05%
Materials and supplies	8,420	8,420	0	0.00%
Purchased and contracted services	1,025	1,025	0	0.00%
Capital expense	1,000	1,000	0	0.00%
	10,445	10,445	0	0.00%
	352,363	355,962	3,599	1.02%
	352,363	355,962	3,599	1.02%
TAX LEVY	352,363	355,962		
Full Time Positions	4.0	4.0	-	
Part Time Hours	-	-	-	

CORPORATE SERVICES: FINANCIAL EXPENSE: BANKNG**2019 Operating Budget Summary**

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
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%
	65,000	65,000	0	0.00%
TAX LEVY	65,000	65,000		

CORPORATE SERVICES: FINANCE: FEES

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Purchased and contracted services	87,700	87,700	0	0.00%
	87,700	87,700	0	0.00%
	87,700	87,700	0	0.00%
	87,700	87,700	0	0.00%
TAX LEVY	87,700	87,700		

CORPORATE SERVICES: FINANCE: PROPERTY TAX

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Materials and supplies	3,500	3,500	0	0.00%
Financial expenses	2,515,191	2,551,700	36,509	1.45%
	2,518,691	2,555,200	36,509	1.45%
	2,518,691	2,555,200	36,509	1.45%
	2,518,691	2,555,200	36,509	1.45%
TAX LEVY				
	2,518,691	2,555,200		

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2019 OPERATING BUDGET

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

Community Development and Enterprise Services consists of approximately one hundred and 145 full time employees, 347 part time employees and 6 project staff.

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 and Accessibility Advisory Committee; assist developers and investors with information, location and site design requirements and work with the economic development organizations to promote community development. The Planning Division is currently preparing a new official plan entitled Shape the Sault. The office 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, Inspection and Plans Examination staff and an Administrative Clerk that work cooperatively with industry

to make sure homes, buildings and structures in our community meet the provincial building code. This means examining and inspecting building construction and interpreting and applying the Ontario Building code as well as by-laws and other regulations as required by applicable law.

The construction value for 2018 reached \$88,560,660 to the end of October, \$4,263,713 lower compared to last year at this time. The number of issued permits to the end of October 2018 reached 1,616, a 539 short fall for the same period of time last year. Projections for 2019 are higher, anticipating a sustainable value greater than 2018.

Demand for inspection services remains consistent at 4,978 site visits ending October 2018 with 1,616 permits finalized, at this time. Open permits requiring finalization are 5,288.

Anticipated revenue for 2019 is \$1,192,728.00 based on the remaining reserve of \$191,725 and a 0.5% growth rate. We expect to meet our anticipated expenditures for 2019 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 new sign by-law, additional review of subdivision drainage, a pilot proactive approach such as

Jamestown, the request for additional enforcement continues to be under review.

Ending September 2018, our By-law Enforcement has logged 872 new complaints resulting in over 1,167 inspections, including 147 Jamestown inspections and 122 sign inspections. It is anticipated that the number will be similar for 2019. The Yard By-law continues to be actively enforced with all associated costs for clean-up and demolition recoverable through municipal taxes. Tenders ending October 2018 totaled \$19,554.65 and it is anticipated that 2019 will be similar.

Community Services Department

Recreation and Culture Division

Recreation & Culture includes:

1. Seniors Services: Senior Drop-In Centre and the NCC 55+ Programming at the Northern Community Centre
2. Marinas: Roberta Bondar Park & Marina and Bellevue Marina as well as cruise ship & port security
3. Ermatinger-Clergue National Historic Site & Discovery Centre and staff liaison to the Historic Sites Board
4. Recreation: Northern Community Centre, John Rhodes Community Centre Pool, V.E. Greco Pool, Peter G. Manzo Pool
5. Scheduling of sport fields and green space, special events coordination, including Canada Day festivities
6. Locks operations in coordination with Parks Canada
7. Staff liaison to: Cultural Advisory Board, Municipal Heritage Committee, Parks & Recreation Advisory Committee, Mayor's Youth Advisory Council, Best for Kids Committee, St. Mary's River Marine Heritage Centre and Museum Management Board
8. Implementation of the Parks & Recreation Master Plan, as well as working with community partners on capital projects such as the splash pad in 2019

Arenas Division

Operation of the following facilities:

1. GFL Memorial Gardens
2. John Rhodes Community Centre
3. W.J. McMeeken Centre

Revenues are generated through user fees at the various facilities and profits generated from food and beverage services.

The GFL Memorial Gardens is a state-of-the-art sports and entertainment centre and home to the Soo Greyhounds Hockey Club of the Ontario Hockey League. The GFL Memorial Gardens has a significant economic impact on the local economy as major concerts and sporting events contribute to additional retail, restaurant and lodging sales.

Transit & Parking 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 nineteen pay & displays. The Transit Division also manages the crossing guard program for the City of Sault Ste. Marie.

Cemeteries Division

Cemeteries manages four cemeteries, which includes mausoleums, columbaria and a cremation facility. The cemetery grounds encompass over 132 acres of land requiring maintenance and care. Routine maintenance includes grass care, tree removals, grave repairs, drainage work, and monument cleaning and positioning.

FutureSSM

CDES oversees the FutureSSM project and provides administrative support to the Community Development Roundtable and related Action Teams. The project focuses on advancing four pillars of community development: Cultural Vitality, Economic Growth and Diversity, Environmental Sustainability and Social Equity.

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES (CD&ES)

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	9,045,360	9,347,014	301,654	3.33%
Government grants (including OMPF)	1,445,400	2,203,677	758,277	52.46%
Contribution from own funds	75,000	75,000	0	0.00%
Other income	47,000	43,600	(3,400)	-7.23%
	10,612,760	11,669,291	1,056,531	9.96%
EXPENDITURES				
Salaries	12,512,548	13,217,629	705,081	5.63%
Benefits	3,010,132	3,422,690	412,558	13.71%
	15,522,679	16,640,319	1,117,640	7.20%
Travel and training	62,820	81,940	19,120	30.44%
Vehicle allowance, maintenance and	653,460	734,974	81,514	12.47%
Utilities and Fuel	2,977,755	3,114,253	136,498	4.58%
Materials and supplies	893,264	837,736	(55,528)	-6.22%
Maintenance and repairs	1,162,568	1,205,750	43,182	3.71%
Program expenses	182,372	162,725	(19,647)	-10.77%
Goods for resale	604,725	581,490	(23,235)	-3.84%
Rents and leases	10,250	10,250	0	0.00%
Taxes and licenses	170,750	170,750	0	0.00%
Financial expenses	64,769	83,771	19,002	29.34%
Purchased and contracted services	1,460,626	1,855,548	394,922	27.04%
Grants to others	239,000	14,000	(225,000)	-94.14%
Transfer to own funds	274,331	268,431	(5,900)	-2.15%
Capital expense	51,535	52,607	1,072	2.08%
	8,808,225	9,174,225	366,000	4.16%
	24,330,904	25,814,544	1,483,640	6.10%
	13,718,144	14,145,253	427,109	3.11%
TAX LEVY	13,718,144	14,145,253		

CD&ES: SPORTS ADMINISTRATION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	7,840	7,840	0	0.00%
Benefits	669	687	18	2.73%
	8,509	8,527	18	0.21%
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%
	14,944	14,962	18	0.12%
	14,944	14,962	18	0.12%
TAX LEVY	14,944	14,962		
Full Time Positions	-	-	-	
Part Time Hours	610.0	610.0	-	

CD&ES: HEALTHY KIDS COMMUNITY CHALLENGE

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Government grants (including OMPF)	175,000	0	(175,000)	-100.00%
	175,000	0	(175,000)	-100.00%
EXPENDITURES				
Grants to others	225,000	0	(225,000)	-100.00%
	225,000	0	(225,000)	-100.00%
	225,000	0	(225,000)	-100.00%
	50,000	0	(50,000)	-100.00%
TAX LEVY	50,000	0		

CD&ES: RECREATION & CULTURE ADMINISTRATION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	64,584	70,128	5,544	8.58%
	64,584	70,128	5,544	8.58%
EXPENDITURES				
Salaries	439,058	441,360	2,302	0.52%
Benefits	99,973	100,810	837	0.84%
	539,031	542,170	3,139	0.58%
Travel and training	0	2,800	2,800	0.00%
Vehicle allowance, maintenance and	1,025	800	(225)	-21.95%
Utilities and Fuel	300	307	7	2.33%
Materials and supplies	3,900	2,935	(965)	-24.74%
Purchased and contracted services	8,135	7,675	(460)	-5.65%
Transfer to own funds	5,800	(6,795)	(12,595)	-217.16%
	19,160	7,722	(11,438)	-59.70%
	558,191	549,892	(8,299)	-1.49%
	493,607	479,764	(13,843)	-2.80%
TAX LEVY	493,607	479,764		
Full Time Positions	4.0	4.0	-	
Part Time Hours	6,014.0	6,014.0	-	

CD&ES: CANADA DAY
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Other income	10,000	9,500	(500)	-5.00%
	10,000	9,500	(500)	-5.00%
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%
	10,000	10,500	500	5.00%
TAX LEVY	10,000	10,500		

CD&ES: MAYOR'S YOUTH ADVISORY COMMITTEE

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
<hr/>				
EXPENDITURES				
<hr/>				
Materials and supplies	27,500	27,500	0	0.00%
	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		

CD&ES: MISCELLANEOUS PROGRAMS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	3,641	3,629	(12)	-0.34%
Benefits	311	318	7	2.39%
	3,952	3,947	(5)	-0.12%
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	0	(500)	-100.00%
	17,210	16,710	(500)	-2.91%
TAX LEVY	21,162	20,657		
Full Time Positions	-	-	-	
Part Time Hours	225.0	225.0	-	

CD&ES: PARKS & RECREATION ADVISORY

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Materials and supplies	2,465	1,865	(600)	-24.34%
	2,465	1,865	(600)	-24.34%
	2,465	1,865	(600)	-24.34%
	2,465	1,865	(600)	-24.34%
TAX LEVY	2,465	1,865		

CD&ES: ROBERTA BONDAR PARK

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	34,777	29,601	(5,176)	-14.88%
	34,777	29,601	(5,176)	-14.88%
EXPENDITURES				
Salaries	73,749	73,415	(334)	-0.45%
Benefits	6,291	6,432	141	2.25%
	80,040	79,847	(193)	-0.24%
Utilities and Fuel	12,425	12,699	274	2.21%
Materials and supplies	9,355	9,355	0	0.00%
Goods for resale	6,500	6,500	0	0.00%
Financial expenses	100	100	0	0.00%
Purchased and contracted services	74,045	75,055	1,010	1.36%
Capital expense	2,800	2,800	0	0.00%
	105,225	106,509	1,284	1.22%
	185,265	186,356	1,091	0.59%
	150,488	156,755	6,267	4.17%
TAX LEVY	150,488	156,755		

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

CD&ES: BELLEVUE PARK MARINA

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	174,902	172,798	(2,104)	-1.20%
	174,902	172,798	(2,104)	-1.20%
EXPENDITURES				
Salaries	35,840	35,840	0	0.00%
Benefits	3,057	3,140	83	2.71%
	38,897	38,980	83	0.21%
Vehicle allowance, maintenance and	200	75	(125)	-62.50%
Utilities and Fuel	12,850	13,133	283	2.20%
Materials and supplies	3,930	3,930	0	0.00%
Maintenance and repairs	22,000	25,800	3,800	17.27%
Goods for resale	68,450	68,450	0	0.00%
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	10,400	4,600	(5,800)	-55.77%
Capital expense	1,500	1,500	0	0.00%
	123,605	121,763	(1,842)	-1.49%
	162,502	160,743	(1,759)	-1.08%
	(12,400)	(12,055)	345	-2.78%
TAX LEVY	(12,400)	(12,055)		

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

CD&ES: BONDAR MARINA
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	87,012	88,953	1,941	2.23%
Other income	1,900	1,900	0	0.00%
	88,912	90,853	1,941	2.18%
EXPENDITURES				
Salaries	35,840	35,840	0	0.00%
Benefits	3,057	3,140	83	2.71%
	38,897	38,980	83	0.21%
Utilities and Fuel	14,000	14,308	308	2.20%
Materials and supplies	3,200	3,200	0	0.00%
Maintenance and repairs	11,700	11,700	0	0.00%
Goods for resale	41,800	41,800	0	0.00%
Taxes and licenses	465	465	0	0.00%
Financial expenses	1,924	1,924	(0)	-0.02%
Purchased and contracted services	8,140	8,140	0	0.00%
Capital expense	500	500	0	0.00%
	81,729	82,037	308	0.38%
	120,627	121,017	390	0.32%
	31,715	30,164	(1,551)	-4.89%
TAX LEVY	31,715	30,164		

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

CD&ES: LOCKS OPERATIONS
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	87,422	87,670	248	0.29%
Benefits	17,934	18,825	891	4.97%
	105,355	106,495	1,140	1.08%
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%
	44,050	45,190	1,140	2.59%
	44,050	45,190	1,140	2.59%
TAX LEVY	44,050	45,190		
Full Time Positions	1.0	1.0	-	
Part Time Hours	1,850.0	1,850.0	-	

CD&ES: SENIORS DROP IN CENTRE

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	63,670	70,848	7,178	11.27%
Government grants (including OMPF)	42,700	42,700	0	0.00%
	106,370	113,548	7,178	6.75%
EXPENDITURES				
Salaries	255,202	256,851	1,649	0.65%
Benefits	43,742	45,705	1,963	4.49%
	298,945	302,556	3,611	1.21%
Vehicle allowance, maintenance and	600	600	0	0.00%
Utilities and Fuel	28,700	29,127	427	1.49%
Materials and supplies	52,035	52,035	0	0.00%
Maintenance and repairs	30,078	29,156	(922)	-3.07%
Rents and leases	8,250	8,250	0	0.00%
Financial expenses	250	1,250	1,000	400.00%
Purchased and contracted services	4,000	4,000	0	0.00%
Capital expense	2,000	2,000	0	0.00%
	125,913	126,418	505	0.40%
	424,858	428,974	4,116	0.97%
	318,488	315,426	(3,062)	-0.96%
TAX LEVY	318,488	315,426		
Full Time Positions	1.7	1.7	-	
Part Time Hours	8,370.0	8,370.0	-	

CD&ES: NCC 55+ PROGRAMMING

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	21,000	22,000	1,000	4.76%
Government grants (including OMPF)	42,700	42,700	0	0.00%
	63,700	64,700	1,000	1.57%
EXPENDITURES				
Salaries	129,841	130,466	625	0.48%
Benefits	29,619	30,933	1,314	4.43%
	159,460	161,399	1,939	1.21%
Utilities and Fuel	17,750	16,097	(1,653)	-9.31%
Materials and supplies	14,090	13,990	(100)	-0.71%
Maintenance and repairs	1,000	1,000	0	0.00%
Financial expenses	70	325	255	364.29%
Purchased and contracted services	375	300	(75)	-20.00%
Capital expense	2,500	2,500	0	0.00%
	35,785	34,212	(1,573)	-4.40%
	195,245	195,611	366	0.19%
	131,545	130,911	(634)	-0.48%
TAX LEVY	131,545	130,911		

Full Time Positions	1.3	1.3	-
Part Time Hours	2,170.0	2,170.0	-

CD&ES: HISTORIC SITES BOARD

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	76,876	85,950	9,074	11.80%
Government grants (including OMPF)	18,780	18,780	0	0.00%
	95,656	104,730	9,074	9.49%
EXPENDITURES				
Salaries	240,700	240,533	(167)	-0.07%
Benefits	48,229	50,262	2,033	4.22%
	288,929	290,795	1,866	0.65%
Travel and training	1,450	1,450	0	0.00%
Vehicle allowance, maintenance and	100	100	0	0.00%
Utilities and Fuel	34,000	34,748	748	2.20%
Materials and supplies	29,925	32,325	2,400	8.02%
Maintenance and repairs	18,045	19,053	1,008	5.59%
Goods for resale	6,000	9,000	3,000	50.00%
Financial expenses	950	1,900	950	100.00%
Purchased and contracted services	9,150	9,000	(150)	-1.64%
Grants to others	12,000	12,000	0	0.00%
	111,620	119,576	7,956	7.13%
	400,549	410,371	9,822	2.45%
	304,893	305,641	748	0.25%
TAX LEVY	304,893	305,641		

Full Time Positions	2.0	2.0	-
Part Time Hours	5,870.0	5,870.0	-

CD&ES: JOHN RHODES COMMUNITY CENTRE

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	1,199,877	1,256,565	56,688	4.72%
Other income	8,000	13,000	5,000	62.50%
	1,207,877	1,269,565	61,688	5.11%
EXPENDITURES				
Salaries	1,269,021	1,298,004	28,983	2.28%
Benefits	201,656	213,899	12,243	6.07%
	1,470,677	1,511,903	41,226	2.80%
Travel and training	1,250	2,500	1,250	100.00%
Vehicle allowance, maintenance and	350	675	325	92.86%
Utilities and Fuel	702,885	832,930	130,045	18.50%
Materials and supplies	61,650	56,175	(5,475)	-8.88%
Maintenance and repairs	341,610	334,755	(6,855)	-2.01%
Program expenses	1,220	725	(495)	-40.57%
Goods for resale	72,000	68,000	(4,000)	-5.56%
Financial expenses	9,040	24,540	15,500	171.46%
Purchased and contracted services	4,100	2,450	(1,650)	-40.24%
Capital expense	5,900	7,250	1,350	22.88%
	1,200,005	1,330,000	129,995	10.83%
	2,670,682	2,841,903	171,221	6.41%
	1,462,805	1,572,338	109,533	7.49%
TAX LEVY	1,462,805	1,572,338		
Full Time Positions	8.0	8.0	-	
Part Time Hours	50,650.0	50,650.0	-	

CD&ES: FACILITY ADMINISTRATION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	24,000	27,000	3,000	12.50%
	24,000	27,000	3,000	12.50%
EXPENDITURES				
Salaries	723,299	693,539	(29,760)	-4.11%
Benefits	188,384	188,125	(259)	-0.14%
	911,683	881,664	(30,019)	-3.29%
Travel and training	3,000	900	(2,100)	-70.00%
Vehicle allowance, maintenance and	2,500	2,000	(500)	-20.00%
Materials and supplies	26,475	28,700	2,225	8.40%
Maintenance and repairs	11,000	7,675	(3,325)	-30.23%
Purchased and contracted services	5,900	6,600	700	11.86%
Transfer to own funds	15,000	18,000	3,000	20.00%
	63,875	63,875	0	0.00%
	975,558	945,539	(30,019)	-3.08%
	951,558	918,539	(33,019)	-3.47%
TAX LEVY	951,558	918,539		
Full Time Positions	9.0	8.0	(1.0)	
Part Time Hours	2,440.0	2,440.0	-	

CD&ES: FACILITIES SUMMER STUDENTS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	31,360	31,360	0	0.00%
Benefits	2,675	2,747	72	2.73%
	34,035	34,107	72	0.21%
	34,035	34,107	72	0.21%
	34,035	34,107	72	0.21%
TAX LEVY				
	34,035	34,107		
Full Time Positions				
Part Time Hours	-	-	-	
	2,440.0	2,440.0		

CD&ES: GRECO POOL
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	39,188	34,150	(5,038)	-12.85%
Benefits	3,343	2,992	(351)	-10.49%
	42,531	37,142	(5,389)	-12.67%
Utilities and Fuel	6,305	9,709	3,404	53.99%
Materials and supplies	2,755	2,755	0	0.00%
Maintenance and repairs	4,625	4,625	0	0.00%
	13,685	17,089	3,404	24.87%
	56,216	54,231	(1,985)	-3.53%
	56,216	54,231	(1,985)	-3.53%
TAX LEVY	56,216	54,231		
Full Time Positions	-	-	-	
Part Time Hours	2,584.0	2,084.0	(500.0)	

CD&ES: MANZO POOL
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	15,709	16,624	915	5.82%
Benefits	1,340	1,456	116	8.66%
	17,049	18,080	1,031	6.05%
Utilities and Fuel	3,050	3,577	527	17.28%
Materials and supplies	1,500	1,500	0	0.00%
Maintenance and repairs	5,365	5,365	0	0.00%
	9,915	10,442	527	5.32%
	26,964	28,522	1,558	5.78%
	26,964	28,522	1,558	5.78%
TAX LEVY	26,964	28,522		
Full Time Positions	-	-	-	-
Part Time Hours	1,025.0	1,025.0		

CD&ES: MCMEKEN CENTRE
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	143,216	154,513	11,297	7.89%
Other income	350	1,000	650	185.71%
	143,566	155,513	11,947	8.32%
EXPENDITURES				
Salaries	133,926	194,683	60,757	45.37%
Benefits	22,134	39,806	17,672	79.84%
	156,060	234,489	78,429	50.26%
Utilities and Fuel	74,820	86,538	11,718	15.66%
Materials and supplies	1,660	1,545	(115)	-6.93%
Maintenance and repairs	44,385	46,800	2,415	5.44%
Program expenses	12		(12)	-100.00%
Goods for resale	5,000	3,500	(1,500)	-30.00%
Financial expenses	300	100	(200)	-66.67%
Purchased and contracted services	1,975	1,350	(625)	-31.65%
Capital expense		200	200	0.00%
	128,152	140,033	11,881	9.27%
	284,212	374,522	90,310	31.78%
	140,646	219,009	78,363	55.72%
TAX LEVY	140,646	219,009		
Full Time Positions	1.0	2.0	1.0	
Part Time Hours	3,508.0	3,508.0	-	

CD&ES: GFL MEMORIAL GARDENS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	1,713,707	1,712,692	(1,015)	-0.06%
Other income	25,750	17,200	(8,550)	-33.20%
	1,739,457	1,729,892	(9,565)	-0.55%
EXPENDITURES				
Salaries	835,877	850,201	14,324	1.71%
Benefits	97,094	99,591	2,497	2.57%
	932,970	949,792	16,822	1.80%
Utilities and Fuel	480,400	501,189	20,789	4.33%
Materials and supplies	59,150	59,240	90	0.15%
Maintenance and repairs	235,000	285,000	50,000	21.28%
Program expenses	181,140	162,000	(19,140)	-10.57%
Goods for resale	330,800	330,800	0	0.00%
Financial expenses	43,450	43,400	(50)	-0.12%
Purchased and contracted services	48,405	48,405	0	0.00%
Transfer to own funds	24,000	15,000	(9,000)	-37.50%
Capital expense	16,500	16,500	0	0.00%
	1,418,845	1,461,534	42,689	3.01%
	2,351,815	2,411,326	59,511	2.53%
	612,358	681,434	69,076	11.28%
TAX LEVY	612,358	681,434		

Full Time Positions	2.4	2.2	(0.2)
Part Time Hours	45,953.0	45,953.0	-

CD&ES: NORTHERN COMMUNITY CENTRE

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	240,000	278,376	38,376	15.99%
	240,000	278,376	38,376	15.99%
EXPENDITURES				
Salaries	49,102	84,000	34,898	71.07%
Benefits	6,359	16,577	10,218	160.69%
	55,461	100,577	45,116	81.35%
Utilities and Fuel	89,350	117,630	28,280	31.65%
Materials and supplies	3,050	2,250	(800)	-26.23%
Maintenance and repairs	40,000	40,000	0	0.00%
Financial expenses		1,400	1,400	0.00%
Purchased and contracted services	4,000	3,800	(200)	-5.00%
	136,400	165,080	28,680	21.03%
	191,861	265,657	73,796	38.46%
	(48,139)	(12,719)	35,420	-73.58%
TAX LEVY	(48,139)	(12,719)		
Full Time Positions	0.2	0.8	0.6	
Part Time Hours	1,575.0	1,575.0	-	

CD&ES: MISCELLANEOUS CONCESSION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	145,445	110,700	(34,745)	-23.89%
	145,445	110,700	(34,745)	-23.89%
EXPENDITURES				
Salaries	94,967	91,395	(3,572)	-3.76%
Benefits	8,101	8,007	(94)	-1.16%
	103,067	99,402	(3,665)	-3.56%
Materials and supplies	(41,310)	(41,246)	64	-0.15%
Maintenance and repairs	400		(400)	-100.00%
Goods for resale	74,175	53,440	(18,235)	-24.58%
Financial expenses	460		(460)	-100.00%
Purchased and contracted services	1,500	1,600	100	6.67%
Transfer to own funds	6,709		(6,709)	-100.00%
	41,934	13,794	(25,640)	-61.14%
	145,001	113,196	(29,305)	-20.21%
	(444)	2,496	5,440	-1226.57%
TAX LEVY	(444)	2,496		

Full Time Positions	-	-	-
Part Time Hours	6,325.0	5,977.5	(347.5)

CD&ES: ADMINISTRATION
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	455,206	486,121	30,915	6.79%
Benefits	145,818	146,706	888	0.61%
	601,023	632,827	31,804	5.29%
Travel and training	8,985	8,985	0	0.00%
Vehicle allowance, maintenance and	1,500	1,500	0	0.00%
Materials and supplies	22,025	22,025	0	0.00%
Financial expenses		600	600	0.00%
Purchased and contracted services	2,100	1,500	(600)	-28.57%
Capital expense	740	740	0	0.00%
	35,350	35,350	0	0.00%
	636,373	668,177	31,804	5.00%
	636,373	668,177	31,804	5.00%
TAX LEVY	636,373	668,177		
Full Time Positions	5.0	5.0	-	
Part Time Hours	85.0	85.0	-	

CD&ES: TRANSIT

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	2,442,792	2,487,871	45,079	1.85%
Government grants (including OMPF)	1,166,220	1,166,220	0	0.00%
Other income	1,000	1,000	0	0.00%
	3,610,012	3,655,091	45,079	1.25%
EXPENDITURES				
Salaries	5,042,359	5,045,737	3,378	0.07%
Benefits	1,503,538	1,745,890	242,352	16.12%
	6,545,897	6,791,627	245,730	3.75%
Travel and training	22,045	22,045	0	0.00%
Vehicle allowance, maintenance and	586,870	666,870	80,000	13.63%
Utilities and Fuel	1,394,360	1,340,441	(53,919)	-3.87%
Materials and supplies	353,060	273,060	(80,000)	-22.66%
Maintenance and repairs	275,970	276,411	441	0.16%
Taxes and licenses	131,965	131,965	0	0.00%
Financial expenses	4,000	4,000	0	0.00%
Purchased and contracted services	45,185	45,185	0	0.00%
Transfer to own funds	130,000	130,000	0	0.00%
Capital expense	8,020	8,020	0	0.00%
	2,951,475	2,897,997	(53,478)	-1.81%
	9,497,372	9,689,624	192,252	2.02%
	5,887,360	6,034,533	147,173	2.50%
TAX LEVY	5,887,360	6,034,533		

CD&ES: TRANSIT

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
Full Time Positions	86.0	86.0	-	-
Part Time Hours	610.0	610.0	-	-

CD&ES: SCHOOL GUARDS
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
<hr/>				
EXPENDITURES				
Salaries	267,685	232,654	(35,031)	-13.09%
Benefits	17,500	24,650	7,150	40.86%
	285,185	257,304	(27,881)	-9.78%
Vehicle allowance, maintenance and	2,000	2,000	0	0.00%
Materials and supplies	12,105	12,105	0	0.00%
	14,105	14,105	0	0.00%
	299,290	271,409	(27,881)	-9.32%
	299,290	271,409	(27,881)	-9.32%
TAX LEVY	299,290	271,409		

CD&ES: ANIMAL CONTROL
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Purchased and contracted services	478,460	587,779	109,319	22.85%
	478,460	587,779	109,319	22.85%
	478,460	587,779	109,319	22.85%
	478,460	587,779	109,319	22.85%
TAX LEVY	478,460	587,779		

CD&ES: CEMETERY OPERATIONS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	883,526	1,016,664	133,138	15.07%
Contribution from own funds	75,000	75,000	0	0.00%
	958,526	1,091,664	133,138	13.89%
EXPENDITURES				
Salaries	645,591	651,956	6,365	0.99%
Benefits	157,233	169,492	12,259	7.80%
	802,823	821,448	18,625	2.32%
Travel and training	3,000	3,000	0	0.00%
Vehicle allowance, maintenance and	48,100	48,000	(100)	-0.21%
Utilities and Fuel	82,500	79,298	(3,202)	-3.88%
Materials and supplies	73,555	73,655	100	0.14%
Purchased and contracted services	62,693	62,693	0	0.00%
	269,848	266,646	(3,202)	-1.19%
	1,072,671	1,088,094	15,423	1.44%
	114,145	(3,570)	(117,715)	-103.13%
TAX LEVY	114,145	(3,570)		

Full Time Positions	9.0	9.0	-
Part Time Hours	7,320.0	7,930.0	610.0

CD&ES: PARKING

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	438,695	453,611	14,916	3.40%
	438,695	453,611	14,916	3.40%
EXPENDITURES				
Salaries	57,714	57,783	69	0.12%
Benefits	14,256	15,328	1,072	7.52%
	71,970	73,111	1,141	1.59%
Vehicle allowance, maintenance and	1,365	3,400	2,035	149.08%
Utilities and Fuel	11,760	9,951	(1,809)	-15.38%
Materials and supplies	19,635	20,580	945	4.81%
Maintenance and repairs	121,390	118,410	(2,980)	-2.45%
Taxes and licenses	38,045	38,045	0	0.00%
Financial expenses	1,725	1,725	0	0.00%
Purchased and contracted services	202,807	206,966	4,159	2.05%
Transfer to own funds	40,000	40,000	0	0.00%
Capital expense	2,000	2,000	0	0.00%
	438,727	441,077	2,350	0.54%
	510,697	514,188	3,491	0.68%
	72,002	60,577	(11,425)	-15.87%
TAX LEVY	72,002	60,577		
Full Time Positions	1.0	1.0	-	
Part Time Hours	1,220.0	1,220.0	-	

CD&ES: PLANNING DIVISION
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	115,811	118,925	3,114	2.69%
	115,811	118,925	3,114	2.69%
EXPENDITURES				
Salaries	682,047	750,266	68,219	10.00%
Benefits	171,848	199,609	27,761	16.15%
	853,895	949,875	95,980	11.24%
Travel and training	9,890	9,890	0	0.00%
Vehicle allowance, maintenance and	350	350	0	0.00%
Materials and supplies	110,030	110,030	0	0.00%
Purchased and contracted services	33,400	33,400	0	0.00%
Capital expense	1,500	1,500	0	0.00%
	155,170	155,170	0	0.00%
	1,009,065	1,105,045	95,980	9.51%
	893,254	986,120	92,866	10.40%
TAX LEVY	893,254	986,120		
Full Time Positions	8.0	9.0	1.0	
Part Time Hours	1,830.0	1,830.0	-	

CD&ES: FUTURESSM
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Government grants (including OMPF)	0	933,277	933,277	0.00%
	0	933,277	933,277	0.00%
EXPENDITURES				
Salaries	0	539,544	539,544	0.00%
Benefits	0	61,972	61,972	0.00%
	0	601,516	601,516	0.00%
Travel and training	0	17,000	17,000	0.00%
Materials and supplies	0	25,566	25,566	0.00%
Purchased and contracted services	444,656	733,850	289,194	65.04%
	444,656	776,416	331,760	74.61%
	444,656	1,377,932	933,276	209.89%
	444,656	444,655	(1)	0.00%
TAX LEVY	444,656	444,655		

Full Time Positions	-	7.0	7.0
Part Time Hours	-	-	-

CD&ES: BUILDING PERMIT/INSPECTION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	1,175,470	1,189,820	14,350	1.22%
	1,175,470	1,189,820	14,350	1.22%
EXPENDITURES				
Salaries	860,365	846,169	(14,196)	-1.65%
Benefits	215,973	225,591	9,618	4.45%
	1,076,338	1,071,760	(4,578)	-0.43%
Travel and training	13,200	13,370	170	1.29%
Vehicle allowance, maintenance and	8,500	8,604	104	1.22%
Utilities and Fuel	12,300	12,571	271	2.20%
Materials and supplies	78,459	79,596	1,137	1.45%
Financial expenses	500	507	7	1.40%
Transfer to own funds	52,822	72,226	19,404	36.73%
Capital expense	1,500	1,522	22	1.47%
	167,281	188,396	21,115	12.62%
	1,243,619	1,260,156	16,537	1.33%
	68,149	70,336	2,187	3.21%
TAX LEVY	68,149	70,336		
Full Time Positions	12.0	12.0	-	
Part Time Hours	1,830.0	1,220.0	(610.0)	

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2019 OPERATING BUDGET

PUBLIC WORKS AND ENGINEERING SERVICES

PW OPERATIONS

Public Works is divided into 6 Divisions. The areas of responsibility include 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. Health and safety responsibilities including worker training is included in this division.

Works

- Maintenance of all roadways including sidewalks and underground infrastructure such as sanitary and storm sewers in addition to stormwater management ponds, ditches and culverts.

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 80 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
- This area now includes the staff responsible for reducing the corporate carbon footprint in the areas of fleet and waste management, municipal operations, and public and employee awareness.

ENGINEERING

administrative support for the Engineering Division.

Engineering Design & Construction

- This cost centre includes professional engineers and technical staff.
- The Division provides design, contract administration, grant funding applications, procurement and technical services for capital and miscellaneous construction including servicing records, materials and CCTV inspection, and GIS services.
- Administers wastewater transmission, flow metering and treatment operations.
- Administers land development, subdivision and drainage matters.
- Provides traffic engineering services and recommendations; procures expert opinions/studies on traffic and signalization matters.
- Ground and surface water monitoring, utility and engineering matters related to solid waste disposal and the Landfill.
- Engineering drawings, surveying and technical support for other departments, and assists developers, builders and the general public regarding municipal services and infrastructure.
- Liaises with utilities, government and regulatory authorities

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.

Administration

- This cost centre includes an Office Supervisor and Administrative Support Clerk and provides all confidential and

PUBLIC WORKS AND ENGINEERING

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	2,257,848	1,912,404	(345,444)	-15.30%
Government grants (including OMPF)	757,000	689,013	(67,987)	-8.98%
Contribution from own funds	40,500	10,500	(30,000)	-74.07%
Other income	18,500	18,500	0	0.00%
	3,073,848	2,630,417	(443,431)	-14.43%
EXPENDITURES				
Salaries	16,728,228	16,815,574	87,346	0.52%
Benefits	4,929,680	5,018,829	89,149	1.81%
	21,657,907	21,834,403	176,496	0.81%
Travel and training	90,040	90,040	0	0.00%
Vehicle allowance, maintenance and repairs	2,406,730	2,465,133	58,403	2.43%
Utilities and Fuel	6,793,307	6,867,405	74,098	1.09%
Materials and supplies	3,677,780	3,671,684	(6,096)	-0.17%
Maintenance and repairs	264,500	260,000	(4,500)	-1.70%
Taxes and licenses	82,715	82,715	0	0.00%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	6,923,914	6,999,523	75,609	1.09%
Transfer to own funds	2,866,745	3,169,512	302,767	10.56%
Capital expense	50,000	49,500	(500)	-1.00%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	22,937,601	23,437,382	499,781	2.18%
	44,595,508	45,271,785	676,277	1.52%
	41,521,660	42,641,368	1,119,708	2.70%
TAX LEVY	41,521,660	42,641,368		

ENGINEERING

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	9,800	9,800	0	0.00%
Government grants (including OMPF)	40,000	30,000	(10,000)	-25.00%
	49,800	39,800	(10,000)	-25.00%
EXPENDITURES				
Salaries	2,077,423	2,082,601	5,178	0.25%
Benefits	527,705	566,372	38,667	7.33%
	2,605,127	2,648,973	43,846	1.68%
Travel and training	12,000	12,000	0	0.00%
Vehicle allowance, maintenance and repairs	15,200	15,200	0	0.00%
Utilities and Fuel	5,178,680	5,310,831	132,151	2.55%
Materials and supplies	173,510	167,510	(6,000)	-3.46%
Maintenance and repairs	264,500	260,000	(4,500)	-1.70%
Purchased and contracted services	3,639,220	3,722,828	83,608	2.30%
Transfer to own funds	1,340,000	1,340,000	0	0.00%
Capital expense	47,000	46,500	(500)	-1.06%
	10,670,110	10,874,869	204,759	1.92%
	13,275,237	13,523,842	248,605	1.87%
	13,225,437	13,484,042	258,605	1.96%
TAX LEVY	13,225,437	13,484,042		

ENGINEERING: DESIGN

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	1,438,409	1,447,456	9,047	0.63%
Benefits	348,509	367,425	18,916	5.43%
	1,786,918	1,814,881	27,963	1.56%
Vehicle allowance, maintenance and repairs	15,000	15,000	0	0.00%
Utilities and Fuel	20,500	20,951	451	2.20%
Materials and supplies	31,570	41,070	9,500	30.09%
Transfer to own funds	40,000	40,000	0	0.00%
Capital expense	41,500	41,500	0	0.00%
	148,570	158,521	9,951	6.70%
	1,935,488	1,973,402	37,914	1.96%
	1,935,488	1,973,402	37,914	1.96%
TAX LEVY	1,935,488	1,973,402		
Full Time Positions	18.0	18.0	-	
Part Time Hours	3,050.0	3,050.0	-	

ENGINEERING: ADMINISTRATION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	9,800	9,800	0	0.00%
Government grants (including OMPF)	40,000	30,000	(10,000)	-25.00%
	49,800	39,800	(10,000)	-25.00%
EXPENDITURES				
Salaries	139,505	125,907	(13,598)	-9.75%
Benefits	46,520	58,142	11,622	24.98%
	186,025	184,049	(1,976)	-1.06%
Travel and training	12,000	12,000	0	0.00%
Vehicle allowance, maintenance and repairs	200	200	0	0.00%
Materials and supplies	35,840	35,840	0	0.00%
Purchased and contracted services	300	300	0	0.00%
Capital expense	2,500	2,500	0	0.00%
	50,840	50,840	0	0.00%
	236,865	234,889	(1,976)	-0.83%
	187,065	195,089	8,024	4.29%
TAX LEVY	187,065	195,089		

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

ENGINEERING: BUILDING SERVICES

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	499,509	509,238	9,729	1.95%
Benefits	132,676	140,805	8,129	6.13%
	632,185	650,043	17,858	2.83%
Utilities and Fuel	362,400	459,900	97,500	26.90%
Materials and supplies	56,100	55,600	(500)	-0.89%
Maintenance and repairs	219,500	220,000	500	0.23%
Purchased and contracted services	157,250	160,858	3,608	2.29%
Capital expense	3,000	2,500	(500)	-16.67%
	798,250	898,858	100,608	12.60%
	1,430,435	1,548,901	118,466	8.28%
	1,430,435	1,548,901	118,466	8.28%
TAX LEVY	1,430,435	1,548,901		
Full Time Positions	9.0	9.0	-	
Part Time Hours	3,861.0	3,861.0	-	

ENGINEERING: ENVIRONMENTAL CLEANUP

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Purchased and contracted services	10,000	10,000	0	0.00%
	10,000	10,000	0	0.00%
	10,000	10,000	0	0.00%
	10,000	10,000	0	0.00%
TAX LEVY	10,000	10,000		

ENGINEERING: HYDRANTS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Utilities and Fuel	1,060,000	1,154,200	94,200	8.89%
	1,060,000	1,154,200	94,200	8.89%
	1,060,000	1,154,200	94,200	8.89%
	1,060,000	1,154,200	94,200	8.89%
TAX LEVY	1,060,000	1,154,200		

ENGINEERING: STREET LIGHTING

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Utilities and Fuel	1,915,780	1,915,780	0	0.00%
	1,915,780	1,915,780	0	0.00%
	1,915,780	1,915,780	0	0.00%
	1,915,780	1,915,780	0	0.00%
TAX LEVY	1,915,780	1,915,780		

ENGINEERING: SEWAGE DISPOSAL SYSTEM

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Utilities and Fuel	1,820,000	1,760,000	(60,000)	-3.30%
Materials and supplies	50,000	35,000	(15,000)	-30.00%
Maintenance and repairs	45,000	40,000	(5,000)	-11.11%
Purchased and contracted services	3,471,670	3,551,670	80,000	2.30%
	5,386,670	5,386,670	0	0.00%
	5,386,670	5,386,670	0	0.00%
	5,386,670	5,386,670	0	0.00%
TAX LEVY	5,386,670	5,386,670		

ENGINEERING: MISCELLANEOUS CONSTRUCTION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
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%
	1,300,000	1,300,000	0	0.00%
TAX LEVY	1,300,000	1,300,000		

PUBLIC WORKS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	2,248,048	1,902,604	(345,444)	-15.37%
Government grants (including OMPF)	717,000	659,013	(57,987)	-8.09%
Contribution from own funds	40,500	10,500	(30,000)	-74.07%
Other income	18,500	18,500	0	0.00%
	3,024,048	2,590,617	(433,431)	-14.33%
EXPENDITURES				
Salaries	14,650,805	14,732,973	82,168	0.56%
Benefits	4,401,975	4,452,457	50,482	1.15%
	19,052,780	19,185,430	132,650	0.70%
Travel and training	78,040	78,040	0	0.00%
Vehicle allowance, maintenance and repairs	2,391,530	2,449,933	58,403	2.44%
Utilities and Fuel	1,614,627	1,556,574	(58,053)	-3.60%
Materials and supplies	3,504,270	3,504,174	(96)	0.00%
Taxes and licenses	82,715	82,715	0	0.00%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	3,284,694	3,276,695	(7,999)	-0.24%
Transfer to own funds	1,526,745	1,829,512	302,767	19.83%
Capital expense	3,000	3,000	0	0.00%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	12,267,491	12,562,513	295,022	2.40%
	31,320,271	31,747,943	427,672	1.37%
	28,296,223	29,157,326	861,103	3.04%
TAX LEVY	28,296,223	29,157,326		

PUBLIC WORKS: ADMINISTRATION/SUPERVISION/OVERHEAD

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	2,386,396	2,472,161	85,765	3.59%
Benefits	596,427	662,558	66,131	11.09%
	2,982,823	3,134,719	151,896	5.09%
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%
	3,067,823	3,219,719	151,896	4.95%
	3,067,823	3,219,719	151,896	4.95%
TAX LEVY	3,067,823	3,219,719		
Full Time Positions, all Works	117.0	121.0	4.0	
Part Time Hours	6,100.0	6,100.0	-	

PUBLIC WORKS: ROADWAYS
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	0	48,810	48,810	0.00%
	0	48,810	48,810	0.00%
EXPENDITURES				
Salaries	1,226,339	1,257,204	30,865	2.52%
Benefits	330,661	357,697	27,036	8.18%
	1,556,999	1,614,901	57,902	3.72%
Vehicle allowance, maintenance and repairs	875,200	845,200	(30,000)	-3.43%
Materials and supplies	858,260	895,794	37,534	4.37%
Purchased and contracted services	11,500	11,500	0	0.00%
Less: recoverable costs	(5,000)	(5,000)	0	0.00%
	1,739,960	1,747,494	7,534	0.43%
	3,296,959	3,362,395	65,436	1.98%
	3,296,959	3,313,585	16,626	0.50%
TAX LEVY	3,296,959	3,313,585		

PUBLIC WORKS: SIDEWALKS (INCLUDING WINTER CONTROL)

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	417,155	427,654	10,499	2.52%
Benefits	112,478	121,675	9,197	8.18%
	529,633	549,329	19,696	3.72%
Vehicle allowance, maintenance and repairs	328,090	328,090	0	0.00%
Materials and supplies	89,562	79,290	(10,272)	-11.47%
Purchased and contracted services	1,500	1,500	0	0.00%
	419,152	408,880	(10,272)	-2.45%
	948,785	958,209	9,424	0.99%
	948,785	958,209	9,424	0.99%
TAX LEVY	948,785	958,209		

PUBLIC WORKS: WINTER CONTROL: ROADWAYS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	67,965	67,965	0	0.00%
	<u>67,965</u>	<u>67,965</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	2,271,526	2,328,698	57,172	2.52%
Benefits	612,477	662,556	50,079	8.18%
	<u>2,884,004</u>	<u>2,991,254</u>	<u>107,250</u>	<u>3.72%</u>
Vehicle allowance, maintenance and repairs	2,633,574	2,667,520	33,946	1.29%
Materials and supplies	1,198,263	1,210,495	12,232	1.02%
Purchased and contracted services	10,000	10,000	0	0.00%
Less: recoverable costs	(40,000)	(40,000)	0	0.00%
	<u>3,801,837</u>	<u>3,848,015</u>	<u>46,178</u>	<u>1.21%</u>
	<u>6,685,841</u>	<u>6,839,269</u>	<u>153,428</u>	<u>2.29%</u>
	<u>6,617,876</u>	<u>6,771,304</u>	<u>153,428</u>	<u>2.32%</u>
TAX LEVY	6,617,876	6,771,304		

PUBLIC WORKS: SANITARY SEWERS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	35,083	35,829	746	2.13%
	35,083	35,829	746	2.13%
EXPENDITURES				
Salaries	788,816	804,484	15,668	1.99%
Benefits	212,683	228,882	16,199	7.62%
	1,001,498	1,033,366	31,868	3.18%
Vehicle allowance, maintenance and repairs	403,210	403,210	0	0.00%
Utilities and Fuel	40,000	40,880	880	2.20%
Materials and supplies	377,390	388,845	11,455	3.04%
Purchased and contracted services	128,060	128,060	0	0.00%
	948,660	960,995	12,335	1.30%
	1,950,158	1,994,361	44,203	2.27%
	1,915,075	1,958,532	43,457	2.27%
TAX LEVY	1,915,075	1,958,532		

PUBLIC WORKS: STORM SEWERS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	45,000	0	(45,000)	-100.00%
	45,000	0	(45,000)	-100.00%
EXPENDITURES				
Salaries	251,762	256,763	5,001	1.99%
Benefits	67,881	73,051	5,170	7.62%
	319,643	329,814	10,171	3.18%
Vehicle allowance, maintenance and repairs	151,750	181,750	30,000	19.77%
Utilities and Fuel	1,000	1,022	22	2.20%
Materials and supplies	94,000	101,855	7,855	8.36%
Purchased and contracted services	500	500	0	0.00%
	247,250	285,127	37,877	15.32%
	566,893	614,941	48,048	8.48%
	521,893	614,941	93,048	17.83%
TAX LEVY	521,893	614,941		

PUBLIC WORKS: TRAFFIC & COMMUNICATIONS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	767,877	659,774	(108,103)	-14.08%
Benefits	199,757	177,166	(22,591)	-11.31%
	967,634	836,940	(130,694)	-13.51%
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	119,500	60,809	(58,691)	-49.11%
Materials and supplies	224,310	164,810	(59,500)	-26.53%
Purchased and contracted services	254,400	254,400	0	0.00%
Transfer to own funds	0	50,000	50,000	0.00%
	717,990	649,799	(68,191)	-9.50%
	1,685,624	1,486,739	(198,885)	-11.80%
	1,685,624	1,486,739	(198,885)	-11.80%
TAX LEVY	1,685,624	1,486,739		
Full Time Positions, all Works	11.0	9.0	(2.0)	
Part Time Hours	-	-	-	

PUBLIC WORKS: CARPENTRY

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	565,330	566,251	921	0.16%
Benefits	146,789	153,619	6,830	4.65%
	712,119	719,870	7,751	1.09%
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%
	616,489	624,240	7,751	1.26%
	616,489	624,240	7,751	1.26%
TAX LEVY	616,489	624,240		
Full Time Positions	8.0	8.0	-	
Part Time Hours	-	-	-	

PUBLIC WORKS: ADMINISTRATION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	748,942	798,095	49,153	6.56%
Benefits	843,462	677,469	(165,993)	-19.68%
	1,592,404	1,475,564	(116,840)	-7.34%
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	93,010	93,010	0	0.00%
Purchased and contracted services	25,000	25,000	0	0.00%
Capital expense	3,000	3,000	0	0.00%
	149,910	149,910	0	0.00%
	1,742,314	1,625,474	(116,840)	-6.71%
	1,742,314	1,625,474	(116,840)	-6.71%
TAX LEVY	1,742,314	1,625,474		

Full Time Positions	9.0	9.0	-
Part Time Hours	-	-	-

PUBLIC WORKS: BUILDINGS & EQUIPMENT

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	1,991,625	1,997,971	6,346	0.32%
Benefits	519,789	545,938	26,149	5.03%
	2,511,414	2,543,909	32,495	1.29%
Travel and training	12,600	12,600	0	0.00%
Vehicle allowance, maintenance and repairs	(3,281,274)	(3,399,698)	(118,424)	3.61%
Utilities and Fuel	1,335,427	1,349,618	14,191	1.06%
Materials and supplies	161,220	161,220	0	0.00%
Purchased and contracted services	149,992	150,422	430	0.29%
Transfer to own funds	1,134,830	1,250,768	115,938	10.22%
	(487,205)	(475,070)	12,135	-2.49%
	2,024,209	2,068,839	44,630	2.20%
	2,024,209	2,068,839	44,630	2.20%
TAX LEVY	2,024,209	2,068,839		
Full Time Positions	31.0	31.0	-	
Part Time Hours	-	-	-	

PUBLIC WORKS: PARKS OPERATIONS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	2,011,079	2,022,990	11,911	0.59%
Benefits	453,027	482,535	29,508	6.51%
	2,464,106	2,505,525	41,419	1.68%
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	59,890	(1,810)	-2.93%
Materials and supplies	257,990	258,590	600	0.23%
Purchased and contracted services	157,560	160,060	2,500	1.59%
Less: recoverable costs	(40,000)	(40,000)	0	0.00%
	743,590	744,880	1,290	0.17%
	3,207,696	3,250,405	42,709	1.33%
	3,207,696	3,250,405	42,709	1.33%
TAX LEVY	3,207,696	3,250,405		
Full Time Positions	24.0	25.0	1.0	
Part Time Hours	31,110.0	31,110.0	-	

PUBLIC WORKS: WASTE MANAGEMENT

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	2,100,000	1,750,000	(350,000)	-16.67%
Government grants (including OMPF)	717,000	659,013	(57,987)	-8.09%
Contribution from own funds	40,500	10,500	(30,000)	-74.07%
Other income	18,500	18,500	0	0.00%
	2,876,000	2,438,013	(437,987)	-15.23%
EXPENDITURES				
Salaries	1,223,959	1,140,928	(83,031)	-6.78%
Benefits	306,544	309,311	2,767	0.90%
	1,530,503	1,450,239	(80,264)	-5.24%
Travel and training	9,000	9,000	0	0.00%
Vehicle allowance, maintenance and repairs	777,680	920,561	142,881	18.37%
Utilities and Fuel	57,000	44,355	(12,645)	-22.18%
Materials and supplies	130,485	130,485	0	0.00%
Taxes and licenses	82,715	82,715	0	0.00%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	2,546,182	2,535,253	(10,929)	-0.43%
Transfer to own funds	391,915	528,744	136,829	34.91%
	3,996,977	4,253,113	256,136	6.41%
	5,527,480	5,703,352	175,872	3.18%
	2,651,480	3,265,339	613,859	23.15%
TAX LEVY	2,651,480	3,265,339		
Full Time Positions	17.0	16.5	(0.5)	
Part Time Hours	1,220.0	1,220.0	-	

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2019 OPERATING BUDGET

FIRE SERVICES

The Sault Ste. Marie Fire Services enters the 2019 budget process in the midst of implementation of the approved Comprehensive Risk Assessment (CRA) and Fire Master Plan (FMP). On March 19, 2018 Council approved both the CRA & FMP. The CRA identified the fire risks in the municipality through an evidence based analysis. Its intent is to provide Council with the required information of the risks and to assist with determining the local needs and circumstances when considering the level of fire protection for the community. The FMP is informed by utilizing the key risks and key findings contained in the CRA. The FMP is intended to provide Council with a comprehensive analysis of the existing services and programs provided by the Sault Ste. Marie Fire Service.

The FMP contains our legislative responsibilities and industry best practices which are accompanied by recommendations to enhance the delivery of fire protection services for our community. The approved FMP has created a consolidated strategic plan for the delivery of fire protection services. Moving forward, all budget cycles will be guided by this strategic plan for Sault Ste. Marie Fire Services.

The Fire Services Realignment Plan 2016–2018 has produced a significant cost savings to the Fire Suppression Division salaries and benefits budget. The 2015 (pre-realignment) Suppression Division salaries and benefits budget was \$10,459,333. The 2019 Suppression

Division salaries and benefits budget is \$9,654,672. This is a 7.7% (\$804,661) reduction when compared to 2015 (pre-realignment). Comparatively, Sault Ste. Marie Fire Services operating budget is only 11.6% of the City's Global budget.

The City of Sault Ste. Marie is the contract service provider for land ambulance. The Emergency Medical Service (EMS) is 100% funded through the District of Sault Ste. Marie Social Services Administrative Board (DSSMSSAB). This has no impact on the Fire Services budget. The service level is set by the DSSMSSAB and operated with Certification under the Ambulance Act and the Ministry of Health and Long Term Care (MOHLTC).

FIRE & EMERGENCY SERVICES DEPARTMENT OVERVIEW

- Administration- Fire Chief, Deputy Fire Chief, Office Supervisor & Clerks.
- Fire Operations- Consists of Platoon Chiefs, Captains, Firefighters, Training Officer & Communications Operator. Overseen by the Deputy Fire Chief.
- Fire Prevention and Public Education and Emergency Management. Overseen by Deputy Chief. Consists of Fire Prevention Officers, Public Education Officer, CEMC and Research & Planning Assistant.
- Support Services- Consists of Mechanical Officer and Mechanics. Overseen by Assistant Chief.

FIRE SERVICES

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	221,217	221,442	225	0.10%
Other income	6,000	6,000	0	0.00%
	227,217	227,442	225	0.10%
EXPENDITURES				
Salaries	9,584,119	9,620,897	36,778	0.38%
Benefits	2,812,064	3,029,918	217,854	7.75%
	12,396,183	12,650,815	254,632	2.05%
Travel and training	94,220	110,720	16,500	17.51%
Vehicle allowance, maintenance and repairs	85,580	100,580	15,000	17.53%
Utilities and Fuel	235,210	250,769	15,559	6.61%
Materials and supplies	164,682	139,292	(25,390)	-15.42%
Maintenance and repairs	108,465	110,965	2,500	2.30%
Financial expenses	2,500	2,500	0	0.00%
Purchased and contracted services	15,755	15,755	0	0.00%
Transfer to own funds	303,000	303,000	0	0.00%
Capital expense	69,176	60,566	(8,610)	-12.45%
	1,078,588	1,094,147	15,559	1.44%
	13,474,771	13,744,962	270,191	2.01%
	13,247,554	13,517,520	269,966	2.04%
TAX LEVY	13,247,554	13,517,520		

FIRE: ADMINISTRATION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	221,217	221,442	225	0.10%
Other income	4,000	4,000	0	0.00%
	225,217	225,442	225	0.10%
EXPENDITURES				
Salaries	434,419	639,698	205,279	47.25%
Benefits	612,603	869,662	257,059	41.96%
	1,047,022	1,509,360	462,338	44.16%
Travel and training	92,720	109,220	16,500	17.80%
Utilities and Fuel	181,930	196,316	14,386	7.91%
Materials and supplies	51,152	54,762	3,610	7.06%
Maintenance and repairs	103,690	106,190	2,500	2.41%
Financial expenses	2,500	2,500	0	0.00%
Purchased and contracted services	500	500	0	0.00%
Transfer to own funds	303,000	303,000	0	0.00%
Capital expense	69,176	60,566	(8,610)	-12.45%
	804,668	833,054	28,386	3.53%
	1,851,690	2,342,414	490,724	26.50%
	1,626,473	2,116,972	490,499	30.16%
TAX LEVY	1,626,473	2,116,972		
Full Time Positions	4.0	6.0	2.0	
Part Time Hours	-	-	-	

FIRE: SUPPRESSION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	7,845,758	7,793,592	(52,166)	-0.66%
Benefits	1,880,575	1,861,080	(19,495)	-1.04%
	9,726,333	9,654,672	(71,661)	-0.74%
Materials and supplies	98,380	98,380	0	0.00%
	98,380	98,380	0	0.00%
	9,824,713	9,753,052	(71,661)	-0.73%
	9,824,713	9,753,052	(71,661)	-0.73%
TAX LEVY	9,824,713	9,753,052		
Full Time Positions	78.0	77.0	(1.0)	
Part Time Hours	-	-	-	

FIRE: PREVENTION
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	692,713	570,164	(122,549)	-17.69%
Benefits	169,605	142,625	(26,980)	-15.91%
	862,318	712,789	(149,529)	-17.34%
Materials and supplies	16,000	16,000	0	0.00%
Purchased and contracted services	12,400	12,400	0	0.00%
	28,400	28,400	0	0.00%
	890,718	741,189	(149,529)	-16.79%
	890,718	741,189	(149,529)	-16.79%
TAX LEVY	890,718	741,189		
Full Time Positions	7.0	6.0	(1.0)	
Part Time Hours	-	-	-	

FIRE: SUPPORT SERVICES
2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	391,117	397,014	5,897	1.51%
Benefits	96,779	100,828	4,049	4.18%
	487,896	497,842	9,946	2.04%
Vehicle allowance, maintenance and repairs	85,000	100,000	15,000	17.65%
Utilities and Fuel	53,280	54,453	1,173	2.20%
Materials and supplies	(9,700)	(38,700)	(29,000)	298.97%
Maintenance and repairs	4,775	4,775	0	0.00%
	133,355	120,528	(12,827)	-9.62%
	621,251	618,370	(2,881)	-0.46%
	621,251	618,370	(2,881)	-0.46%
TAX LEVY	621,251	618,370		
Full Time Positions	4.0	4.0	-	
Part Time Hours	-	-	-	

FIRE: MUNICIPAL EMERGENCY PLANNING

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Other income	2,000	2,000	0	0.00%
	2,000	2,000	0	0.00%
EXPENDITURES				
Salaries	196,592	196,909	317	0.16%
Benefits	50,342	53,506	3,164	6.28%
	246,934	250,415	3,481	1.41%
Travel and training	1,500	1,500	0	0.00%
Vehicle allowance, maintenance and repairs	580	580	0	0.00%
Materials and supplies	8,850	8,850	0	0.00%
Purchased and contracted services	2,855	2,855	0	0.00%
	13,785	13,785	0	0.00%
	260,719	264,200	3,481	1.34%
	258,719	262,200	3,481	1.35%
TAX LEVY	258,719	262,200		

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

FIRE: SUMMER CAREER

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Salaries	23,520	23,520	0	0.00%
Benefits	2,160	2,217	57	2.66%
	25,680	25,737	57	0.22%
	25,680	25,737	57	0.22%
	25,680	25,737	57	0.22%
TAX LEVY				
	25,680	25,737		
Full Time Positions	-	-	-	
Part Time Hours	1,830.0	1,830.0		

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2019 OPERATING BUDGET

LEGAL DEPARTMENT

Administration

The Legal Department consists of the City Solicitor, Supervisor, Assistant City Solicitor/Senior Litigation Counsel, Solicitor/Prosecutor, Risk Manager and three (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 and draft reports/by-laws, agreements, opinions, leases, licenses of occupation, FOI requests, easements, encroachments, expropriations and real estate transactions;
- To process all claims made against the City and liaise with City's Third Party Adjusters and Counsel in negotiating and administering same.

- To represent the City and give advice with respect to all lawsuits which may be brought on behalf of or against the City;
- To control and monitor the City's insurance coverage
- To prosecute persons charged with offences contrary to City by-laws; and
- To represent the City before various courts and tribunals including the Local Planning Appeal Tribunal (LPAT) and the Human Rights Tribunal.

City Owned Land

Responsible for the cost of leases, licenses of occupation and easements of 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.

The following are the types of insurance:

- Commercial General Liability Coverage
- Property of Every Description (includes buildings, contents and equipment);
- Cyber Insurance (including Ransomware and Privacy Breach Response Services);
- Comprehensive crime insurance (protection against employee dishonesty, fraud, theft, and forgery);
- Boiler and machinery;

- Automobile insurance
- Errors and omissions;
- Environmental liability;
- Conflict of interest; and
- Umbrella 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 of Part I and Part II Provincial Offences, 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 the Solicitor/Prosecutor (who works both in the Legal Department and Provincial Offences Court).

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.

Operating Increase Required for 2019

On December 14, 2017, the Ontario Government passed the *Stronger, Fairer Ontario Act (Budget Measures), 2017*, which effectively directs the transfer of Part III Provincial Offences from the Province to all municipalities in the Province. Part III Offences were not part of the download that occurred in 2001, and since that time have been administered and prosecuted by the Crown Attorney's Offices in each jurisdiction. These offences are more serious and complicated in nature and involve multiple court attendances, the acquisition of Certified Documents for many offences, trials, pretrials and appeals. The Province is currently preparing a revised Memorandum of Understanding and will direct the download, first beginning with smaller municipalities and thereafter ending with the larger municipalities, with the download to be completed Province wide by early 2020.

Legal Staff have been in regular contact with the local Crown's Office and are awaiting the download date for the City. The date has not been set as of yet, however the expectation is early 2019. The City will then be responsible for all Administrative and Prosecution functions of all Part III Offences for the Algoma Catchment area, representing the area slightly East of Thessalon to just north of Wawa. To put this into perspective, the total number of Part III new charges laid in 2018 up to September 2018 for Sault Ste. Marie and OPP for the Algoma Catchment Area proceeding in Court is 719 matters, with the last quarter still remaining. The Operating Request is being made for an additional lawyer and staff given the POA Part III Download.

LEGAL DEPARTMENT

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	2,149,651	2,261,698	112,047	5.21%
	<u>2,149,651</u>	<u>2,261,698</u>	<u>112,047</u>	<u>5.21%</u>
EXPENDITURES				
Salaries	1,043,157	1,040,669	(2,488)	-0.24%
Benefits	276,896	289,740	12,844	4.64%
	<u>1,320,053</u>	<u>1,330,409</u>	<u>10,356</u>	<u>0.78%</u>
Travel and training	18,735	21,285	2,550	13.61%
Materials and supplies	78,815	78,815	0	0.00%
Maintenance and repairs	4,000	4,000	0	0.00%
Rents and leases	78,075	78,075	0	0.00%
Taxes and licenses	1,797,955	1,486,736	(311,219)	-17.31%
Purchased and contracted services	292,000	302,000	10,000	3.42%
Transfer to own funds	102,200	102,200	0	0.00%
Capital expense	10,000	10,000	0	0.00%
	<u>2,381,780</u>	<u>2,083,111</u>	<u>(298,669)</u>	<u>-12.54%</u>
	<u>3,701,833</u>	<u>3,413,520</u>	<u>(288,313)</u>	<u>-7.79%</u>
	<u>1,552,182</u>	<u>1,151,822</u>	<u>(400,360)</u>	<u>-25.79%</u>
TAX LEVY	1,552,182	1,151,822		

LEGAL: ADMINISTRATION

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	799,651	911,698	112,047	14.01%
	799,651	911,698	112,047	14.01%
EXPENDITURES				
Salaries	606,970	607,953	983	0.16%
Benefits	157,881	164,154	6,273	3.97%
	764,851	772,107	7,256	0.95%
Travel and training	7,600	7,600	0	0.00%
Materials and supplies	26,765	26,765	0	0.00%
Taxes and licenses	45,000	45,000	0	0.00%
Purchased and contracted services	15,400	15,400	0	0.00%
Transfer to own funds	102,200	102,200	0	0.00%
Capital expense	2,500	2,500	0	0.00%
	199,465	199,465	0	0.00%
	964,316	971,572	7,256	0.75%
	164,665	59,874	(104,791)	-63.64%
TAX LEVY	164,665	59,874		

Full Time Positions	7.0	7.0	-
Part Time Hours	610	-	(610.0)

LEGAL: CITY OWNED LAND**2019 Operating Budget Summary**

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
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%
	19,000	19,000	0	0.00%
TAX LEVY	19,000	19,000		

LEGAL: INSURANCE**2019 Operating Budget Summary**

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Taxes and licenses	1,751,955	1,440,736	(311,219)	-17.76%
	1,751,955	1,440,736	(311,219)	-17.76%
	1,751,955	1,440,736	(311,219)	-17.76%
	1,751,955	1,440,736	(311,219)	-17.76%
TAX LEVY	1,751,955	1,440,736		

LEGAL: PROVINCIAL OFFENCES

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
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	436,187	432,716	(3,471)	-0.80%
Benefits	119,015	125,586	6,571	5.52%
	555,202	558,302	3,100	0.56%
Travel and training	11,135	13,685	2,550	22.90%
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	286,600	10,000	3.62%
Capital expense	7,500	7,500	0	0.00%
	411,360	423,910	12,550	3.05%
	966,562	982,212	15,650	1.62%
	(383,438)	(367,788)	15,650	-4.08%
TAX LEVY	(383,438)	(367,788)		

Full Time Positions	7.0	7.0	-
Part Time Hours	610	610	-

LEVY BOARDS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
EXPENDITURES				
Grants to others:				
Algoma Public Health	2,467,639	2,479,977	12,338	0.50%
Sault Ste. Marie District Social Service Administration	17,821,750	18,213,150	391,400	2.20%
Sault Ste. Marie Conservation Authority	534,750	548,983	14,233	2.66%
	20,824,139	21,242,110	417,971	2.01%
	20,824,139	21,242,110	417,971	2.01%
TAX LEVY	20,824,139	21,242,110		

OUTSIDE AGENCIES & GRANTS TO OTHERS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	120,000	120,000	0	0.00%
Contribution from own funds	80,000	80,000	0	0.00%
Government grants	0	200,000	200,000	100.00%
	200,000	400,000	200,000	100.00%

EXPENDITURES

Grants to others:

Police Services Board	25,096,639	25,526,849	430,210	1.71%
Library Board	2,532,209	2,874,080	341,871	13.50%
Art Gallery of Algoma	280,785	280,785	0	0.00%
SSM Museum	181,091	181,091	0	0.00%
Bush Plane Museum	175,000	175,000	0	0.00%
Cultural Recognition	1,500	1,500	0	0.00%
Safe Communities	40,000	40,000	0	0.00%
Crime Stoppers	25,000	25,000	0	0.00%
Algoma University	40,000	40,000	0	0.00%
Pee Wee Arena	16,400	17,800	1,400	8.54%
Other Sports	5,000	5,000	0	0.00%
Red Cross Grant	50,000	250,000	200,000	400.00%
Cultural Grants	53,900	53,900	0	0.00%
Economic Development Corporation	789,510	799,510	10,000	1.27%
Development SSM	246,000	246,000	0	0.00%
Innovation Centre	277,890	277,890	0	0.00%
Tourist Promotion	168,655	168,655	0	0.00%
EDF Budget	500,000	500,000	0	0.00%
Physician Recruitment	200,000	200,000	0	0.00%

OUTSIDE AGENCIES & GRANTS TO OTHERS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
Total Grants to others:	30,679,579	31,663,060	983,481	3.21%
Transfer to own funds	80,000	80,000	0	0.00%
	30,759,579	31,743,060	983,481	3.20%
	30,559,579	31,343,060	783,481	2.56%
TAX LEVY	30,559,579	31,343,060		

CORPORATE - FINANCIALS

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Taxation (excluding levy)	2,177,500	2,178,438	938	0.04%
Payment in Lieu of taxes	4,160,860	4,366,415	205,555	4.94%
Fees and user charges	13,606,980	14,537,330	930,350	6.84%
Government grants (including OMPF)	15,455,200	15,543,586	88,386	0.57%
Investment income	4,305,000	4,320,000	15,000	0.35%
Other income	1,400,000	1,400,000	0	0.00%
	41,105,540	42,345,769	1,240,229	3.02%
EXPENDITURES				
Benefits	20,000	20,000	0	0.00%
	20,000	20,000	0	0.00%
Materials and supplies	301,930	308,927	6,997	2.32%
Purchased and contracted services	7,000	7,000	0	0.00%
Grants to others		865	865	0.00%
Transfer to own funds	9,987,592	12,261,034	2,273,442	22.76%
	10,296,522	12,577,826	2,281,304	22.16%
	10,316,522	12,597,826	2,281,304	22.11%
	(30,789,018)	(29,747,943)	1,041,075	-3.38%
TAX LEVY	(30,789,018)	(29,747,943)		

CAPITAL LEVY & DEBENTURE DEBT

2019 Operating Budget Summary

Department	2018	2019	\$	%
	BUDGET	BUDGET	Change (2018 to 2019)	Change (2018 to 2019)
REVENUE				
Fees and user charges	350,000	350,000	0	0.00%
	350,000	350,000	0	0.00%
EXPENDITURES				
Long term debt	3,252,490	3,315,682	63,192	1.94%
Transfer to own funds	6,242,580	6,242,580	0	0.00%
	9,495,070	9,558,262	63,192	0.67%
	9,495,070	9,558,262	63,192	0.67%
	9,145,070	9,208,262	63,192	0.69%
TAX LEVY	9,145,070	9,208,262		

THE CORPORATION OF THE CITY OF SAULT STE MARIE
 Supplementary Items to be approved by Council:
 2019

DEPARTMENT:	ONE TIME COST	ON-GOING COST	IN-KIND SERVICES	RECOMMENDATIONS:
Mayor & Council				
To increase the training budget.		1,500		
To support the Mayor's Bawating Advisory Committee in order to strengthen relations with the First Nations community.		10,000		
Community Development & Enterprise Services				
Building: To hire 1 by-law officer to address Council's concerns - sign by-law, drainage concerns, graffiti, building code violation.		87,995		
Cemetery: To meet year over year rising cost of maintenance.		5,000		
Old Stone House: To hire a part-time cook and part-time interpreter to meet OSH demands.		26,060		
Rec. & Culture: To increase Canada Day budget for firework costs.		2,500		
Rec. & Culture: To increase cultural financial assistance grants from \$53,900 to \$75,000.		21,100		
Rec. & Culture: To implement a skating trail pilot project at Clergue Park and John Rowswell Park (Council resolution 6.17 09/24/2018).		36,300		
Seniors Centre: To hire a part-time cook for kitchen preparations for large events.		7,875		
Transit: To increase summer service by 3,000 hours.		300,000		
Corporate Services				
Human Resources: To hire 1 non-union support staff to address increasing volume and demand of RTW functions.		60,170		
Human Resources: To have customer service training for front-line City staff.		30,000		
Human Resources: To hire staff to monitor compliance over the labourer/carpenter's initiative. This position will be for 3-5 years.		70,000		
Human Resources: To increase the labour relations budget to address the labourer/carpenter's initiative.		50,000		
IT: To increase close captioned funding (per Council meeting on February 5, 2018, agenda item #8.6).		35,000		
IT: Service Review recommendation-hire Chief Information Officer (1/2 year 2019, full 2020)		75,000		
Public Works & Engineering				
Civic Centre maintenance cost to maintain		25,000		
To increase the environmental cleanup expense account.		10,000		
To increase the miscellaneous construction budget		500,000		
To replace aging fleet based on the replacement schedule.		765,170		
OR				
Increase budget for additional repair parts required to maintain aging fleet		480,000		
To create a budget for maintenance of city property (i.e. fencing, site security, risk management items, etc).		40,000		
To hire 4 paving stone/cement finishers and 1 labourer to maintain the interlocking brick throughout the city.		372,200		
To hire 1 labourer in Parks to maintain new infrastructure projects (splash pad, disc golf, off-leash park, park pump track, outdoor exercise equipment, sensory playground equipment, park playground equipment, skateboard park).		69,700		
To hire 1 electrician to inspect and maintain traffic control equipment.		100,000		
To increase the winter control budget for damage caused to PUC poles, overhead wires, and electrical boxes during the winter.		25,000		
To hire 3 apprentices to expand in-house services.		240,000		
Fire Services				
Fleet replacement requirement based upon replacement schedule		200,000		
Legal				

DEPARTMENT:

To increase staff (lawyer + lawyer assistant) to complete Part III prosecutions. This is legislated for all municipalities.

Outside Agencies

Library: New Northern Branch and other costs.

SSM Museum: to aid in fulfilling its mandate of preserving history and culture in SSM.

To increase the EDC's grant per the annual adjustment.

To support snow removal of windrows through the Homemaker's Program with Red Cross.

Physician Recruitment - increase to program support.

Financial Assistance Policy for Sustaining and Other Grants (new or additional requests)

Finge Festival: Cash contribution in addition to currently approved in-kind services of \$7,000

Terry Fox Foundation: Rental of Bondar Pavilion

	ONE TIME COST	ON-GOING COST	IN-KIND SERVICES
		140,000	
Library: New Northern Branch and other costs.	200,000	85,830	
SSM Museum: to aid in fulfilling its mandate of preserving history and culture in SSM.		68,909	
To increase the EDC's grant per the annual adjustment.		21,735	
To support snow removal of windrows through the Homemaker's Program with Red Cross.		15,000	
Physician Recruitment - increase to program support.		10,000	
Financial Assistance Policy for Sustaining and Other Grants (new or additional requests)			
Finge Festival: Cash contribution in addition to currently approved in-kind services of \$7,000		25,000	
Terry Fox Foundation: Rental of Bondar Pavilion			360
	200,000	4,012,044	360

RECOMMENDATIONS:

One time costs could be approved from Library Capital Reserve.
No levy impact.

Funded from Hospital Reserve Fund. No levy impact.

Meets criteria
Does not meet criteria

	1-Jun	1-Jul	1-Aug	1-Sep	1-Oct	1-Nov
	1.307,85	1.240,64	1.235,42	939,09	1.300,67	843,29
	0,00	698,18	0,00	0,00	40,07	0,00
	115,80	78,42	38,16	15,62	256,67	25,46
	2,03	1.485,22	6.062,23	447,24	16.048,05	349,55
	5	677,87	503,91	1.094,97	5.620,31	2.560,60
		0,00	310,01	3.142,38	9.779,24	14.693,66
		0,00	670,64	1.259,50	4.294,85	7.473,24
	283,58	39.386,87	17.848,02	34.414,47	0,00	0,00
	0,00	0,00	0,00	0,00	0,00	0,00
		19.577,90	11.799,74	14.874,16	33.010,21	
		1.335,55	21,76	865,15	348,10	
		0,00	0,00	12.032,74	24.740,68	
		0,00	0,00	4.387,73	18.444,80	
		701,60	4.796,53	502,91		
		2.144,68	2.120,27	1.727,45		
		10.857,02	0,00	82,02		
		0,00	0,00	0,00		

2019 PRELIMINARY BUDGET - CAPITAL

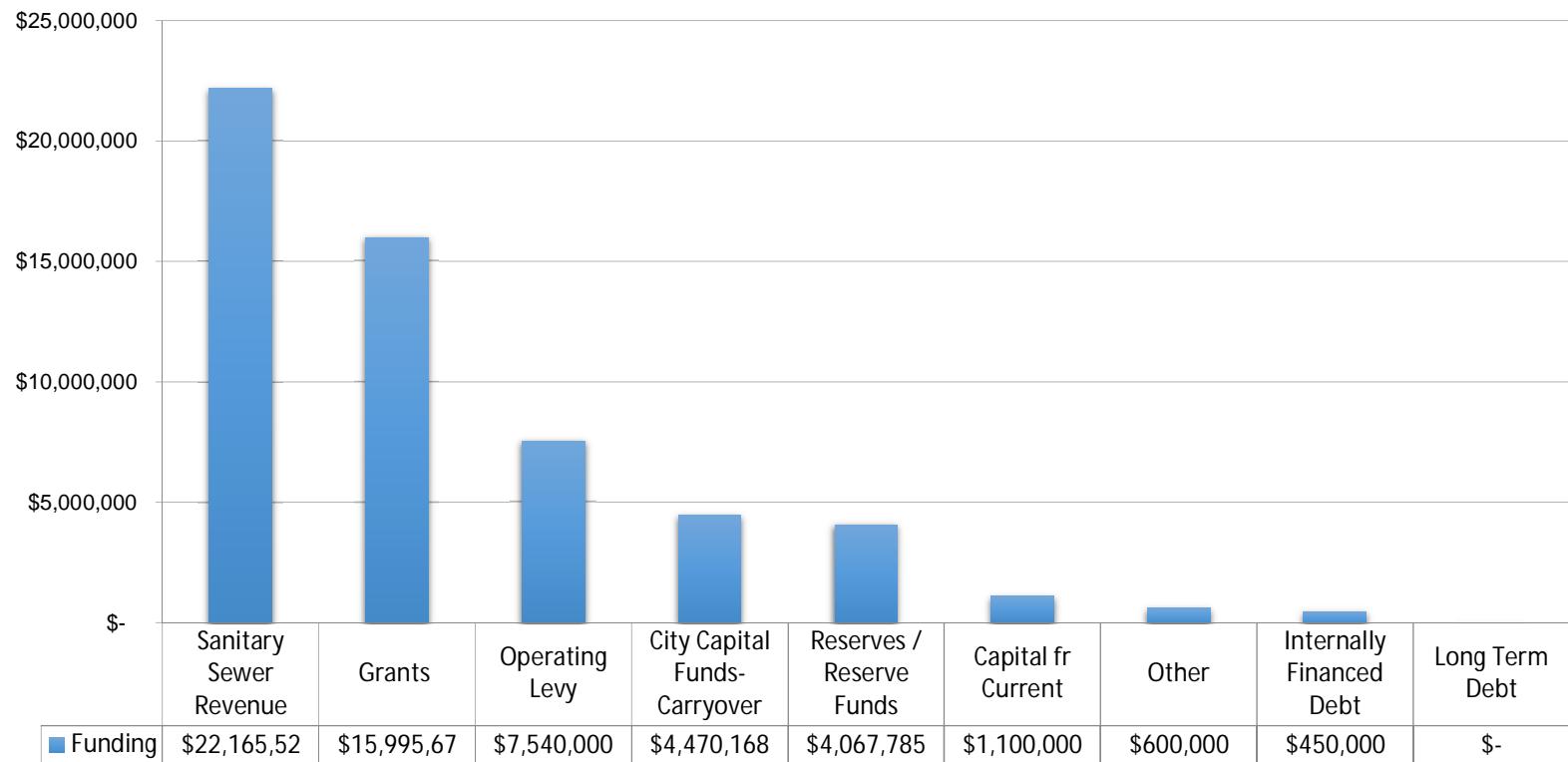
JANUARY 14, 2019

2019 Capital Budget

Roads/Bridges/Storm Sewers	\$ 25,725,000	44.7%
Sanitary Sewer	\$ 21,372,000	37.2%
Transit Fleet & Equipment	\$ 4,050,000	7.0%
Building Capital Maintenance	\$ 1,918,000	3.3%
Public Works Fleet & Equipment	\$ 1,134,650	2.0%
Misc Fleet & Equipment	\$ 1,071,900	1.9%
Bondar Marina Dock Replacement	\$ 800,000	1.4%
Growth Projects	\$ 616,107	1.1%
Phase One - New Fire Hall	\$ 450,000	0.8%
Landfill Upgrades	\$ 352,000	0.6%
TOTAL	<u>\$ 57,489,657</u>	



Capital Funding Sources



Capital Prioritization Projects

Description	Cost
Existing Assets:	
PWES - 2019 Capital Roadworks & 2020 Engineering	\$ 24,200,000
CDES - Transit Fleet & Equipment- PTIF	\$ 4,050,000
Corporate - Telephone System Replacement	\$ 600,000
CDES - Bondar Marina Dock Replacement	\$ 800,000
Fire – Phase 1 – New Fire Hall	\$ 450,000
CDES - Building Permits System	\$ 100,000
PWES Engineering - Three (3) Pedestrian Crossovers	\$ 90,000
Landfill - Hot Melter Densifier	\$ 32,000
Traffic - Replace Control System	\$ 75,000
Traffic - Optimize Traffic Signals	\$ 60,000
Growth Projects:	
Implement the Active Transportation Study	\$ 20,134
Downtown Action Plan Implementation	\$ 264,866
Activate the waterfront with interactive equipment for citizens (youth, seniors, families).	\$ 15,000
Implement wayfinding signage	\$ 50,000
Extend the Huron Street Hub Trail by 300 m	\$ 150,000



Capital Prioritization Projects - UNFUNDDED

Description	Cost	UNFUNDDED
Existing Assets:		
PWES - 2019 Capital Roadworks & 2020 Engineering	\$ 24,200,000	
CDES - Transit Fleet & Equipment- PTIF	\$ 4,050,000	\$ 93,500
Corporate - Telephone System Replacement	\$ 600,000	
CDES - Bondar Marina Dock Replacement	\$ 800,000	\$ 782,000
Fire - Phase 1 - New Fire Hall	\$ 450,000	
CDES - Building Permits System	\$ 100,000	
PWES Engineering - Three (3) Pedestrian Crossovers	\$ 90,000	\$ 90,000
Landfill - Hot Melter Densifier	\$ 32,000	
Traffic - Replace Control System	\$ 75,000	\$ 75,000
Traffic - Optimize Traffic Signals	\$ 60,000	\$ 60,000
TOTAL UNFUNDDED:		\$ 1,100,500
Growth Projects:		
Implement the Active Transportation Study	\$ 20,134	
Downtown Action Plan Implementation	\$ 264,866	
Activate the waterfront with interactive equipment for citizens (youth, seniors, families)	\$ 15,000	
Implement wayfinding signage	\$ 50,000	
Extend the Huron Street Hub Trail by 300 m	\$ 150,000	



2019 Road Construction Program

- Bay Street - Andrew Street - Pim Street
- Ruth Street - Franklin Street - East Limit
- Second Ave - Connaught - Second Line
- Leo Avenue - Queen Street East - Victoria Avenue
- McNabb/St Georges Impr - Great Northern/Pim - Grand Boulevard
- Connecting Link Black Rd Widening- McNabb Street to Second Line
- Stormwater-
 - Fort Creek Aqueduct; Small Aqueduct Repair.
- Resurfacing
- Property Acquisitions



2019 Transit PTIF Projects

- Replace three 40' Buses
- Replace two 40' buses with 35' buses
- Replace one Para Bus with Low Floor Unit
- Replace existing AVL
- New Transit Shelters
- Northern Transfer Point
- Transit Terminal Building Capital Repairs



2020-2023 Capital Forecast

	2020	2021	2022	2023
Community Development & Enterprise Services	4,646,765	6,376,796	4,395,917	5,666,320
Fire Services	1,051,000	455,000	185,000	1,946,000
Public Works & Engineering Services	46,025,180	35,072,835	32,888,765	33,126,560
Corporate Services	350,000	350,000	773,000	1,035,000
Outside Agencies	811,000	-	68,000	117,000
Total Capital Requirements	52,883,945	42,254,631	38,310,682	41,890,880
Funding:				
Capital Levy Overall	4,500,000	4,500,000	4,500,000	4,500,000
Capital Levy Urban Only	1,740,000	1,740,000	1,740,000	1,740,000
Capital Levy Miscellaneous Construction	1,300,000	1,300,000	1,300,000	1,300,000
Sewer Surcharge	23,253,000	1,577,225	14,394,855	13,059,000
Federal Gas Tax	4,451,418	4,653,755	4,653,755	4,856,092
Reserves	2,237,830	7,519,830	1,339,910	3,026,560
Reserve Funds	249,865	15,796	42,917	138,320
Build Canada Fund (2/3)	3,600,000	-	-	-
OCIF Funding-formula based funding	2,015,467	2,000,000	2,000,000	2,000,000
Connecting Link (90%)	3,000,000	1,215,000	2,722,500	3,000,000
Government Grants	2,956,500	2,996,650	2,233,800	2,385,640
Short Term Debt	-	11,000,000	-	-
Infrastructure Maintenance Requirements from reserves	2,338,000	3,041,000	2,225,800	5,079,760
Other	1,241,865	695,375	1,157,145	805,508
Total Capital Funding Requirements	52,883,945	42,254,631	38,310,682	41,890,880



THE CORPORATION OF THE CITY OF SAULT STE MARIE

2019 CAPITAL BUDGET

SUMMARY OF PROJECTS

Funding Source								
Project Cost	Current Levy	Capital fr Current	City Capital Funds- Carryover	Sanitary Sewer	Reserves	Grants	Long Term Debt	
PUBLIC WORKS AND ENGINEERING SERVICES								
<i>Roads/Bridges/Storm Sewer</i>								
Bay Street - Andrew Street - Pim Street								
Ruth Street - Franklin Street - East Limit								
Second Ave - Connaught - Second Line								
Leo Avenue - Queen Street East - Victoria Avenue								
McNabb/St Georges Impr - Great Northern/Pim - Grand Boulevard								
Black Road Widening - McNabb Street - Second Line								
Fort Creek Aqueduct								
Aqueducts - Other								
Engineering - 2020								
Property Acquisitions								
Various Roads - Resurfacing								
	\$ 24,200,000	\$ 6,240,000	\$ 4,170,168	\$ 618,529	\$ 339,485	\$ 12,831,818		
				Connecting Link Reserve				
<i>Miscellaneous Construction</i>								
Asphalt/Surface Treatment	\$ 815,000							
Rear Yard Drainage	\$ 60,000							
Aqueduct Inspection (Biennial)	\$ 50,000							
Bridge/Aqueduct Rehabilitation	\$ 100,000							
Environmental Assessments	\$ 200,000							
Southmarket Storm Infiltration Study	\$ 25,000							
Emergency Repairs	\$ 50,000							
	\$ 1,300,000	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Sanitary Sewer</i>								
West End Plant and MPS	\$ 16,200,000							
East End Plant	\$ 500,000							
Miscellaneous Capital	\$ 225,000							
Emergency Repairs	\$ 600,000							
Pumping Stations	\$ 1,355,000							
SCADA	\$ 500,000							
Waste Water Treatment Plant Capital Maintenance	\$ 1,545,000							
Fleet	\$ 447,000							
	\$ 21,372,000		\$ 21,372,000					
<i>Landfill</i>								
Upgrade/Replacement/Equipment	\$ 352,000			\$ 352,000				
				Waste Disposal Site Reserve				
<i>Public Works Fleet</i>								
Tandem dump sander - asphalt spreader compatible								
Municipal Sidewalk Tractor c/w attachments								
64000 GVW Street Flusher Cab And Chassis								
Asphalt Hot Box - Falcon or similar								
Sidewalk Sander								
Street Sweeper (Pelican)								
Wheeled Loader (621E)								
	\$ 1,089,150			\$ 1,089,150				
				PWT Equipment Reserve				
<i>Parks Fleet</i>								
Two 60" Riding Mowers								
4500 Series Rear mount sweeper								
	\$ 45,500			\$ 45,500				
				PWT Equipment Reserve				

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2019 CAPITAL BUDGET

SUMMARY OF PROJECTS

	Funding Source								Long Term Debt
	Project Cost	Current Levy	Capital fr Current	City Capital Funds- Carryover	Sanitary Sewer	Reserves	Grants	Other	
<i>Other</i>									
Pedestrian Crossovers	\$ 90,000								
Traffic Infrastructure	\$ 135,000								
Engineering Fleet	\$ 275,000				\$ 175,000	\$ 100,000			
Garage A Building Repairs	\$ 255,000					\$ 255,000			
Bellevue Park Boiler	\$ 50,000					Asset Management Reserve			
						\$ 50,000			
						Asset Management Reserve			
	\$ 1,939,650	\$ -	\$ -	\$ -	\$ 175,000	\$ 1,539,650	\$ -	\$ -	\$ -
Total PWES	\$ 49,163,650	\$ 7,540,000	\$ -	\$ 4,170,168	\$ 22,165,529	\$ 2,231,135	\$ 12,831,818	\$ -	\$ 225,000
UNFUNDED									
COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES									
<i>Transit</i>									
Transit Terminal building capital repairs	\$ 125,000								
Replace three 40' Buses	\$ 1,725,000								
Replace two 40' buses with 35' buses	\$ 1,130,000								
Replace one Para Bus with Low Floor Unit	\$ 145,000								
Replace existing AVL	\$ 500,000								
Transit Shelters installed	\$ 50,000								
Northern Transfer Point	\$ 500,000								
	\$ 4,175,000		\$ 600,000	\$ 300,000		\$ 133,750	\$ 3,047,750		
					Asset Mgmt & Transit Equipment Reserve				
<i>Fleet & Equipment</i>									
Community Centres	\$ 10,900					\$ 10,900			
Cemetery	\$ 86,000					Pepsi Reserve			
Building Permit System	\$ 100,000					Cemetery Reserve Fund			
	\$ 196,900	\$ -	\$ -	\$ -		\$ 100,000			
					Building Permits Reserve Fund				
<i>Growth Projects</i>									
Downtown Action Plan	\$ 264,866								
Active Transportation Plan	\$ 136,241								
Activate the Waterfront	\$ 15,000								
Wayfinding Signage	\$ 50,000								
Extend Huron St. Hub Trail	\$ 150,000								
	\$ 616,107	\$ -	\$ 500,000	\$ -		\$ -	\$ 116,107		
<i>Infrastructure Development:</i>									
Bondar Marina Dock Replacement	\$ 800,000	\$ -	\$ -	\$ -		\$ 18,000	\$ -	\$ -	
					Marina Reserve				
<i>Building Capital Maintenance</i>									
John Rhodes Community Centre	\$ 25,000								
Ermatinger Old Stone House	\$ 143,000								
McMeeken Centre	\$ 30,000								
	\$ 198,000	\$ -	\$ -	\$ -		\$ 198,000	\$ -	\$ -	
					Asset Management Reserve				
Total CDES	\$ 5,986,007	\$ -	\$ 1,100,000	\$ 300,000	\$ -	\$ 546,650	\$ 3,163,857	\$ -	\$ 875,500
UNFUNDED									

**THE CORPORATION OF THE CITY OF SAULT STE MARIE
2019 CAPITAL BUDGET
SUMMARY OF PROJECTS**

Funding Source									
Project Cost	Current Levy	Capital fr Current	City Capital Funds-Carryover	Sanitary Sewer	Reserves	Grants	Other	Long Term Debt	
 									
\$ 450,000								\$ 450,000	
Fire Equipment Reserve								Internally Financed Debt	
 									
\$ 410,000	\$ -	\$ -	\$ -	\$ 410,000	\$ -	\$ -	\$ -	\$ -	
Asset Management Reserve								UNFUNDED	
\$ 860,000	\$ -	\$ -	\$ -	\$ 410,000	\$ -	\$ 450,000	\$ -	\$ -	
 									
\$ 30,000									
\$ 350,000									
\$ 120,000									
\$ 50,000									
\$ 250,000									
\$ 80,000									
\$ 880,000	\$ -	\$ -	\$ -	\$ 880,000	\$ -	\$ -	\$ -	\$ -	
Asset Management Reserve									
\$ 600,000								\$ 600,000	
\$ 1,480,000	\$ -	\$ -	\$ -	\$ 880,000	\$ -	\$ 600,000	\$ -	\$ -	
 									
\$ 57,489,657	\$ 7,540,000	\$ 1,100,000	\$ 4,470,168	\$ 22,165,529	\$ 4,067,785	\$ 15,995,675	\$ 1,050,000	\$ -	
TOTAL UNFUNDED								\$ 1,100,500	

THE CORP. OF THE CITY OF SAULT STE MARIE
CAPITAL PRIORITIZATION

2019

	Department	Description	Cost	Funding Source										
				Reserve	Cap fr Curr	City Capital Funds - Current Levy	City Capital Funds- Carryover	Grants	Sanitary	Internally Financed Debt	Total Funding	Unfunded		
Existing Assets														
1	PW&ES - Engineering	Public Works & Engineering - 2019 Roads Construction & 2020 Roads Engineering	24,200,000	339,485 100,000 18,000 100,000 32,000	Connecting Link Reserve	6,240,000	4,170,168	12,831,818	618,529	24,200,000	-			
2	CD&ES - Transit	Buses, call out system, bus shelters, site prep & curb/asphalt work, and parabus	4,050,000		Connecting Link Reserve	600,000	300,000	2,956,500		3,956,500	93,500			
3	CS - IT	Replace telephone system	600,000			600,000				600,000	-			
4	CD&ES - Marinas	Bondar marina dock replacement	800,000		Marina Reserve					18,000	782,000			
5	Fire	Phase 1 - New Fire Hall	450,000						450,000	450,000	-			
6	CD&ES - Building	Online bldg permit application submission and tracking	100,000		Building Permit Reserve Fund					100,000	-			
7	PW&ES - Engineering	Engineering - construct 3 pedestrian cross-overs	90,000							-	90,000			
8	PW&ES - Landfill	Landfill - hot melter densifier	32,000		Landfill Reserve					32,000	-			
9	PW&ES - Traffic	Traffic - replace control system	75,000							-	75,000			
10	PW&ES - Traffic	Traffic - optimize traffic signals at 2 intersections	60,000							-	60,000			
				30,457,000	589,485	-	600,000	6,240,000	5,070,168	15,788,318	618,529	450,000	29,356,500	
												1,100,500		
												Total Unfunded		
Growth Projects														
1	CD&ES - Planning	Implement the active transportation study - create cycling routes & link the Hub Trail to the Machine Shop	20,134	20,134 264,866 15,000 50,000 150,000						20,134	-			
2	CD&ES - Planning	Downtown action plan implementation - improve the public realm for programming and community events, improve aesthetics and connecting the waterfront to the downtown.	264,866							264,866	-			
3	CD&ES - Rec and Culture	Activate the waterfront with interactive equipment for citizens (youth, seniors, families).	15,000							15,000	-			
4	CD&ES - Planning	Implement wayfinding signage	50,000							50,000	-			
5	CD&ES - Planning	Extend the Huron Street Hub Trail by 300 metres to connect with the former St. Mary's Paper site.	150,000							150,000	-			
				500,000	-	-	500,000	-	-	-	-	500,000		
												-		
Reserve/Reserve Fund Projects														
PW&ES - Landfill	PW&ES - Landfill	Landfill - fencing to meet MOE EA requirements	20,000	20,000 75,000 51,000 25,000 35,000 10,900	Landfill Reserve Engineering Equipment Reserve Cemetery Reserve Fund Engineering Equipment Reserve Cemetery Reserve Fund Pepsi Marketing Reserve					20,000	-			
										250,000	-			
	PW&ES - Engineering	Engineering - replace camera inspection equipment, mobile workstation, & van	250,000							51,000	-			
										25,000	-			
	CD&ES - Cemetery	New riding lawn mower to replace 2007 model	51,000							35,000	-			
										10,900	-			
	PW&ES - Engineering	Engineering - replace inspection vehicle	25,000							175,000	-			
										-	175,000	-		
	CD&ES - Cemetery	Used dump truck	35,000							-	-	391,900		
										-	-	-		
	CD&ES - Community Centres	Essar and John Rhodes - food & beverage upgrades	10,900							10,900	-			
										-	-	-		
				391,900	216,900	-	-	-	-	-	391,900	-		
												-		

THE CORP. OF THE CITY OF SAULT STE MARIE

CAPITAL PRIORITIZATION

2019

**** The following items ranked lower on the priority list

Existing Assets

11	PW&ES - Traffic	Traffic - replace control cabinets	30,000
12	PW&ES - Traffic	Traffic - reconstruct railway crossings	30,000
13	PW&ES - Public Works	Public Works - replace overhead flashers at stop controlled intersections	25,000
14	CS - IT	Server virtualization and decommission aging fleet	85,000
15	PW&ES - Public Works	Public Works - study/review of PWT fleet, mechanical, and service	50,000
16	CD&ES - Pool	Greco pool filter system replacement	32,000
17	PW&ES - Public Works	Public Works - HHW heaters	40,000
18	PW&ES - Public Works	Public Works - 4 metal storage containers to replace cold storage bldgs	40,000
19	CD&ES - Marinas	Bellevue marina d-dock and gate lock replacement	394,000
20	CD&ES - Essar Centre	Essar - building automation computer controller software	40,000
21	CD&ES - Recreation and Culture	Upgrade/improve parks	250,000
22	CD&ES - Pool	Greco and Manzo pools - sandblast & gel coat outdoor pool basins	28,000
23	CD&ES - Essar Centre	Essar - LED lighting upgrades	200,000
24	CD&ES - John Rhodes	Circuit meter project	44,357
25	CD&ES - Community Centres	Plow truck	23,500
26	CS - IT	Purchase test server for testing all applications	15,000

Growth Projects

6	CD&ES - Planning	Revitalize James Street area by improving Anna Marinelli Park and other initiatives.	150,000
7	CD&ES - Recreation and Culture	Add a land-based fountain to Clergue Park	75,000
8	CD&ES - Planning	Add an alternative cycling/pedestrian crossing to GNR/Second Line	100,000
9	CD&ES - Recreation and Culture	Develop a City of Sault Ste. Marie app to improve communications	40,000

	Department	Description	Risk of Not Completing Project in 2019
Existing Assets			
1	PW&ES - Engineering	Public Works & Engineering - 2019 Roads Construction & 2020 Roads Engineering	<ul style="list-style-type: none"> The purpose of the capital roads program is for reconstruction of existing linear infrastructure, including roads, storm sewers, sidewalks, street lighting, traffic signals and related surface works, aqueducts, culverts and bridges. With the exception of gas tax grants, over the last 20 years there has been no increase to the City Capital funds available for use by the roads budget. Without an increase in this budget, there is no foreseeable way of keeping pace with the increasing infrastructure deficit. Road surfaces, substructures, and underground services will further deteriorate and fail. Over this same period, there has also been no increase to the road resurfacing budget (misc. construction) so capital funds have been necessarily diverted to resurfacing major arterials. Sanitary sewer costs are covered by the sanitary sewer revenue. PTIF funding of 73% available, Opportunity forgone.
2	CD&ES - Transit	Buses, call out system, bus shelters, site prep & curb/asphalt work, and parabus	<ul style="list-style-type: none"> 10 year expenditure plan in place (Planned Key Projects Year 1: Replace three 40' Buses, Replace 40' buses with 2 35' buses, Replace one Para Bus with Low Floor Unit, Replace existing AVL, Transit Shelters installed, Northern Transfer Point)
3	CS - IT	Replace telephone system	<ul style="list-style-type: none"> Replacement of the current legacy telephone system (Bell Centrex System). Centrex PBX switching services have become expensive over the years. Bell Canada Centrex system is built on old technology which is being phased out and will become end-of-life. Current "on-prem" hybrid telephone solutions are also becoming difficult to service due to soon end-of-service-life. Telephone communication continues to be one of the most utilized tools used to deliver mandatory services. The city requires a reliable telephone system in order to communicate with the citizens of Sault Ste Marie as well as corporate communications. The telephone communication world is switching from the old "copper wire" technology to the "digital SIP" technology within the next 5 years. The city will have no choice but to upgrade when that time comes. Approving this capital request allows the city to proactively upgrade the system before being in a critical state of doing so before a drop dead deadline.
4	CD&ES - Marinas	Bondar marina dock replacement	<ul style="list-style-type: none"> Service Level Impact- potential Dock failure: 2 emergency repairs in 2018 at a cost of \$52K (A Dock- Hoisting, pumping and lifting-\$1,200, C Dock corner replacement South end of near Norgoma - \$50K). Current critical issues on North section of C-Dock, 3 sections of D Dock, and the main float and 1st two fingers of A Dock. The replacement of the Roberta Bondar Marina Docks is submitted as per the approval of the April 23rd 2017, report to council outlining the necessary replacement with the exit of the Norgoma in fall of 2018 (Now Spring 2019). With the docks being removed it is expected that there will be some damage to the old dock system. The existing docks have reached their useful life and maintenance efforts are no longer able to address the issues that exist. The report at that time estimated \$775,000 for full replacement of docks. It is expected that 2019 costs will increase with increased anchoring and inflation to an estimated \$800,000 for this replacement which includes improvements to the existing layout the addition of extra slips and open dock face, a new entry platform and service pedestals, installation/disposal and engineering services. Maintenance of existing marina infrastructure will ensure its longest possible life cycle and create cost savings to reinvest in the future. We manage existing infrastructure in a responsible and sustainable way through the marina operating inspections each spring prior to opening and complete necessary repairs as required. This will help to preserve the current marinas that the municipality operates.
5	Fire	Phase 1 - new fire headquarters	<ul style="list-style-type: none"> Service Level Impact- the deployment and response protocols for response are not being met as stated in the approved Fire Master Plan. NFPA 1710 and Industry Best Practice state that four (4) Firefighters respond on Fire Apparatus to meet initial response criteria of four (4) Firefighters on scene in four (4) minutes or less 90% of the time. Currently, #3 and #4 Fire Station do not meet this objective. To operate out of the existing four fire halls, an additional twelve (12) Firefighters will have to be hired in order to meet the response objectives. This would see an operating increase of approximately 1.4 million in salaries and benefits.
6	CD&ES - Building	Online bldg permit application submission and tracking	<ul style="list-style-type: none"> Service Delivery-Opportunity to improve forgone
7	PW&ES - Engineering	Engineering - construct 3 pedestrian cross-overs	<ul style="list-style-type: none"> In order to address concerns from Council and the general public to enhance pedestrian crossing facilities, at the 2018 07 16 meeting, Council adopted a new standard of pedestrian cross over to be used at strategically located areas starting in 2019. In particular, the Bellevue Park area, St. Georges Avenue, Wellington Street West and Goulais Avenue near Korah Collegiate are considered high pedestrian traffic areas in need of controlled crossings. Sault Ste. Marie is behind our northern counterparts in utilizing these types of crossings and have some locations where there are concerns documented. A hot melt densifier will reduce the size of the estimated 10 tonnes of styrofoam entering the landfill. It will reduce the wind blown garbage in the landfill to meet MOE regulations.
8	PW&ES - Landfill	Landfill - hot melter densifier	<ul style="list-style-type: none"> Recycling of styrofoam is an environmental responsibility of the City. Styrofoam is estimated to be approximately 90% air content. Densifying the styrofoam will reduce its size and either make it transportable to market or reduce its footprint in the landfill. Not purchasing a Densifier will mean no recycling and styrofoam being buried in the landfill.
9	PW&ES - Traffic	Traffic - replace control system	<ul style="list-style-type: none"> Continued requests to optimize traffic signals, changing traffic patterns and volume make it impossible to optimize, improve and address traffic congestion problems. This funding is requested to purchase an Intelligent Transportation System (ITS) that combined with video detection in the field will allow the traffic signal timing to adjust automatically. The initial focus will be on the Great Northern Road and Second Line corridors.
10	PW&ES - Traffic	Traffic - optimize traffic signals at 2 intersections	<ul style="list-style-type: none"> As part of the recommendations in the Great Northern Road/Second Line Area Traffic Study, at the 2018 07 16 meeting, Council accepted the recommendations to optimize signal timing and add left turn phases at Old Garden River Road/ Second Line and Third Line/ Great Northern. Council and the public were very engaged with finding solutions at these intersections and to put this work off for another year could cause great public frustration.

	Department	Description	Risk of Not Completing Project in 2019
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Growth Projects

1	CD&ES - Planning	Implement the active transportation study - create cycling routes & link the Hub Trail to the Machine Shop	<ul style="list-style-type: none"> Implement Active Transportation Study – Failure to approve this \$20,134 contribution will lose an additional approved \$116,107 from the Ontario Municipal Commuter Cycling Program.
2	CD&ES - Planning	Downtown action plan implementation	<ul style="list-style-type: none"> Downtown Action Plan Implementation – The City is currently preparing an action plan for the downtown. Essential to this is the creation of an event space on Queen Street. Failure to approve funding to acquire property and prepare design drawings will lead to no progress on this important initiative.
3	CD&ES - Recreation and Culture	Activate the waterfront with interactive equipment for citizens	<ul style="list-style-type: none"> Activate the Waterfront – Failure to approve this funding would result in no progress on this strong recommendation from consultants for immediate action, along with Downtown Development Action Team of FutureSSM and collaboration with BIA.
4	CD&ES - Planning	Implement wayfinding signage	<ul style="list-style-type: none"> Implement wayfinding signage – It is recommended that \$50,000 be approved for this item. Failure to approve any funding will result in no progress being made on new wayfinding signage for the community. This was the number one recommendation from Roger Brooks and a longstanding item highlighted by the Planning Department's Downtown Strategy created in collaboration with the BIA and businesses.
5	CD&ES - Planning	Extend the Huron Street Hub Trail by 300 metres	<ul style="list-style-type: none"> Extend Huron Street Hub Trail – Failure to approve this \$150,000 contribution will result in not constructing the proposed extension into the former St. Mary's Paper property redevelopment.

Reserve/Reserve Fund Projects

PW&ES - Landfill	Landfill - fencing to meet MOE EA requirements	<ul style="list-style-type: none"> Installing chain link fencing will meet Ministry of Environment, Conservation and Parks Environmental Compliance for containment of wind blown refuse. This fence will provide wind blown protection of the south service road while also providing security measures that is a requirement of the landfill operation. This is an extension of the current chain link fencing.
PW&ES - Engineering	Engineering - replace camera inspection equipment, mobile workstation, & van	<ul style="list-style-type: none"> This is a routine replacement. The CCTV sewer inspection van and equipment has reached the end of its serviceable life.
CD&ES - Cemetery	New riding lawn mower to replace 2007 model	<ul style="list-style-type: none"> Service Level - Impact to grass cutting. Cover the costs of a new riding mower (replaces a 2007 model). Unit is used year-round: grass cutting and snow removal (Mausoleum tight spots). Unit has full cab and 4 wheel drive (same as outgoing unit). Model is Kubota F2690, with mower deck, blower attachment, counter-weight, and ROPS cab. Replaces worn out unit (No. 2289, 2007 Kubota), that is getting expensive to maintain, due to more frequent maintenance.
PW&ES - Engineering	Engineering - replace inspection vehicle	<ul style="list-style-type: none"> This is a routine replacement. The inspection vehicle has reached the end of its serviceable life.
CD&ES - Cemetery	Used dump truck	<ul style="list-style-type: none"> Truck will be used year-round, for snow/ground/tree removal. Payload volume will improve efficiency and capability, compared to using smaller trucks.
CD&ES - Community Centres	Essar and John Rhodes - food & beverage upgrades	<ul style="list-style-type: none"> ESSAR Centre F&B Equipment for Events. Pepsi Marketing Fund available to access Cotton Candy Machine/ Cheese Melter

	Department	Description	Risk of Not Completing Project in 2019
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**** The following items ranked lower on the priority list

Existing Assets

11	PW&ES - Traffic	Traffic - replace control cabinets	<ul style="list-style-type: none"> The traffic control system is out of date and has exceeded its life expectancy. Failure of this system will result in unplanned emergency spending and the potential for increased liability to the City.
12	PW&ES - Traffic	Traffic - reconstruct railway crossings	<ul style="list-style-type: none"> Many of the City's railway crossing intersections are in need of urgent repair. In recent years the replacement of a single crossing is estimated at \$130,000. This request, along with related operating funds, would allow for one crossing to be addressed in 2019.
13	PW&ES - Public Works	Public Works - replace overhead flashers at stop controlled intersections	<ul style="list-style-type: none"> The equipment has exceeded its life expectancy. Failure of this equipment will result in unplanned emergency spending and the potential for increased liability to the City.
14	CS - IT	Server virtualization and decommission aging fleet	<ul style="list-style-type: none"> Server virtualization will improve resiliency and lower operating costs. This server fleet has exceeded it's service lifespan and there is risk of failure that will in turn impact the delivery of core IT services used to assist in the delivery of corporate mandatory services. Server virtualization is also part of the Disaster Recovery Plan. Having the servers virtualized in "high-availability" mode allows for lower recover times used to keep corporate operations running. <u>The risk of not approving this capital request is that Business Continuity could be effected.</u>
15	PW&ES - Public Works	Public Works - study/review of PWT fleet, mechanical, and service	<ul style="list-style-type: none"> A third party study would provide the necessary expertise and guidance to optimize our maintenance schedules, equipment replacement schedule and labour force (mechanics, servicemen, welders) associated with the Public Works fleet.
16	CD&ES - Pool	Greco pool filter system replacement	<ul style="list-style-type: none"> Service Level Impact-Pool Closure The Greco Pool water filtration system is beyond it's useful life and need to be replaced. Parts are no longer available. If the current system were to fail, the pool would not be able to operate.
17	PW&ES - Public Works	Public Works - HHW heaters	<ul style="list-style-type: none"> Installing an energy efficient direct vent gas fired boiler with circulating pump to explosion proof hot water heaters in the warehouse will allow for household hazardous waste to be stored in the winter months without freezing damage. Heaters would allow for household hazardous waste to be collected during the winter months if that is approved by Council in the future or collection events may be held. Without heaters - product would freeze potentially causing spills. Heat is also required for workers to complete inventory tasks in the warehouse in colder months.
18	PW&ES - Public Works	Public Works - 4 metal storage containers to replace cold storage bldgs	<ul style="list-style-type: none"> The existing buildings are beyond 40 years of age and require extensive repairs.
19	CD&ES - Marinas	Bellevue marina d-dock and gate lock replacement	<ul style="list-style-type: none"> Bellevue Marina Currently has 6 docks that are in service and 90-95% reserved throughout the season with room for bookings other than seasonal vessels. These docks range from 30+ years of age and are in desperate need of replacing. Annual maintenance decking repairs and inspections assist in maintaining the current docks. The fingers on D-Dock are foam bats and are heavily saturated and their replacement as is, is not possible. D dock has reached the end of it's useful life and repairs from our marine contractor are no longer sufficient to ensure proper flotation and rigidity of the dock and fingers. This request is for engineering costs and complete replacement of the dock system which includes anchoring/service pedestals/docks and fingers/installation and disposal as well as extension by a further 6 slips given sufficient extra space at the end of the current dock. This will assist in alleviating the wait-list for the serviced slip demand. Maintenance of existing marina infrastructure will ensure its longest possible life cycle and create cost savings to reinvest in the future. We manage existing infrastructure in a responsible and sustainable way through the marina operating inspections each spring prior to opening and complete necessary repairs as required. This will help to preserve the current marinas that the municipality operates.
20	CD&ES - Essar Centre	Essar - building automation computer controller software	<ul style="list-style-type: none"> Service Level Impact- Manual Operation Required Building Automation Computer Software required for building operation. Current system is obsolete for parts and service. System operates building ice plant, HVAC, and Chiller systems. If system fails manual operation of all systems will be required.
21	CD&ES - Recreation and Culture	Upgrade/improve parks	<ul style="list-style-type: none"> Council Directive-Improvements to Anna Marinelli Park and surrounding area (\$50,000) Creation of park/greenspace in downtown core (\$50,000) (First two items related to Resolution from Council) Upgrade and replace equipment aging infrastructure at 3 playgrounds, including addition of shade structures where required. (\$50,000 each). The above item addresses maintaining existing infrastructure as well as the addition of new infrastructure with the development of a downtown park/greenspace. The improvements and upgrades to our park spaces will improve quality of life for our residents and the addition of a park/greenspace in the downtown will aid in the development of vibrant downtown areas. It would also allow an accessible feature and accessible surfacing to be installed as the parks are upgraded. The intent would be to turn over 3-5 parks annually as resources permit.
22	CD&ES - Pool	Greco and Manzo pools - sandblast & gel coat outdoor pool	<ul style="list-style-type: none"> Sandblast and Gel Coat outdoor pool basins. This will eliminate flaking paint in the pool water and prevent clogging of the pool filter systems.
23	CD&ES - Essar Centre	Essar - LED lighting upgrades	<ul style="list-style-type: none"> Replacement of HID lighting above ice surface with LED. Replace HID bulbs are being phased out in the market.

	Department	Description	Risk of Not Completing Project in 2019
24	CD&ES - John Rhodes	Circuit meter project	<ul style="list-style-type: none"> • JRCC - Circuit Meter Project: The project would only move forward if the Save On Energy Grant is approved. The City's upfront contribution would be \$71,857 with \$27,500 refunded after 60 days via grant. A potential further funding is available after 2 years if certain metrics are met. • With CircuitMeter, it is possible to understand exactly how much energy is being consumed by each circuit on a continuous basis, and generate value from this information in commercial, residential, and industrial buildings and facilities.
25	CD&ES - Community Centres	Plow truck	<ul style="list-style-type: none"> • Currently three vehicles in fleet: <ul style="list-style-type: none"> o 1. 2018 Dodge Ram ½ ton Plow truck. Brand new condition. Used for Zamboni fuel runs, moving employees to satellite facilities (outdoor pools, marinas, etc.), and food, and beverage to do their cash pickups daily. Will be used extensively this winter for snow removal especially on event days, when we need all entrances cleared for patrons before and during the game, or event. Used primarily for GFL Memorial Gardens. o 2. 1994 Ford F 150 plow truck. Well past its service life. This vehicle has had extensive repairs on most components in the last few years. However there are major components in this unit that are on the verge of failure (drive train, frame, and body corrosion). This vehicle is used primarily for JRCC plowing needs, fuel, and material runs, and employee runs to other facilities. It is a daily needed tool for us. However it would not be cost effective due to age and mileage to repair if one of the more costly items were to fail. o 3. 2000 Ford Econoline Van. Stationed at the NCC, McMeeken Center. Was retired from the Parks Dept. last year. High mileage, body corrosion, and worn tires are all things being considered when deciding whether this unit should remain in service. • The needs of the Dept have grown to include the need of at least two reliable trucks with plow. It is imperative that we have the ability to keep all of our venue entrances clear during the winter season, especially with our aging population which attend the facilities in large numbers daily.
26	CS - IT	Purchase test server for testing all applications	<ul style="list-style-type: none"> • Application/Database Test Server. Create a separate R&D server environment for testing all corporate applications without interfering with the live production server environment. • Offload workloads in the production servers, resulting faster application enhancing the end user experience. Testing in live have associated risks such as, loss of transactions and commingling of test data with production data.

Growth Projects

6	CD&ES - Planning	Revitalize James Street area by improving Anna Marinelli Park and other initiatives.	<ul style="list-style-type: none"> • A \$50,000 outside contribution is anticipated for improvements to Anna Marinelli Park. Staff have a Council directive to both upgrade in a Marinelli Park and prepare a revitalization plan for this area. A minimum \$25,000 approval is required to proceed with both projects.
7	CD&ES - Recreation and Culture	Add a land-based fountain to Clergue Park	<ul style="list-style-type: none"> • Failure to fund this project will result in no progress being made in 2019. This project could be considered in 2020 as part of our Downtown Action Plan implementation.
8	CD&ES - Planning	Add an alternative cycling/pedestrian crossing to GNR/Second Line	<ul style="list-style-type: none"> • Failure to fund this project will eliminate any possible construction in 2019. Staff will continue to work on identifying the best design option.
9	CD&ES - Recreation and Culture	Develop a City of Sault Ste. Marie app to improve communications	<ul style="list-style-type: none"> • This project could be considered for Future SSM funding.

THE CORPORATION OF THE CITY OF SAULT STE MARIE
CAPITAL BUDGET SUMMARY
YEARS: 2019 TO 2023

	2019	2020	2021	2022	2023	Total
Community Development & Enterprise Services	5,986,007	4,646,765	6,376,796	4,395,917	5,666,320	27,071,806
Fire Services	860,000	1,051,000	455,000	185,000	1,946,000	4,497,000
Public Works & Engineering Services	49,163,650	46,025,180	35,072,835	32,888,765	33,126,560	196,276,990
Corporate Services	1,150,000	350,000	350,000	773,000	1,035,000	3,658,000
Outside Agencies	330,000	811,000	-	68,000	117,000	1,326,000
Total Capital Requirements	57,489,657	52,883,945	42,254,631	38,310,682	41,890,880	232,829,796
Funding:						
Capital Levy Overall	8,617,168	4,500,000	4,500,000	4,500,000	4,500,000	26,617,168
Capital Levy Urban Only	2,093,000	1,740,000	1,740,000	1,740,000	1,740,000	9,053,000
Capital Levy Miscellaneous Construction	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Sewer Surcharge	22,165,529	23,253,000	1,577,225	14,394,855	13,059,000	74,449,609
Federal Gas Tax	4,451,418	4,451,418	4,653,755	4,653,755	4,856,092	23,066,438
Reserves	2,055,035	2,237,830	7,519,830	1,339,910	3,026,560	16,179,165
Reserve Funds	186,000	249,865	15,796	42,917	138,320	632,899
Build Canada Fund (2/3)	3,400,000	3,600,000	-	-	-	7,000,000
OCIF Funding-formula based funding	1,980,400	2,015,467	2,000,000	2,000,000	2,000,000	9,995,867
Connecting Link (90%)	3,000,000	3,000,000	1,215,000	2,722,500	3,000,000	12,937,500
Government Grants	3,163,857	2,956,500	2,996,650	2,233,800	2,385,640	13,736,447
Long Term Debt	-	-	-	-	-	-
Short Term Debt	-	-	11,000,000	-	-	11,000,000
Capital from Current	1,100,000					1,100,000
Other	1,050,000	-	-	-	-	1,050,000
Infrastructure Maintenance Requirements from reserve	1,826,750	2,338,000	3,041,000	2,648,800	5,079,760	14,934,310
Funding Available	1,826,077	1,825,404	1,313,481	98,558	(724,165)	4,339,355
Funding Shortfall/(excess)	673	512,596	1,727,519	2,550,242	5,803,925	10,594,955
Other unfinanced	1,100,500	1,241,865	695,375	734,145	805,508	4,577,393
Total Capital Funding	57,489,657	52,883,945	42,254,631	38,310,682	41,890,880	232,829,796

THE CORPORATION OF THE CITY OF SAULT STE MARIE

CAPITAL BUDGET SUMMARY

YEARS: 2019 TO 2023

FUNDING AVAILABILITY

	2019	2020	2021	2022	2023	Total
Infrastructure						
Casino Revenue	431,580	431,580	431,580	431,580	431,580	2,157,900
LTD-debt reduction	1,167,630	1,167,630	1,167,630	1,167,630	1,167,630	5,838,150
SAH levy	693,000	693,000	693,000	693,000	693,000	3,465,000
Available funding	<u>2,292,210</u>	<u>2,292,210</u>	<u>2,292,210</u>	<u>2,292,210</u>	<u>2,292,210</u>	<u>11,461,050</u>
Estimated Reserve Balance Jan 1	-	(673)	(512,596)	(1,727,519)	(2,550,242)	
Allocated to LTD repayment	466,133	466,133	466,133	466,133	466,133	
Net Available	<u>1,826,077</u>	<u>1,825,404</u>	<u>1,313,481</u>	<u>98,558</u>	<u>(724,165)</u>	
Capital from Current						
	<u>1,100,000</u>	<u>1,100,000</u>	<u>1,100,000</u>	<u>1,100,000</u>	<u>1,100,000</u>	<u>5,500,000</u>
Capital Works-Road/Bridges/Sewers						
Overall Capital	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	22,500,000
Urban Only Capital	1,740,000	1,740,000	1,740,000	1,740,000	1,740,000	8,700,000
Sewer Surcharge	22,165,529	23,253,000	1,577,225	14,394,855	13,059,000	74,449,609
Miscellaneous Construction	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Build Canada Fund (75%) (note 3)	3,400,000	3,600,000	-	-	-	7,000,000
OCIF Funding	1,980,400	2,015,467	2,000,000	2,000,000	2,000,000	9,995,867
Connecting Link (90%) (note 4)	3,000,000	3,000,000	1,215,000	2,722,500	3,000,000	12,937,500
Federal Gas Tax	4,451,418	4,451,418	4,653,755	4,653,755	4,856,092	23,066,438
Public Transit Infrastructure Fund (note 5)	3,047,750	2,956,500	2,996,650	2,233,800	2,385,640	13,620,340
Active Transportation Infrastructure Plan	116,107	116,107	116,107	-	-	348,321
Short Term Debt			11,000,000			11,000,000
Uncommitted Capital Overall	5,122,256					5,122,256
Available funding	<u>50,823,460</u>	<u>46,932,492</u>	<u>31,098,737</u>	<u>33,544,910</u>	<u>32,840,732</u>	<u>195,240,331</u>
Reserves (annual allocation)						
Fire	303,000	303,000	303,000	303,000	303,000	1,515,000
Police	165,000	165,000	165,000	165,000	165,000	825,000
Public Works and Transportation-Works	1,134,834	1,134,834	1,134,834	1,134,834	1,134,834	5,674,170
CDES-Transit	130,000	130,000	130,000	130,000	130,000	650,000
Engineering Equipment	40,000	40,000	40,000	40,000	40,000	200,000
Landfill (note 1)	-	-	-	-	-	-
Library (note 2)	80,000	80,000	80,000	80,000	80,000	400,000
	<u>1,852,834</u>	<u>1,852,834</u>	<u>1,852,834</u>	<u>1,852,834</u>	<u>1,852,834</u>	<u>9,264,170</u>
Total Funding	56,068,504	52,177,536	36,343,781	38,789,954	38,085,776	221,465,551

Notes:

1) AECOM is currently updating the business case. As commercial tonnage has been diverted to USA landfills, the City tipping fees have decreased significantly. New fees to be included in the business case to address future capital requirements. At this time the annual capital allocation in the budget is \$0

2) The Centennial Branch of the library is a City-owned building. Annual allocation for maintenance

3) Fort Creek Aqueduct project funding approved from Build Canada

4) Connecting Link funding for Black Road not yet approved.

5) New round of Public Transit Infrastructure Funds starts in 2019. City's share of eligible costs is 27%.

The 2019 Capital Budget allocates \$1,127,250 of City funding towards eligible Transit projects for 2019.

THE CORPORATION OF THE CITY OF SAULT STE MARIE
CAPITAL BUDGET SUMMARY
YEARS: 2019 TO 2023

ENGINEERING

	2019	2020	2021	2022	2023	Total
Infrastructure-Large Wastewater:						
West End Plant and MPS	16,200,000	14,500,000	300,000	8,500,000	8,500,000	48,000,000
East End Plant	500,000	-	-	500,000	500,000	1,500,000
Miscellaneous Capital	225,000	230,000	235,000	240,000	250,000	1,180,000
Emergency Repairs	600,000	600,000	600,000	600,000	600,000	3,000,000
Pumping Stations	1,355,000	828,000	500,000	627,000	524,000	3,834,000
Biosolids Management Facility	-	5,000,000	7,000,000	610,000	-	12,610,000
SCADA	500,000	500,000	500,000	100,000	100,000	1,700,000
Waste Water Treatment Plant Capital Maintenance	1,545,000	1,595,000	1,625,000	1,660,000	1,700,000	8,125,000
Infrastructure- Aqueducts (Note 1)	6,700,000	7,000,000	1,800,000	500,000	2,250,000	18,250,000
Infrastructure-Bridges	-	-	180,000	1,620,000	-	1,800,000
Infrastructure-Roads (Note 2)	17,500,000	12,334,000	13,078,000	14,825,000	14,760,000	72,497,000
Infrastructure-Miscellaneous Construction	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Infrastructure-Pedestrian Crossovers	90,000					90,000
Fleet & Equipment						
Sanitary Sewer	447,000	-	902,225	247,855	-	1,597,080
Engineering Capital Equipment	275,000	129,350	66,780	70,080	141,730	682,940
Total	47,237,000	44,016,350	28,087,005	31,399,935	30,625,730	181,366,020
Designated Funding:						
Capital Levy Overall	8,317,168	4,500,000	4,500,000	4,500,000	4,500,000	26,317,168
Capital Levy Urban Only	2,093,000	1,740,000	1,740,000	1,740,000	1,740,000	9,053,000
Capital Levy Miscellaneous Construction	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
Sewer Surcharge	22,165,529	23,253,000	1,577,225	14,394,855	13,059,000	74,449,609
Federal Gas Tax	4,451,418	4,451,418	4,653,755	4,653,755	4,856,092	23,066,438
Reserves	439,485			70,080	141,730	651,295
Reserve Funds						-
Build Canada Fund (2/3)	3,400,000	3,600,000				7,000,000
OCIF Funding	1,980,400	2,015,467	2,000,000	2,000,000	2,000,000	9,995,867
Connecting Link (90%) (Note 3)	3,000,000	3,000,000	1,215,000	2,722,500	3,000,000	12,937,500
Clean Water & Wastewater Fund						-
Short Term Debt			11,000,000			11,000,000
Long Term Debt						-
Other Govt Grants						-
Infrastructure Funding Required						-
Total	47,147,000	43,859,885	27,985,980	31,381,190	30,596,822	180,970,877
Unfinanced	90,000	156,465	101,025	18,745	28,908	395,143

THE CORPORATION OF THE CITY OF SAULT STE MARIE

CAPITAL BUDGET SUMMARY

YEARS: 2019 TO 2023

ENGINEERING

Notes:

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

Provincial	10,420,000	3,960,000	2015
Federal	10,420,000	6,000,000	2016
Municipal	10,420,000	6,000,000	2017
Total Funding	<u>31,260,000</u>	4,500,000	2018
		5,400,000	2019
		5,400,000	2020
Total Budgeted	<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) Connecting Link funding for Black Road not yet approved.

THE CORPORATION OF THE CITY OF SAULT STE MARIE

CAPITAL BUDGET SUMMARY

YEARS: 2019 TO 2023

PUBLIC WORKS

	2019	2020	2021	2022	2023	Total
<u>Infrastructure Maintenance</u>						
Administration Building				132,000	-	132,000
Garage Building A	255,000	-	21,000	222,000	1,354,000	1,852,000
Carpentry Shop Building B			-	-	12,000	12,000
Equipment Storage Garage		444,000	-	-	-	444,000
Storage Garage G			-	-	-	-
Water Main at Sackville Complex		175,000				175,000
Landfill						-
Bellevue Park Boiler		50,000				50,000
	305,000	619,000	21,000	354,000	1,366,000	2,665,000
Traffic Infrastructure						
	135,000					135,000
Landfill Upgrade/Replacement (Note 1)						
	300,000	255,000	5,830,000	-	-	6,385,000
Landfill Equipment						
	52,000					52,000
PWT Works-Fleet/Equipment						
	1,134,650	1,134,830	1,134,830	1,134,830	1,134,830	5,673,970
Total	1,926,650	2,008,830	6,985,830	1,488,830	2,500,830	14,910,970
<u>Designated Funding:</u>						
Capital Levy Overall						-
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves	1,486,650	1,389,830	6,964,830	1,134,830	1,134,830	12,110,970
Reserve Funds						-
Capital from Current						-
Government Grants						-
Long Term Debt						-
Other						-
Asset Management Reserve	305,000	619,000	21,000	354,000	1,366,000	2,665,000
Total	1,791,650	2,008,830	6,985,830	1,488,830	2,500,830	14,775,970
Unfinanced	135,000	-	-	-	-	135,000

Notes

- 1) 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: 2019 TO 2023

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2019	2020	2021	2022	2023	Total
Infrastructure Maintenance						
<i><u>Community Services</u></i>						
Roberta Bondar Park		156,000	56,000	138,000	-	350,000
GFL Memorial Gardens			-	-	2,225,000	2,225,000
John Rhodes Community Centre	25,000	26,000	1,932,000	1,124,000	-	3,107,000
Northern Community Centre	-	-	-	-	-	-
Ermatinger Old Stone House	143,000		8,000	-	17,000	168,000
McMeeken Centre	30,000	73,000				103,000
	198,000	255,000	1,996,000	1,262,000	2,242,000	5,953,000
<i><u>Transit</u></i>						
Transit Bus Depot			-	40,000	88,000	128,000
Transit Terminal Building	125,000		2,000,000			2,125,000
	125,000	-	2,000,000	40,000	88,000	2,253,000
<i><u>Cemetery</u></i>						
Cemetery Chapel & Office Building			-	31,000	-	31,000
Cemetery Roadways		134,000				134,000
	-	-	134,000	31,000	-	165,000
Growth Projects:						
Downtown Action Plan	264,866				264,866	
Active Transportation Plan	136,241				136,241	
Activate the Waterfront	15,000				15,000	
Wayfinding Signage	50,000				50,000	
Extend Huron St. Hub Trail	150,000				150,000	
	616,107	-	-	-	-	616,107
Infrastructure Development:						
Bondar Marina Dock Replacement	800,000				800,000	
McMeeken Centre replacement(note 1)					-	-
	800,000	-	-	-	-	800,000
Fleet & Equipment:						
Transit (note 2)	4,050,000	4,050,000	2,105,000	3,020,000	3,180,000	16,405,000
Community Centres	10,900	91,900	126,000	-	18,000	246,800
Cemetery	86,000	249,865	15,796	42,917	138,320	532,899
Building Permit System	100,000					100,000
	4,246,900	4,391,765	2,246,796	3,062,917	3,336,320	17,284,699
Total	5,986,007	4,646,765	6,376,796	4,395,917	5,666,320	27,071,806

THE CORPORATION OF THE CITY OF SAULT STE MARIE
CAPITAL BUDGET SUMMARY
YEARS: 2019 TO 2023

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2019	2020	2021	2022	2023	Total
<u>Designated Funding:</u>						
Capital Levy Overall		300,000				300,000
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves-Other	128,900	100,000	100,000	100,000	100,000	528,900
Reserve Funds	186,000	249,865	15,796	42,917	138,320	632,899
Capital from Current	1,100,000					1,100,000
Government Grants	3,163,857	2,956,500	2,996,650	2,233,800	2,385,640	13,736,447
Long Term Debt						-
Other - Operations						-
Asset Management Reserve	231,750	255,000	2,670,000	1,303,800	2,265,760	6,726,310
Total	5,110,507	3,561,365	5,782,446	3,680,517	4,889,720	23,024,556
Unfinanced	875,500	1,085,400	594,350	715,400	776,600	4,047,250

Notes:

- 1) The McMeeken Centre arena replacement has not been included in the forecast. Report to come to Council in 2019
- 2) The first round of Public Transit Infrastructure Funds were announced August 2016, with the City's share being 50% of total eligible costs. The City's share for the new round of funding in 2019 is 27%.

City funding:

\$ 300,000	2017
\$ 1,472,500	2018
<u>\$ 1,127,250</u>	2019
<u><u>\$ 2,899,750</u></u>	

THE CORPORATION OF THE CITY OF SAULT STE MARIE
CAPITAL BUDGET SUMMARY

YEARS: 2019 TO 2023

FIRE SERVICES

	2019	2020	2021	2022	2023	Total
Infrastructure Maintenance:						
Central Fire Station #1		291,000	-	10,000	296,000	597,000
Fire Station #2		6,000	-	-	-	6,000
Fire Station #3		6,000	-	6,000	-	12,000
Fire Hall #4/EMS Complex	410,000		-	134,000	-	544,000
Phase One - New Fire Hall	450,000					450,000
	860,000	303,000	-	150,000	296,000	1,609,000

Fleet/Equipment:	748,000	455,000	35,000	1,650,000	2,888,000
	748,000	455,000	35,000	1,650,000	2,888,000

Total	860,000	1,051,000	455,000	185,000	1,946,000	4,497,000
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Designated Funding:

Capital Levy Overall						-
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves		748,000	455,000	35,000	1,650,000	2,888,000
Reserve Funds						-
Capital from Current						-
Government Grants						-
Long Term Debt						-
Internally Financed Debt	450,000					450,000
Asset Management Reserve	410,000	303,000	-	150,000	296,000	1,159,000

Unfinanced

Total	860,000	1,051,000	455,000	185,000	1,946,000	4,497,000
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Unfinanced	-	-	-	-	-	-
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THE CORPORATION OF THE CITY OF SAULT STE MARIE
CAPITAL BUDGET SUMMARY
YEARS: 2019 TO 2023

CORPORATE ADMINISTRATION

	2019	2020	2021	2022	2023	Total
Infrastructure Maintenance:						
Civic Centre	30,000		-	423,000	88,000	541,000
Emergency Repairs/Contingency-all City buildings	350,000	350,000	350,000	350,000	350,000	1,750,000
Condition Assessments Update-all City buildings	120,000					120,000
Window Sealants - multiple locations	50,000					50,000
OW Building			-	-	597,000	597,000

Equipment:

Corporate Telephone System	600,000					600,000
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Total	1,150,000	350,000	350,000	773,000	1,035,000	3,658,000
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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	600,000					600,000
Asset Management Reserve	550,000	350,000	350,000	773,000	1,035,000	3,058,000

Total	1,150,000	350,000	350,000	773,000	1,035,000	3,658,000
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Unfinanced

THE CORPORATION OF THE CITY OF SAULT STE MARIE

CAPITAL BUDGET SUMMARY

YEARS: 2019 TO 2023

OUTSIDE AGENCIES

	2019	2020	2021	2022	2023	Total
<u>Infrastructure Maintenance-Library</u>						
Main Branch	250,000	312,000	-	12,000	-	574,000
<u>Infrastructure Maintenance -Sault Ste. Marie Museum</u>						
Museum Building	80,000	39,000	-	56,000	-	175,000
<u>Infrastructure Maintenance-Police Services Board</u>						
Police Building		460,000	-	-	117,000	577,000
Total	330,000	811,000	-	68,000	117,000	1,326,000

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	-
Asset Management Reserve	330,000
Total	330,000

Unfinanced

Total	330,000	811,000	-	68,000	117,000	1,326,000
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Unfinanced

THE CORPORATION OF THE CITY OF SAULT STE MARIE
LONG TERM DEBT PROJECTION

<i>Long-term Debt:</i>	***See Note 1									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
External Long Term Debt	4,870,014	3,347,890	1,735,593	1,099,257	1,075,729	1,075,729	1,075,729	1,075,729	1,075,729	1,075,729
Internally Financed Debt	8,351,653	6,678,125	4,465,190	2,295,647	329,717	-	-	-	-	-
Total Outstanding Debt	<u>13,221,667</u>	<u>10,026,015</u>	<u>6,200,783</u>	<u>3,394,904</u>	<u>1,405,447</u>	<u>1,075,729</u>	<u>1,075,729</u>	<u>1,075,729</u>	<u>1,075,729</u>	<u>1,075,729</u>

<i>Debt Servicing Costs:</i>	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Included in levy	1,724,707	1,724,707	1,724,707	652,942	71,061	-	-	-	-	-
Internally Financed Debt	1,657,395	2,123,528	2,212,935	2,169,543	1,965,930	329,717	-	-	-	-
Total Debt Servicing Costs	3,382,102	3,848,235	3,937,641	2,822,485	2,036,991	329,717	-	-	-	-

- Notes:**
1. As at December 31, 2023, the only external long term debt remaining is the NOHFC Industrial Land Servicing Loan. This loan is paid down through 50% of the net proceeds of related land sales.
 2. New Debt is anticipated in the near future with potential substantial construction projects on the horizon; including a replacement McMeeken arena, and a new Fire Station.

