

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

Monday, November 18, 2019

5:45 pm

Council Chambers  
Civic Centre

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Pages

**1. Approve Agenda as Presented**

Mover Councillor L. Dufour

Seconder Councillor M. Scott

That the Agenda for 2019 11 18 Budget meeting as presented be approved.

**2. Declaration of Pecuniary Interest**

**3. Preliminary Budget 2020**

4 - 218

**4. Supplementary Budget Items**

219 - 304

**5. Levy Boards**

**5.1 Algoma Public Health**

Public health units are governed by the *Health Protection and Promotion Act*. Section 72(1)(a) states the obligating municipality must pay for the expenses incurred by the health unit in its performance of its functions and duties set out by the Act. Section 72(8) states that obligating municipalities will pay the amounts set out in the notice from the health unit at the times specified.

**5.2 Sault Ste. Marie & Region Conservation Authority**

305 - 317

Conservation Authorities are governed by the *Conservation Authorities*

*Act.* Section 27 sets out the apportionment of costs based upon the benefit derived by each participating municipality. The ability to enforce the payment is set out in section 27(7). A municipality may appeal the levy to the Mining and Lands Commissioner appointed under the *Ministry of Natural Resources Act*. The appeal must commence within 30 days after the notice of the levy is received from the authority.

Corrina Barrett, General Manager / Secretary-Treasurer

### **5.3 Sault Ste. Marie District Social Services Administration Board**

The Sault Ste. Marie District Social Services Administration Board (SSMDSSAB) is governed by the *District Social Services Administration Board Act*. Section 6 states the "municipality shall pay the amounts required to be provided by it for its share of the costs of social services to the board for its district, on demand." The Act allows for penalties to be imposed for non-payment.

## **6. Local Boards**

Local Boards have the legislative ability to set their budgets to be added to the municipal tax levy; however, the municipality may have a greater say in the service level that the board provides.

### **6.1 Police Services Board**

318 - 321

The Police Service is governed by the *Police Services Act*. Section 39(5) of the Act states that the board can appeal to the Ontario Civilian Police Commission who will determine if the proposed estimates provide for adequate and effective police services that meet the needs of the community for the fiscal year in question. The budget submitted by the Police Service is based upon meeting their requirements under the Act.

Chief H. Stevenson, Angela Davey, Finance Coordinator

### **6.2 Public Library Board**

322 - 334

A public library board is governed by the *Public Libraries Act*. The Act requires the library board to submit to Council annually an estimate required by the board for the fiscal year. Under the Act, Council can approve or amend and approve the estimates.

Matthew MacDonald, Acting CEO/Director of Public Libraries

## **7. Outside Agency Grants**

|            |  |           |
|------------|--|-----------|
| <b>7.1</b> | <b>Algoma University</b>                                 | 335 - 345 |
|            | Colin Wilson, Director of Strategic Advancement          |           |
| <b>7.2</b> | <b>Art Gallery of Algoma</b>                             | 346 - 350 |
|            | Mark Lepore, Board President                             |           |
| <b>7.3</b> | <b>Canadian Bushplane Heritage Centre</b>                | 351 - 355 |
|            | Bob Elliott, President                                   |           |
| <b>7.4</b> | <b>Physician Recruitment</b>                             | 356 - 359 |
|            | Christine Pagnucco, Manager                              |           |
| <b>7.5</b> | <b>Sault Ste. Marie Museum</b>                           | 360 - 364 |
|            | William Hollingshead, Outreach and Education Coordinator |           |
| <b>7.6</b> | <b>Harvest Algoma</b>                                    | 365 - 372 |
|            | Mike Delfre, Director of Operations                      |           |
| <b>7.7</b> | <b>Soo Arena Association (Pee Wee Arena)</b>             | 373 - 374 |
| <b>8.</b>  | <b>Adjournment</b>                                       |           |
|            | Mover Councillor L. Dufour                               |           |
|            | Seconder Councillor C. Gardi                             |           |
|            | That this Council shall now adjourn.                     |           |



**SAULT  
STE. MARIE**

# Preliminary Budget

**2020**



- Economic Indicators
- Operating Budget
- Capital Budget
- Capital Funding Options
- Challenges
- Next Steps



# Economic Indicators

| Economic Indicator                            | 2014   | 2015  | 2016  | 2017   | 2018   | 2019 | 2020  |
|---|--------|-------|-------|--------|--------|------|-------|
| Real GDP at basic prices<br>(2012 \$ million) | 2931   | 2943  | 2960  | 2995   | 3018   | 3045 | 3073  |
| Percentage change                             | 0.4%   | 0.4%  | 0.6%  | 1.2%   | 0.8%   | 0.9% | 0.9%  |
| Unemployment Rate %                           | 6.6%   | 8.9%  | 8.2%  | 5.7%   | 4.5%   | 4.8% | 4.6%  |
| Percentage change                             | -21.4% | 34.8% | -7.9% | -30.5% | -21.1% | 6.7% | -4.2% |
| Housing Starts:                               |        |       |       |        |        |      |       |
| Single-family                                 | 92     | 58    | 50    | 50     | 30     | 45   | 41    |
| Multiple-family                               | 53     | 100   | 49    | 12     | 23     | 35   | 37    |
| Total   | 145    | 158   | 99    | 62     | 53     | 80   | 78    |

Shaded area represents forecast data.

Source: *The Conference Board of Canada Mid-Sized Cities Outlook September 6, 2019*



# **OPERATING BUDGET**

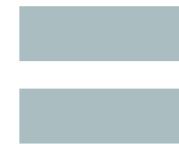


# Municipal Levy (millions)

EXPENSES  
\$181.0

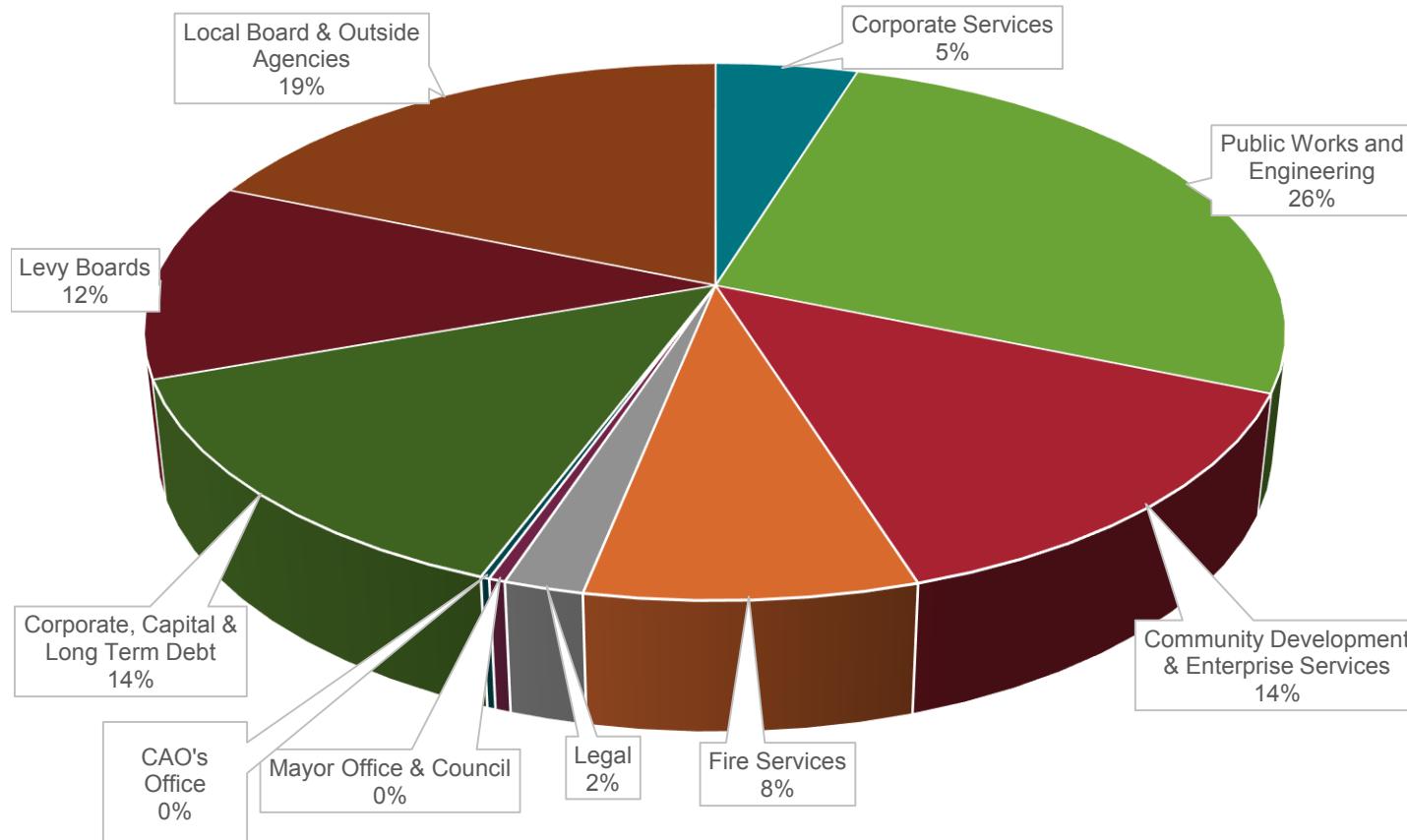


OTHER  
REVENUE  
\$62.5



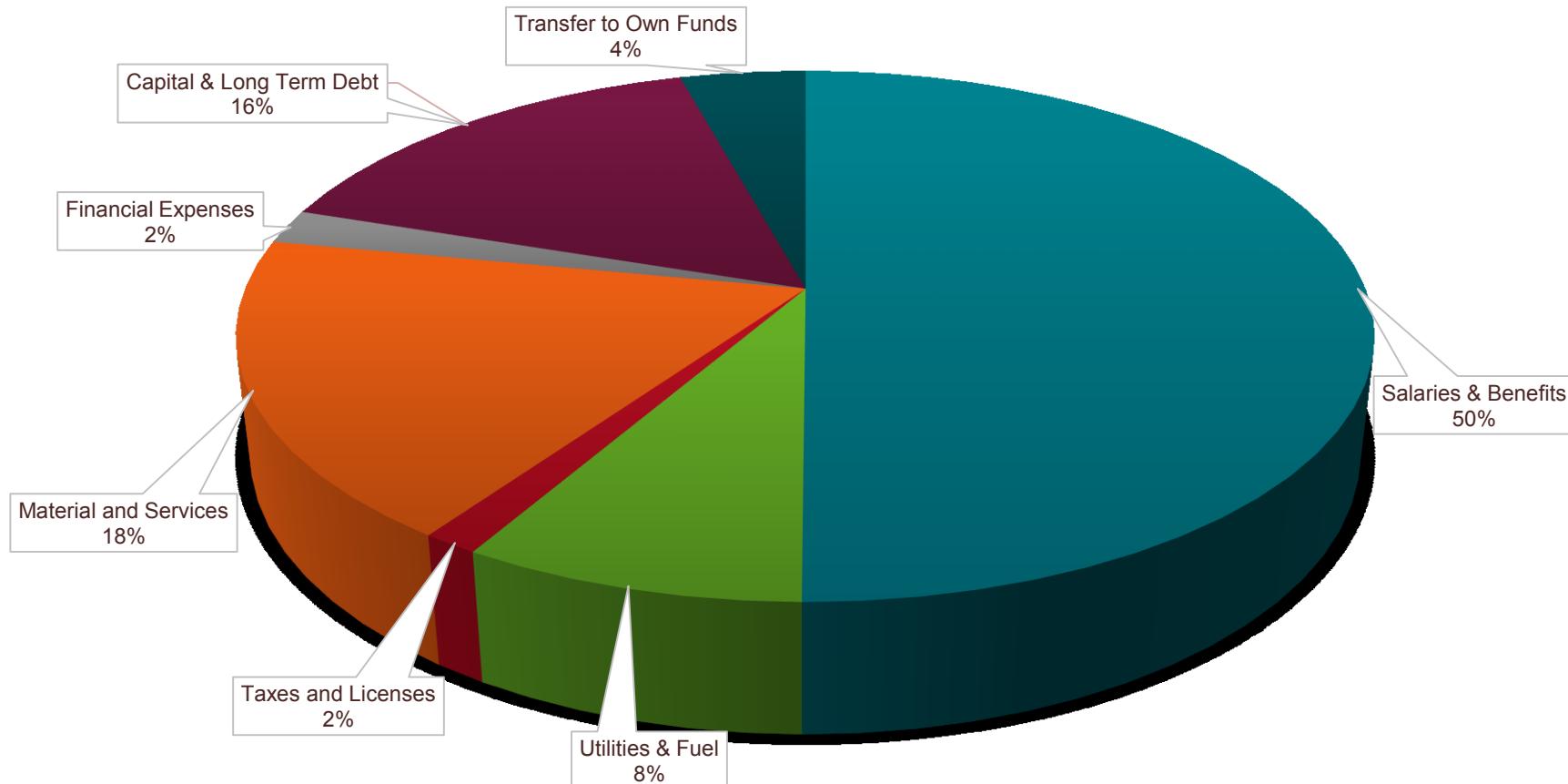
MUNICIPAL  
TAX LEVY  
\$118.5

# Expenses - \$181.0 million





# Expenses By Type





# Other Revenue

| Revenue Source                              | Percentage of total |
|---|---------------------|
| Miscellaneous taxation not included in levy | 10%                 |
| User fees                                   | 48%                 |
| Government Grants                           | 30%                 |
| Investment Income                           | 7%                  |
| Other Income and own fund transfers         | 5%                  |



# Tax Levy Change

|  | Change 2018 to<br>2019<br>\$(000) | Levy Impact  |
|--|-----------------------------------|--------------|
| <b>City Departments-Maintaining Services</b> | \$1,662.5                         | 1.45%        |
| <b>Ontario Municipal Partnership Grant</b>   | \$ (505.2)                        | (0.44)%      |
| <b>Outside Agencies &amp; Grants</b>         | \$ 1.8                            | 0.00%        |
| <b>CITY IMPACT</b>                           | <u>\$1,159.1</u>                  | <u>1.01%</u> |
| <b>Levy and Local Boards</b>                 | \$2,344.9                         | 2.04%        |
| <b>INCREASE FROM PRIOR YEAR</b>              | \$3,504.0                         | 3.05%        |



# Maintaining Services

| Maintaining Services – Significant Changes from 2019                               | \$'(000)         |
|--|------------------|
| Contractual salary compensation, complement and job class changes                  | 2,164.8          |
| Contingency: assessment/tax changes, salary/benefit contractual obligations, other | (1,020.6)        |
| Benefits   | (173.2)          |
| Net 2020 salary/benefit impact   | 971.0            |
| <b>Council Resolutions:</b>  |                  |
| Increase to PW Equipment Reserve (2019 02 25)                                      | 250.0            |
| Change in Landfill Business and Implementation Plan (2019 10 22)                   | 237.7            |
| Payment In Lieu of Taxation from other levels of government                        | 134.5            |
| Cost of Business: utilities, fuel, maintenance & repairs, contracted services      | 211.4            |
| User fee increases & other revenue   | (425.1)          |
| EMS transfer to DSSAB: administration revenue decrease                             | 250              |
| Other  | 32.9             |
| <b>Total</b>   | <b>\$1,662.5</b> |



# CAPITAL BUDGET

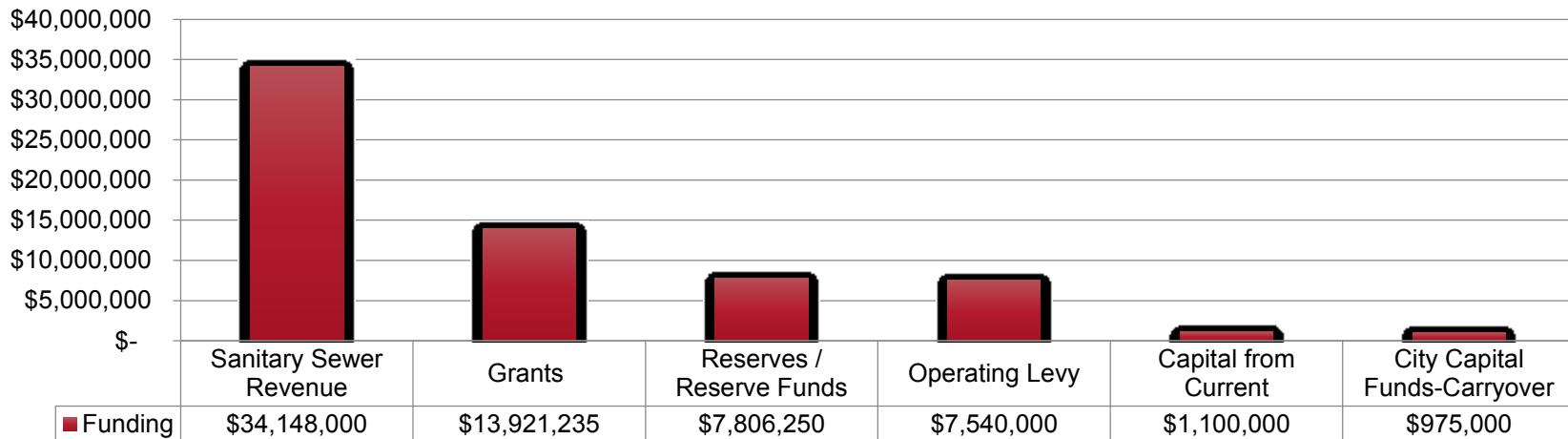


# 2020 Capital Budget

| Category                       | Amount               | % of Total |
|--------------------------------|----------------------|------------|
| Sanitary Sewer                 | \$ 33,593,000        | 49.6%      |
| Roads/Bridges/Storm Sewers     | \$ 19,927,635        | 29.4%      |
| Transit Fleet & Equipment      | \$ 4,595,000         | 6.8%       |
| Landfill Fleet & Equipment     | \$ 1,758,500         | 2.6%       |
| Landfill Upgrades              | \$ 1,610,000         | 2.4%       |
| Building Capital Maintenance   | \$ 1,550,000         | 2.3%       |
| Boardwalk Repairs              | \$ 1,500,000         | 2.2%       |
| Public Works Fleet & Equipment | \$ 1,384,500         | 2.0%       |
| Fire Fleet & Equipment         | \$ 872,000           | 1.3%       |
| Growth Projects                | \$ 500,000           | 0.7%       |
| Misc. Fleet & Equipment        | \$ 466,250           | 0.7%       |
| <b>TOTAL</b>                   | <b>\$ 67,756,885</b> |            |



# Capital Funding Sources



# Capital Prioritization Projects

| <b>Existing Assets</b>  | <b>Amount</b>        | <b>Unfunded</b>     |
|---|----------------------|---------------------|
| PW&ES - Engineering: Repair waterfront boardwalk due to erosion from high water levels        | \$ 1,500,000         | \$ 1,500,000        |
| Fire: Replace 4 AEDs (defibrillators)   | \$ 10,000            |                     |
| PW&ES - Engineering: 2020 capital roads   | \$ 17,986,885        |                     |
| Fire: Tanker replacement  | \$ 850,000           |                     |
| Fire: Bunker gear dryer   | \$ 12,000            |                     |
| PW&ES - Traffic: Traffic control system (second half of funding)                              | \$ 75,000            | \$ 75,000           |
| PW&ES - Traffic: Replace traffic control cabinets   | \$ 89,250            | \$ 89,250           |
| CD&ES - Transit: Buses, parabuses, transit supervisor vehicle, bus shelters, fareboxes        | \$ 4,595,000         | \$ 510,650          |
| PW&ES - Traffic: Install traffic cameras on Bay Street  | \$ 126,500           | \$ 126,500          |
| CD&ES - Community Centres: LED lighting upgrades at GFL to replace HID lighting over ice area | \$ 200,000           |                     |
| <b>Total</b>  | <b>\$ 25,444,635</b> | <b>\$ 2,301,400</b> |

# Capital Prioritization Projects cont'd

| Growth Projects                    | Amount     |
|------------------------------------|------------|
| CD&ES - Planning: Plaza and market | \$ 500,000 |

| Reserve/Reserve Fund Projects  | Amount     |
|--|------------|
| CD&ES - Community Centres: Memorial Tower rehabilitation/repair of existing concrete structure | \$ 101,250 |
| CD&ES - Community Centres: Acrylic posts and soft cap for boards (OHL requirement)             | \$ 65,000  |
| PW&ES - Engineering: Physical security assessment of Civic Centre                              | \$ 10,000  |
| CD&ES - Community Centres: Site security camera upgrades for event level and outside           | \$ 10,000  |
| CD&ES - Community Centres: POS system for F&B requirements during spectator events             | \$ 80,000  |
| PW&ES - Landfill: Update scale readers with hardware/software and plug/switch for scale        | \$ 60,000  |
| Total  | \$ 326,250 |



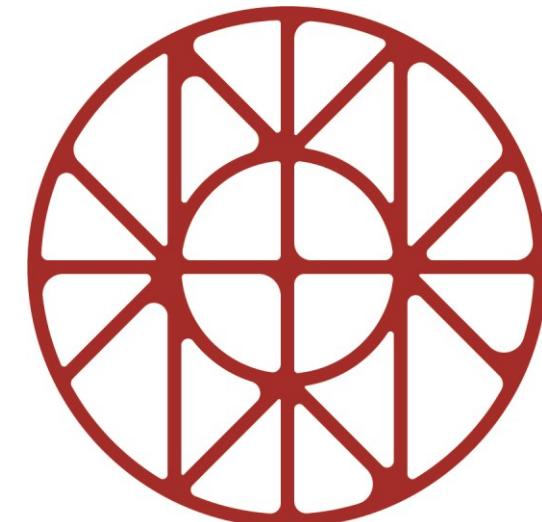
# 2020 Road Construction Program

- Black Road widening from McNabb to Second Line
- Connecting Link - Trunk Road from East limit to West PL civic 1275
- Sixth Avenue from Wallace Terrace to Devon Road
- Second Avenue from Connaught Avenue to Second Line
- Aqueducts/Bridges
- Engineering - 2021
- Resurfacing



# 2020 Transit PTIF Projects

- Replace three 40' buses
- Replace two 40' buses with 35' buses
- Replace two parabuses with low floor units
- Two new Community Buses
- Replace one transit vehicle
- Replace fare boxes
- Transit shelters installed



# 2021-2024 Capital Forecast

|  | <b>2021</b>       | <b>2022</b>       | <b>2023</b>       | <b>2024</b>       |
|--|-------------------|-------------------|-------------------|-------------------|
| Community Development & Enterprise Services          | 5,034,565         | 5,184,917         | 4,651,320         | 4,361,683         |
| Fire Services  | 913,000           | 80,000            | 2,031,000         | 1,274,000         |
| Public Works & Engineering Services                  | 29,075,409        | 30,374,817        | 42,828,118        | 44,413,564        |
| Corporate Services                                   | 773,000           | 438,000           | 350,000           | 378,000           |
| Outside Agencies                                     | 351,000           | -                 | 68,000            | -                 |
| <b>Total Capital Requirements</b>                    | <b>36,146,974</b> | <b>36,077,735</b> | <b>49,928,438</b> | <b>50,427,247</b> |
| <b>Funding:</b>                                      |                   |                   |                   |                   |
| 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                                      | 182,225           | 1,831,855         | 18,699,000        | 17,861,000        |
| Federal Gas Tax                                      | 4,653,755         | 4,653,755         | 4,856,092         | 4,856,092         |
| Reserves   | 8,114,184         | 6,508,937         | 4,340,118         | 3,391,564         |
| Reserve Funds  | 448,665           | 42,917            | 138,320           | 123,683           |
| OCIF Funding-formula based funding                   | 2,000,000         | 2,000,000         | 2,000,000         | 2,000,000         |
| Connecting Link (90%)                                | 1,638,000         | 2,916,000         | 3,000,000         | 3,000,000         |
| Government Grants                                    | 2,996,650         | 2,204,600         | 2,350,600         | 1,443,940         |
| Short Term Debt                                      | 5,000,000         | 5,000,000         | 4,000,000         | 4,000,000         |
| Infrastructure Maintenance Requirements from reserve | 2,975,000         | 2,495,000         | 2,122,800         | 4,308,760         |
| Other  | 598,495           | 884,670           | 747,508           | 1,902,208         |
| <b>Total Capital Funding Requirements</b>            | <b>36,146,974</b> | <b>36,077,735</b> | <b>49,928,438</b> | <b>50,427,247</b> |



# Capital Funding Options

- Levy increase
- Debt
- Reserves
- Defer projects



# Recommended Option

- Utilize short term internal debt financed through reserves up to \$2.3 million
- Debt servicing costs to be added to levy
  - No new debt – current levy 3.05%
  - 4 years \$575,000 – levy 3.6%
  - 5 years \$460,000 – levy 3.5%
- Defer projects or reallocate funding if short term debt less than \$2.3 million



# Challenges

- Low Assessment Growth
- Asset Condition
- Infrastructure Funding Deficit
- Provincial Funding



# Next Steps

- Budget deliberation meetings
  - December 9 & 10 Capital Budget & Operating Budget
- Preliminary 2020 Budget to be adjusted based upon Council recommendations approved during budget deliberations
- Tax Rates to be set March/April, 2020



## A white circle with a red border containing the text "Budget" on top and "2020" on the bottom, centered over the water fountain scene.



[www.saultstemarie.ca/budget](http://www.saultstemarie.ca/budget)

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## CAO ADDRESS



I am pleased to present the City of Sault Ste. Marie's 2020 Preliminary Budget. I commend City staff for their hard work in finding efficiencies across the entire organization. The Mission for the City of Sault Ste. Marie is to "promote, encourage and lead economic and social growth within our community through the effective provision of municipal services and the development of community partnerships".

The preliminary budget provides for \$67.8 million of capital work addressing our infrastructure strategic focus area, primarily through maintaining existing assets, but also addressing new initiatives such as the Downtown Plaza. 2020 will see staff focusing on a number of initiatives, including updating the 2016-2020 strategic plan, completing the new Official Plan and

receiving the Municipal Reference Model study and Audit and Accountability review. All of these will guide staff as we continue to implement the priorities of the Strategic Plan and work to improve the effectiveness and efficiencies of our service delivery.

Staff will also be working closely with our community partners as we enter a new period of growth and investment in Sault Ste. Marie, aligning our efforts under the auspices of the FutureSSM community plan.

Notably, all of these endeavours can be accomplished with a budget that maintains Sault Ste. Marie's position of having the lowest and most affordable property taxes amongst Northern Ontario cities.

On behalf of myself and all our corporate staff, we look forward to working with the Mayor, Council and community partners as we continue to make Sault Ste. Marie a wonderful place to be.

## BUDGET INTRODUCTION

### 2020 Executive Budget Summary

The City of Sault Ste. Marie is Work. Life. Balance. The City is vibrant and full of opportunity, a great mix of urban and natural amenities that offer an affordable, active lifestyle in the heart of the Great Lakes. The Corporation of the City of Sault Ste. Marie provides municipal services to approximately 75,000 community members. The various departments of the City oversee these services. Services range from Leisure and Recreation, such as community centres, to Transportation, which includes public transit and roadways.

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. Substantial changes have been initiated to build a more resilient community, including the formation of a Community Development Roundtable.

The Community Development Roundtable was put in place to ensure the involvement and participation of a broad base of different community organizations in the implementation of the four-pillar approach to Sault Ste. Marie's community development.



Environmental  
Sustainability



Social Equity



Cultural Vitality



Economic Growth  
& Diversity

Economic Indicators

| Economic Indicator                            | 2014   | 2015  | 2016  | 2017   | 2018   | 2019  | 2020  |
|---|--------|-------|-------|--------|--------|-------|-------|
| Real GDP at basic prices<br>(2012 \$ million) | 2,931  | 2,943 | 2,960 | 2,995  | 3,018  | 3,045 | 3,073 |
| Percentage change                             | 0.4%   | 0.4%  | 0.6%  | 1.2%   | 0.8%   | 0.9%  | 0.9%  |
| Unemployment Rate %                           | 6.6%   | 8.9%  | 8.2%  | 5.7%   | 4.5%   | 4.8%  | 4.6%  |
| Percentage change                             | -21.4% | 34.8% | -7.9% | -30.5% | -21.1% | 6.7%  | -4.2% |
| Housing Starts:                               |        |       |       |        |        |       |       |
| Single-family                                 | 92     | 58    | 50    | 50     | 30     | 45    | 41    |
| Multiple-family                               | 53     | 100   | 49    | 12     | 23     | 35    | 37    |
| Total   | 145    | 158   | 99    | 62     | 53     | 80    | 78    |

Shaded area represents forecast data.

Source: The Conference Board of Canada Mid-Sized Cities Outlook September 6, 2019

Sault Ste. Marie's economy has struggled over the last several years but it is expected that manufacturing will turn around in 2020. Algoma Steel is in the middle of a \$300 million modernization drive that includes the construction of a second ladle metallurgy furnace that will produce a further 100,000 tons a year of advanced-grade steel. With the help of a \$16-million contribution from the federal government, Tenaris Algoma Tubes Inc. is upgrading its local seamless pipe mill operations, which will allow it to spur as many as 90 full time jobs. The 2019 Mid-Sized Cities Outlook estimates Sault Ste. Marie's manufacturing sector to post one more year of declining output before stabilizing with 0.1% growth in 2020 with these local investments.

## Economic Indicators Continued

The construction sector has been volatile over the past few years. Housing starts are estimated to be on an upward trend, though still not at the 2014/15 levels. Unsold inventory levels have remained around three or four units for the last few years, a level that does not inhibit new construction.

A fractional population increase is estimated in 2020 with Sault Ste. Marie being selected as one of 11 cities to take part in the federal Rural and Northern Immigration Pilot program. The plan will attempt to increase immigration to fill the labour gaps created by population aging.

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. Overall the Conference Board of Canada Mid-Sized Cities Report (September 6, 2019) expects modest growth in 2020 for Sault Ste. Marie, continuing the area's five-year trend. While output growth is modest, employment gains have been strong over the last few years. The report estimates that the unemployment rate will fall to 4.8% in 2019 and drop to 4.6% in 2020. The factors reflected in this report are intended to provide a guideline for the budget direction.

Financial Indicators

|   |   | 2017  | 2016  | Change | Sudbury | Thunder Bay | North Bay | Timmins |
|---|---|-------|-------|--------|---------|-------------|-----------|---------|
| Financial Position per Capita                     | ✓ | 983   | 727   | +      | 1,162   | (1,301)     | 464       | (961)   |
| Discretionary Reserves as % of own source revenue | ✓ | 32%   | 28%   | +      | 44%     | 59%         | 42%       | 36%     |
| Debt Service Ratio                                | ✓ | 1.5%  | 1.1%  | -      | 2.2%    | 5.4%        | 9.0%      | 3.6%    |
| Debt to Total Reserve                             | ✓ | 0.4   | 0.3   | -      | 0.5     | 1.8         | 1.3       | 2.2     |
| Taxes Receivable as % of Taxes Levied             | ✗ | 19.5% | 15.0% | -      | 3.0%    | 5.8%        | 4.5%      | 7.9%    |

Source: BMA Management Consulting Inc. Municipal Study 2018

*Financial Position per Capita:* Positive

This measure indicates the affordability of future municipal spending and is represented by the net financial assets (assets less liabilities) per capita. The BMA study shows 50% of the municipalities between \$0-\$1,000 and 25% greater than \$1,000.

*Discretionary Reserves as % of Own Source Revenue:* Caution

This measure is a strong indicator of financial stability. It is a critical component of long-term financial planning as a strong ratio enhances flexibility in addressing operating requirements and in permitting temporary funding of capital projects internally. The level required by a municipality varies depending on services. A caution is provided to indicate that the measure is low in relation to our comparators. From a local perspective, it trends more to the positive as long-term debt requirements are low and the current level does provide the ability to fund debt internally when required. The measure will be continuously monitored to ensure a suitable level is maintained.



### Financial Indicators Continued

#### *Debt Service Ratio: Positive*

This measure is the extent to which own source revenues are committed to debt service costs. Credit rating agencies suggest it should be below 10%. The very low long-term debt position of the City is reflected in this measure.

#### *Debt to Total Reserve: Positive*

This is a measure of financial prudence. The benchmark suggested by credit rating agencies is 1:1. Low debt levels are reflected in this measure with the City having significantly lower debt than the reserve balance. It suggests strong financial prudence as well as room to increase long-term debt if required.

#### *Taxes Receivable as % of Taxes Levied: Negative\*\**

This is a strong indicator of the strength of the local economy and the ability to pay annual taxes. Credit rating agencies consider over 8% a negative factor.

\*\*This measure is based upon the 2017 financial statements and included a significant receivable for a manufacturing company in Companies' Creditors Arrangement Act (CCAA). In 2018, the company came out of CCAA. The current taxes receivable are in line with our comparators at approximately 4%, less than the benchmark and reflects a positive position.

## 2020 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
- Maintenance and repair accounts, estimated 2.2% Consumer Price Index change
- 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 2019 levels, with any requested increase reflected on the Supplementary Items Summary for Council review and approval. User fees are based upon the 2020 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 Supplementary Items Summary. These adjustments are then incorporated into the final budget from which staff operates.

## 2020 Operating Budget

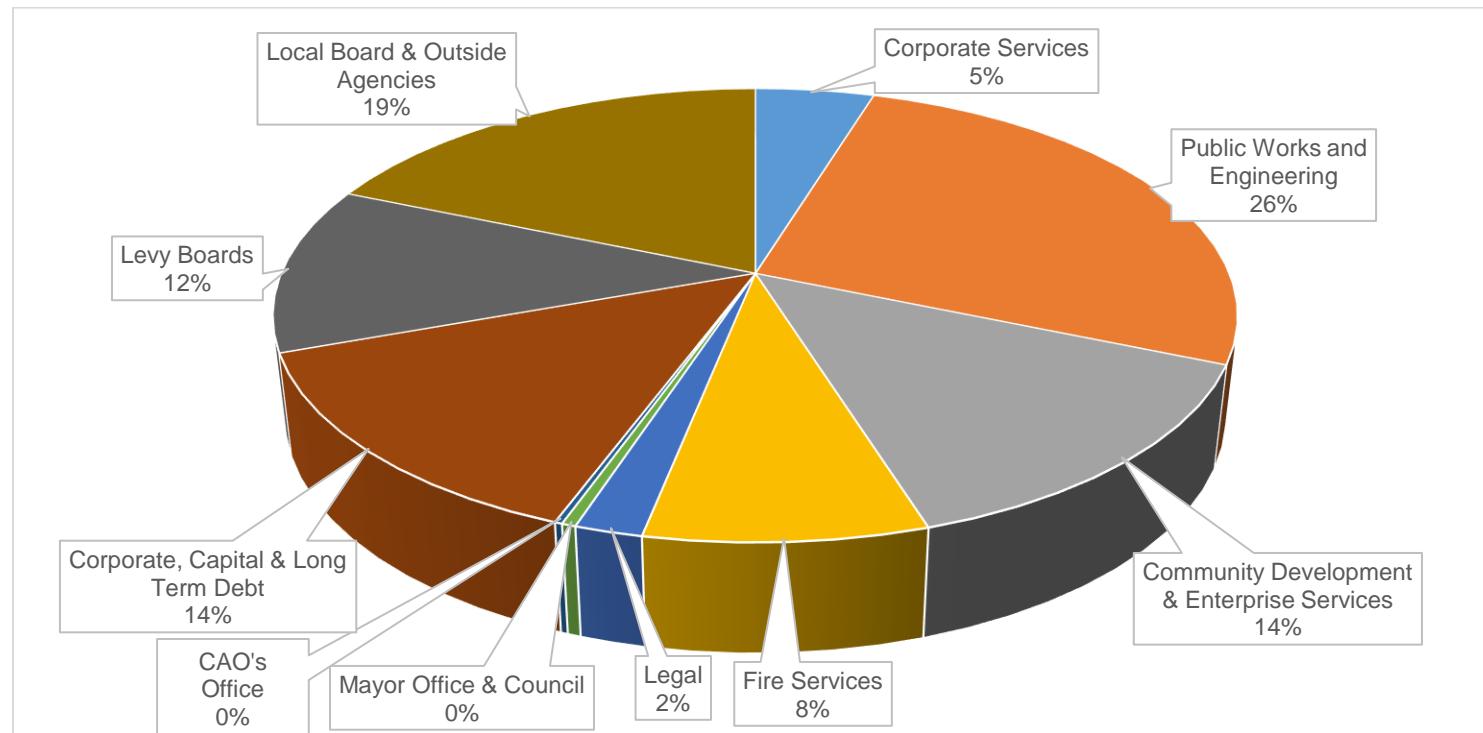
### How the Municipal Tax Levy Is Calculated

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.



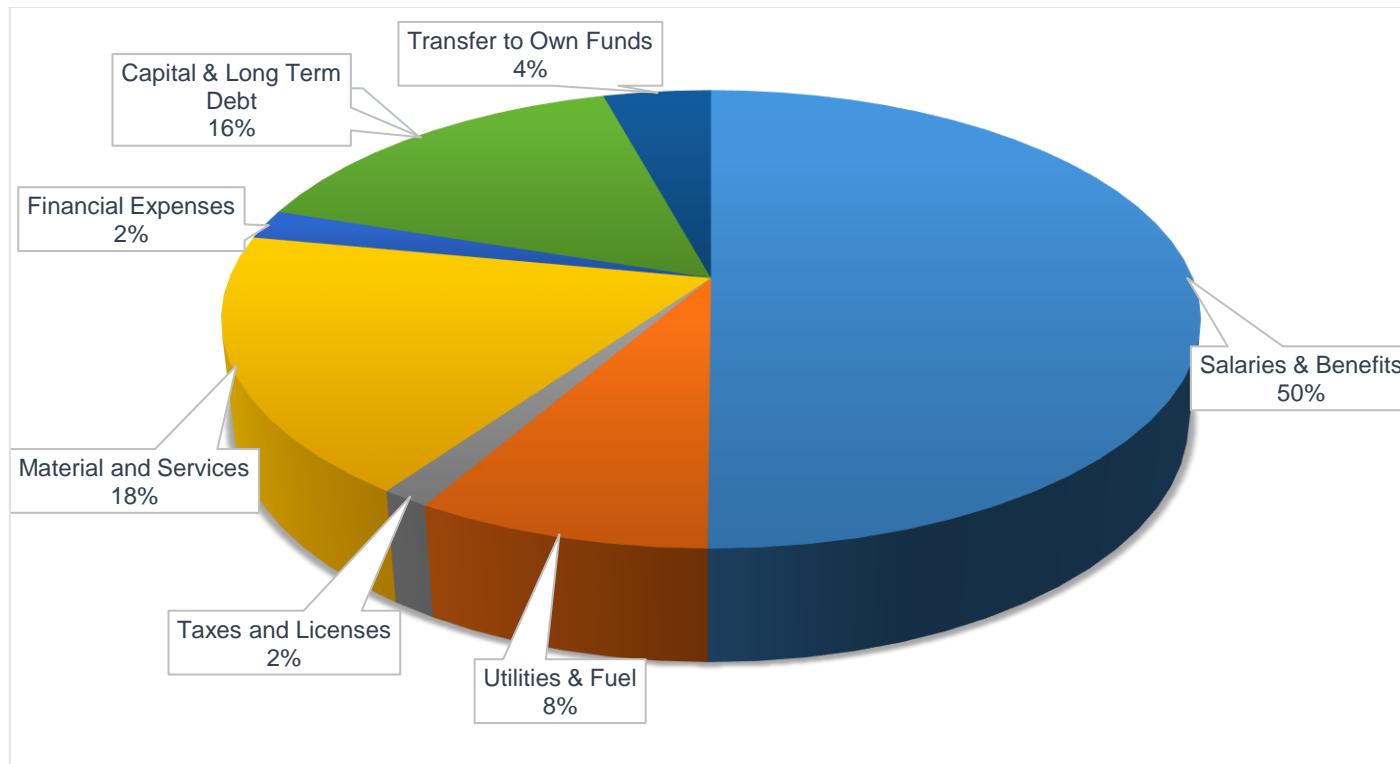
2020 Operating Budget**EXPENSES: \$181.0 MILLION**

The 2020 Operating Budget reflects total expenses of \$181.0 million, as compared to \$176.2 million in 2019, an increase of 2.74% year over year. Expenses by key area are displayed 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 82% of the category's total expenses. Year over year, levy and local boards increased by 2.04%. Maintaining City Services, excluding the uncontrollable impact of the Ontario Municipal Partnership Fund, reflects a year over year increase of 1.45%. Departmental information is included in the 2020 Preliminary Budget.



2020 Operating Budget**Expenses by Type:**

The City Services portion of the 2020 Budget reflects 50% 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. Manning levels are based upon the approved employee complement and current service level requirements.



2020 Operating Budget**OTHER REVENUE: \$62.5 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 85% of the total. Other significant grants include the Provincial Gas Tax (Transit) and recycling grants.

| Revenue Source                              | Percentage of Total |
|---|---------------------|
| Miscellaneous taxation not included in levy | 10%                 |
| User fees                                   | 48%                 |
| Government Grants                           | 30%                 |
| Investment Income                           | 7%                  |
| Other Income and own fund transfers         | 5%                  |

2020 Operating Budget**MUNICIPAL LEVY: \$118.5 MILLION**

The 2020 preliminary operating budget identifies a 3.05% municipal levy increase. This represents the net requirement to provide the same level of service in 2020 as maintained in 2019. The Supplementary Items Summary is provided for Council's deliberation and consideration. Items approved will increase the preliminary municipal tax levy.

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

|  | Change 2018 to 2019<br>\$(000) | Levy Impact  |
|--|--------------------------------|--------------|
| City Departments-Maintaining Services<br>(see breakdown following)   | \$1,662.5                      | 1.45%        |
| Ontario Municipal Partnership Grant Increase<br>(actual increase \$778.5, 2019 budget estimate \$273.3<br>higher than actual received) | \$ (505.2)                     | (0.44)%      |
| Outside Agencies & Grants  | \$ 1.8                         | 0.00%        |
| <b>City Impact</b>   | <b>\$ 1,159.1</b>              | <b>1.01%</b> |
| Levy and Local Boards  | \$2,344.9                      | 2.04%        |
| <b>INCREASE FROM PRIOR YEAR</b>  | <b>\$3,504.0</b>               | <b>3.05%</b> |

2020 Operating Budget**Changes to Maintaining Services Year over Year**

| <b>Maintaining Services – Significant Changes from 2019</b>   | <b>\$ (000)</b>  |
|---|------------------|
| Contractual salary compensation, complement and job class changes (Note 1)  | 2,164.8          |
| Contingency: assessment/tax changes, salary/benefit contractual obligations, other  | (1,020.6)        |
| Benefits: Contractual and regulatory benefits net of \$622.5 decrease in group rates, \$92.7 increase in retiree benefits | (173.2)          |
| Net 2020 Salary and Benefit Impact  | 971              |
| Council Resolutions:  |                  |
| Increase to PW Equipment Reserve (February 25, 2019)  | 250.0            |
| Change in Landfill Business and Implementation Plan (October 22, 2019)  | 237.7            |
| Net decrease in Payment In Lieu of Taxation from other levels of government   | 134.5            |
| Cost of Business: utilities, fuel, maintenance & repairs, contracted services   | 211.4            |
| User fee increases & other revenue  | (425.1)          |
| EMS transfer to DSSAB: administration revenue decrease  | 250              |
| Other   | 32.9             |
| <b>Total</b>  | <b>\$1,662.5</b> |

## Notes:

- 1) Due to union contract expiration, 2019 budget reflected compensation at the 2018 last contractual rate. Compensation increase reflects contractual changes for 2019 and 2020.

2020 Operating Budget**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%          |
| 2019                | 3.54%        | 3.54%          |

\*includes levy and local board

Net municipal levy on a per capita basis indicates 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.

|                  | 2018 Levy Per Capita | 2018 Ranking | 2019 Levy per Capita | \$1,522 |
|------------------|----------------------|--------------|----------------------|---------|
| Sault Ste. Marie | \$1,469              | Mid          | 2020 Levy per Capita | \$1,568 |
| Greater Sudbury  | \$1,546              | Mid          |                      |         |
| North Bay        | \$1,599              | Mid          |                      |         |
| Thunder Bay      | \$1,693              | High         |                      |         |
| North Average    | \$1,665              |              |                      |         |

\*2018 BMA Study (2019 BMA Study not published as of release of preliminary budget)

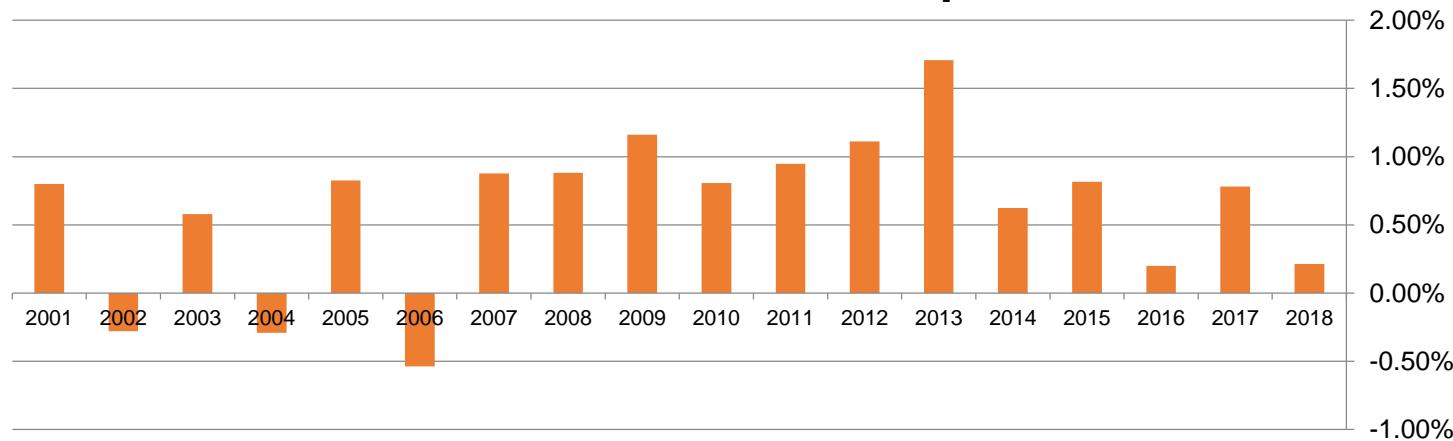
## 2020 Operating Budget

### Municipal Tax Levy Increase

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 redistributes 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 estimated assessment growth for 2019 is 0.2%, which is low compared to the average historical trend. The Conference Board of Canada Mid-Sized Cities Outlook (September 2019) estimates an increase in housing starts for 2019 and 2020, which may translate into a small increase in assessment growth in 2020 and 2021. Overall, the trend for assessment growth is not significant in the near term and will not provide any substantial revenues to support additional service requirements in the budget.

**Assessment Growth - Municipal Revenue**

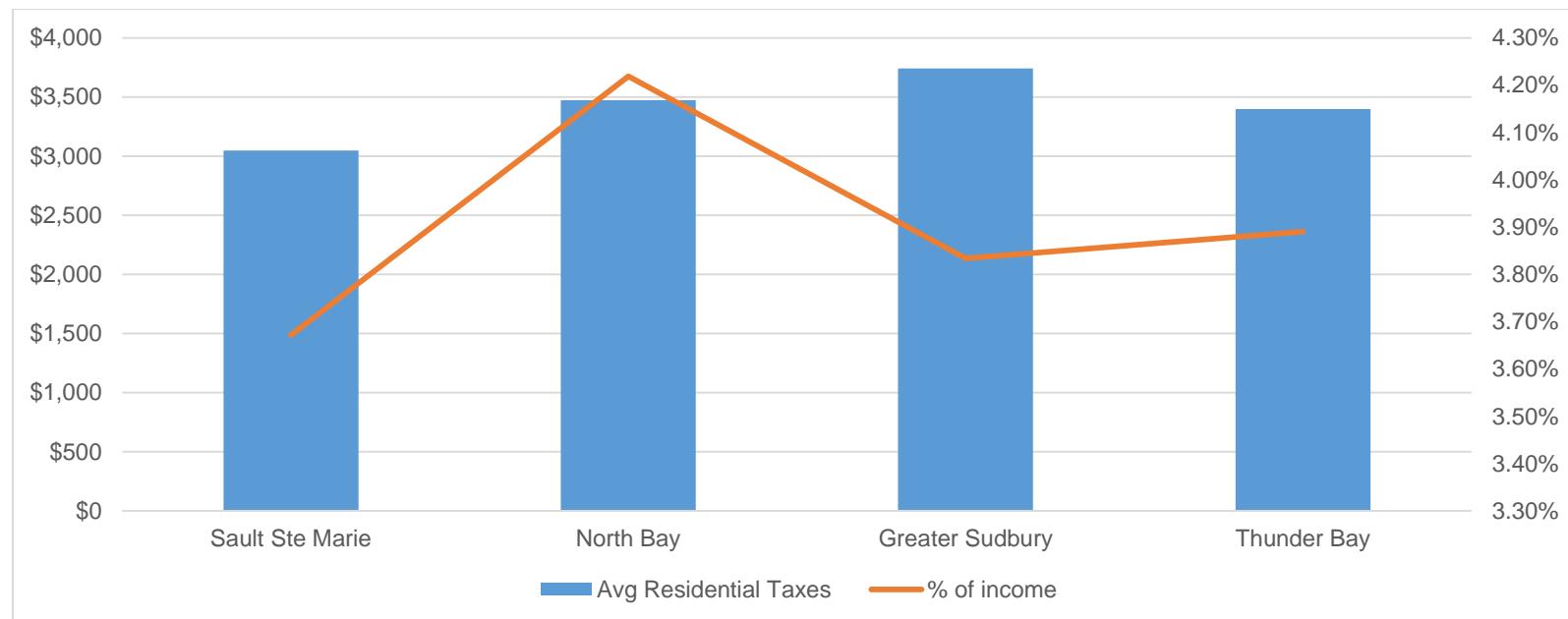


## 2020 Operating Budget

### Municipal Tax Levy Increase

The Municipal Tax Burden from the 2018 BMA Study for Sault Ste. Marie and our northern comparators is illustrated 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. The Preliminary Operating Budget reflects a levy increase of 3.05%. Factoring in estimated assessment growth of 0.2% the overall tax increase is estimated at 2.85%. Tax policy and rate approvals early 2020 will determine the allocation of the increase to the various tax classes.



## 2020 Capital Budget

### **Introduction**

The historical trend of minimizing property taxes resulted in decreased investment in a variety of asset renewal requirements. The City, like many other Ontario municipalities, has a significant level of capital assets and infrastructure renewal requirements. These assets are critical for the delivery of services expected by the residents of the City.

### **Process**

A corporate capital prioritization process is used to determine priorities for 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.

The annual \$500,000 for growth related projects addresses service enhancement and growth. By allocating these resources separately, it assists the City in reaching the strategic goals of the community.

## 2020 Capital Budget

### **2020 Capital Investment**

The 2020 Capital Budget seeks approval of a total of \$67.8 million of investment. Current operating budget allocations are not sufficient to fund the recommended 2020 capital requirements, several of which have been indicated by Council as key priorities. Alternative investment strategies to fund the recommended capital investments will be presented for Council's review and deliberation. The alternative strategies would require reallocating funding from one project to another, provide additional funding in the levy, use long term debt or a combination thereof. Project details, funding and a risk analysis is provided with the 2020 Preliminary Budget as well as the capital forecast for the next four years.

Key Investments:

#### **Transportation - 38% of total investment**

- Various road reconstruction and resurfacing
- Transit fleet replacement
- Bus Shelters
- Transit fare box replacement

#### **Recreation and Culture – 6% of total investment**

- Waterfront Boardwalk erosion repair
- LED lighting upgrade at GFL Memorial Gardens
- Downtown Plaza

#### **Protection – 1% of total investment**

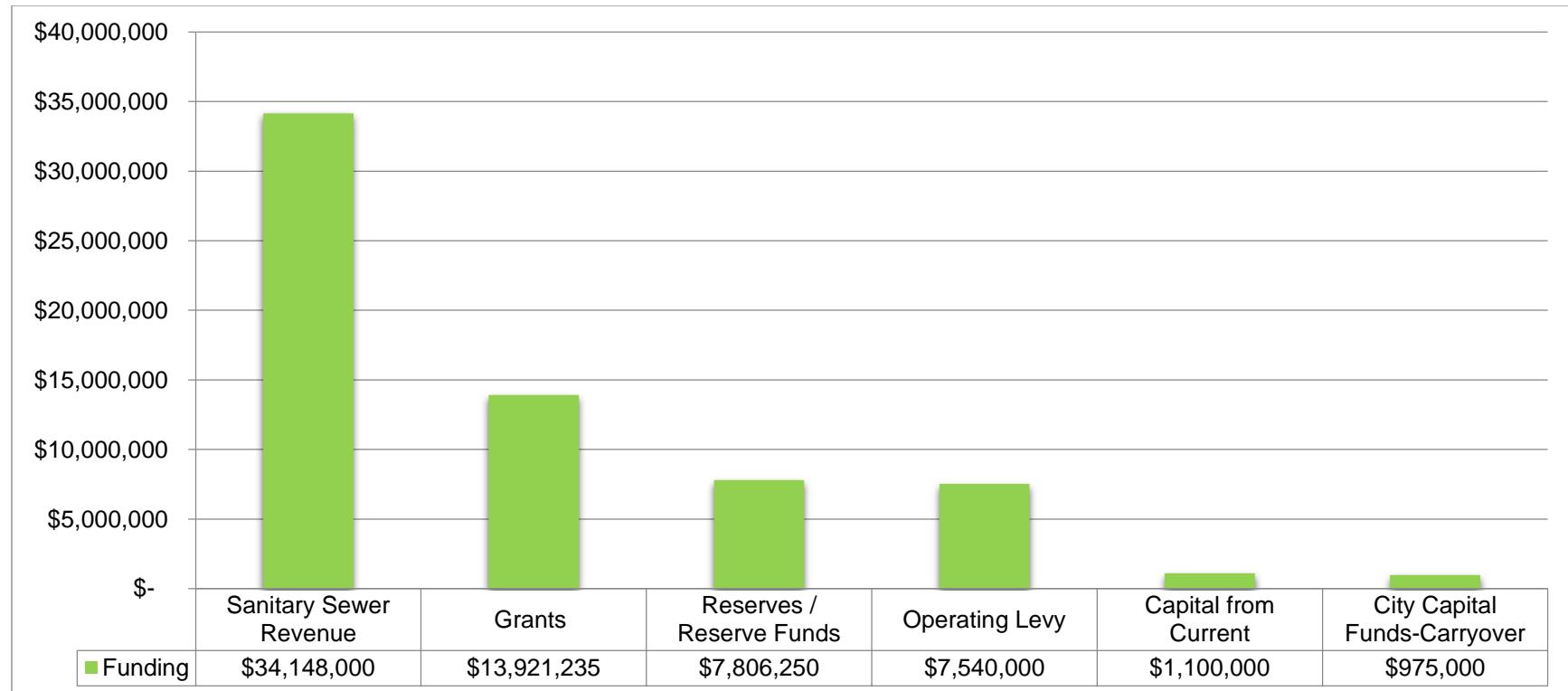
- Fire tanker replacement
- Bunker gear dryer

#### **Environmental – 55% of total investment**

- Scale reader software and hardware update at landfill
- West End Sewage Treatment Plant upgrades
- Biosolids Management Facility

2020 Capital Budget**2020 Funding Sources**

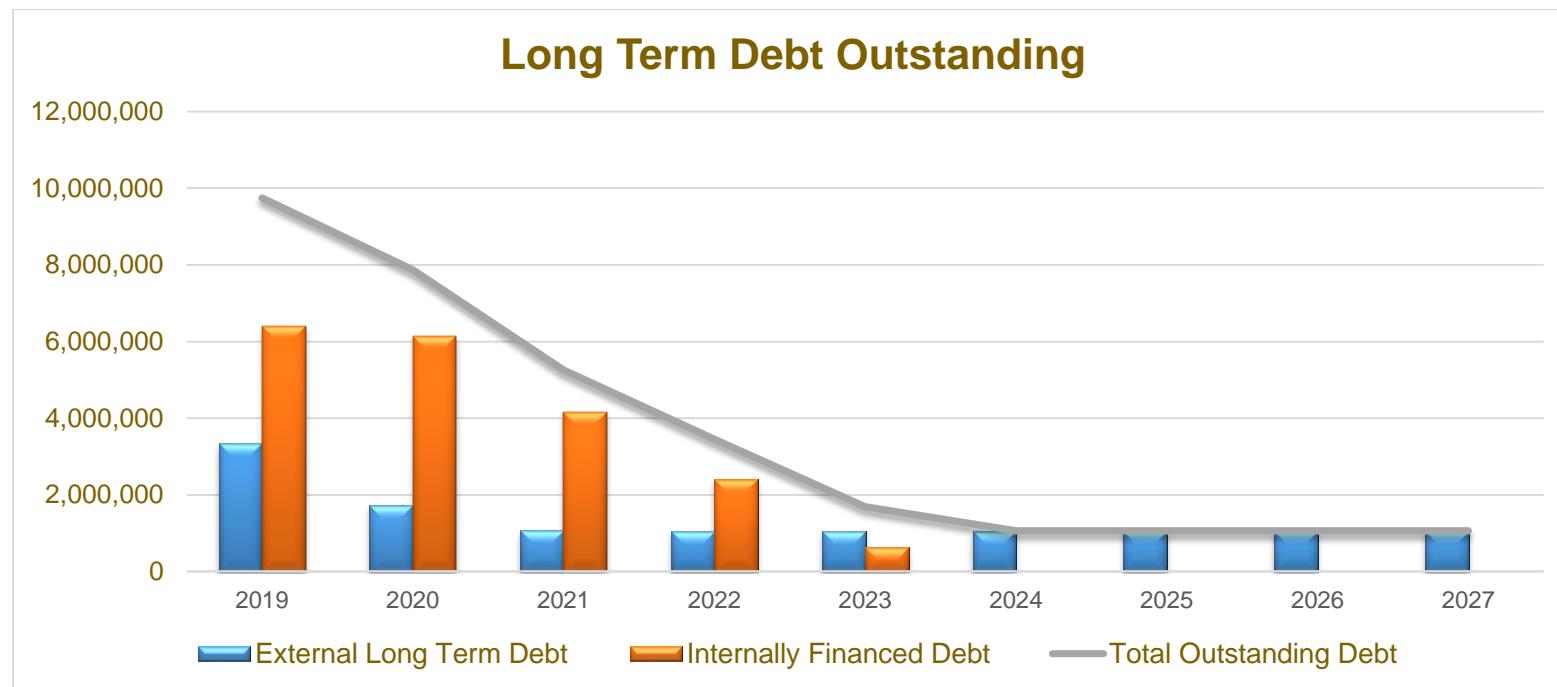
City funding is leveraged with various capital grants, most of which fund the Roads/Bridges/Sewer projects. Sanitary Sewer Revenue is a restricted funding source which can only be utilized for sanitary sewer requirements. Major sanitary sewer projects over the next few years include the addition of a Biosolids Management Facility and West End Plant upgrades.



## 2020 Capital Budget

### Long-Term Debt 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 2020. Internal debt will be utilized for short term funding requirement for the McMeeken replacement project architectural and engineering fees. Additional internal debt for the 2020 Capital Budget requirements may be utilized, if approved by Council, and are not reflected in the chart below. 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.



## 2020 Capital Budget

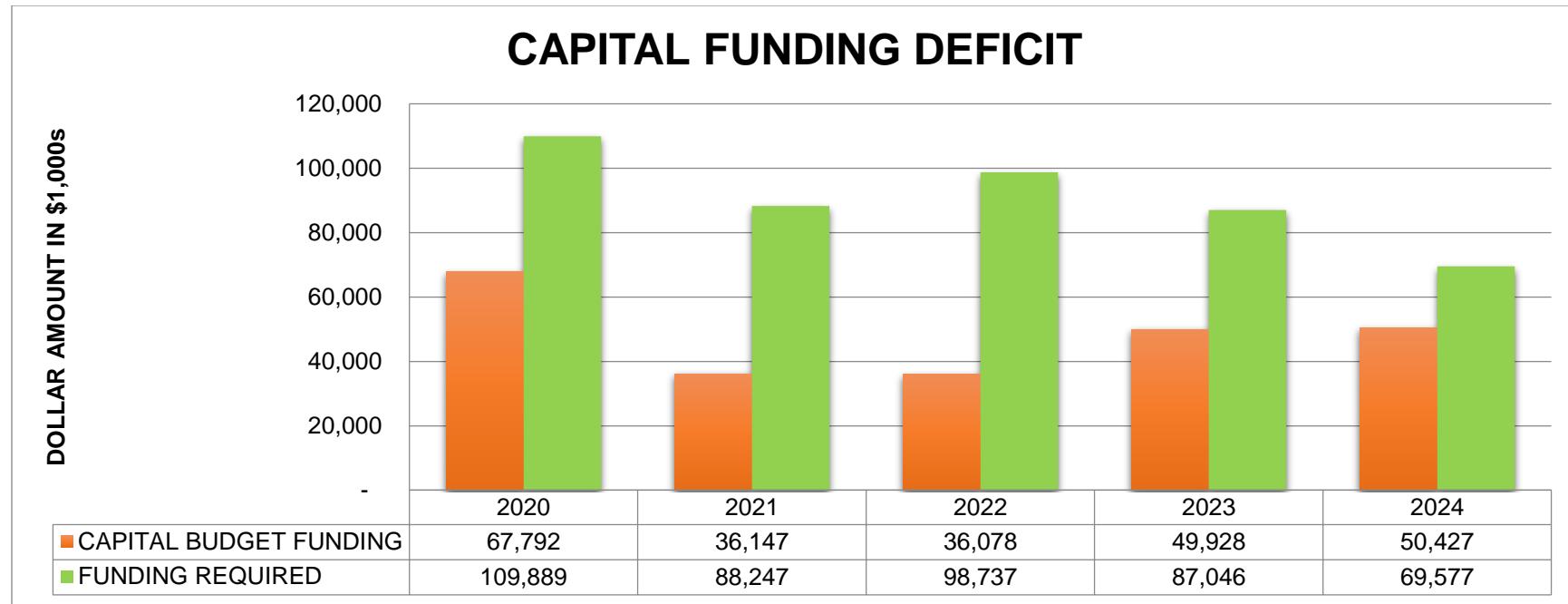
### **Long-Term Debt Projections Continued**

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. It is clear that there is a significantly higher infrastructure renewal requirement than available funding. The unmet need increases the risk of service interruptions or level of provision due to asset failure or poor quality. This risk can be managed with asset management plans and an investment strategy for asset replacement that over time will reduce the risk of asset failure.

On December 13, 2017, the Province approved O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure. The regulation sets out specific milestones that are legislated to be met. The City's asset management planning is progressing. On June 3, 2019 Council approved the Strategic Asset Management Policy. The policy sets out the framework to enable the City to make consistent and sound decisions, plan for future needs, and build public confidence in municipal infrastructure. Currently the current asset requirements are being updated from the original 2015 plan. Once updated, a long-term investment strategy will be assessed. The next milestone within O. Reg. 588/17 is required by July 1, 2021 and requires that the Asset Management Plan for core infrastructure (roads, bridges and culverts, water, wastewater and stormwater management) to discuss the current levels of service and the cost of maintaining those levels of service.

2020 Capital Budget

## Capital Funding Deficit



## 2020 Capital Budget

### **Challenges**

There are several areas of challenge that could affect the City's ability to maintain the current level of service that is being provided.

- Assessment Growth: As noted, the City's assessment growth is very low and is not projected to make any significant gains in the near term. The cost to provide services continues to increase and will put additional burden on the assessment base. Economic diversification and growth will help sustain Sault Ste. Marie's affordability.
- Asset Condition and Infrastructure Funding Deficit: As noted in the 2015 asset management plan, many assets were in fair to poor condition. Investment resources have been limited, so it is unlikely that this assessment has changed. There is risk that assets could further deteriorate or fail resulting in service level reductions. The update of the Asset Management Plan condition of asset information, along with the business profile development and service review should provide a guide to assist in the development of a long-term investment strategy. This will be a priority for the next few years.
- Provincial Funding: The 2020 Ontario Municipal Partnership Fund (OMPF) increased by \$778,500 over 2019. This increase helps offset the growing costs of providing services without assessment growth. Other provincial and federal funding for various programs and infrastructure renewal greatly assist the City in achieving its priorities as well. There is a risk that this level of funding may not be maintained in future years, placing additional burden on the municipal tax levy or requiring service level adjustments.

## Next Steps

Once the Preliminary budget is presented, the budget deliberation process will begin. Budget deliberations are scheduled for December 9 and 10, 2019 at which time the Executive Management Team will present summary budgets for their areas. Tax Policy, rate options and recommendations will be presented to Council in March/April, 2020 for consideration and approval.

# PRELIMINARY OPERATING BUDGET 2020

## PRELIMINARY CORPORATE SUMMARY

|  | 2019               | 2020               | \$                       | %                        |
|--|--------------------|--------------------|--------------------------|--------------------------|
|  | BUDGET             | BUDGET             | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                    |                    |                          |                          |
| Taxation (excluding levy)                  | 2,178,438          | 2,178,438          | 0                        | 0.00%                    |
| Payment in Lieu of taxes                   | 4,366,415          | 4,230,940          | (135,475)                | -3.10%                   |
| Fees and user charges                      | 28,952,319         | 30,055,674         | 1,103,355                | 3.81%                    |
| Government grants (including OMPF)         | 18,293,944         | 18,721,680         | 427,736                  | 2.34%                    |
| Investment income                          | 4,320,000          | 4,320,000          | 0                        | 0.00%                    |
| Contribution from own funds                | 165,500            | 195,000            | 29,500                   | 17.82%                   |
| Other income                               | 2,930,000          | 2,831,243          | (98,757)                 | -3.37%                   |
|  | <b>61,206,616</b>  | <b>62,532,975</b>  | <b>1,326,359</b>         | <b>2.17%</b>             |
| <b>EXPENDITURES</b>                        |                    |                    |                          |                          |
| Salaries                                   | 45,987,298         | 48,152,063         | 2,164,765                | 4.71%                    |
| Benefits                                   | 13,839,887         | 13,666,656         | (173,231)                | -1.25%                   |
|  | <b>59,827,185</b>  | <b>61,818,719</b>  | <b>1,991,534</b>         | <b>3.33%</b>             |
| Travel and training                        | 460,544            | 501,041            | 40,497                   | 8.79%                    |
| Vehicle allowance, maintenance and repairs | 3,500,634          | 3,785,636          | 285,002                  | 8.14%                    |
| Utilities and Fuel                         | 10,275,237         | 10,460,184         | 184,947                  | 1.80%                    |
| Materials and supplies                     | 5,418,804          | 5,320,372          | (98,432)                 | -1.82%                   |
| Maintenance and repairs                    | 2,238,988          | 2,276,038          | 37,050                   | 1.65%                    |
| Program expenses                           | 922,725            | 955,625            | 32,900                   | 3.57%                    |
| Goods for resale                           | 600,690            | 576,422            | (24,268)                 | -4.04%                   |
| Rents and leases                           | 95,950             | 92,052             | (3,898)                  | -4.06%                   |
| Taxes and licenses                         | 1,740,201          | 1,735,579          | (4,622)                  | -0.27%                   |
| Financial expenses                         | 2,647,601          | 2,640,058          | (7,543)                  | -0.28%                   |
| Purchased and contracted services          | 9,882,194          | 9,865,232          | (16,962)                 | -0.17%                   |
| Grants to others                           | 52,168,036         | 54,514,637         | 2,346,601                | 4.50%                    |
| Long term debt                             | 2,875,685          | 2,875,685          | 0                        | 0.00%                    |
| Transfer to own funds                      | 23,476,782         | 23,496,402         | 19,620                   | 0.08%                    |
| Capital expense                            | 290,710            | 338,489            | 47,779                   | 16.44%                   |
| Less: recoverable costs                    | (220,130)          | (220,130)          | 0                        | 0.00%                    |
|  | <b>116,374,651</b> | <b>119,213,322</b> | <b>2,838,671</b>         | <b>2.44%</b>             |
|  | <b>176,201,836</b> | <b>181,032,041</b> | <b>4,830,205</b>         | <b>2.74%</b>             |
| <b>TAX LEVY</b>                            | <b>114,995,220</b> | <b>118,499,066</b> | <b>3,503,843</b>         | <b>3.05%</b>             |

## PRELIMINARY CORPORATE SUMMARY CONTINUED

|   | 2019         | 2020         | \$                          | %                           | Levy<br>Increase |
|---|--------------|--------------|-----------------------------|-----------------------------|------------------|
|   | BUDGET       | BUDGET       | Change<br>(2019 to<br>2020) | Change<br>(2019 to<br>2020) |                  |
|   |              |              |                             |                             |                  |
| Mayor & Council                             | 700,562      | 721,836      | 21,274                      | 3.04%                       |                  |
| Chief Administrative Officer                | 383,003      | 388,675      | 5,672                       | 1.48%                       |                  |
| Corporate Services                          | 8,007,012    | 8,312,831    | 305,819                     | 3.82%                       |                  |
| Community and Enterprise Services           | 14,416,376   | 14,513,549   | 97,173                      | .67%                        |                  |
| Public Works and Engineering                | 42,869,501   | 43,956,717   | 1,087,216                   | 2.54%                       |                  |
| Legal                                       | 1,103,843    | 1,167,911    | 64,068                      | 5.80%                       |                  |
| Fire  | 13,513,073   | 14,204,834   | 691,761                     | 5.12%                       |                  |
| Corporate Financials/Capital/Long Term Debt | (3,039,123)  | (3,649,659)  | (610,536)                   | (20.09%)                    |                  |
| Maintaining Services                        | 77,954,247   | 79,616,694   | 1,662,447                   | 2.13%                       | 1.45%            |
| Outside Agencies & Grants to Others         | 2,887,132    | 2,888,883    | 1,751                       | .06%                        | 0.00%            |
| OMPF  | (15,455,200) | (15,960,400) | (505,200)                   | (3.27%)                     | -0.44%           |
| City Levy                                   | 65,386,179   | 66,545,177   | 1,158,998                   | 1.77%                       | 1.01%            |
| Local Boards                                | 28,351,929   | 30,409,669   | 2,057,740                   | 7.26%                       | 1.79%            |
| Levy Boards                                 | 21,257,110   | 21,544,220   | 287,110                     | 1.35%                       | 0.25%            |
| Levy & Local Boards                         | 49,609,039   | 51,953,889   | 2,344,850                   | 4.73%                       | 2.04%            |
| Total Municipal Levy                        | 114,995,220  | 118,499,066  | 3,503,846                   |                             | 3.05%            |

## PRELIMINARY DEPARTMENTAL SUMMARY

|                                  | Salary & Benefits | 2020 Other Expense | Revenue          | 2020 Net Tax Levy | % of 2020 levy | 2019 Net Tax Levy | \$ change from 2019 | % change from 2019 |
|----------------------------------|-------------------|--------------------|------------------|-------------------|----------------|-------------------|---------------------|--------------------|
| MAYORS OFFICE                    | 532,651           | 154,185            |                  | 686,836           |                | 665,562           |                     |                    |
| COUNCIL SPECIAL FUNDS            |                   | 35,000             |                  | 35,000            |                | 35,000            |                     |                    |
| <b>TOTAL MAYOR &amp; COUNCIL</b> | <b>532,651</b>    | <b>189,185</b>     | <b>-</b>         | <b>721,836</b>    | <b>0.6%</b>    | <b>700,562</b>    | <b>21,274</b>       | <b>3.0%</b>        |
| ADMINISTRATION                   | 365,615           | 23,060             |                  | 388,675           |                | 383,003           |                     |                    |
| <b>TOTAL CAO</b>                 | <b>365,615</b>    | <b>23,060</b>      | <b>-</b>         | <b>388,675</b>    | <b>0.3%</b>    | <b>383,003</b>    | <b>5,672</b>        | <b>1.5%</b>        |
| <i><b>LEGAL DEPARTMENT</b></i>   |                   |                    |                  |                   |                |                   |                     |                    |
| ADMINISTRATION                   | 857,853           | 155,414            | 967,687          | 45,580            |                | 13,444            |                     |                    |
| CITY OWNED LAND                  |                   | 16,446             |                  | 16,446            |                | 19,000            |                     |                    |
| INSURANCE                        |                   | 1,438,164          |                  | 1,438,164         |                | 1,440,736         |                     |                    |
| POA                              | 570,299           | 447,422            | 1,350,000        | (332,279)         |                | (369,337)         |                     |                    |
| <b>TOTAL LEGAL</b>               | <b>1,428,152</b>  | <b>2,057,446</b>   | <b>2,317,687</b> | <b>1,167,911</b>  | <b>1.0%</b>    | <b>1,103,843</b>  | <b>64,068</b>       | <b>5.8%</b>        |
| <i><b>FIRE SERVICES</b></i>      |                   |                    |                  |                   |                |                   |                     |                    |
| ADMINISTRATION                   | 1,583,312         | 810,881            | 251,317          | 2,142,876         |                | 2,112,526         |                     |                    |
| SUPPRESSION                      | 10,321,945        | 61,380             |                  | 10,383,325        |                | 9,753,052         |                     |                    |
| PREVENTION                       | 806,431           | 28,400             |                  | 834,831           |                | 741,188           |                     |                    |
| SUPPORT SERVICES                 | 509,730           | 183,529            |                  | 693,259           |                | 618,370           |                     |                    |
| MUNICIPAL EMERGENCY PLANNING     | 113,011           | 13,785             | 2,000            | 124,796           |                | 262,200           |                     |                    |
| SUMMER CAREER                    | 25,747            |                    |                  | 25,747            |                | 25,737            |                     |                    |
| <b>TOTAL FIRE</b>                | <b>13,360,176</b> | <b>1,097,975</b>   | <b>253,317</b>   | <b>14,204,834</b> | <b>12.0%</b>   | <b>13,513,073</b> | <b>691,761</b>      | <b>5.1%</b>        |
| <i><b>CORPORATE SERVICES</b></i> |                   |                    |                  |                   |                |                   |                     |                    |
| ADMINISTRATION                   | 658,237           | 130,970            | 1,540            | 787,667           |                | 800,178           |                     |                    |
| HEALTH AND SAFETY                | 122,884           | 24,550             |                  | 147,434           |                | 149,469           |                     |                    |
| DISABILITY MANAGEMENT            | 122,884           | 118,370            |                  | 241,254           |                | 241,144           |                     |                    |
| CORPORATE RECRUITMENT & TRAINING |                   | 66,150             |                  | 66,150            |                | 17,850            |                     |                    |
| LEADERSHIP PERFORMANCE           |                   | 22,550             |                  | 22,550            |                | 22,550            |                     |                    |
| RETIREE BENEFITS                 | 745,500           |                    |                  | 745,500           |                | 652,800           |                     |                    |
| EMPLOYEE ASSISTANCE PROGRAM      |                   | 30,000             |                  | 30,000            |                | 37,200            |                     |                    |

## PRELIMINARY DEPARTMENTAL SUMMARY

|   | 2020<br>Salary &<br>Benefits | 2020<br>Other<br>Expense | Revenue        | 2019<br>Net Tax<br>Levy | % of<br>2020 levy | Net Tax<br>Levy  | 2020<br>Salary &<br>Benefits | 2020<br>Other<br>Expense |
|---|------------------------------|--------------------------|----------------|-------------------------|-------------------|------------------|------------------------------|--------------------------|
| HEALTH AND SAFETY COMMITTEE             |                              | 37,200                   |                | 37,200                  |                   | 30,000           |                              |                          |
| DISABLED PREMIUMS                       | 3,565                        |                          |                | 3,565                   |                   | 3,565            |                              |                          |
| ASBESTOS PROGRAM                        |                              |                          |                |                         |                   |                  |                              |                          |
| <b>TOTAL HUMAN RESOURCES</b>            | <b>1,653,070</b>             | <b>429,790</b>           | <b>1,540</b>   | <b>2,081,320</b>        | <b>1.8%</b>       | <b>1,954,756</b> | <b>126,564</b>               | <b>6.5%</b>              |
| ADMINISTRATION                          | 799,190                      | 86,949                   | 133,270        | 752,869                 |                   | 745,918          |                              |                          |
| OFFICE SERVICES                         | 111,522                      | 82,290                   |                | 193,812                 |                   | 182,389          |                              |                          |
| QUALITY MANAGEMENT                      |                              | 31,750                   |                | 31,750                  |                   | 5,000            |                              |                          |
| ELECTION EXPENSE                        | -                            | 75,000                   | -              | 75,000                  |                   | 75,000           |                              |                          |
| COUNCIL MEETINGS                        |                              | 9,000                    |                | 9,000                   |                   | 8,350            |                              |                          |
| CULTURAL GRANT - WALK OF FAME           |                              | 2,000                    |                | 2,000                   |                   | 2,000            |                              |                          |
| RECEPTIONS                              |                              | 25,650                   |                | 25,650                  |                   | 25,650           |                              |                          |
| <b>TOTAL CLERKS</b>                     | <b>910,712</b>               | <b>312,639</b>           | <b>133,270</b> | <b>1,090,081</b>        | <b>0.9%</b>       | <b>1,044,307</b> | <b>45,774</b>                | <b>4.4%</b>              |
| ADMINISTRATION                          | 624,820                      | 64,283                   |                | 689,103                 |                   | 714,896          |                              | -3.6%                    |
| ACCOUNTING                              | 1,037,624                    | 33,570                   | 37,043         | 1,034,151               |                   | 1,393,455        |                              | -25.8%                   |
| TAX                                     | 428,464                      | 115,430                  | 84,000         | 459,894                 |                   | 70,000           |                              | 557.0%                   |
| PURCHASING                              | 349,927                      | 9,905                    |                | 359,832                 |                   | 355,428          |                              | 1.2%                     |
| FINANCIAL EXPENSE - BANKING             |                              | 60,250                   |                | 60,250                  |                   | 65,000           |                              | -7.3%                    |
| FINANCIAL FEES                          |                              | 93,199                   |                | 93,199                  |                   | 87,700           |                              | 6.3%                     |
| <b>TOTAL FINANCE</b>                    | <b>2,440,835</b>             | <b>376,637</b>           | <b>121,043</b> | <b>2,696,429</b>        | <b>2.3%</b>       | <b>2,686,479</b> | <b>9,950</b>                 | <b>0.4%</b>              |
| INFORMATION TECHNOLOGY                  | 1,376,879                    | 1,086,372                | 18,250         | 2,445,001               |                   | 2,321,470        |                              | 5.3%                     |
| <b>TOTAL IT</b>                         | <b>1,376,879</b>             | <b>1,086,372</b>         | <b>18,250</b>  | <b>2,445,001</b>        | <b>2.1%</b>       | <b>2,321,470</b> | <b>123,531</b>               | <b>5.3%</b>              |
| <b>TOTAL CORPORATE SERVICES</b>         | <b>6,381,496</b>             | <b>2,205,438</b>         | <b>274,103</b> | <b>8,312,831</b>        | <b>7.0%</b>       | <b>8,007,012</b> | <b>305,819</b>               | <b>3.8%</b>              |
| <br><b>PUBLIC WORKS AND ENGINEERING</b> |                              |                          |                |                         |                   |                  |                              |                          |
| ENGINEERING DESIGN                      | 1,876,294                    | 141,400                  |                | 2,017,694               |                   | 1,973,403        |                              |                          |
| ADMINISTRATION                          | 162,154                      | 42,512                   | 40,004         | 164,662                 |                   | 192,174          |                              |                          |
| BUILDING SERVICES                       | 714,576                      | 934,924                  |                | 1,649,500               |                   | 1,547,431        |                              |                          |
| BUILDING DIVISION                       | 1,174,963                    | 212,551                  | 1,195,769      | 191,745                 |                   | 157,103          |                              |                          |

## PRELIMINARY DEPARTMENTAL SUMMARY

|   | 2020<br>Salary &<br>Benefits | 2020<br>Other<br>Expense | Revenue          | 2019<br>Net Tax<br>Levy | % of<br>2020 levy | 2020<br>Net Tax<br>Levy | 2020<br>Salary &<br>Benefits | 2020<br>Other<br>Expense |
|---|------------------------------|--------------------------|------------------|-------------------------|-------------------|-------------------------|------------------------------|--------------------------|
| ENVIRONMENTAL CLEANUP                     |                              | 20,000                   |                  | 20,000                  |                   | 10,000                  |                              |                          |
| HYDRANTS                                  |                              | 1,212,400                |                  | 1,212,400               |                   | 1,154,200               |                              |                          |
| 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               |                              |                          |
| <b>TOTAL ENGINEERING</b>                  | <b>3,927,987</b>             | <b>11,166,237</b>        | <b>1,235,773</b> | <b>13,858,451</b>       | <b>11.7%</b>      | <b>13,636,761</b>       | <b>221,690</b>               | <b>1.6%</b>              |
| WORKS:                                    |                              |                          |                  |                         |                   |                         |                              |                          |
| ADMIN/SUPERVISION/OVERHEAD                | 2,991,218                    | 78,000                   |                  | 3,069,218               |                   | 3,219,719               |                              |                          |
| ROADWAYS                                  | 1,629,184                    | 1,748,844                | 49,831           | 3,328,197               |                   | 3,313,585               |                              |                          |
| SIDEWALKS (INCLUDING WINTER CONTROL)      | 554,187                      | 408,880                  |                  | 963,067                 |                   | 958,209                 |                              |                          |
| WINTER CONTROL ROADWAYS                   | 3,017,709                    | 4,306,107                | 67,965           | 7,255,851               |                   | 6,825,189               |                              |                          |
| SANITARY SEWERS                           | 1,050,183                    | 963,124                  | 37,090           | 1,976,217               |                   | 1,958,532               |                              |                          |
| STORM SEWERS                              | 335,182                      | 285,597                  |                  | 620,779                 |                   | 614,941                 |                              |                          |
| TRAFFIC & COMMUNICATIONS                  | 861,193                      | 759,862                  |                  | 1,621,055               |                   | 1,531,739               |                              |                          |
| CARPENTRY                                 | 739,218                      | (95,630)                 |                  | 643,588                 |                   | 624,239                 |                              |                          |
| ADMINISTRATION                            | 1,506,527                    | 131,480                  |                  | 1,638,007               |                   | 1,621,178               |                              |                          |
| BUILDINGS & EQUIPMENT                     | 2,655,985                    | (517,605)                |                  | 2,138,380               |                   | 2,068,839               |                              |                          |
| PARKS OPERATIONS                          | 2,607,489                    | 787,273                  |                  | 3,394,762               |                   | 3,285,119               |                              |                          |
| WASTE MANAGEMENT                          | 1,784,321                    | 4,473,837                | 2,809,013        | 3,449,145               |                   | 3,211,453               |                              |                          |
| <b>TOTAL PUBLIC WORKS</b>                 | <b>19,732,396</b>            | <b>13,329,769</b>        | <b>2,963,899</b> | <b>30,098,266</b>       | <b>25.4%</b>      | <b>29,232,742</b>       | <b>865,524</b>               | <b>3.0%</b>              |
| <b>TOTAL PUBLIC WORKS AND ENGINEERING</b> | <b>23,660,383</b>            | <b>24,496,006</b>        | <b>4,199,672</b> | <b>43,956,717</b>       |                   | <b>42,869,503</b>       | <b>1,087,214</b>             | <b>2.5%</b>              |
| COMMUNITY AND ENTERPRISE SERVICES         |                              |                          |                  |                         |                   |                         |                              |                          |
| SPORTS ADMINISTRATION                     | 8,532                        | 6,435                    |                  | 14,967                  |                   | 14,962                  |                              |                          |
| RECREATION & CULTURE                      | 540,974                      | 21,942                   | 73,257           | 489,659                 |                   | 479,766                 |                              |                          |
| ADMINISTRATION                            |                              |                          |                  |                         |                   |                         |                              |                          |
| CANADA DAY                                |                              | 20,000                   | 9,500            | 10,500                  |                   | 10,500                  |                              |                          |
| MAYORS YOUTH ADVISORY                     |                              | 27,500                   |                  | 27,500                  |                   | 27,500                  |                              |                          |
| MISCELLANEOUS PROGRAMS                    | 4,161                        | 16,710                   |                  | 20,871                  |                   | 20,657                  |                              |                          |
| PARKS & REC ADVISORY COMMITTEE            |                              | 1,865                    |                  | 1,865                   |                   | 1,865                   |                              |                          |
| ROBERTA BONDAR PARK                       | 81,032                       | 108,995                  | 28,545           | 161,482                 |                   | 156,402                 |                              |                          |

## PRELIMINARY DEPARTMENTAL SUMMARY

|   | 2020<br>Salary &<br>Benefits | 2020<br>Other<br>Expense | Revenue           | 2019<br>Net Tax<br>Levy | % of<br>2020 levy | Net Tax<br>Levy   | 2020<br>Salary &<br>Benefits | 2020<br>Other<br>Expense |
|---|------------------------------|--------------------------|-------------------|-------------------------|-------------------|-------------------|------------------------------|--------------------------|
| BELLEVUE PARK MARINA                      | 39,002                       | 125,673                  | 164,259           | 416                     |                   | (12,055)          |                              |                          |
| BONDAR MARINA                             | 39,002                       | 82,178                   | 94,405            | 26,775                  |                   | 29,963            |                              |                          |
| LOCKS OPERATIONS                          | 89,201                       | (61,305)                 |                   | 27,896                  |                   | 45,191            |                              |                          |
| SENIORS DROP IN CENTRE                    | 307,439                      | 127,535                  | 115,162           | 319,812                 |                   | 315,343           |                              |                          |
| NCC 55+ PROGRAMMING                       | 160,865                      | 36,175                   | 66,300            | 130,740                 |                   | 130,576           |                              |                          |
| HISTORIC SITES BOARD - OLD STONE<br>HOUSE | 315,794                      | 130,737                  | 127,229           | 319,302                 |                   | 318,303           |                              |                          |
| JOHN RHODES COMMUNITY CENTRE              | 1,510,534                    | 1,297,778                | 1,332,041         | 1,476,271               |                   | 1,570,902         |                              |                          |
| FACILITIY ADMINISTRATION                  | 732,597                      | 50,525                   | 27,000            | 756,122                 |                   | 917,589           |                              |                          |
| FACILITIES-SUMMER STUDENTS                | 34,126                       |                          |                   | 34,126                  |                   | 34,108            |                              |                          |
| GRECO POOL                                | 59,563                       | 14,872                   |                   | 74,435                  |                   | 54,149            |                              |                          |
| MANZO POOL                                | 39,500                       | 10,520                   |                   | 50,020                  |                   | 28,439            |                              |                          |
| MCMEEKEN CENTRE                           | 165,493                      | 141,857                  | 149,321           | 158,029                 |                   | 218,842           |                              |                          |
| GFL MEMORIAL GARDENS                      | 981,306                      | 1,498,924                | 1,761,638         | 718,592                 |                   | 681,435           |                              |                          |
| NORTHERN COMMUNITY CENTRE                 | 102,339                      | 160,443                  | 284,442           | (21,660)                |                   | (12,719)          |                              |                          |
| MISCELLANEOUS CONCESSIONS                 | 100,517                      | 5,621                    | 102,825           | 3,313                   |                   | 2,247             |                              |                          |
| CSD CENTRAL ADMINISTRATION                | 697,671                      | 113,970                  |                   | 811,641                 |                   | 666,968           |                              |                          |
| TRANSIT                                   | 7,149,033                    | 3,121,140                | 3,788,799         | 6,481,374               |                   | 6,371,139         |                              |                          |
| SCHOOL GUARDS                             | 305,640                      | 3,605                    |                   | 309,245                 |                   | 271,410           |                              |                          |
| ANIMAL CONTROL - HUMANE SOCIETY           |                              | 600,122                  |                   | 600,122                 |                   | 587,779           |                              |                          |
| CEMETERY OPERATIONS                       | 840,153                      | 270,550                  | 1,119,545         | (8,842)                 |                   | (4,286)           |                              |                          |
| PARKING                                   | 74,262                       | 433,497                  | 422,591           | 85,168                  |                   | 60,577            |                              |                          |
| <b>TOTAL COMMUNITY SERVICES</b>           | <b>14,378,736</b>            | <b>8,367,864</b>         | <b>9,666,859</b>  | <b>13,079,741</b>       | <b>11.0%</b>      | <b>12,987,552</b> | <b>92,189</b>                | <b>0.7%</b>              |
| PLANNING                                  | 953,246                      | 152,907                  | 117,001           | 989,152                 |                   | 984,605           |                              |                          |
| FUTURE SSM                                | 519,470                      | 354,190                  | 429,004           | 444,656                 |                   | 444,656           |                              |                          |
| ISAP-IMMIGRATION PROGRAM                  | 218,794                      | 45,064                   | 263,858           | -                       |                   | (437)             |                              |                          |
| <b>OTHER COMMUNITY &amp; ENTERPRISE</b>   | <b>1,691,510</b>             | <b>552,161</b>           | <b>809,863</b>    | <b>1,433,808</b>        | <b>1.2%</b>       | <b>1,428,824</b>  | <b>4,984</b>                 | <b>0.3%</b>              |
| <b>COMMUNITY AND ENTERPRISE SERVICES</b>  | <b>16,070,246</b>            | <b>8,920,025</b>         | <b>10,476,722</b> | <b>14,513,549</b>       | <b>12.2%</b>      | <b>14,416,376</b> | <b>97,173</b>                | <b>0.7%</b>              |
| PUBLIC HEALTH OPERATIONS                  |                              | 2,534,536                |                   | 2,534,536               |                   | 2,479,977         |                              |                          |
| DSSAB LEVY                                |                              | 18,447,701               |                   | 18,447,701              |                   | 18,215,150        |                              |                          |
| CONSERVATION AUTHORITY                    |                              | 561,983                  |                   | 561,983                 |                   | 561,983           |                              |                          |
| <b>TOTAL LEVY BOARDS</b>                  | <b>-</b>                     | <b>21,544,220</b>        | <b>-</b>          | <b>21,544,220</b>       | <b>18.2%</b>      | <b>21,257,110</b> | <b>287,110</b>               | <b>1.4%</b>              |

## PRELIMINARY DEPARTMENTAL SUMMARY

|  | 2020<br>Salary &<br>Benefits | 2020<br>Other<br>Expense | Revenue           | 2019<br>Net Tax<br>Levy | % of<br>2020 levy | 2020<br>Net Tax<br>Levy | 2020<br>Salary &<br>Benefits | 2020<br>Other<br>Expense |
|--|------------------------------|--------------------------|-------------------|-------------------------|-------------------|-------------------------|------------------------------|--------------------------|
| POLICE SERVICES BOARD                      |                              | 27,539,145               |                   | 27,539,145              |                   | 25,526,849              |                              |                          |
| LIBRARY BOARD                              |                              | 2,870,524                |                   | 2,870,524               |                   | 2,825,080               |                              |                          |
| <b>TOTAL LOCAL BOARDS</b>                  | <b>-</b>                     | <b>30,409,669</b>        | <b>-</b>          | <b>30,409,669</b>       | <b>25.7%</b>      | <b>28,351,929</b>       | <b>2,057,740</b>             | <b>7.3%</b>              |
| ART GALLERY OF ALGOMA                      |                              | 280,785                  |                   | 280,785                 |                   | 280,785                 |                              |                          |
| SSM MUSEUM                                 |                              | 246,091                  |                   | 246,091                 |                   | 206,091                 |                              |                          |
| BUSH PLANE MUSEUM                          |                              | 175,000                  |                   | 175,000                 |                   | 175,000                 |                              |                          |
| CULTURAL RECOGNITION                       |                              | 1,500                    |                   | 1,500                   |                   | 1,500                   |                              |                          |
| SAFE COMMUNITIES                           |                              | -                        |                   | -                       |                   | 40,000                  |                              |                          |
| CRIME STOPPERS                             |                              | 25,000                   |                   | 25,000                  |                   | 25,000                  |                              |                          |
| MISC GRANT - ALGOMA UNIVERSITY             |                              | 40,000                   |                   | 40,000                  |                   | 40,000                  |                              |                          |
| MISC GRANT - PEE WEE ARENA                 |                              | 19,551                   |                   | 19,551                  |                   | 17,800                  |                              |                          |
| 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                       |                              | 799,510                  |                   |                         |                   |                         |                              |                          |
| CORPORATION                                |                              |                          |                   | 799,510                 |                   | 799,510                 |                              |                          |
| DEVELOPMENT SSM                            |                              | 246,000                  |                   | 246,000                 |                   | 246,000                 |                              |                          |
| INNOVATION CENTRE                          |                              | 277,890                  |                   | 277,890                 |                   | 277,890                 |                              |                          |
| TOURIST PROMOTION                          |                              | 168,656                  |                   | 168,656                 |                   | 168,656                 |                              |                          |
| EDF BUDGET                                 |                              | 500,000                  |                   | 500,000                 |                   | 500,000                 |                              |                          |
| PHYSICIAN RECRUITMENT                      |                              | 240,000                  | 240,000           | -                       |                   | -                       |                              |                          |
| <b>TOTAL OUTSIDE AGENCIES &amp; GRANTS</b> | <b>-</b>                     | <b>3,328,883</b>         | <b>440,000</b>    | <b>2,888,883</b>        | <b>2.4%</b>       | <b>2,887,132</b>        | <b>1,751</b>                 | <b>0.1%</b>              |
| TO OTHERS                                  |                              |                          |                   |                         |                   |                         |                              |                          |
| TAXATION & CORPORATE FINANCIALS            | 20,000                       | 15,823,150               | 44,221,474        | (28,378,324)            |                   | (27,262,588)            |                              |                          |
| CAPITAL LEVY AND LONG TERM DEBT            |                              | 9,118,265                | 350,000           | 8,768,265               |                   | 8,768,265               |                              |                          |
| <b>TOTAL CORPORATE FINANCIALS</b>          | <b>20,000</b>                | <b>24,941,415</b>        | <b>44,571,474</b> | <b>(19,610,059)</b>     | <b>-16.5%</b>     | <b>(18,494,323)</b>     | <b>(1,115,736)</b>           | <b>6.0%</b>              |
| <b>TOTAL MUNICIPAL LEVY</b>                | <b>61,818,719</b>            | <b>119,213,322</b>       | <b>62,532,975</b> | <b>118,499,066</b>      |                   | <b>114,995,220</b>      | <b>3,503,846</b>             | <b>3.0%</b>              |

**MAYOR & COUNCIL**

|  | 2019           | 2020           | \$                       | %                        |
|--|----------------|----------------|--------------------------|--------------------------|
|  | BUDGET         | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|  | <hr/> <hr/>    |                |                          |                          |
| <b>REVENUE</b>                             |                |                |                          |                          |
| <b>EXPENDITURES</b>                        |                |                |                          |                          |
| Salaries                                   | 453,967        | 467,925        | 13,958                   | 3.07%                    |
| Benefits                                   | 55,817         | 64,726         | 8,909                    | 15.96%                   |
|  | <hr/>          | <hr/>          | <hr/>                    | <hr/>                    |
| Travel and training                        | 509,784        | 532,651        | 22,867                   | 4.49%                    |
| Vehicle allowance, maintenance and repairs | 53,500         | 53,500         | 0                        | 0.00%                    |
|  | <hr/>          | <hr/>          | <hr/>                    | <hr/>                    |
| Materials and supplies                     | 35,675         | 35,675         | 0                        | 0.00%                    |
| Purchased and contracted services          | 63,503         | 61,910         | (1,593)                  | -2.51%                   |
|  | <hr/>          | <hr/>          | <hr/>                    | <hr/>                    |
| Grants to others                           | 3,100          | 3,100          | 0                        | 0.00%                    |
|  | <hr/>          | <hr/>          | <hr/>                    | <hr/>                    |
|  | 35,000         | 35,000         | 0                        | 0.00%                    |
|  | <hr/>          | <hr/>          | <hr/>                    | <hr/>                    |
|  | 190,778        | 189,185        | (1,593)                  | -0.84%                   |
|  | <hr/>          | <hr/>          | <hr/>                    | <hr/>                    |
|  | 700,562        | 721,836        | 21,274                   | 3.04%                    |
| <b>TAX LEVY</b>                            | <b>700,562</b> | <b>721,836</b> | <b>21,274</b>            | <b>3.04%</b>             |

**MAYOR'S OFFICE****REVENUE****EXPENDITURES**

|  | <b>2019<br/>BUDGET</b> | <b>2020<br/>BUDGET</b> | \$<br><u>Change<br/>(2019 to 2020)</u> | %<br><u>Change<br/>(2019 to 2020)</u> |
|--|------------------------|------------------------|--|---------------------------------------|
| Salaries                                   | 453,967                | 467,925                | 13,958                                 | 3.07%                                 |
| Benefits                                   | 55,817                 | 64,726                 | 8,909                                  | 15.96%                                |
|  | <b>509,784</b>         | <b>532,651</b>         | <b>22,867</b>                          | <b>4.49%</b>                          |
| Travel and training                        | 53,500                 | 53,500                 | 0                                      | 0.00%                                 |
| Vehicle allowance, maintenance and repairs | 35,675                 | 35,675                 | 0                                      | 0.00%                                 |
| Materials and supplies                     | 63,503                 | 61,910                 | (1,593)                                | -2.51%                                |
| Purchased and contracted services          | 3,100                  | 3,100                  | 0                                      | 0.00%                                 |
|  | <b>155,778</b>         | <b>154,185</b>         | <b>(1,593)</b>                         | <b>-1.02%</b>                         |
|  | <b>665,562</b>         | <b>686,836</b>         | <b>21,274</b>                          | <b>3.20%</b>                          |
| <b>TAX LEVY</b>                            | <b>665,562</b>         | <b>686,836</b>         | <b>21,274</b>                          | <b>3.20%</b>                          |
| <b>Full Time Positions</b>                 | <b>2.0</b>             | <b>2.0</b>             | <b>-</b>                               |                                       |
| <b>Part Time Hours</b>                     | <b>610.0</b>           | <b>610.0</b>           | <b>-</b>                               |                                       |



## COUNCIL SPECIAL FUNDS

|                     | 2019<br>BUDGET | 2020<br>BUDGET | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|---------------------|----------------|----------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>      |                |                |                                |                               |
|                     |                |                |                                |                               |
|                     |                |                |                                |                               |
| <b>EXPENDITURES</b> |                |                |                                |                               |
| Grants to others    | 35,000         | 35,000         | 0                              | 0.00%                         |
|                     | 35,000         | 35,000         | 0                              | 0.00%                         |
|                     | 35,000         | 35,000         | 0                              | 0.00%                         |
| <b>TAX LEVY</b>     | <b>35,000</b>  | <b>35,000</b>  | <b>0</b>                       | <b>0.00%</b>                  |

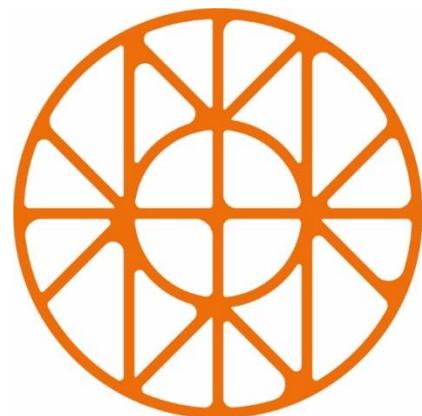
## CAO OFFICE

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 student employment, 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.

2020 objectives:

- Update of the 2016-2020 Strategic Plan
- Review and implement any required organizational changes to align with the Strategic Plan
  - Ensure the 2020 objectives of the Strategic Plan are achieved
- Lead corporate reviews of:
  - Succession Planning
  - Employee Engagement
  - Employee Development and Training

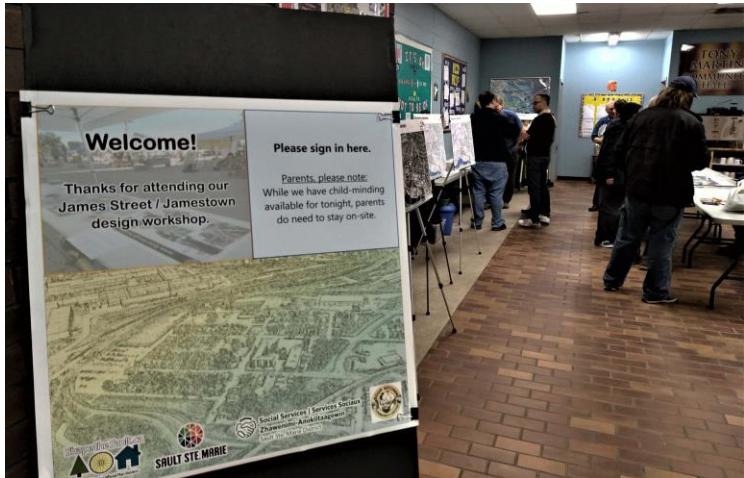




**CAO OFFICE**

|  | 2019           | 2020           | \$                          | %                           |
|--|----------------|----------------|-----------------------------|-----------------------------|
|  |                |                | Change<br>(2019 to<br>2020) | Change<br>(2019 to<br>2020) |
|  | BUDGET         | BUDGET         |                             |                             |
| <b>REVENUE</b>                             |                |                |                             |                             |
|  |                |                |                             |                             |
| <b>EXPENDITURES</b>                        |                |                |                             |                             |
| Salaries                                   | 288,555        | 296,395        | 7,840                       | 2.72%                       |
| Benefits                                   | 70,999         | 69,220         | (1,779)                     | -2.51%                      |
|  | <b>359,554</b> | <b>365,615</b> | <b>6,061</b>                | <b>1.69%</b>                |
| Travel and training                        | 9,215          | 5,050          | (4,165)                     | -45.20%                     |
| Vehicle allowance, maintenance and repairs | 4,480          | 4,480          | 0                           | 0.00%                       |
| Materials and supplies                     | 9,364          | 13,290         | 3,926                       | 41.93%                      |
| Maintenance and repairs                    | 150            |                | (150)                       | -100.00%                    |
| Purchased and contracted services          | 90             | 90             | 0                           | 0.00%                       |
| Capital expense                            | 150            | 150            | 0                           | 0.00%                       |
|  | <b>23,449</b>  | <b>23,060</b>  | <b>(389)</b>                | <b>-1.66%</b>               |
|  |                |                |                             |                             |
|  | <b>383,003</b> | <b>388,675</b> | <b>5,672</b>                | <b>1.48%</b>                |
|  |                |                |                             |                             |
| <b>TAX LEVY</b>                            | <b>383,003</b> | <b>388,675</b> | <b>5,672</b>                | <b>1.48%</b>                |
|  |                |                |                             |                             |
| <b>Full Time Positions</b>                 | <b>2.0</b>     | <b>2.0</b>     | <b>-</b>                    |                             |
| <b>Part Time Hours</b>                     | <b>-</b>       | <b>610.0</b>   | <b>610.0</b>                |                             |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

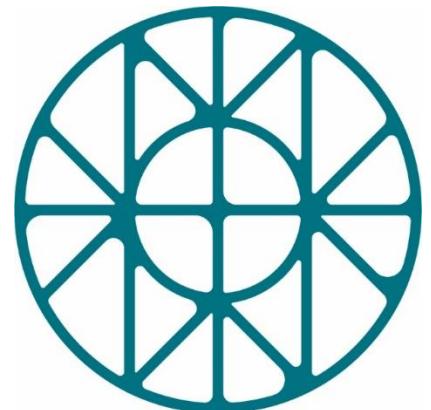


Community Development and Enterprise Services consists of approximately one hundred and 145 full time employees, 347 part time employees and 6 project staff.

### 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.



## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

### Community Services Department

#### *Recreation and Culture Division*

Recreation & Culture includes:

- Seniors Services: Senior Drop-In Centre and the NCC 55+ Programming at the Northern Community Centre
- Marinas: Roberta Bondar Park & Marina and Bellevue Marina as well as cruise ship & port security
- Ermatinger-Clergue National Historic Site & Discovery Centre and staff liaison to the Historic Sites Board
- Recreation: Northern Community Centre, John Rhodes Community Centre Pool, V.E. Greco Pool, Peter G. Manzo Pool
- Scheduling of sport fields and green space, special events coordination, including Canada Day festivities
- Locks operations in coordination with Parks Canada
- 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
- Implementation of the Parks & Recreation Master Plan, as well as working with community partners on capital projects such as the splash pad in 2020



## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES



### Arenas Division

Operation of the following facilities:

- GFL Memorial Gardens
- John Rhodes Community Centre
- 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.



## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

### 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 AND ENTERPRISE SERVICES**

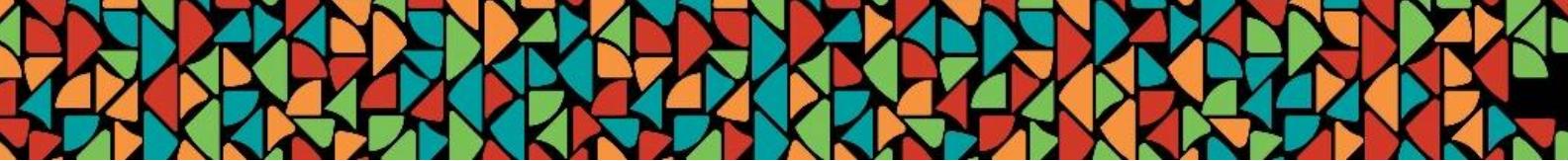
|  | <b>2019</b>       | <b>2020</b>       | \$                              | %                               |
|--|-------------------|-------------------|---------------------------------|---------------------------------|
|  | <b>BUDGET</b>     | <b>BUDGET</b>     | <b>Change</b><br>(2019 to 2020) | <b>Change</b><br>(2019 to 2020) |
| <b>REVENUE</b>                             |                   |                   |                                 |                                 |
| Fees and user charges                      | 8,165,217         | 8,405,263         | 240,046                         | 2.94%                           |
| Government grants (including OMPF)         | 1,859,805         | 1,868,209         | 8,404                           | 0.45%                           |
| Contribution from own funds                | 75,000            | 100,000           | 25,000                          | 33.33%                          |
| Other income                               | 141,600           | 103,250           | (38,350)                        | -27.08%                         |
|  | <b>10,241,622</b> | <b>10,476,722</b> | <b>235,100</b>                  | <b>2.30%</b>                    |
| <b>EXPENDITURES</b>                        |                   |                   |                                 |                                 |
| Salaries                                   | 12,581,351        | 12,943,122        | 361,771                         | 2.88%                           |
| Benefits                                   | 3,270,733         | 3,127,124         | (143,609)                       | -4.39%                          |
|  | <b>15,852,084</b> | <b>16,070,246</b> | <b>218,162</b>                  | <b>1.38%</b>                    |
| Travel and training                        | 71,870            | 80,565            | 8,695                           | 12.10%                          |
| Vehicle allowance, maintenance and repairs | 882,962           | 966,024           | 83,062                          | 9.41%                           |
| Utilities and Fuel                         | 3,137,142         | 3,105,934         | (31,208)                        | -0.99%                          |
| Materials and supplies                     | 773,343           | 790,043           | 16,700                          | 2.16%                           |
| Maintenance and repairs                    | 1,205,750         | 1,231,410         | 25,660                          | 2.13%                           |
| Program expenses                           | 162,725           | 170,625           | 7,900                           | 4.85%                           |
| Goods for resale                           | 581,490           | 557,222           | (24,268)                        | -4.17%                          |
| Rents and leases                           | 10,250            | 10,250            | 0                               | 0.00%                           |
| Taxes and licenses                         | 170,750           | 172,400           | 1,650                           | 0.97%                           |
| Financial expenses                         | 83,264            | 91,960            | 8,696                           | 10.44%                          |
| Purchased and contracted services          | 1,465,078         | 1,448,977         | (16,101)                        | -1.10%                          |
| Grants to others                           | 14,000            | 14,000            | 0                               | 0.00%                           |
| Transfer to own funds                      | 196,205           | 224,510           | 28,305                          | 14.43%                          |
| Capital expense                            | 51,085            | 56,105            | 5,020                           | 9.83%                           |
|  | <b>8,805,914</b>  | <b>8,920,025</b>  | <b>114,111</b>                  | <b>1.30%</b>                    |
|  | <b>24,657,998</b> | <b>24,990,271</b> | <b>332,273</b>                  | <b>1.35%</b>                    |
| <b>TAX LEVY</b>                            | <b>14,416,376</b> | <b>14,513,549</b> | <b>97,173</b>                   | <b>0.67%</b>                    |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – PLANNING

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 118,925          | 117,001          | (1,924)                  | -1.62%                   |
|  | <b>118,925</b>   | <b>117,001</b>   | <b>(1,924)</b>           | <b>-1.62%</b>            |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 750,265          | 763,460          | 13,195                   | 1.76%                    |
| Benefits                                   | 199,609          | 189,786          | (9,823)                  | -4.92%                   |
|  | <b>949,874</b>   | <b>953,246</b>   | <b>3,372</b>             | <b>0.35%</b>             |
| Travel and training                        | 9,890            | 9,890            | 0                        | 0.00%                    |
| Vehicle allowance, maintenance and repairs | 350              | 350              | 0                        | 0.00%                    |
| Materials and supplies                     | 108,516          | 110,117          | 1,601                    | 1.48%                    |
| Purchased and contracted services          | 33,400           | 31,350           | (2,050)                  | -6.14%                   |
| Capital expense                            | 1,500            | 1,200            | (300)                    | -20.00%                  |
|  | <b>153,656</b>   | <b>152,907</b>   | <b>(749)</b>             | <b>-0.49%</b>            |
|  | <b>1,103,530</b> | <b>1,106,153</b> | <b>2,623</b>             | <b>0.24%</b>             |
| <b>TAX LEVY</b>                            | <b>984,605</b>   | <b>989,152</b>   | <b>4,547</b>             | <b>0.46%</b>             |
| <b>Full Time Positions</b>                 | <b>9.0</b>       | <b>9.0</b>       | <b>-</b>                 |                          |
| <b>Part Time Hours</b>                     | <b>1,830.0</b>   | <b>1,830.0</b>   | <b>-</b>                 |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – FUTURE SSM

|                                    | 2019           | 2020           | \$                       | %                        |
|------------------------------------|----------------|----------------|--------------------------|--------------------------|
|                                    | BUDGET         | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                     |                |                |                          |                          |
| Government grants (including OMPF) | 358,210        | 371,004        | 12,794                   | 3.57%                    |
| Other income                       | 98,000         | 58,000         | (40,000)                 | -40.82%                  |
|                                    | <b>456,210</b> | <b>429,004</b> | <b>(27,206)</b>          | <b>-5.96%</b>            |
| <b>EXPENDITURES</b>                |                |                |                          |                          |
| Salaries                           | 467,469        | 469,066        | 1,597                    | 0.34%                    |
| Benefits                           | 53,217         | 50,404         | (2,813)                  | -5.29%                   |
|                                    | <b>520,686</b> | <b>519,470</b> | <b>(1,216)</b>           | <b>-0.23%</b>            |
| Travel and training                | 18,800         | 18,800         | 0                        | 0.00%                    |
| Materials and supplies             | 18,300         | 18,300         | 0                        | 0.00%                    |
| Purchased and contracted services  | 343,080        | 303,080        | (40,000)                 | -11.66%                  |
| Transfer to own funds              | 0              | 14,010         | 14,010                   | 0.00%                    |
|                                    | <b>380,180</b> | <b>354,190</b> | <b>(25,990)</b>          | <b>-6.84%</b>            |
|                                    | <b>900,866</b> | <b>873,660</b> | <b>(27,206)</b>          | <b>-3.02%</b>            |
| <b>TAX LEVY</b>                    | <b>444,656</b> | <b>444,656</b> | <b>0</b>                 | <b>0.00%</b>             |
| <b>Full Time Positions</b>         | <b>6.0</b>     | <b>6.0</b>     | <b>-</b>                 |                          |
| <b>Part Time Hours</b>             | <b>-</b>       | <b>-</b>       | <b>-</b>                 |                          |

Community Development and Enterprise Services – Animal Control

|                                   | 2019<br>BUDGET | 2020<br>BUDGET | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|-----------------------------------|----------------|----------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>                    |                |                |                                |                               |
|                                   |                |                |                                |                               |
|                                   |                |                |                                |                               |
| <b>EXPENDITURES</b>               |                |                |                                |                               |
| Purchased and contracted services | 587,779        | 600,122        | 12,343                         | 2.10%                         |
|                                   | 587,779        | 600,122        | 12,343                         | 2.10%                         |
|                                   | 587,779        | 600,122        | 12,343                         | 2.10%                         |
| <b>TAX LEVY</b>                   | <b>587,779</b> | <b>600,122</b> | <b>12,343</b>                  | <b>2.10%</b>                  |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – LOCAL IMMIGRATION PROGRAM

|                                    | 2019         | 2020       | \$                       | %                        |
|------------------------------------|--------------|------------|--------------------------|--------------------------|
|                                    | BUDGET       | BUDGET     | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|                                    |              |            |                          |                          |
| <b>REVENUE</b>                     |              |            |                          |                          |
| Government grants (including OMPF) | 268,248      | 263,858    | (4,390)                  | -1.64%                   |
|                                    | 268,248      | 263,858    | (4,390)                  | -1.64%                   |
| <b>EXPENDITURES</b>                |              |            |                          |                          |
| Salaries                           | 180,317      | 169,021    | (11,296)                 | -6.26%                   |
| Benefits                           | 55,031       | 49,773     | (5,258)                  | -9.55%                   |
|                                    | 235,348      | 218,794    | (16,554)                 | -7.03%                   |
| Travel and training                | 1,500        | 6,000      | 4,500                    | 300.00%                  |
| Materials and supplies             | 30,663       | 32,964     | 2,301                    | 7.50%                    |
| Purchased and contracted services  | 300          | 6,100      | 5,800                    | 1933.33%                 |
|                                    | 32,463       | 45,064     | 12,601                   | 38.82%                   |
|                                    | 267,811      | 263,858    | (3,953)                  | -1.48%                   |
| <b>TAX LEVY</b>                    | <b>(437)</b> | <b>0</b>   | <b>437</b>               | <b>-100.00%</b>          |
| <b>Full Time Positions</b>         | <b>3.0</b>   | <b>3.0</b> | <b>-</b>                 |                          |
| <b>Part Time Hours</b>             | <b>-</b>     | <b>-</b>   | <b>-</b>                 |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – PARKING

|  | 2019<br>BUDGET | 2020<br>BUDGET | \$                       | %                        |
|--|----------------|----------------|--------------------------|--------------------------|
|  |                |                | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|  |                |                |                          |                          |
| <b>REVENUE</b>                             |                |                |                          |                          |
| Fees and user charges                      | 453,611        | 422,591        | (31,020)                 | -6.84%                   |
|  | 453,611        | 422,591        | (31,020)                 | -6.84%                   |
| <b>EXPENDITURES</b>                        |                |                |                          |                          |
| Salaries                                   | 57,783         | 60,127         | 2,344                    | 4.06%                    |
| Benefits                                   | 15,328         | 14,135         | (1,193)                  | -7.78%                   |
|  | 73,111         | 74,262         | 1,151                    | 1.57%                    |
| Vehicle allowance, maintenance and repairs | 3,400          | 3,455          | 55                       | 1.62%                    |
| Utilities and Fuel                         | 9,951          | 7,294          | (2,657)                  | -26.70%                  |
| Materials and supplies                     | 20,580         | 20,580         | 0                        | 0.00%                    |
| Maintenance and repairs                    | 118,410        | 123,762        | 5,352                    | 4.52%                    |
| Taxes and licenses                         | 38,045         | 38,045         | 0                        | 0.00%                    |
| Financial expenses                         | 1,725          | 1,725          | 0                        | 0.00%                    |
| Purchased and contracted services          | 206,966        | 196,636        | (10,330)                 | -4.99%                   |
| Transfer to own funds                      | 40,000         | 40,000         | 0                        | 0.00%                    |
| Capital expense                            | 2,000          | 2,000          | 0                        | 0.00%                    |
|  | 441,077        | 433,497        | (7,580)                  | -1.72%                   |
|  | 514,188        | 507,759        | (6,429)                  | -1.25%                   |
| <b>TAX LEVY</b>                            |                |                |                          |                          |
|  | 60,577         | 85,168         | 24,591                   | 40.59%                   |
| <b>Full Time Positions</b>                 | 1.0            | 1.0            | -                        |                          |
| <b>Part Time Hours</b>                     | 1,220.0        | 1,220.0        | -                        |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – TRANSIT

|  | 2019             | 2020              | \$                       | %                        |
|--|------------------|-------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET            | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                  |                   |                          |                          |
| Fees and user charges                      | 2,487,871        | 2,658,632         | 170,761                  | 6.86%                    |
| Government grants (including OMPF)         | 1,129,167        | 1,129,167         | 0                        | 0.00%                    |
| Other income                               | 1,000            | 1,000             | 0                        | 0.00%                    |
|  | <b>3,618,038</b> | <b>3,788,799</b>  | <b>170,761</b>           | <b>4.72%</b>             |
| <b>EXPENDITURES</b>                        |                  |                   |                          |                          |
| Salaries                                   | 5,128,024        | 5,438,082         | 310,058                  | 6.05%                    |
| Benefits                                   | 1,771,551        | 1,710,951         | (60,600)                 | -3.42%                   |
|  | <b>6,899,575</b> | <b>7,149,033</b>  | <b>249,458</b>           | <b>3.62%</b>             |
| Travel and training                        | 22,045           | 22,045            | 0                        | 0.00%                    |
| Vehicle allowance, maintenance and repairs | 823,462          | 908,662           | 85,200                   | 10.35%                   |
| Utilities and Fuel                         | 1,375,901        | 1,389,465         | 13,564                   | 0.99%                    |
| Materials and supplies                     | 272,613          | 214,370           | (58,243)                 | -21.36%                  |
| Maintenance and repairs                    | 276,411          | 255,448           | (20,963)                 | -7.58%                   |
| Taxes and licenses                         | 131,965          | 133,615           | 1,650                    | 1.25%                    |
| Financial expenses                         | 4,000            | 4,000             | 0                        | 0.00%                    |
| Purchased and contracted services          | 45,185           | 52,515            | 7,330                    | 16.22%                   |
| Transfer to own funds                      | 130,000          | 130,000           | 0                        | 0.00%                    |
| Capital expense                            | 8,020            | 11,020            | 3,000                    | 37.41%                   |
|  | <b>3,089,602</b> | <b>3,121,140</b>  | <b>31,538</b>            | <b>1.02%</b>             |
|  | <b>9,989,177</b> | <b>10,270,173</b> | <b>280,996</b>           | <b>2.81%</b>             |
| <b>TAX LEVY</b>                            | <b>6,371,139</b> | <b>6,481,374</b>  | <b>110,235</b>           | <b>1.73%</b>             |
| <b>Full Time Positions</b>                 | <b>89.5</b>      | <b>93.5</b>       | <b>4.0</b>               |                          |
| <b>Part Time Hours</b>                     | <b>610.0</b>     | <b>610.0</b>      | <b>-</b>                 |                          |


**COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – SCHOOL GUARDS**

|  | 2019            | 2020            | \$                       | %                        |
|--|-----------------|-----------------|--------------------------|--------------------------|
|  | BUDGET          | BUDGET          | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                 |                 |                          |                          |
|  |                 |                 |                          |                          |
| <b>EXPENDITURES</b>                        |                 |                 |                          |                          |
| Salaries                                   | 232,655         | 276,422         | 43,767                   | 18.81%                   |
| Benefits                                   | 24,650          | 29,218          | 4,568                    | 18.53%                   |
|  | 257,305         | 305,640         | 48,335                   | 18.79%                   |
| Vehicle allowance, maintenance and repairs | 2,000           | 1,200           | (800)                    | -40.00%                  |
| Materials and supplies                     | 12,105          | 2,405           | (9,700)                  | -80.13%                  |
|  | 14,105          | 3,605           | (10,500)                 | -74.44%                  |
|  | 271,410         | 309,245         | 37,835                   | 13.94%                   |
| <b>TAX LEVY</b>                            | <b>271,410</b>  | <b>309,245</b>  | <b>37,835</b>            | <b>13.94%</b>            |
| <b>Full Time Positions</b>                 | <b>-</b>        | <b>-</b>        | <b>-</b>                 |                          |
| <b>Part Time Hours</b>                     | <b>15,990.0</b> | <b>16,984.0</b> | <b>994.0</b>             |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – CEMETERY OPERATIONS

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 1,016,664        | 1,019,545        | 2,881                    | 0.28%                    |
| Contribution from own funds                | 75,000           | 100,000          | 25,000                   | 33.33%                   |
|  | <b>1,091,664</b> | <b>1,119,545</b> | <b>27,881</b>            | <b>2.55%</b>             |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 651,956          | 675,603          | 23,647                   | 3.63%                    |
| Benefits                                   | 169,492          | 164,550          | (4,942)                  | -2.92%                   |
|  | <b>821,448</b>   | <b>840,153</b>   | <b>18,705</b>            | <b>2.28%</b>             |
| Travel and training                        | 3,000            | 3,000            | 0                        | 0.00%                    |
| Vehicle allowance, maintenance and repairs | 48,000           | 49,012           | 1,012                    | 2.11%                    |
| Utilities and Fuel                         | 79,298           | 84,367           | 5,069                    | 6.39%                    |
| Materials and supplies                     | 72,939           | 71,478           | (1,461)                  | -2.00%                   |
| Purchased and contracted services          | 62,693           | 62,693           | 0                        | 0.00%                    |
|  | <b>265,930</b>   | <b>270,550</b>   | <b>4,620</b>             | <b>1.74%</b>             |
|  | <b>1,087,378</b> | <b>1,110,703</b> | <b>23,325</b>            | <b>2.15%</b>             |
| <b>TAX LEVY</b>                            | <b>(4,286)</b>   | <b>(8,842)</b>   | <b>(4,556)</b>           | <b>106.30%</b>           |
| <b>Full Time Positions</b>                 | <b>9.0</b>       | <b>9.0</b>       | <b>-</b>                 |                          |
| <b>Part Time Hours</b>                     | <b>7,930.0</b>   | <b>7,930.0</b>   | <b>-</b>                 |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – SPORTS ADMINISTRATION

|                            | 2019<br>BUDGET | 2020<br>BUDGET | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|----------------------------|----------------|----------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>             |                |                |                                |                               |
|                            |                |                |                                |                               |
| <b>EXPENDITURES</b>        |                |                |                                |                               |
| Salaries                   | 7,840          | 7,840          | 0                              | 0.00%                         |
| Benefits                   | 687            | 692            | 5                              | 0.73%                         |
|                            | 8,527          | 8,532          | 5                              | 0.06%                         |
| 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%                         |
|                            | 14,962         | 14,967         | 5                              | 0.03%                         |
| <b>TAX LEVY</b>            | <b>14,962</b>  | <b>14,967</b>  | <b>5</b>                       | <b>0.03%</b>                  |
| <b>Full Time Positions</b> | <b>-</b>       | <b>-</b>       | <b>-</b>                       | <b>-</b>                      |
| <b>Part Time Hours</b>     | <b>610.0</b>   | <b>610.0</b>   | <b>-</b>                       | <b>-</b>                      |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – RECREATION &amp; CULTURE

|  | 2019           | 2020           | \$                       | %                        |
|--|----------------|----------------|--------------------------|--------------------------|
|  | BUDGET         | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                |                |                          |                          |
| Fees and user charges                      | 70,128         | 73,257         | 3,129                    | 4.46%                    |
|  | <u>70,128</u>  | <u>73,257</u>  | <u>3,129</u>             | <u>4.46%</u>             |
| <b>EXPENDITURES</b>                        |                |                |                          |                          |
| Salaries                                   | 441,362        | 444,347        | 2,985                    | 0.68%                    |
| Benefits                                   | 100,810        | 96,627         | (4,183)                  | -4.15%                   |
|  | <u>542,172</u> | <u>540,974</u> | <u>(1,198)</u>           | <u>-0.22%</u>            |
| Travel and training                        | 2,800          | 3,780          | 980                      | 35.00%                   |
| Vehicle allowance, maintenance and repairs | 800            | 300            | (500)                    | -62.50%                  |
| Utilities and Fuel                         | 307            | 200            | (107)                    | -34.85%                  |
| Materials and supplies                     | 2,935          | 4,262          | 1,327                    | 45.21%                   |
| Purchased and contracted services          | 7,675          | 5,900          | (1,775)                  | -23.13%                  |
| Transfer to own funds                      | (6,795)        | 7,500          | 14,295                   | -210.38%                 |
|  | <u>7,722</u>   | <u>21,942</u>  | <u>14,220</u>            | <u>184.15%</u>           |
|  | <u>549,894</u> | <u>562,916</u> | <u>13,022</u>            | <u>2.37%</u>             |
| <b>TAX LEVY</b>                            | <b>479,766</b> | <b>489,659</b> | <b>9,893</b>             | <b>2.06%</b>             |
| <b>Full Time Positions</b>                 | <b>4.0</b>     | <b>4.0</b>     | <b>-</b>                 |                          |
| <b>Part Time Hours</b>                     | <b>6,014.0</b> | <b>6,014.0</b> | <b>-</b>                 |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – CANADA DAY

|                        | 2019          | 2020          | \$                       | %                        |
|------------------------|---------------|---------------|--------------------------|--------------------------|
|                        | BUDGET        | BUDGET        | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>         |               |               |                          |                          |
| Other income           | 9,500         | 9,500         | 0                        | 0.00%                    |
|                        | 9,500         | 9,500         | 0                        | 0.00%                    |
| <b>EXPENDITURES</b>    |               |               |                          |                          |
| Materials and supplies | 20,000        | 20,000        | 0                        | 0.00%                    |
|                        | 20,000        | 20,000        | 0                        | 0.00%                    |
|                        | 20,000        | 20,000        | 0                        | 0.00%                    |
| <b>TAX LEVY</b>        | <b>10,500</b> | <b>10,500</b> | <b>0</b>                 | <b>0.00%</b>             |

**COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – MAYOR’S YOUTH ADVISORY COMMITTEE**

|                        | 2019          | 2020          | \$                       | %                        |
|------------------------|---------------|---------------|--------------------------|--------------------------|
|                        | BUDGET        | BUDGET        | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>         |               |               |                          |                          |
|                        |               |               |                          |                          |
| <b>EXPENDITURES</b>    |               |               |                          |                          |
| Materials and supplies | 27,500        | 27,500        | 0                        | 0.00%                    |
|                        | 27,500        | 27,500        | 0                        | 0.00%                    |
|                        | 27,500        | 27,500        | 0                        | 0.00%                    |
| <b>TAX LEVY</b>        | <b>27,500</b> | <b>27,500</b> | <b>0</b>                 | <b>0.00%</b>             |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – MISCELLANEOUS PROGRAMS

|                                   | 2019<br>BUDGET | 2020<br>BUDGET | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|-----------------------------------|----------------|----------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>                    |                |                |                                |                               |
| <b>EXPENDITURES</b>               |                |                |                                |                               |
| Salaries                          | 3,629          | 3,823          | 194                            | 5.35%                         |
| Benefits                          | 318            | 338            | 20                             | 6.29%                         |
|                                   | 3,947          | 4,161          | 214                            | 5.42%                         |
| 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%                         |
|                                   | 16,710         | 16,710         | 0                              | 0.00%                         |
|                                   | 20,657         | 20,871         | 214                            | 1.04%                         |
| <b>TAX LEVY</b>                   | <b>20,657</b>  | <b>20,871</b>  | <b>214</b>                     | <b>1.04%</b>                  |
| <b>Full Time Positions</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>                       |                               |
| <b>Part Time Hours</b>            | <b>225.0</b>   | <b>225.0</b>   | <b>-</b>                       |                               |



## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – PARKS & RECREATION ADVISORY

|                        | 2019         | 2020         | \$                       | %                        |
|------------------------|--------------|--------------|--------------------------|--------------------------|
|                        | BUDGET       | BUDGET       | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|                        |              |              |                          |                          |
| <b>REVENUE</b>         |              |              |                          |                          |
| Materials and supplies | 1,865        | 1,865        | 0                        | 0.00%                    |
|                        | 1,865        | 1,865        | 0                        | 0.00%                    |
|                        | 1,865        | 1,865        | 0                        | 0.00%                    |
| <b>TAX LEVY</b>        | <b>1,865</b> | <b>1,865</b> | <b>0</b>                 | <b>0.00%</b>             |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – BONDAR PARK

|                                   | 2019<br>BUDGET | 2020<br>BUDGET | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|-----------------------------------|----------------|----------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>                    |                |                |                                |                               |
| Fees and user charges             | 29,601         | 28,545         | (1,056)                        | -3.57%                        |
|                                   | 29,601         | 28,545         | (1,056)                        | -3.57%                        |
| <b>EXPENDITURES</b>               |                |                |                                |                               |
| Salaries                          | 73,416         | 74,466         | 1,050                          | 1.43%                         |
| Benefits                          | 6,432          | 6,566          | 134                            | 2.08%                         |
|                                   | 79,848         | 81,032         | 1,184                          | 1.48%                         |
| Utilities and Fuel                | 12,699         | 12,740         | 41                             | 0.32%                         |
| Materials and supplies            | 9,001          | 7,325          | (1,676)                        | -18.62%                       |
| Goods for resale                  | 6,500          | 6,500          | 0                              | 0.00%                         |
| Financial expenses                | 100            |                | (100)                          | -100.00%                      |
| Purchased and contracted services | 75,055         | 79,630         | 4,575                          | 6.10%                         |
| Capital expense                   | 2,800          | 2,800          | 0                              | 0.00%                         |
|                                   | 106,155        | 108,995        | 2,840                          | 2.68%                         |
|                                   | 186,003        | 190,027        | 4,024                          | 2.16%                         |
| <b>TAX LEVY</b>                   | <b>156,402</b> | <b>161,482</b> | <b>5,080</b>                   | <b>3.25%</b>                  |
| <b>Full Time Positions</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>                       | <b>-</b>                      |
| <b>Part Time Hours</b>            | <b>5,430.0</b> | <b>5,430.0</b> | <b>-</b>                       | <b>-</b>                      |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – BELLEVUE PARK MARINA

|  | 2019            | 2020           | \$                       | %                        |
|--|-----------------|----------------|--------------------------|--------------------------|
|  | BUDGET          | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                 |                |                          |                          |
| Fees and user charges                      | 172,798         | 164,259        | (8,539)                  | -4.94%                   |
|  | 172,798         | 164,259        | (8,539)                  | -4.94%                   |
| <b>EXPENDITURES</b>                        |                 |                |                          |                          |
| Salaries                                   | 35,840          | 35,840         | 0                        | 0.00%                    |
| Benefits                                   | 3,140           | 3,162          | 22                       | 0.70%                    |
|  | 38,980          | 39,002         | 22                       | 0.06%                    |
| Vehicle allowance, maintenance and repairs | 75              | 75             | 0                        | 0.00%                    |
| Utilities and Fuel                         | 13,133          | 16,475         | 3,342                    | 25.45%                   |
| Materials and supplies                     | 3,930           | 3,930          | 0                        | 0.00%                    |
| Maintenance and repairs                    | 25,800          | 26,368         | 568                      | 2.20%                    |
| 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          | 4,600           | 4,600          | 0                        | 0.00%                    |
| Capital expense                            | 1,500           | 1,500          | 0                        | 0.00%                    |
|  | 121,763         | 125,673        | 3,910                    | 3.21%                    |
|  | 160,743         | 164,675        | 3,932                    | 2.45%                    |
| <b>TAX LEVY</b>                            | <b>(12,055)</b> | <b>416</b>     | <b>12,471</b>            | <b>-103.45%</b>          |
| <b>Full Time Positions</b>                 | <b>-</b>        | <b>-</b>       | <b>-</b>                 |                          |
| <b>Part Time Hours</b>                     | <b>2,720.0</b>  | <b>2,720.0</b> | <b>-</b>                 |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – BONDAR MARINA

|                                   | 2019           | 2020           | \$                       | %                        |
|-----------------------------------|----------------|----------------|--------------------------|--------------------------|
|                                   | BUDGET         | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                    |                |                |                          |                          |
| Fees and user charges             | 88,953         | 92,505         | 3,552                    | 3.99%                    |
| Other income                      | 1,900          | 1,900          | 0                        | 0.00%                    |
|                                   | <b>90,853</b>  | <b>94,405</b>  | <b>3,552</b>             | <b>3.91%</b>             |
| <b>EXPENDITURES</b>               |                |                |                          |                          |
| Salaries                          | 35,840         | 35,840         | 0                        | 0.00%                    |
| Benefits                          | 3,140          | 3,162          | 22                       | 0.70%                    |
|                                   | <b>38,980</b>  | <b>39,002</b>  | <b>22</b>                | <b>0.06%</b>             |
| Utilities and Fuel                | 14,308         | 14,623         | 315                      | 2.20%                    |
| Materials and supplies            | 2,999          | 3,019          | 20                       | 0.67%                    |
| Maintenance and repairs           | 11,700         | 11,957         | 257                      | 2.20%                    |
| Goods for resale                  | 41,800         | 41,550         | (250)                    | -0.60%                   |
| Taxes and licenses                | 465            | 465            | 0                        | 0.00%                    |
| Financial expenses                | 1,924          | 1,924          | 0                        | 0.00%                    |
| Purchased and contracted services | 8,140          | 8,140          | 0                        | 0.00%                    |
| Capital expense                   | 500            | 500            | 0                        | 0.00%                    |
|                                   | <b>81,836</b>  | <b>82,178</b>  | <b>342</b>               | <b>0.42%</b>             |
|                                   | <b>120,816</b> | <b>121,180</b> | <b>364</b>               | <b>0.30%</b>             |
| <b>TAX LEVY</b>                   | <b>29,963</b>  | <b>26,775</b>  | <b>(3,188)</b>           | <b>-10.64%</b>           |
| <b>Full Time Positions</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>                 |                          |
| <b>Part Time Hours</b>            | <b>2,720.0</b> | <b>2,720.0</b> | <b>-</b>                 |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – LOCKS OPERATIONS

|                            | 2019<br>BUDGET | 2020<br>BUDGET | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|----------------------------|----------------|----------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>             |                |                |                                |                               |
| <b>EXPENDITURES</b>        |                |                |                                |                               |
| Salaries                   | 87,671         | 74,750         | (12,921)                       | -14.74%                       |
| Benefits                   | 18,825         | 14,451         | (4,374)                        | -23.24%                       |
|                            | 106,496        | 89,201         | (17,295)                       | -16.24%                       |
| 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%                         |
|                            | 45,191         | 27,896         | (17,295)                       | -38.27%                       |
| <b>TAX LEVY</b>            | <b>45,191</b>  | <b>27,896</b>  | <b>(17,295)</b>                | <b>-38.27%</b>                |
| <b>Full Time Positions</b> | <b>1.0</b>     | <b>0.8</b>     | <b>(0.3)</b>                   |                               |
| <b>Part Time Hours</b>     | <b>1,850.0</b> | <b>1,850.0</b> | <b>-</b>                       |                               |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – SENIOR'S DROP IN CENTRE

|  | 2019           | 2020           | \$                       | %                        |
|--|----------------|----------------|--------------------------|--------------------------|
|  | BUDGET         | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                |                |                          |                          |
| Fees and user charges                      | 70,848         | 72,462         | 1,614                    | 2.28%                    |
| Government grants (including OMPF)         | 42,700         | 42,700         | 0                        | 0.00%                    |
|  | <b>113,548</b> | <b>115,162</b> | <b>1,614</b>             | <b>1.42%</b>             |
| <b>EXPENDITURES</b>                        |                |                |                          |                          |
| Salaries                                   | 256,851        | 262,905        | 6,054                    | 2.36%                    |
| Benefits                                   | 45,705         | 44,534         | (1,171)                  | -2.56%                   |
|  | <b>302,556</b> | <b>307,439</b> | <b>4,883</b>             | <b>1.61%</b>             |
| Vehicle allowance, maintenance and repairs | 600            | 300            | (300)                    | -50.00%                  |
| Utilities and Fuel                         | 29,127         | 30,844         | 1,717                    | 5.89%                    |
| Materials and supplies                     | 51,952         | 50,875         | (1,077)                  | -2.07%                   |
| Maintenance and repairs                    | 29,156         | 30,016         | 860                      | 2.95%                    |
| Rents and leases                           | 8,250          | 8,250          | 0                        | 0.00%                    |
| Financial expenses                         | 1,250          | 1,250          | 0                        | 0.00%                    |
| Purchased and contracted services          | 4,000          | 4,000          | 0                        | 0.00%                    |
| Capital expense                            | 2,000          | 2,000          | 0                        | 0.00%                    |
|  | <b>126,335</b> | <b>127,535</b> | <b>1,200</b>             | <b>0.95%</b>             |
|  | <b>428,891</b> | <b>434,974</b> | <b>6,083</b>             | <b>1.42%</b>             |
| <b>TAX LEVY</b>                            | <b>315,343</b> | <b>319,812</b> | <b>4,469</b>             | <b>1.42%</b>             |
| <b>Full Time Positions</b>                 | <b>1.7</b>     | <b>1.7</b>     | <b>-</b>                 |                          |
| <b>Part Time Hours</b>                     | <b>8,370.0</b> | <b>8,370.0</b> | <b>-</b>                 |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – NCC 55+ PROGRAMMING

|                                    | 2019           | 2020           | \$                       | %                        |
|------------------------------------|----------------|----------------|--------------------------|--------------------------|
|                                    | BUDGET         | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                     |                |                |                          |                          |
| Fees and user charges              | 22,000         | 23,600         | 1,600                    | 7.27%                    |
| Government grants (including OMPF) | 42,700         | 42,700         | 0                        | 0.00%                    |
|                                    | <b>64,700</b>  | <b>66,300</b>  | <b>1,600</b>             | <b>2.47%</b>             |
| <b>EXPENDITURES</b>                |                |                |                          |                          |
| Salaries                           | 130,464        | 131,211        | 747                      | 0.57%                    |
| Benefits                           | 30,933         | 29,654         | (1,279)                  | -4.13%                   |
|                                    | <b>161,397</b> | <b>160,865</b> | <b>(532)</b>             | <b>-0.33%</b>            |
| Utilities and Fuel                 | 16,097         | 8,596          | (7,501)                  | -46.60%                  |
| Materials and supplies             | 13,657         | 18,444         | 4,787                    | 35.05%                   |
| Maintenance and repairs            | 1,000          | 5,110          | 4,110                    | 411.00%                  |
| Financial expenses                 | 325            | 325            | 0                        | 0.00%                    |
| Purchased and contracted services  | 300            | 1,200          | 900                      | 300.00%                  |
| Capital expense                    | 2,500          | 2,500          | 0                        | 0.00%                    |
|                                    | <b>33,879</b>  | <b>36,175</b>  | <b>2,296</b>             | <b>6.78%</b>             |
|                                    | <b>195,276</b> | <b>197,040</b> | <b>1,764</b>             | <b>0.90%</b>             |
| <b>TAX LEVY</b>                    | <b>130,576</b> | <b>130,740</b> | <b>164</b>               | <b>0.13%</b>             |
| <b>Full Time Positions</b>         | <b>1.3</b>     | <b>1.3</b>     | <b>-</b>                 |                          |
| <b>Part Time Hours</b>             | <b>2,170.0</b> | <b>2,170.0</b> | <b>-</b>                 |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – HISTORIC SITES BOARD

|  | 2019           | 2020           | \$                       | %                        |
|--|----------------|----------------|--------------------------|--------------------------|
|  | BUDGET         | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                |                |                          |                          |
| Fees and user charges                      | 93,972         | 108,449        | 14,477                   | 15.41%                   |
| Government grants (including OMPF)         | 18,780         | 18,780         | 0                        | 0.00%                    |
|  | <b>112,752</b> | <b>127,229</b> | <b>14,477</b>            | <b>12.84%</b>            |
| <b>EXPENDITURES</b>                        |                |                |                          |                          |
| Salaries                                   | 259,889        | 265,378        | 5,489                    | 2.11%                    |
| Benefits                                   | 51,958         | 50,416         | (1,542)                  | -2.97%                   |
|  | <b>311,847</b> | <b>315,794</b> | <b>3,947</b>             | <b>1.27%</b>             |
| Travel and training                        | 1,450          | 4,400          | 2,950                    | 203.45%                  |
| Vehicle allowance, maintenance and repairs | 100            | 100            | 0                        | 0.00%                    |
| Utilities and Fuel                         | 34,748         | 32,918         | (1,830)                  | -5.27%                   |
| Materials and supplies                     | 31,957         | 40,965         | 9,008                    | 28.19%                   |
| Maintenance and repairs                    | 19,053         | 19,472         | 419                      | 2.20%                    |
| Goods for resale                           | 9,000          | 9,000          | 0                        | 0.00%                    |
| Financial expenses                         | 1,900          | 1,900          | 0                        | 0.00%                    |
| Purchased and contracted services          | 9,000          | 9,982          | 982                      | 10.91%                   |
| Grants to others                           | 12,000         | 12,000         | 0                        | 0.00%                    |
|  | <b>119,208</b> | <b>130,737</b> | <b>11,529</b>            | <b>9.67%</b>             |
|  | <b>431,055</b> | <b>446,531</b> | <b>15,476</b>            | <b>3.59%</b>             |
| <b>TAX LEVY</b>                            | <b>318,303</b> | <b>319,302</b> | <b>999</b>               | <b>0.31%</b>             |
| <b>Full Time Positions</b>                 | <b>2.0</b>     | <b>2.0</b>     | <b>-</b>                 |                          |
| <b>Part Time Hours</b>                     | <b>7,070.0</b> | <b>7,070.0</b> | <b>-</b>                 |                          |

**COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – JOHN RHODES COMMUNITY CENTRE**

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|  |                  |                  |                          |                          |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 1,256,565        | 1,320,041        | 63,476                   | 5.05%                    |
| Other income                               | 13,000           | 12,000           | (1,000)                  | -7.69%                   |
|  | <b>1,269,565</b> | <b>1,332,041</b> | <b>62,476</b>            | <b>4.92%</b>             |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 1,298,005        | 1,311,897        | 13,892                   | 1.07%                    |
| Benefits                                   | 213,899          | 198,637          | (15,262)                 | -7.14%                   |
|  | <b>1,511,904</b> | <b>1,510,534</b> | <b>(1,370)</b>           | <b>-0.09%</b>            |
| Travel and training                        | 2,500            | 2,550            | 50                       | 2.00%                    |
| Vehicle allowance, maintenance and repairs | 675              | 535              | (140)                    | -20.74%                  |
| Utilities and Fuel                         | 832,930          | 804,518          | (28,412)                 | -3.41%                   |
| Materials and supplies                     | 54,738           | 50,545           | (4,193)                  | -7.66%                   |
| Maintenance and repairs                    | 334,755          | 350,825          | 16,070                   | 4.80%                    |
| Program expenses                           | 725              | 825              | 100                      | 13.79%                   |
| Goods for resale                           | 68,000           | 60,280           | (7,720)                  | -11.35%                  |
| Financial expenses                         | 24,540           | 19,450           | (5,090)                  | -20.74%                  |
| Purchased and contracted services          | 2,450            | 2,550            | 100                      | 4.08%                    |
| Capital expense                            | 7,250            | 5,700            | (1,550)                  | -21.38%                  |
|  | <b>1,328,563</b> | <b>1,297,778</b> | <b>(30,785)</b>          | <b>-2.32%</b>            |
|  | <b>2,840,467</b> | <b>2,808,312</b> | <b>(32,155)</b>          | <b>-1.13%</b>            |
| <b>TAX LEVY</b>                            |                  |                  |                          |                          |
|  | <b>1,570,902</b> | <b>1,476,271</b> | <b>(94,631)</b>          | <b>-6.02%</b>            |
| <b>Full Time Positions</b>                 | <b>8.0</b>       | <b>7.0</b>       | <b>(1.0)</b>             |                          |
| <b>Part Time Hours</b>                     | <b>50,650.0</b>  | <b>51,550.0</b>  | <b>900.0</b>             |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – MCMEEKEN CENTRE

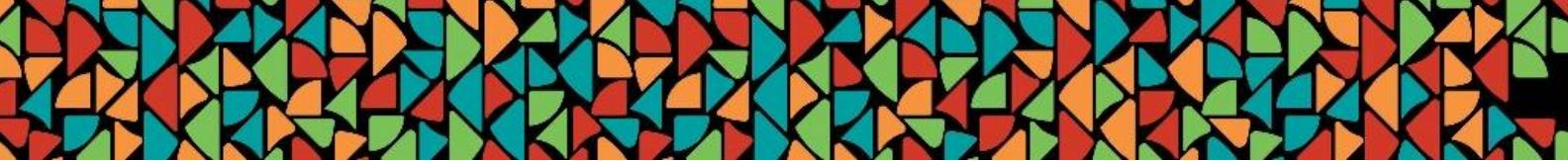
|                                   | 2019           | 2020           | \$                       | %                        |
|-----------------------------------|----------------|----------------|--------------------------|--------------------------|
|                                   | BUDGET         | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                    |                |                |                          |                          |
| Fees and user charges             | 154,513        | 148,421        | (6,092)                  | -3.94%                   |
| Other income                      | 1,000          | 900            | (100)                    | -10.00%                  |
|                                   | <b>155,513</b> | <b>149,321</b> | <b>(6,192)</b>           | <b>-3.98%</b>            |
| <b>EXPENDITURES</b>               |                |                |                          |                          |
| Salaries                          | 194,683        | 142,221        | (52,462)                 | -26.95%                  |
| Benefits                          | 39,806         | 23,272         | (16,534)                 | -41.54%                  |
|                                   | <b>234,489</b> | <b>165,493</b> | <b>(68,996)</b>          | <b>-29.42%</b>           |
| Utilities and Fuel                | 86,538         | 83,760         | (2,778)                  | -3.21%                   |
| Materials and supplies            | 1,378          | 1,005          | (373)                    | -27.07%                  |
| Maintenance and repairs           | 46,800         | 51,156         | 4,356                    | 9.31%                    |
| Goods for resale                  | 3,500          | 3,050          | (450)                    | -12.86%                  |
| Financial expenses                | 100            | 1,011          | 911                      | 911.00%                  |
| Purchased and contracted services | 1,350          | 1,875          | 525                      | 38.89%                   |
| Capital expense                   | 200            |                | (200)                    | -100.00%                 |
|                                   | <b>139,866</b> | <b>141,857</b> | <b>1,991</b>             | <b>1.42%</b>             |
|                                   | <b>374,355</b> | <b>307,350</b> | <b>(67,005)</b>          | <b>-17.90%</b>           |
| <b>TAX LEVY</b>                   | <b>218,842</b> | <b>158,029</b> | <b>(60,813)</b>          | <b>-27.79%</b>           |
| <b>Full Time Positions</b>        | <b>2.0</b>     | <b>1.0</b>     | <b>(1.0)</b>             |                          |
| <b>Part Time Hours</b>            | <b>3,508.0</b> | <b>3,508.0</b> | <b>-</b>                 |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – NORTHERN COMMUNITY CENTRE

|                                   | 2019            | 2020            | \$                       | %                        |
|-----------------------------------|-----------------|-----------------|--------------------------|--------------------------|
|                                   | BUDGET          | BUDGET          | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                    |                 |                 |                          |                          |
| Fees and user charges             | 278,376         | 284,442         | 6,066                    | 2.18%                    |
|                                   | 278,376         | 284,442         | 6,066                    | 2.18%                    |
| <b>EXPENDITURES</b>               |                 |                 |                          |                          |
| Salaries                          | 84,000          | 86,543          | 2,543                    | 3.03%                    |
| Benefits                          | 16,577          | 15,796          | (781)                    | -4.71%                   |
|                                   | 100,577         | 102,339         | 1,762                    | 1.75%                    |
| Utilities and Fuel                | 117,630         | 112,013         | (5,617)                  | -4.78%                   |
| Materials and supplies            | 2,250           | 1,700           | (550)                    | -24.44%                  |
| Maintenance and repairs           | 40,000          | 40,880          | 880                      | 2.20%                    |
| Financial expenses                | 1,400           | 3,050           | 1,650                    | 117.86%                  |
| Purchased and contracted services | 3,800           | 2,800           | (1,000)                  | -26.32%                  |
|                                   | 165,080         | 160,443         | (4,637)                  | -2.81%                   |
|                                   | 265,657         | 262,782         | (2,875)                  | -1.08%                   |
| <b>TAX LEVY</b>                   | <b>(12,719)</b> | <b>(21,660)</b> | <b>(8,941)</b>           | <b>70.30%</b>            |
| <b>Full Time Positions</b>        | <b>0.8</b>      | <b>0.8</b>      | <b>(0.1)</b>             |                          |
| <b>Part Time Hours</b>            | <b>1,575.0</b>  | <b>1,575.0</b>  | <b>-</b>                 |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – MISCELLANEOUS CONCESSION

|                                   | 2019           | 2020           | \$                       | %                        |
|-----------------------------------|----------------|----------------|--------------------------|--------------------------|
|                                   | BUDGET         | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                    |                |                |                          |                          |
| Fees and user charges             | 110,700        | 102,825        | (7,875)                  | -7.11%                   |
|                                   | <u>110,700</u> | <u>102,825</u> | <u>(7,875)</u>           | <u>-7.11%</u>            |
| <b>EXPENDITURES</b>               |                |                |                          |                          |
| Salaries                          | 91,395         | 92,368         | 973                      | 1.06%                    |
| Benefits                          | 8,007          | 8,149          | 142                      | 1.77%                    |
|                                   | <u>99,402</u>  | <u>100,517</u> | <u>1,115</u>             | <u>1.12%</u>             |
| Materials and supplies            | (41,495)       | (43,807)       | (2,312)                  | 5.57%                    |
| Goods for resale                  | 53,440         | 47,642         | (5,798)                  | -10.85%                  |
| Financial expenses                |                | 50             | 50                       | 0.00%                    |
| Purchased and contracted services | 1,600          | 1,736          | 136                      | 8.50%                    |
|                                   | <u>13,545</u>  | <u>5,621</u>   | <u>(7,924)</u>           | <u>-58.50%</u>           |
|                                   | <u>112,947</u> | <u>106,138</u> | <u>(6,809)</u>           | <u>-6.03%</u>            |
| <b>TAX LEVY</b>                   | <b>2,247</b>   | <b>3,313</b>   | <b>1,066</b>             | <b>47.44%</b>            |
| <b>Full Time Positions</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>                 |                          |
| <b>Part Time Hours</b>            | <b>5,977.5</b> | <b>5,744.5</b> | <b>(233.0)</b>           |                          |


**COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – FACILITY ADMINISTRATION**

|  | 2019           | 2020           | \$                       | %                        |
|--|----------------|----------------|--------------------------|--------------------------|
|  | BUDGET         | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                |                |                          |                          |
| Fees and user charges                      | 27,000         | 27,000         | 0                        | 0.00%                    |
|  | 27,000         | 27,000         | 0                        | 0.00%                    |
| <b>EXPENDITURES</b>                        |                |                |                          |                          |
| Salaries                                   | 693,540        | 580,188        | (113,352)                | -16.34%                  |
| Benefits                                   | 188,125        | 152,409        | (35,716)                 | -18.99%                  |
|  | 881,665        | 732,597        | (149,068)                | -16.91%                  |
| Travel and training                        | 900            | 1,100          | 200                      | 22.22%                   |
| Vehicle allowance, maintenance and repairs | 2,000          | 1,800          | (200)                    | -10.00%                  |
| Materials and supplies                     | 27,749         | 15,700         | (12,049)                 | -43.42%                  |
| Maintenance and repairs                    | 7,675          | 7,475          | (200)                    | -2.61%                   |
| Purchased and contracted services          | 6,600          | 6,450          | (150)                    | -2.27%                   |
| Transfer to own funds                      | 18,000         | 18,000         | 0                        | 0.00%                    |
|  | 62,924         | 50,525         | (12,399)                 | -19.70%                  |
|  | 944,589        | 783,122        | (161,467)                | -17.09%                  |
| <b>TAX LEVY</b>                            | <b>917,589</b> | <b>756,122</b> | <b>(161,467)</b>         | <b>-17.60%</b>           |
| <b>Full Time Positions</b>                 | <b>8.0</b>     | <b>7.0</b>     | <b>(1.0)</b>             |                          |
| <b>Part Time Hours</b>                     | <b>-</b>       | <b>-</b>       | <b>-</b>                 |                          |

**COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – FACILITY ADMINISTRATION  
STUDENTS**

|                            | <b>2019</b>    | <b>2020</b>    | \$             |                | % |
|----------------------------|----------------|----------------|----------------|----------------|---|
|                            |                |                | Change         | Change         |   |
|                            |                |                | (2019 to 2020) | (2019 to 2020) |   |
| <b>BUDGET</b>              | <b>BUDGET</b>  |                |                |                |   |
| <b>REVENUE</b>             |                |                |                |                |   |
|                            |                |                |                |                |   |
|                            |                |                |                |                |   |
| <b>EXPENDITURES</b>        |                |                |                |                |   |
| Salaries                   | 31,360         | 31,360         | 0              | 0.00%          |   |
| Benefits                   | 2,748          | 2,766          | 18             | 0.66%          |   |
|                            | 34,108         | 34,126         | 18             | 0.05%          |   |
|                            |                |                |                |                |   |
|                            |                |                |                |                |   |
|                            |                |                |                |                |   |
|                            | 34,108         | 34,126         | 18             | 0.05%          |   |
| <b>TAX LEVY</b>            | <b>34,108</b>  | <b>34,126</b>  | <b>18</b>      | <b>0.05%</b>   |   |
| <b>Full Time Positions</b> | -              | -              | -              | -              |   |
| <b>Part Time Hours</b>     | <b>2,440.0</b> | <b>2,440.0</b> | <b>-</b>       | <b>-</b>       |   |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – GRECO POOL

|                            | 2019<br>BUDGET | 2020<br>BUDGET | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|----------------------------|----------------|----------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>             |                |                |                                |                               |
|                            |                |                |                                |                               |
| <b>EXPENDITURES</b>        |                |                |                                |                               |
| Salaries                   | 34,151         | 52,152         | 18,001                         | 52.71%                        |
| Benefits                   | 2,992          | 7,411          | 4,419                          | 147.69%                       |
|                            | 37,143         | 59,563         | 22,420                         | 60.36%                        |
| Utilities and Fuel         | 9,709          | 7,585          | (2,124)                        | -21.88%                       |
| Materials and supplies     | 2,672          | 2,560          | (112)                          | -4.19%                        |
| Maintenance and repairs    | 4,625          | 4,727          | 102                            | 2.21%                         |
|                            | 17,006         | 14,872         | (2,134)                        | -12.55%                       |
|                            | 54,149         | 74,435         | 20,286                         | 37.46%                        |
| <b>TAX LEVY</b>            | <b>54,149</b>  | <b>74,435</b>  | <b>20,286</b>                  | <b>37.46%</b>                 |
| <b>Full Time Positions</b> | <b>-</b>       | <b>0.3</b>     | <b>0.3</b>                     |                               |
| <b>Part Time Hours</b>     | <b>2,084.0</b> | <b>2,084.0</b> | <b>-</b>                       |                               |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – MANZO POOL

|                            | 2019<br>BUDGET | 2020<br>BUDGET | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|----------------------------|----------------|----------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>             |                |                |                                |                               |
| <b>EXPENDITURES</b>        |                |                |                                |                               |
| Salaries                   | 16,624         | 33,715         | 17,091                         | 102.81%                       |
| Benefits                   | 1,456          | 5,785          | 4,329                          | 297.32%                       |
|                            | 18,080         | 39,500         | 21,420                         | 118.47%                       |
| Utilities and Fuel         | 3,577          | 3,577          | 0                              | 0.00%                         |
| Materials and supplies     | 1,417          | 1,460          | 43                             | 3.03%                         |
| Maintenance and repairs    | 5,365          | 5,483          | 118                            | 2.20%                         |
|                            | 10,359         | 10,520         | 161                            | 1.55%                         |
|                            | 28,439         | 50,020         | 21,581                         | 75.89%                        |
| <b>TAX LEVY</b>            | <b>28,439</b>  | <b>50,020</b>  | <b>21,581</b>                  | <b>75.89%</b>                 |
| <b>Full Time Positions</b> | -              | 0.3            | 0.3                            |                               |
| <b>Part Time Hours</b>     | <b>1,025.0</b> | <b>1,025.0</b> | <b>-</b>                       |                               |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – GFL MEMORIAL GARDENS

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 1,712,692        | 1,741,688        | 28,996                   | 1.69%                    |
| Other income                               | 17,200           | 19,950           | 2,750                    | 15.99%                   |
|  | <b>1,729,892</b> | <b>1,761,638</b> | <b>31,746</b>            | <b>1.84%</b>             |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 850,202          | 881,564          | 31,362                   | 3.69%                    |
| Benefits                                   | 99,591           | 99,742           | 151                      | 0.15%                    |
|  | <b>949,793</b>   | <b>981,306</b>   | <b>31,513</b>            | <b>3.32%</b>             |
| Vehicle allowance, maintenance and repairs |                  | 75               | 75                       | 0.00%                    |
| Utilities and Fuel                         | 501,189          | 496,959          | (4,230)                  | -0.84%                   |
| Materials and supplies                     | 59,240           | 70,456           | 11,216                   | 18.93%                   |
| Maintenance and repairs                    | 285,000          | 298,731          | 13,731                   | 4.82%                    |
| Program expenses                           | 162,000          | 169,800          | 7,800                    | 4.81%                    |
| Goods for resale                           | 330,800          | 320,750          | (10,050)                 | -3.04%                   |
| Financial expenses                         | 43,400           | 50,775           | 7,375                    | 16.99%                   |
| Purchased and contracted services          | 48,405           | 55,668           | 7,263                    | 15.00%                   |
| Transfer to own funds                      | 15,000           | 15,000           | 0                        | 0.00%                    |
| Capital expense                            | 16,500           | 20,710           | 4,210                    | 25.52%                   |
|  | <b>1,461,534</b> | <b>1,498,924</b> | <b>37,390</b>            | <b>2.56%</b>             |
|  | <b>2,411,327</b> | <b>2,480,230</b> | <b>68,903</b>            | <b>2.86%</b>             |
| <b>TAX LEVY</b>                            | <b>681,435</b>   | <b>718,592</b>   | <b>37,157</b>            | <b>5.45%</b>             |
| <b>Full Time Positions</b>                 | <b>2.2</b>       | <b>2.0</b>       | <b>(0.2)</b>             |                          |
| <b>Part Time Hours</b>                     | <b>45,953.0</b>  | <b>45,953.0</b>  | <b>-</b>                 |                          |

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – CSD ADMINISTRATION

|  | 2019<br>BUDGET | 2020<br>BUDGET | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|--|----------------|----------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>                             |                |                |                                |                               |
| <b>EXPENDITURES</b>                        |                |                |                                |                               |
| Salaries                                   | 486,120        | 542,933        | 56,813                         | 11.69%                        |
| Benefits                                   | 146,706        | 154,738        | 8,032                          | 5.47%                         |
|  | <b>632,826</b> | <b>697,671</b> | <b>64,845</b>                  | <b>10.25%</b>                 |
| Travel and training                        | 8,985          | 9,000          | 15                             | 0.17%                         |
| Vehicle allowance, maintenance and repairs | 1,500          | 160            | (1,340)                        | -89.33%                       |
| Materials and supplies                     | 20,817         | 98,960         | 78,143                         | 375.38%                       |
| Financial expenses                         | 600            | 4,500          | 3,900                          | 650.00%                       |
| Purchased and contracted services          | 1,500          | 750            | (750)                          | -50.00%                       |
| Capital expense                            | 740            | 600            | (140)                          | -18.92%                       |
|  | <b>34,142</b>  | <b>113,970</b> | <b>79,828</b>                  | <b>233.81%</b>                |
|  | <b>666,968</b> | <b>811,641</b> | <b>144,673</b>                 | <b>21.69%</b>                 |
| <b>TAX LEVY</b>                            | <b>666,968</b> | <b>811,641</b> | <b>144,673</b>                 | <b>21.69%</b>                 |
| <b>Full Time Positions</b>                 | <b>5.0</b>     | <b>6.0</b>     | <b>1.0</b>                     |                               |
| <b>Part Time Hours</b>                     | <b>695.0</b>   | <b>695.0</b>   | <b>-</b>                       |                               |

## 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*

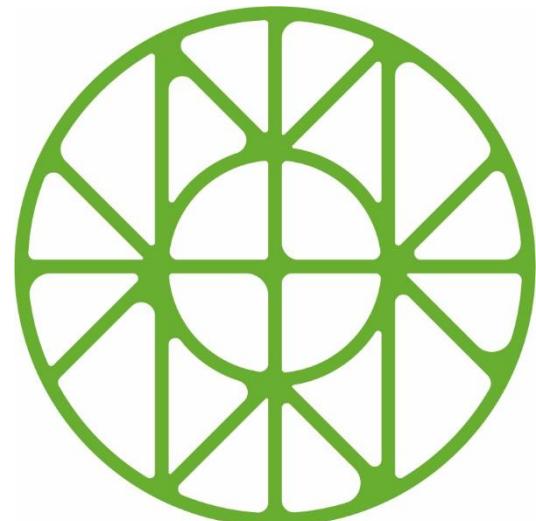
The Administrative area provides services to Council, agencies, boards and committees, corporate staff and the public focused on the following:

- 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



## CORPORATE SERVICES

### *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 Department

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 four divisions – Administration, Accounting, Purchasing, and Tax.

### *Administration*

- Long-term financial planning focusing on financial stability
- Financial policy development to ensure transparency and accountability
  - Tax policy and tax rate development
  - 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



## CORPORATE SERVICES



### *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

### *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 timeframe 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.



## CORPORATE SERVICES

### Human Resources Department

The Human Resources department conducts negotiations and administers eight collective agreements. The Department develops human resource policies and procedures as required and ensures corporate 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.



The image shows a purple header bar with the Sault Ste. Marie logo on the left and the text "Join our team!" on the right. Below the header is a photograph of two people shaking hands. At the bottom, there is a teal button with the text "Find out more at: saultstemarie.ca/jobs" and a purple cursor arrow pointing towards it.



The image shows a purple header bar with the Sault Ste. Marie logo on the left and the text "Join our team!" on the right. Below the header is a photograph of three workers silhouetted against a bright background. To the left of the photo is a teal sidebar with the text "Find out more at: saultstemarie.ca/jobs" and a purple cursor arrow pointing towards it.

### *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.

## CORPORATE SERVICES

### *Return to Work Management*

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

### *Recruitment and Training*

The Recruitment and Training Coordinator provides various Corporate Training initiatives within existing budgets. This position facilitates talent acquisition across the Corporation in both union and non-union environments.

In addition, this position maintains statistical data related to organization charts and workforce planning.

Assistance on all or some of the above is also provided to various boards (Police and Library) as required.

### Information Technology Department

- 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



**CORPORATE SERVICES**

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|  |                  |                  |                          |                          |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 194,402          | 152,270          | (42,132)                 | -21.67%                  |
| Government grants (including OMPF)         | 1,540            | 1,540            | 0                        | 0.00%                    |
| Other income                               | 116,400          | 120,293          | 3,893                    | 3.34%                    |
|  | <b>312,342</b>   | <b>274,103</b>   | <b>(38,239)</b>          | <b>-12.24%</b>           |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 4,277,751        | 4,476,419        | 198,668                  | 4.64%                    |
| Benefits                                   | 1,841,206        | 1,905,077        | 63,871                   | 3.47%                    |
|  | <b>6,118,957</b> | <b>6,381,496</b> | <b>262,539</b>           | <b>4.29%</b>             |
| Travel and training                        | 88,445           | 139,445          | 51,000                   | 57.66%                   |
| Vehicle allowance, maintenance and repairs | 1,700            | 1,340            | (360)                    | -21.18%                  |
| Materials and supplies                     | 92,069           | 83,996           | (8,073)                  | -8.77%                   |
| Maintenance and repairs                    | 658,123          | 670,037          | 11,914                   | 1.81%                    |
| Goods for resale                           | 19,200           | 19,200           | 0                        | 0.00%                    |
| Rents and leases                           | 7,625            | 3,000            | (4,625)                  | -60.66%                  |
| Financial expenses                         | 65,000           | 60,750           | (4,250)                  | -6.54%                   |
| Purchased and contracted services          | 1,073,348        | 1,032,120        | (41,228)                 | -3.84%                   |
| Grants to others                           | 2,000            | 2,000            | 0                        | 0.00%                    |
| Transfer to own funds                      | 75,000           | 75,000           | 0                        | 0.00%                    |
| Capital expense                            | 117,887          | 118,550          | 663                      | 0.56%                    |
|  | <b>2,200,397</b> | <b>2,205,438</b> | <b>5,041</b>             | <b>0.23%</b>             |
|  | <b>8,319,354</b> | <b>8,586,934</b> | <b>267,580</b>           | <b>3.22%</b>             |
| <b>TAX LEVY</b>                            | <b>8,007,012</b> | <b>8,312,831</b> | <b>305,819</b>           | <b>3.82%</b>             |

**CORPORATE SERVICES – INFORMATION TECHNOLOGY**

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|  |                  |                  |                          |                          |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 18,250           | 18,250           | 0                        | 0.00%                    |
|  | 18,250           | 18,250           | 0                        | 0.00%                    |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 1,005,356        | 1,104,776        | 99,420                   | 9.89%                    |
| Benefits                                   | 261,629          | 272,103          | 10,474                   | 4.00%                    |
|  | 1,266,985        | 1,376,879        | 109,894                  | 8.67%                    |
| Travel and training                        | 500              | 500              | 0                        | 0.00%                    |
| Vehicle allowance, maintenance and repairs | 450              | 450              | 0                        | 0.00%                    |
| Materials and supplies                     | (131,613)        | (124,753)        | 6,860                    | -5.21%                   |
| Maintenance and repairs                    | 653,573          | 665,112          | 11,539                   | 1.77%                    |
| Purchased and contracted services          | 459,563          | 456,063          | (3,500)                  | -0.76%                   |
| Capital expense                            | 90,262           | 89,000           | (1,262)                  | -1.40%                   |
|  | 1,072,735        | 1,086,372        | 13,637                   | 1.27%                    |
|  | 2,339,720        | 2,463,251        | 123,531                  | 5.28%                    |
| <b>TAX LEVY</b>                            | <b>2,321,470</b> | <b>2,445,001</b> | <b>123,531</b>           | <b>5.32%</b>             |

|                            |             |             |            |
|----------------------------|-------------|-------------|------------|
| <b>Full Time Positions</b> | <b>10.0</b> | <b>11.0</b> | <b>1.0</b> |
|----------------------------|-------------|-------------|------------|

Part Time Hours

1,220.0

1,220.0

-

**CORPORATE SERVICES – FINANCE DEPARTMENT**

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 1,000            | 1,000            | 0                        | 0.00%                    |
| Other income                               | 116,400          | 120,043          | 3,643                    | 3.13%                    |
|  | 117,400          | 121,043          | 3,643                    | 3.10%                    |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 1,823,900        | 1,926,099        | 102,199                  | 5.60%                    |
| Benefits                                   | 522,310          | 514,736          | (7,574)                  | -1.45%                   |
|  | 2,346,210        | 2,440,835        | 94,625                   | 4.03%                    |
| Travel and training                        | 13,800           | 13,800           | 0                        | 0.00%                    |
| Vehicle allowance, maintenance and repairs | 100              |                  | (100)                    | -100.00%                 |
| Materials and supplies                     | 77,054           | 72,670           | (4,384)                  | -5.69%                   |
| Maintenance and repairs                    | 850              | 850              | 0                        | 0.00%                    |
| Financial expenses                         | 65,000           | 60,250           | (4,750)                  | -7.31%                   |
| Purchased and contracted services          | 288,675          | 220,167          | (68,508)                 | -23.73%                  |
| Capital expense                            | 12,190           | 8,900            | (3,290)                  | -26.99%                  |
|  | 457,669          | 376,637          | (81,032)                 | -17.71%                  |
|  | 2,803,879        | 2,817,472        | 13,593                   | 0.48%                    |
| <b>TAX LEVY</b>                            | <b>2,686,479</b> | <b>2,696,429</b> | <b>9,950</b>             | <b>0.37%</b>             |

**CORPORATE SERVICES – FINANCE – ACCOUNTING**

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|  |                  |                  |                          |                          |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 1,000            | 1,000            | 0                        | 0.00%                    |
| Other income                               | 116,400          | 36,043           | (80,357)                 | -69.04%                  |
|  | <b>117,400</b>   | <b>37,043</b>    | <b>(80,357)</b>          | <b>-68.45%</b>           |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 1,109,900        | 825,278          | (284,622)                | -25.64%                  |
| Benefits                                   | 320,079          | 212,346          | (107,733)                | -33.66%                  |
|  | <b>1,429,979</b> | <b>1,037,624</b> | <b>(392,355)</b>         | <b>-27.44%</b>           |
| Vehicle allowance, maintenance and repairs | 100              | 0                | (100)                    | -100.00%                 |
| Materials and supplies                     | 44,026           | 28,220           | (15,806)                 | -35.90%                  |
| Maintenance and repairs                    | 850              | 850              | 0                        | 0.00%                    |
| Purchased and contracted services          | 29,800           | 0                | (29,800)                 | -100.00%                 |
| Capital expense                            | 6,100            | 4,500            | (1,600)                  | -26.23%                  |
|  | <b>80,876</b>    | <b>33,570</b>    | <b>(47,306)</b>          | <b>-58.49%</b>           |
|  | <b>1,510,855</b> | <b>1,071,194</b> | <b>(439,661)</b>         | <b>-29.10%</b>           |
| <b>TAX LEVY</b>                            | <b>1,393,455</b> | <b>1,034,151</b> | <b>(359,304)</b>         | <b>-25.79%</b>           |
| <b>Full Time Positions</b>                 | <b>13.0</b>      | <b>13.0</b>      | <b>-</b>                 |                          |
| <b>Part Time Hours</b>                     | <b>610.0</b>     | <b>610.0</b>     | <b>-</b>                 |                          |

**CORPORATE SERVICES – FINANCE – TAX**

|                                   | 2019          | 2020           | \$                       | %                        |
|-----------------------------------|---------------|----------------|--------------------------|--------------------------|
|                                   | BUDGET        | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                    |               |                |                          |                          |
| Other income                      | 0             | 84,000         | 84,000                   | 0.00%                    |
|                                   | 0             | 84,000         | 84,000                   | 0.00%                    |
| <b>EXPENDITURES</b>               |               |                |                          |                          |
| Salaries                          | 0             | 339,189        | 339,189                  | 0.00%                    |
| Benefits                          | 0             | 89,275         | 89,275                   | 0.00%                    |
|                                   | 0             | 428,464        | 428,464                  | 0.00%                    |
| Materials and supplies            | 0             | 15,630         | 15,630                   | 0.00%                    |
| Purchased and contracted services | 70,000        | 98,200         | 28,200                   | 40.29%                   |
| Capital expense                   | 0             | 1,600          | 1,600                    | 0.00%                    |
|                                   | 70,000        | 115,430        | 45,430                   | 64.90%                   |
|                                   | 70,000        | 543,894        | 473,894                  | 676.99%                  |
| <b>TAX LEVY</b>                   | <b>70,000</b> | <b>459,894</b> | <b>389,894</b>           | <b>556.99%</b>           |
| <b>Full Time Positions</b>        | <b>5.0</b>    | <b>5.0</b>     | <b>-</b>                 |                          |
| <b>Part Time Hours</b>            | <b>-</b>      | <b>-</b>       | <b>-</b>                 |                          |

## CORPORATE SERVICES – FINANCE – PURCHASING

|                                   | 2019<br>BUDGET | 2020<br>BUDGET | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|-----------------------------------|----------------|----------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>                    |                |                |                                |                               |
|                                   |                |                |                                |                               |
|                                   |                |                |                                |                               |
| <b>EXPENDITURES</b>               |                |                |                                |                               |
| Salaries                          | 269,113        | 278,056        | 8,943                          | 3.32%                         |
| Benefits                          | 76,405         | 71,871         | (4,534)                        | -5.93%                        |
|                                   | 345,518        | 349,927        | 4,409                          | 1.28%                         |
| Materials and supplies            | 7,885          | 7,970          | 85                             | 1.08%                         |
| Purchased and contracted services | 1,025          | 935            | (90)                           | -8.78%                        |
| Capital expense                   | 1,000          | 1,000          | 0                              | 0.00%                         |
|                                   | 9,910          | 9,905          | (5)                            | -0.05%                        |
|                                   | 355,428        | 359,832        | 4,404                          | 1.24%                         |
| <b>TAX LEVY</b>                   | <b>355,428</b> | <b>359,832</b> | <b>4,404</b>                   | <b>1.24%</b>                  |
| <b>Full Time Positions</b>        | <b>4.0</b>     | <b>4.0</b>     | <b>-</b>                       |                               |
| <b>Part Time Hours</b>            | <b>-</b>       | <b>-</b>       | <b>-</b>                       |                               |

**CORPORATE SERVICES – FINANCE – ADMINISTRATION**

|                                   | <b>2019</b>    | <b>2020</b>    | \$                               | %                                |
|-----------------------------------|----------------|----------------|----------------------------------|----------------------------------|
|                                   | <b>BUDGET</b>  | <b>BUDGET</b>  | <b>Change<br/>(2019 to 2020)</b> | <b>Change<br/>(2019 to 2020)</b> |
| <b>REVENUE</b>                    |                |                |                                  |                                  |
|                                   |                |                |                                  |                                  |
| <b>EXPENDITURES</b>               |                |                |                                  |                                  |
| Salaries                          | 444,887        | 483,576        | 38,689                           | 8.70%                            |
| Benefits                          | 125,826        | 141,244        | 15,418                           | 12.25%                           |
|                                   | <b>570,713</b> | <b>624,820</b> | <b>54,107</b>                    | <b>9.48%</b>                     |
| Travel and training               | 13,800         | 13,800         | 0                                | 0.00%                            |
| Materials and supplies            | 25,143         | 20,850         | (4,293)                          | -17.07%                          |
| Purchased and contracted services | 100,150        | 27,833         | (72,317)                         | -72.21%                          |
| Capital expense                   | 5,090          | 1,800          | (3,290)                          | -64.64%                          |
|                                   | <b>144,183</b> | <b>64,283</b>  | <b>(79,900)</b>                  | <b>-55.42%</b>                   |
|                                   | <b>714,896</b> | <b>689,103</b> | <b>(25,793)</b>                  | <b>-3.61%</b>                    |
| <b>TAX LEVY</b>                   | <b>714,896</b> | <b>689,103</b> | <b>(25,793)</b>                  | <b>-3.61%</b>                    |
| <b>Full Time Positions</b>        | <b>4.0</b>     | <b>4.0</b>     | <b>-</b>                         |                                  |
| <b>Part Time Hours</b>            | <b>1,300.0</b> | <b>1,300.0</b> | <b>-</b>                         |                                  |

**CORPORATE SERVICES – FINANCE – OTHER**

|                                   | <b>2019</b>    | <b>2020</b>    | \$                               | %                                |
|-----------------------------------|----------------|----------------|----------------------------------|----------------------------------|
|                                   | <b>BUDGET</b>  | <b>BUDGET</b>  | <b>Change<br/>(2019 to 2020)</b> | <b>Change<br/>(2019 to 2020)</b> |
| <b>REVENUE</b>                    |                |                |                                  |                                  |
|                                   |                |                |                                  |                                  |
|                                   |                |                |                                  |                                  |
| <b>EXPENDITURES</b>               |                |                |                                  |                                  |
| Financial expenses                | 65,000         | 60,250         | (4,750)                          | -7.31%                           |
| Purchased and contracted services | 87,700         | 93,199         | 5,499                            | 6.27%                            |
|                                   | 152,700        | 153,449        | 749                              | 0.49%                            |
|                                   | 152,700        | 153,449        | 749                              | 0.49%                            |
| <b>TAX LEVY</b>                   | <b>152,700</b> | <b>153,449</b> | <b>749</b>                       | <b>0.49%</b>                     |

**CORPORATE SERVICES – FINANCE – BANKING**

|                     | 2019          | 2020          | \$                       | %                        |  |  |  |  |
|---------------------|---------------|---------------|--------------------------|--------------------------|--|--|--|--|
|                     | BUDGET        | BUDGET        | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |  |  |  |  |
|                     |               |               |                          |                          |  |  |  |  |
| <b>REVENUE</b>      |               |               |                          |                          |  |  |  |  |
| <b>EXPENDITURES</b> |               |               |                          |                          |  |  |  |  |
| Financial expenses  | 65,000        | 60,250        | (4,750)                  | -7.31%                   |  |  |  |  |
|                     | 65,000        | 60,250        | (4,750)                  | -7.31%                   |  |  |  |  |
|                     | 65,000        | 60,250        | (4,750)                  | -7.31%                   |  |  |  |  |
| <b>TAX LEVY</b>     | <b>65,000</b> | <b>60,250</b> | <b>(4,750)</b>           | <b>-7.31%</b>            |  |  |  |  |

**CORPORATE SERVICES – FINANCE – FINANCIAL FEES**

|                                   | <b>2019</b>   | <b>2020</b>   | \$                               | %                                |
|-----------------------------------|---------------|---------------|----------------------------------|----------------------------------|
|                                   | <b>BUDGET</b> | <b>BUDGET</b> | <b>Change<br/>(2019 to 2020)</b> | <b>Change<br/>(2019 to 2020)</b> |
| <b>REVENUE</b>                    |               |               |                                  |                                  |
|                                   |               |               |                                  |                                  |
|                                   |               |               |                                  |                                  |
| <b>EXPENDITURES</b>               |               |               |                                  |                                  |
| Purchased and contracted services | 87,700        | 93,199        | 5,499                            | 6.27%                            |
|                                   | 87,700        | 93,199        | 5,499                            | 6.27%                            |
|                                   | 87,700        | 93,199        | 5,499                            | 6.27%                            |
| <b>TAX LEVY</b>                   | <b>87,700</b> | <b>93,199</b> | <b>5,499</b>                     | <b>6.27%</b>                     |

**CORPORATE SERVICES – CLERK'S DEPARTMENT**

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 175,152          | 133,020          | (42,132)                 | -24.05%                  |
| Other income                               | 250              | 250              | 0                        | 0.00%                    |
|  | <b>175,152</b>   | <b>133,270</b>   | <b>(41,882)</b>          | <b>-23.91%</b>           |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 733,392          | 730,441          | (2,951)                  | -0.40%                   |
| Benefits                                   | 200,358          | 180,271          | (20,087)                 | -10.03%                  |
|  | <b>933,750</b>   | <b>910,712</b>   | <b>(23,038)</b>          | <b>-2.47%</b>            |
| Travel and training                        | 6,595            | 6,595            | 0                        | 0.00%                    |
| Vehicle allowance, maintenance and repairs | 400              | 340              | (60)                     | -15.00%                  |
| Materials and supplies                     | 95,719           | 89,709           | (6,010)                  | -6.28%                   |
| Maintenance and repairs                    | 400              | 975              | 575                      | 143.75%                  |
| Goods for resale                           | 19,200           | 19,200           | 0                        | 0.00%                    |
| Rents and leases                           | 7,625            | 3,000            | (4,625)                  | -60.66%                  |
| Financial expenses                         |                  | 500              | 500                      | 0.00%                    |
| Purchased and contracted services          | 76,120           | 113,070          | 36,950                   | 48.54%                   |
| Grants to others                           | 2,000            | 2,000            | 0                        | 0.00%                    |
| Transfer to own funds                      | 75,000           | 75,000           | 0                        | 0.00%                    |
| Capital expense                            | 2,650            | 2,250            | (400)                    | -15.09%                  |
|  | <b>285,709</b>   | <b>312,639</b>   | <b>26,930</b>            | <b>9.43%</b>             |
|  | <b>1,219,459</b> | <b>1,223,351</b> | <b>3,892</b>             | <b>0.32%</b>             |
| <b>TAX LEVY</b>                            | <b>1,044,307</b> | <b>1,090,081</b> | <b>45,774</b>            | <b>4.38%</b>             |

**CORPORATE SERVICES – CLERK’S – ADMINISTRATION**

|                                   | 2019           | 2020           | \$                       | %                        |
|-----------------------------------|----------------|----------------|--------------------------|--------------------------|
|                                   | BUDGET         | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|                                   |                |                |                          |                          |
| <b>REVENUE</b>                    |                |                |                          |                          |
| Fees and user charges             | 175,152        | 133,020        | (42,132)                 | -24.05%                  |
| Other income                      | 0              | 250            | 250                      | 0.00%                    |
|                                   | <b>175,152</b> | <b>133,270</b> | <b>(41,882)</b>          | <b>-23.91%</b>           |
| <b>EXPENDITURES</b>               |                |                |                          |                          |
| Salaries                          | 653,118        | 637,505        | (15,613)                 | -2.39%                   |
| Benefits                          | 176,300        | 161,685        | (14,615)                 | -8.29%                   |
|                                   | <b>829,418</b> | <b>799,190</b> | <b>(30,228)</b>          | <b>-3.64%</b>            |
| Travel and training               | 6,595          | 6,595          | 0                        | 0.00%                    |
| Materials and supplies            | 56,087         | 51,459         | (4,628)                  | -8.25%                   |
| Maintenance and repairs           | 400            | 125            | (275)                    | -68.75%                  |
| Goods for resale                  | 19,200         | 19,200         | 0                        | 0.00%                    |
| Financial expenses                | 0              | 500            | 500                      | 0.00%                    |
| Purchased and contracted services | 7,370          | 7,320          | (50)                     | -0.68%                   |
| Capital expense                   | 2,000          | 1,750          | (250)                    | -12.50%                  |
|                                   | <b>91,652</b>  | <b>86,949</b>  | <b>(4,703)</b>           | <b>-5.13%</b>            |
|                                   | <b>921,070</b> | <b>886,139</b> | <b>(34,931)</b>          | <b>-3.79%</b>            |
| <b>TAX LEVY</b>                   | <b>745,918</b> | <b>752,869</b> | <b>6,951</b>             | <b>0.93%</b>             |
| <b>Full Time Positions</b>        | <b>8.0</b>     | <b>8.0</b>     | <b>-</b>                 |                          |
| <b>Part Time Hours</b>            | <b>709.0</b>   | <b>709.0</b>   | <b>-</b>                 |                          |

**CORPORATE SERVICES – CLERK’S – OFFICE SERVICES**

|  | <b>2019<br/>BUDGET</b> | <b>2020<br/>BUDGET</b> | \$                    | %                     |  |  |
|--|------------------------|------------------------|-----------------------|-----------------------|--|--|
|  |                        |                        | <b>Change</b>         | <b>Change</b>         |  |  |
|  |                        |                        | <b>(2019 to 2020)</b> | <b>(2019 to 2020)</b> |  |  |
| <b>REVENUE</b>                             |                        |                        |                       |                       |  |  |
| <b>EXPENDITURES</b>                        |                        |                        |                       |                       |  |  |
| Salaries                                   | 80,274                 | 92,936                 | 12,662                | 15.77%                |  |  |
| Benefits                                   | 24,058                 | 18,586                 | (5,472)               | -22.75%               |  |  |
|  | <b>104,332</b>         | <b>111,522</b>         | <b>7,190</b>          | <b>6.89%</b>          |  |  |
| Vehicle allowance, maintenance and repairs | 400                    | 340                    | (60)                  | -15.00%               |  |  |
| Materials and supplies                     | 1,632                  | 1,100                  | (532)                 | -32.60%               |  |  |
| Maintenance and repairs                    | 0                      | 850                    | 850                   | 0.00%                 |  |  |
| Rents and leases                           | 7,625                  | 3,000                  | (4,625)               | -60.66%               |  |  |
| Purchased and contracted services          | 67,750                 | 76,500                 | 8,750                 | 12.92%                |  |  |
| Capital expense                            | 650                    | 500                    | (150)                 | -23.08%               |  |  |
|  | <b>78,057</b>          | <b>82,290</b>          | <b>4,233</b>          | <b>5.42%</b>          |  |  |
|  | <b>182,389</b>         | <b>193,812</b>         | <b>11,423</b>         | <b>6.26%</b>          |  |  |
| <b>TAX LEVY</b>                            | <b>182,389</b>         | <b>193,812</b>         | <b>11,423</b>         | <b>6.26%</b>          |  |  |
| <b>Full Time Positions</b>                 | <b>1.0</b>             | <b>1.0</b>             | <b>-</b>              |                       |  |  |
| <b>Part Time Hours</b>                     | <b>1,780.0</b>         | <b>1,780.0</b>         | <b>-</b>              |                       |  |  |

**CORPORATE SERVICES – CLERK’S – QUALITY MANAGEMENT**

|                                   | <b>2019</b>   | <b>2020</b>   | \$                               | %                                |
|-----------------------------------|---------------|---------------|----------------------------------|----------------------------------|
|                                   | <b>BUDGET</b> | <b>BUDGET</b> | <b>Change<br/>(2019 to 2020)</b> | <b>Change<br/>(2019 to 2020)</b> |
| <b>REVENUE</b>                    |               |               |                                  |                                  |
|                                   |               |               |                                  |                                  |
|                                   |               |               |                                  |                                  |
| <b>EXPENDITURES</b>               |               |               |                                  |                                  |
| Materials and supplies            | 4,000         | 2,500         | (1,500)                          | -37.50%                          |
| Purchased and contracted services | 1,000         | 29,250        | 28,250                           | 2825.00%                         |
|                                   | 5,000         | 31,750        | 26,750                           | 535.00%                          |
|                                   |               |               |                                  |                                  |
|                                   |               |               |                                  |                                  |
| <b>TAX LEVY</b>                   | <b>5,000</b>  | <b>31,750</b> | <b>26,750</b>                    | <b>535.00%</b>                   |

**CORPORATE SERVICES – CLERK'S – OTHER**

|                        | <b>2019</b>    | <b>2020</b>    | \$                               | %                                |
|------------------------|----------------|----------------|----------------------------------|----------------------------------|
|                        | <b>BUDGET</b>  | <b>BUDGET</b>  | <b>Change<br/>(2019 to 2020)</b> | <b>Change<br/>(2019 to 2020)</b> |
| <b>REVENUE</b>         |                |                |                                  |                                  |
|                        |                |                |                                  |                                  |
|                        |                |                |                                  |                                  |
| <b>EXPENDITURES</b>    |                |                |                                  |                                  |
| Materials and supplies | 34,000         | 34,650         | 650                              | 1.91%                            |
| Grants to others       | 2,000          | 2,000          | 0                                | 0.00%                            |
| Transfer to own funds  | 75,000         | 75,000         | 0                                | 0.00%                            |
|                        | 111,000        | 111,650        | 650                              | 0.59%                            |
|                        | 111,000        | 111,650        | 650                              | 0.59%                            |
| <b>TAX LEVY</b>        | <b>111,000</b> | <b>111,650</b> | <b>650</b>                       | <b>0.59%</b>                     |

**CORPORATE SERVICES – CLERK’S – COUNCIL MEETINGS**

|                        | 2019         | 2020         | \$                       | %                        |  |  |  |  |
|------------------------|--------------|--------------|--------------------------|--------------------------|--|--|--|--|
|                        | BUDGET       | BUDGET       | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |  |  |  |  |
|                        | <hr/> <hr/>  |              |                          |                          |  |  |  |  |
| <b>REVENUE</b>         |              |              |                          |                          |  |  |  |  |
| <b>EXPENDITURES</b>    |              |              |                          |                          |  |  |  |  |
| Materials and supplies | 8,350        | 9,000        | 650                      | 7.78%                    |  |  |  |  |
|                        | 8,350        | 9,000        | 650                      | 7.78%                    |  |  |  |  |
|                        | 8,350        | 9,000        | 650                      | 7.78%                    |  |  |  |  |
| <b>TAX LEVY</b>        | <b>8,350</b> | <b>9,000</b> | <b>650</b>               | <b>7.78%</b>             |  |  |  |  |

**CORPORATE SERVICES – CLERK’S – ELECTION EXPENSE**

|                       | 2019   | 2020   | \$                       | %                        |
|-----------------------|--------|--------|--------------------------|--------------------------|
|                       | BUDGET | BUDGET | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>        |        |        |                          |                          |
|                       |        |        |                          |                          |
|                       |        |        |                          |                          |
| <b>EXPENDITURES</b>   |        |        |                          |                          |
| Transfer to own funds | 75,000 | 75,000 | 0                        | 0.00%                    |
|                       | 75,000 | 75,000 | 0                        | 0.00%                    |
|                       | 75,000 | 75,000 | 0                        | 0.00%                    |
| <b>TAX LEVY</b>       | 75,000 | 75,000 | 0                        | 0.00%                    |

**CORPORATE SERVICES – CLERK’S – WALK OF FAME GRANT**

|                     | 2019         | 2020         | \$                       | %                        |
|---------------------|--------------|--------------|--------------------------|--------------------------|
|                     | BUDGET       | BUDGET       | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>      |              |              |                          |                          |
|                     |              |              |                          |                          |
|                     |              |              |                          |                          |
| <b>EXPENDITURES</b> |              |              |                          |                          |
| Grants to others    | 2,000        | 2,000        | 0                        | 0.00%                    |
|                     | 2,000        | 2,000        | 0                        | 0.00%                    |
|                     | 2,000        | 2,000        | 0                        | 0.00%                    |
| <b>TAX LEVY</b>     | <b>2,000</b> | <b>2,000</b> | <b>0</b>                 | <b>0.00%</b>             |

**CORPORATE SERVICES – CLERK’S – RECEPTIONS**

|                        | 2019          | 2020          | \$                       | %                        |
|------------------------|---------------|---------------|--------------------------|--------------------------|
|                        | BUDGET        | BUDGET        | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>         |               |               |                          |                          |
|                        |               |               |                          |                          |
|                        |               |               |                          |                          |
| <b>EXPENDITURES</b>    |               |               |                          |                          |
| Materials and supplies | 25,650        | 25,650        | 0                        | 0.00%                    |
|                        | 25,650        | 25,650        | 0                        | 0.00%                    |
|                        | 25,650        | 25,650        | 0                        | 0.00%                    |
| <b>TAX LEVY</b>        | <b>25,650</b> | <b>25,650</b> | <b>0</b>                 | <b>0.00%</b>             |

**CORPORATE SERVICES – HUMAN RESOURCES**

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Government grants (including OMPF)         | 1,540            | 1,540            | 0                        | 0.00%                    |
|  | 1,540            | 1,540            | 0                        | 0.00%                    |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 715,103          | 715,103          | 0                        | 0.00%                    |
| Benefits                                   | 856,909          | 937,967          | 81,058                   | 9.46%                    |
|  | 1,572,012        | 1,653,070        | 81,058                   | 5.16%                    |
| Travel and training                        | 67,550           | 118,550          | 51,000                   | 75.50%                   |
| Vehicle allowance, maintenance and repairs | 750              | 550              | (200)                    | -26.67%                  |
| Materials and supplies                     | 50,909           | 46,370           | (4,539)                  | -8.92%                   |
| Maintenance and repairs                    | 3,300            | 3,100            | (200)                    | -6.06%                   |
| Purchased and contracted services          | 248,990          | 242,820          | (6,170)                  | -2.48%                   |
| Capital expense                            | 12,785           | 18,400           | 5,615                    | 43.92%                   |
|  | 384,284          | 429,790          | 45,506                   | 11.84%                   |
|  | 1,956,296        | 2,082,860        | 126,564                  | 6.47%                    |
| <b>TAX LEVY</b>                            | <b>1,954,756</b> | <b>2,081,320</b> | <b>126,564</b>           | <b>6.47%</b>             |

**CORPORATE SERVICES – HR – ADMINISTRATION**

|                                    | <b>2019</b>    | <b>2020</b>    | \$                               | %                                |
|------------------------------------|----------------|----------------|----------------------------------|----------------------------------|
|                                    | <b>BUDGET</b>  | <b>BUDGET</b>  | <b>Change<br/>(2019 to 2020)</b> | <b>Change<br/>(2019 to 2020)</b> |
| <b>REVENUE</b>                     |                |                |                                  |                                  |
| Government grants (including OMPF) | 1,540          | 1,540          | 0                                | 0.00%                            |
|                                    | 1,540          | 1,540          | 0                                | 0.00%                            |
| <b>EXPENDITURES</b>                |                |                |                                  |                                  |
| Salaries                           | 519,207        | 519,207        | 0                                | 0.00%                            |
| Benefits                           | 148,432        | 139,030        | (9,402)                          | -6.33%                           |
|                                    | 667,639        | 658,237        | (9,402)                          | -1.41%                           |
| Travel and training                | 19,000         | 19,000         | 0                                | 0.00%                            |
| Materials and supplies             | 27,294         | 24,770         | (2,524)                          | -9.25%                           |
| Purchased and contracted services  | 85,000         | 86,000         | 1,000                            | 1.18%                            |
| Capital expense                    | 2,785          | 1,200          | (1,585)                          | -56.91%                          |
|                                    | 134,079        | 130,970        | (3,109)                          | -2.32%                           |
|                                    | 801,718        | 789,207        | (12,511)                         | -1.56%                           |
| <b>TAX LEVY</b>                    | <b>800,178</b> | <b>787,667</b> | <b>(12,511)</b>                  | <b>-1.56%</b>                    |
| <b>Full Time Positions</b>         | <b>6.0</b>     | <b>6.0</b>     | <b>-</b>                         |                                  |
| <b>Part Time Hours</b>             | <b>610.0</b>   | <b>610.0</b>   | <b>-</b>                         |                                  |

## CORPORATE SERVICES – HR – HEALTH &amp; SAFETY

|  | 2019<br>BUDGET | 2020<br>BUDGET | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|--|----------------|----------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>                             |                |                |                                |                               |
| <b>EXPENDITURES</b>                        |                |                |                                |                               |
| Salaries                                   | 97,948         | 97,948         | 0                              | 0.00%                         |
| Benefits                                   | 26,056         | 24,936         | (1,120)                        | -4.30%                        |
|  | 124,004        | 122,884        | (1,120)                        | -0.90%                        |
| Travel and training                        | 21,000         | 21,000         | 0                              | 0.00%                         |
| Vehicle allowance, maintenance and repairs | 500            | 300            | (200)                          | -40.00%                       |
| Materials and supplies                     | 665            | 150            | (515)                          | -77.44%                       |
| Maintenance and repairs                    | 3,300          | 3,100          | (200)                          | -6.06%                        |
|  | 25,465         | 24,550         | (915)                          | -3.59%                        |
|  | 149,469        | 147,434        | (2,035)                        | -1.36%                        |
| <b>TAX LEVY</b>                            | <b>149,469</b> | <b>147,434</b> | <b>(2,035)</b>                 | <b>-1.36%</b>                 |
| <b>Full Time Positions</b>                 | <b>1.0</b>     | <b>1.0</b>     | <b>-</b>                       |                               |
| <b>Part Time Hours</b>                     | <b>-</b>       | <b>-</b>       | <b>-</b>                       |                               |

**CORPORATE SERVICES – HR – DISABILITY MANAGEMENT**

|  | 2019           | 2020           | \$                       | %                        |
|--|----------------|----------------|--------------------------|--------------------------|
|  | BUDGET         | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|  | <hr/> <hr/>    |                |                          |                          |
| <b>REVENUE</b>                             |                |                |                          |                          |
| <b>EXPENDITURES</b>                        |                |                |                          |                          |
| Salaries                                   | 97,948         | 97,948         | 0                        | 0.00%                    |
| Benefits                                   | 26,056         | 24,936         | (1,120)                  | -4.30%                   |
|  | <b>124,004</b> | <b>122,884</b> | <b>(1,120)</b>           | <b>-0.90%</b>            |
| Vehicle allowance, maintenance and repairs | 250            | 250            | 0                        | 0.00%                    |
| Materials and supplies                     | 11,800         | 11,300         | (500)                    | -4.24%                   |
| Purchased and contracted services          | 105,090        | 106,820        | 1,730                    | 1.65%                    |
|  | <b>117,140</b> | <b>118,370</b> | <b>1,230</b>             | <b>1.05%</b>             |
|  | <b>241,144</b> | <b>241,254</b> | <b>110</b>               | <b>0.05%</b>             |
| <b>TAX LEVY</b>                            | <b>241,144</b> | <b>241,254</b> | <b>110</b>               | <b>0.05%</b>             |
| <b>Full Time Positions</b>                 | <b>1.0</b>     | <b>1.0</b>     | <b>-</b>                 |                          |
| <b>Part Time Hours</b>                     | <b>-</b>       | <b>-</b>       | <b>-</b>                 |                          |

**CORPORATE SERVICES – HR – CORPORATE TRAINING**

|                                   | <b>2019</b>   | <b>2020</b>   | \$                               | %                                |
|-----------------------------------|---------------|---------------|----------------------------------|----------------------------------|
|                                   | <b>BUDGET</b> | <b>BUDGET</b> | <b>Change<br/>(2019 to 2020)</b> | <b>Change<br/>(2019 to 2020)</b> |
| <b>REVENUE</b>                    |               |               |                                  |                                  |
|                                   |               |               |                                  |                                  |
|                                   |               |               |                                  |                                  |
| <b>EXPENDITURES</b>               |               |               |                                  |                                  |
| Travel and training               | 15,000        | 66,000        | 51,000                           | 340.00%                          |
| Materials and supplies            | 1,150         | 150           | (1,000)                          | -86.96%                          |
| Purchased and contracted services | 1,700         | 0             | (1,700)                          | -100.00%                         |
|                                   | 17,850        | 66,150        | 48,300                           | 270.59%                          |
|                                   | 17,850        | 66,150        | 48,300                           | 270.59%                          |
| <b>TAX LEVY</b>                   | <b>17,850</b> | <b>66,150</b> | <b>48,300</b>                    | <b>270.59%</b>                   |



## CORPORATE SERVICES – HR – RETIREE BENEFITS

|                     | 2019<br>BUDGET | 2020<br>BUDGET | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|---------------------|----------------|----------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>      |                |                |                                |                               |
|                     |                |                |                                |                               |
|                     |                |                |                                |                               |
| <b>EXPENDITURES</b> |                |                |                                |                               |
| Benefits            | 652,800        | 745,500        | 92,700                         | 14.20%                        |
|                     | 652,800        | 745,500        | 92,700                         | 14.20%                        |
|                     |                |                |                                |                               |
|                     |                |                |                                |                               |
|                     |                |                |                                |                               |
| <b>TAX LEVY</b>     | <b>652,800</b> | <b>745,500</b> | <b>92,700</b>                  | <b>14.20%</b>                 |

**CORPORATE SERVICES – HR – EMPLOYEE ASSISTANCE PROGRAM**

|                                   | <b>2019<br/>BUDGET</b> | <b>2020<br/>BUDGET</b> | \$                       |                     |
|-----------------------------------|------------------------|------------------------|--------------------------|---------------------|
|                                   |                        |                        | Change<br>(2019 to 2020) | %<br>(2019 to 2020) |
|                                   |                        |                        |                          |                     |
| <b>REVENUE</b>                    |                        |                        |                          |                     |
|                                   |                        |                        |                          |                     |
|                                   |                        |                        |                          |                     |
| <b>EXPENDITURES</b>               |                        |                        |                          |                     |
| Purchased and contracted services | 37,200                 | 30,000                 | (7,200)                  | -19.35%             |
|                                   | 37,200                 | 30,000                 | (7,200)                  | -19.35%             |
|                                   | 37,200                 | 30,000                 | (7,200)                  | -19.35%             |
| <b>TAX LEVY</b>                   | <b>37,200</b>          | <b>30,000</b>          | <b>(7,200)</b>           | <b>-19.35%</b>      |

CORPORATE SERVICES – HR – DISABLED PREMIUMS

|                     | 2019   | 2020   | \$                       | %                        |
|---------------------|--------|--------|--------------------------|--------------------------|
|                     | BUDGET | BUDGET | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>      |        |        |                          |                          |
|                     |        |        |                          |                          |
|                     |        |        |                          |                          |
| <b>EXPENDITURES</b> |        |        |                          |                          |
| Benefits            | 3,565  | 3,565  | 0                        | 0.00%                    |
|                     | 3,565  | 3,565  | 0                        | 0.00%                    |
|                     |        |        |                          |                          |
|                     |        |        |                          |                          |
|                     |        |        |                          |                          |
|                     | 3,565  | 3,565  | 0                        | 0.00%                    |
| <b>TAX LEVY</b>     | 3,565  | 3,565  | 0                        | 0.00%                    |

## CORPORATE SERVICES – HR – LEADERSHIP PERFORMANCE

|                                   | <b>2019</b><br><b>BUDGET</b> | <b>2020</b><br><b>BUDGET</b> | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|-----------------------------------|------------------------------|------------------------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>                    |                              |                              |                                |                               |
|                                   |                              |                              |                                |                               |
|                                   |                              |                              |                                |                               |
| <b>EXPENDITURES</b>               |                              |                              |                                |                               |
| 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%                         |
| <b>TAX LEVY</b>                   | <b>22,550</b>                | <b>22,550</b>                | <b>0</b>                       | <b>0.00%</b>                  |

## CORPORATE SERVICES – HR – GENERAL HEALTH &amp; SAFETY

|                        | <b>2019</b><br><b>BUDGET</b> | <b>2020</b><br><b>BUDGET</b> | \$                       |                     |
|------------------------|------------------------------|------------------------------|--------------------------|---------------------|
|                        |                              |                              | Change<br>(2019 to 2020) | %<br>(2019 to 2020) |
|                        |                              |                              |                          |                     |
| <b>REVENUE</b>         |                              |                              |                          |                     |
|                        |                              |                              |                          |                     |
|                        |                              |                              |                          |                     |
| <b>EXPENDITURES</b>    |                              |                              |                          |                     |
| Travel and training    | 10,000                       | 10,000                       | 0                        | 0.00%               |
| Materials and supplies | 10,000                       | 10,000                       | 0                        | 0.00%               |
| Capital expense        | 10,000                       | 17,200                       | 7,200                    | 72.00%              |
|                        | 30,000                       | 37,200                       | 7,200                    | 24.00%              |
|                        |                              |                              |                          |                     |
|                        |                              |                              |                          |                     |
| <b>TAX LEVY</b>        | <b>30,000</b>                | <b>37,200</b>                | <b>7,200</b>             | <b>24.00%</b>       |

## FIRE SERVICES



The Sault Ste. Marie Fire Services enters the 2020 budget process continuing the implementation of the approved Comprehensive Risk Assessment (CRA) and Fire Master Plan (FMP). The FMP was developed to provide the Mayor and Council a strategic framework for the delivery of fire protection services.

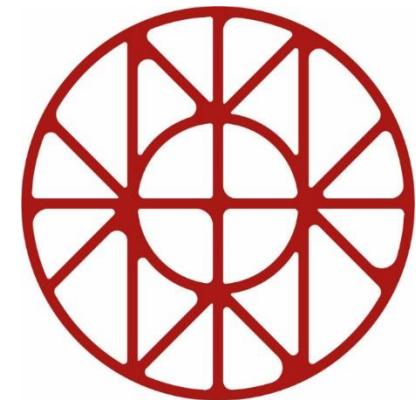
The FMP contains our legislative responsibilities and industry best practices which are accompanied by recommendations to enhance the delivery of fire protection services for our community.

### *Administration*

This consists of the Fire Chief, Deputy Fire Chief, Office Supervisor & Administrative Clerks. The Fire Chief, as described in the Fire Protection and Prevention Act (FPPA) is responsible through the CAO to the Mayor and Council for the delivery of fire protection services. Council ultimately sets the level of service for the municipality.

### *Operations*

This consists of the Platoon Chiefs, Captains, Firefighters, Training Officer & Communications Operator. It is overseen by the Deputy Fire Chief. There are 76 Firefighters that make up 4 Platoons. Apparatus are deployed from 4 Fire Stations. Core responses for the Operations are: Fire Suppression, Medical Responses, Auto-extrication and Fire Alarm responses. The Training Officer is responsible for ensuring compliancy to standards for training through the Ministry of Labour, Ontario Fire College and the Ontario Fire Marshall.



## FIRE SERVICES

### *Fire Prevention and Public Education and Emergency Management*

This consists of Fire Prevention Officers, Public Education Officer and Community Emergency Management Coordinator. It is overseen by Deputy Chief. The Fire Prevention Division ensures the municipality achieves the mandatory compliance of the FPPA. The primary goal is to ensure fire safety for the citizens of our community. This is accomplished through the “Three Lines of Defense” 1) Public Education 2) Fire Safety Standards/Enforcement 3) Emergency Response.

### *Support Services*

This consists of Mechanical Officer and Mechanics. It is overseen by Assistant Chief of Support Services. Maintaining front-line apparatus for emergency response is the primary objective of the division. Overseeing the purchasing,

preventative maintenance and repairs to equipment is also a core function. Asset and infrastructure management are also part of the division responsibilities.

Mission Statement: “The Sault Ste. Marie Fire Service is a proud partner within our community that provides exceptional service through prevention, education, protection and wellness”.

Vision Statement: “The Sault Ste. Marie Fire Service is committed to provide effective and efficient emergency service in a caring manner to create a safe community”.



**FIRE SERVICES**

|  | 2019              | 2020              | \$                       | %                        |
|--|-------------------|-------------------|--------------------------|--------------------------|
|  | BUDGET            | BUDGET            | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                   |                   |                          |                          |
| Fees and user charges                      | 221,442           | 250,617           | 29,175                   | 13.18%                   |
| Other income                               | 6,000             | 2,700             | (3,300)                  | -55.00%                  |
|  | <b>227,442</b>    | <b>253,317</b>    | <b>25,875</b>            | <b>11.38%</b>            |
| <b>EXPENDITURES</b>                        |                   |                   |                          |                          |
| Salaries                                   | 9,620,896         | 10,298,901        | 678,005                  | 7.05%                    |
| Benefits                                   | 3,029,918         | 3,061,275         | 31,357                   | 1.03%                    |
|  | <b>12,650,814</b> | <b>13,360,176</b> | <b>709,362</b>           | <b>5.61%</b>             |
| Travel and training                        | 110,720           | 111,220           | 500                      | 0.45%                    |
| Vehicle allowance, maintenance and repairs | 100,580           | 145,929           | 45,349                   | 45.09%                   |
| Utilities and Fuel                         | 250,769           | 264,989           | 14,220                   | 5.67%                    |
| Materials and supplies                     | 134,846           | 80,600            | (54,246)                 | -40.23%                  |
| Maintenance and repairs                    | 110,965           | 110,771           | (194)                    | -0.17%                   |
| Financial expenses                         | 2,500             | 2,500             | 0                        | 0.00%                    |
| Purchased and contracted services          | 15,755            | 18,400            | 2,645                    | 16.79%                   |
| Transfer to own funds                      | 303,000           | 303,000           | 0                        | 0.00%                    |
| Capital expense                            | 60,566            | 60,566            | 0                        | 0.00%                    |
|  | <b>1,089,701</b>  | <b>1,097,975</b>  | <b>8,274</b>             | <b>0.76%</b>             |
|  | <b>13,740,515</b> | <b>14,458,151</b> | <b>717,636</b>           | <b>5.22%</b>             |
| <b>TAX LEVY</b>                            | <b>13,513,073</b> | <b>14,204,834</b> | <b>691,761</b>           | <b>5.12%</b>             |

**FIRE SERVICES – ADMINISTRATION**

|                                   | 2019             | 2020             | \$                       | %                        |
|-----------------------------------|------------------|------------------|--------------------------|--------------------------|
|                                   | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|                                   |                  |                  |                          |                          |
| <b>REVENUE</b>                    |                  |                  |                          |                          |
| Fees and user charges             | 221,442          | 250,617          | 29,175                   | 13.18%                   |
| Other income                      | 4,000            | 700              | (3,300)                  | -82.50%                  |
|                                   | <b>225,442</b>   | <b>251,317</b>   | <b>25,875</b>            | <b>11.48%</b>            |
| <b>EXPENDITURES</b>               |                  |                  |                          |                          |
| Salaries                          | 639,698          | 702,691          | 62,993                   | 9.85%                    |
| Benefits                          | 869,662          | 880,621          | 10,959                   | 1.26%                    |
|                                   | <b>1,509,360</b> | <b>1,583,312</b> | <b>73,952</b>            | <b>4.90%</b>             |
| Travel and training               | 109,220          | 109,220          | 0                        | 0.00%                    |
| Utilities and Fuel                | 196,316          | 190,989          | (5,327)                  | -2.71%                   |
| Materials and supplies            | 50,316           | 35,135           | (15,181)                 | -30.17%                  |
| Maintenance and repairs           | 106,190          | 108,271          | 2,081                    | 1.96%                    |
| Financial expenses                | 2,500            | 2,500            | 0                        | 0.00%                    |
| Purchased and contracted services | 500              | 1,200            | 700                      | 140.00%                  |
| Transfer to own funds             | 303,000          | 303,000          | 0                        | 0.00%                    |
| Capital expense                   | 60,566           | 60,566           | 0                        | 0.00%                    |
|                                   | <b>828,608</b>   | <b>810,881</b>   | <b>(17,727)</b>          | <b>-2.14%</b>            |
|                                   | <b>2,337,968</b> | <b>2,394,193</b> | <b>56,225</b>            | <b>2.40%</b>             |
| <b>TAX LEVY</b>                   | <b>2,112,526</b> | <b>2,142,876</b> | <b>30,350</b>            | <b>1.44%</b>             |
| <b>Full Time Positions</b>        | <b>6.0</b>       | <b>7.0</b>       | <b>1.0</b>               |                          |
| <b>Part Time Hours</b>            | <b>-</b>         | <b>-</b>         | <b>-</b>                 |                          |

**FIRE SERVICES – SUPPRESSION**

|                            | <b>2019</b>      | <b>2020</b>       | \$                               | %                                |
|----------------------------|------------------|-------------------|----------------------------------|----------------------------------|
|                            | <b>BUDGET</b>    | <b>BUDGET</b>     | <b>Change<br/>(2019 to 2020)</b> | <b>Change<br/>(2019 to 2020)</b> |
| <b>REVENUE</b>             |                  |                   |                                  |                                  |
|                            |                  |                   |                                  |                                  |
|                            |                  |                   |                                  |                                  |
| <b>EXPENDITURES</b>        |                  |                   |                                  |                                  |
| Salaries                   | 7,793,592        | 8,418,493         | 624,901                          | 8.02%                            |
| Benefits                   | 1,861,080        | 1,903,452         | 42,372                           | 2.28%                            |
|                            | 9,654,672        | 10,321,945        | 667,273                          | 6.91%                            |
| Materials and supplies     | 98,380           | 61,380            | (37,000)                         | -37.61%                          |
|                            | 98,380           | 61,380            | (37,000)                         | -37.61%                          |
|                            | 9,753,052        | 10,383,325        | 630,273                          | 6.46%                            |
| <b>TAX LEVY</b>            | <b>9,753,052</b> | <b>10,383,325</b> | <b>630,273</b>                   | <b>6.46%</b>                     |
| <b>Full Time Positions</b> | <b>77.0</b>      | <b>77.0</b>       | -                                | -                                |
| <b>Part Time Hours</b>     | -                | -                 | -                                | -                                |

**FIRE SERVICES – PREVENTION**

|                                   | 2019        | 2020    | \$                          | %                           |
|-----------------------------------|-------------|---------|-----------------------------|-----------------------------|
|                                   | BUDGET      | BUDGET  | Change<br>(2019 to<br>2020) | Change<br>(2019 to<br>2020) |
|                                   | <hr/> <hr/> |         |                             |                             |
| <b>REVENUE</b>                    |             |         |                             |                             |
|                                   |             |         |                             |                             |
| <b>EXPENDITURES</b>               |             |         |                             |                             |
| Salaries                          | 570,163     | 654,409 | 84,246                      | 14.78%                      |
| Benefits                          | 142,625     | 152,022 | 9,397                       | 6.59%                       |
|                                   | 712,788     | 806,431 | 93,643                      | 13.14%                      |
| Materials and supplies            | 16,000      | 14,400  | (1,600)                     | -10.00%                     |
| Purchased and contracted services | 12,400      | 14,000  | 1,600                       | 12.90%                      |
|                                   | 28,400      | 28,400  | 0                           | 0.00%                       |
|                                   | 741,188     | 834,831 | 93,643                      | 12.63%                      |
| <b>TAX LEVY</b>                   |             |         |                             |                             |
|                                   | 741,188     | 834,831 | 93,643                      | 12.63%                      |
| <b>Full Time Positions</b>        |             |         |                             |                             |
| Part Time Hours                   | 6.0         | 6.0     | -                           |                             |
|                                   | -           | -       | -                           |                             |

**FIRE SERVICES – SUPPORT**

|  | <b>BUDGET</b>  | <b>BUDGET</b>  | <b>\$</b>             | <b>%</b>              |
|--|----------------|----------------|-----------------------|-----------------------|
|  |                |                | <b>Change</b>         | <b>Change</b>         |
|  |                |                | <b>(2019 to 2020)</b> | <b>(2019 to 2020)</b> |
| <b>REVENUE</b>                             |                |                |                       |                       |
| <b>EXPENDITURES</b>                        |                |                |                       |                       |
| Salaries                                   | 397,014        | 410,459        | 13,445                | 3.39%                 |
| Benefits                                   | 100,828        | 99,271         | (1,557)               | -1.54%                |
|  | <b>497,842</b> | <b>509,730</b> | <b>11,888</b>         | <b>2.39%</b>          |
| Vehicle allowance, maintenance and repairs | 100,000        | 145,729        | 45,729                | 45.73%                |
| Utilities and Fuel                         | 54,453         | 74,000         | 19,547                | 35.90%                |
| Materials and supplies                     | (38,700)       | (38,700)       | 0                     | 0.00%                 |
| Maintenance and repairs                    | 4,775          | 2,500          | (2,275)               | -47.64%               |
|  | <b>120,528</b> | <b>183,529</b> | <b>63,001</b>         | <b>52.27%</b>         |
|  | <b>618,370</b> | <b>693,259</b> | <b>74,889</b>         | <b>12.11%</b>         |
| <b>TAX LEVY</b>                            | <b>618,370</b> | <b>693,259</b> | <b>74,889</b>         | <b>12.11%</b>         |
| <b>Full Time Positions</b>                 | <b>4.0</b>     | <b>4.0</b>     | <b>-</b>              |                       |
| <b>Part Time Hours</b>                     | <b>-</b>       | <b>-</b>       | <b>-</b>              |                       |

## FIRE SERVICES – MUNICIPAL EMERGENCY PLANNING

|  | 2019<br>BUDGET | 2020<br>BUDGET | \$                       | %                        |
|--|----------------|----------------|--------------------------|--------------------------|
|  |                |                | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|  |                |                |                          |                          |
| <b>REVENUE</b>                             |                |                |                          |                          |
| Other income                               | 2,000          | 2,000          | 0                        | 0.00%                    |
|  | 2,000          | 2,000          | 0                        | 0.00%                    |
| <b>EXPENDITURES</b>                        |                |                |                          |                          |
| Salaries                                   | 196,909        | 89,329         | (107,580)                | -54.63%                  |
| Benefits                                   | 53,506         | 23,682         | (29,824)                 | -55.74%                  |
|  | 250,415        | 113,011        | (137,404)                | -54.87%                  |
| Travel and training                        | 1,500          | 2,000          | 500                      | 33.33%                   |
| Vehicle allowance, maintenance and repairs | 580            | 200            | (380)                    | -65.52%                  |
| Materials and supplies                     | 8,850          | 8,385          | (465)                    | -5.25%                   |
| Purchased and contracted services          | 2,855          | 3,200          | 345                      | 12.08%                   |
|  | 13,785         | 13,785         | 0                        | 0.00%                    |
|  | 264,200        | 126,796        | (137,404)                | -52.01%                  |
| <b>TAX LEVY</b>                            | <b>262,200</b> | <b>124,796</b> | <b>(137,404)</b>         | <b>-52.40%</b>           |
| <b>Full Time Positions</b>                 | <b>2.0</b>     | <b>1.0</b>     | <b>(1.0)</b>             |                          |
| <b>Part Time Hours</b>                     | <b>-</b>       | <b>-</b>       | <b>-</b>                 |                          |

**FIRE SERVICES – SUMMER STUDENTS**

|                            | <b>2019</b><br><b>BUDGET</b> | <b>2020</b><br><b>BUDGET</b> | \$<br>Change<br>(2019 to<br>2020) | %<br>Change<br>(2019 to<br>2020) |
|----------------------------|------------------------------|------------------------------|-----------------------------------|----------------------------------|
| <b>REVENUE</b>             |                              |                              |                                   |                                  |
|                            |                              |                              |                                   |                                  |
|                            |                              |                              |                                   |                                  |
|                            |                              |                              |                                   |                                  |
| <b>EXPENDITURES</b>        |                              |                              |                                   |                                  |
| Salaries                   | 23,520                       | 23,520                       | 0                                 | 0.00%                            |
| Benefits                   | 2,217                        | 2,227                        | 10                                | 0.45%                            |
|                            | 25,737                       | 25,747                       | 10                                | 0.04%                            |
|                            |                              |                              |                                   |                                  |
|                            |                              |                              |                                   |                                  |
|                            |                              |                              |                                   |                                  |
|                            | 25,737                       | 25,747                       | 10                                | 0.04%                            |
| <b>TAX LEVY</b>            | <b>25,737</b>                | <b>25,747</b>                | <b>10</b>                         | <b>0.04%</b>                     |
| <b>Full Time Positions</b> | -                            | -                            | -                                 | -                                |
| <b>Part Time Hours</b>     | <b>1,830.0</b>               | <b>1,830.0</b>               | <b>-</b>                          | <b>-</b>                         |

## LEGAL DEPARTMENT

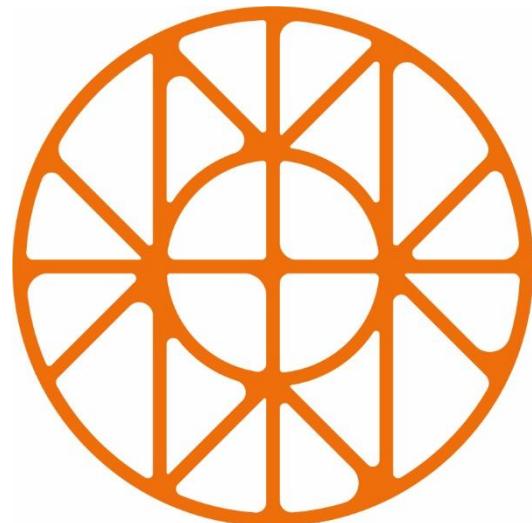
### *Administration*

The Legal Department consists of the City Solicitor, Assistant City Solicitor/Senior Litigation Counsel, Solicitor/Prosecutor, Supervisor, Risk Manager and 3 clerical staff.

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 and advice but also involves the reduction of potential liability by identifying possible problem areas and planned legislation. The Legal Department's responsibilities also 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 the 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 various Provincial legislation; and
- To represent the City before various courts and tribunals including the Local Planning Appeal Tribunal (LPAT) and the Human Rights Tribunal.



## LEGAL DEPARTMENT

### *City Owned Land*

Responsible for the cost of leases, licenses of occupation and easements of the City 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);

### **Ticket Payments - Parking and Provincial Offences**

Please select your ticket from the options available. Note that by proceeding with ticket payments online, you agree with the terms of the My Sault Ste. Marie eServices Disclaimer and Privacy Policy.  
All payments processed online must be at least \$10.  
The online payment system accepts Visa and Mastercard only. Visa Debit is **not** accepted at this time.



Parking Enforcement  
Certificate of Infraction



Provincial Offences  
Offence Notice



Provincial Offences  
Notice of Fine and Due Date

The Corporation of the  
City of Sault Ste. Marie

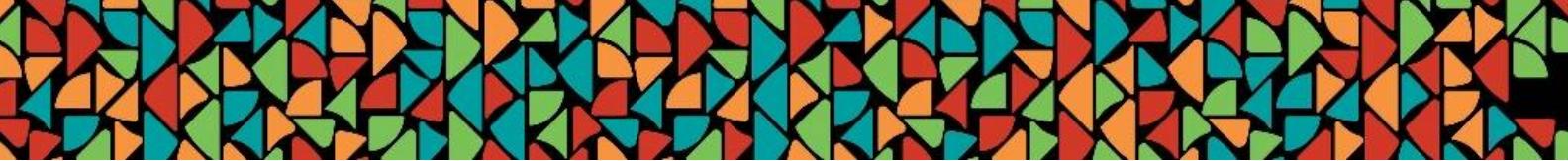


LEGAL DEPARTMENT

### **PURCHASE REQUEST FOR CITY PROPERTY**

The Legal Department requires that you obtain and provide us with a paper copy of the PIN search from the Registry Office in order to start the process (pursuant to By-law 2018-148 attached).

PIN # \_\_\_\_\_ (paper copy provided to Legal)



## LEGAL DEPARTMENT

### Updates Regarding Insurance

On February 28, 2020, the City will start the 3rd year of its current insurance program with AON Insurance (in partnership with Algoma Insurance Brokers). The program contains language providing a 3-year rate stability component for the Liability coverage and up to 5 years for the auto fleet and physical damage coverage to the City's physical assets.

The agreement exists to ensure pricing stability for the City; however, there are scenarios that will cause the rate structure to vary (loss ratios, changes to the City's operations, changes to market access for AON or Lloyd's of London).

Based on recent discussions with representatives from AON Insurance and directly with representatives from AMLIN (the Lloyd's syndicate underwriting the liability portion of the City's insurance policies), we are not expecting massive changes for the renewal; however, we are not able to provide guarantees at this time as to final renewal cost.

### *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.



## LEGAL DEPARTMENT

The POA Division is comprised of three Court Administrators/Cashiers, one Court Administrator Enforcement Clerk/Court Reporter and one Prosecution assistant. There is also one Court Liaison Supervisor and one 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 on average over one million dollars in gross revenue, the net of which is distributed among our 19 municipal partners.

### Service Level Increases Required for 2020:

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 2020. 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 by Sault Ste. Marie Police and OPP for the Algoma Catchment Area is 1120 matters in 2018 and 1054 matters up to August for 2019, 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             | 2020             | \$                       | %                        |
|------------------------------------|------------------|------------------|--------------------------|--------------------------|
|                                    | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                     |                  |                  |                          |                          |
| Fees and user charges              | 2,261,698        | 2,290,169        | 28,471                   | 1.26%                    |
| Government grants (including OMPF) |                  | 27,518           | 27,518                   | 0.00%                    |
|                                    | <b>2,261,698</b> | <b>2,317,687</b> | <b>55,989</b>            | <b>2.48%</b>             |
| <b>EXPENDITURES</b>                |                  |                  |                          |                          |
| Salaries                           | 1,040,668        | 1,135,535        | 94,867                   | 9.12%                    |
| Benefits                           | 289,740          | 292,617          | 2,877                    | 0.99%                    |
|                                    | <b>1,330,408</b> | <b>1,428,152</b> | <b>97,744</b>            | <b>7.35%</b>             |
| Travel and training                | 21,285           | 25,335           | 4,050                    | 19.03%                   |
| Materials and supplies             | 75,837           | 79,730           | 3,893                    | 5.13%                    |
| Maintenance and repairs            | 4,000            | 2,146            | (1,854)                  | -46.35%                  |
| Rents and leases                   | 78,075           | 78,802           | 727                      | 0.93%                    |
| Taxes and licenses                 | 1,441,736        | 1,438,464        | (3,272)                  | -0.23%                   |
| Purchased and contracted services  | 302,000          | 322,370          | 20,370                   | 6.75%                    |
| Transfer to own funds              | 102,200          | 102,599          | 399                      | 0.39%                    |
| Capital expense                    | 10,000           | 8,000            | (2,000)                  | -20.00%                  |
|                                    | <b>2,035,133</b> | <b>2,057,446</b> | <b>22,313</b>            | <b>1.10%</b>             |
|                                    | <b>3,365,541</b> | <b>3,485,598</b> | <b>120,057</b>           | <b>3.57%</b>             |
| <b>TAX LEVY</b>                    | <b>1,103,843</b> | <b>1,167,911</b> | <b>64,068</b>            | <b>5.80%</b>             |

**LEGAL DEPARTMENT – ADMINISTRATION**

|                                    | 2019           | 2020             | \$                       | %                        |
|------------------------------------|----------------|------------------|--------------------------|--------------------------|
|                                    | BUDGET         | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                     |                |                  |                          |                          |
| Fees and user charges              | 911,698        | 940,169          | 28,471                   | 3.12%                    |
| Government grants (including OMPF) | 0              | 27,518           | 27,518                   | 0.00%                    |
|                                    | <b>911,698</b> | <b>967,687</b>   | <b>55,989</b>            | <b>6.14%</b>             |
| <b>EXPENDITURES</b>                |                |                  |                          |                          |
| Salaries                           | 607,953        | 683,867          | 75,914                   | 12.49%                   |
| Benefits                           | 164,154        | 173,986          | 9,832                    | 5.99%                    |
|                                    | <b>772,107</b> | <b>857,853</b>   | <b>85,746</b>            | <b>11.11%</b>            |
| Travel and training                | 7,600          | 11,000           | 3,400                    | 44.74%                   |
| Materials and supplies             | 25,335         | 27,445           | 2,110                    | 8.33%                    |
| Purchased and contracted services  | 15,400         | 11,870           | (3,530)                  | -22.92%                  |
| Transfer to own funds              | 102,200        | 102,599          | 399                      | 0.39%                    |
| Capital expense                    | 2,500          | 2,500            | 0                        | 0.00%                    |
|                                    | <b>153,035</b> | <b>155,414</b>   | <b>2,379</b>             | <b>1.55%</b>             |
|                                    | <b>925,142</b> | <b>1,013,267</b> | <b>88,125</b>            | <b>9.53%</b>             |
| <b>TAX LEVY</b>                    | <b>13,444</b>  | <b>45,580</b>    | <b>32,136</b>            | <b>239.04%</b>           |
| <b>Full Time Positions</b>         | <b>7.0</b>     | <b>8.0</b>       | <b>1.0</b>               |                          |
| <b>Part Time Hours</b>             | <b>610.0</b>   | <b>610.0</b>     | <b>-</b>                 |                          |

**LEGAL DEPARTMENT – CITY OWNED LAND**

|                         | <b>2019</b>   | <b>2020</b>   | \$                               | %                                |
|-------------------------|---------------|---------------|----------------------------------|----------------------------------|
|                         | <b>BUDGET</b> | <b>BUDGET</b> | <b>Change<br/>(2019 to 2020)</b> | <b>Change<br/>(2019 to 2020)</b> |
| <b>REVENUE</b>          |               |               |                                  |                                  |
|                         |               |               |                                  |                                  |
|                         |               |               |                                  |                                  |
| <b>EXPENDITURES</b>     |               |               |                                  |                                  |
| Maintenance and repairs | 4,000         | 2,146         | (1,854)                          | -46.35%                          |
| Rents and leases        | 14,000        | 14,000        | 0                                | 0.00%                            |
| Taxes and licenses      | 1,000         | 300           | (700)                            | -70.00%                          |
|                         | 19,000        | 16,446        | (2,554)                          | -13.44%                          |
|                         | 19,000        | 16,446        | (2,554)                          | -13.44%                          |
| <b>TAX LEVY</b>         | <b>19,000</b> | <b>16,446</b> | <b>(2,554)</b>                   | <b>-13.44%</b>                   |

**LEGAL DEPARTMENT – INSURANCE**

|                     | 2019             | 2020             | \$                       | %                        |  |  |  |  |
|---------------------|------------------|------------------|--------------------------|--------------------------|--|--|--|--|
|                     | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |  |  |  |  |
|                     |                  |                  |                          |                          |  |  |  |  |
| <b>REVENUE</b>      |                  |                  |                          |                          |  |  |  |  |
| <b>EXPENDITURES</b> |                  |                  |                          |                          |  |  |  |  |
| Taxes and licenses  | 1,440,736        | 1,438,164        | (2,572)                  | -0.18%                   |  |  |  |  |
|                     | 1,440,736        | 1,438,164        | (2,572)                  | -0.18%                   |  |  |  |  |
|                     | 1,440,736        | 1,438,164        | (2,572)                  | -0.18%                   |  |  |  |  |
| <b>TAX LEVY</b>     | <b>1,440,736</b> | <b>1,438,164</b> | <b>(2,572)</b>           | <b>-0.18%</b>            |  |  |  |  |

**LEGAL DEPARTMENT – PROVINCIAL OFFENCES ACT**

|                                   | 2019             | 2020             | \$                       | %                        |
|-----------------------------------|------------------|------------------|--------------------------|--------------------------|
|                                   | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|                                   |                  |                  |                          |                          |
| <b>REVENUE</b>                    |                  |                  |                          |                          |
| Fees and user charges             | 1,350,000        | 1,350,000        | 0                        | 0.00%                    |
|                                   | 1,350,000        | 1,350,000        | 0                        | 0.00%                    |
| <b>EXPENDITURES</b>               |                  |                  |                          |                          |
| Salaries                          | 432,715          | 451,668          | 18,953                   | 4.38%                    |
| Benefits                          | 125,586          | 118,631          | (6,955)                  | -5.54%                   |
|                                   | 558,301          | 570,299          | 11,998                   | 2.15%                    |
| Travel and training               | 13,685           | 14,335           | 650                      | 4.75%                    |
| Materials and supplies            | 50,502           | 52,285           | 1,783                    | 3.53%                    |
| Rents and leases                  | 64,075           | 64,802           | 727                      | 1.13%                    |
| Purchased and contracted services | 286,600          | 310,500          | 23,900                   | 8.34%                    |
| Capital expense                   | 7,500            | 5,500            | (2,000)                  | -26.67%                  |
|                                   | 422,362          | 447,422          | 25,060                   | 5.93%                    |
|                                   | 980,663          | 1,017,721        | 37,058                   | 3.78%                    |
| <b>TAX LEVY</b>                   | <b>(369,337)</b> | <b>(332,279)</b> | <b>37,058</b>            | <b>-10.03%</b>           |
| <b>Full Time Positions</b>        | <b>7.0</b>       | <b>7.0</b>       | <b>-</b>                 |                          |
| <b>Part Time Hours</b>            | <b>610.0</b>     | <b>610.0</b>     | <b>-</b>                 |                          |

## PUBLIC WORKS AND ENGINEERING SERVICES

### Public Works Division

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*

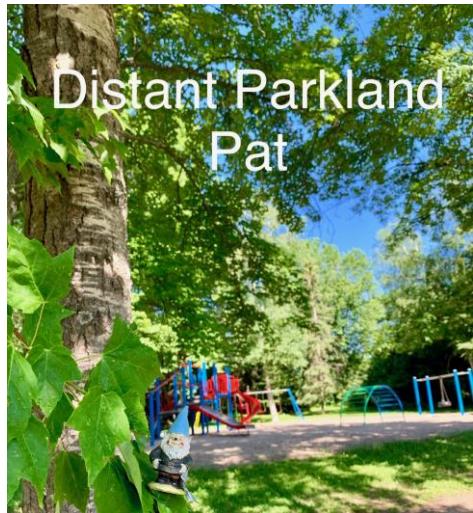
- Maintenance of all roadways including sidewalks and underground infrastructure such as sanitary and storm sewers in addition to stormwater management ponds, ditches and culverts.



### *Buildings and Equipment*

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

## PUBLIC WORKS AND ENGINEERING SERVICES



### *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.



## PUBLIC WORKS AND ENGINEERING SERVICES

### 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.

## PUBLIC WORKS AND ENGINEERING SERVICES

Welcome to Sault Ste. Marie Building Permit Services

The Sault Ste. Marie Building Permit Services website is a tool provided by the City of Sault Ste. Marie to assist permit holders and contractors with several aspects of the building permit process. This includes scheduling inspections and viewing inspection results.

- Building Permit Management**: Review the status of all building permits you have applied for, and quickly book inspections. [Login Required](#)
- Book a Building Inspection**: Request an inspector for any building permit using a Building Permit Number and an Inspection Booking Key. No account required.
- Building Inspection Checklists**: Be ready for your building inspections by reviewing your work against the checklists used by the City building inspectors.

**Helpful Links**

- Building Division Website**: City of Sault Ste. Marie. More information about the City's Building Division, including important details about your responsibilities as a permit holder.
- Common Building Permit Application Form**: Ontario Ministry of Municipal Affairs and Housing. The standard building permit application form from the Ontario government that is submitted to the Building Division, along with plans and other necessary project documentation.

Have a question for the Sault Ste. Marie Building Division?  
 ☎ 705-759-5410 | 📩 building@citysm.on.ca | 🌐 See more contacts

### Administration

- This cost centre includes an Office Supervisor and Administrative Support Clerk and provides all confidential and administrative support for the Engineering Division.

### Building Division

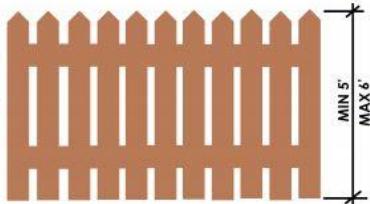
- Includes the Chief Building Official, Inspectors, Plans Examiners and support staff.
- Work cooperatively with the Industry to ensure all building construction in community meets provincial building code.

- Ensure that all construction meets minimum standards for Safety, Health, Accessibility, Fire & Structural Protection of buildings, Resource
- Conservation, Environmental Integrity, and Conservation of Buildings.
- Accomplishing mandate through:
  - Plans examination and building inspection
  - Interpreting and applying the Ontario Building Code, By-Laws, other regulations as required by applicable law.

### By-Law Enforcement

- 2 full time By-law Enforcement Inspectors for complaints and inspections

- Min. height of 5' to a max. of 6'
- Fences with horizontal rails or bracing members shall be spaced a minimum of 0.81 m (2 feet 8 inches)
- All horizontal or diagonal structural members must be located on the swimming pool side of the fence
- Shall be constructed to have the only means of entry be by Gate (See page 7)



## PUBLIC WORKS AND ENGINEERING SERVICES

|  | 2019              | 2020              | \$                       | %                        |
|--|-------------------|-------------------|--------------------------|--------------------------|
|  | BUDGET            | BUDGET            | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                   |                   |                          |                          |
| Fees and user charges                      | 3,102,230         | 3,455,659         | 353,429                  | 11.39%                   |
| Government grants (including OMPF)         | 689,013           | 664,013           | (25,000)                 | -3.63%                   |
| Contribution from own funds                | 10,500            | 5,000             | (5,500)                  | -52.38%                  |
| Other income                               | 18,500            | 75,000            | 56,500                   | 305.41%                  |
|  | <b>3,820,243</b>  | <b>4,199,672</b>  | <b>379,429</b>           | <b>9.93%</b>             |
| <b>EXPENDITURES</b>                        |                   |                   |                          |                          |
| Salaries                                   | 17,724,110        | 18,533,766        | 809,656                  | 4.57%                    |
| Benefits                                   | 5,261,474         | 5,126,617         | (134,857)                | -2.56%                   |
|  | <b>22,985,584</b> | <b>23,660,383</b> | <b>674,799</b>           | <b>2.94%</b>             |
| Travel and training                        | 105,509           | 85,926            | (19,583)                 | -18.56%                  |
| Vehicle allowance, maintenance and repairs | 2,475,237         | 2,632,188         | 156,951                  | 6.34%                    |
| Utilities and Fuel                         | 6,887,326         | 7,089,261         | 201,935                  | 2.93%                    |
| Materials and supplies                     | 3,757,415         | 3,659,715         | (97,700)                 | -2.60%                   |
| Maintenance and repairs                    | 260,000           | 261,674           | 1,674                    | 0.64%                    |
| Taxes and licenses                         | 127,715           | 124,715           | (3,000)                  | -2.35%                   |
| Financial expenses                         | 2,507             | 5,518             | 3,011                    | 120.10%                  |
| Purchased and contracted services          | 7,015,823         | 7,029,175         | 13,352                   | 0.19%                    |
| Transfer to own funds                      | 3,241,738         | 3,732,846         | 491,108                  | 15.15%                   |
| Capital expense                            | 51,022            | 95,118            | 44,096                   | 86.43%                   |
| Less: recoverable costs                    | (220,130)         | (220,130)         | 0                        | 0.00%                    |
|  | <b>23,704,162</b> | <b>24,496,006</b> | <b>791,844</b>           | <b>3.34%</b>             |
|  | <b>46,689,746</b> | <b>48,156,389</b> | <b>1,466,643</b>         | <b>3.14%</b>             |
| <b>TAX LEVY</b>                            | <b>42,869,503</b> | <b>43,956,717</b> | <b>1,087,214</b>         | <b>2.54%</b>             |

**PUBLIC WORKS**

|  | 2019              | 2020              | \$                       | %                        |
|--|-------------------|-------------------|--------------------------|--------------------------|
|  | BUDGET            | BUDGET            | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                   |                   |                          |                          |
| Fees and user charges                      | 1,902,604         | 2,249,886         | 347,282                  | 18.25%                   |
| Government grants (including OMPF)         | 659,013           | 634,013           | (25,000)                 | -3.79%                   |
| Contribution from own funds                | 10,500            | 5,000             | (5,500)                  | -52.38%                  |
| Other income                               | 18,500            | 75,000            | 56,500                   | 305.41%                  |
|  | <b>2,590,617</b>  | <b>2,963,899</b>  | <b>373,282</b>           | <b>14.41%</b>            |
| <b>EXPENDITURES</b>                        |                   |                   |                          |                          |
| Salaries                                   | 14,732,971        | 15,373,571        | 640,600                  | 4.35%                    |
| Benefits                                   | 4,452,457         | 4,358,825         | (93,632)                 | -2.10%                   |
|  | <b>19,185,428</b> | <b>19,732,396</b> | <b>546,968</b>           | <b>2.85%</b>             |
| Travel and training                        | 78,040            | 58,070            | (19,970)                 | -25.59%                  |
| Vehicle allowance, maintenance and repairs | 2,449,933         | 2,605,677         | 155,744                  | 6.36%                    |
| Utilities and Fuel                         | 1,561,574         | 1,626,188         | 64,614                   | 4.14%                    |
| Materials and supplies                     | 3,513,292         | 3,428,283         | (85,009)                 | -2.42%                   |
| Taxes and licenses                         | 127,715           | 124,715           | (3,000)                  | -2.35%                   |
| Financial expenses                         | 2,000             | 5,000             | 3,000                    | 150.00%                  |
| Purchased and contracted services          | 3,292,995         | 3,348,217         | 55,222                   | 1.68%                    |
| Transfer to own funds                      | 1,829,512         | 2,307,149         | 477,637                  | 26.11%                   |
| Capital expense                            | 3,000             | 46,600            | 43,600                   | 1453.33%                 |
| Less: recoverable costs                    | (220,130)         | (220,130)         | 0                        | 0.00%                    |
|  | <b>12,637,931</b> | <b>13,329,769</b> | <b>691,838</b>           | <b>5.47%</b>             |
|  | <b>31,823,359</b> | <b>33,062,165</b> | <b>1,238,806</b>         | <b>3.89%</b>             |
| <b>TAX LEVY</b>                            | <b>29,232,742</b> | <b>30,098,266</b> | <b>865,524</b>           | <b>2.96%</b>             |

**PUBLIC WORKS – OPERATIONS (ADMINISTRATION/SUPERVISION/OVERHEAD)**

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|  |                  |                  |                          |                          |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 2,472,161        | 2,388,390        | (83,771)                 | -3.39%                   |
| Benefits                                   | 662,558          | 602,828          | (59,730)                 | -9.02%                   |
|  | 3,134,719        | 2,991,218        | (143,501)                | -4.58%                   |
| Travel and training                        | 30,000           | 23,000           | (7,000)                  | -23.33%                  |
| Vehicle allowance, maintenance and repairs | 55,000           | 55,000           | 0                        | 0.00%                    |
|  | 85,000           | 78,000           | (7,000)                  | -8.24%                   |
|  | 3,219,719        | 3,069,218        | (150,501)                | -4.67%                   |
| <b>TAX LEVY</b>                            | <b>3,219,719</b> | <b>3,069,218</b> | <b>(150,501)</b>         | <b>-4.67%</b>            |
| <b>Full Time Positions, all Works</b>      | <b>121.0</b>     | <b>116.0</b>     | <b>(5.0)</b>             |                          |
| <b>Part Time Hours</b>                     | <b>6,100.0</b>   | <b>6,100.0</b>   |                          | <b>-</b>                 |



## PUBLIC WORKS – ROADWAYS

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|  |                  |                  |                          |                          |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 48,810           | 49,831           | 1,021                    | 2.09%                    |
|  | <b>48,810</b>    | <b>49,831</b>    | <b>1,021</b>             | <b>2.09%</b>             |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 1,257,204        | 1,288,439        | 31,235                   | 2.48%                    |
| Benefits                                   | 357,697          | 340,745          | (16,952)                 | -4.74%                   |
|  | <b>1,614,901</b> | <b>1,629,184</b> | <b>14,283</b>            | <b>0.88%</b>             |
| Vehicle allowance, maintenance and repairs | 845,200          | 845,200          | 0                        | 0.00%                    |
| Materials and supplies                     | 895,794          | 897,144          | 1,350                    | 0.15%                    |
| Purchased and contracted services          | 11,500           | 11,500           | 0                        | 0.00%                    |
| Less: recoverable costs                    | (5,000)          | (5,000)          | 0                        | 0.00%                    |
|  | <b>1,747,494</b> | <b>1,748,844</b> | <b>1,350</b>             | <b>0.08%</b>             |
|  | <b>3,362,395</b> | <b>3,378,028</b> | <b>15,633</b>            | <b>0.46%</b>             |
| <b>TAX LEVY</b>                            | <b>3,313,585</b> | <b>3,328,197</b> | <b>14,612</b>            | <b>0.44%</b>             |



## PUBLIC WORKS – SIDEWALKS (INCLUDING WINTER CONTROL)

|  | 2019<br><b>BUDGET</b> | 2020<br><b>BUDGET</b> | \$                       |                     |
|--|-----------------------|-----------------------|--------------------------|---------------------|
|  |                       |                       | Change<br>(2019 to 2020) | %<br>(2019 to 2020) |
|  |                       |                       |                          |                     |
| <b>REVENUE</b>                             |                       |                       |                          |                     |
| <b>EXPENDITURES</b>                        |                       |                       |                          |                     |
| Salaries                                   | 427,654               | 438,279               | 10,625                   | 2.48%               |
| Benefits                                   | 121,675               | 115,908               | (5,767)                  | -4.74%              |
|  | 549,329               | 554,187               | 4,858                    | 0.88%               |
| Vehicle allowance, maintenance and repairs | 328,090               | 328,090               | 0                        | 0.00%               |
| Materials and supplies                     | 79,290                | 79,790                | 500                      | 0.63%               |
| Purchased and contracted services          | 1,500                 | 1,000                 | (500)                    | -33.33%             |
|  | 408,880               | 408,880               | 0                        | 0.00%               |
|  | 958,209               | 963,067               | 4,858                    | 0.51%               |
| <b>TAX LEVY</b>                            | <b>958,209</b>        | <b>963,067</b>        | <b>4,858</b>             | <b>0.51%</b>        |

**PUBLIC WORKS – WINTER CONTROL (ROADWAYS)**

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 67,965           | 67,965           | 0                        | 0.00%                    |
|  | 67,965           | 67,965           | 0                        | 0.00%                    |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 2,328,698        | 2,386,553        | 57,855                   | 2.48%                    |
| Benefits                                   | 662,556          | 631,156          | (31,400)                 | -4.74%                   |
|  | 2,991,254        | 3,017,709        | 26,455                   | 0.88%                    |
| Vehicle allowance, maintenance and repairs | 2,721,405        | 3,121,312        | 399,907                  | 14.69%                   |
| Materials and supplies                     | 1,210,495        | 1,219,295        | 8,800                    | 0.73%                    |
| Purchased and contracted services          | 10,000           | 5,500            | (4,500)                  | -45.00%                  |
| Less: recoverable costs                    | (40,000)         | (40,000)         | 0                        | 0.00%                    |
|  | 3,901,900        | 4,306,107        | 404,207                  | 10.36%                   |
|  | 6,893,154        | 7,323,816        | 430,662                  | 6.25%                    |
| <b>TAX LEVY</b>                            | <b>6,825,189</b> | <b>7,255,851</b> | <b>430,662</b>           | <b>6.31%</b>             |



## PUBLIC WORKS – SANITARY SEWERS

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 35,829           | 37,090           | 1,261                    | 3.52%                    |
|  | 35,829           | 37,090           | 1,261                    | 3.52%                    |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 804,484          | 830,543          | 26,059                   | 3.24%                    |
| Benefits                                   | 228,882          | 219,640          | (9,242)                  | -4.04%                   |
|  | 1,033,366        | 1,050,183        | 16,817                   | 1.63%                    |
| Vehicle allowance, maintenance and repairs | 403,210          | 403,210          | 0                        | 0.00%                    |
| Utilities and Fuel                         | 40,880           | 41,659           | 779                      | 1.91%                    |
| Materials and supplies                     | 388,845          | 390,195          | 1,350                    | 0.35%                    |
| Purchased and contracted services          | 128,060          | 128,060          | 0                        | 0.00%                    |
|  | 960,995          | 963,124          | 2,129                    | 0.22%                    |
|  | 1,994,361        | 2,013,307        | 18,946                   | 0.95%                    |
| <b>TAX LEVY</b>                            | <b>1,958,532</b> | <b>1,976,217</b> | <b>17,685</b>            | <b>0.90%</b>             |

**PUBLIC WORKS – STORM SEWERS**

|  | <b>2019<br/>BUDGET</b> | <b>2020<br/>BUDGET</b> | \$             | %              |
|--|------------------------|------------------------|----------------|----------------|
|  |                        |                        | Change         | Change         |
|  |                        |                        | (2019 to 2020) | (2019 to 2020) |
| <b>REVENUE</b>                             |                        |                        |                |                |
| Salaries                                   | 256,763                | 265,080                | 8,317          | 3.24%          |
| Benefits                                   | 73,051                 | 70,102                 | (2,949)        | -4.04%         |
|  | 329,814                | 335,182                | 5,368          | 1.63%          |
| Vehicle allowance, maintenance and repairs | 181,750                | 178,850                | (2,900)        | -1.60%         |
| Utilities and Fuel                         | 1,022                  | 920                    | (102)          | -9.98%         |
| Materials and supplies                     | 101,855                | 102,305                | 450            | 0.44%          |
| Purchased and contracted services          | 500                    | 3,522                  | 3,022          | 604.40%        |
|  | 285,127                | 285,597                | 470            | 0.16%          |
|  | 614,941                | 620,779                | 5,838          | 0.95%          |
| <b>TAX LEVY</b>                            | <b>614,941</b>         | <b>620,779</b>         | <b>5,838</b>   | <b>0.95%</b>   |

**PUBLIC WORKS – TRAFFIC**

|  | <b>BUDGET</b>    | <b>BUDGET</b>    | \$             | %              |
|--|------------------|------------------|----------------|----------------|
|  |                  |                  | Change         | Change         |
|  |                  |                  | (2019 to 2020) | (2019 to 2020) |
| <b>REVENUE</b>                             |                  |                  |                |                |
| <b>EXPENDITURES</b>                        |                  |                  |                |                |
| Salaries                                   | 659,774          | 687,247          | 27,473         | 4.16%          |
| Benefits                                   | 177,166          | 173,946          | (3,220)        | -1.82%         |
|  | <b>836,940</b>   | <b>861,193</b>   | <b>24,253</b>  | <b>2.90%</b>   |
| Travel and training                        | 10,140           | 5,000            | (5,140)        | -50.69%        |
| Vehicle allowance, maintenance and repairs | 109,640          | 107,440          | (2,200)        | -2.01%         |
| Utilities and Fuel                         | 60,809           | 55,272           | (5,537)        | -9.11%         |
| Materials and supplies                     | 164,810          | 128,050          | (36,760)       | -22.30%        |
| Taxes and licenses                         | 45,000           | 45,000           | 0              | 0.00%          |
| Purchased and contracted services          | 254,400          | 325,000          | 70,600         | 27.75%         |
| Transfer to own funds                      | 50,000           | 50,000           | 0              | 0.00%          |
| Capital expense                            | 0                | 44,100           | 44,100         | 0.00%          |
|  | <b>694,799</b>   | <b>759,862</b>   | <b>65,063</b>  | <b>9.36%</b>   |
|  | <b>1,531,739</b> | <b>1,621,055</b> | <b>89,316</b>  | <b>5.83%</b>   |
| <b>TAX LEVY</b>                            | <b>1,531,739</b> | <b>1,621,055</b> | <b>89,316</b>  | <b>5.83%</b>   |
| <b>Full Time Positions</b>                 | <b>9.0</b>       | <b>9.0</b>       | <b>-</b>       |                |
| <b>Part Time Hours</b>                     | <b>-</b>         | <b>-</b>         | <b>-</b>       |                |

**PUBLIC WORKS – CARPENTRY**

|  | <b>2019</b>     | <b>2020</b>     | \$                              | %                               |
|--|-----------------|-----------------|---------------------------------|---------------------------------|
|  | <b>BUDGET</b>   | <b>BUDGET</b>   | <b>Change</b><br>(2019 to 2020) | <b>Change</b><br>(2019 to 2020) |
|  | <hr/> <hr/>     |                 |                                 |                                 |
| <b>REVENUE</b>                             |                 |                 |                                 |                                 |
| <b>EXPENDITURES</b>                        |                 |                 |                                 |                                 |
| Salaries                                   | 566,250         | 588,845         | 22,595                          | 3.99%                           |
| Benefits                                   | 153,619         | 150,373         | (3,246)                         | -2.11%                          |
|  | <b>719,869</b>  | <b>739,218</b>  | <b>19,349</b>                   | <b>2.69%</b>                    |
| Travel and training                        | 4,230           | 500             | (3,730)                         | -88.18%                         |
| Vehicle allowance, maintenance and repairs | 15,490          | 15,490          | 0                               | 0.00%                           |
| Materials and supplies                     | 19,780          | 23,510          | 3,730                           | 18.86%                          |
| Less: recoverable costs                    | (135,130)       | (135,130)       | 0                               | 0.00%                           |
|  | <b>(95,630)</b> | <b>(95,630)</b> | <b>0</b>                        | <b>0.00%</b>                    |
|  | <b>624,239</b>  | <b>643,588</b>  | <b>19,349</b>                   | <b>3.10%</b>                    |
| <b>TAX LEVY</b>                            | <b>624,239</b>  | <b>643,588</b>  | <b>19,349</b>                   | <b>3.10%</b>                    |
| <b>Full Time Positions</b>                 | <b>8.0</b>      | <b>8.0</b>      | <b>-</b>                        |                                 |
| <b>Part Time Hours</b>                     | <b>-</b>        | <b>-</b>        | <b>-</b>                        |                                 |

**PUBLIC WORKS – ADMINISTRATION**

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|  | <hr/>            |                  |                          |                          |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 798,095          | 833,010          | 34,915                   | 4.37%                    |
| Benefits                                   | 677,469          | 673,517          | (3,952)                  | -0.58%                   |
|  | <b>1,475,564</b> | <b>1,506,527</b> | <b>30,963</b>            | <b>2.10%</b>             |
| Travel and training                        | 8,600            | 4,500            | (4,100)                  | -47.67%                  |
| Vehicle allowance, maintenance and repairs | 20,300           | 14,700           | (5,600)                  | -27.59%                  |
| Materials and supplies                     | 88,714           | 88,180           | (534)                    | -0.60%                   |
| Purchased and contracted services          | 25,000           | 21,600           | (3,400)                  | -13.60%                  |
| Capital expense                            | 3,000            | 2,500            | (500)                    | -16.67%                  |
|  | <b>145,614</b>   | <b>131,480</b>   | <b>(14,134)</b>          | <b>-9.71%</b>            |
|  | <b>1,621,178</b> | <b>1,638,007</b> | <b>16,829</b>            | <b>1.04%</b>             |
| <b>TAX LEVY</b>                            | <b>1,621,178</b> | <b>1,638,007</b> | <b>16,829</b>            | <b>1.04%</b>             |
| <b>Full Time Positions</b>                 | <b>9.0</b>       | <b>9.0</b>       | <b>-</b>                 |                          |
| <b>Part Time Hours</b>                     | <b>-</b>         | <b>-</b>         | <b>-</b>                 |                          |

**PUBLIC WORKS – BUILDINGS & EQUIPMENT**

|  | <b>2019</b>      | <b>2020</b>      | \$                              | %                               |
|--|------------------|------------------|---------------------------------|---------------------------------|
|  | <b>BUDGET</b>    | <b>BUDGET</b>    | <b>Change</b><br>(2019 to 2020) | <b>Change</b><br>(2019 to 2020) |
|  | <hr/> <hr/>      |                  |                                 |                                 |
| <b>REVENUE</b>                             |                  |                  |                                 |                                 |
| <b>EXPENDITURES</b>                        |                  |                  |                                 |                                 |
| Salaries                                   | 1,997,971        | 2,116,261        | 118,290                         | 5.92%                           |
| Benefits                                   | 545,938          | 539,724          | (6,214)                         | -1.14%                          |
|  | <b>2,543,909</b> | <b>2,655,985</b> | <b>112,076</b>                  | <b>4.41%</b>                    |
| Travel and training                        | 12,600           | 12,600           | 0                               | 0.00%                           |
| Vehicle allowance, maintenance and repairs | (3,399,698)      | (3,751,056)      | (351,358)                       | 10.33%                          |
| Utilities and Fuel                         | 1,349,618        | 1,414,201        | 64,583                          | 4.79%                           |
| Materials and supplies                     | 161,220          | 155,460          | (5,760)                         | -3.57%                          |
| Purchased and contracted services          | 150,422          | 150,422          | 0                               | 0.00%                           |
| Transfer to own funds                      | 1,250,768        | 1,500,768        | 250,000                         | 19.99%                          |
|  | <b>(475,070)</b> | <b>(517,605)</b> | <b>(42,535)</b>                 | <b>8.95%</b>                    |
|  | <b>2,068,839</b> | <b>2,138,380</b> | <b>69,541</b>                   | <b>3.36%</b>                    |
| <b>TAX LEVY</b>                            | <b>2,068,839</b> | <b>2,138,380</b> | <b>69,541</b>                   | <b>3.36%</b>                    |
| <b>Full Time Positions</b>                 | <b>31.0</b>      | <b>31.0</b>      | <b>-</b>                        |                                 |
| <b>Part Time Hours</b>                     | <b>-</b>         | <b>-</b>         | <b>-</b>                        |                                 |

## PUBLIC WORKS – WASTE MANAGEMENT

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 1,750,000        | 2,095,000        | 345,000                  | 19.71%                   |
| Government grants (including OMPF)         | 659,013          | 634,013          | (25,000)                 | -3.79%                   |
| Contribution from own funds                | 10,500           | 5,000            | (5,500)                  | -52.38%                  |
| Other income                               | 18,500           | 75,000           | 56,500                   | 305.41%                  |
|  | <b>2,438,013</b> | <b>2,809,013</b> | <b>371,000</b>           | <b>15.22%</b>            |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 1,140,927        | 1,421,466        | 280,539                  | 24.59%                   |
| Benefits                                   | 309,311          | 362,855          | 53,544                   | 17.31%                   |
|  | <b>1,450,238</b> | <b>1,784,321</b> | <b>334,083</b>           | <b>23.04%</b>            |
| Travel and training                        | 9,000            | 3,000            | (6,000)                  | -66.67%                  |
| Vehicle allowance, maintenance and repairs | 866,676          | 985,671          | 118,995                  | 13.73%                   |
| Utilities and Fuel                         | 44,355           | 47,817           | 3,462                    | 7.81%                    |
| Materials and supplies                     | 130,485          | 76,000           | (54,485)                 | -41.76%                  |
| Taxes and licenses                         | 82,715           | 79,715           | (3,000)                  | -3.63%                   |
| Financial expenses                         | 2,000            | 5,000            | 3,000                    | 150.00%                  |
| Purchased and contracted services          | 2,535,253        | 2,520,253        | (15,000)                 | -0.59%                   |
| Transfer to own funds                      | 528,744          | 756,381          | 227,637                  | 43.05%                   |
|  | <b>4,199,228</b> | <b>4,473,837</b> | <b>274,609</b>           | <b>6.54%</b>             |
|  | <b>5,649,466</b> | <b>6,258,158</b> | <b>608,692</b>           | <b>10.77%</b>            |
| <b>TAX LEVY</b>                            | <b>3,211,453</b> | <b>3,449,145</b> | <b>237,692</b>           | <b>7.40%</b>             |
| <b>Full Time Positions</b>                 | <b>16.5</b>      | <b>20.0</b>      | <b>3.5</b>               |                          |
| <b>Part Time Hours</b>                     | <b>1,220.0</b>   | <b>1,220.0</b>   | <b>-</b>                 |                          |

**PUBLIC WORKS – PARKS OPERATIONS**

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
|  |                  |                  |                          |                          |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 2,022,990        | 2,129,458        | 106,468                  | 5.26%                    |
| Benefits                                   | 482,535          | 478,031          | (4,504)                  | -0.93%                   |
|  | <b>2,505,525</b> | <b>2,607,489</b> | <b>101,964</b>           | <b>4.07%</b>             |
| Travel and training                        | 3,470            | 9,470            | 6,000                    | 172.91%                  |
| Vehicle allowance, maintenance and repairs | 302,870          | 301,770          | (1,100)                  | -0.36%                   |
| Utilities and Fuel                         | 64,890           | 66,319           | 1,429                    | 2.20%                    |
| Materials and supplies                     | 272,004          | 268,354          | (3,650)                  | -1.34%                   |
| Purchased and contracted services          | 176,360          | 181,360          | 5,000                    | 2.84%                    |
| Less: recoverable costs                    | (40,000)         | (40,000)         | 0                        | 0.00%                    |
|  | <b>779,594</b>   | <b>787,273</b>   | <b>7,679</b>             | <b>0.98%</b>             |
|  | <b>3,285,119</b> | <b>3,394,762</b> | <b>109,643</b>           | <b>3.34%</b>             |
| <b>TAX LEVY</b>                            | <b>3,285,119</b> | <b>3,394,762</b> | <b>109,643</b>           | <b>3.34%</b>             |
| <b>Full Time Positions</b>                 | <b>25.0</b>      | <b>25.0</b>      | <b>-</b>                 |                          |
| <b>Part Time Hours</b>                     | <b>31,110.0</b>  | <b>32,330.0</b>  | <b>1,220.0</b>           |                          |

**ENGINEERING**

|  | 2019              | 2020              | \$                       | %                        |
|--|-------------------|-------------------|--------------------------|--------------------------|
|  | BUDGET            | BUDGET            | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                   |                   |                          |                          |
| Fees and user charges                      | 1,199,626         | 1,205,773         | 6,147                    | 0.51%                    |
| Government grants (including OMPF)         | 30,000            | 30,000            | 0                        | 0.00%                    |
|  | <b>1,229,626</b>  | <b>1,235,773</b>  | <b>6,147</b>             | <b>0.50%</b>             |
| <b>EXPENDITURES</b>                        |                   |                   |                          |                          |
| Salaries                                   | 2,991,139         | 3,160,195         | 169,056                  | 5.65%                    |
| Benefits                                   | 809,017           | 767,792           | (41,225)                 | -5.10%                   |
|  | <b>3,800,156</b>  | <b>3,927,987</b>  | <b>127,831</b>           | <b>3.36%</b>             |
| Travel and training                        | 27,469            | 27,856            | 387                      | 1.41%                    |
| Vehicle allowance, maintenance and repairs | 25,304            | 26,511            | 1,207                    | 4.77%                    |
| Utilities and Fuel                         | 5,325,752         | 5,463,073         | 137,321                  | 2.58%                    |
| Materials and supplies                     | 244,123           | 231,432           | (12,691)                 | -5.20%                   |
| Maintenance and repairs                    | 260,000           | 261,674           | 1,674                    | 0.64%                    |
| Financial expenses                         | 507               | 518               | 11                       | 2.17%                    |
| Purchased and contracted services          | 3,722,828         | 3,680,958         | (41,870)                 | -1.12%                   |
| Transfer to own funds                      | 1,412,226         | 1,425,697         | 13,471                   | 0.95%                    |
| Capital expense                            | 48,022            | 48,518            | 496                      | 1.03%                    |
|  | <b>11,066,231</b> | <b>11,166,237</b> | <b>100,006</b>           | <b>0.90%</b>             |
|  | <b>14,866,387</b> | <b>15,094,224</b> | <b>227,837</b>           | <b>1.53%</b>             |
| <b>TAX LEVY</b>                            | <b>13,636,761</b> | <b>13,858,451</b> | <b>221,690</b>           | <b>1.63%</b>             |

## ENGINEERING – BUILDING INSPECTION

|  | 2019             | 2020             | \$                       | %                        |
|--|------------------|------------------|--------------------------|--------------------------|
|  | BUDGET           | BUDGET           | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                  |                  |                          |                          |
| Fees and user charges                      | 1,189,819        | 1,195,769        | 5,950                    | 0.50%                    |
|  | <u>1,189,819</u> | <u>1,195,769</u> | <u>5,950</u>             | <u>0.50%</u>             |
| <b>EXPENDITURES</b>                        |                  |                  |                          |                          |
| Salaries                                   | 711,606          | 739,454          | 27,848                   | 3.91%                    |
| Benefits                                   | 189,301          | 179,306          | (9,995)                  | -5.28%                   |
|  | <u>900,907</u>   | <u>918,760</u>   | <u>17,853</u>            | <u>1.98%</u>             |
| Travel and training                        | 11,670           | 13,856           | 2,186                    | 18.73%                   |
| Vehicle allowance, maintenance and repairs | 7,104            | 7,404            | 300                      | 4.22%                    |
| Utilities and Fuel                         | 10,220           | 10,000           | (220)                    | -2.15%                   |
| Materials and supplies                     | 73,312           | 69,502           | (3,810)                  | -5.20%                   |
| Financial expenses                         | 507              | 518              | 11                       | 2.17%                    |
| Transfer to own funds                      | 72,226           | 85,697           | 13,471                   | 18.65%                   |
| Capital expense                            | 1,522            | 7,018            | 5,496                    | 361.10%                  |
|  | <u>176,561</u>   | <u>193,995</u>   | <u>17,434</u>            | <u>9.87%</u>             |
|  | <u>1,077,468</u> | <u>1,112,755</u> | <u>35,287</u>            | <u>3.27%</u>             |
| <b>TAX LEVY</b>                            | <b>(112,351)</b> | <b>(83,014)</b>  | <b>29,337</b>            | <b>-26.11%</b>           |
| <b>Full Time Positions</b>                 | <b>10.0</b>      | <b>10.0</b>      | <b>-</b>                 |                          |
| <b>Part Time Hours</b>                     | <b>610.0</b>     | <b>610.0</b>     | <b>-</b>                 |                          |

## ENGINEERING – BY-LAW ENFORCEMENT

|  | 2019<br>BUDGET | 2020<br>BUDGET | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|--|----------------|----------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>                             |                |                |                                |                               |
|  |                |                |                                |                               |
|  |                |                |                                |                               |
| <b>EXPENDITURES</b>                        |                |                |                                |                               |
| Salaries                                   | 196,930        | 205,946        | 9,016                          | 4.58%                         |
| Benefits                                   | 53,344         | 50,257         | (3,087)                        | -5.79%                        |
|  | 250,274        | 256,203        | 5,929                          | 2.37%                         |
| Travel and training                        | 3,799          | 2,000          | (1,799)                        | -47.35%                       |
| Vehicle allowance, maintenance and repairs | 3,000          | 3,577          | 577                            | 19.23%                        |
| Utilities and Fuel                         | 4,701          | 4,000          | (701)                          | -14.91%                       |
| Materials and supplies                     | 7,680          | 8,979          | 1,299                          | 16.91%                        |
|  | 19,180         | 18,556         | (624)                          | -3.25%                        |
|  | 269,454        | 274,759        | 5,305                          | 1.97%                         |
| <b>TAX LEVY</b>                            | <b>269,454</b> | <b>274,759</b> | <b>5,305</b>                   | <b>1.97%</b>                  |
| <b>Full Time Positions</b>                 | <b>3.0</b>     | <b>3.0</b>     | <b>-</b>                       |                               |
| <b>Part Time Hours</b>                     | <b>610.0</b>   | <b>610.0</b>   | <b>-</b>                       |                               |

**ENGINEERING – DESIGN**

|  | <b>BUDGET</b>    | <b>2019</b>      | <b>2020</b>     | \$                              | %                               |
|--|------------------|------------------|-----------------|---------------------------------|---------------------------------|
|  |                  |                  |                 | <u>Change</u><br>(2019 to 2020) | <u>Change</u><br>(2019 to 2020) |
|  |                  | <b>BUDGET</b>    | <b>BUDGET</b>   |                                 |                                 |
| <b>REVENUE</b>                             |                  |                  |                 |                                 |                                 |
| <b>EXPENDITURES</b>                        |                  |                  |                 |                                 |                                 |
| Salaries                                   | 1,447,457        | 1,523,314        | 75,857          | 5.24%                           |                                 |
| Benefits                                   | 367,425          | 352,980          | (14,445)        | -3.93%                          |                                 |
|  | <b>1,814,882</b> | <b>1,876,294</b> | <b>61,412</b>   | <b>3.38%</b>                    |                                 |
| Vehicle allowance, maintenance and repairs | 15,000           | 15,330           | 330             | 2.20%                           |                                 |
| Utilities and Fuel                         | 20,951           | 13,500           | (7,451)         | -35.56%                         |                                 |
| Materials and supplies                     | 41,070           | 36,070           | (5,000)         | -12.17%                         |                                 |
| Transfer to own funds                      | 40,000           | 40,000           | 0               | 0.00%                           |                                 |
| Capital expense                            | 41,500           | 36,500           | (5,000)         | -12.05%                         |                                 |
|  | <b>158,521</b>   | <b>141,400</b>   | <b>(17,121)</b> | <b>-10.80%</b>                  |                                 |
|  | <b>1,973,403</b> | <b>2,017,694</b> | <b>44,291</b>   | <b>2.24%</b>                    |                                 |
| <b>TAX LEVY</b>                            | <b>1,973,403</b> | <b>2,017,694</b> | <b>44,291</b>   | <b>2.24%</b>                    |                                 |
| <b>Full Time Positions</b>                 | <b>18.0</b>      | <b>18.0</b>      | <b>-</b>        |                                 |                                 |
| <b>Part Time Hours</b>                     | <b>3,050.0</b>   | <b>3,050.0</b>   | <b>-</b>        |                                 |                                 |

## ENGINEERING – ADMINISTRATION

|  | 2019           | 2020           | \$                       | %                        |
|--|----------------|----------------|--------------------------|--------------------------|
|  | BUDGET         | BUDGET         | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                             |                |                |                          |                          |
| Fees and user charges                      | 9,807          | 10,004         | 197                      | 2.01%                    |
| Government grants (including OMPF)         | 30,000         | 30,000         | 0                        | 0.00%                    |
|  | <b>39,807</b>  | <b>40,004</b>  | <b>197</b>               | <b>0.49%</b>             |
| <b>EXPENDITURES</b>                        |                |                |                          |                          |
| Salaries                                   | 125,907        | 120,783        | (5,124)                  | -4.07%                   |
| Benefits                                   | 58,142         | 41,371         | (16,771)                 | -28.84%                  |
|  | <b>184,049</b> | <b>162,154</b> | <b>(21,895)</b>          | <b>-11.90%</b>           |
| Travel and training                        | 12,000         | 12,000         | 0                        | 0.00%                    |
| Vehicle allowance, maintenance and repairs | 200            | 200            | 0                        | 0.00%                    |
| Materials and supplies                     | 32,932         | 27,712         | (5,220)                  | -15.85%                  |
| Purchased and contracted services          | 300            | 100            | (200)                    | -66.67%                  |
| Capital expense                            | 2,500          | 2,500          | 0                        | 0.00%                    |
|  | <b>47,932</b>  | <b>42,512</b>  | <b>(5,420)</b>           | <b>-11.31%</b>           |
|  | <b>231,981</b> | <b>204,666</b> | <b>(27,315)</b>          | <b>-11.77%</b>           |
| <b>TAX LEVY</b>                            | <b>192,174</b> | <b>164,662</b> | <b>(27,512)</b>          | <b>-14.32%</b>           |
| <b>Full Time Positions</b>                 | <b>2.0</b>     | <b>2.0</b>     | <b>-</b>                 |                          |
| <b>Part Time Hours</b>                     | <b>610.0</b>   | <b>610.0</b>   | <b>-</b>                 |                          |

## ENGINEERING – BUILDING SERVICES

|                                   | 2019<br>BUDGET   | 2020<br>BUDGET   | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|-----------------------------------|------------------|------------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>                    |                  |                  |                                |                               |
|                                   |                  |                  |                                |                               |
|                                   |                  |                  |                                |                               |
| <b>EXPENDITURES</b>               |                  |                  |                                |                               |
| Salaries                          | 509,239          | 570,698          | 61,459                         | 12.07%                        |
| Benefits                          | 140,805          | 143,878          | 3,073                          | 2.18%                         |
|                                   | 650,044          | 714,576          | 64,532                         | 9.93%                         |
| Utilities and Fuel                | 459,900          | 495,723          | 35,823                         | 7.79%                         |
| Materials and supplies            | 54,129           | 54,169           | 40                             | 0.07%                         |
| Maintenance and repairs           | 220,000          | 221,674          | 1,674                          | 0.76%                         |
| Purchased and contracted services | 160,858          | 160,858          | 0                              | 0.00%                         |
| Capital expense                   | 2,500            | 2,500            | 0                              | 0.00%                         |
|                                   | 897,387          | 934,924          | 37,537                         | 4.18%                         |
|                                   | 1,547,431        | 1,649,500        | 102,069                        | 6.60%                         |
| <b>TAX LEVY</b>                   | <b>1,547,431</b> | <b>1,649,500</b> | <b>102,069</b>                 | <b>6.60%</b>                  |
| <b>Full Time Positions</b>        | <b>9.0</b>       | <b>10.0</b>      | <b>1.0</b>                     |                               |
| <b>Part Time Hours</b>            | <b>3,861.0</b>   | <b>3,861.0</b>   | <b>-</b>                       |                               |



## **ENGINEERING – HYDRANTS**

|                     | 2019<br><b>BUDGET</b> | 2020<br><b>BUDGET</b> | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|---------------------|-----------------------|-----------------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>      |                       |                       |                                |                               |
|                     |                       |                       |                                |                               |
|                     |                       |                       |                                |                               |
| <b>EXPENDITURES</b> |                       |                       |                                |                               |
| Utilities and Fuel  | 1,154,200             | 1,212,400             | 58,200                         | 5.04%                         |
|                     | 1,154,200             | 1,212,400             | 58,200                         | 5.04%                         |
|                     | <b>1,154,200</b>      | <b>1,212,400</b>      | <b>58,200</b>                  | <b>5.04%</b>                  |
| <b>TAX LEVY</b>     | <b>1,154,200</b>      | <b>1,212,400</b>      | <b>58,200</b>                  | <b>5.04%</b>                  |



## ENGINEERING – STREET LIGHTING

|                     | 2019      | 2020      | \$                       | %                        |
|---------------------|-----------|-----------|--------------------------|--------------------------|
|                     | BUDGET    | BUDGET    | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>      |           |           |                          |                          |
|                     |           |           |                          |                          |
|                     |           |           |                          |                          |
| <b>EXPENDITURES</b> |           |           |                          |                          |
| 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%                    |
| <b>TAX LEVY</b>     | 1,915,780 | 1,915,780 | 0                        | 0.00%                    |

## ENGINEERING – SEWAGE DISPOSAL SYSTEM

|                                   | 2019<br>BUDGET | 2020<br>BUDGET | \$                       |                     |
|-----------------------------------|----------------|----------------|--------------------------|---------------------|
|                                   |                |                | Change<br>(2019 to 2020) | %<br>(2019 to 2020) |
|                                   |                |                |                          |                     |
| <b>REVENUE</b>                    |                |                |                          |                     |
| Utilities and Fuel                | 1,760,000      | 1,811,670      | 51,670                   | 2.94%               |
| Materials and supplies            | 35,000         | 35,000         | 0                        | 0.00%               |
| Maintenance and repairs           | 40,000         | 40,000         | 0                        | 0.00%               |
| Purchased and contracted services | 3,551,670      | 3,500,000      | (51,670)                 | -1.45%              |
|                                   | 5,386,670      | 5,386,670      | 0                        | 0.00%               |
|                                   | 5,386,670      | 5,386,670      | 0                        | 0.00%               |
| <b>TAX LEVY</b>                   |                |                |                          |                     |
|                                   | 5,386,670      | 5,386,670      | 0                        | 0.00%               |

ENGINEERING – ENVIRONMENTAL CLEAN UP

|                                   | 2019          | 2020          | \$                       | %                        |
|-----------------------------------|---------------|---------------|--------------------------|--------------------------|
|                                   | BUDGET        | BUDGET        | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
| <b>REVENUE</b>                    |               |               |                          |                          |
|                                   |               |               |                          |                          |
|                                   |               |               |                          |                          |
| <b>EXPENDITURES</b>               |               |               |                          |                          |
| Purchased and contracted services |               |               |                          |                          |
|                                   | 10,000        | 20,000        | 10,000                   | 100.00%                  |
|                                   | 10,000        | 20,000        | 10,000                   | 100.00%                  |
|                                   | 10,000        | 20,000        | 10,000                   | 100.00%                  |
| <b>TAX LEVY</b>                   | <b>10,000</b> | <b>20,000</b> | <b>10,000</b>            | <b>100.00%</b>           |

## ENGINEERING – MISCELLANEOUS CONSTRUCTION

|                       | 2019<br>BUDGET   | 2020<br>BUDGET   | \$<br>Change<br>(2019 to 2020) | %<br>Change<br>(2019 to 2020) |
|-----------------------|------------------|------------------|--------------------------------|-------------------------------|
| <b>REVENUE</b>        |                  |                  |                                |                               |
|                       |                  |                  |                                |                               |
|                       |                  |                  |                                |                               |
| <b>EXPENDITURES</b>   |                  |                  |                                |                               |
| 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%                         |
| <b>TAX LEVY</b>       | <b>1,300,000</b> | <b>1,300,000</b> | <b>0</b>                       | <b>0.00%</b>                  |

**LEVY BOARDS**

|                     | <b>2019</b>       | <b>2020</b>       | \$                               | %                                |
|---------------------|-------------------|-------------------|----------------------------------|----------------------------------|
|                     | <b>BUDGET</b>     | <b>BUDGET</b>     | <b>Change<br/>(2019 to 2020)</b> | <b>Change<br/>(2019 to 2020)</b> |
| <b>REVENUE</b>      |                   |                   |                                  |                                  |
|                     |                   |                   |                                  |                                  |
|                     |                   |                   |                                  |                                  |
| <b>EXPENDITURES</b> |                   |                   |                                  |                                  |
| Grants to others    | 21,257,110        | 21,544,220        | 287,110                          | 1.35%                            |
|                     | 21,257,110        | 21,544,220        | 287,110                          | 1.35%                            |
|                     | 21,257,110        | 21,544,220        | 287,110                          | 1.35%                            |
| <b>TAX LEVY</b>     | <b>21,257,110</b> | <b>21,544,220</b> | <b>287,110</b>                   | <b>1.35%</b>                     |

## OUTSIDE AGENCIES & GRANTS TO OTHERS

|                                  | 2019              | 2020              | \$                       | %                        |
|----------------------------------|-------------------|-------------------|--------------------------|--------------------------|
|                                  | BUDGET            | BUDGET            | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|                                  |                   |                   |                          |                          |
| <b>REVENUE</b>                   |                   |                   |                          |                          |
| Fees and user charges            | 120,000           | 150,000           | 30,000                   | 25.00%                   |
| Contribution from own funds      | 80,000            | 90,000            | 10,000                   | 12.50%                   |
| Government grants                | 200,000           | 200,000           | -                        | 100.00%                  |
|                                  | 400,000           | 440,000           | 40,000                   | 10.00%                   |
| <b>EXPENDITURES</b>              |                   |                   |                          |                          |
| Grants to others:                |                   |                   |                          |                          |
| Police Services Board            | 25,526,849        | 27,539,145        | 2,012,296                | 7.88%                    |
| Library Board                    | 2,745,080         | 2,790,524         | 45,444                   | 1.66%                    |
| Art Gallery of Algoma            | 280,785           | 280,785           | -                        | 0.00%                    |
| SSM Museum                       | 206,091           | 246,091           | 40,000                   | 19.41%                   |
| Bush Plane Museum                | 175,000           | 175,000           | -                        | 0.00%                    |
| Cultural Recognition             | 1,500             | 1,500             | -                        | 0.00%                    |
| Safe Communities                 | 40,000            | -                 | (40,000)                 | -100.00%                 |
| Crime Stoppers                   | 25,000            | 25,000            | -                        | 0.00%                    |
| Algoma University                | 40,000            | 40,000            | -                        | 0.00%                    |
| Pee Wee Arena                    | 17,800            | 19,551            | 1,751                    | 9.84%                    |
| Other Sports                     | 5,000             | 5,000             | -                        | 0.00%                    |
| Red Cross Grant                  | 250,000           | 250,000           | -                        | 0.00%                    |
| Cultural Grants                  | 53,900            | 53,900            | -                        | 0.00%                    |
| Economic Development Corporation | 799,510           | 799,510           | -                        | 0.00%                    |
| Development SSM                  | 246,000           | 246,000           | -                        | 0.00%                    |
| Innovation Centre                | 277,890           | 277,890           | -                        | 0.00%                    |
| Tourist Promotion                | 168,656           | 168,656           | -                        | 0.00%                    |
| EDF Budget                       | 500,000           | 500,000           | -                        | 0.00%                    |
| Physician Recruitment            | 200,000           | 240,000           | 40,000                   | 20.00%                   |
| Total Grants to others:          | 31,559,061        | 33,658,552        | 2,099,491                | 6.65%                    |
| Transfer to own funds            | 80,000            | 80,000            | -                        | 0.00%                    |
|                                  | 31,639,061        | 33,738,552        | 2,099,491                | 6.64%                    |
| <b>TAX LEVY</b>                  | <b>31,239,061</b> | <b>33,298,552</b> | <b>2,059,491</b>         | <b>6.59%</b>             |

**CORPORATE – FINANCIALS**

|                                    | 2019                | 2020                | \$                       | %                        |
|------------------------------------|---------------------|---------------------|--------------------------|--------------------------|
|                                    | BUDGET              | BUDGET              | Change<br>(2019 to 2020) | Change<br>(2019 to 2020) |
|                                    |                     |                     |                          |                          |
| <b>REVENUE</b>                     |                     |                     |                          |                          |
| Taxation (excluding levy)          | 2,178,438           | 2,178,438           | 0                        | 0.00%                    |
| Payment in Lieu of taxes           | 4,366,415           | 4,230,940           | (135,475)                | -3.10%                   |
| Fees and user charges              | 14,537,330          | 15,001,696          | 464,366                  | 3.19%                    |
| Government grants (including OMPF) | 15,543,586          | 15,960,400          | 416,814                  | 2.68%                    |
| Investment income                  | 4,320,000           | 4,320,000           | 0                        | 0.00%                    |
| Other income                       | 2,647,500           | 2,530,000           | (117,500)                | -4.44%                   |
|                                    | 43,593,269          | 44,221,474          | 628,205                  | 1.44%                    |
| <b>EXPENDITURES</b>                |                     |                     |                          |                          |
| Benefits                           | 20,000              | 20,000              | 0                        | 0.00%                    |
|                                    | 20,000              | 20,000              | 0                        | 0.00%                    |
| Materials and supplies             | 312,427             | 312,011             | (416)                    | -0.13%                   |
| Program expenses                   | 760,000             | 785,000             | 25,000                   | 3.29%                    |
| Financial expenses                 | 2,494,330           | 2,479,330           | (15,000)                 | -0.60%                   |
| Purchased and contracted services  | 7,000               | 11,000              | 4,000                    | 57.14%                   |
| Grants to others                   | 865                 | 865                 | 0                        | 0.00%                    |
| Transfer to own funds              | 12,736,059          | 12,234,944          | (501,115)                | -3.93%                   |
|                                    | 16,310,681          | 15,823,150          | (487,531)                | -2.99%                   |
|                                    | 16,330,681          | 15,843,150          | (487,531)                | -2.99%                   |
| <b>TAX LEVY</b>                    |                     |                     |                          |                          |
|                                    | <b>(27,262,588)</b> | <b>(28,378,324)</b> | <b>(1,115,736)</b>       | <b>4.09%</b>             |

**CAPITAL LEVY & DEBENTURE DEBT**

|                       | <b>2019</b>      | <b>2020</b>      | \$                               | %                                |
|-----------------------|------------------|------------------|----------------------------------|----------------------------------|
|                       | <b>BUDGET</b>    | <b>BUDGET</b>    | <b>Change<br/>(2019 to 2020)</b> | <b>Change<br/>(2019 to 2020)</b> |
| <b>REVENUE</b>        |                  |                  |                                  |                                  |
| Fees and user charges | 350,000          | 350,000          | 0                                | 0.00%                            |
|                       | 350,000          | 350,000          | 0                                | 0.00%                            |
| <b>EXPENDITURES</b>   |                  |                  |                                  |                                  |
| Long term debt        | 2,875,685        | 2,875,685        | 0                                | 0.00%                            |
| Transfer to own funds | 6,242,580        | 6,242,580        | 0                                | 0.00%                            |
|                       | 9,118,265        | 9,118,265        | 0                                | 0.00%                            |
|                       | 9,118,265        | 9,118,265        | 0                                | 0.00%                            |
| <b>TAX LEVY</b>       | <b>8,768,265</b> | <b>8,768,265</b> | <b>0</b>                         | <b>0.00%</b>                     |

# PRELIMINARY CAPITAL BUDGET 2020



## CAPITAL BUDGET SUMMARY 2020

Note: Items highlighted in red reflect unfunded amounts.

| <b>Project Cost</b> | <b>Funding Source</b> |                      |                              |                |                          |        |       |                |          |
|---------------------|-----------------------|----------------------|------------------------------|----------------|--------------------------|--------|-------|----------------|----------|
|                     | Current Levy          | Capital from Current | City Capital Funds-Carryover | Sanitary Sewer | Reserves & Reserve Funds | Grants | Other | Long Term Debt | Unfunded |
|                     |                       |                      |                              |                |                          |        |       |                |          |

### PUBLIC WORKS AND ENGINEERING SERVICES

*Roads/Bridges/Storm*

*Sewer*

Black Road widening  
from McNabb to Second  
Line

Connecting Link - Trunk  
Road from East limit to  
West PL civic 1275

Sixth Avenue from  
Wallace Terrace to  
Devon Road

Second Avenue from  
Connaught Avenue to  
Second Line

Aqueducts/Bridges  
Engineering - 2021

Various Roads -  
Resurfacing

|                   |           |         |         |   |            |  |  |  |
|-------------------|-----------|---------|---------|---|------------|--|--|--|
| <b>17,986,885</b> | 6,240,000 | 625,000 | 555,000 | - | 10,566,885 |  |  |  |
|-------------------|-----------|---------|---------|---|------------|--|--|--|

**CAPITAL BUDGET SUMMARY 2020**

| <b>Project Cost</b>                                   | <b>Funding Source</b> |                      |                              |                |                          |        |       |                |          |
|---|-----------------------|----------------------|------------------------------|----------------|--------------------------|--------|-------|----------------|----------|
|   | Current Levy          | Capital from Current | City Capital Funds-Carryover | Sanitary Sewer | Reserves & Reserve Funds | Grants | Other | Long Term Debt | Unfunded |
| <b>PUBLIC WORKS AND ENGINEERING SERVICES</b>          |                       |                      |                              |                |                          |        |       |                |          |
| Miscellaneous Construction                            |                       |                      |                              |                |                          |        |       |                |          |
| Asphalt/Surface Treatment                             | <b>1,215,000</b>      |                      |                              |                |                          |        |       |                |          |
| Rear Yard Drainage                                    | <b>60,000</b>         |                      |                              |                |                          |        |       |                |          |
| Bridge/Aqueduct Rehabilitation                        | <b>150,000</b>        |                      |                              |                |                          |        |       |                |          |
| Environmental Assessments                             | <b>150,000</b>        |                      |                              |                |                          |        |       |                |          |
| Southmarket Storm Infiltration Study                  | <b>25,000</b>         |                      |                              |                |                          |        |       |                |          |
| Emergency Repairs                                     | <b>50,000</b>         |                      |                              |                |                          |        |       |                |          |
|   | <b>1,650,000</b>      | 1,300,000            |                              | 350,000        |                          |        |       |                |          |
| <b>Sanitary Sewer</b>                                 |                       |                      |                              |                |                          |        |       |                |          |
| West End Plant & MPS                                  | <b>15,000,000</b>     |                      |                              |                |                          |        |       |                |          |
| East End Plant  | <b>500,000</b>        |                      |                              |                |                          |        |       |                |          |
| Miscellaneous Capital                                 | <b>230,000</b>        |                      |                              |                |                          |        |       |                |          |
| Emergency Repairs                                     | <b>600,000</b>        |                      |                              |                |                          |        |       |                |          |
| Pumping Stations                                      | <b>608,000</b>        |                      |                              |                |                          |        |       |                |          |
| Biosolids Management Facility                         | <b>15,000,000</b>     |                      |                              |                |                          |        |       |                |          |
| Waste Water Treatment Plant Capital Maintenance Fleet | <b>1,595,000</b>      |                      |                              |                |                          |        |       |                |          |
|   | <b>45,000</b>         |                      |                              |                |                          |        |       |                |          |
|   | <b>33,578,000</b>     |                      |                              | 33,578,000     |                          |        |       |                |          |


**CAPITAL BUDGET SUMMARY 2020**

| <b>Project Cost</b> | <b>Funding Source</b> |                      |                              |                |                          |        |       |                |          |
|---------------------|-----------------------|----------------------|------------------------------|----------------|--------------------------|--------|-------|----------------|----------|
|                     | Current Levy          | Capital from Current | City Capital Funds-Carryover | Sanitary Sewer | Reserves & Reserve Funds | Grants | Other | Long Term Debt | Unfunded |

**PUBLIC WORKS AND ENGINEERING SERVICES**
*Landfill*

Upgrade/Replacement

**1,610,000**

1,610,000

 Waste  
Disposal  
Site  
Reserve

*Landfill Fleet &  
Equipment*

Update scale readers

 D6T Dozer Rebuild and  
Rental

800 Series Loader

Rock Truck

Tandem Roll off Truck

 Compactor Wheels  
rebuild  
4x4 1/2 ton

**1,758,500**

1,758,500

 Waste  
Disposal  
Site  
Reserve



## CAPITAL BUDGET SUMMARY 2020

| <b>Project Cost</b> | <b>Funding Source</b> |                      |                              |                |                          |        |       |                |          |
|---------------------|-----------------------|----------------------|------------------------------|----------------|--------------------------|--------|-------|----------------|----------|
|                     | Current Levy          | Capital from Current | City Capital Funds-Carryover | Sanitary Sewer | Reserves & Reserve Funds | Grants | Other | Long Term Debt | Unfunded |

### PUBLIC WORKS AND ENGINEERING SERVICES

*Public Works Fleet*

Tandem Dump Plow

Truck

Municipal Sidewalk

Tractor c/w attachments

4 Ton Asphalt Hot Box

1/2 ton Pick-up

Wheeled excavator

1 Ton Extended Cab

Utility Vehicle

4x4 1/2 ton extended cab

Sweeper

Fleet Program Review

|  |                  |                       |
|--|------------------|-----------------------|
|  | <b>1,100,000</b> | 1,100,000             |
|  |                  | PWT Equipment Reserve |

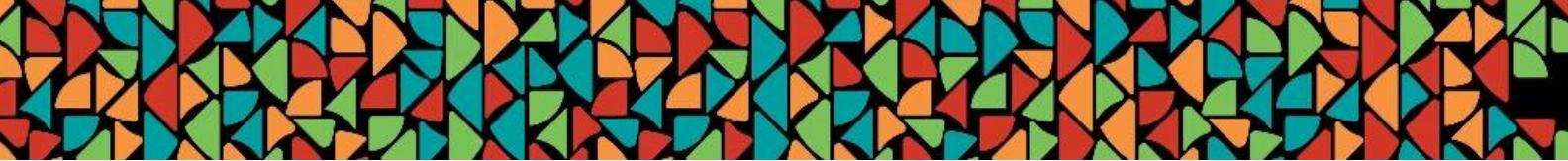
*Parks Fleet*

70' Aerial Truck

|  |                |                       |
|--|----------------|-----------------------|
|  | <b>284,500</b> | 284,500               |
|  |                | PWT Equipment Reserve |

**CAPITAL BUDGET SUMMARY 2020**

| <b>Project Cost</b>                                  | <b>Funding Source</b> |                      |                              |                |                          |           |                           |                  |                  |
|--|-----------------------|----------------------|------------------------------|----------------|--------------------------|-----------|---------------------------|------------------|------------------|
|  | Current Levy          | Capital from Current | City Capital Funds-Carryover | Sanitary Sewer | Reserves & Reserve Funds | Grants    | Other                     | Long Term Debt   | Unfunded         |
| <b>PUBLIC WORKS AND ENGINEERING SERVICES</b>         |                       |                      |                              |                |                          |           |                           |                  |                  |
| <i>Other</i>   |                       |                      |                              |                |                          |           |                           |                  |                  |
| Boardwalk Repairs                                    | <b>1,500,000</b>      |                      |                              |                |                          |           |                           |                  |                  |
| Traffic Infrastructure                               | <b>290,750</b>        |                      |                              |                |                          |           |                           |                  |                  |
| PW Siding  | <b>310,000</b>        |                      |                              |                |                          |           | 310,000                   |                  |                  |
| PW Rooftop HVAC                                      | <b>25,000</b>         |                      |                              |                |                          |           | 25,000                    |                  |                  |
|  |                       |                      |                              |                |                          |           | Asset Mgmt. Reserve       |                  |                  |
|  | <b>2,125,750</b>      | -                    | -                            | -              | -                        |           | <b>335,000</b>            | -                | -                |
| Total PWES   | <b>60,093,635</b>     | 7,540,000            | -                            | 975,000        | 4,133,000                | 5,088,000 | 10,566,885                | -                | -                |
|  |                       |                      |                              |                |                          |           |                           |                  | <b>1,790,750</b> |
| <b>COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES</b> |                       |                      |                              |                |                          |           |                           |                  |                  |
| <i>Transit</i>                                       |                       |                      |                              |                |                          |           |                           |                  |                  |
| Replace three 40' Buses                              | <b>1,725,000</b>      |                      |                              |                |                          |           |                           |                  |                  |
| Replace two 40' buses with 35' buses                 | <b>1,130,000</b>      |                      |                              |                |                          |           |                           |                  |                  |
| Replace two Para Buses with Low Floor Units          | <b>290,000</b>        |                      |                              |                |                          |           |                           |                  |                  |
| Two new Community Buses                              | <b>300,000</b>        |                      |                              |                |                          |           |                           |                  |                  |
| Replace one Transit Vehicle                          | <b>50,000</b>         |                      |                              |                |                          |           |                           |                  |                  |
| Replace Fare Boxes                                   | <b>1,000,000</b>      |                      |                              |                |                          |           |                           |                  |                  |
| Transit Shelters installed                           | <b>100,000</b>        |                      |                              |                |                          |           |                           |                  |                  |
|  | <b>4,595,000</b>      |                      | <b>600,000</b>               |                |                          |           | <b>130,000</b>            | <b>3,354,350</b> | <b>510,650</b>   |
|  |                       |                      |                              |                |                          |           | Transit Equipment Reserve |                  |                  |


**CAPITAL BUDGET SUMMARY 2020**

| <b>Project Cost</b>   | <b>Funding Source</b> |                      |                              |                |                                      |        |       |                |          |
|---|-----------------------|----------------------|------------------------------|----------------|--------------------------------------|--------|-------|----------------|----------|
|   | Current Levy          | Capital from Current | City Capital Funds-Carryover | Sanitary Sewer | Reserves & Reserve Funds             | Grants | Other | Long Term Debt | Unfunded |
| <b>COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES</b>          |                       |                      |                              |                |                                      |        |       |                |          |
| <i>Fleet &amp; Equipment</i>                                  |                       |                      |                              |                |                                      |        |       |                |          |
| LED lighting upgrades - GFL Memorial Gardens                  | <b>200,000</b>        |                      |                              |                | 200,000                              |        |       |                |          |
|   |                       |                      |                              |                | Green Committee /GFL Capital Reserve |        |       |                |          |
| Memorial Tower rehabilitation/repair                          | <b>101,250</b>        |                      |                              |                | 101,250                              |        |       |                |          |
|   |                       |                      |                              |                | Facilities Maint. Reserve            |        |       |                |          |
| Acrylic posts/soft cap for rink boards - GFL Memorial Gardens | <b>65,000</b>         |                      |                              |                | 65,000                               |        |       |                |          |
|   |                       |                      |                              |                | GFL Capital Reserve                  |        |       |                |          |
| Site security cameras - GFL Memorial Gardens                  | <b>10,000</b>         |                      |                              |                | 10,000                               |        |       |                |          |
|   |                       |                      |                              |                | GFL Capital Reserve                  |        |       |                |          |
| POS system - GFL Memorial Gardens                             | <b>80,000</b>         |                      |                              |                | 80,000                               |        |       |                |          |
|   |                       |                      |                              |                | Computer Software Reserve            |        |       |                |          |
|   | <b>456,250</b>        |                      |                              |                | 456,250                              |        |       |                |          |

**CAPITAL BUDGET SUMMARY 2020**

| <b>Project Cost</b>                                  | <b>Funding Source</b> |                      |                              |                |                          |                     |           |                |                |
|--|-----------------------|----------------------|------------------------------|----------------|--------------------------|---------------------|-----------|----------------|----------------|
|  | Current Levy          | Capital from Current | City Capital Funds-Carryover | Sanitary Sewer | Reserves & Reserve Funds | Grants              | Other     | Long Term Debt | Unfunded       |
| <b>COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES</b> |                       |                      |                              |                |                          |                     |           |                |                |
| <i>Growth Projects</i>                               |                       |                      |                              |                |                          |                     |           |                |                |
| Plaza and market                                     | <b>500,000</b>        | -                    | 500,000                      | -              | -                        | -                   | -         | -              | -              |
| <i>Infrastructure Development:</i>                   |                       |                      |                              |                |                          |                     |           |                |                |
| Bondar Marina Sewage Pumpout                         | <b>15,000</b>         | -                    | -                            | -              | 15,000                   | -                   | -         | -              | -              |
| <i>Building Capital Maintenance</i>                  |                       |                      |                              |                |                          |                     |           |                |                |
| John Rhodes Community Centre Hot Water Tanks         | <b>40,000</b>         | -                    | -                            | -              | -                        | -                   | -         | -              | -              |
| Roberta Bondar Park Roof Coverings                   | <b>130,000</b>        | -                    | -                            | -              | -                        | -                   | -         | -              | -              |
| Mausoleum Roof Repair                                | <b>35,000</b>         | -                    | -                            | -              | -                        | -                   | -         | -              | -              |
|  | <b>205,000</b>        | -                    | -                            | -              | -                        | 205,000             | -         | -              | -              |
|  |                       |                      |                              |                |                          | Asset Mgmt. Reserve |           |                |                |
| Total CDES   | <b>5,771,250</b>      | -                    | 1,100,000                    | -              | 15,000                   | 791,250             | 3,354,350 | -              | -              |
|  |                       |                      |                              |                |                          |                     |           |                | <b>510,650</b> |


**CAPITAL BUDGET SUMMARY 2020**

| <b>Project Cost</b>                 | <b>Funding Source</b> |                      |                              |                |                          |                               |       |                |          |
|-------------------------------------|-----------------------|----------------------|------------------------------|----------------|--------------------------|-------------------------------|-------|----------------|----------|
|                                     | Current Levy          | Capital from Current | City Capital Funds-Carryover | Sanitary Sewer | Reserves & Reserve Funds | Grants                        | Other | Long Term Debt | Unfunded |
| <b>FIRE SERVICES</b>                |                       |                      |                              |                |                          |                               |       |                |          |
| <i>Building Capital Maintenance</i> |                       |                      |                              |                |                          |                               |       |                |          |
| Fire Station #2 Roof                | <b>40,000</b>         |                      |                              |                |                          | 40,000                        |       |                |          |
| Fire Station #2 HVAC                | <b>15,000</b>         |                      |                              |                |                          | 15,000                        |       |                |          |
| Fire Station #3 HVAC                | <b>15,000</b>         |                      |                              |                |                          | 15,000                        |       |                |          |
|                                     |                       |                      |                              |                |                          | Asset Mgmt. Reserve           |       |                |          |
| <i>Fleet &amp; Equipment</i>        |                       |                      |                              |                |                          |                               |       |                |          |
| 4 Defibrillators                    | <b>10,000</b>         |                      |                              |                |                          | 10,000                        |       |                |          |
| Replace 1994 Tanker                 | <b>850,000</b>        |                      |                              |                |                          | 850,000                       |       |                |          |
| Bunker Gear Dryer                   | <b>12,000</b>         |                      |                              |                |                          | 12,000 Fire Equipment Reserve |       |                |          |
|                                     | <b>942,000</b>        |                      |                              |                |                          | 942,000                       |       |                |          |
| Total FIRE                          | <b>942,000</b>        | -                    | -                            | -              | -                        | 942,000                       | -     | -              | -        |

## CAPITAL BUDGET SUMMARY 2020

| <b>Project Cost</b>                              | <b>Funding Source</b> |                      |                              |                |                          |                           |                   |                |                  |
|--|-----------------------|----------------------|------------------------------|----------------|--------------------------|---------------------------|-------------------|----------------|------------------|
|  | Current Levy          | Capital from Current | City Capital Funds-Carryover | Sanitary Sewer | Reserves & Reserve Funds | Grants                    | Other             | Long Term Debt | Unfunded         |
| <b>CORPORATE/OUTSIDE AGENCIES</b>                |                       |                      |                              |                |                          |                           |                   |                |                  |
| <i>Building Capital Maintenance</i>              |                       |                      |                              |                |                          |                           |                   |                |                  |
| Civic Centre - physical security assessment      | <b>10,000</b>         |                      |                              |                |                          | 10,000                    |                   |                |                  |
|  |                       |                      |                              |                |                          |                           |                   |                |                  |
| Civic Centre - sprinkler design & exhaust fan    | <b>25,000</b>         |                      |                              |                |                          | Facilities Maint. Reserve |                   |                |                  |
|  |                       |                      |                              |                |                          | 25,000                    |                   |                |                  |
| Emergency Repairs/Contingency-all City buildings | <b>350,000</b>        |                      |                              |                |                          | 350,000                   |                   |                |                  |
|  |                       |                      |                              |                |                          |                           |                   |                |                  |
| New Recommendations re MH Update Report 2020     | <b>500,000</b>        |                      |                              |                |                          | 500,000                   |                   |                |                  |
|  |                       |                      |                              |                |                          |                           |                   |                |                  |
| Library Main Branch HVAC                         | <b>50,000</b>         |                      |                              |                |                          | 50,000                    |                   |                |                  |
|  |                       |                      |                              |                |                          |                           |                   |                |                  |
| Museum windows                                   | <b>30,000</b>         |                      |                              |                |                          | 30,000                    |                   |                |                  |
|  |                       |                      |                              |                |                          |                           |                   |                |                  |
| Museum brickwork                                 | <b>20,000</b>         |                      |                              |                |                          | 20,000                    |                   |                |                  |
|  |                       |                      |                              |                |                          |                           |                   |                |                  |
|  | <b>985,000</b>        | -                    | -                            | -              | -                        | 985,000                   | -                 | -              | -                |
| Total CORPORATE                                  | <b>985,000</b>        | -                    | -                            | -              | -                        | 985,000                   | -                 | -              | -                |
| <b>TOTAL 2020 CAPITAL BUDGET</b>                 | <b>67,791,885</b>     | <b>7,540,000</b>     | <b>1,100,000</b>             | <b>975,000</b> | <b>34,148,000</b>        | <b>7,806,250</b>          | <b>13,921,235</b> | -              | <b>2,301,400</b> |

## CAPITAL PRIORITIZATION 2020

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

### **Existing Assets**

| #  | Department                     | Description  | Amount  |
|----|--------------------------------|--|---------|
| 11 | CD&ES - Community Centres      | Renovate a second VIP suite - allows rental for sporting events  | 30,000  |
| 12 | PW&ES - Engineering            | Supply & install new blinds for east & south elevations & ground level   | 150,000 |
| 13 | CS - IT                        | City Website - Improve customer service, engagement and content management & ensure AODA compliance by 2021                  | 40,000  |
| 14 | CD&ES - Recreation and Culture | Boardwalk/promenade - engineer/purchase/install a new walkway to replace the prior structure (inaccessible)                  | 700,000 |
| 15 | CS - IT                        | Additional storage capacity for email system to accommodate the load from the new phone system                               | 35,000  |
| 16 | CD&ES - Recreation and Culture | JRCC pool slide replacement  | 15,000  |
| 17 | CD&ES - Recreation and Culture | Skating trail lighting   | 30,000  |
| 18 | PW&ES - Engineering            | Replace carpet in Civic Centre   | 50,000  |
| 19 | CD&ES - Community Centres      | Seating for Floor Events at the GFL  | 30,000  |
| 20 | CD&ES - Recreation and Culture | Replace the original electrical sub-panel at Bellevue Marina   | 7,500   |
| 21 | PW&ES - Parks                  | Replace Anna McCrea outdoor rink bldg  | 60,000  |
| 22 | CD&ES - Recreation and Culture | Community event equipment - crowd control barricades, folding tables, stacking chairs, pop up tents, portable speaker system | 20,000  |
| 23 | CD&ES - Recreation and Culture | NCC furnishings & equipment to support seniors programming & expand programming into evenings for youth & teens              | 20,000  |
| 24 | PW&ES - Landfill               | Energy efficient heating for HHW bldg  | 40,000  |

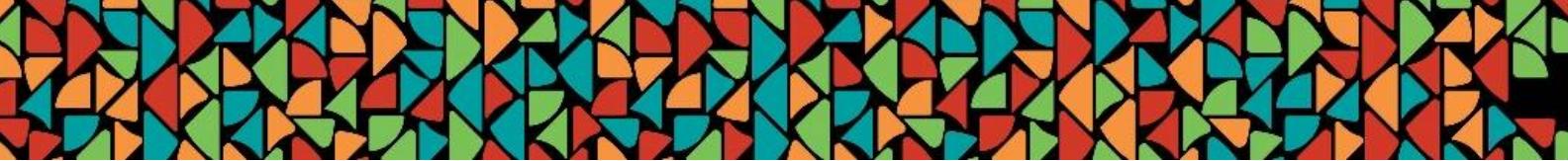
| #  | Department                     | Description                                      | Amount  |
|----|--------------------------------|--|---------|
| 25 | PW&ES - Parks                  | Replace picnic shelter at Pointe Des Chenes park | 50,000  |
| 26 | CD&ES - Recreation and Culture | Cruise ship enhancements                         | 25,000  |
| 27 | PW&ES - Engineering            | Construct 2 pedestrian crossovers                | 100,000 |

**Growth Projects**

|   |                                |          |        |
|---|--------------------------------|----------|--------|
| 2 | CD&ES - Recreation and Culture | Dog park | 40,000 |
|---|--------------------------------|----------|--------|

## CAPITAL PRIORITIZATION RISKS 2020

|                        | Dept.               | Description   | Risk of Not Completing Project in 2020   | Score |
|------------------------|---------------------|---|--|-------|
| <b>Existing Assets</b> |                     |   |  |       |
| 1                      | PW&ES - Engineering | Repair waterfront boardwalk due to erosion from high water levels - Phase 1 | <ul style="list-style-type: none"> <li>The shoreline beneath the waterfront boardwalk has failed prematurely due to high water levels, placing the boardwalk and hub trail at risk. The stone revetment must be reconstructed.</li> <li>Total pre-design cost is estimated to be \$2.5M.</li> <li>Phase 1 of \$1.5M can be completed in 2020.</li> <li>The risk of not completing this work is ongoing long term closures of the boardwalk and adjacent trail.</li> </ul>  | 3.93  |
| 2                      | Fire                | Replace 4 AEDs (defibrillators)   | <ul style="list-style-type: none"> <li>Fire Services would not be able to respond to Medical Calls - Code 4 (Vital Signs Absent).</li> <li>If current Defibrillators malfunction while on scene the service level to the community would be jeopardized.</li> <li>There would be a delay in patients receiving defibrillation during CPR until an Ambulance arrived.</li> <li>The units are difficult to service and maintain for frontline use due to their age.</li> </ul>   | 3.91  |
| 3                      | PW&ES - Engineering | 2020 Capital Roads  | <ul style="list-style-type: none"> <li>The purpose of the capital roads program is for the reconstruction of existing linear infrastructure including roads, storm sewers, sidewalks, street lighting, traffic signals and related surface works, aqueducts culverts and bridges.</li> <li>Without an increase in this budget, there is no foreseeable way of keeping pace with the increasing infrastructure deficit.</li> <li>Road surfaces, substructures and underground services will further deteriorate and fail.</li> <li>Over this same period, there has been no increase to the road resurfacing budget (misc. construction) so capital funds have had to be diverted to resurface major arteries and collectors.</li> <li>Sanitary sewer costs are covered by the sanitary sewer revenue.</li> </ul> | 3.58  |
| 4                      | Fire                | Fire tanker replacement   | <ul style="list-style-type: none"> <li>The current tanker is from 1994, well past life expectancy.</li> <li>Parts are very difficult to find.</li> <li>The current unit does not meet standard for occupant impact and rollover restraint.</li> <li>NFPA 1901 Standard for Firefighting Apparatus states replacement of frontline Apparatus 12-15 years.</li> <li>Replacement guidelines are also provided by Fire Underwriters Survey (FUS).</li> <li>Not replacing the unit could result in a change in the City's Insurance rating.</li> </ul>  | 3.55  |



## CAPITAL PRIORITIZATION RISKS 2020

|                        | Dept.                     | Description  | Risk of Not Completing Project in 2020  | Score |
|------------------------|---------------------------|--|---|-------|
| <b>Existing Assets</b> |                           |  |   |       |
| 5                      | Fire                      | Bunker gear dryer  | <ul style="list-style-type: none"> <li>• Fire Services would be subject to another Field Visit and Work Order from the Ministry of Labor (MOL).</li> <li>• Bunker Gear cleaning and dry time is restricted and creates a choke point in the timely process to have the bunker gear returned to service cleaned properly.</li> <li>• Fire Services would not be following the recommendations of the MOL for this process.</li> </ul>  | 3.55  |
| 6                      | PW&ES - Traffic           | Traffic control system (second half of funding)  | <ul style="list-style-type: none"> <li>• A new server is required for this project.</li> <li>• Without funding this project sits in limbo uncompleted and not functioning.</li> </ul>   | 3.44  |
| 7                      | PW&ES - Traffic           | Replace traffic control cabinets   | <ul style="list-style-type: none"> <li>• Traffic control equipment is beyond end of life.</li> <li>• Not funding this will result in continual aging and as equipment fails funding will need to be allocated quickly.</li> <li>• A new traffic control cabinet will take a minimum of 12 weeks to arrive.</li> </ul>   | 3.34  |
| 8                      | CD&ES - Transit           | Buses, parabuses, transit supervisor vehicle, bus shelters, fareboxes for entire fleet | <ul style="list-style-type: none"> <li>• Investing in Canada Infrastructure Program ICIP (prior-PTIF) funding of 73% available, opportunity forgone.</li> <li>• 8 year expenditure plan in place (2019-2026 - planned key projects for 2020 Year 2: replace one 40' bus, replace 40' buses with 2 35' buses, replace two para bus units with low floor unit, purchase 2 new community buses - supports route and on-demand, replace one transit vehicle, replace 40 fare boxes, replace 10 transit shelters.</li> </ul> | 3.32  |
| 9                      | PW&ES - Traffic           | Install traffic cameras on Bay Street  | <ul style="list-style-type: none"> <li>• Traffic signal activation was removed from this project and as a result the traffic signals can only be timed.</li> <li>• Cameras will allow for activation and optimizing of traffic signals.</li> </ul>  | 3.27  |
| 10                     | CD&ES - Community Centres | LED lighting upgrades at GFL to replace HID lighting over ice area                     | <ul style="list-style-type: none"> <li>• LED lighting in replacement of HID lighting over ice area - problem with sourcing current used MVR lamps for high bay above ice lamps.</li> </ul>  | 3.12  |

## CAPITAL PRIORITIZATION RISKS 2020

|                                      | Dept.                     | Description  | Risk of Not Completing Project in 2020   | Score |
|--------------------------------------|---------------------------|--|--|-------|
| <b>Growth Projects</b>               |                           |  |  |       |
| 1                                    | CD&ES                     | Plaza and market   | <ul style="list-style-type: none"> <li>The plaza is an important community development initiative that will serve as a focal point for downtown revitalization identified as a priority in the corporate strategic plan.</li> <li>Failure to approve funding will result in no progress on this important downtown development initiative and a loss of potential NOHFC funding.</li> <li>Failure to relocate the market will also impact the proposed Bawating Urban Indigenous Community Hub and Housing Development on the Gateway site.</li> </ul> | 3.90  |
| <b>Reserve/Reserve Fund Projects</b> |                           |  |  |       |
|                                      | CD&ES - Community Centres | Memorial Tower rehabilitation/repair of existing concrete structure                | <ul style="list-style-type: none"> <li>The Memorial Tower is an asset that has had a study conducted and staff continue to execute on repairs identified in within the report.</li> <li>If this is not completed the Tower will continue to deteriorate both from internal and external perspective and could present a safety hazard for patrons for any materials falling from the structure if not addressed immediately.</li> </ul>  | 3.11  |
|                                      | CD&ES - Community Centres | Acrylic posts and soft cap for boards - OHL requirement for Major Junior CHL games | <ul style="list-style-type: none"> <li>OHL requirement for Major Junior CHL games - must be in place for 2020.</li> <li>Quote and letter from the Vice President of the OHL (Ted Baker) was provided.</li> <li>This addresses a well being concern for player safety.</li> </ul>   | 3.09  |
|                                      | PW&ES - Engineering       | Physical security assessment of Civic Centre                                       | <ul style="list-style-type: none"> <li>Physical security at the Civic Centre is an ongoing concern.</li> <li>A professional security assessment is required to identity means of improved security including estimates of capital and operating costs.</li> </ul>  | 3.01  |
|                                      | CD&ES - Community Centres | Site security camera upgrades for event level and outside yard & parking           | <ul style="list-style-type: none"> <li>GFL Memorial Gardens security upgrades for event level and outside yard &amp; parking.</li> <li>There have been increasing incidents of vandalism, theft and tagging where cameras are key in identifying individuals responsible.</li> </ul>   | 2.79  |

## CAPITAL PRIORITIZATION RISKS 2020

|  | Dept. | Description | Risk of Not Completing Project in 2020 | Score |
|--|-------|-------------|--|-------|
|--|-------|-------------|--|-------|

### Reserve/Reserve Fund Projects

|  |                           |  |   |      |
|--|---------------------------|--|---|------|
|  | CD&ES - Community Centres | POS system for F&B requirements during spectator events                        | <ul style="list-style-type: none"> <li>• Raised at Council - this request will address long line ups at concerts.</li> <li>• Existing Point of Sale terminals are very old and the response time is poor.</li> <li>• With the new POS not only could we use it at the GFL Memorial Gardens, it could be implemented across our Concessions City wide utilizing hand held usage at special events.</li> <li>• This will lead to greater efficiency for billing and debit transactions. You will not have to go to another line to use the debit machine and it will ensure a debit/credit machine at each till.</li> </ul> | 2.61 |
|  | PW&ES - Landfill          | Update scale readers with hardware & software as well as plug/switch for scale | <ul style="list-style-type: none"> <li>• Having an emergency generator connection will allow the administration and scale operation to operate in the time of power outage.</li> <li>• In an emergency situation the landfill must be accessible for debris management for our community.</li> <li>• Current scale readers, software, and hardware are not serviceable any longer, and are obsolete.</li> <li>• Failure of these components would adversely effect revenue and data management that is necessary to operate the landfill.</li> </ul>  | 2.36 |

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

### Existing Assets

|    |                           |  |   |      |
|----|---------------------------|--|---|------|
| 11 | CD&ES - Community Centres | Renovate a second VIP suite - allows rental for sporting events        | <ul style="list-style-type: none"> <li>• The following was passed at Council: Resolved that the report of the Director, Community Services – Community Development &amp; Enterprise Services dated 2019 09 09 be accepted and approve Option 2 as recommended to proceed to the 2020 Capital Budget prioritization process. Option 2 was Conversion of Boardroom and Office into a Private Lounge; payback of 2.83 years, better utilization of space and projected positive contribution of \$75,825 over 10 years.</li> </ul> | 1.89 |
| 12 | PW&ES - Engineering       | Supply & install new blinds for east & south elevations & ground level | <ul style="list-style-type: none"> <li>• New blinds will be required after the window and cladding project is complete, particularly for offices with southern and eastern exposures.</li> <li>• There may be health and safety concerns associated with the inability to cool the offices.</li> </ul>  | 2.13 |

## CAPITAL PRIORITIZATION RISKS 2020

|                        | Dept.                          | Description   | Risk of Not Completing Project in 2020   | Score |
|------------------------|--------------------------------|---|--|-------|
| <b>Existing Assets</b> |                                |   |  |       |
| 13                     | CS - IT                        | Website - improve customer service, engagement and content management & ensure AODA compliance by 2021      | <ul style="list-style-type: none"> <li>Existing website was built in 2006 and refreshed in 2014-2015. Risk of not completing is diminished customer service and functionality (navigation, search, etc.).</li> <li>A new website will be required to be compliant under the Accessibility for Ontarians with Disability Act (AODA) January 1, 2021.</li> <li>Non-compliant components of the existing site may be “grandfathered” under AODA, however, the City should strive to exceed minimum accessibility requirements.</li> </ul>   | 3.03  |
| 14                     | CD&ES - Recreation and Culture | Boardwalk/promenade - engineer/purchase/install a new walkway to replace the prior structure (inaccessible) | <ul style="list-style-type: none"> <li>Engineering, purchase and installation of a new walkway to replace the prior structure that was removed due to prior accessibility concerns.</li> <li>This will provide a unique connection for the John Rowswell Hub Trail in the Marina.</li> <li>The promenade will unite the trail from the South in front of Montana's to the other end that the North of the Bondar Marina adjacent to Foster Drive.</li> <li>The new structure will take into consideration accessibility access and will utilize piles in place if possible to make use of remaining infrastructure if possible.</li> <li>This project is in alignment with the Strategic Plan from an Infrastructure and Quality of Life perspective.</li> </ul> | 2.89  |
| 15                     | CS - IT                        | Additional storage capacity for email system to accommodate the load from the new phone system              | <ul style="list-style-type: none"> <li>The risks of not completing a planned storage capacity upgrade to the existing email/collaborative communication system would be a potential interruption of services along with a potential loss of data due to migration to a different platform.</li> </ul>  | 2.81  |
| 16                     | CD&ES - Recreation and Culture | JRCC pool slide replacement   | <ul style="list-style-type: none"> <li>Pool Slide needs to be replaced at the JRCC - Only 1 Operator left that is certified.</li> <li>Difficult to certify &amp; inspection twice per year.</li> <li>The project would be phased over 2 years, year 1 engineering work and requirements determined and year two installation of the new water feature - \$15K year 1 and \$235K in year 2.</li> </ul>  | 2.55  |
| 17                     | CD&ES - Recreation and Culture | Skating trail lighting  | <ul style="list-style-type: none"> <li>Improve the lighting for the skating trail.</li> <li>Need to add additional power pedestals or permanent flood lighting off of existing fixtures.</li> </ul>  | 2.53  |
| 18                     | PW&ES - Engineering            | Replace carpet in Civic Centre  | <ul style="list-style-type: none"> <li>Much of the carpet in the Civic Centre is in need of replacement.</li> <li>There may be health and safety concerns associated with worn out carpet.</li> </ul>  | 2.44  |

**CAPITAL PRIORITIZATION RISKS 2020**

|                        | Dept.                          | Description  | Risk of Not Completing Project in 2020   | Score |
|------------------------|--------------------------------|--|--|-------|
| <b>Existing Assets</b> |                                |  |  |       |
| 19                     | CD&ES - Community Centres      | Seating for Floor Events at the GFL  | <ul style="list-style-type: none"> <li>Spectator seating for floor (200 chairs) - bought 1,000 in 2007, 200 now destroyed/missing and 800 remaining.</li> </ul>  | 2.44  |
| 20                     | CD&ES - Recreation and Culture | Replace the original electrical sub-panel at Bellevue Marina   | <ul style="list-style-type: none"> <li>Panel at end of life.</li> <li>Replace the original electrical sub-panel at Bellevue marina which services the marina building, and docks D, E and G.</li> <li>Remove old panel and Supply and install 600 A panel and corresponding breakers.</li> </ul> | 2.41  |
| 21                     | PW&ES - Parks                  | Replace Anna McCrea outdoor rink building  | <ul style="list-style-type: none"> <li>The Anna McCrea rink shack is deteriorating beyond what reasonable repair is able to fix.</li> <li>This building provides a warm, safe environment for our outdoor rink users during the winter rink season. Risk would be medium.</li> </ul>             | 2.37  |
| 22                     | CD&ES - Recreation and Culture | Community event equipment - crowd control barricades, folding tables, stacking chairs, pop up tents, portable speaker system | <ul style="list-style-type: none"> <li>The following items would be purchased to support various community events, items to be purchased include crowd control barricades (40), 6' folding tables (30), stacking chairs (100), pop up tents (15), portable speaker system.</li> </ul>            | 2.36  |
| 23                     | CD&ES - Recreation and Culture | NCC furnishings & equipment to support seniors programming & expand programming into evenings for youth & teens              | <ul style="list-style-type: none"> <li>Depending on the libraries decision - capital may be required to convert the space either into seniors space and/or teen/youth space at night.</li> </ul>   | 2.31  |
| 24                     | PW&ES - Landfill               | Energy efficient heating for HHW building  | <ul style="list-style-type: none"> <li>Project would enhance ECA and efficiency of operation in colder months.</li> <li>Safety devices such as eye washes and showers could freeze in unheated warehouse putting workers at risk.</li> </ul>   | 2.29  |
| 25                     | PW&ES - Parks                  | Replace picnic shelter at Pointe Des Chenes park   | <ul style="list-style-type: none"> <li>This shade shelter request is to replace a previous shelter that failed due to snow load, it provides shelter from the elements to the public using the Park for group gatherings and family picnics.</li> <li>Risk would be low.</li> </ul>              | 2.21  |

**CAPITAL PRIORITIZATION RISKS 2020**

|  | Dept. | Description | Risk of Not Completing Project in 2020 | Score |
|--|-------|-------------|--|-------|
|--|-------|-------------|--|-------|

**Existing Assets**

|    |                                |                                   |   |      |
|----|--------------------------------|-----------------------------------|---|------|
| 26 | CD&ES - Recreation and Culture | Cruise ship enhancements          | <ul style="list-style-type: none"> <li>• The number of cruise ships visiting the Sault is increasing and we must remain competitive.</li> <li>• There are a number of projects to meet the growing demands.</li> <li>• Assess and remove the high points at the dock, install proper fender system, install proper water service, Engineering is required to develop a plan for addressing the removal of the high spots and fender installation.</li> <li>• This project would be phased over 2 years starting with engineering to determine scope of work and costs followed by the project - grants could be available for phase 2 - \$50,000 for a consultant in year 1, \$25,000 year 1 for engineering and \$475,000 in year 2.</li> <li>• Requirements to enhance visitor experience and meet the needs of cruise ships (water service, barricades, etc.).</li> <li>• Dredging \$250K, Site Assessment &amp; Water service \$75K - Masterplan.</li> <li>• 15 cruise ships 2018, 20 in 2019.</li> </ul> | 2.19 |
| 27 | PW&ES - Engineering            | Construct 2 pedestrian crossovers | <ul style="list-style-type: none"> <li>• 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 strategic locations starting in 2019.</li> <li>• There is a need to consider more than the five crossings planned in the 2019 capital budget in order to address more locations where controlled pedestrian crossings are appropriate.</li> </ul>  | 2.07 |

**Growth Projects**

|   |                                |          |   |      |
|---|--------------------------------|----------|---|------|
| 2 | CD&ES - Recreation and Culture | Dog park | <ul style="list-style-type: none"> <li>• Outstanding resolution of Council. PRAC is reviewing options.</li> </ul> | 1.59 |
|---|--------------------------------|----------|---|------|

## FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

|   | 2020              | 2021              | 2022              | 2023              | 2024              | Total              |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Community Development & Enterprise Services     | 5,771,250         | 5,034,565         | 5,184,917         | 4,651,320         | 4,361,683         | 25,003,736         |
| Fire Services                                   | 942,000           | 913,000           | 80,000            | 2,031,000         | 1,274,000         | 5,240,000          |
| Public Works & Engineering Services             | 60,093,635        | 29,075,409        | 30,374,817        | 42,828,118        | 44,413,564        | 206,785,544        |
| Corporate Services                              | 885,000           | 773,000           | 438,000           | 350,000           | 378,000           | 2,824,000          |
| Outside Agencies                                | 100,000           | 351,000           | -                 | 68,000            | -                 | 519,000            |
| <b>Total Capital Requirements</b>               | <b>67,791,885</b> | <b>36,146,974</b> | <b>36,077,735</b> | <b>49,928,438</b> | <b>50,427,247</b> | <b>240,372,279</b> |
| <b>Funding:</b>                                 |                   |                   |                   |                   |                   |                    |
| Capital Levy Overall                            | 5,125,000         | 4,500,000         | 4,500,000         | 4,500,000         | 4,500,000         | 23,125,000         |
| Capital Levy Urban Only                         | 1,740,000         | 1,740,000         | 1,740,000         | 1,740,000         | 1,740,000         | 8,700,000          |
| Capital Levy Miscellaneous Construction         | 1,650,000         | 1,300,000         | 1,300,000         | 1,300,000         | 1,300,000         | 6,850,000          |
| Sewer Surcharge                                 | 34,148,000        | 182,225           | 1,831,855         | 18,699,000        | 17,861,000        | 72,722,080         |
| Federal Gas Tax                                 | 2,551,418         | 4,653,755         | 4,653,755         | 4,856,092         | 4,856,092         | 21,571,112         |
| Reserves  | 6,211,250         | 8,114,184         | 6,508,937         | 4,340,118         | 3,391,564         | 28,566,054         |
| Reserve Funds                                   | -                 | 448,665           | 42,917            | 138,320           | 123,683           | 753,586            |
| OCIF Funding-formula based funding              | 2,015,467         | 2,000,000         | 2,000,000         | 2,000,000         | 2,000,000         | 10,015,467         |
| Connecting Link (90%)                           | 6,000,000         | 1,638,000         | 2,916,000         | 3,000,000         | 3,000,000         | 16,554,000         |
| Government Grants                               | 3,354,350         | 2,996,650         | 2,204,600         | 2,350,600         | 1,443,940         | 12,350,140         |
| Long Term Debt                                  | -                 | -                 | -                 | -                 | -                 | -                  |
| Short Term Debt                                 | -                 | 5,000,000         | 5,000,000         | 4,000,000         | 4,000,000         | 18,000,000         |
| Capital from Current                            | 1,100,000         | -                 | -                 | -                 | -                 | 1,100,000          |
| Other   | -                 | -                 | -                 | 134,000           | -                 | 134,000            |
| Infrastructure Maint. Requirements from reserve | 1,595,000         | 2,975,000         | 2,495,000         | 2,122,800         | 4,308,760         | 13,496,560         |
| Funding Available                               | 1,826,077         | 2,057,154         | 908,231           | 239,308           | (57,415)          | 4,973,355          |
| Funding Shortfall/(excess)                      | (231,077)         | 917,846           | 1,586,769         | 1,883,492         | 4,366,175         | 8,523,205          |
| Other unfinanced                                | 2,301,400         | 598,495           | 884,670           | 747,508           | 1,902,208         | 6,434,281          |
| <b>Total Capital Funding</b>                    | <b>67,791,885</b> | <b>36,146,974</b> | <b>36,077,735</b> | <b>49,928,438</b> | <b>50,427,247</b> | <b>240,372,279</b> |

## FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

### FUNDING AVAILABILITY

|  | 2020             | 2021             | 2022             | 2023             | 2024             | Total            |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Infrastructure</b>  |                  |                  |                  |                  |                  |                  |
| 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  | 2,292,210        | 2,292,210        | 2,292,210        | 2,292,210        | 2,292,210        | 11,461,050       |
| Estimated Reserve Balance Jan 1                              | -                | 231,077          | (917,846)        | (1,586,769)      | (1,883,492)      |                  |
| Allocated to LTD repayment                                   | 466,133          | 466,133          | 466,133          | 466,133          | 466,133          |                  |
| Net Available  | 1,826,077        | 2,057,154        | 908,231          | 239,308          | (57,415)         |                  |
| <b>Capital from Current</b>                                  | <b>1,100,000</b> | <b>1,100,000</b> | <b>1,100,000</b> | <b>1,100,000</b> | <b>1,100,000</b> | <b>5,500,000</b> |
| <b>Capital Works-Road/Bridges/Sewers</b>                     |                  |                  |                  |                  |                  |                  |
| 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  | 34,133,000       | 182,225          | 1,831,855        | 18,699,000       | 17,861,000       | 72,707,080       |
| Miscellaneous Construction                                   | 1,300,000        | 1,300,000        | 1,300,000        | 1,300,000        | 1,300,000        | 6,500,000        |
| OCIF Funding   | 2,015,467        | 2,000,000        | 2,000,000        | 2,000,000        | 2,000,000        | 10,015,467       |
| Connecting Link (90%) (note 3)                               | 6,000,000        | 1,638,000        | 2,916,000        | 3,000,000        | 3,000,000        | 16,554,000       |
| Federal Gas Tax  | 4,451,418        | 4,653,755        | 4,653,755        | 4,856,092        | 4,856,092        | 23,471,112       |
| Investing in Canada Infrastructure Program: Transit (note 4) | 3,354,350        | 2,996,650        | 2,204,600        | 2,350,600        | 1,443,940        | 12,350,140       |
| Active Transportation Infrastructure Plan                    | 116,107          | 116,107          | -                | -                | -                | 232,214          |
| Short Term Debt  | -                | 5,000,000        | 5,000,000        | 4,000,000        | 4,000,000        | 18,000,000       |
| Uncommitted Capital Overall                                  | 625,000          |                  |                  |                  |                  | 625,000          |
| Uncommitted Misc. Construction                               | 350,000          |                  |                  |                  |                  | 350,000          |
| Available funding  | 58,585,342       | 24,126,737       | 26,146,210       | 42,445,692       | 40,701,032       | 192,005,013      |

## FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

### FUNDING AVAILABILITY

|  | 2020       | 2021       | 2022       | 2023       | 2024       | Total       |
|--|------------|------------|------------|------------|------------|-------------|
| <b>Reserves (annual allocation)</b>              |            |            |            |            |            |             |
| 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            | 1,384,830  | 1,384,830  | 1,384,830  | 1,384,830  | 1,384,830  | 6,924,150   |
| Public Works and Transportation-Waste Collection | 115,938    | 115,938    | 115,938    | 115,938    | 115,938    | 579,690     |
| 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)                                | 591,381    | 741,381    | 891,381    | 1,041,381  | 1,191,381  | 4,456,905   |
| Library (note 2)                                 | 80,000     | 80,000     | 80,000     | 80,000     | 80,000     | 400,000     |
|  | 2,810,149  | 2,960,149  | 3,110,149  | 3,260,149  | 3,410,149  | 15,550,745  |
| Total Funding                                    | 64,787,701 | 30,479,096 | 32,648,569 | 49,098,051 | 47,503,391 | 224,516,808 |

### Notes:

- 1) The Landfill Business and Implementation (B&I) Plan was approved by Council on October 22, 2019. There will be a 10% increase in user fees every five years, in addition to a waste management system levy increase of approximately \$239,000 in 2020. An allowance for capital expenditures has been incorporated into the business plan, and fee/levy structure. Increases to the levy are required each year over a 10 year period, with average annual increases from 2020 to 2030 of approximately \$350,000.
- 2) The Centennial Branch of the library is a City-owned building. Annual allocation for maintenance.
- 3) Connecting Link funding for Trunk Road not yet approved.
- 4) New round of Public Transit Infrastructure Funds started in 2019. City's share of eligible costs is 27%. The 2020 Capital Budget requires \$1,240,650 of City funding towards eligible Transit projects for 2020.

## FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

### ENGINEERING

|  | 2020              | 2021              | 2022              | 2023              | 2024              | Total              |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <b>Infrastructure-Large Wastewater:</b>          |                   |                   |                   |                   |                   |                    |
| West End Plant and MPS                           | 15,000,000        | 500,000           | 2,000,000         | 14,000,000        | 14,000,000        | 45,500,000         |
| East End Plant                                   | 500,000           | 500,000           | 500,000           | 500,000           | 500,000           | 2,500,000          |
| Miscellaneous Capital                            | 230,000           | 235,000           | 240,000           | 250,000           | 255,000           | 1,210,000          |
| Emergency Repairs                                | 600,000           | 600,000           | 600,000           | 600,000           | 600,000           | 3,000,000          |
| Pumping Stations                                 | 608,000           | 720,000           | 627,000           | 524,000           | 608,000           | 3,087,000          |
| Biosolids Management Facility                    | 15,000,000        | -                 | -                 | -                 | -                 | 15,000,000         |
| SCADA  | -                 | 100,000           | 100,000           | 100,000           | 100,000           | 400,000            |
| Waste Water Treatment Plant Capital Maintenance  | 1,595,000         | 1,625,000         | 1,660,000         | 1,700,000         | 1,740,000         | 8,320,000          |
| <b>Infrastructure- Aqueducts</b>                 |                   |                   |                   |                   |                   |                    |
|  | 1,225,000         | 1,200,000         | 500,000           | -                 | 600,000           | 3,525,000          |
| <b>Infrastructure-Bridges</b>                    |                   |                   |                   |                   |                   |                    |
|  | -                 | 180,000           | 1,800,000         | -                 | -                 | 1,980,000          |
| <b>Infrastructure-Roads (Note 1)</b>             |                   |                   |                   |                   |                   |                    |
|  | 16,761,885        | 13,220,000        | 14,440,025        | 17,140,000        | 17,000,000        | 78,561,910         |
| <b>Infrastructure-Miscellaneous Construction</b> |                   |                   |                   |                   |                   |                    |
|  | 1,650,000         | 1,300,000         | 1,300,000         | 1,300,000         | 1,300,000         | 6,850,000          |
| <b>Infrastructure-Boardwalk</b>                  |                   |                   |                   |                   |                   |                    |
|  | 1,500,000         | -                 | -                 | -                 | -                 | 1,500,000          |
| <b>Fleet &amp; Equipment</b>                     |                   |                   |                   |                   |                   |                    |
| Sanitary Sewer                                   | 45,000            | 902,225           | 247,855           | -                 | 58,000            | 1,253,080          |
| Engineering Capital Equipment                    | -                 | 129,350           | 66,780            | 70,080            | 141,730           | 407,940            |
| <b>Total</b>                                     | <b>54,714,885</b> | <b>21,211,575</b> | <b>24,081,660</b> | <b>36,184,080</b> | <b>36,902,730</b> | <b>173,094,930</b> |

## FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

### ENGINEERING

#### Designated Funding:

|   |            |            |            |            |            |             |
|---|------------|------------|------------|------------|------------|-------------|
| Capital Levy Overall                    | 5,125,000  | 4,500,000  | 4,500,000  | 4,500,000  | 4,500,000  | 23,125,000  |
| Capital Levy Urban Only                 | 1,740,000  | 1,740,000  | 1,740,000  | 1,740,000  | 1,740,000  | 8,700,000   |
| Capital Levy Miscellaneous Construction | 1,650,000  | 1,300,000  | 1,300,000  | 1,300,000  | 1,300,000  | 6,850,000   |
| Sewer Surcharge                         | 34,133,000 | 182,225    | 1,831,855  | 18,699,000 | 17,861,000 | 72,707,080  |
| Federal Gas Tax                         | 2,551,418  | 4,653,755  | 4,653,755  | 4,856,092  | 4,856,092  | 21,571,112  |
| Reserves                                | -          | 129,350    | 66,780     | 70,080     | 141,730    | 407,940     |
| Reserve Funds                           | -          | -          | -          | -          | -          | -           |
| OCIF Funding                            | 2,015,467  | 2,000,000  | 2,000,000  | 2,000,000  | 2,000,000  | 10,015,467  |
| Connecting Link (90%) (Note 2)          | 6,000,000  | 1,638,000  | 2,916,000  | 3,000,000  | 3,000,000  | 16,554,000  |
| Short Term Debt                         | -          | 5,000,000  | 5,000,000  | -          | -          | 10,000,000  |
| Long Term Debt                          | -          | -          | -          | -          | -          | -           |
| Other Govt Grants                       | -          | -          | -          | -          | -          | -           |
| Infrastructure Funding Required         | -          | -          | -          | -          | -          | -           |
| Total                                   | 53,214,885 | 21,143,330 | 24,008,390 | 36,165,172 | 35,398,822 | 169,930,599 |
| Unfinanced                              | 1,500,000  | 68,245     | 73,270     | 18,908     | 1,503,908  | 3,164,331   |

#### Notes:

- 1) 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.
- 2) Connecting Link funding for Trunk Road not yet approved.

## FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

### PUBLIC WORKS

|  | 2020      | 2021      | 2022      | 2023      | 2024      | Total      |
|--|-----------|-----------|-----------|-----------|-----------|------------|
| <b><u>Infrastructure Maintenance</u></b>     |           |           |           |           |           |            |
| Administration Building                      | -         | -         | -         | 132,000   | -         | 132,000    |
| Garage Building A                            | -         | -         | 21,000    | 222,000   | 1,354,000 | 1,597,000  |
| Carpentry Shop Building B                    | -         | -         | -         | -         | 12,000    | 12,000     |
| Equipment Storage Garage                     | -         | 444,000   | -         | -         | -         | 444,000    |
| Water Main at Sackville Complex              |           | 175,000   | -         | -         | -         | 175,000    |
| PW Siding                                    | 310,000   | -         | -         | -         | -         | 310,000    |
| PW Rooftop HVAC                              | 25,000    | -         | -         | -         | -         | 25,000     |
|  | 335,000   | 619,000   | 21,000    | 354,000   | 1,366,000 | 2,695,000  |
| <b>Traffic Infrastructure</b>                |           |           |           |           |           |            |
|  | 290,750   | -         | -         | -         | -         | 290,750    |
| <b>Landfill Upgrade/Replacement (Note 1)</b> | 1,610,000 | 5,860,000 | 4,550,000 | 4,650,000 | 4,760,000 | 21,430,000 |
| <b>Landfill Fleet/Equipment (Note 1)</b>     | 1,758,500 | -         | 337,323   | 255,204   | -         | 2,351,027  |
| <b>PWT Works-Fleet/Equipment</b>             | 1,384,500 | 1,384,834 | 1,384,834 | 1,384,834 | 1,384,834 | 6,923,836  |
| <b>Total</b>                                 | 5,378,750 | 7,863,834 | 6,293,157 | 6,644,038 | 7,510,834 | 33,690,614 |

## FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

### PUBLIC WORKS

|                                   | 2020             | 2021             | 2022             | 2023             | 2024             | Total             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| <b><u>Designated Funding:</u></b> |                  |                  |                  |                  |                  |                   |
| Capital Levy Overall              |                  |                  |                  |                  |                  |                   |
| Capital Levy Urban Only           |                  |                  |                  |                  |                  |                   |
| Sewer Surcharge                   |                  |                  |                  |                  |                  |                   |
| Federal Gas Tax                   |                  |                  |                  |                  |                  |                   |
| Reserves                          | 4,753,000        | 7,244,834        | 6,272,157        | 2,290,038        | 2,144,834        | 22,704,864        |
| Reserve Funds                     |                  |                  |                  |                  |                  |                   |
| Capital from Current              |                  |                  |                  |                  |                  |                   |
| Government Grants                 |                  |                  |                  |                  |                  |                   |
| Short Term Debt                   |                  |                  |                  | 4,000,000        | 4,000,000        | 8,000,000         |
| Long Term Debt                    |                  |                  |                  |                  |                  |                   |
| Other                             |                  |                  |                  |                  |                  |                   |
| Asset Management Reserve          | 335,000          | 619,000          | 21,000           | 354,000          | 1,366,000        | 2,695,000         |
| <b>Total</b>                      | <b>5,088,000</b> | <b>7,863,834</b> | <b>6,293,157</b> | <b>6,644,038</b> | <b>7,510,834</b> | <b>33,399,864</b> |
| <b>Unfinanced</b>                 | <b>290,750</b>   | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>290,750</b>    |

### Notes

- 1) The Landfill Business and Implementation (B&I) Plan was approved by Council on October 22, 2019. There will be a 10% increase in user fees every five years, in addition to a waste management system levy increase of approximately \$239,000 in 2020. An allowance for capital expenditures has been incorporated into the business plan, and fee/levy structure. Increases to the levy are required each year over a 10 year period, with average annual increases from 2020 to 2030 of approximately \$350,000.

## FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

### COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

|                                    | 2020           | 2021             | 2022             | 2023             | 2024             | Total            |
|------------------------------------|----------------|------------------|------------------|------------------|------------------|------------------|
| <b>Infrastructure Maintenance</b>  |                |                  |                  |                  |                  |                  |
| <b><u>Community Services</u></b>   |                |                  |                  |                  |                  |                  |
| Roberta Bondar Park                |                | 156,000          | 56,000           | 138,000          | -                | 350,000          |
| GFL Memorial Gardens               | -              | -                | -                | -                | 2,225,000        | 2,225,000        |
| John Rhodes Community Centre       | 40,000         | 26,000           | 1,932,000        | 1,124,000        | -                | 3,122,000        |
| Ermatinger Old Stone House         | -              | -                | 8,000            | -                | 17,000           | 25,000           |
| Roberta Bondar Park                | 130,000        | -                | -                | -                | -                | 130,000          |
| McMeeken Centre (Note 1)           | -              | 73,000           | -                | -                | -                | 73,000           |
|                                    | <b>170,000</b> | <b>255,000</b>   | <b>1,996,000</b> | <b>1,262,000</b> | <b>2,242,000</b> | <b>5,925,000</b> |
| <b><u>Transit</u></b>              |                |                  |                  |                  |                  |                  |
| Transit Bus Depot                  | -              | -                | -                | 40,000           | 88,000           | 128,000          |
| Transit Terminal Building          | -              | 2,000,000        | -                | -                | -                | 2,000,000        |
|                                    | <b>-</b>       | <b>2,000,000</b> | <b>-</b>         | <b>40,000</b>    | <b>88,000</b>    | <b>2,128,000</b> |
| <b><u>Cemetery</u></b>             |                |                  |                  |                  |                  |                  |
| Cemetery Chapel & Office Building  | -              | -                | -                | 31,000           | -                | 31,000           |
| Mausoleum roof                     | 35,000         |                  |                  |                  |                  |                  |
| Cemetery Roadways                  | -              | 134,000          | -                | -                | -                | 134,000          |
|                                    | <b>35,000</b>  | <b>134,000</b>   | <b>-</b>         | <b>31,000</b>    | <b>-</b>         | <b>165,000</b>   |
| <b>Growth Projects:</b>            |                |                  |                  |                  |                  |                  |
| Plaza and market                   |                | <b>500,000</b>   | -                | -                | -                | <b>500,000</b>   |
| <b>Infrastructure Development:</b> |                |                  |                  |                  |                  |                  |
| Bondar Marina Sewage Pumpout       |                | <b>15,000</b>    | -                | -                | -                | <b>15,000</b>    |

## FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

### COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

#### **Fleet & Equipment:**

|                   |                  |                  |                  |                  |                  |                   |
|-------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Transit (Note 2)  | 4,595,000        | 2,105,000        | 3,020,000        | 3,180,000        | 1,890,000        | 14,790,000        |
| Community Centres | 456,250          | 91,900           | 126,000          | -                | 18,000           | 692,150           |
| Cemetery          | -                | 448,665          | 42,917           | 138,320          | 123,683          | 753,586           |
|                   | <b>5,051,250</b> | <b>2,645,565</b> | <b>3,188,917</b> | <b>3,318,320</b> | <b>2,031,683</b> | <b>16,235,736</b> |
| Total             | 5,771,250        | 5,034,565        | 5,184,917        | 4,651,320        | 4,361,683        | 24,968,736        |

#### **Designated Funding:**

|                          |           |           |           |           |           |            |
|--------------------------|-----------|-----------|-----------|-----------|-----------|------------|
| Capital Levy Overall     | -         | -         | -         | -         | -         | -          |
| Capital Levy Urban Only  |           |           |           |           |           | -          |
| Sewer Surcharge          | 15,000    |           |           |           |           | 15,000     |
| Federal Gas Tax          |           |           |           |           |           | -          |
| Reserves-Other           | 586,250   | 130,000   | 130,000   | 130,000   | 130,000   | 1,106,250  |
| Reserve Funds            | -         | 448,665   | 42,917    | 138,320   | 123,683   | 753,586    |
| Capital from Current     | 1,100,000 |           |           |           |           | 1,100,000  |
| Government Grants        | 3,354,350 | 2,996,650 | 2,204,600 | 2,350,600 | 1,443,940 | 12,350,140 |
| Long Term Debt           |           |           |           |           |           | -          |
| Other - Operations       |           |           |           |           |           | -          |
| Asset Management Reserve | 205,000   | 929,000   | 1,996,000 | 1,303,800 | 2,265,760 | 6,699,560  |
| Total                    | 5,260,600 | 4,504,315 | 4,373,517 | 3,922,720 | 3,963,383 | 22,024,536 |
| Unfinanced               | 510,650   | 530,250   | 811,400   | 728,600   | 398,300   | 3,456,400  |

#### Notes:

- 1) Engineering services for the McMeeken Centre arena replacement/twin pad replacement was approved by Council on November 4, 2019. The City is to internally fund in the short term (2019 and 2020) up to \$1,310,000 to advance the project.
- 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 announced in 2019 is 27%. City funding is \$4,140,400 (2017: \$300,000, 2018: \$1,472,500, 2019: \$1,127,250, 2020: \$1,240,650).

## FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

### FIRE SERVICES

|                                    | 2020           | 2021           | 2022          | 2023             | 2024           | Total            |
|------------------------------------|----------------|----------------|---------------|------------------|----------------|------------------|
| <b>Infrastructure Maintenance:</b> |                |                |               |                  |                |                  |
| Central Fire Station #1            | -              | 291,000        | -             | 10,000           | 296,000        | 597,000          |
| Fire Station #2 Roof               | 40,000         | 6,000          | -             | -                | -              | 46,000           |
| Fire Station #2 HVAC               | 15,000         |                |               |                  |                | 15,000           |
| Fire Station #3 HVAC               | 15,000         | 6,000          | -             | 6,000            | -              | 27,000           |
| Fire Hall #4/EMS Complex           | -              | -              | 40,000        | 31,000           | 3,000          | 74,000           |
| Phase One - New Fire Hall          | -              | -              | -             | 134,000          | -              | 134,000          |
|                                    | <b>70,000</b>  | <b>303,000</b> | <b>40,000</b> | <b>181,000</b>   | <b>299,000</b> | <b>893,000</b>   |
| <b>Fleet/Equipment:</b>            |                |                |               |                  |                |                  |
|                                    | 872,000        | 610,000        | 40,000        | 1,850,000        | 975,000        | 4,347,000        |
|                                    | <b>872,000</b> | <b>610,000</b> | <b>40,000</b> | <b>1,850,000</b> | <b>975,000</b> | <b>4,347,000</b> |
| Total                              | 942,000        | 913,000        | 80,000        | 2,031,000        | 1,274,000      | 5,240,000        |



## FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

### FIRE SERVICES

|                                   | 2020           | 2021           | 2022          | 2023             | 2024             | Total            |
|-----------------------------------|----------------|----------------|---------------|------------------|------------------|------------------|
| <b><u>Designated Funding:</u></b> |                |                |               |                  |                  |                  |
| Capital Levy Overall              |                |                |               |                  |                  | -                |
| Capital Levy Urban Only           |                |                |               |                  |                  | -                |
| Sewer Surcharge                   |                |                |               |                  |                  | -                |
| Federal Gas Tax                   |                |                |               |                  |                  | -                |
| Reserves                          | 872,000        | 610,000        | 40,000        | 1,850,000        | 975,000          | 4,347,000        |
| Reserve Funds                     |                |                |               |                  |                  | -                |
| Capital from Current              |                |                |               |                  |                  | -                |
| Government Grants                 |                |                |               |                  |                  | -                |
| Long Term Debt                    |                |                |               |                  |                  | -                |
| Internally Financed Debt          | -              | -              | -             | 134,000          | -                | 134,000          |
| Asset Management Reserve          | 70,000         | 303,000        | 40,000        | 47,000           | 299,000          | 759,000          |
| <b>Total</b>                      | <b>942,000</b> | <b>913,000</b> | <b>80,000</b> | <b>2,031,000</b> | <b>1,274,000</b> | <b>5,240,000</b> |
| <b>Unfinanced</b>                 | <b>-</b>       | <b>-</b>       | <b>-</b>      | <b>-</b>         | <b>-</b>         | <b>-</b>         |

## FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

### CORPORATE ADMINISTRATION

|  | 2020           | 2021           | 2022           | 2023           | 2024           | Total            |
|--|----------------|----------------|----------------|----------------|----------------|------------------|
| <b>Infrastructure Maintenance:</b>               |                |                |                |                |                |                  |
| Civic Centre - physical security assessment      | 10,000         | -              | -              | -              | -              | 10,000           |
| Civic Centre - sprinkler design & exhaust fan    | 25,000         | -              | -              | -              | -              | 25,000           |
| Civic Centre - Other                             | -              | 423,000        | 88,000         | -              | 28,000         | 539,000          |
| Emergency Repairs/Contingency-all City buildings | 350,000        | 350,000        | 350,000        | 350,000        | 350,000        | 1,750,000        |
| New Recommendations re MH Update Report 2020     | 500,000        | -              | -              | -              | -              | 500,000          |
| <b>Total</b>                                     | <b>885,000</b> | <b>773,000</b> | <b>438,000</b> | <b>350,000</b> | <b>378,000</b> | <b>2,824,000</b> |
| <b>Designated Funding:</b>                       |                |                |                |                |                |                  |
| 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                         | 885,000        | 773,000        | 438,000        | 350,000        | 378,000        | 2,824,000        |
| <b>Total</b>                                     | <b>885,000</b> | <b>773,000</b> | <b>438,000</b> | <b>350,000</b> | <b>378,000</b> | <b>2,824,000</b> |
| Unfinanced                                       | -              | -              | -              | -              | -              | -                |



## FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

### CORPORATE ADMINISTRATION

|  | 2020           | 2021           | 2022     | 2023          | 2024     | Total          |
|--|----------------|----------------|----------|---------------|----------|----------------|
| <b><u>Infrastructure Maintenance-Library</u></b>                 |                |                |          |               |          |                |
| Main Branch  | 50,000         | 312,000        | -        | 12,000        | -        | 374,000        |
| <b><u>Infrastructure Maintenance-Sault Ste. Marie Museum</u></b> |                |                |          |               |          |                |
| Museum Building  | 50,000         | 39,000         | -        | 56,000        | -        | 145,000        |
| <b>Total</b>   | <b>100,000</b> | <b>351,000</b> | <b>-</b> | <b>68,000</b> | <b>-</b> | <b>519,000</b> |
| <b><u>Designated Funding:</u></b>                                |                |                |          |               |          |                |
| 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   | 100,000        | 351,000        | -        | 68,000        | -        | 519,000        |
| <b>Total</b>   | <b>100,000</b> | <b>351,000</b> | <b>-</b> | <b>68,000</b> | <b>-</b> | <b>519,000</b> |
| <b>Unfinanced</b>  | <b>-</b>       | <b>-</b>       | <b>-</b> | <b>-</b>      | <b>-</b> | <b>-</b>       |

## DEBT FOR CAPITAL BUDGET 2020

### LONG-TERM DEBT PROJECTION

\*\*\*See  
Note 1

| <i>Long-term Debt:</i>       | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> |
|------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| External Long Term Debt      | 3,334,828   | 1,722,532   | 1,086,195   | 1,062,173   | 1,062,173   | 1,062,173   | 1,062,173   | 1,062,173   | 1,062,173   |
| Internally Financed Debt     | 6,409,278   | 6,146,920   | 4,167,954   | 2,392,601   | 626,133     | -           | -           | -           | -           |
| Total Outstanding Debt       | 9,744,106   | 7,869,451   | 5,254,149   | 3,454,774   | 1,688,306   | 1,062,173   | 1,062,173   | 1,062,173   | 1,062,173   |
| <i>Debt Servicing Costs:</i> | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> | <b>2023</b> | <b>2024</b> | <b>2025</b> | <b>2026</b> | <b>2027</b> |
| Included in levy             | 1,724,707   | 1,724,707   | 652,942     | 71,061      | -           | -           | -           | -           | -           |
| Internally Financed Debt     | 1,791,495   | 2,022,358   | 1,978,966   | 1,775,353   | 1,766,467   | 626,133     | -           | -           | -           |
| Total Debt Servicing Costs   | 3,516,201   | 3,747,065   | 2,631,908   | 1,846,414   | 1,766,467   | 626,133     | -           | -           | -           |

#### 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.

The long-term debt outstanding graph can be found in the Budget Introduction.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
 Supplementary Items to be Approved by Council  
 2020

| #  | DEPARTMENT:  | ONE TIME COST | ON-GOING COST | IN-KIND SERVICES |
|----|--|---------------|---------------|------------------|
|    | Corporate  |               |               |                  |
| 1  | Increase to Capital from Current account   |               | 460,000       |                  |
|    | Community Development & Enterprise Services  |               |               |                  |
| 2  | Third party parking by-law enforcement for calls outside of the downtown core - 1 year pilot   | 25,000        |               |                  |
| 3  | Youth/teen programming at NCC evenings/some weekend hours to deliver programming   |               | 96,659        |                  |
| 4  | Skating trail & block party programs for events/activities at the trail/neighbourhoods   |               | 6,473         |                  |
| 5  | Security to address the increased vandalism & stealing in the NCC building   |               | 5,000         |                  |
| 6  | Funding to support arts, culture, and heritage in SSM  |               | 101,200       |                  |
| 7  | Best For Kids Program - Every Breakfast Counts - DSSAB is no longer contributing funding   |               | 6,000         |                  |
|    | Engineering  |               |               |                  |
|    | Traffic engineering advisory services (3-5 year contract) re: signal timing review, traffic control  |               |               |                  |
| 8  | warrants, speed studies, etc.  |               | 30,000        |                  |
| 9  | Resurfacing, small capital projects, EAs, biennial structural inspections, etc.  |               | 500,000       |                  |
| 10 | Renovation work done on the Civic Centre is being subsidized by the maintenance account  |               | 30,000        |                  |
|    | Public Works   |               |               |                  |
| 11 | Add 3 apprenticeship positions in Electrical, Carpentry, & HVAC  |               | 237,956       |                  |
| 12 | Increase to repair parts budget - it has been in a deficit position for 5+ years   |               | 397,000       |                  |
|    | Fire Services  |               |               |                  |
| 13 | Fire incident command on line and practical training system (per Fire Master Plan)   | 40,000        | 13,000        |                  |
| 14 | Officer training - 8 officers/year @ \$500 (per Fire Master Plan)  |               | 4,000         |                  |
| 15 | Emergency vehicle training - 2 officers/year @ \$500 (per Fire Master Plan)  |               | 1,000         |                  |
|    | Legal  |               |               |                  |
|    | Two new positions created - Solicitor/Prosecutor position and unionized position related to Part III charges (and also maintain existing Solicitor/Prosecutor position)                |               |               |                  |
| 16 |  |               | 151,023       |                  |
|    | Sault Ste. Marie Public Library Board  |               |               |                  |
| 17 | Additional funds for limited operations for the Korah Branch (salaries/benefits/operating expenses) and increase in part-time hours to partially replace Archive Technician relocation |               | 162,399       |                  |
|    | Outside Agencies   |               |               |                  |
| 18 | To increase the EDC's grant per the annual adjustment  |               | 24,283        |                  |

| #  | DEPARTMENT:   | ONE TIME COST | ON-GOING COST    | IN-KIND SERVICES |
|----|---|---------------|------------------|------------------|
| 19 | To increase the Art Gallery's grant for the care of the permanent collection (conservation, matting, framing, collection storage equipment, supplies) |               | 35,000           |                  |
| 20 | To increase SSM Museum's grant to aid in fulfilling its mandate of preserving history and culture in SSM  |               | 13,909           |                  |
|    | <b>Financial Assistance Policy for Sustaining and Other Grants (new or additional requests)</b>   |               |                  |                  |
| 21 | Fringe Festival: Cash contribution in addition to currently approved in-kind services   |               | 25,000           |                  |
| 22 | The Sault Ste. Marie Queen Street Cruise Festival: In-kind service request for car show event   |               |                  | 2,200            |
|    |   | <b>65,000</b> | <b>2,299,902</b> | <b>2,200</b>     |

## Service Level Change Request

Department/Division: Finance

Request Name: Capital from Current

**Overview:**

Increase of \$460,000 to Capital from Current account. In the 2020 capital budget, there is a funding deficit.

**Service Level Change:**

Essential  Discretionary

**Current Service Level**

| Service Name     | Service Description              |
|------------------|----------------------------------|
| 10-800-8002-6772 | Increase to Capital from Current |
|                  |                                  |
|                  |                                  |

**Impact Analysis:**
**Incremental Operating Expenditures (detail)**

| Description                      | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|----------------------------------|-----------------|---------|---------|---------|
| Increase to Capital from Current | Ongoing         | 460,000 |         |         |
|                                  | Choose an item. |         |         |         |
|                                  | Choose an item. |         |         |         |

Incremental FTE requirements (detail) Benefit % included in estimate  

| Position/Job Class | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------|-----------|----------|--------------|---------|---------|---------|
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |

**Impact Analysis (cont'd):****Incremental Operating Revenues (detail)**

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

**Net Impact (total)**

| Net Impact | 2020 \$ | 2021 \$ | 2022 \$ |
|------------|---------|---------|---------|
| On-Going   | 460,000 |         |         |
| One-time   |         |         |         |
| Total      | 460,000 |         |         |

**Capital Requirements:****(detail)**

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

**Other Supporting Information (business plan, Council resolution etc.)**

Department Approval:

Date:

## Service Level Change Request

Department/Division: CD&amp;ES

Request Name: Third Party Parking By-Law Enforcement

**Overview:**

The City of SSM, Parking Division will be contracting out a third party provider to enforce Parking By-Laws and respond to all calls outside the Downtown Core. This services will be provided on a 'call for service' basis and the firm will provide their own transportation to and from the attended calls. This is a one year pilot program. The goal is to have all calls responded to, resulting in additional revenue as currently Police are unable to respond to all calls.

**Service Level Change:**Essential  Discretionary 

## Current Service Level

| Service Name               | Service Description  |
|----------------------------|--|
| Parking By-Law Enforcement | Currently Police Services are responsible for responding to these calls, however with limited resources often these calls are left unanswered. |
|                            |  |
|                            |  |

## Proposed Changes to Service Level

Third Party Parking By-Law Enforcement will respond to calls in relation to Parking Infractions throughout all areas of the City with the exception of the Downtown Municipal and Private Parking lots, and Meters during regular business hours. This is a 1 year pilot at this time, and if successful and approved will be an ongoing service.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

| Description   | Duration        | 2020 \$  | 2021 \$ | 2022 \$ |
|---|-----------------|----------|---------|---------|
| Cost to pay the per service rate for each ticket written. | One-time        | \$35,000 |         |         |
|   | Choose an item. |          |         |         |
|   | Choose an item. |          |         |         |

## Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------|-----------|----------|--------------|---------|---------|---------|
| N/A                |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |

## Impact Analysis (cont'd):

## Incremental Operating Revenues (detail)

| Description   | Duration        | 2020 \$  | 2021 \$ | 2022 \$ |
|---|-----------------|----------|---------|---------|
| Increase in Revenue due to all calls being responded to | One-time        | \$10,000 |         |         |
|   | Choose an item. |          |         |         |
|   | Choose an item. |          |         |         |

## Net Impact (total)

| Net Impact | 2020 \$  | 2021 \$ | 2022 \$ |
|------------|----------|---------|---------|
| On-Going   | \$25,000 |         |         |
| One-time   |          |         |         |
| Total      | \$25,000 |         |         |

## Capital Requirements:

## (detail)

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

## Other Supporting Information (business plan, Council resolution etc.)

Council Report attached.

Department Approval:

Date:



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

**C O U N C I L   R E P O R T**

May 6, 2019

**TO:** Mayor Christian Provenzano and Members of City Council

**AUTHOR:** Brent Lamming, Director of Community Services

**DEPARTMENT:** Community Development and Enterprise Services

**RE:** Parking By-Law Enforcement By Private Firm

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**PURPOSE**

The following report provides information related to a proposed change to the enforcement of parking by-laws in the community and seeks approval for a one (1) year pilot for third party enforcement.

**BACKGROUND**

Under the current model the Sault Ste. Marie Police Service (Police Services) is the primary provider of parking related by-law enforcement (outside of the downtown core and City monitored lots). In many instances, the responding unit may contain two sworn police officers. Police Services completed a preliminary review of the current model, the workload placed on officers and the inability to improve response time due to higher priority calls. It indicates the necessity for an alternative response and the recommendation being made from Police Services is to contract a third party vendor to provide the City of Sault Ste. Marie with parking by-law enforcement.

This approach was recommended by KPMG in a review of police operations and addressed police involvement in non-core police work, specifically parking by-law enforcement. The rationale behind this recommendation is that under the current model it is not cost effective for police officers to enforce certain by-laws within the community. As stated in their report, with an increased work load placed on the Service there have been many instances where these calls could not or were not answered in a timely fashion (or in time to observe and deal with the alleged infraction). As a result, the community experiences frustration and a lack of satisfaction in the ability of their police service to respond to their complaints.

With respect to downtown City lots and on street parking, enforcement will continue to be provided by Commissionaires until the contract is expired on December 31, 2019. At expiry, it is recommended that an RFP process be commenced. Commissionaires will be encouraged to participate as part of the

process. Commissionaires also provide internal mail service as part of the existing contract which will require consideration if any changes are made.

## **ANALYSIS**

Police Services has provided information to examine the data related to the number of calls for service the police currently receive from the public. When reviewing the calls there are several call classifications that are generated that could be parking related. The call classifications include:

1. Municipal By-law
2. Traffic complaint (this can include parking complaints)
3. Motor Vehicle-abandoned
4. Other Provincial Statutes
5. Towed Vehicles

### **Current By-law enforcement**

The statistics for 2018 show these types of calls for service accounted for 3,828 calls. This is not to say that all of these calls resulted in some form of enforcement, however the possibility for enforcement did exist. In terms of calls for service in 2018, the City Police wrote 1,400 parking tickets (2017: 2,000; 2016: 2,664) in the community. The average parking ticket costs \$15.00, resulting in parking enforcement generating approximately \$21,000 for 2018 (2017 \$30,000; 2016 \$39,960). Police Services believed that a third party vendor could be in a position to enforce a number of parking bylaws including 77-200, 81-404, 2008-26, and even 4001.

During 2018 10,886 tickets in total were written (Appendix A) generating \$116,902 for the Municipality.

### **Proposed Model**

The model being proposed would employ a third party firm to be selected through a RFP process. The RFP process will determine the budget dollar amount required to provide the service and the amount will be brought back to Council as part of 2020 budget deliberations in the fall.

This model operates on the belief that when a for-profit approach is taken with this form of enforcement, the result will be an increase in the number of tickets issued and improved service delivery to the Municipality. In addition, a call for service approach would also be utilized by the successful vendor. With appropriate legal designation in place, the vendor could take parking complaints forwarded to them from Police and respond on request to issue the appropriate by-law ticket. Depending on the time of day, it is currently difficult and sometimes impossible for Police to respond to these types of calls within the current call priority system being utilized. The community at large deserves a reasonable

response to parking issues and complaints, some of which are of significant importance such as accessible parking infractions and school zone parking infractions.

With all of these factors in mind, Police Services will still receive calls directly for service from the public. Under the new model, the police would perform the proper background review on the call and would simply notify the vendor responsible for the enforcement, providing them with the information to attend and issue the appropriate enforcement or tow. The vendor would then report back to the Police so the action could be documented in the call for service.

In order to properly assess this initiative, a one (1) year pilot project is being proposed by the City and an RFP will be put out to qualified firms. The content of the RFP would include a well-defined reporting clause in order for the Police Service and the Municipality to properly assess and measure the pilot. The City will issue the RFP with input from City Staff and Police Services. The RFP will not commence until the new parking fee structure is approved by the Ministry of the Attorney General's office (up to six months as confirmed by legal in March 2019) and supporting budget amount approved.

### **Other considerations**

The Legal department's primary concern in rolling out this project from Provincial Offences Act (POA) viewpoint will be supporting the influx of tickets on the back end. The current trend in POA is more enforcement from all agencies. Police Services alone has just doubled all previous ticket years. The effects of this pilot project will yield no different. Proactive third party parking enforcement with a view of generating revenue will cause POA to experience more re-openings, more appeals, more prosecutor time, more court time. Costs will also rise, from a Justice of the Peace standpoint; they are currently in excess of \$300/hr. These costs will need to be factored into any amendment to the operating model. The same can be said once you elevate the cost of the ticket. More people may challenge tickets that are issued. That being said the new fine structure does offer a reduced rate for early payment, which may offset the perceived increase and provide incentive to pay fines in a timely manner. Administrative Monetary Penalty System (AMPS) may be an important tool to alleviate some concerns, but likely not all. We may wish to explore the same once we start seeing the statistics return from the pilot. The early payment principle is often well received.

Furthermore, the initial hope was that funds will ultimately be collected once license plates require renewal. This is the process now, but Legal is seeing issues with the municipal portion of the amount collected and the return of the same from MTO. The rectification of the same will be important to monitor.

Parking By-Law Enforcement by Private Firm

2019 05 06

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From staff consultation with the Municipalities of Sudbury, North Bay, Thunder Bay and Timmins, we have identified that there are various models in place for parking bylaw enforcement. Sudbury utilizes a Third Party to provide enforcement. This entails the City contracting a security firm who has licensed Parking Control Officers (licensed with the municipality) to provide enforcement for Parking lots, on street meters and other By-Laws for street snow removal and fire lanes. They patrol the downtown core daily, respond to requests from the City to attend complaints, and work overnight shifts throughout the city to enforce their winter control By-Law for no overnight parking from Dec 1 to Mar 31. Sudbury has a team of By-Law Officers that deal with a number of parking issues outside of the downtown core, on a daily basis. These parking enforcement requests come in via 311 calls (the City). Also, during winter parking control months, the winter parking control officer handles several calls (regarding people parked overnight on the street) from both the City (311 calls) and from road crew forepersons, who have direct, two-way radio communication with the Winter Parking Control Officer.

North Bay parking lots are enforced under Municipal Parking Lots By-law utilizing contracted Commissionaires on foot patrol. Mobile patrols are done by a Parking Bylaw Officer as well as one Commissionaire in two (2) marked patrol vehicles. Commissionaires that patrol mainly provide parking enforcement including fire routes, accessible parking, on-street parking, and private property parking. Mobile overnight patrols are used to enforce the overnight winter parking ban. North Bay Police Service enforces a very small amount of the overnight winter parking ban (mostly from officers that used to be parking enforcement at one time). Currently they use contract Commissionaires for those patrols. It is all part of their contract for all of those services.

In Thunder Bay, their mobile by-law officers enforce other parking by-laws around the city, mainly based on calls of complaint but they also patrol known problem areas and special restriction areas (2-hour limit). In the winter months, they have an additional overnight mobile officer to enforce priority routes.

In Timmins, they utilize a Parking Control Officers (1 FT, 1 Inside/Outside) for lot enforcement and on-street enforcement. For Accessibility, Fire lane, By-Law enforcement they utilize four (4) By-Law officers. In winter months, three (3) are on a rotation of day and nights shifts and take care of all snow related issues.

In preparation for the possible implementation of this model, Police Services have held meetings with City staff and the necessary individuals have been consulted in order to secure support for the proposal (Appendix B – Police Services Board Report). Upon completion of at least a one (1) year trial period, an evaluation will be completed to measure the success of the project and identify any problems or deficiencies. The purpose would be to minimize Police Services involvement in the enforcement of parking related complaints and illustrate to the City that enforcement could be accomplished in this manner.

Success Criteria for the pilot will be centered on these items:

1. Customer satisfaction
2. Enforcement statistics
3. Revenue generation and cost recovery
4. Percent of disputed tickets

The City will track the pilot with special ticket numbers. In conclusion, both City Staff and Police Services recommend issuing a RFP for Third Party By-Law enforcement and bring the Fee for Service back to Council as part of our normal budget process.

#### **FINANCIAL IMPLICATIONS**

The RFP process will determine the cost to deliver the service for the Municipality and will be referred to the 2020 budget process. This would be an incremental item and would be an increase to the tax levy. It may be somewhat offset by the increase in fees but would not be proven until the one (1) year pilot is complete.

#### **STRATEGIC PLAN / POLICY IMPACT**

This is related to the following items in the strategic plan:

- Service Delivery Pillar where the citizens of Sault Ste. Marie are the focus of our work and our existence. Providing outstanding service to citizens benefits the resilience of our community and our collective future as a society.
- Developing Partnerships with our Key Stakeholders and collaboration with community partners which is essential to our success.

#### **RECOMMENDATION**

It is therefore recommended that Council take the following action:

Resolved that the report of the Director, Community Services – Community Development & Enterprise Services dated 2019 05 06 be approved.

Resolved that Council approve staff taking the next step to establish a one (1) year pilot for third party by-law enforcement and authorize City staff to issue a Request for Proposal and that the results be brought back to Council as part of the 2020 Budget decision process.

An agreement for the pilot and by-law authorizing signature of the agreement will appear on a future Council agenda for approval.

Respectfully submitted,



Brent Lamming, PFP, CPA, CMA  
Director, Community Services

Parking By-Law Enforcement by Private Firm  
2019 05 06  
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Community Development & Enterprise Services  
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**APPENDIX A - SUMMARY OF 2018 TICKETS ISSUED**

| <b> DAYS</b>   | <b>JAN</b>  | <b>FEB</b>  | <b>MARCH</b> | <b>APR</b>  | <b>MAY</b> | <b>JUNE</b> | <b>JULY</b> | <b>AUG</b> | <b>SEPT</b> | <b>OCT</b>  | <b>NOV</b> | <b>DEC</b> |            |
|----------------|-------------|-------------|--------------|-------------|------------|-------------|-------------|------------|-------------|-------------|------------|------------|------------|
| <b>1</b>       | 3           | 37          |              | 56          | 6          | 47          | 31          | 1          | 26          | 1           | 53         | 41         | 6          |
| <b>2</b>       | 36          | 54          |              | 33          | 14         | 32          | 2           | 4          | 43          | 0           | 51         | 23         | 13         |
| <b>3</b>       | 31          | 2           |              | 15          | 68         | 47          | 7           | 45         | 56          | 0           | 32         | 1          | 49         |
| <b>4</b>       | 27          | 26          |              | 2           | 30         | 19          | 28          | 31         | 3           | 44          | 38         | 0          | 40         |
| <b>5</b>       | 24          | 41          |              | 46          | 84         | 3           | 31          | 43         | 1           | 33          | 30         | 34         | 39         |
| <b>6</b>       | 2           | 60          |              | 77          | 27         | 4           | 29          | 24         | 1           | 51          | 0          | 28         | 52         |
| <b>7</b>       | 8           | 51          |              | 48          | 0          | 45          | 33          | 0          | 53          | 31          | 0          | 24         | 38         |
| <b>8</b>       | 28          | 47          |              | 70          | 8          | 24          | 26          | 2          | 23          | 4           | 0          | 32         | 10         |
| <b>9</b>       | 45          | 43          |              | 41          | 37         | 63          | 0           | 28         | 37          | 0           | 35         | 19         | 14         |
| <b>10</b>      | 50          | 2           |              | 1           | 71         | 26          | 1           | 47         | 30          | 35          | 47         | 6          | 36         |
| <b>11</b>      | 44          | 16          |              | 8           | 47         | 46          | 37          | 41         | 1           | 54          | 50         | 35         | 53         |
| <b>12</b>      | 31          | 28          |              | 37          | 53         | 3           | 32          | 37         | 3           | 36          | 31         | 32         | 46         |
| <b>13</b>      | 6           | 59          |              | 45          | 38         | 1           | 44          | 31         | 20          | 57          | 1          | 38         | 40         |
| <b>14</b>      | 28          | 69          |              | 44          | 1          | 53          | 41          | 2          | 32          | 33          | 2          | 48         | 40         |
| <b>15</b>      | 31          | 60          |              | 58          | 1          | 45          | 34          | 1          | 42          | 3           | 46         | 67         | 1          |
| <b>16</b>      | 77          | 56          |              | 30          | 25         | 39          | 1           | 24         | 21          | 0           | 16         | 65         | 11         |
| <b>17</b>      | 51          | 0           |              | 5           | 34         | 44          | 2           | 21         | 47          | 28          | 61         | 27         | 22         |
| <b>18</b>      | 49          | 12          |              | 4           | 53         | 33          | 30          | 48         | 0           | 89          | 47         | 6          | 31         |
| <b>19</b>      | 37          | 9           |              | 65          | 96         | 1           | 43          | 33         | 0           | 86          | 16         | 56         | 23         |
| <b>20</b>      | 2           | 46          |              | 48          | 27         | 1           | 43          | 38         | 60          | 67          | 2          | 32         | 12         |
| <b>21</b>      | 2           | 57          |              | 27          | 2          | 2           | 35          | 2          | 32          | 64          | 1          | 43         | 10         |
| <b>22</b>      | 29          | 77          |              | 66          | 0          | 48          | 39          | 0          | 30          | 1           | 35         | 54         | 0          |
| <b>23</b>      | 44          | 49          |              | 43          | 25         | 45          | 0           | 31         | 37          | 0           | 46         | 47         | 2          |
| <b>24</b>      | 66          | 9           |              | 1           | 47         | 45          | 0           | 28         | 42          | 86          | 25         | 7          | 14         |
| <b>25</b>      | 42          | 7           |              | 0           | 47         | 28          | 42          | 46         | 0           | 54          | 52         | 0          | 0          |
| <b>26</b>      | 27          | 49          |              | 64          | 53         | 0           | 37          | 49         | 0           | 56          | 28         | 47         | 2          |
| <b>27</b>      | 2           | 70          |              | 19          | 26         | 1           | 32          | 37         | 50          | 83          | 1          | 26         | 8          |
| <b>28</b>      | 23          | 47          |              | 54          | 0          | 51          | 32          | 2          | 33          | 26          | 3          | 30         | 9          |
| <b>29</b>      | 46          |             |              | 56          | 2          | 43          | 35          | 0          | 51          | 0           | 36         | 42         | 0          |
| <b>30</b>      | 69          |             |              | 3           | 41         | 40          | 3           | 10         | 29          | 0           | 37         | 71         | 4          |
| <b>31</b>      | 41          |             |              | 7           |            | 27          |             | 62         | 33          |             | 55         |            | 1          |
| <b>TOTALS:</b> | <b>1001</b> | <b>1083</b> |              | <b>1073</b> | <b>963</b> | <b>906</b>  | <b>750</b>  | <b>768</b> | <b>836</b>  | <b>1022</b> | <b>877</b> | <b>981</b> | <b>626</b> |

**TOTAL TICKETS ISSUED: 10,886**

**Third Party By-Law Enforcement**  
**Service Level Change Request - Details**

| Year           | # of Calls for Service - Police Services | # of Tickets Written | Average Parking Ticket Cost | Revenue Generated from Tickets Written | # of Calls NOT responded to | Assume 50% Result in tickets | Potential LOSS of Revenue from Calls Not Responded to |
|----------------|--|----------------------|-----------------------------|--|-----------------------------|------------------------------|---|
| 2018           | 3828                                     | 1400                 | \$ 10.75                    | \$ 15,050.00                           | 2428                        | 50%                          | \$ 13,050.50  |
| 2017           | 4000                                     | 2000                 | \$ 10.75                    | \$ 21,500.00                           | 2000                        | 50%                          | \$ 10,750.00  |
| 2016           | 4000                                     | 2664                 | \$ 10.75                    | \$ 28,638.00                           | 1336                        | 50%                          | \$ 7,181.00   |
| <b>Totals</b>  |  |                      |                             | <b>\$ 65,188.00</b>                    |                             |                              | <b>\$ 30,981.50</b>                                   |
| <b>Average</b> |  |                      |                             |  |                             |                              | <b>\$ 10,327.17</b>                                   |

## Service Level Change Request

Department/Division: CD&ES – Recreation and Culture

Request Name: Youth/Teen/Community Programming NCC

**Overview:** If the Library does not operate at the Korah Branch, that portion of the facility will be closed at 5:00 pm weekdays and closed on the weekends. The facility is very busy in the evenings with soccer bookings and there is a need to provide a space for youth/families. Many youth/teens access tutoring after school, access to wifi and this geographical area has few opportunities for youth to participate in recreation and arts activities outside of school. The City could program the space and provide a variety of recreational programs to support youth/teens. Programs such as open mic nights, art space, access to recreational activities on the turf, fitness classes, movie nights, a place to hangout, study, meet tutors etc. This would allow the program space to be open (Mon-Thurs until 9:00, Friday until 10:00) and Saturday 12-5 pm with some Sunday events as programmed. The program hours would change for July/August. See also Library request to operate at the Korah Branch.

### Service Level Change:

Essential  Discretionary

#### Current Service Level

| Service Name            | Service Description   |
|-------------------------|---|
| NCC Youth/Teen Programs | Youth/teen programming at NCC evenings and some weekend hours to deliver programming. |
|                         |   |
|                         |   |

#### Proposed Changes to Service Level

The library will not be operating as of Sept 2019, there is a need for evening and weekend programming in addition to a staff

#### Alignment with Strategic Plan

### Impact Analysis:

#### Incremental Operating Expenditures (detail)

| Description        | Duration        | 2020 \$  | 2021 \$  | 2022 \$  |
|--------------------|-----------------|----------|----------|----------|
| Operating expenses | Ongoing         | \$17,000 | \$17,000 | \$17,000 |
|                    | Choose an item. |          |          |          |
|                    | Choose an item. |          |          |          |

Incremental FTE requirements (detail) Benefit % included in estimate  

| Position/Job Class                            | Pay Group | Duration | FTE required | 2020 \$  | 2021 \$                     | 2022 \$                     |
|---|-----------|----------|--------------|----------|-----------------------------|-----------------------------|
| Programmer Assistant/JC1                      | M3        | Annual   | 1            | \$78,087 | \$79,493<br>(1.8% increase) | \$80,923<br>(1.8% increase) |
| Recreation Programmer part-time nonunion JC 8 | CC        | Annual   | 0.2          | \$9,572  | \$9,744 (1.8% increase)     | \$9,920 (1.8% increase)     |

## Impact Analysis (cont'd):

## Incremental Operating Revenues (detail)

| Description      | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|------------------|-----------------|---------|---------|---------|
| Program revenues | Ongoing         | \$8,000 | \$8,000 | \$8,000 |
|                  | Choose an item. |         |         |         |
|                  | Choose an item. |         |         |         |

## Net Impact (total)

| Net Impact | 2020 \$  | 2021 \$  | 2022 \$  |
|------------|----------|----------|----------|
| On-Going   | \$96,659 | \$98,327 | \$99,843 |
| One-time   |          |          |          |
| Total      | \$96,659 | \$98,327 | \$99,843 |

## Capital Requirements:

## (detail)

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

## Other Supporting Information (business plan, Council resolution etc)

The NCC will be growing and expanding with the addition of the new twin pad arena. Many youth are using the space for tutoring, to access wifi currently and use the space while siblings play soccer. There is an opportunity to provide a space for youth/teen to continue to access the space afterschool for tutoring/homework while the seniors programming is taking place. In addition programs can be organized on the turf prior to soccer. In the evenings youth/teen could have a space to socialize, do homework and participate in a wide range of programs from arts space, music (open mic nights), movie nights, fitness classes, special events. In addition, there are a number of benefits to having staff presence in the building during the evening and weekends. Currently, there is only an operator between the NCC and the McMeeken to address any issues.

Department Approval:

Date: July 26, 2019

## Service Level Change Request

Department/Division: CD&ES – Recreation and Culture

Request Name: Community Event Programming

**Overview:** The Recreation and Culture Division has undertaken a number of new programs which kicked off in 2019 and are being expanded as we move into 2020. Operating funding to support the following programs is requested: Block Party Program, Skating Trailing Programming, Activating the waterfront.

### Service Level Change:

Essential  Discretionary

#### Current Service Level

| Service Name              | Service Description   |
|---------------------------|---|
| Skating Trail Programming | Staff hours to program the events, activities and supervise the bonfire at the skating trail.                                   |
| Block Party Program       | The Block Party program is to encourage neighbourhoods to connect and engage with one another to create healthy neighbourhoods. |
|                           |   |

Proposed Changes to Service Level: Addition of the block party program which would require operations funding \$2500 (\$125/per block party x 20). Increase in staffing hours to oversee bonfire at skating trail and programming of activities (18 x 12 weeks = 216 hours x \$16.94 = \$3659 + MERC = \$3973.00)

Alignment with Strategic Plan: Quality of Life: Vibrant Downtown Areas and Community Development and Partnerships and supporting social activity.

### Impact Analysis:

#### Incremental Operating Expenditures (detail)

| Description                              | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|--|-----------------|---------|---------|---------|
| Community Organizations 10-500-5014-6820 | Ongoing         | \$2,500 | \$2,500 | \$2,500 |
|  | Choose an item. |         |         |         |
|  | Choose an item. |         |         |         |

#### Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class                         | Pay Group | Duration | FTE required | 2020 \$    | 2021 \$                 | 2022 \$                 |
|--|-----------|----------|--------------|------------|-------------------------|-------------------------|
| Event Facilitator & Coordinator – PTNU JC4 | CC        | Seasonal | .12          | \$3,973.00 | \$4,044 (1.8% increase) | \$4,117 (1.8% increase) |
|  |           |          |              |            |                         |                         |
|  |           |          |              |            |                         |                         |

## Impact Analysis (cont'd):

## Incremental Operating Revenues (detail)

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

## Net Impact (total)

| Net Impact | 2020 \$ | 2021 \$ | 2022 \$ |
|------------|---------|---------|---------|
| On-Going   | \$6,473 | \$6,544 | \$6,617 |
| One-time   |         |         |         |
| Total      |         |         |         |

## Capital Requirements:

## (detail)

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

## Other Supporting Information (business plan, Council resolution etc).

The Initiative is also in line with presentation from Roger Brooks, Gil Penalosa (8-80) cities. Creating and activating the waterfront and downtown has been a consistent theme and providing additional programming at the skating trail supports this objective.

In addition creating an inviting and welcoming community often starts in a neighbourhood. By providing some tools, equipment and support we can empower residents to become more engaged.

Department Approval:

Date: July 23, 2019

## Service Level Change Request

Department/Division: CD&ES – Recreation and Culture

Request Name: NCC Security

**Overview:** The Northern Community Centres budget for Purchased and Contracted services is \$3,800 of which \$800 annually is set aside for the security system. There has been an increase in vandalism, graffiti and concerns with groups of youth that are damaging and stealing inside the building. A security blitz was required in the spring to address these issues. The ability to complete security blitzes is required throughout the year. An increase of \$5000 is required total budget security of \$5,800.

**Service Level Change:**

Essential  Discretionary

Current Service Level

| Service Name | Service Description   |
|--------------|---|
| Security     | Increased in number of security blitzes to address growing concerns with vandalism. |
|              |   |
|              |   |

Proposed Changes to Service Level

The increase is based on 2019 rates that were received through the RFP Process. There has been an increase in vandalism, graffiti and concerns with groups of youth that are damaging and stealing inside the building. A security blitz was required in the spring to address these issues. The ability to complete security blitzes is required throughout the year.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
| Security    | Ongoing         | \$5000  | \$5000  | \$5000  |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------|-----------|----------|--------------|---------|---------|---------|
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |

## Impact Analysis (cont'd):

## Incremental Operating Revenues (detail)

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
|             | Ongoing         |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

## Net Impact (total)

| Net Impact | 2020 \$ | 2021 \$ | 2022 \$ |
|------------|---------|---------|---------|
| On-Going   | \$5000  | \$5000  | \$5000  |
| One-time   |         |         |         |
| Total      | \$5000  | \$5000  | \$5000  |

## Capital Requirements:

## (detail)

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

## Other Supporting Information (business plan, Council resolution etc)

Department Approval:

Date: September 17, 2019

## Service Level Change Request

Department/Division: CD&amp;ES

Request Name: Arts, Culture and Heritage Funding

**Overview:** The City has engaged LORD Cultural Resources to prepare a Community Cultural Plan. The objective of the plan are to, foster investment and economic development in Arts, Culture and Heritage; strengthen partnerships to promote cultural vitality in the community and strengthen connectivity amongst those in the creative sectors locally. . The Cultural Plan, now in the final stages of preparation, has identified that Sault Ste. Marie as having lower than average funding for cultural grants relative to other 'peer' municipalities, and as such, is recommending increase in funding to support arts and culture organizations, events and activities. A phased in approach will be taken to attain the recommended increases in funding arts, culture and heritage. In addition, in 2018 the Cultural Advisory Board requested an operating increase as the requests for financial assistance received are greater than the funds available for distribution. Moved by: W. Greco Seconded by: E. Belair "Resolved that the Cultural Advisory Board request that the funding for Cultural Financial Assistance grants be increased in 2019 to \$75,000 from \$53,900 and that staff prepare the necessary paperwork be approved." The request was not approved in 2019.

**Service Level Change:**Essential  Discretionary 

## Current Service Level

| Service Name     | Service Description   |
|------------------|---|
| Cultural Funding | Increase funding to support arts, culture and heritage in SSM |
|                  |   |
|                  |   |

## Proposed Changes to Service Level

The Arts in Culture Action Team is working on a funding model to address the various needs of arts, culture and heritage organizations in SSM. Funding will be divided into various buckets; Festivals and Events, Diversity in Arts and Culture, Local arts and cultural organizations, Community art partnership programs and cultural attractions, and Heritage are being addressed.

Alignment with Strategic Plan – This request supports the Cultural Vitality Pillar.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

| Description   | Duration        | 2020 \$   | 2021 \$   | 2022 \$   |
|---|-----------------|-----------|-----------|-----------|
| Increased cultural Funding<br>(various funding streams) | Ongoing         | \$101,200 | \$101,200 | \$101,200 |
| Further Increase in 2021                                | Ongoing         |           | \$143,000 | \$143,000 |
|   | Choose an item. |           |           |           |

## Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------|-----------|----------|--------------|---------|---------|---------|
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |

## Impact Analysis (cont'd):

## Incremental Operating Revenues (detail)

| Description    | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|----------------|-----------------|---------|---------|---------|
| Not applicable | Choose an item. |         |         |         |
|                | Choose an item. |         |         |         |
|                | Choose an item. |         |         |         |

## Net Impact (total)

| Net Impact | 2020 \$   | 2021 \$   | 2022 \$   |
|------------|-----------|-----------|-----------|
| On-Going   | \$101,200 | \$244,200 | \$244,200 |
| One-time   |           |           |           |
| Total      | \$101,200 | \$244,200 | \$244,200 |

## Capital Requirements:

## (detail)

| Description    | 2020 \$ | 2021 \$ | 2022 \$ |
|----------------|---------|---------|---------|
| Not applicable |         |         |         |
|                |         |         |         |
|                |         |         |         |

## Other Supporting Information (business plan, Council resolution etc)

Cultural Vitality is one of the 4 pillars of FutureSSM and a strategic priority for the Municipality. A key recommendation from the Community Adjustment Committee was to develop a funding model that supports further develop of cultural facilities, organizations and events.

*Global communities with strong links between community culture and engagement in the arts, are resilient, healthy communities. Such creative, vibrant, and resilient places are attractive to investors in industry, business, and tourism and thus create employment opportunities, expand the tax-base, and generally add real wealth to the community. Because of this, the development of a comprehensive Community Cultural Plan was identified as a key recommendation in the Community Adjustment Committee Report as a way to increase cultural vitality in Sault Ste. Marie.*

Department Approval:

Date:

## Service Level Change Request

Department/Division: CD&ES – Recreation and Culture

Request Name: Best for Kids Summer Program

**Overview:** Each Summer Recreation and Culture provides free summer programming at Manzo and Greco Pool locations. The cost of the program have been split between R&C operating budgets and DSSAB who contributed \$6000 annually. DSSAB has supported this program for several years and we were provided notice that they are no longer able to contribute. Therefore we will be short \$6000 in our budget. In addition both Manzo and Greco pool are locations for the Every Breakfast Counts program and the staff running the summer program distribute the food in the morning during the program.

### Service Level Change:

Essential  Discretionary

#### Current Service Level

| Service Name       | Service Description                                     |
|--------------------|---|
| BFK Summer Program | Provide free summer programs to kids at Manzo and Greco |
|                    |   |
|                    |   |

#### Proposed Changes to Service Level

The increase is based on 2019 rates that were received through the RFP Process. There has been an increase in vandalism, graffiti and concerns with groups of youth that are damaging and stealing inside the building. A security blitz was required in the spring to address these issues. The ability to complete security blitzes is required throughout the year.

### Impact Analysis:

#### Incremental Operating Expenditures (detail)

| Description              | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------------|-----------------|---------|---------|---------|
| Revenue 10-500-5134-5861 | Ongoing         | \$6000  | \$6000  | \$6000  |
|                          | Choose an item. |         |         |         |
|                          | Choose an item. |         |         |         |

Incremental FTE requirements (detail) Benefit % included in estimate  

| Position/Job Class | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------|-----------|----------|--------------|---------|---------|---------|
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |

## Impact Analysis (cont'd):

## Incremental Operating Revenues (detail)

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
| NA          | Ongoing         |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

## Net Impact (total)

| Net Impact | 2020 \$ | 2021 \$ | 2022 \$ |
|------------|---------|---------|---------|
| On-Going   | \$6000  | \$6000  | \$6000  |
| One-time   |         |         |         |
| Total      | \$6000  | \$6000  | \$6000  |

## Capital Requirements:

## (detail)

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

## Other Supporting Information (business plan, Council resolution etc)

The request is due to a loss of a consistent annual funding that has been provided by DSSAB, therefore the request is to have the City provide the \$6000 in annual funding to replace the lost revenue.

Department Approval:

Date:



**SAULT STE. MARIE**

Best for Kids  
Year End Report  
2019

*Abby Barsanti and Victoria White*

## **Introduction**

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Best for Kids is a no cost, half day summer program offered to children and families in the vicinity of the Peter G. Manzo pool and V.E. Greco pool. The program was run throughout the months of July and August, Monday through Friday from 10:00 to 12:30pm. The Best for Kids program provided games, field trips, crafts, activities, and a nutritious snack for children between the ages of seven and thirteen. Children under the age of seven were welcome to join the program under the supervision of a parent/guardian. Registration forms for the Best for Kids program were distributed to children in grades two to six, from selected schools at Huron Superior Catholic District School Board in addition to the Algoma District School Board.

### **Harvest Algoma Every Breakfast Counts Program**

In the past years of Best For Kids we have been providing the food for the program. This is the first year where the food has not been coming out of the Best For Kids Budget. Harvest Algoma introduced a new program called Every Breakfast count. The V.E Greco and the Peter G. Manzo had the opportunity to be a part of this program. Harvest Algoma came to the V.E Greco and Peter G. Manzo every Wednesday to drop off different kinds of food such as fruit, vegetables, yogurt, granola bars, crackers, bagels, bread, and small packets of peanut butter, jam, cream cheese and ranch. Since this food was also for the public as well as the Best For Kids program, we went through the food in the fridge a lot faster than other buildings who were also a part of this program. Instead of Wednesday being our only food drop off days at the V.E Greco we changed it to Tuesdays and Fridays.

## **Special Events**

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At the beginning of the summer, the Best for Kids program was the recipient of a generous donation of reusable water bottles with toothpaste, floss and a timer. The donation of those items was arranged thanks to Jennifer Miller from Algoma Public Health. There was also a donation of reusable tote bags given by the city of Sault Ste. Marie. The tote bags had a towel, reusable water bottle and a pair of sunglasses inside.

The V. E. Greco had their first outing to the Neighborhood Resource Center July 19th 2019. Since we were so close we walked to the Resource Center that morning. The outing was arranged by Constable Alison Fitzpatrick. Jennifer Miller from Algoma Public Health was at the V. E. Greco the day before to get the number of kids so that they could make sure there was enough food for the outing. Inside the Resource Center the kids could play card games, Uno, Giant Connect four and Giant Jenga. The Resource center provided hot dogs, mini chip bags, and juice for a snack, and large freezes after. At the end of the outing the kids received a bag with a fidget spinner, stickers, and a coupon for one free Froster. The children had a great time at the Neighborhood Resource Center.

The children had the opportunity to go on a field trip to Camp St. Kateri with the YMCA summer camps for a full day of activities. The trip was scheduled for July 31th, 2019. A school bus picked up The V.E. Greco site first, then picked up Peter G. Manzo. The Field trip was an all-day trip starting from 10:00 am to 4:00 pm. When we arrived they had us set up in a portable and start pairing the kids together for

canoeing and kayaking. They went out on the water with 2 Best For Kids staff and 2 YMCA lifeguards. Many of the children learned how to canoe and kayak for the first time, they were able to look at lake wildlife such as frogs, fish and turtles. For lunch the Best For Kids staff provided the food that Harvest Algoma had been dropping off at both sites for the Ever Breakfast Counts program. There was a variety of fruit and vegetables, yogurt, applesauce, crackers, granola bars, cheese, watermelon and cantaloupe and pizza, water, and juice that was provided Ben Ayton. After lunch, Best For Kids and the YMCA children played together in a camp wide Go Find It, Man Tracker and Drip Drip Drop. All of the Best For Kids and YMCA campers went on a forty-five minute hike. At the end of the hike the children got to explore pools of water and a stream where they could catch frogs and turtles, and see a beaver dam. Once we were back from the hike all the kids sat down around a fire pit and got to roast a marshmallow. The perfect way to end a day at Camp St Kateri. In total we had 18 kids and 6 staff members on the Camp St Kateri trip.

Child Care Algoma got to visit each pool once a week for fun crafts and activities. They went to the Peter G. Manzo site every Monday and the V. E. Greco site every Tuesday. They arrive at 10:00am and stay until 11:00am. The kids love decorating sunglasses, painting and potting plants, creating their own spinners and making fun bracelets, and a variety of other activities.

On July 16th 2019, both the V. E. Greco and the Peter G. Manzo location had a visit from paramedic Paul Hendrie. He got to show the inside of the ambulance and the children go to explore the outside and inside of the vehicle. Paul even let the children in the front seat and let them put on the different sounding sirens. The children were given stickers and tattoos at the end of the visit. All of them really enjoyed and had fun with discovering the ambulance.

The Best For Kids program also had the opportunity to meet with Sherri from police services on July 24th 2019. The officers showed them the car and had a chance to talk to them about their jobs and what they can experience every day.

On August 14th and 15th Best For Kids got a visit from Aaron Gravelle to talk about fire services. The kids received a booklet and DVD about fire safety, filled with crossword puzzles and other games. Aaron also talked about the importance of having two ways out of your bedroom if there was a fire in their house. In the booklet there was a section where the kids could draw out their rooms and find two ways out. He also talked to the kids about finding a meeting spot once you are out of the house to make sure everyone is safe. Unfortunately there was a fire in town on the 14th so they Greco Best For Kids did not get the opportunity to see the fire truck, Aaron suggested for next year that the kids come into the fire station to learn more about how the firefighters live in station on long shifts. Aaron handed out Fire Services temporary tattoos at the end of his visit.

To end off summer, on August 22nd, 2019 the Best for Kids program went to Farmer Bob's for the final field trip. Busses arrived at Manzo to pickup the kids at 9:30 then 9:45 to pickup Greco kids. Upon arrival all belongings were dropped off at the church. The children and staff were told the rules before beginning the tour. To start the day, the children walked through the flower and vegetable garden that was full of pumpkins, zucchini, beats, beans and much more. Following this, the children pet and fed the

goats and pigs. The kids loved the interaction with the pigs because the pigs would try and nibble at their shoes and pants. Next, they toured the barn with chickens, sheep, cows and horses. A few of the kids were successful in catching some chickens. They enjoyed carrying them around. The cows ate right out of the palm of their hands. The children were not allowed to pet the horses as they are too strong and could accidentally bite one of their fingers. Farmer Bob had a free roaming dog named Macey whom the kids loved. She was very friendly and made the more shy children become more interactive. The last tour was a full farm tour on a tractor. The kids loved riding through the bush. Finally, snack took place in the church. Snack included: watermelon, apples, oranges, grapes, granola bars, cheese, apple sauce and peanut butter and jelly sandwiches. The bus arrived at 12:35 and dropped off Greco children and staff first and Manzo second.

## **Benefits**

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The Best for Kids program incorporated many group activities and projects, such as creating a Best for Kids poster as a group, simple science experiments (i.e. Bath bombs, making slime, creating stress balls, volcanoes, bottle rockets, homemade ice cream,), all of which taught the kids about taking turns, working together, and accepting the opinions of others. In addition, the program gently included games of winning and losing, along with games that involved score keeping, teaching the kids about being a good winner while accepting that we cannot always win. Overall, the kids enjoyed these games and the challenge that comes with trying your best to win, and putting in effort that pays off.

A concerted effort was made to include the kids in every aspect of the day. The kids were tasked with helping to clean up supplies from the day, and as a result learned that if everyone works together the job takes less time and is less work. In addition, several kids were chosen each day to help prepare snack and call the other children to wash their hands for snack time.

Having the children involved in the daily working of the program gave the kids a sense of belonging and helped them feel like they were part of the program and that this program was as much the leader's as the children's.

## **Recommendations**

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There has been a switch in the number of kids attending each pool for the program last year and this year. The Peter G. Manzo has had more kids attending program than the V.E. Greco.

There have been three Best for Kids staff at the Greco and two at the Manzo, but later in August we switch to having three at Manzo and two at Greco.

The Best for Kids program had the opportunity to visit Camp St. Kateri provided many experiences that the children have never experienced or maybe wouldn't otherwise, the kids would benefit from visiting Camp St. Kateri more often, perhaps once in July and once in August, to provide those outdoor experiences and life skills such as hiking, seeing wildlife, canoeing, kayaking, etc. The children fully enjoy

visiting Camp St. Kateri and partaking in new experiences, such as canoeing, hiking, and playing different field games with more children.

The children attending the Best for Kids program enjoyed and benefited from having guest speakers come spend time with them. Going forward it would be beneficial to the children to have more guest speakers such as members of the police force, fire department, neighborhood resource center, and so on come and visit with the kids more than just one day so the children have the opportunity to build a positive relationship with the members of the community who are there to help them.

There could be more outings that are within walking distance of each Best For Kids location. That way the kids get a change of scenery every week or two weeks. That way more kids are interested in coming out to program, because they know it is not going to be the same surroundings for three weeks.

The kids indicated on numerous occasions that they enjoy playing at the park and were content to spend time on the park equipment or other tag-type games.

It would be beneficial if more activities were scheduled each day. Many of the activities do not last the full half hour because the kids get frustrated, bored, or confused.

Games need to have simple instructions that are easy to follow and understand. The kids love doing science experiments with an explosion such as ones that involve baking soda and vinegar. They would benefit from having at least one simple craft per day. They can get tired of the crafts and not want to participate in craft activities if there is more than one per day.

They loved playing games they already know how to play such as different types of tag or ghost in the graveyard, and would suggest we play those games if they became board and did not want to play what we had planned. They also enjoyed a new game called Exterminator, because it was a tag like game.

The kids attending programming at the Peter G. Manzo really enjoy doing crafts, more so than playing games, and would therefore benefit more from having more crafts throughout the day. Furthermore, the kids enjoy making crafts that serve a purpose, for this reason they enjoy the crafts provided by Marisa from Child Care Algoma (i.e. birdhouses, t-shirts, beach towels, beach bags, lip gloss, etc.).

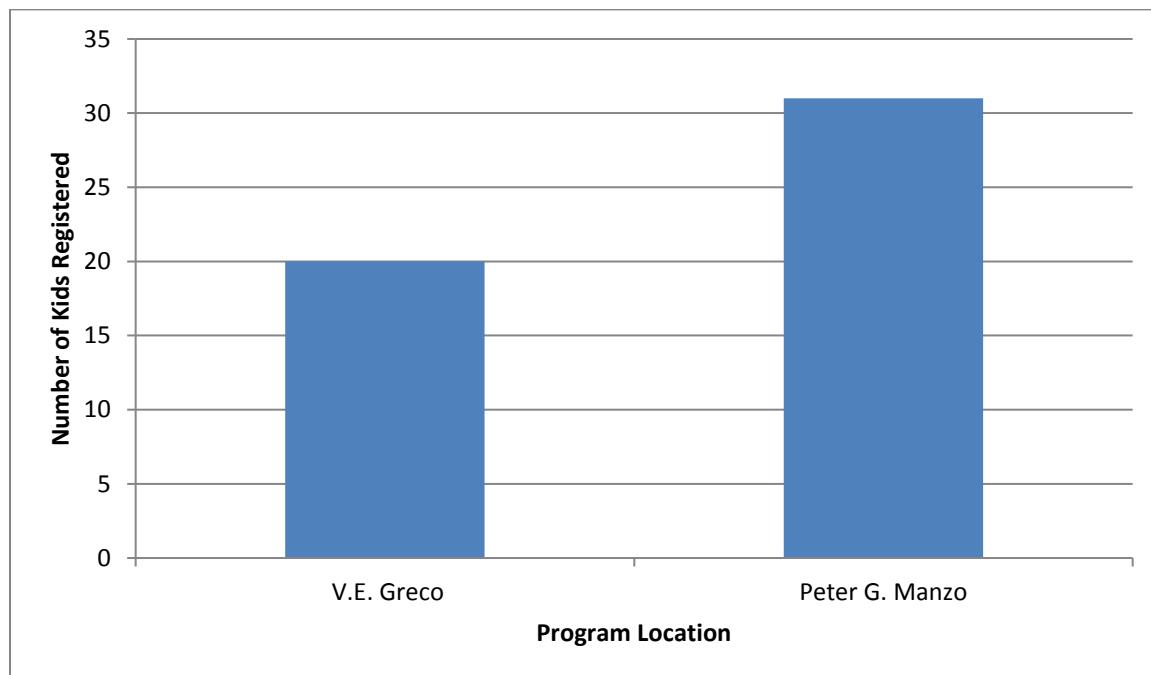
The kids would benefit tremendously from having more days to go swimming. They are constantly asking for more than one day of swimming lessons. Most of the kids who attend the Best for Kids program do not attend the pool in the afternoon. The kids love swimming. Having one day of structured lessons/games and another day of semi-unstructured activities would allow the kids to enjoy the pool more often, help others overcome their fears, and others to improve their swimming abilities.

A noticeable trend this year that caused much difficulty was the gap in ages. Because the age range of the program is so wide (seven to fourteen years), the younger kids would often become discouraged if they were not as skilled at a game as the older kids, and the older kids had little interest in playing the games that the younger kids enjoyed. It might be worth planning two sets of activities, one set for the older kids and one set for the younger kids or having games that can be easily adjusted, either to make them more difficult or simpler, to fit the age range.

**2019 Best for Kids Stats**

**V.E Greco and Peter G. Manzo**

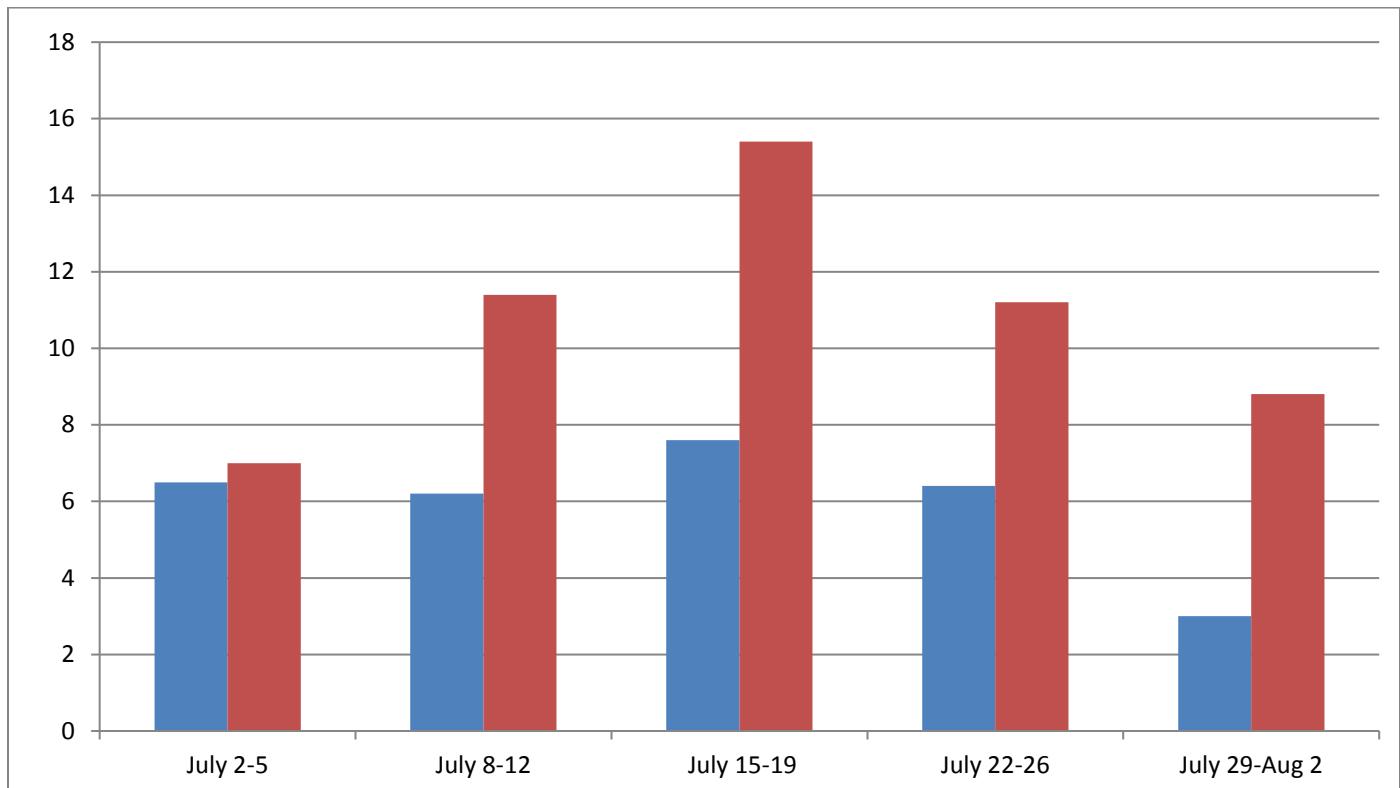
**Number of Kids Registered**



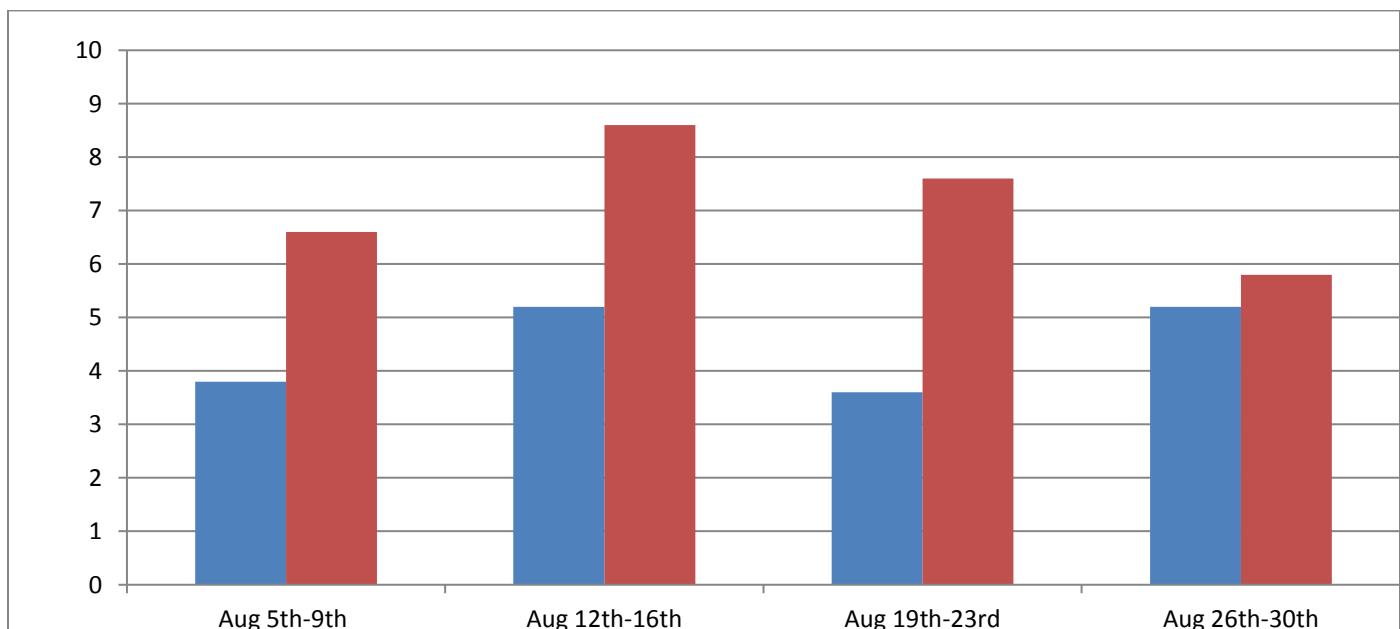
### **Weekly Average Attendance at V.E Greco and Peter G. Manzo**

#### **Month of July**

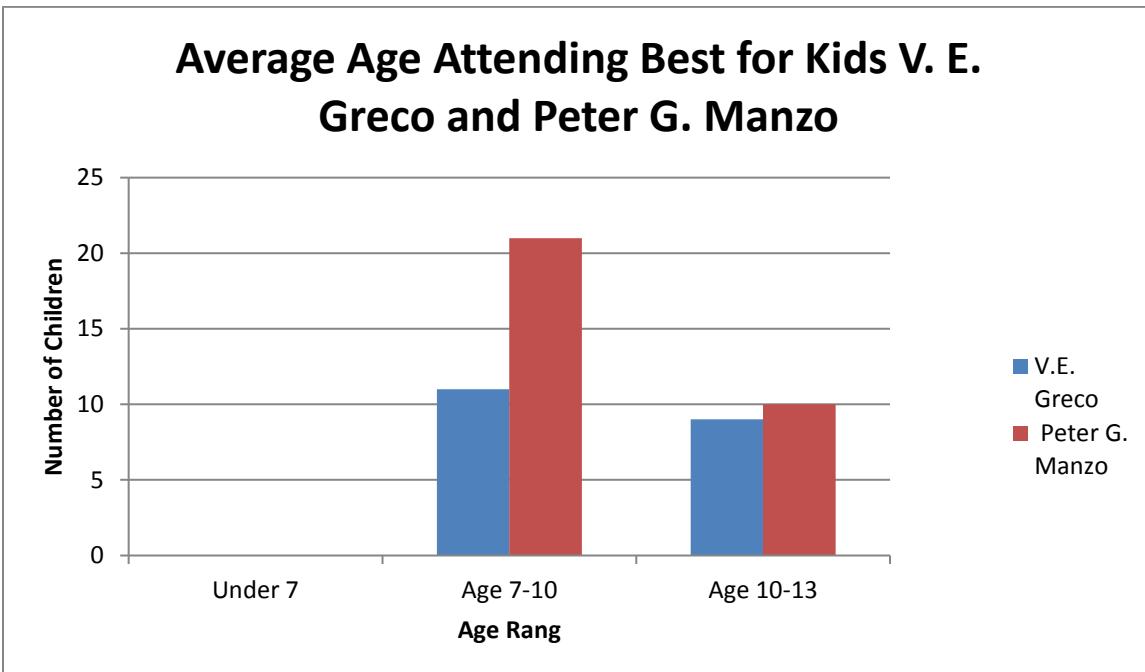
*Blue= Greco, Red=Manzo*



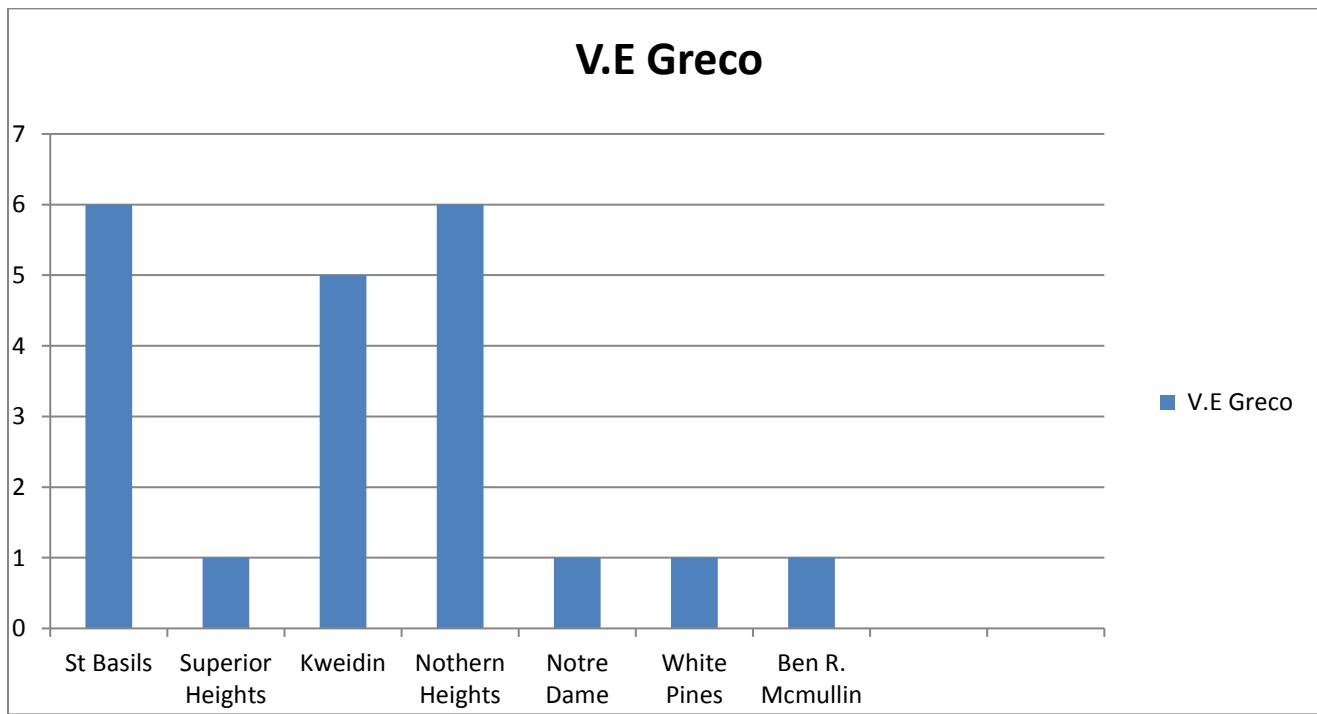
#### **Month of August**



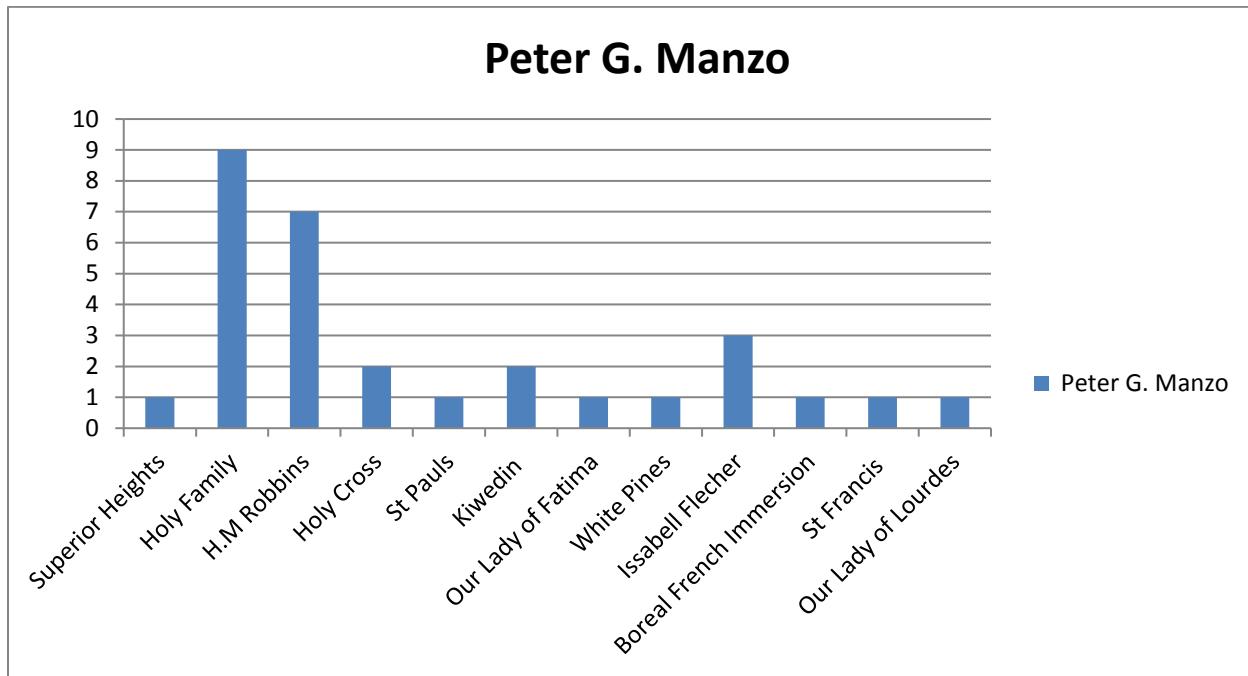
Average Age Registered for the Best for Kids V. E. Greco and Peter G. Manzo



Feeder Schools for the V. E. Greco Location



**Feeder schools for the Peter G. Manzo Location**



## Service Level Change Request

Department/Division: PWES – ENGINEERING DIVISION

Request Name: TRAFFIC ENGINEERING ADVISORY SERVICES

**Overview:** The Engineering Division is in need of a mechanism for the provision of Traffic Engineering expertise for small assignments that arise involving signal timing review, traffic control warrants, speed studies and other matters. Internal staff can address many traffic engineering issues but frequently outside expertise must be procured. It is too cumbersome and time-consuming to procure such expertise for each occasion. In the interest of efficiency, this request is for the procurement through RFP to traffic specialists for a standing order with a successful consultant, for a three to five-year contract for professional traffic design advisory services.

**Service Level Change:**Essential  Discretionary 

## Current Service Level

| Service Name                          | Service Description   |
|---------------------------------------|---|
| Traffic Engineering Advisory Services | Professional engineering services for intersection control, volume and speed studies, active transportation, etc. |
|                                       |   |
|                                       |   |

Proposed Changes to Service Level: More efficient and timely responses to technical questions arising from Councillors, engineering staff, agencies and the public for more complicated traffic engineering issues.

Alignment with Strategic Plan: This request is linked to the infrastructure and asset management components of the strategic plan

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

| Description       | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------------|-----------------|---------|---------|---------|
| Advisory Services | Ongoing         | 30,000  | 30,000  | 30,000  |
|                   | Choose an item. |         |         |         |
|                   | Choose an item. |         |         |         |

## Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------|-----------|----------|--------------|---------|---------|---------|
| None               |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |

## Impact Analysis (cont'd):

## Incremental Operating Revenues (detail)

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
| None        | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

## Net Impact (total)

| Net Impact | 2020 \$ | 2021 \$ | 2022 \$ |
|------------|---------|---------|---------|
| On-Going   | 30,000  | 30,000  | 30,000  |
| One-time   |         |         |         |
| Total      | 30,000  | 30,000  | 30,000  |

## Capital Requirements:

## (detail)

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
| None        |         |         |         |
|             |         |         |         |
|             |         |         |         |

## Other Supporting Information (business plan, Council resolution etc.)

In order to provide an adequate level of service with existing traffic infrastructure, the intention would be to utilize the advisory services account on demand when issues arise. Some years may not require the full allocation, and others may require an overrun. There is precedent for this model: the Engineering Division has a standing order for advisory services with one consultant for wastewater operations and a similar arrangement with a consultant for engineering matters related to the landfill. It is far more efficient to resolve these matters with one consultant over an extended period than to procure professional services multiple times with multiple firms.

Department Approval: \_\_\_\_\_

Date: \_\_\_\_\_

## Service Level Change Request

Department/Division: PWES – ENGINEERING DIVISION

Request Name: MISCELLANEOUS CONSTRUCTION BUDGET - RESURFACING

**Overview:**

Miscellaneous Construction budget was originally intended for small capital projects. For decades, the majority of the budget has necessarily been diverted to annual resurfacing. The backlog of arterial and collectors requiring resurfacing is in the \$25 to \$30M range and growing. Further, there has been little to no progress on the outstanding miscellaneous construction list.

**Service Level Change:**Essential  Discretionary 

## Current Service Level

| Service Name               | Service Description   |
|----------------------------|---|
| Miscellaneous Construction | Resurfacing, small capital projects, EAs, biennial structural inspections, etc. |
|                            |   |
|                            |   |

**Proposed Changes to Service Level:** Miscellaneous construction budget of \$1.3M has not been increased in decades. (Recent \$300,000 increase was just transfer of PW surface treatment program to Engineering). It covers rear yard drainage, biennial structural inspections, EAs for drainage and traffic related initiatives and comparably small capital projects. The backlog of incomplete projects totals \$13M. Without an increase, the effectiveness of this budget has diminished considerably and continues to do so.

**Alignment with Strategic Plan:** Linked to the quality of infrastructure and asset management components of the strategic plan

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

| Description           | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-----------------------|-----------------|---------|---------|---------|
| Acct 10-310-3214-6772 | Ongoing         | 500,000 | 500,000 | 500,000 |
|                       | Choose an item. |         |         |         |
|                       | Choose an item. |         |         |         |

## Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------|-----------|----------|--------------|---------|---------|---------|
| None               |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |

## Impact Analysis (cont'd):

## Incremental Operating Revenues (detail)

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
| None        | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

## Net Impact (total)

| Net Impact | 2020 \$ | 2021 \$ | 2022 \$ |
|------------|---------|---------|---------|
| On-Going   | 500,000 | 500,000 | 500,000 |
| One-time   |         |         |         |
| Total      | 500,000 | 500,000 | 500,000 |

## Capital Requirements:

## (detail)

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

## Other Supporting Information (business plan, Council resolution etc.)

Without any increases in over 20 years, the effectiveness of this budget has diminished considerably. There has been little if any progress on addressing the outstanding \$13M list of outstanding miscellaneous construction projects. Once the EA and structural inspections are covered, the remaining budget is used for road resurfacing. The resurfacing needs are greatly increasing and budget is not. Without proper maintenance and rehabilitation, the assets will continue to deteriorate along with the service level.

Department Approval: \_\_\_\_\_ Date: \_\_\_\_\_

## Service Level Change Request

Department/Division: PW&amp;ES - Engineering Division – Building Services

Request Name: Civic Centre Maintenance and Alterations

**Overview:**

Renovation work on the Civic Centre, mostly interior office changes, is currently being heavily subsidized by the maintenance account. Higher contractor costs, parts acquisition, and larger projects affect the ability to maintain existing systems, which may result in larger failures down the road. If the maintenance budget is to be used for significant office renovating, it must be increased.

**Service Level Change:**Essential  Discretionary **Current Service Level**

| Service Name              | Service Description                  |
|---------------------------|--------------------------------------|
| Maintenance & Alterations | General maintenance and improvements |
|                           |                                      |
|                           |                                      |

**Proposed Changes to Service Level****Alignment with Strategic Plan****Impact Analysis:****Incremental Operating Expenditures (detail)**

| Description      | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|------------------|-----------------|---------|---------|---------|
| 10-300-3040-6410 | Ongoing         | 30,000  | 30,000  | 30,000  |
|                  | Choose an item. |         |         |         |
|                  | Choose an item. |         |         |         |

**Incremental FTE requirements (detail) Benefit % included in estimate** 

| Position/Job Class | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------|-----------|----------|--------------|---------|---------|---------|
| None               |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |

**Impact Analysis (cont'd):****Incremental Operating Revenues (detail)**

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

**Net Impact (total)**

| Net Impact | 2020 \$ | 2021 \$ | 2022 \$ |
|------------|---------|---------|---------|
| On-Going   | 30,000  | 30,000  | 30,000  |
| One-time   |         |         |         |
| Total      |         |         |         |

**Capital Requirements:**

(detail)

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

**Other Supporting Information (business plan, Council resolution etc)**

Department Approval:

Date: September 16, 2019

## Service Level Change Request

Department/Division: Public Works & Engineering Services

Request Name: Expand Apprenticeship Program

### **Overview:**

Request to expand Public Works apprenticeship program by adding 3 apprentice positions in the areas of Electrical, Carpentry and HVAC. During the 2019 budget process Council provided support for establishing an apprenticeship program and staff has taken the necessary administrative steps to make this happen. The program now requires support by allowing Public Works & Engineering Services to hire 3 additional apprentice positions.

### **Service Level Change:**

Essential  Discretionary

#### Current Service Level

| Service Name           | Service Description  |
|------------------------|--|
| Apprenticeship Program | PW currently has two apprentice positions in the mechanic shop |
|                        |  |
|                        |  |

Proposed Changes to Service Level : Public Works complement increased by 3 apprenticeship positions

Alignment with Strategic Plan : Enhancing the City's service delivery by providing an opportunity for young adults to train and develop their career with the City of Sault Ste. Marie

### **Impact Analysis:**

#### Incremental Operating Expenditures (detail)

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

Incremental FTE requirements (detail) Benefit % included in estimate – 27%

| Position/Job Class    | Pay Group | Duration | FTE required | 2020 \$  | 2021 \$  | 2022 \$  |
|-----------------------|-----------|----------|--------------|----------|----------|----------|
| Carpenter Apprentice  |           | On-going | 1            | \$79,222 | \$79,222 | \$79,222 |
| HVAC Apprentice       |           | On-going | 1            | \$77,927 | \$77,927 | \$77,927 |
| Electrical Apprentice |           | On-going | 1            | \$80,807 | \$80,807 | \$80,807 |

**Impact Analysis (cont'd):****Incremental Operating Revenues (detail)**

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

**Net Impact (total)**

| Net Impact | 2020 \$   | 2021 \$   | 2022 \$   |
|------------|-----------|-----------|-----------|
| On-Going   | \$237,955 | \$237,955 | \$237,955 |
| One-time   |           |           |           |
| Total      | \$237,955 | \$237,955 | \$237,955 |

**Capital Requirements:****(detail)**

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

**Other Supporting Information (business plan, Council resolution etc)**

Department Approval:



Date: Aug. 14 / 19

## Operating Increase Request

For contractual and/or regulated changes to operating budget. Changes to staffing should not be requested on this form. CAO and Human Resource approval is required for all staffing changes.

Department/Division: Public Works & Engineering Services

Request Name: PW Fleet Repair Parts

### Overview:

The repair part budget has averaged a deficit of approximately \$515,000 for the past five years. In 2018, this account was over budget by \$800,000 and trending the same for 2019. Request is to increase current budget by \$397,000 assuming that the requests for fleet licence renewals and tires are approved for 2020. If they are not, the repair part request will need to be increased to \$712,000.

### Request:

Contractual  Regulated

### Incremental Operating Expenditures (detail)

| Description (including account number) | Duration        | 2020 \$   |
|--|-----------------|-----------|
| 10-400-4018-6225                       | Ongoing         | \$397,000 |
|  | Choose an item. |           |
|  | Choose an item. |           |

### Other supporting information:

Calculation is based on five year average of actual repair parts costs: \$2,005,000. Increased this average to \$2,200,000 based on 2018 and projected 2019 actual costs.

Until this budget is balanced, we will continue to see city owned equipment costs exceed budgeted amounts especially Winter Control.

Option: Spread out the increase over the next two years.



Department Approval:

Date: Aug 14/19

## Service Level Change Request

Department/Division: Fire Services

Request Name: Blue Card Incident Command Training

**Overview:**

Comprehensive Officer Training Program for managing fire incidents

**Service Level Change:**Essential  Discretionary **Current Service Level**

| Service Name       | Service Description   |
|--------------------|---|
| Blue Card Training | Fire incident Command on line and practical training system |
|                    | 10-200-2000-6185  |
|                    |   |

**Proposed Changes to Service Level****Alignment with Strategic Plan**

*Yes – this item would be in alignment with the Strategic Plan and approved Fire Master Plan recommendation #31 . “That the SSMFS consider adoption of the Blue Card Incident Command Training program to enhance its current Incident Command Training Program.”*

**Impact Analysis:****Incremental Operating Expenditures (detail)**

| Description      | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|------------------|-----------------|---------|---------|---------|
| Program Cost     | One-time        | 40000   |         |         |
| Maintenance cost | Ongoing         |         | 13000   | 13000   |
|                  | Choose an item. |         |         |         |

**Incremental FTE requirements (detail) Benefit % included in estimate** 

| Position/Job Class | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------|-----------|----------|--------------|---------|---------|---------|
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |

**Impact Analysis (cont'd):****Incremental Operating Revenues (detail)**

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

**Net Impact (total)**

| Net Impact | 2020 \$ | 2021 \$ | 2022 \$ |
|------------|---------|---------|---------|
| On-Going   |         | 13000   | 13000   |
| One-time   | 40000   |         |         |
| Total      | 40000   | 13000   | 13000   |

**Capital Requirements:**

(detail)

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

**Other Supporting Information (business plan, Council resolution etc)**

Approved Fire Master Plan March 19, 2018

Approved Fire Master Plan Update Council Report dated July 15, 2019

Department Approval:

Date: Aug 1, 2019.

## Service Level Change Request

Department/Division: Fire Services

Request Name: Company Officer Training

**Overview:**

Comprehensive Officer Training Program for up to 8 Officers per year x \$500

**Service Level Change:**Essential  Discretionary **Current Service Level**

| Service Name     | Service Description                       |
|------------------|---|
| Officer Training | Comprehensive Officer Development Program |
|                  | 10-200-2000-6185                          |

**Proposed Changes to Service Level****Alignment with Strategic Plan**

*Yes – this item would be in alignment with the Strategic Plan and approved Fire Master Plan recommendation #30. “That the SSMFS further develop the current Company Officer training initiatives into a comprehensive Officer Development Program.*

**Impact Analysis:****Incremental Operating Expenditures (detail)**

| Description  | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------|-----------------|---------|---------|---------|
|              | One-time        |         |         |         |
| Program Cost | Ongoing         | 4000    | 4000    | 4000    |
|              | Choose an item. |         |         |         |

**Incremental FTE requirements (detail) Benefit % included in estimate** 

| Position/Job Class | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------|-----------|----------|--------------|---------|---------|---------|
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |

**Impact Analysis (cont'd):****Incremental Operating Revenues (detail)**

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

**Net Impact (total)**

| Net Impact | 2020 \$ | 2021 \$ | 2022 \$ |
|------------|---------|---------|---------|
| On-Going   | 4000    | 4000    | 4000    |
| One-time   |         |         |         |
| Total      |         |         |         |

**Capital Requirements:****(detail)**

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

**Other Supporting Information (business plan, Council resolution etc)**

Approved Fire Master Plan March 19, 2018

Approved Fire Master Plan Update Council Report dated July 15, 2019

Department Approval:

Date:

Aug. 1, 2019

## Service Level Change Request

Department/Division: Fire Services

Request Name: Emergency Vehicle Technician Certification

**Overview:**

Comprehensive Technical Training Program for up to 2 technicians per year

**Service Level Change:**Essential  Discretionary 

## Current Service Level

| Service Name           | Service Description                 |
|------------------------|-------------------------------------|
| EVT Education Updating | Emergency Vehicle Training Updating |
|                        |                                     |
|                        | 10-200-2000-6185                    |

## Proposed Changes to Service Level

## Alignment with Strategic Plan

*Yes – this item would be in alignment with the Strategic Plan and approved Fire Master Plan recommendation # 40. “That the SSMFS consider adopting the Emergency Vehicle Technician Certification (EVT) for all Mechanical Division staff”*

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

| Description  | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------|-----------------|---------|---------|---------|
|              | One-time        |         |         |         |
| Program Cost | Ongoing         | 1000    | 1000    | 1000    |
|              | Choose an item. |         |         |         |

Incremental FTE requirements (detail) Benefit % included in estimate 

| Position/Job Class | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------|-----------|----------|--------------|---------|---------|---------|
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |

**Impact Analysis (cont'd):****Incremental Operating Revenues (detail)**

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

**Net Impact (total)**

| Net Impact | 2020 \$ | 2021 \$ | 2022 \$ |
|------------|---------|---------|---------|
| On-Going   | 1000    | 1000    | 1000    |
| One-time   |         |         |         |
| Total      |         |         |         |

**Capital Requirements:****(detail)**

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

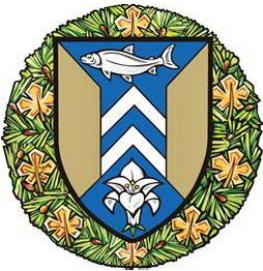
**Other Supporting Information (business plan, Council resolution etc)**

Approved Fire Master Plan March 19, 2018

Approved Fire Master Plan Update Council Report dated July 15, 2019

Department Approval:

Date: Aug. 1, 2019.



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

### C O U N C I L   R E P O R T

July 15, 2019

**TO:** Mayor Christian Provenzano and Members of City Council

**AUTHOR:** Peter Johnson, Fire Chief

**DEPARTMENT:** Fire Services

**RE:** Comprehensive Risk Assessment and Fire Master Plan

---

#### PURPOSE

To provide Mayor and Council with an update on the approved Fire Master Plan (FMP). The FMP is the strategic plan for Fire Services for the delivery of Fire Protection Services for the City of Sault Ste. Marie for the next 10-year planning horizon. The FMP contains emphasis on strategies that support the sustainability of fire and emergency services that provide the most effective and efficient level of fire protection services for Sault Ste. Marie.

#### BACKGROUND

On March 19, 2018, Council approved the presented FMP by Dillon Consulting. Contained in the plan were nine (9) "Council Recommendations" and forty-four (44) "Operational Recommendations". Along with the recommendations, an implementation schedule was suggested. The schedule included a range of timelines; immediate term; 0 to 12 months, short-term; 12 to 24 months and mid-term; 24 to 48 months. Within the Province of Ontario and as prescribed by the Ontario Fire Marshal, the "three lines of defence" model has proven to be an effective strategy in reducing the number of fire related fatalities and injuries, and reducing the overall impacts of fire while enhancing the safety of Firefighters. The options and recommendations contained in the FMP are intended to optimize the use of the "three lines of defence"

All municipalities are subject to provincial legislation. The key pieces of legislation impacting the delivery of fire protection services include the Fire Protection and Prevention Act (FPPA) and the Occupational Health and Safety Act (OHSA). Stated in the FPPA is that every municipality shall: (a) establish a program for public education with respect to fire safety and certain components of fire

prevention and (b) provide fire protection services as it determines may be necessary in accordance with its needs and circumstances. The FMP establishes practices that coincide with the FPPA as well as industry best practices.

## ANALYSIS

Senior Fire Management is following the proposed implementation schedule contained in the FMP. All immediate term “Operational Recommendations” with the exception of #7 *“that the Establishing and Regulating By-Law be updated and presented to Council for approval”* are complete. Contained in the immediate term recommendations were items such as:

- revised job descriptions;
  - appointment by-laws;
  - fire prevention policy;
  - home smoke alarm;
  - carbon monoxide alarm policy;
  - comprehensive training program for firefighters;
  - replacement of the telephone system

Senior Fire Management are now focusing on the short-term goals (12 to 24 months). These will include:

- developing an operating guideline committee;
  - adjustments to the annual report;
  - replacing the simplified risk assessment with new framework of the comprehensive risk analysis;
  - delivery of seniors public education programs;
  - strategies for managing false alarms and cost recoveries, to be included in the establishing and regulating by-law;
  - review current tiered response agreement for medical calls;
  - develop company officer training initiatives;
  - plan for live fire training;
  - Blue Card Incident Command Training;
  - adopt emergency vehicle technician certification for mechanical staff.

In order to successfully attain, implement and accomplish the goals and objectives within the FMP, there will be costs associated with the recommendations. Examples of these costs on an annual basis are:

- Company Officer Training, \$400-\$500 per Officer and up to eight (8) Officers per year Annual cost \$4,000
  - Emergency Vehicle Technician certification, \$400-\$500 for up to two (2) mechanics Annual cost \$1,000
  - Blue Card Incident Command Training, a comprehensive Officer training program for managing incidents, cost of the program is \$40,000 plus ongoing maintenance costs. Annual cost \$13,000

These costs will be requested in the 2020 budget process. Contained in the 2019 Capital Budget Requests was funding to proceed with Phase One - implementing Option 3, as the preferred fire station location and firefighter deployment model. As further information is attained regarding Phase One, a further report will follow to Mayor and Council outlining an implementation plan that will contain options for Council's consideration.

### **FINANCIAL IMPLICATIONS**

There are no financial implications contained in this report. However, as stated above, there are costs associated with implementing the recommendations in the Fire Master Plan moving forward. These will be refined and presented for Council's consideration in the 202 Budget and future year budget recommendations.

### **STRATEGIC PLAN / POLICY IMPACT**

The information and data to support the strategies contained in the FMP support the Corporate Strategic Plan in the area of Customer Service. The approval of the FMP as a strategic document will ensure a sustainable cost effective and efficient model of fire protection services for the City of Sault Ste. Marie.

### **RECOMMENDATION**

It is therefore recommended that Council take the following action:

Resolved that the report of the Fire Chief dated 2019 07 15 concerning the Fire Master Plan update be received as information.

Respectfully submitted,



Peter Johnson, Fire Chief  
705.949.3333  
[p.johnson@cityssm.on.ca](mailto:p.johnson@cityssm.on.ca)

## Service Level Change Request

Department/Division: Legal Department

Request Name: Additional Salaries for Two New Positions Given Part III POA Offences Mandatory Download

**Overview:** Total request is \$151,023 for full year (cost to be apportioned if positions hired later in 2020). The Ministry of Attorney General will provide the City with notice as to when the Download will proceed (anticipated to be completed Province wide by April 2020). Details of Complement Changes and Related Costs (NOTE: Based on 2018 grid and amounts include salaries/benefits at JC 5 Level):

|  |         |        |                |
|--|---------|--------|----------------|
| New Position Solicitor/Part III Prosecutor (JC7) | 108,425 | 27,408 | 135,833        |
| Salary for New POA Clerk (JC5)                   | 47,993  | 14,310 | <u>62,303</u>  |
| Total  |         |        | 198,136        |
| Less payment to Crown                            |         |        | (16,181)       |
| TOTAL  |         |        | 181,955        |
| CITY'S SHARE (83%)                               |         |        | <b>151,023</b> |

**Service Level Change:**Essential  Discretionary 

Current Service Level

| Service Name         | Service Description   |
|----------------------|---|
| Solicitor/Prosecutor | Currently Solicitor/Prosecutor is only permitted to prosecute Part I & II POA matters & City Fire/Building Part III matters. Crown's office handles all other Part III POA charges. |
| POA Clerk            | Currently, no staff handle/provide support for POA Part III Crown matters. This is not in any staff job descriptions.   |

Proposed Changes to Service Level: Bill177, Stronger, Fairer Ontario Act (Budget Measures), 2017 received Royal Assent on December 14, 2017. Section 173(1), Schedule 35 of Bill177 effectively downloads Part III offences to municipalities. These are more serious and complicated offences that have been handled by the Crown (prosecution and administration). The Ministry of Attorney General (MAG) will advise when the Download will begin.

Alignment with Strategic Plan: Mandatory download - City handles POA for entire Algoma Catchment Area.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

| Description                            | Duration | 2020 \$ | 2021 \$ | 2022 \$ |
|--|----------|---------|---------|---------|
| Salary for new<br>Solicitor/Prosecutor | Ongoing  | 135,883 | 135,883 | 135,883 |
| POA Clerk (union)                      | Ongoing  | 62,303  | 62,303  | 62,303  |
|  | Ongoing  |         |         |         |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class   | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|----------------------|-----------|----------|--------------|---------|---------|---------|
| Solicitor/Prosecutor | NU 7      | Ongoing  | 1            | 135,883 | 135,883 | 135,883 |
| POA Clerk            | Union 5   | Ongoing  | 1            | 62,303  | 62,303  | 62,303  |

## Impact Analysis (cont'd):

## Incremental Operating Revenues (detail)

| Description   | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|---|-----------------|---------|---------|---------|
| Expect to see revenues increase with control over Part III Offences   | Ongoing         |         |         |         |
| Expect to see decrease in external counsel given attendances required at multiple courthouses and conflicts | Ongoing         |         |         |         |
|   | Choose an item. |         |         |         |

## Net Impact (total)

| Net Impact | 2020 \$ | 2021 \$ | 2022 \$ |
|------------|---------|---------|---------|
| On-Going   | 151,023 | 151,023 | 151,023 |
| One-time   |         |         |         |
| Total      | 151,023 | 151,023 | 151,023 |

## Capital Requirements:

## (detail)

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

## Other Supporting Information (business plan, Council resolution etc.)

In 2001, the Province downloaded the administrative, prosecutorial and court support functions for Part I and II POA Offences to municipalities. Part III POA matters were not downloaded and have been completed by the Crown Attorney's Office.. Attached is a Table which sets out the 3 year trend for Provincial Offences for years 2016-2018 inclusive. The column marked "Part III" represents the number of Part III charges that will be downloaded to the City to prosecute and administratively support. In 2018, there were 1211 Part III matters, each of which average 6 court attendances.

Prosecuting Part III Matters is not in the job description for the Solicitor/Prosecutor. Part III states show that the number of Part III offences are more than 100% of the current Solicitor/Prosecutor's Caseload. The Solicitor/Prosecutor position is a dual function: 70% POA Court/Resolution; 30% in Legal. Resolution before trial is critical as it means less time in court for Officer/Justices of the Peace and decreased costs. Crown's Office Stats showing time expended for Part III offences is also attached and confirms that the prosecution of Part III offences cannot be absorbed in the current complement. There are other benefits, specifically decreased costs given less need to hire external counsel for coverage for multiple courthouses and conflicts, and higher revenues as the City will control the list/processes. Administrative support of Part III Matters is not in the current job description for Legal Clerk-POA who provides support to both the Prosecutor and the POA Office. The Download shows the transfer of administrative support of 1,211 offences, again which is more than 100% of offences currently being administrated. The files are also more complicated and serious, and involve certified documents, custodial sentences and more motions/special trials to prepare.

Department Approval:

Date:

## THREE YEAR TREND FOR PROVINCIAL OFFENCES

|  | <u>PART I</u> | <u>PART II</u> | <u>PART III</u> | <u>CITY BUILDING CODE, FIRE CODE, BY-LAW AND PROPERTY STANDARDS</u> |
|--|---------------|----------------|-----------------|---|
| <b><u>2016 Stats POA Matters</u></b>     |               |                |                 |   |
| Total Charges Received                   | 10817         | 11502          | 876             | 30  |
| Total Resolved before Court              | 10322         | 11498          | N/A             | N/A   |
| Total Matters Proceeding to Court        | 604           | 4              | 876             | 30  |
| <b><u>2017 Stats for POA Matters</u></b> |               |                |                 |   |
| Total Charges Received                   | 9445          | 10333          | 902             | 60  |
| Total Resolved before Court              | 8914          | 10,324         | N/A             | N/A   |
| Total Matters Proceeding to Court        | 422           | 9              | 902             | 60  |
| <b><u>2018 Stats for POA Matters</u></b> |               |                |                 |   |
| Total Charges Received                   | 11238         | 10891          | 1211            | 100   |
| Total Resolved before Court              | 10087         | 10859          | N/A             | N/A   |
| Total Matters Proceeding to Court        | 863           | 32             | 1211            | 100   |



## Crown Statistics re: Part III Matters – Basic Minimum Hours

**Crown's Office have advised that they spend the following time on POA Part III Matters:**

- Court Time
  - 3 weeks/month – 2 full days per week in SSM POA Court
    - 1 day 30 trials; second day 120-150 First Appearances;
    - 1 week/month – Wawa Court (1-2 full days plus travel)
- Preparation Time
  - 1 day prep for each Court day
- ***Total Court Time/Preparation Time/Travel Time*** – 4 full days per week.
- Does not include appeals, special trials, motions, judicial pre-trials.

## Service Level Change Request

Department/Division: Public Library

Request Name: Expansion of Library Services

**Overview:** The Public Library is requesting funding to operate limited hours at the Korah Branch Library. The Library is also requesting additional funding for the partial replacement of the Archive Technician at the James L. McIntyre Centennial Library. The Archive Technician is being transferred to the North Branch with its new archive facilities where his archival duties will be expanded. The expansion of the Archives is an enhancement to current Library services.

**Service Level Change:**Essential  Discretionary 

## Current Service Level

| Service Name            | Service Description  |
|-------------------------|--|
| Korah Branch Operations | Providing Library Services to the West End of the City             |
| Archive Operations      | Preservation of Sault Ste. Marie's Cultural and Industrial History |
|                         |  |

## Proposed Changes to Service Level

Increased funding is required for the Library Board to operate three (3) library locations. It is estimated that the requested funding for salaries for the Korah Branch will enable the branch to operate 34 hours per week.

Additional requested funding is to have a staff member to take over the partial duties of the Archive Technician at the James L. McIntyre Centennial Library after he is transferred to North Branch with its new Archive facility. The scope of the Archive Technician's duties has increased as a result of the expansion of archive services.

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

| Description                   | Duration | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------------------------|----------|---------|---------|---------|
| Collections                   | Ongoing  | 12,750  | 13,000  | 13,250  |
| Janitorial Service and Supply | Ongoing  | 14,000  | 14,280  | 14,565  |
| Misc.                         | Ongoing  | 6,050   | 6,175   | 6,300   |

Incremental FTE requirements (detail) Benefit % included in estimate 1.5%

| Position/Job Class             | Pay Group | Duration | FTE required | 2020 \$  | 2021 \$  | 2022 \$  |
|--------------------------------|-----------|----------|--------------|----------|----------|----------|
| Branch Clerk                   | 3         | Annual   | 1            | \$69,189 | \$70,227 | \$71,280 |
| Page                           | 1         | Annual   | 0.275        | \$9,648  | \$9,793  | \$9,9340 |
| PT.<br>Reference<br>Technician | 5         | Annual   | 0.8          | \$48,362 | \$49,087 | \$49,823 |
|                                |           |          |              |          |          |          |

## Impact Analysis (cont'd):

## Incremental Operating Revenues (detail)

| Description    | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|----------------|-----------------|---------|---------|---------|
| Fines and Fees | Ongoing         | 300     | 300     | 300     |
| Sales          | Ongoing         | 800     | 800     | 800     |
|                | Choose an item. |         |         |         |

## Net Impact (total)

| Net Impact | 2020 \$   | 2021 \$   | 2022 \$   |
|------------|-----------|-----------|-----------|
| On-Going   | \$158,899 | \$160,737 | \$164,058 |
| One-time   |           |           |           |
| Total      | \$158,899 | \$160,737 | \$164,058 |

## Capital Requirements:

## (detail)

| Description  | 2020 \$ | 2021 \$ | 2022 \$ |
|--|---------|---------|---------|
| Sliding grille to section off<br>Library portion at the Northern<br>Community Centre | 3,500   | 0       | 0       |
|  |         |         |         |
|  |         |         |         |

## Other Supporting Information (business plan, Council resolution etc)

Funding requests aligns with Future Sault Ste. Marie's pillars for Cultural Vitality and Social Equity.

Department Approval:

Date:

## Service Level Change Request

Department/Division: Corporate

Request Name: Financial Assistance Grants

### **Overview:**

Economic Development Corporation: increase the grant per the annual adjustment (\$24,283)

Art Gallery of Algoma: increase the grant for the care of the permanent collection - conservation, matting, framing, collection storage equipment, supplies (\$35,000)

Sault Ste. Marie Museum: increase the grant to aid in fulfilling its mandate of preserving history and culture in SSM (\$13,909)

### **Service Level Change:**

Essential  Discretionary

Current Service Level

| Service Name | Service Description               |
|--------------|-----------------------------------|
| EDC          | Annual adjustment                 |
| AGA          | Care of permanent collection      |
| SSM Museum   | Preserve history & culture in SSM |

Proposed Changes to Service Level

Alignment with Strategic Plan

### **Impact Analysis:**

Incremental Operating Expenditures (detail)

| Description | Duration | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|----------|---------|---------|---------|
| EDC         | Ongoing  | 24,283  |         |         |
| AGA         | Ongoing  | 35,000  |         |         |
| SSM Museum  | Ongoing  | 13,909  |         |         |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------|-----------|----------|--------------|---------|---------|---------|
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |

## Impact Analysis (cont'd):

## Incremental Operating Revenues (detail)

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

## Net Impact (total)

| Net Impact | 2020 \$ | 2021 \$ | 2022 \$ |
|------------|---------|---------|---------|
| On-Going   |         |         |         |
| One-time   |         |         |         |
| Total      |         |         |         |

## Capital Requirements:

## (detail)

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

## Other Supporting Information (business plan, Council resolution etc)

See attached budget request reports from each of the outside agencies listed above.

Department Approval:

Date:



September 3, 2019

**Attention: Ms. Shelley Schell, Chief Financial Officer/City Treasurer**

I am writing to submit the Sault Ste. Marie Economic Development Corporation's 2020 budget request. The annual allocations are as follows:

|  | <b>2020</b>      |
|--|------------------|
| Base Allocation                              | <b>799,510</b>   |
| Business Development - Programs and Services | <b>246,000</b>   |
| Tourism Development - Programs and Services  | <b>168,656</b>   |
|  | <b>1,214,166</b> |
| Annual Adjustment (based on estimate - 2%)   | <b>24,283</b>    |
|  | <b>1,238,449</b> |

The SSMEDC has included an annual adjustment of 2%, which is reasonable in comparison to increased costs. Please note this is the first year since 2015 that the SSMEDC has included an annual adjustment in the budget request. The total SSMEDC 2020 budget request is **\$1,238,449** as outlined above.

If you have any questions, please contact Karen Madigan, our Director of Corporate Services, at 705-759-5338.

Yours truly,

A handwritten signature in black ink, appearing to read "Terry Rainone".

Terry Rainone, President  
Sault Ste. Marie Economic Development Corporation

cc      Sault Ste. Marie City Council  
          Malcolm White, CAO, City of Sault Ste. Marie  
          Board of Directors, SSMEDC  
          Dan Hollingsworth, Executive Director, SSMEDC  
          Karen Madigan, Director of Corporate Services, SSMEDC





Art Gallery of  
**ALGOMA**

August 30, 2019

Mr. Jacob Bruzas, CPA, CA  
Manager of Audits and Capital Planning  
Corporate Services  
Finance  
99 Foster Drive  
Sault Ste. Marie  
ON P6A 5X6

### **ART GALLERY OF ALGOMA FUNDING REQUEST**

Dear Mr. Bruzas:

Please consider this letter a request for operating funding from the City of Sault Ste. Marie for the Art Gallery of Algoma in the amount of \$315,785.00 for the 2020 year which is an increase of \$35,000. The additional funds are to be used for the care of the permanent collection such as conservation, matting, framing, collection storage equipment and supplies.

This funding is essential for the operation of the Art Gallery of Algoma (AGA). It enables the AGA to continue to provide exhibitions and programming to the community as well as to visitors to our city.

In 2018 – 19 fiscal year the AGA staff and Board continued to focus on building issues and repairs. In previous year (2017-18) building was the main focus as well due to the HVAC replacement and roof repairs project. The entire 2018 year has been affected by a major water leak on the east Gallery side wall in the permanent collection storage area. Fortunately, there was no damage to the permanent collection due to the prompt and efficient response by AGA staff. The re-occurring building issues have had a huge impact on exhibitions and programming for the last several years. It is expected that the impact of building deficiencies will continue to shape the operation of the AGA in the future.

The AGA continues to address building issues as they arise in order to sustain its Designation "A" status which is of fundamental importance. However, according to engineers and consultants hired by the Gallery, the periodic repairs are not a permanent solution due to inherent issues with the building as a result of the age, building design, and building standards in existence in the 1970s when the building was built. For these reasons the main focus of the AGA Board and staff remains on a new building project.

Despite the significant and mounting building problems and projects which take a lot of time and effort the AGA continued to present different exhibitions and programming to our audiences in 2018 and 2019. Some exhibitions of particular mention are as follows:

In the fall of 2018 *Algoma Discovered*, a major exhibition of art by the Group of Seven, was organized. This exhibition marked 100 years of the first trip by Harris, MacDonald and Johnston made to Algoma. This exhibition was presented in partnership with the Algoma Fall Festival. Art presented in the exhibition was borrowed from four public collections and also some private collections.

This exhibition was accompanied by the exhibition of photographs *Algoma Through My Eyes* which was a selection of images from an open photo competition for general public in Algoma and beyond. The final selection was made by an independent jury. The Group of Seven artists painted places in Algoma that spoke to them One Hundred years ago. One Hundred years later we asked participants to take a photograph of a special place in Algoma that means something to them. We received over two hundred images from people who visited Algoma (including a submission from Denmark) and from local photographers.

*Algoma Discovered*, a major exhibition of art by the Group of Seven artists was also an inspiration for a creation of 550 pieces by school children which was on display in December 2018 through to January 2019 in the exhibition titled *A Fresh Angle*.

Following *Algoma Discovered*, the exhibition *Northern Sensibility ~ Embrace It All* was presented in late November 2018 through to late January 2019. This exhibition was a survey of various artists, styles and mediums from the AGA's permanent collection such as paintings, drawings, watercolours, wood carvings, wall hangings, and sculptures. These images depicted winter experience in the Canadian North, leading into spring and summer.

The annual *Winter Festival of Art: Symbolism of Colour* exhibition in February 2019 was a great success. This year, the number of participants increased from over ninety in 2018 to over one hundred. Most of the participants are from our community, a few are from United States and one participant was from Toronto.

At the same time as the Winter Festival of Art, the AGA presented the exhibition *Algoma Collects* which was an exhibition of artworks from private collections in Algoma. A call to AGA members and art collectors was made and people were invited to share their treasures and artworks from their homes that they love and have acquired over the years or have in the family for many years. The exhibition showed a wide range of art confirming that love of art is very subjective and emotional.

*The Art in Bloom* annual exhibition in April 2019 was also a great success. It engaged all local florists and a few artists who created floral arrangements inspired by an artwork in the exhibition with the same title.

In partnership with the Canadian Bushplane Heritage Centre, as part of the year-long celebration of its 30th Anniversary, the exhibition *Bushplanes in the Sault* was presented in April and May of 2019. The AGA was pleased to participate in the Canadian Bushplane Heritage Centre's celebrations with this exhibition.

This year the summer exhibition *Survey of the Collection* is presenting a cross section of the permanent collection of 5,000 artworks showcasing over 200 artworks currently on display in the Main Gallery. It includes all mediums and many renowned Canadian and international artists as well as a few local artists.

In addition, the summer exhibitions in 2019 are *Metamorphosis: Connecting with Glass* by a local artist Carson Merriefield and *Insights: perspectives on environment, time, humanity, and us as individuals*. Featured artists in this exhibition are Karin Doleske, Jackie Janisse, Annie King, and Kyrstiana Bourdage. These are all local practicing artists who share some universal concerns and express their views in various mediums and art styles.

This fall the AGA will present, in partnership with the Algoma Fall Festival, an exhibition of digital animated projections of Norval Morrisseau artworks in the permanent collection. This will be the first exhibition of this kind in Sault Ste. Marie. The animated projections will be accompanied by an exhibition of Morrisseau's works in the adjacent gallery space.

The AGA is also excited about 2020 and the following highlights.

The AGA will be bringing a touring exhibition of Indigenous art from the Ottawa Art Gallery *Wrapped in Culture*. This exhibition is result of collaboration of Indigenous artists in Canada and in Australia. The exhibition will tour in Australia following the AGA presentation.

In addition, the AGA is working on a collaborative project with the Art Gallery of Sudbury to present a major exhibition of works and of art processes of the famous Group of Seven artist Franklin Carmichael.

As every year the Winter Festival of Art, a large community-based art project, will be presented in February 2020. The theme of this year's exhibition is *Memories*.

The AGA's permanent collection is continuing to grow. Every year the AGA receives a number of important art donations. This year it is worth mentioning that we received a donation of eleven artworks by famous Franklin Carmichael, one of the founding members of the Group of Seven. This donation increases the number of artworks by the Group of Seven in the permanent collection from thirteen to twenty four.

The AGA continues to work as part of the City's Action Team for Arts and Culture (ACAT) as part of the FutureSSM. The work of FutureSSM and ACAT is a very important step in making our community more aware of benefits of the arts and culture as well as more attractive for tourists and new residents which will enable the growth of the community and prosperity.

The AGA continues to participate and partner with local events such as Rotaryfest, BonSoo, Multiculturalism, to mention just a few, as well as the national events in culture such as Culture Days in September of every year. In 2018 AGA was one of the winning images on an online competition. The photo featured performance by Indigenous dancers and drummers in partnership with the Indigenous Friendship Centre. This year in September we are partnering again with a different presentation and preperformance.

The AGA continues to provide art education to all age groups through exhibition tours, presentations, art classes and workshops. We host thousands of children at the Gallery every year through various programs offered year-round.

In addition, our education art classes continue to attract all age groups. In the fall of 2018, as part of the programming for the Algoma Discovered exhibition, all art classes in the style of the Group of Seven were sold out. Similar offerings are planned for this fall.

In partnership with Tourism Sault Ste. Marie the AGA continues to host tour groups and media events in order to promote Sault Ste. Marie to visitors from Ontario, Canada, USA and the world. The Group of Seven continues to be part of offerings to tourists. For the first

time this summer the AGA was asked to provide a knowledgeable guide for one tour on the Agawa Train. This pilot project was a huge success. Collaboration with the tourism sector remains an important component of the AGA's operations. As every year, this summer we hosted visitors from all over the world such as Nova Scotia, Australia, China, Minnesota, Hawaii, Indiana, British Columbia, Nevada, California, Colorado, Michigan, Delaware, Maryland, Saskatchewan, Germany, Manitoba, Alberta, Georgia, Pennsylvania, Ohio, New Brunswick, Massachusetts, New Jersey, Iowa, Texas, Wisconsin, Quebec, West Virginia, United Kingdom, Tennessee, Missouri, Oregon, Ireland and many places from all over Ontario.

We sincerely hope that the City of Sault Ste. Marie will continue with its generous and necessary support to the AGA. Please do not hesitate to contact the Board President Mark Lepore or myself should you have any questions or comments. We look forward to continuous collaboration with the City of Sault Ste. Marie.

Sincerely,



Jasmina Jovanovic  
Executive Director  
Art Gallery of Algoma  
10 East St.  
Sault Ste. Marie  
ON P6A 3C3  
Tel 705-297-3769,  
email: [jasmina@artgalleryofalgoma.com](mailto:jasmina@artgalleryofalgoma.com)

CC: Mark A. Lepore, Board President

Mr. Jacob Bruzas,  
Manager of Audits and Capital Planning, Finance Department  
The Corporation of the City of Sault Ste. Marie

August 26, 2019

Dear Mr. Bruzas;

On behalf of the Sault Ste. Marie & 49<sup>th</sup> Field Regiment RCA Historical Society, operating the Sault Ste. Marie Museum, please consider this our written request for funding for the 2020 Fiscal Year, as stipulated by the 2019 Budget Requisition deadline.

For the 2020 Fiscal Year, the Sault Ste. Marie Museum would like to request an additional \$13,909 increase, on top of the allocated 2020 amount of \$40,000, as motioned at the February 5, 2019 budget council meeting; totaling our current funding amount of \$206,091 to \$260,000.

This increase will aid the Museum in fulfilling its mandate of preserving the history and culture of Sault Ste. Marie and providing the community of Sault Ste. Marie with more educational resources. As discussed and presented at the 2019 budget meeting, an additional staff person is necessary for us to continue to provide and grow these services for our city, as there is a large community demand for outreach programming that our current staff of two cannot meet. With this amount we will be able to hire a third staff person, as well as increase education/outreach and exhibition budgets as we had hoped to do this last year.

Should you have any questions, please feel free to contact me.

Sincerely,



Ms. Julia Victoria Piskiewicz,  
Executive Director  
Sault Ste. Marie Museum  
705.759.7278  
[julia@saultmuseum.ca](mailto:julia@saultmuseum.ca)

Sault Ste. Marie & 49<sup>th</sup> Field Regiment RCA Historical Society  
690 Queen Street East, Sault Ste. Marie, Ontario, P6A 2A4

# 2018 to 2022

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## SAULT STE. MARIE MUSEUM STRATEGIC PLAN



Sault Ste. Marie & 49th Field Regiment R.C.A. Historical Society  
OPERATING THE SAULT STE. MARIE MUSEUM | "DISCOVER YOUR MUSEUM"

## **Introduction**

A number of significant projects have been accomplished in the past two years that have raised the profile of the Sault Ste. Marie Museum. Most notable were the appointment of a new Director/Curator, the commemoration of the 100<sup>th</sup> anniversary of the Battle of Vimy Ridge with a travelling exhibition, and the development of the Museum's outreach department.

Other goals achieved during this period include the launch of a new website and social media platforms in 2016 which have in turn expanded our reach and engagement of the community of Sault Ste. Marie. Significant establishment of new community partnerships with the Soo Greyhounds and many other community groups have helped grow the Museum's extensive Archival digitization initiative.

## **Guiding Principles**

The following guiding principles were used to shape the Strategic Directions of the Sault Ste. Marie & 49<sup>th</sup> Field Regiment R.C.A. Historical Society [Sault Ste. Marie Museum] Strategic Plan:

- Maintain and enhance the visitor experience;
- Responsible stewardship of assets and artifacts;
- Reach a diverse audience through marketing efforts and profile building;
- Be recognized as an investment in our community's heritage and culture;
- Be a provincially recognized leader for successful community museums;
- Build upon the Museum slogan – "Discover YOUR Museum"

## **Executive Summary**

The Sault Ste. Marie & 49<sup>th</sup> Field Regiment R.C.A. Historical Society [Sault Ste. Marie Museum] Strategic Plan describes the direction the Sault Ste. Marie Museum (herein referred to as the Museum), which it operates, will follow over the next five years to ensure the organization achieves its vision, mandate, goals and objectives. The plan was created by the Sault Ste. Marie & 49<sup>th</sup> Field Regiment R.C.A. Historical Society Board of Directors with the support of their Director/Curator.

This five-year Strategic Plan was developed to optimize opportunities, enhance and develop programs and services that increase the Museum's profile, and most importantly, ensure the long-term viability and vibrancy of the Museum.

A living document, this plan will become the basis of the Museum's work plan for the next five years. In 2022, it will be revised to reflect current trends, and new goals and objectives will be set to reflect the Museum's needs moving forward at that time.

To provide a framework for future planning and operation of the Museum, the following vision and mission statements were written, inspired by the Museum slogan **Discover YOUR Museum**:

**Vision:** To encourage the Discovery of Your Museum and become a dynamic and valued part of the community that is dedicated to educating the people of Sault Ste. Marie and our visitors about local history and providing activities that enrich their lives. As well as maintain the highest standards of museum collections management, conservation and accessibility.

**Mandate:** Collect, preserve, study and exhibit artifacts and archival materials which illustrate the history of the people and the development of Sault Ste. Marie and immediate surrounding area. As well as to foster a better understanding of our local heritage and the way in which local history relates to provincial and national history.

## **Summary of Process**

The process the Board followed to develop its new strategic plan included reviewing other examples of strategic plans from across the province, and meeting several times to discuss the Sault Ste. Marie Museum's strategic direction.

Upon confirming the Museum's strategic goals, the Board fleshed out the action steps necessary to achieve the goals over the next five years.

## **Strategic Directions/Goals**

It was decided that the following three key Strategic Goals for the Sault Ste. Marie Museum would be retained:

1. Enhance Visibility and Community Engagement
2. Increase Access to Museum Resources
3. Manage Our Resources Efficiently and Effectively

Through the implementation of the above noted strategic directions, the Sault Ste. Marie Museum will endeavor to support the four pillars of the Ontario Museum Association (OMA) *Ontario's Museums 2025: Looking Ahead* vision, including the following pillars:

- Vibrant & Vital Museums
- Relevant & Meaningful Collections
- Strong & Successful Sector
- Effective & Collective Workforce

Based on an operation review of the Museum, the above noted Strategic Directions will build upon operational strengths and successful Museum programs and initiatives, and address areas of opportunity and improvement.

## Action Steps

In order to achieve the strategic goals above, the Sault Ste. Marie Museum will carry out the following action steps over the term of the Strategic Plan.

### **1. Enhance Visibility and Community Engagement**

- continue to increase visibility throughout the community through effective marketing efforts;
- continue re-branding efforts;
- provide dynamic learning opportunity and experiences for community stakeholders and visitors;
- increase awareness about the value and role of the Museum to our community;
- evaluate and enhance volunteer program;
- define, schedule and promote exhibition plan for the Museum.

### **2. Increase Access to Museum Resources**

- enhance public access to collection via research room;
- increase research database by continuing partnerships with community groups to grow the 300,000+ digitized archival collection;
- maintain and care for the collection to increase its longevity for access;
- access grant funding for collection and archival based projects;
- implement a new collection management database with appropriate policies and procedures;
- continue developing and implementing strategies to inventory and document intangible community heritage and histories.

### **3. Manage Our Resources Efficiently and Effectively**

- continue investment in professional development;
- increase efficiency in fundraising and sponsorship;
- continually identify, record and review statistics and data associated with the operation of the museum;
- incorporate research and evaluation processes into planning engagement;
- continue to build community support through membership and fund development;
- maintain accepted museum standards as outlined by the Ministry of Culture, Tourism, and Sport.

## **Keys to Implementation**

The key to successful implementation of the plan is through the guidance of a talented and professionally qualified Executive Director. The Executive Director requires long-term visioning skillsets, as well as strong mentorship capability to leverage the talent of all full and part-time staff, volunteers, student placements and interns. A strong board is essential for guiding this process.

Timing for the completion of all action steps are dynamic and appropriate for the duration of the plan, in order to successfully achieve these strategic goals.

## **Financial Resources**

Successful financial support for the Museum relies heavily on core funding from the Municipal government, funding from Provincial government programs such as CMOG and donors.

The Executive Director must be given full board support to apply for available grants from government programs, private sector funds and develop local fundraising programs. The Museum's membership program is also a source of funds annually.

## **Human Resources**

The Museum's human resources include a full-time Executive Director, Assistant Curator, and several part-time staff. The Museum will leverage federal summer job funding programs to hire 3-5 summer students annually and will apply for 1-2 provincial internships in 2019 in order to build on community outreach and program development over 2019-2020.

The Executive Director will leverage the skills of part-time and student resources to enhance and direct the Museum's social media platforms. The growth of the Museum's presence on social media will directly impact the growth of membership, event attendance and fundraising outcomes.

Responsibility for this plan relies heavily on an engaged board and professionally trained Executive Director. To support the board, a number of subcommittees have been established. Including:

Sault Ste. Marie & 49<sup>th</sup> Field Regiment RCA Historical Society  
690 Queen Street East, Sault Ste. Marie, Ontario, P6A 2A4

- Building Committee
- Outreach and Membership Committee
- Fundraising and Event Committee
- HR and Policy Committee
- Finance Committee

These committees meet regularly and report back to the board each month. These committees directly impact the action steps for the corresponding goals and drive progress. The roles and responsibilities of each committee directly support the three strategic goals outlined earlier.

## **Conclusions**

This five-year Strategic Plan for the Sault Ste. Marie & 49<sup>th</sup> Field Regiment R.C.A. Historical Society, operating the Sault Ste. Marie Museum, is developed to optimize opportunities, drive community engagement, enhance and develop the Museum's services, and ensure its long-term viability. It is also intended to support the priorities of the Ontario Museum Association, and to promote and preserve the community's heritage.

The Sault Ste. Marie & 49<sup>th</sup> Field Regiment R.C.A. Historical Society will strive to achieve the above noted Strategic Directions as part of an overall plan for the future of the Sault Ste. Marie Museum. The recommendations of this Strategic Plan will serve as the guiding work plan for staff, volunteers, and the Board of Directors.

Approved by the board as of this date: **June 22, 2018**

Updated by the board as of this date: **June 25, 2019**

**Sault Ste. Marie Museum Operating Budget**  
**Sault Ste. Marie & 49th Field Regiment Historical Society**  
**Fiscal Year Ending December 31, 2019**

**Comparative Income Statement**

| <b>Revenue</b>  | <b>2019 Budget</b>   |
|---|----------------------|
| <b>Federal Grants Total (YCW, Serv. Canada, Canadian Heritage)</b>  | \$ 15,120.00         |
| CSJ   | \$ 15,120.00         |
| <b>Provincial Grants Total (CMOG, Trillium, NOHFC, Other)</b>       | \$ 121,119.54        |
| Trillium Capital 2018-2019  | \$ 91,854.54         |
| CMOG  | \$ 24,963.00         |
| March of Dimes  | \$ 644.00            |
| SEP   | \$ 3,658.00          |
| <b>Municipal Grants</b>   | \$ 206,091.00        |
| <b>Membership</b>   | \$ 1,100.00          |
| <b>Donations (Brd's. Of Educ., Donation Box, In-Kind, etc.)</b>     | \$ 1,500.00          |
| <b>Admissions (Admission Fees, 4Culture Marketshare)</b>            | \$ 10,500.00         |
| <b>Rentals &amp; Services (Gallery, Photography)</b>                | \$ 1,000.00          |
| <b>Events &amp; Activities In-House (Lunch-Ins, Tea&amp;Scones)</b> | \$ 2,500.00          |
| <b>Fundraising (Auctions, Dinners, Wine &amp; Cheese, etc.)</b>     | \$ 3,000.00          |
| <b>Interpretation &amp; Education (Tours, Programming, etc.)</b>    | \$ 800.00            |
| <b>Archival (Research &amp; Reproduction Fees)</b>                  | \$ 500.00            |
| <b>Gift Shop</b>  | \$ 800.00            |
| <b>Museum Trust Fund Transfer (Education, Exhibits, Curatorial)</b> | \$ 8,000.00          |
| <b>Misc. (Other income)</b>   | \$ -                 |
| <b>TOTAL REVENUE :</b>  | <b>\$ 372,030.54</b> |

|  |                     |
|--|---------------------|
| <b>Museum Trust Fund (Interest &amp; Deposits)</b> |                     |
| <b>Museum Trust Fund - Account Balance</b>         |                     |
| <b>Museum Trust Fund Investment</b>                | <b>\$ 80,000.00</b> |

| <b>Expenses</b>  | <b>2019 Budget</b>   |
|--|----------------------|
| <b>Building</b>  | \$ 87,000.00         |
| <b>Wages &amp; Benefits</b>  | \$ 150,000.00        |
| <b>Conservation &amp; Curatorial</b>                               | \$ 1,750.00          |
| <b>Archival (Photo Reproduction)</b>                               | \$ 100.00            |
| <b>Exhibits (In-House, Travelling)</b>                             | \$ 7,000.00          |
| <b>Events &amp; Activities (Supplies, Fees, Catering, Permits)</b> | \$ 2,500.00          |
| <b>Interpretation &amp; Education</b>                              | \$ 3,750.00          |
| Department Supplies, Discovery Gallery Supplies, etc.              | \$ 500.00            |
| ArtHive Facilitator Fees   | \$ 750.00            |
| Walking Tours & OnThisSpot   | \$ 2,500.00          |
| <b>Fundraising (Catering, Permits, etc.)</b>                       | \$ 3,000.00          |
| <b>Office</b>  | \$ 18,500.00         |
| Supplies, Equip & Furniture, Postage, Admin                        | \$ 13,000.00         |
| New Security Monitoring System                                     | \$ 5,500.00          |
| <b>Marketing &amp; Advertising</b>                                 | \$ 8,000.00          |
| <b>Audit</b>   | \$ 4,000.00          |
| <b>Grant Leveraging (Grant Contributions)</b>                      | \$ 83,254.57         |
| Trillium Grant 2018-2019   | \$ 79,254.57         |
| Grant Contributions  | \$ 4,000.00          |
| <b>Gift Shop</b>   | \$ 200.00            |
| <b>Misc. (Other expenses)</b>                                      | \$ -                 |
| <b>TOTAL EXPENSES :</b>  | <b>\$ 369,054.57</b> |

|                          |                    |
|--------------------------|--------------------|
| <b>SURPLUS/DEFICIT :</b> | <b>\$ 2,975.97</b> |
|--------------------------|--------------------|

## Service Level Change Request

Department/Division: Corporate

Request Name: Financial Assistance Grants

**Overview:**

Fringe North: Request of cash of \$25,000 & continued in-kind services. The Fringe North International Theatre Festival, involves art, theatre, music, indigenous performers, free kids fringe activities, and events accessible to all ages. Trends show that Fringe audiences are increasing worldwide, so Fringe is asking for additional financial support. The City currently provides in-kind services for the event totaling approximately \$7,000. The \$25,000 cash request is for additional support for performers and other activities.

Queen Street: In-kind services of approximately \$2,200 for a car show, games, music, and entertainment in the downtown area. The event is on June 12-13, 2020 and it is free to the public.

**Service Level Change:**Essential  Discretionary 

Current Service Level

| Service Name | Service Description             |
|--------------|---------------------------------|
| Fringe       | \$7,000 in-kind & \$25,000 cash |
| Queen Street | \$2,200 in-kind                 |
|              |                                 |

Proposed Changes to Service Level

Alignment with Strategic Plan

**Impact Analysis:**

Incremental Operating Expenditures (detail)

| Description  | Duration        | 2020 \$                      | 2021 \$ | 2022 \$ |
|--------------|-----------------|------------------------------|---------|---------|
| Fringe       | One-time        | 25,000 cash<br>7,000 in-kind |         |         |
| Queen Street | One-time        | 2,200 in-kind                |         |         |
|              | Choose an item. |                              |         |         |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2020 \$ | 2021 \$ | 2022 \$ |
|--------------------|-----------|----------|--------------|---------|---------|---------|
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |
|                    |           |          |              |         |         |         |

## Impact Analysis (cont'd):

## Incremental Operating Revenues (detail)

| Description | Duration        | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|-----------------|---------|---------|---------|
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |
|             | Choose an item. |         |         |         |

## Net Impact (total)

| Net Impact | 2020 \$ | 2021 \$ | 2022 \$ |
|------------|---------|---------|---------|
| On-Going   |         |         |         |
| One-time   |         |         |         |
| Total      |         |         |         |

## Capital Requirements:

## (detail)

| Description | 2020 \$ | 2021 \$ | 2022 \$ |
|-------------|---------|---------|---------|
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |
|             |         |         |         |

## Other Supporting Information (business plan, Council resolution etc)

CD&ES provided a costing breakdown for in-kind services for each event listed (Fringe & Queen Street).

Department Approval:

Date:



The Corporation of the City of Sault Ste. Marie  
99 Foster Drive, Sault Ste. Marie, Ontario P6A 5X6  
saultstematic.ca | 705.759.2500 | info@cityssm.on.ca

### Request for Financial Assistance for 20

Legal Name of Organization: Fringe North International Theatre Festival

Organization Mailing Address: 139 WOODWARD AVE

Postal Code: P6A 3T6

Telephone Number (Day): 705 257 1484

Email Address: peterrowe760@gmail.com

Website Address: www.fringenorth.ca

Application Contact Person: Peter Rowe

Telephone Number (Day): 705 257 1484

Is Organization Not-for-Profit? Yes  No

Not-for-Profit Incorporation Yes  No

If Yes, Provincial Incorporation Number: 1950268

Charitable Organization Incorporation: Yes  No

If Yes, Revenue Canada Number: \_\_\_\_\_

Is Organization part of larger Organization? Yes  No

Name of Parent Organization: CANADIAN ASSOCIATION OF FRINGE FESTIVALS (CAFF)

Last Request for Assistance: Date: \_\_\_\_\_ Amount \$ \_\_\_\_\_ Received: \$ \_\_\_\_\_

#### In-Kind Services Received

Application Type: Cultural/Arts Organization  Sport Organization  Other

Purpose of Grant: Operating  Project  Special Event  First Time Event

Please Describe: Annual Fringe theatre festival

Amount Requested: \$ 25,000

Or In-Kind Service Requested 15,000

Total request \$ 40,000

Submit the following required attachments with application:

- A. Financial Statement for last two fiscal years including Balance Sheet and Income Statement
- B. Operating Budget for current fiscal year
- C. Project Budget, where applicable
- D. Post Grant Report for previous year if grant was received
- E. For Incorporated Organizations, Articles or Letters Patent
- F. For Unincorporated Organizations, include copy of Constitution
- G. Publications, programmes and press articles.

1. List the names, addresses and phone numbers of the Board of Directors of the Organization.

Georgina Naccavato, Spencer Rice, Russ, Raven  
Jami Van Haltren, Connie Langille Rowe, Matt Farrel,  
Daniel Leprade,

2. List the names, addresses, and phone numbers of the Officers of the Organization.

President: Peter Rowe 139 WOODWARD Ave

Vice-President: \_\_\_\_\_

Secretary: \_\_\_\_\_

Treasurer: Connie Langille Rowe 139 Woodward Ave

3. Briefly describe the function or purpose of your organization (include mandate, goals and objectives).

Please see ATTACHED program AND letter,  
to operate a fringe theatre festival, to promote  
and enhance arts and culture in SSM.

4. List the names and titles of the contact staff of the Organization: ONLY VOLUNTEERS

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

5. Total Number of Full-Time Staff 0 Part-Time Staff 7 students

6. Please append the following information indicating support for the Organization.

- a. Evidence of community support through fund-raising, earned revenue and/or donations. Include number of members, volunteers, subscribers, attendance/audience.
- b. Where available, provide a description of the economic impact of the Organization's activities, programmes and services in the City of Sault Ste. Marie.
- c. Will the Organization's activities, programmes and services attract tourists? YES

7. If application is for a Project or Special Event, please answer the following:

- a. How many participants are expected? 20 or more
- b. How large an attendance/audience is expected? 25,000
- c. Will there be a charge to participate? NO
- d. Will there be a charge for attendance? NO
- e. What areas (localities) do the activities, projects or special events reach?

Region of Algoma, City of SSM,

8. If the Organization has an accumulated debt and/or projected deficit, please identify the amount and discuss your reduction strategy. Fringe North is debt free because of successful sponsorship efforts.
9. Did the organization receive other Government assistance in the last two years? If yes, please indicate sources and amounts of funding. Service Canada, \$30,000 (2019)  
Heritage Canada 5500
10. Please specify how the financial assistance will be used if approved. please see attached
11. Does your organization meet the eligibility criteria as listed in the policy? Letter of support

YES, AND ADDRESSES AND complements

the six city pillars.

This application must be signed and dated by the President and Treasurer OR any two duly authorized signing Officers of the Organization.

Name: Peter Rowe

Title: President

Signature: Peter Rowe

Date: Sept 24, 2019

Name: Connie Lavoie-Rowe

Title: Treasurer

Signature: Connie Lavoie-Rowe

Date: Sept 25, 2019

\* All applications must be received by September 1st of the preceding year.

In addition to the application, the applicant must submit the Post Grant Report for financial assistance that was received in the current year, if applicable.

This letter is written in support of Fringe North International Theatre Festival application submitted through City Finance for one time funding of \$25,000 and continued goods in kind funding of \$15,000.

Fringe North International Theatre Festival returns Aug 13-23, 2020, along with the Arts Council of Algoma/Fringe North collaboration of #upthearts multi-festival and the Free Kids Fringe. Highlights of the Arts Council/Fringe collaboration #upthearts saw many free concerts on stage at the Bondar Pavilion and downtown, and include the return of indigenous blues singer Chrystal Shawanda, Art in the Parkin Lot, Youth Odena Box fort, youth graffiti contest, an inaugural Fringe Preview stage at Downtown Days (Aug 13, 2020), and the return of Grup the Clown.

Without continued support by the City of SSM, goods in kind funding, Fringe North and its community partners would not be able to provide a free weekend celebration of the visual arts, culture, music and dance, Free Kids Fringe, clowns and buskers at the Bondar Pavilion. (#upthearts)

In 2019, Fringe North provided employment for seven summer students, a total of 19 student summer jobs in the arts over the past three years, made possible by support from Service Canada Student Jobs (approx.. value \$30,000 in 2019). The fringe also received a Canadian Heritage grant of \$5500. Cash funding support by the City will enable Fringe North to leverage additional provincial and federal grants

The festival's success is due to the support of our community partners, including: Arts Council of Algoma, the Downtown Association of SSM, Chamber of Commerce, Museum of SSM, Ermitinger Clergue, Art Gallery of Algoma, SSM Public Library, Rotary, a growing list of sponsors, and an amazing team of dedicated volunteers.

Fringe North is made possible by membership in the Canadian Association of Fringe Festivals (CAFF) and the World Congress of Fringes. With over 250 festivals worldwide, the fringe network is the largest festival organization in the world. Fringe North has presented world class international theatre performers to local audiences, for \$12 or less, since 2017. Fringes provide an opportunity for local artists from SSM and Algoma to travel the world performing and earning a living from their art. International performers at Fringe North, Oli Weatherly from the UK, Betsy Bingo from Buffalo, come to SSM to perform because they win lotteries for fringe festivals in Toronto, New York, London, Ottawa, etc. and because Fringe North provides free accommodation to its out of town artists. (Sault College dorms, billets, hotels)

For the past two years three years Fringe North has brought buskers and clowns to Sault Ste. Marie. The international fringe festival circuit links Sault Ste. Marie to street performers worldwide. Fringe North is perfectly positioned to bring back a buskerfest festival to SSM. Past City Councils saw fit to fund Buskerfest because there was a business case and an artistic and cultural benefit to the City and its residents. \$15,000 of the funding dollars requested will be used by Fringe North to collaborate with the Downtown Association on an annual SSM street performer festival beginning Aug 13, 2020 on Queen St. and at the Bondar Pavilion, and moving to the piazza in 2021. Envisioned by the fringe are workshops by international street artists for local youth and artists, as there is a demand for street performers by other community

organizations year round, and presently only one busker in town. For example, Phil Koole (Grup the Clown) provides therapy clowning for Sunnybrook Hospital in Toronto. Grup brings smiles to the faces of people in nursing homes, hospitals, and lightens their spirits one person or a few at a time. Workshops and mentoring could create made in the Soo street performers providing an opportunity in the arts where there is none now.

Most Fringes around the world operate year round because fringes fulfill arts and culture community needs, make economic sense, and fringes provide access to theatre performances and the arts to under-serviced audiences, including workshops. Fringe festivals have lower operating costs than most festivals and do not form theatre companies of their own, and so are always collaborative, and add value to, rather than compete, with local theatre companies. Funding from the City will enable the fringe to move towards its goal of year round operations.

Canada is home to the largest number of fringe festivals per capita in the world, from Halifax to Vancouver. Most fringes in Canada receive municipal funding because they are a proven tourist draw and contribute to economic development and downtown revitalization. Fringe North would encourage Council to consider what Fringe North has already accomplished the past three years, and what more could be done with stable annual City funding. Audiences for the free events at the Bondar continue to grow year after year. Fringe festivals likewise demonstrate exponential growth worldwide. The City of London ON increased its cash funding from \$15,000 annually to \$55,000 in 2018 because fringe festivals are the best bang for the buck for municipalities investing in art and culture.

Thank you,



Fringe North International Theatre Festival



**The Corporation of the City of Sault Ste. Marie**  
99 Foster Drive, Sault Ste. Marie, Ontario P6A 5X6  
saultstemarie.ca | 705.759.2500 | info@cityssm.on.ca

### Request for Financial Assistance for 20

Legal Name of Organization: The Sault Ste. Marie Queen Street Cruise Festival

Organization Mailing Address: 25 Nokomis Beach Rd., Sault Ste. Marie, ON

Postal Code: P6A 5K6

Telephone Number (Day): 705-542-5296

Email Address: josephbisceglia@msn.com

Website Address: \_\_\_\_\_

Application Contact Person: Joseph Bisceglia

Telephone Number (Day): 705-542-5296

Is Organization Not-for-Profit? Yes  No

Not-for-Profit Incorporation Yes  No

If Yes, Provincial Incorporation Number: 1950269

Charitable Organization Incorporation: Yes  No

If Yes, Revenue Canada Number: NA

Is Organization part of larger Organization? Yes  No

Name of Parent Organization: NA

Last Request for Assistance: Date: NA Amount \$ \_\_\_\_\_ Received: \$ \_\_\_\_\_

In-Kind Services Received \_\_\_\_\_

Application Type: Cultural/Arts Organization  Sport Organization  Other

Purpose of Grant: Operating  Project  Special Event  First Time Event

Please Describe: The event attracts car aficionados as spectators and participants locally and from out of town.

Amount Requested: \$ \_\_\_\_\_

Or In-Kind Service Requested Please see detailed outline attached.

RECEIVED

AUG 30 2019

Page 1 of 3

Submit the following required attachments with application:

- A. Financial Statement for last two fiscal years including Balance Sheet and Income Statement
- B. Operating Budget for current fiscal year
- C. Project Budget, where applicable
- D. Post Grant Report for previous year if grant was received
- E. For Incorporated Organizations, Articles or Letters Patent
- F. For Unincorporated Organizations, include copy of Constitution
- G. Publications, programmes and press articles.

1. List the names, addresses and phone numbers of the Board of Directors of the Organization.

Joseph A. Bisceglia, 25 Nokomis Beach Rd., Sault Ste. Marie, ON P6A 5K6 705-542-5296

Gary Trembinski Sr. 47 Sharon Crescent, Sault Ste. Marie P6B 4J5 705-971-1787

Gary Trembinski Jr. 108 Kohler Street, Sault Ste. Marie, P6A 3V1 705-257-5432

2. List the names, addresses, and phone numbers of the Officers of the Organization.

President: Joseph A. Bisceglia, (see above)

Vice-President: Gary Trembinski Sr (see above)

Secretary: Gary Trembinski Jr. (see above)

Treasurer: Gary Trembinski Jr. (see above)

3. Briefly describe the function or purpose of your organization (include mandate, goals and objectives).

The event/corporation was begun to enhance and provide a downtown attraction for the city and at the same time create a tourist

draw for the city. The event is a significant local success and with the limited budget from donations we have done some

limited marketing to bring tourists and visitors to the event. We want to expand the marketing and the attraction to bring in more tourists to the city.

4. List the names and titles of the contact staff of the Organization:

Name: Joseph A. Bisceglia Title: President

Name: Gary Trembinski Sr Title: Vice-President

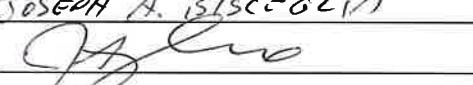
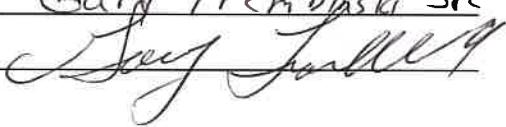
5. Total Number of Full-Time Staff 0 Part-Time Staff No paid staff

6. Please append the following information indicating support for the Organization.

- a. Evidence of community support through fund-raising, earned revenue and/or donations. Include number of members, volunteers, subscribers, attendance/audience.
- b. Where available, provide a description of the economic impact of the Organization's activities, programmes and services in the City of Sault Ste. Marie.
- c. Will the Organization's activities, programmes and services attract tourists?

7. If application is for a Project or Special Event, please answer the following:
  - a. How many participants are expected?
  - b. How large an attendance/audience is expected?
  - c. Will there be a charge to participate?
  - d. Will there be a charge for attendance?
  - e. What areas (localities) do the activities, projects or special events reach?
8. If the Organization has an accumulated debt and/or projected deficit, please identify the amount and discuss your reduction strategy.
9. Did the organization receive other Government assistance in the last two years? If yes, please indicate sources and amounts of funding.
10. Please specify how the financial assistance will be used if approved.
11. Does your organization meet the eligibility criteria as listed in the policy?

This application must be signed and dated by the President and Treasurer OR any two duly authorized signing Officers of the Organization.

|            |   |        |                                     |
|------------|---|--------|-------------------------------------|
| Name:      | <u>JOSEPH A. BISCAGLIO</u>  | Title: | <u>PRESIDENT</u>                    |
| Signature: |   | Date:  | <u>August 29<sup>th</sup>, 2019</u> |
| Name:      | <u>Gary Trembiski SR</u>  | Title: | <u>Vice President</u>               |
| Signature: |  | Date:  | <u>Aug 29/2019</u>                  |

\* All applications must be received by September 1st of the preceding year.

In addition to the application, the applicant must submit the Post Grant Report for financial assistance that was received in the current year, if applicable.

### **In-Kind Services Requested**

**The event is taking place on June 12&13, 2020**

- Use of Roberta Bondar Pavilion (tent, parking area, grassy area, kitchen, change rooms and sound system) June 12 & 13
- Use of a portion of the Civic Centre Parking lot the evening of the 12<sup>th</sup> and all day on the 13<sup>th</sup>
- Use of the grassy area of the North Parking lot June 12 & 13
- Use of the North Parking lot the evening of the 12<sup>th</sup> and all day on the 13<sup>th</sup>
- Tables, chairs and barricades as required for set-up on city spaces
- Barricades and appropriate signage for road closure
- Garbage Cans, recycling bins

**6. Please append the following information indicating support for the Organization.**

**a. Evidence of community support through fund-raising, earned revenue and/or donations. Include number of members, volunteers, subscribers, attendance/audience.**

The downtown Association representing the property owners and merchants of Queen Street have provided volunteers and are represented on the organizing committee. The event has had support from the heart and stroke foundation and ARCH by providing volunteer services. The organizing committee also had 2 city councilors and now one city councilor. The principle sponsors donating money and time were; Prouse Motors, Maitland Motors, Northside Group, Gateway casino, Pino's, CIBC Wood Gundy, Exit Realty, Viotto and Sons Construction, James West Investments and CTV. The event has drawn up to 350 registrants who show cased their cars for the public over the two day event. Over the two-day event attendance is estimated at 2500. We also now have attracted registrants from areas such as Wawa, Elliot Lake, Sudbury, Atlanta MI. In 2019 a shuttle was offered to transport guests on the cruise ship to the event and back.

**b. Where available, provide a description of the economic impact of the Organization's activities, programmes and services in the City of Sault Ste. Marie.**

At this point, it is difficult to determine the economic impact as a whole as the event is in the early stages of development. However, it has had significant impacts on the fundraising efforts for ARCH and Heart and Stroke Foundation. QSC has been a very well received event that has attracted many participants to the downtown core. We believe the Queen Street Cruise was the impetus in the development of increase in the number of events taking place in the downtown core to the benefit of the downtown merchants, restaurants and bars. This increase in activity/events taking place in the downtown has been well received by the community.

**c. Will the Organization's activities, programmes and services attract tourists?**

In 2019, with the help of CTV news crew who did a 2 hour broadcast from the City live at the event. We had in effect a 2-hour infomercial for the City of Sault Ste. Marie. The cost to QSC for marketing and advertising and the news crew was \$3390. We would like to build on that and do additional

marketing and advertising and promotion for the city in Northern Michigan or cities within a 3 hour driving range that will bring tourists to the city as well as participants in the cruise event. In order to achieve that and add to the draw we have budgeted for attracting a celebrity and increased media costs. The goal is to continue to expand the event offerings and provide increased activities for participants to enjoy. To provide consistency in programming a shift from GFL to the Roberta Bondar Park is planned for 2020. This will allow key programming to continue in the event of rain.

**7. If application is for a Project or Special Event, please answer the following:**

**a. How many participants are expected?**

300-350 registered participants

**d. How large an attendance/audience is expected?**

5000 participants in 2020 is the target and through increased advertising QSC anticipates an increase in out of town visitors.

**c. Will there be a charge to participate?**

Individuals showing cars pay a minimal registration fee. The event, music, games are FREE to the public.

**d. Will there be a charge for attendance?**

No, Community members attending the car show and enjoying the music, games and activities are FREE.

**e. What areas (localities) do the activities, projects or special events reach?**

The event is currently advertised in limited areas in Michigan, Algoma District and into Sudbury, where CTV reaches and Oldies 93.9. The plan is to expand efforts in 2020.

**8. If the Organization has an accumulated debt and/or projected deficit, please identify the amount and discuss your reduction strategy.**

Not Applicable

**9. Did the organization receive other Government assistance in the last two years? If yes, please indicate sources and amounts of funding.**

TSSM/DMF Funds contributed \$5,000 for advertising to attract tourists from other areas. In addition the City has supported the event by providing use of the GFL parking lot and a portable stage.

**10. Please specify how the financial assistance will be used if approved.**

If approved the provision of the city facilities, tables, chairs, barricades would allow the organization to continue to grow and develop the event into one of the premier summer events taking place in the Sault, which will increase the number of tourists attending.

**11. Does your organization meet the eligibility criteria as listed in the policy? Yes**



**Sault Ste. Marie Region Conservation Authority**

**Sault Ste. Marie City Council Presentation**

**November 18, 2019**



## Mandate

Conservation Authorities, created in 1946 by an Act of the Provincial Legislature, are mandated to ensure the conservation, restoration and responsible management of Ontario's water, land and natural habitats through programs that balance human, environmental and economic needs.

## Vision

Healthy watersheds existing in a balance between the natural environment and human needs.

## Mission Statement

To protect, improve and promote local watersheds through the delivery of resource management services and programs in cooperation with community partners.



# SSMRCA Regulations

## ***Conservation Authorities Act***

**O. Reg. 176/06 - Regulation of Development, Interference with Wetlands and Alterations to Shorelines and Watercourses**

**O. Reg. 134/90 – Conservation Areas – Sault Ste. Marie Region**



# Flood Prevention and Maintenance

## **Flood Control Channel Maintenance**

debris removal

brush/tree cutting

grass cutting

## **Flood Forecasting**

Daily Planning Cycle

Evaluation of current conditions

Monitoring of streamflow gauges

Analysis of forecasts

Determination of flood threat

## **Dam Operations and Maintenance**

dam safety and security

reservoir level maintenance

dam maintenance

## **Flood Messaging**

Inform appropriate ER agencies

Watershed Conditions Statement

Flood Watch – flooding is possible

Flood Warning – flooding is imminent or occurring



# SSMRCA Infrastructure and Property

## Flood Control Infrastructure

Ward 1 – Clark Creek  
Ward 3 – Fort Creek Dam and Reservoir  
Ward 4 – Fort Creek Channel  
            East Davignon Channel  
            Central Creek – north  
            Bennett-West Davignon Channel  
Ward 5 – Central Creek – south  
            Bennett-West Davignon Channel  
  
Total length of channels – 12.26 km

## Conservation Areas

Ward 2 – Waterfront – 0.5 ha (1.2 ac)  
Ward 3 – Hiawatha Highlands - 893 ha (2207 ac)  
Ward 4 – Fort Creek – 77 ha (190 ac)  
Ward 5 – Shore Ridges – 374 ha (924 ac)  
            Mark's Bay – 108 ha (267 ac)

## Other Property

Ward 5 – 2 parcels forestry – 251 ha (620 ac)  
Prince Township – 255 ha (629 ac)



# Flood Control Structures



Fort Creek Dam



Clark Creek



East Davignon Channel



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West Davignon Channel



# Programs and Benefits

Integrated Watershed Management

Drinking Water Source Protection

Forest Management

Conservation Areas

Watershed Science

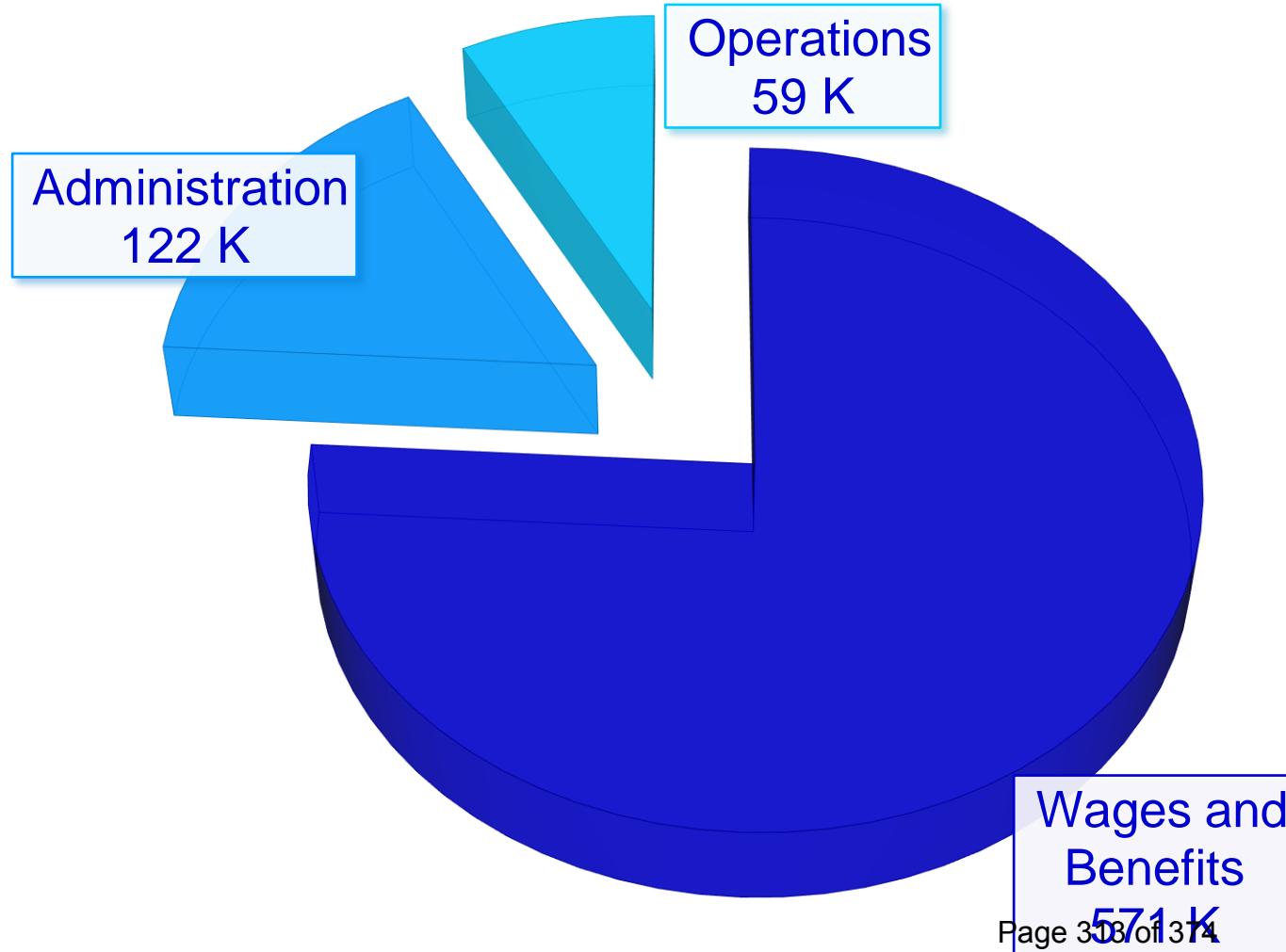




# Conservation Areas



# Expenditures



## **Wages and Benefits**

6.5 FTE

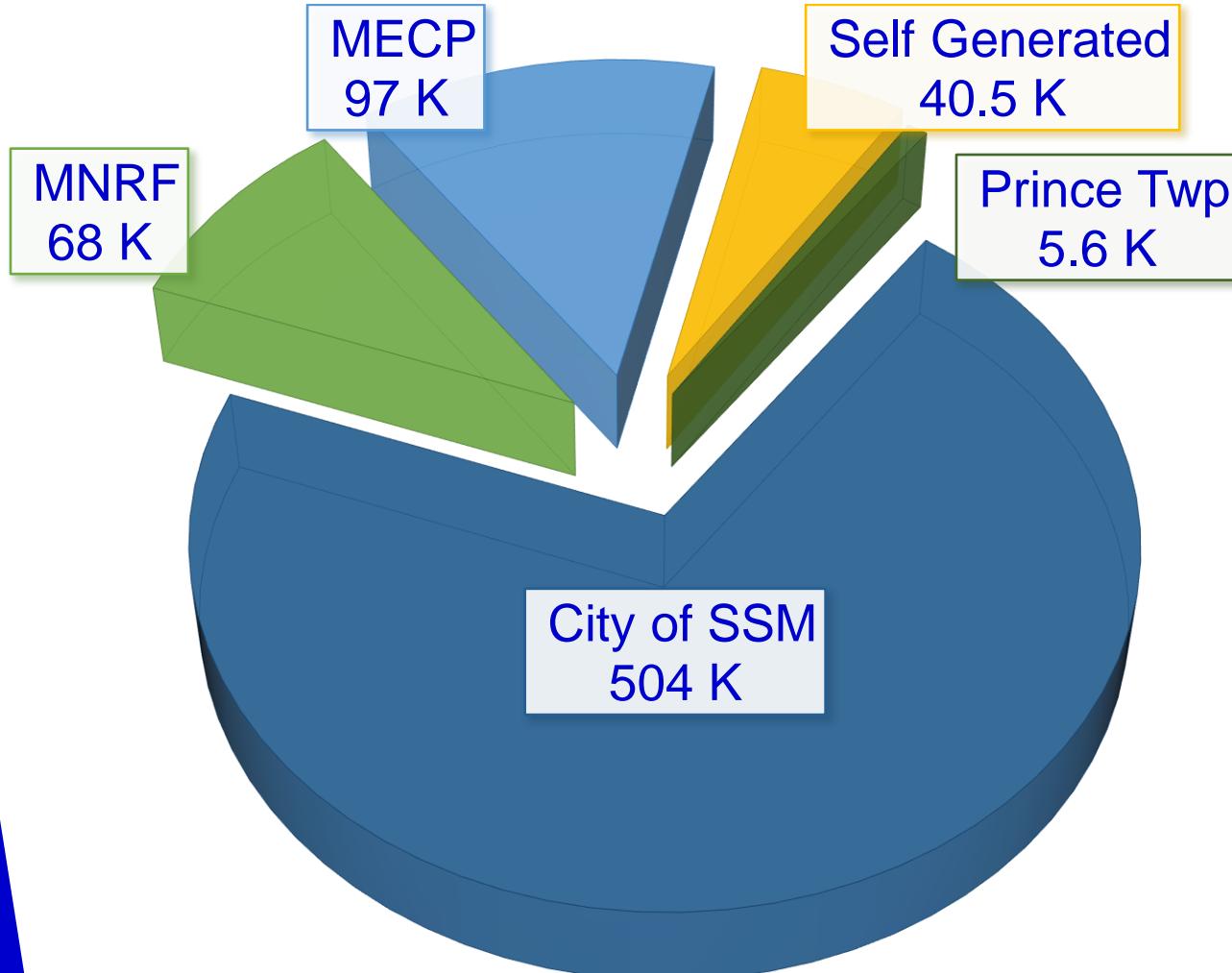
## **Administration**

Taxes, fees, utilities, licenses, travel, training, committees, insurance, outreach, partnership development

## **Operations**

Flood forecasting and warning, channel maintenance, dam maintenance, repairs

# Revenues



**MNRF** – flood forecasting and warning, flood maintenance and operations, administration, wages and benefits

**MECP** – Drinking Water Source Protection, wages and administration

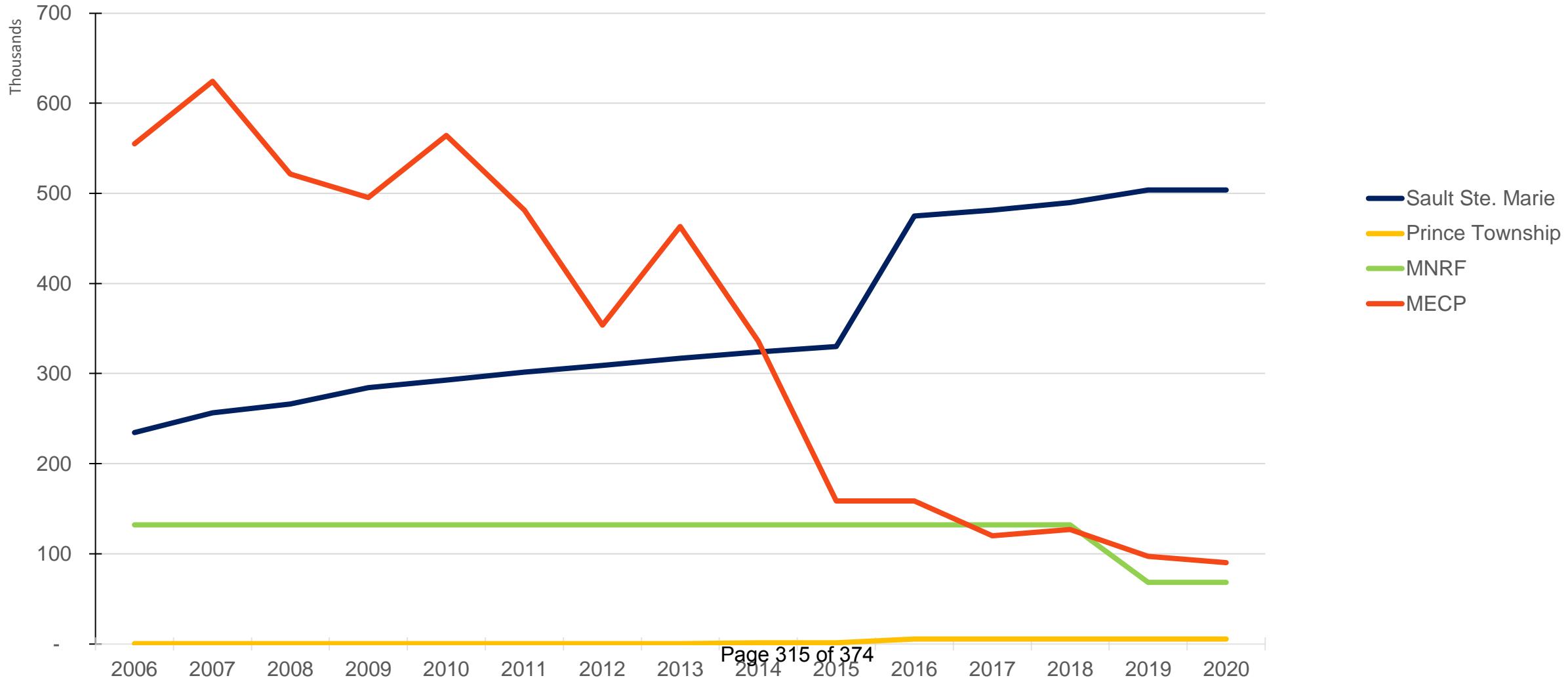
**Self-Generated** – development regulation fees, donations, rentals and leases

**City of SSM** – flood forecasting and warning, flood maintenance and operations, administration, wages and benefits, outreach, regulations

**Prince** - flood forecasting and warning, administration, wages and benefits, outreach, regulations



# SSMRCA Funding Over Time





# Efficiencies

Yearly increase in regulatory fees over the past 6 years

Undertaking field projects with existing staff and equipment to decrease the capital funds levied to the City

Opportunities for revenue generation and grant applications

Partnerships



Thank you!

Corrina Barrett  
General Manager/Secretary-Treasurer  
[cbarrett@ssmrca.ca](mailto:cbarrett@ssmrca.ca)

# Sault Ste. Marie Police Service

## 2020 Budget Presentation



# Executive Summary

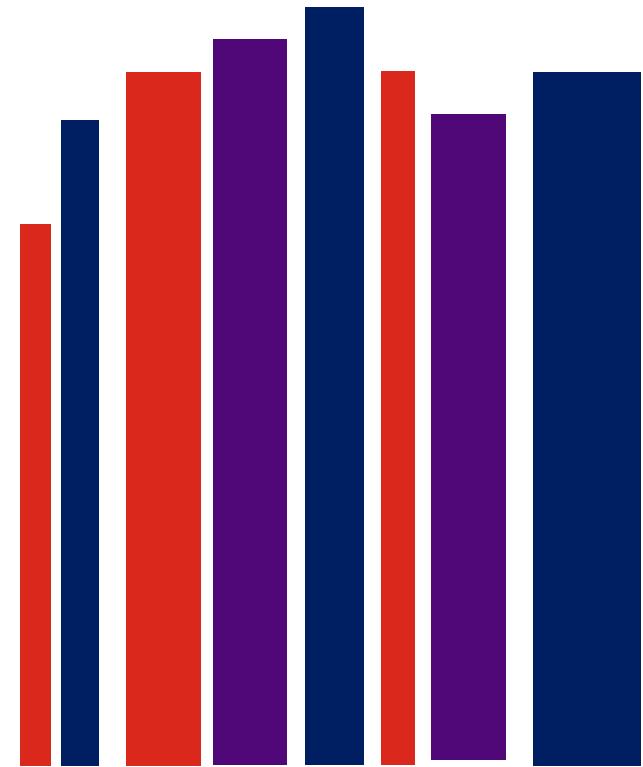
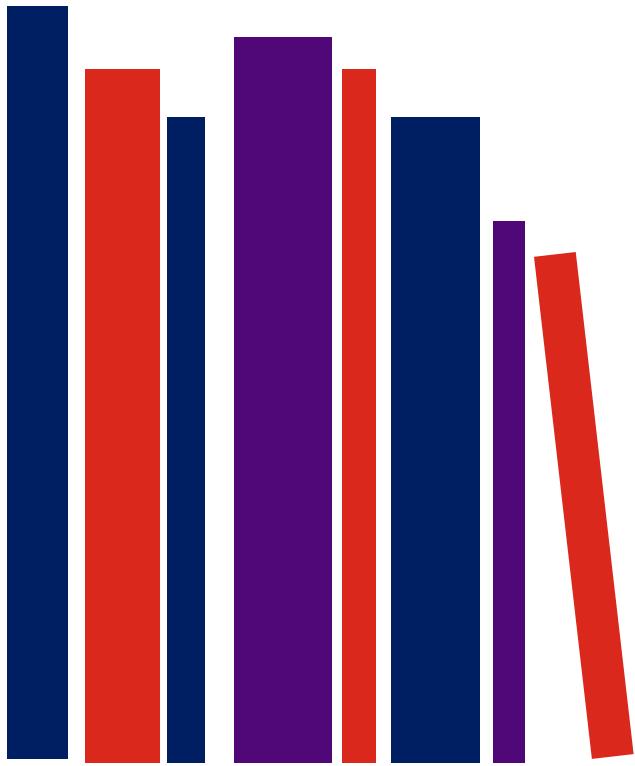
- The 2020 SSMPS budget was approved by the Police Services Board on September 26, 2019
- That budget estimated a total increase of 7.9% for 2020.
  - 3.20% impact due to decrease in revenues from the province
  - 3.30% impact due to costs charged back to SSMPS from City (NG911 and Building Costs)
  - 1.40% impact due to increasing cost of operations
- This increase results in a budget for Police Services in the amount of \$29,442,845 for 2020

# 2020 Budget Highlights

- Maintaining a zero percent increase is a challenge with increasing costs of doing business – fleet fuel, janitorial services, technology and storage costs, WSIB etc.
- Realignment of City costs has us showing costs normally reflected in other areas of the City budget which amount to \$616,500 for NG911 and Building related costs.
- A decrease in revenues was announced in 2019. This was a decrease of approximately \$750,000 that has been reflected in our 2020 budget.
- We realigned specialty units (4 FTE's) and administrative positions (3 FTE's) back to front line policing reducing overtime by 20% over last year during our peak periods.

# Commitment to Public Safety

- Crime and property offences have continued to decline both year to date and month to month comparison
- During 2019 to date, seized 60 firearms and made 800 drug seizures valued at more than \$164,000
- Actively pursuing more serious charges related to drug dealing (i.e. manslaughter)
- Worked with Algoma Public Health and other agencies in educating and preventing opioid overdose and deaths
- Increased foot and bicycle patrol in populated areas
- In July 2019 announced official opening of “jump station” located at Station Mall to increase access and public exposure of law enforcement in the downtown core
- Expanded Crimestoppers/Sault College Downtown Patrol
- Expanded footprint through partnership with Algoma University and SSMPS Training Services
- Initiated first ever SHIFT training (Shifting Indigenous Frontline Tactics) through partnership with Algoma University. Twenty percent of staff including all senior management have completed training. The remaining staff will be trained over the next 2 years.
- Presented a new and improved 3 year strategic plan to the PSB.
- Presented a newly improved draft SSMPS website that allows for live crime data and community interaction
- Currently pursuing a successful Crime Prevention initiative known as the “Angel Program”
- Continue to listen to constituents and the public on areas of high crime



# 2020 BUDGET PRESENTATION

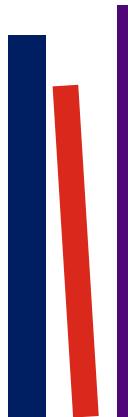
# LIBRARY SERVICES

Libraries enhance a community's quality of life, foster life long learning, and create change through an informed public. Established in the year 1896, the Sault Ste. Marie Public Library is one of the foundations of our community. It is a trusted institution providing equitable services and public space open to all.



# LIBRARY SERVICES

- Lending Services
- Cultural Events
- Public Meeting Spaces
- Early Literacy Programming
- Youth Programming
- Creator/Maker Spaces
- Public Archives for Algoma Region
- Access to Technology and the Internet
- Information Services
- Reader's Advisory
- Educational Workshops
- Research Services
- Accessible Services
- Copy/Print Services



**+18,000 Library Members**

**+350,000 Visits Annually**

**Average of 3+ Programs Daily**

**750 Items Checked Out Daily** 

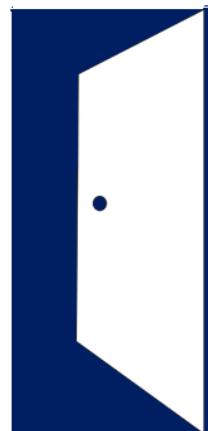
**+26,000 Computer Sessions Annually**

*On average, 312 people use Wi-Fi at the James L. McIntyre Centennial Library daily*

# NOTABLE COMPARISONS

SSMPL Weekly Operating Hours Per 10,000 Population = 16.76

Ranked 289<sup>th</sup>  
in the Province for Weekly  
Operating Hours Per 10,000 Population

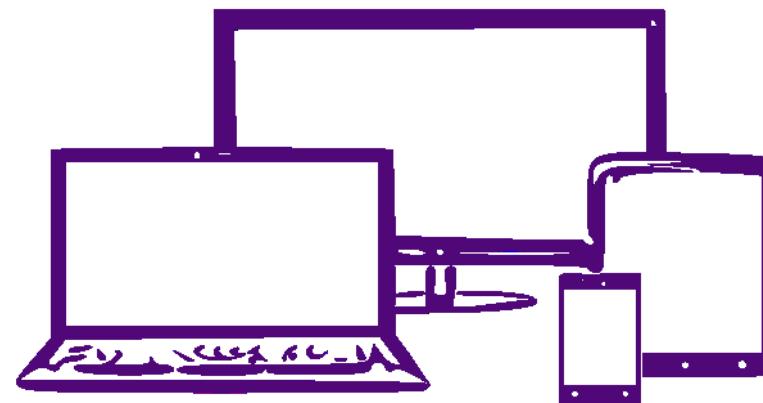


\*Information Provided by the Ministry of Culture  
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# NOTABLE COMPARISONS

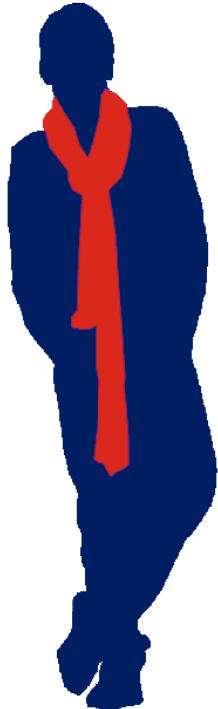
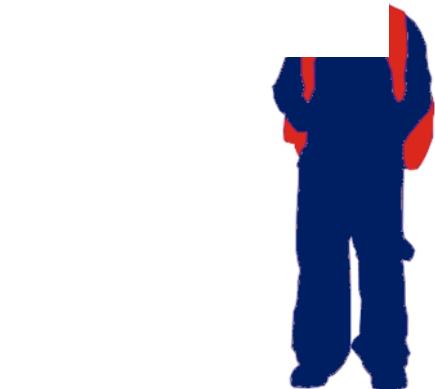
Ranked 302<sup>nd</sup>

in the Province Number of Public Internet Access Workstations  
per # of Cardholders



\*Information Provided by the Ministry of Heritage, Sport, Tourism and Culture  
Page 326 of 374

# NOTABLE COMPARISONS



**Ranked 54th**

in the Province for Number of Programs Held Annually

**Ranked 42nd**

in the Province for Annual Program Attendance

# NOTABLE COMPARISONS



**\$37.41**

City of Sault Ste. Marie's Support for Public Libraries Per Capita (2019)

**\$46.39**

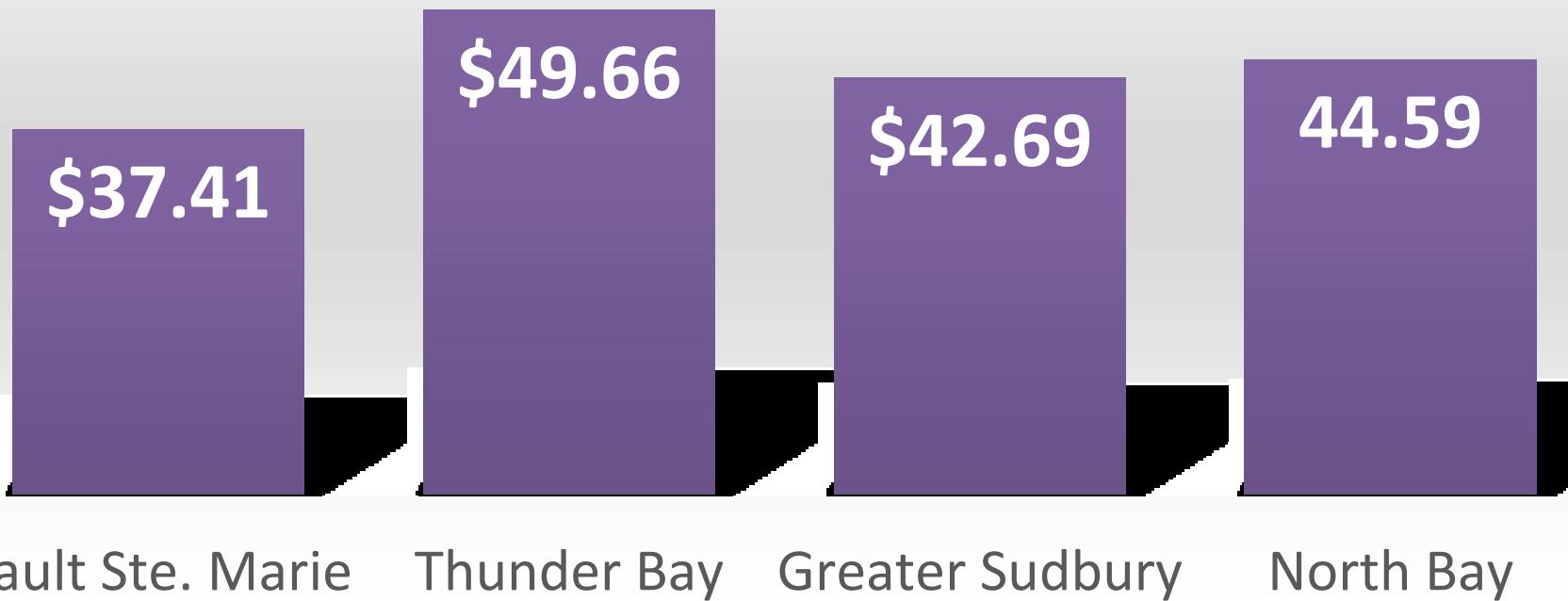
Provincial Average Municipal Support for Public Libraries Per Capita  
(2018)

\*Information Provided by the Ministry of Heritage, Sport, Tourism and Culture

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# NOTABLE COMPARISONS

Municipal Support for Northern Ontario Public Libraries Per Capita\*



\*Information Provided by the Ministry of Heritage, Sport, Tourism and Culture

# SSMPL REVENUE

| REVENUE                     | 2020              | 2019                | \$ Change           | % Change    |
|-----------------------------|-------------------|---------------------|---------------------|-------------|
| MUNICIPAL GRANT             | -2,950,887        | -2,745,100          | 205,787             | (6.97)      |
| CAPITAL RESERVE (MUNICIPAL) | 0                 | -200,000            | (200,000)           |             |
| CONTRACTING COMMUNITIES     | -22,965           | -22,965             | -                   | 0.00        |
| PROVINCIAL GRANTS           | -368,919          | -373,374            | (4,455)             | 1.21        |
| FEDERAL GRANTS              | 0                 | -269,381            | (269,381)           | 0.00        |
| OTHER GRANTS                | -49,183           | -34,733             | 14,450              | (29.38)     |
| FINES AND FEES              | -22,050           | -20,850             | 1,200               | (5.44)      |
| DONATIONS                   | -17,000           | -85,000             | (68,000)            | 400.00      |
| COPY AND PRINT SERVICES     | -11,000           | -11,360             | (360)               | 3.27        |
| ROOM RENTALS                | -5,875            | -3,075              | 2,800               | (47.66)     |
| BOOK SALES                  | -36,600           | -36,600             | -                   | 0.00        |
| MISC. REVENUE               | -23,650           | -37,000             | (13,350)            | 56.45       |
| TOTAL REVENUE:              | <b>-3,508,129</b> | <b>-\$3,839,438</b> | <b>\$ (331,309)</b> | <b>9.44</b> |

# SSMPL EXPENDITURES

| EXPENDITURES           | 2020             | 2019               | \$ Change      | % Change    |
|------------------------|------------------|--------------------|----------------|-------------|
| SALARIES               | 2,121,902        | 2,025,322          | (96,580)       | (4.55)      |
| BENEFITS               | 496,588          | 472,503            | (24,085)       | (4.85)      |
| LIBRARY MATERIALS      | 192,300          | 181,750            | (10,550)       | (5.49)      |
| UTILITIES              | 104,000          | 85,000             | (19,000)       | (18.27)     |
| OFFICE EXPENDITURES    | 140,490          | 184,800            | 44,310         | 31.54       |
| OPERATING EXPENDITURES | 384,649          | 691,056            | 306,407        | 79.66       |
| EQUIPMENT PURCHASES    | 68,200           | 199,000            | 130,800        | 191.79      |
| TOTAL EXPENDITURES     | <b>3,508,129</b> | <b>\$3,839,431</b> | <b>331,302</b> | <b>9.44</b> |

# SSMPL SERVICE INCREASE REQUEST

| KORAH BRANCH                     |           |
|----------------------------------|-----------|
| KORAH BRANCH OPERATING EXPENSE   | 32,800    |
| KORAH BRANCH SALARIES & BENEFITS | 78,837    |
| CAPITAL EXPENSE (SLIDING GRILLE) | 3,500     |
| TOTAL INCREASE                   | \$115,137 |

| ARCHIVE SERVICE INCREASE       |          |
|--------------------------------|----------|
| PART-TIME REFERENCE TECHNICIAN | 48,362   |
| TOTAL INCREASE                 | \$48,362 |

## ADDITIONAL FUNDS REQUIRED FOR KORAH BRANCH

The current budget is only sufficient to operate the James L. McIntyre Centennial Library and North Branch. The requested amount would enable the Library to operate Korah Branch for 37 hours weekly.

|           |                                       |
|-----------|---------------------------------------|
| Monday    | Closed                                |
| Tuesday   | Closed                                |
| Wednesday | 10:00 am – 1:00 pm; 2:00 pm - 8:00 pm |
| Thursday  | 10:00 am – 1:00 pm; 2:00 pm - 8:00 pm |
| Friday    | 10:00 am – 1:00 pm; 2:00 pm - 5:00 pm |
| Saturday  | 10:00 am – 5:00 pm                    |
| Sunday    | 2:00 pm – 5:00 pm                     |

## ADDITIONAL FUNDS REQUIRED FOR LIBRARY SERVICES

The new Archive Facility is an increase in services provided by the Library. Additional staff hours are required to fulfill some of the former duties of the Archive Technician who has been transferred to the North Branch.

# CHANGES IN MUNICIPAL GRANTS

## MUNICIPAL GRANT TOTALS





JAMES L. MCINTYRE CENTENNIAL LIBRARY



KORAH BRANCH



NORTH BRANCH



ARCHIVES

*“One stop... endless possibilities”*

ALL IN



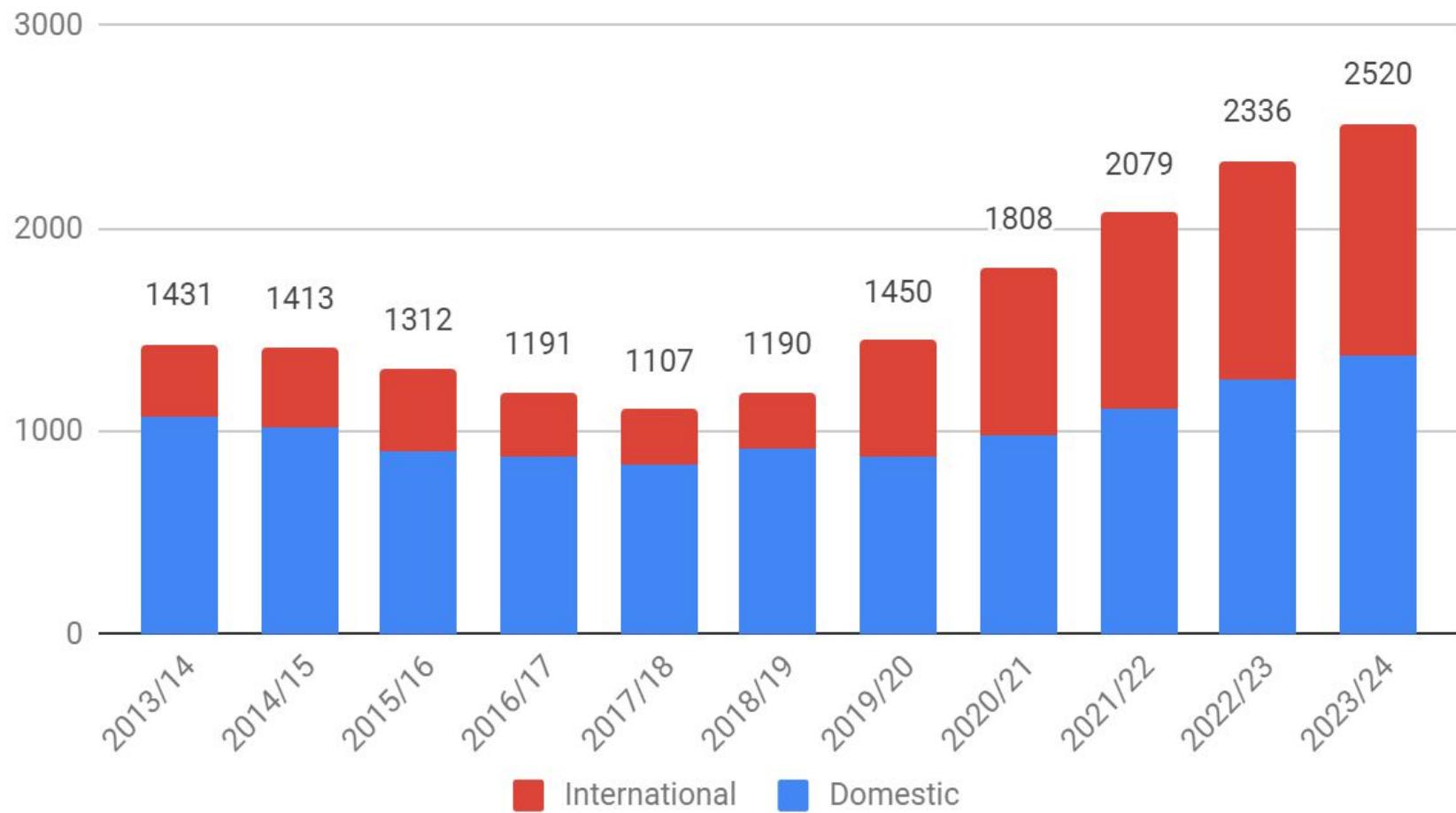
Algoma  
UNIVERSITY

# **Annual City Funding for Algoma University**

Algoma University Currently Receives \$40,000 of City Funding.

- \$20,000 is directed towards Scholarships for local students
- \$20,000 is directed towards marketing and recruitment initiatives

## Algoma Enrolment: Historical and Forecast (FTE)



# Enrolment Growth

1. 2019/20 Algoma will reach record enrolment
2. Sault Ste. Marie enrolment up over 30%
3. Growth driven by international and college partnerships



# **Alignment to Future SSM**

1. Promotion of SSM
2. Economic and Community Development
3. Building Our Labour Force
4. Growing Post Secondary Institutions
5. Inviting Immigration and welcoming newcomers
6. Advancing Indigenous Relationships



# Algoma University Advancement Initiatives

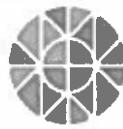
- Expansion of School of Business and Economics
- Expanding Computer Science Programming and Specializations-Innovative Programming/Research and Innovation
- Regional Economic Impact Study
- The Completion of our Campus Master Plan



# Questions ?



Algoma  
UNIVERSITY



## SAULT STE. MARIE

### Outside Agency Grants

#### Final Report Form

2019

Agency: Algoma University

**1. Use of Funds:** Provide a detailed description of the approved use of funds.

**Local Student Scholarships - \$20,000**

Algoma University provides two scholarships for local students funded by the City's grant:

- 1) The Corporation of the City of Sault Ste. Marie Admission Scholarship I - \$2,000 renewable for up to 3 additional years, to top graduates from each secondary school in Sault Ste. Marie.
- 2) The Corporation of the City of Sault Ste. Marie admission Scholarship II - \$2,000 renewable for up to 3 additional years, to a resident of Sault Ste. Marie.

Algoma University will direct \$20,000 towards marketing and recruitment initiatives to drive growth at the Sault Ste. Marie campus. These funds will support international and national recruitment and student growth which also assists in promoting the community of Sault Ste. Marie, supporting economic and community development, building the City's labour forces, advancing the growth of post-secondary institutions locally, inviting immigration and welcoming newcomers and advancing Indigenous relationships.

**2. Financial Information:** Have expenditures been in accordance with the agreement and all claims filed to date? Yes  No  If not, please provide explanation.

|                                    | YTD 2019 | 2018     | 2017     | 2016     |
|------------------------------------|----------|----------|----------|----------|
| Number of Visitors-Paid Admissions | N/A      | N/A      | N/A      | N/A      |
| Number of Events/Programs          | N/A      | N/A      | N/A      | N/A      |
| Number of Visitors-Events/Programs | N/A      | N/A      | N/A      | N/A      |
| Revenue:                           |          |          |          |          |
| City Grant                         | \$40,000 | \$40,000 | \$40,000 | \$40,000 |
| Other Grants                       |          |          |          |          |
| Donations                          |          |          |          |          |
| Admissions/Memberships             |          |          |          |          |
| Other (specify)                    |          |          |          |          |

**3. Other Performance Measures:**

- a. Note any milestones/activities/objectives as set out in the agreement and if they have

been completed. Describe the benefits that resulted for the community.

The \$20,000 in funds from the City of Sault Ste. Marie to support two scholarships directed to local students has assisted Algoma University in attracting local students to Algoma University, and aided in retaining these students in their upper years for those who have maintained a full course load, and an 80% average.

Keeping students in Sault Ste. Marie has many benefits: to students, Algoma University and the community. For the students, staying in Sault Ste. Marie has a direct financial benefit. They are able to live in their home community, often living with their family which provides substantial savings and gives students a support system as they progress through their post-secondary studies.

The Corporation of the City of Sault Ste. Marie Admission Scholarships I and II provide students incentive to stay in their home community, by making funding available to qualifying students who choose to stay in Sault Ste. Marie and attend Algoma University. These awards provide funding to students to help them pay for the tuition and costs related to their post-secondary education.

Studying in their home community also allows students the opportunity to continue to work which many students have to do in order to pay for their studies, to participate in co-op and experiential learning opportunities with local employers, and to make connections and build relationships with the local community and employers. Many organizations in our community hire Algoma University students and graduates, thus contributing to the local economy, building the local talent pool, and reducing the outmigration of our young people.

Algoma University used the \$20,000 from the City of Sault Ste. Marie to support marketing and recruitment efforts to attract and increase our international recruitment efforts, specifically in two new international markets (Vietnam and Nepal) in 2018/2019.

Diversifying the University's international enrolment is one of the priorities of the University's Strategic Enrolment Management (SEM) plan. As the University grows to 3,000 students by 2024 it has set a parameter that no one country should make up over 50% of the international undergraduate enrolment.

The City funds allowed Algoma University to participate in a Canadian government sponsored education fair in Vietnam, with stops in Hanoi and Ho Chi Minh City. In Nepal, the University visited local recruitment partners to provide training to their staff, and conduct education seminars for parents and student sintered in studying abroad.

Algoma University's visits to Vietnam and Nepal have produced positive results to date. Algoma University received 120 applications from Nepali students and 16 applications from Vietnamese students in 2019. Based on the number of applications the University expects to have 20 students enrolled from these two markets in 2019, compared to one student in 2018.

b. If not, provide and explanation why and how it affected the Project.

4. 2020 Funding Request: \$ 40,000  
(Reason for increase if applicable.)

Signature:



Date:

NOV 4, 2019

ROBERT BATTISTI, ALGOMA UNIVERSITY  
Name \_\_\_\_\_ of \_\_\_\_\_ Signatory: \_\_\_\_\_

Title: VICE-PRESIDENT, FINANCE & OPERATIONS

I/We have authority to bind the Recipient.

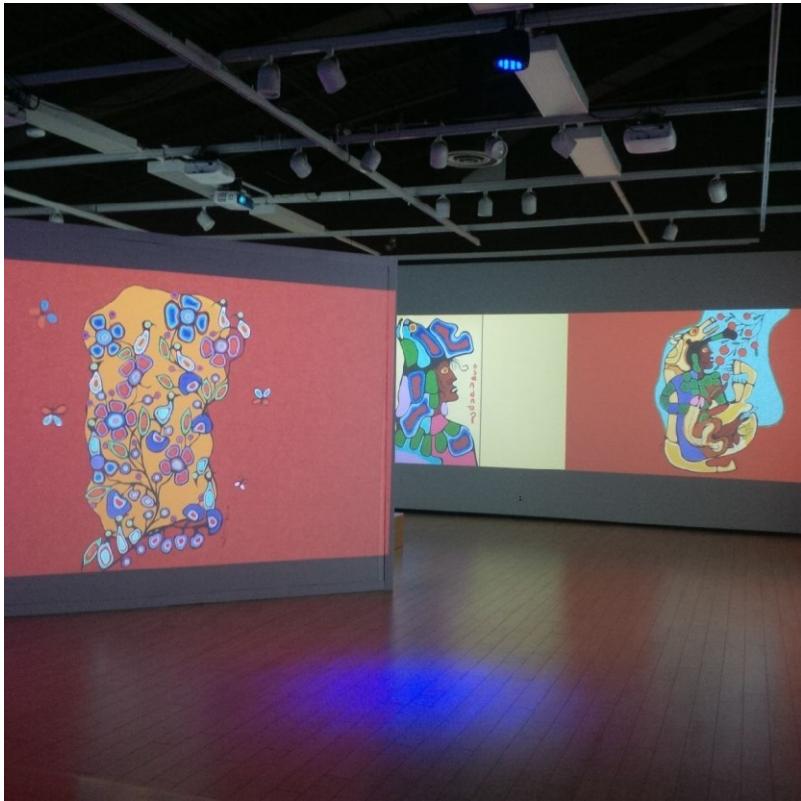


# **ART GALLERY OF ALGOMA**

## **BUDGET PRESENTATION TO CITY COUNCIL**

### **FOR 2020**

Highlight for 2019 was animated exhibition of Norval Morrisseau paintings from the AGA's permanent collection. Visitors comments include beautiful, fascinating, the best exhibition AGA ever hosted, spiritual - to mention just a few.



# October 1, 2019 flood in the storage after all repairs have been done in 2018



- Painting by Carl Beam, famous and very important Indigenous artist in Canadian art history, *almost* damaged from the flood.
- Photo taken in the morning of October 1, 2019.
- All paintings in the water immediately had been moved to the art studio where they are not safe and do not have proper environmental conditions so they cannot stay there.

# Paintings in temporary storage in the art studio, paintings in storage to be moved out and animation collection in the off-site storage





Outside Agency Grants  
Final Report Form  
2019

Agency: Art Gallery of Algoma

1. Use of Funds: Provide a detailed description of the approved use of funds.

The Art Gallery of Algoma (AGA) is a non-profit public art gallery whose mission is to celebrate culture, educate visitors and enrich lives through visual art. The City provides funding dollars to assist in operating costs and salaries and to allow the AGA to operate and to bring new and exciting arts programming to Sault Ste. Marie.

2. Financial Information: Have expenditures been in accordance with the agreement and all claims filed to date? Yes  No  If not, please provide explanation.

Funding was used for both salaries and operating costs in order to allow the continued operation of the AGA which is the only non-profit public art gallery in the Algoma region. The use of the funds was in accordance with the approved use by the City of Sault Ste. Marie in the funding agreement.

|                                    | YTD 2019        | 2018    | 2017    | 2016    |
|------------------------------------|-----------------|---------|---------|---------|
| Number of Visitors-Paid Admissions | 3,400           | 5,700   | 5,900   | 5,000   |
| Number of Events/Programs          | 201             | 257     | 307     | 259     |
| Number of Visitors-Events/Programs | 16,000          | 27,000  | 25,000  | 24,000  |
| Revenue:                           |                 |         |         |         |
| City Grant                         | 140,392         | 280,785 | 280,785 | 244,948 |
| Other Grants                       | 19,018          | 79,252  | 327,455 | 61,705  |
| Donations                          | 1,216           | 33,199  | 64,460  | 4,957   |
| Admissions/Memberships             | 14,286          | 24,493  | 33,964  | 19,714  |
| Other (specify)                    | 51,378          | 118,998 | 87,114  | 87,648  |
|                                    | workshops, shop |         |         |         |

3. Other Performance Measures:

- a. Note any milestones/activities/objectives as set out in the agreement and if they have been completed. Describe the benefits that resulted for the community.

Programming activities: artists talks, art classes, workshops, tours for public & schools, to mention some. This year's highlight exhibition was Wander Into the World of Norval Morrisseau presented in partnership with the Algoma Fall Festival - animated works and paintings from the permanent collection by Morrisseau. Activities free of charge & accessible to all include all community based events such as Multiculturalism Day, Culture Days, RotaryFest and more. The AGA has

- b. If not, provide an explanation why and how it affected the Project.

4. 2020 Funding Request: \$ 315,785  
(Reason for increase if applicable.)

The funding increase is needed for the care, management and preservation of the permanent collection. Maintenance of the permanent collection is one of the core functions of the AGA and its responsibility. The mandate of the AGA is to preserve the collection for future generations and the additional funds are required to meet this mandate.

Signature: 

Date: October 31, 2019

Name of Signatory: Mark A. Lopre

Title: President

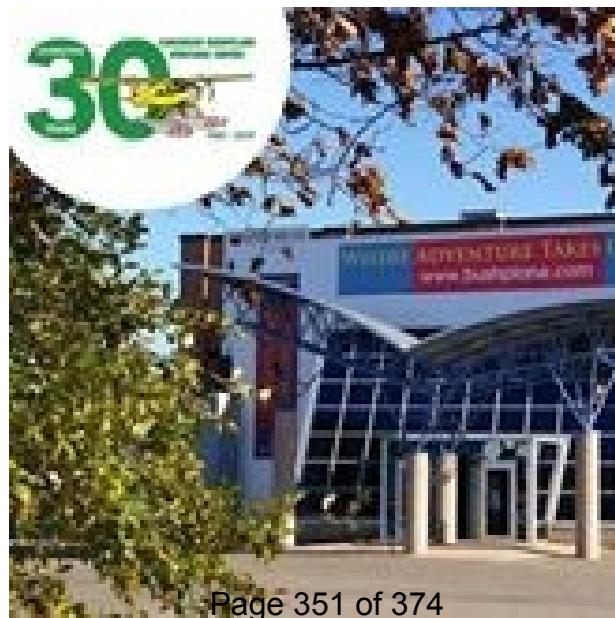
I/We have authority to bind the Recipient.

# Canadian Bushplane Heritage Centre

2019 Update

Presented to City Council

November 18, 2019



# CBHC – Community Gathering Place

**In 2019, the Canadian Bushplane Heritage Centre will be open 360 days for the general public and will hold 49 private and public events for the community, with approximately 20,000 event visitors**

|                        | <b>2019 YTD (Sept)</b> | <b>2018</b> |
|------------------------|------------------------|-------------|
| Number paid admissions | 20128                  | 19992       |
| Number of events       | 39                     | 43          |
| Number events visitors | 10945                  | 18001       |

**The staff and volunteers of the Canadian Bushplane Heritage Centre will welcome over 40,000 people in 2019, coming to learn, celebrate, compete, raise money and be entertained.**

## Other 2019 Highlights

- #1 Tourist Attraction in Sault Ste Marie – On Trip Advisor
- Voted Favorite Local Tourist Attraction - Sault Star Readers Choice 2019



- Three Best Attractions -  
As rated by [threebest.ca](http://threebest.ca)

## The funds received in 2019

- Helped offset our two biggest areas of expense, wages and operating expenses.
  - Helped us with our 30<sup>th</sup> Anniversary Celebration
  - Helped us hire one new full time employee.



## SAULT STE. MARIE

Outside Agency Grants

Final Report Form

2019

Canadian Bushplane Heritage Centre  
Agency: \_\_\_\_\_

1. Use of Funds: Provide a detailed description of the approved use of funds.

The Canadian Bushplane Heritage Centre (CBHC) preserves and tells the story of Canada's bushplane and forest fire protection heritage and how it has shaped life in northern and remote parts of Canada.

**Salary & benefits (up to maximum of 50% of grant) \$ 87,500**  
**Other operational expenses including minor capital \$ 87 500**

2. Financial Information: Have expenditures been in accordance with the agreement and all claims filed to date? Yes  No  If not, please provide explanation.

|                                    | YTD 2019 | 2018   | 2017   | 2016   |
|------------------------------------|----------|--------|--------|--------|
| Number of Visitors-Paid Admissions | 20128    | 19992  | 21319  | 17994  |
| Number of Events/Programs          | 39       | 43     | 38     | 43     |
| Number of Visitors-Events/Programs | 10945    | 18001  | 19804  | 16793  |
| Revenue:                           |          |        |        |        |
| City Grant                         | 175000   | 175000 | 110000 | 110000 |
| Other Grants                       | 22210    | 76028  | 62421  | 53534  |
| Donations                          | 72463    | 51938  | 48791  | 63341  |
| Admissions/Memberships             | 166839   | 184483 | 178677 | 163584 |
| Other (specify)                    | 231843   | 278853 | 293253 | 267191 |
|                                    |          |        |        |        |

3. Other Performance Measures:

- a. Note any milestones/activities/objectives as set out in the agreement and if they have been completed. Describe the benefits that resulted for the community.

- Hired one new staff  
- Have additional unscheduled maintenance issues in 2019 - roof leak repairs, HVAC repairs, Gas leak repairs, Catch basin repair in parking area, dock repair because of high water  
- increase marketing budget to promote 30th Anniversary Celebration

- b. If not, provide and explanation why and how it affected the Project.

4. 2020 Funding Request: \$ 175,000  
(Reason for increase if applicable.)

Digital signature of Dan Ingram  
Signature: Dan Ingram Digitally signed by Dan Ingram  
Date: 2019.10.31 09:21:27  
-04'00'

Date: October 31, 2019

Name of Signatory: Dan Ingram

Title: Executive Director

I/We have authority to bind the Recipient.



## Program Partners

- City of Sault Ste. Marie
- Sault Area Hospital
- Group Health Centre
- Algoma West Academy of Medicine (AWAM)

### Annual Budget

|                         |   |           |
|-------------------------|---|-----------|
| ● City Contribution     | - | \$ 90,000 |
| ● GHA/ADMG Contribution | - | \$ 65,000 |
| ● Sault Area Hospital   | - | \$ 65,000 |



**164 Physicians Recruited 2002 - present**

## **Areas of Practice Specialty**

|                                   |                                |
|-----------------------------------|--------------------------------|
| 7 – Anesthetists                  | 2 – Nephrologists              |
| 2 – Cardiologists                 | 2 – Neurologists               |
| 3 – Critical Care Specialists     | 5 – Obstetrician/Gynecologists |
| 5 – Diagnostic Radiologists       | 2 – Ophthalmologists           |
| 1 – Endocrinologist               | 5 – Orthopedic Surgeons        |
| 3 – Gastroenterologists           | 3 – Otolaryngologists          |
| 4 – General Internists            | 3 – Pathologists               |
| 4 – General Surgeons              | 4 – Pediatricians              |
| 2 – Geriatricians                 | 1 – Plastic Surgeon            |
| 1 – Hematologist                  | 11 – Psychiatrists             |
| 1 – Infectious Disease Specialist | 1 - Rheumatologist             |
| 5 – Medical Oncologists           | 3 – Urologists                 |

45 – Family Medicine (FM ) Physicians

24.5 – FM/Emergency Medicine Physicians

3.5 – FM/Anesthetists

8 – FM/Hospitalists

3 – FM/Other (Palliative, Dermatology, Child & Adolescent Psychiatry)



## SAULT STE. MARIE

Outside Agency Grants

Final Report Form

2019

Physician Recruitment & Retention Program  
Agency: \_\_\_\_\_

1. Use of Funds: Provide a detailed description of the approved use of funds.

The funds requested along with funds from the partners, Sault Area Hospital and the Group Health Centre are used for administrative costs such as salaries and benefits for 1.5 FTE positions, direct and indirect recruitment costs such as attendance at recruitment events across the country, hosting visiting physicians and families and retention efforts primarily in the form of two annual social events.

2. Financial Information: Have expenditures been in accordance with the agreement and all claims filed to date? Yes  No  If not, please provide explanation.

|                                    | YTD 2019 | 2018 | 2017 | 2016 |
|------------------------------------|----------|------|------|------|
| Number of Visitors-Paid Admissions |          |      |      |      |
| Number of Events/Programs          |          |      |      |      |
| Number of Visitors-Events/Programs |          |      |      |      |
| Revenue:                           |          |      |      |      |
| City Grant                         |          |      |      |      |
| Other Grants                       |          |      |      |      |
| Donations                          |          |      |      |      |
| Admissions/Memberships             |          |      |      |      |
| Other (specify)                    |          |      |      |      |
|                                    |          |      |      |      |

3. Other Performance Measures:

- a. Note any milestones/activities/objectives as set out in the agreement and if they have been completed. Describe the benefits that resulted for the community.

In the last fiscal period of 2018/2019, 14 physicians were recruited including 5 Family Medicine physicians.

To date 2019/2020, 9 physicians have been recruited including 1 family physician. It is anticipated that this number will increase prior to the end of this current period.

- b. If not, provide and explanation why and how it affected the Project.

4. 2020 Funding Request: \$ 90,000.00  
(Reason for increase if applicable.)

Signature: Christine Pagnucco

Date: November 11, 2019

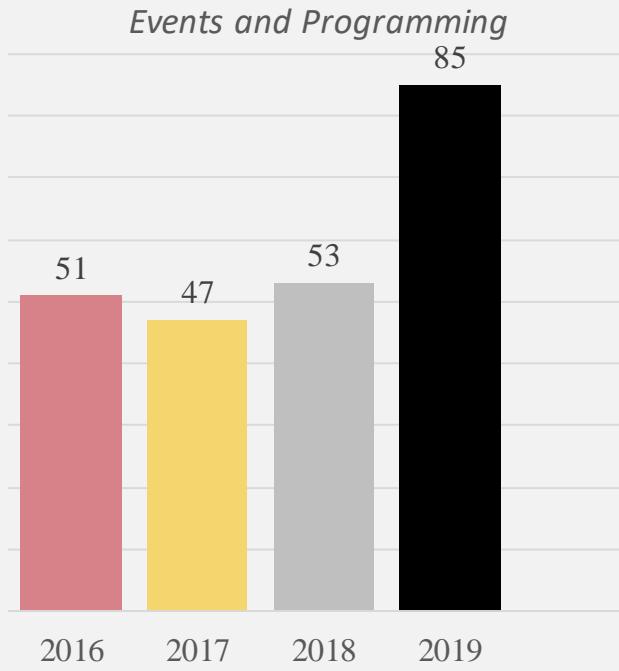
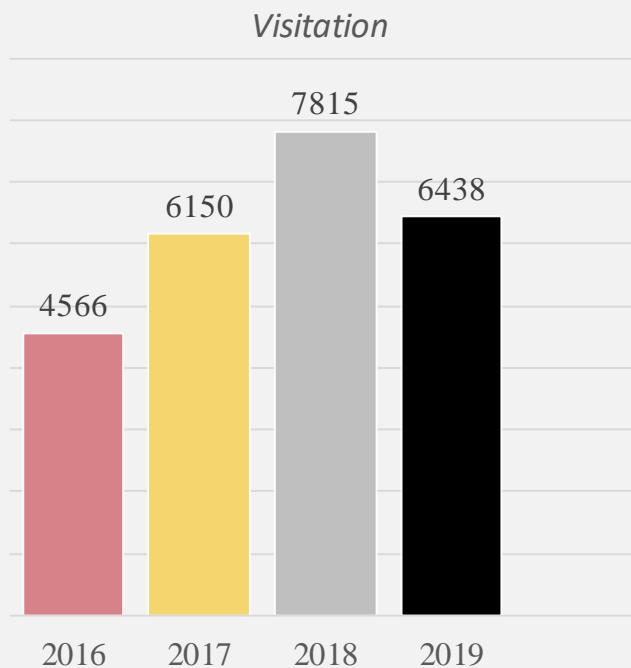
Name of Signatory: Christine Pagnucco

Title: Manager, SSM Physician Recruitment & Retention Program

I/We have authority to bind the Recipient.

# SAULT STE MARIE MUSEUM STATS

*Comparative Stats on Visitation and Events/Programming*



- Events in 2019 :**
- ARTHives
  - Weavers Guild Workshops
  - Culture Days
  - Museum Month May
  - National Doughnut Day
  - National Indigenous People Day
  - OTF Recognition Event
  - Tea & Scones
  - Wedding Booking
  - Sault College Design Show
  - Fringe Festival
  - Teen Jam Night
  - DTA Street Parties
  - Exhibit Openings

Year to Date Revenue: \$371, 207.50

# PHYSICAL PLANT

*Although the Sault Ste. Marie Museum has completed a large number of accomplishments over the past few years, thought there are still improvements required to better allow the Sault Ste. Marie Museum to meet its mandate and continue to enhance the Organization's profile within the Community.*

## Summary of Accomplishments

- Trillium Capital Grant – repairing flooring, and renovating 2 galleries and lobbies
- Renovation of 2 new permanent galleries
- 2 HVAC Units repaired
- Accessible ramp repaired



## Building Needs

As the Building that houses the Museum is City owned there are constraints in Capital improvement:

- Windows need to be repaired and replaced
- Brickwork needs attention (active project)
- HVAC unit need to be replaced/repaired for 3<sup>rd</sup> floor
- Interior Sandstone remediation and repairs



# BUDGET

2018 Requested: \$181,091

2018 Allocated: \$181,091 + \$25,000

2018 Total: \$206,091

2019 Requested: \$206,091 + \$13,909

2018 Pre - Allocated: \$40,000

2019 Total Request: \$260,000



2019 Staffing Compliment:

Full Time Staff: 2

Part Time Staff: 13

Volunteers: 19

*The Sault Ste. Marie Museum would also request that funding caps placed on the City allocated funding be removed .*



## SAULT STE. MARIE

Outside Agency Grants  
Final Report Form  
2019

Sault Ste. Marie & 49th Field Regiment R.C.A. Historical Society  
Agency: \_\_\_\_\_

1. Use of Funds: Provide a detailed description of the approved use of funds.

The City provides funding dollars to assist in the operating costs and to allow the Sault Ste. Marie Museum to collect, preserve, study and exhibit artifacts and archival materials which illustrate the history of the people and the development of Sault Ste. Marie and immediate surrounding area.

Description of Expenditure Cost +

2. Financial Information: Have expenditures been in accordance with the agreement and all claims filed to date? Yes  No  If not, please provide explanation.

|                                    | YTD 2019   | 2018    | 2017    | 2016    |
|------------------------------------|------------|---------|---------|---------|
| Number of Visitors-Paid Admissions | 6,438      | 7,815   | 6,150   | 4,566   |
| Number of Events/Programs          | 85         | 53      | 47      | 51      |
| Number of Visitors-Events/Programs | 2,757      | 2,373   | 2,073   | 1,498   |
| Revenue:                           |            |         |         |         |
| City Grant                         | 206,091    | 181,091 | 181,091 | 177,540 |
| Other Grants                       | 136,239.54 | 69,188  | 30,942  | 24,963  |
| Donations                          | 17,734.63  | 16,437  | 13,991  | 14,887  |
| Admissions/Memberships             | 10,000     | 11,340  | 12,422  | 11,141  |
| Other (specify)                    | 1,142.33   | 3,223   | 6,122   | 482     |
|                                    |            |         |         |         |

3. Other Performance Measures:

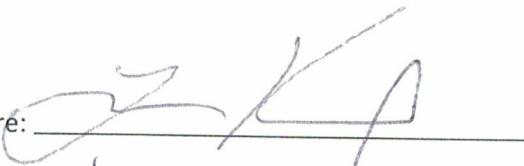
- a. Note any milestones/activities/objectives as set out in the agreement and if they have been completed. Describe the benefits that resulted for the community.

There are no milestones/activities/objectives are set out in the agreement.

- b. If not, provide and explanation why and how it affected the Project.

4. 2020 Funding Request: \$ 260,000  
(Reason for increase if applicable.)

This increase will aid the Museum in fulfilling its mandate of preserving the history and culture of Sault Ste. Marie and providing the community of Sault Ste. Marie with more educational resources. As discussed and presented at the 2019 budget meeting, an additional staff person is necessary for us to continue to provide and grow these services for our city, as there is a large community demand for outreach programming that our current staff of two cannot meet. With this amount we will be able to hire a third staff person, as well as increase education/outreach and exhibition budgets as we had hoped to do this last year.

Signature: 

Date: Nov 6, 2019

Name of Signatory: LANCE KNOX

Title: BOARD PRESIDENT

I/We have authority to bind the Recipient.

# United Way of Sault Ste. Marie & Algoma District



United Way  
Sault Ste. Marie &  
Algoma District  
[uwsmalgoma.ca](http://uwsmalgoma.ca)

Page 365 of 374



Harvest Algoma  
food | skills | innovation

# Harvest Algoma - Goals

- Reduce poverty in Algoma by creating jobs and businesses related to craft and food products
- Increase food security in Algoma by expanding and increasing the agriculture sector
- Reduce food insecurity by supporting emergency food providers and supplementary food programs
- Reduce food waste by increasing the amount of rescued food



United Way  
Sault Ste. Marie &  
Algoma District  
[uwsmalgoma.ca](http://uwsmalgoma.ca)



Harvest Algoma  
food | skills | innovation

# Scope of the Problem

- 1 in 8 households in Canada is food insecure
- 4 M Canadians- 1.15M are children
- 28% growth in food bank use since 2012 in Ontario
- **\$31 Billion worth of food ends up in landfills or composters annually**
- **Average Canadian family wastes \$1550 in food annually**



United Way  
Sault Ste. Marie &  
Algoma District  
[uwsmalgoma.ca](http://uwsmalgoma.ca)



Harvest Algoma  
food | skills | innovation

# Food Insecurity in Sault Ste. Marie and Algoma

- 33,360 meals served (2017) in SSM
- 4,181 food bank take outs (2017) in SSM
- Food banks frequently experience shortages of food
- Transportation to and from a food bank is problematic
- Stigma of visiting food banks



# Food Security in Sault Ste. Marie

- Food bank farm, Connect the Dots, Fallen Fruit, other gardeners donate surplus food
- Increasing number of community gardens
- Foodrescue.ca
- Cooking courses (AFS, ADSB, Sault College)
- Farmers Market, Mill Market + numerous pop up markets
- Harvest Algoma



# Harvest Algoma

- Food Resource Centres in SSM and East Algoma
- Food and craft products manufacturing social enterprises in SSM and East Algoma
- Christmas Cheer/Remakery



United Way  
Sault Ste. Marie &  
Algoma District  
[uwsmalgoma.ca](http://uwsmalgoma.ca)



# Combatting Poverty

- Volunteer hours earn credits that can be traded for additional food, appliances etc.
- Increasing skills related to gardening, cooking, preserving food and repairing household items
- Including low income people in mainstream activities
- Increase the number of gardens and transform neighborhoods into agri-hoods
- Transform Sault Ste. Marie by expanding the agriculture sector and connecting with the communities in the Algoma District



# Harvest Algoma

## Who We Are

Mike Delfre, Director of Operations

[mdelfre@uwssmalgoma.ca](mailto:mdelfre@uwssmalgoma.ca)

Jessica Laidley, Food Resource Centre Co-ordinator

[jlaidley@uwssmalgoma.ca](mailto:jlaidley@uwssmalgoma.ca)



United Way  
Sault Ste. Marie &  
Algoma District  
[uwssmalgoma.ca](http://uwssmalgoma.ca)



Harvest Algoma  
food | skills | innovation



## SAULT STE. MARIE

Outside Agency Grants

Final Report Form

2019

### Soo Pee Wee

Agency: \_\_\_\_\_

1. Use of Funds: Provide a detailed description of the approved use of funds.

The Soo Pee Wee Arena was opened in 1967 and has assisted the City since then in providing additional ice time for hockey and skating. An annual grant equal to the municipal and education property taxes for the year is provided. \$17,800.

2. Financial Information: Have expenditures been in accordance with the agreement and all claims filed to date? Yes  No  If not, please provide explanation.

|                                    | YTD 2019 | 2018 | 2017 | 2016 |
|------------------------------------|----------|------|------|------|
| Number of Visitors-Paid Admissions |          |      |      |      |
| Number of Events/Programs          |          |      |      |      |
| Number of Visitors-Events/Programs |          |      |      |      |
| Revenue:                           |          |      |      |      |
| City Grant                         | 19129.16 |      |      |      |
| Other Grants                       | 1280.00  |      |      |      |
| Donations                          |          |      |      |      |
| Admissions/Memberships             |          |      |      |      |
| Other (specify)                    |          |      |      |      |

3. Other Performance Measures:

- a. Note any milestones/activities/objectives as set out in the agreement and if they have been completed. Describe the benefits that resulted for the community.

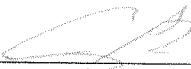
Purchased new high efficiency dehumidifier. Equipment lowers overall power consumption keeping our operating costs as lower. This results in our ice rental rate staying lower then we may have required it to be using the old equipment.

- b. If not, provide and explanation why and how it affected the Project.

4. 2020 Funding Request: \$ same

(Reason for increase if applicable.)

The Soo Arena Association asks for nothing more then the amount provided in years past. The portion of our taxes. We appreciate the assistance and look forward to working together on future events.

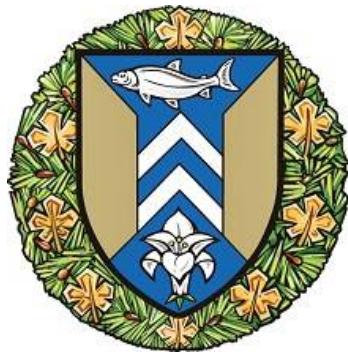
Signature: 

Date: Oct 30 /19

Name of Signatory: Chad Bouchard

Title: Manager

I/We have authority to bind the Recipient. CB



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

Monday, November 18, 2019  
5:45 pm  
Council Chambers  
Civic Centre

Present: Mayor C. Provenzano, Councillor L. Dufour, Councillor D. Hilsinger, Councillor M. Shoemaker, Councillor M. Bruni, Councillor R. Niro, Councillor C. Gardi, Councillor M. Scott

Absent: Councillor P. Christian, Councillor S. Hollingsworth, Councillor L. Vezeau-Allen

Officials: M. White, R. Tyczinski, T. Vair, L. Girardi, P. Johnson, K. Fields, M. Zuppa S. Schell, D. McConnell, S. Hamilton Beach, D. Elliott, F. Coccimiglio, B. Lamming, T. Vecchio, J. Bruzas

---

**1. Approve Agenda as Presented**

Moved by: Councillor L. Dufour

Seconded by: Councillor M. Scott

That the Agenda for 2019 11 18 Budget meeting as presented be approved.

**Carried**

**2. Declaration of Pecuniary Interest**

**3. Preliminary Budget 2020**

## Budget Meeting Minutes

### **4. Supplementary Budget Items**

### **5. Levy Boards**

#### **5.1 Algoma Public Health**

##### **5.1.1 Algoma Public Health correspondence**

##### **5.2 Sault Ste. Marie & Region Conservation Authority**

Corrina Barrett, General Manager / Secretary Treasurer was in attendance.

##### **5.3 Sault Ste. Marie District Social Services Administration Board**

### **6. Local Boards**

#### **6.1 Police Services Board**

Chief H. Stevenson and Angela Davey, Finance Coordinator were in attendance.

#### **6.2 Public Library Board**

Matthew MacDonald, Acting CEO / Director of Public Libraries was in attendance.

### **7. Outside Agency Grants**

#### **7.1 Algoma University**

Colin Wilson, Director of Strategic Advancement was in attendance.

#### **7.2 Art Gallery of Algoma**

Judy Syrette, Vice President was in attendance.

#### **7.3 Canadian Bushplane Heritage Centre**

Bob Elliott, President was in attendance

#### **7.4 Physician Recruitment**

Christine Pagnucco, Manager was in attendance.

#### **7.5 Sault Ste. Marie Museum**

Lance Knox was in attendance.

#### **7.6 Harvest Algoma**

Mike Delfre, Director of Operations was in attendance.

#### **7.7 Soo Arena Association (Pee Wee Arena)**

### **8. Adjournment**

## Budget Meeting Minutes

Moved by: Councillor L. Dufour

Seconded by: Councillor C. Gardi

That this Council shall now adjourn.

**Carried**

"Christian Provenzano"

Mayor

"Rachel Tyczinski"

City Clerk