

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

Monday, December 7, 2020
4:30 pm
Video (Zoom)

Pages

1. Approve Agenda as Presented

Mover Councillor M. Shoemaker

Seconder Councillor P. Christian

That the Agenda for 2020 12 07 Budget meeting as presented be approved.

2. Declaration of Pecuniary Interest

3. Ontario Regulation 284/09

3 - 5

A report of the Manager of Finance is attached for the consideration of Council.

Mover Councillor D. Hilsinger

Seconder Councillor S. Hollingsworth

Resolved that the report of the Manager of Finance, dated 2020 12 07 concerning Ontario Regulation 284/09 be received for the budget year 2021.

4. Twin Pad Arena Supplemental Information

6 - 30

A report of the Deputy CAO, Community and Development and Enterprise Services is attached for the consideration of Council.

Also attached are reports from the Deputy CAO, Community and Enterprise Services and from the Chief Financial Officer and Treasurer dated 2020 10 26.

Mover Councillor M. Shoemaker

Seconder Councillor P. Christian

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated 2020 12 07 concerning Twin Pad Arena

Supplemental Information be received as information.

5. 2021 Budget 31 - 281

Mover Councillor D. Hilsinger

Seconder Councillor P. Christian

That City Council now proceed into the Committee of the Whole to consider the following matter referred to it for consideration – 2021 Budget Deliberations.

5.1. Corporate Services	282 - 298
5.2. Community Development and Enterprise Services	299 - 309
5.3. Public Works and Engineering Services	310 - 324
5.4. Legal Department	325 - 331
5.5. Fire Service	332 - 344
5.6. Capital Budget Deliberations	
5.7. Operating Budget Deliberations	

6. Rise and Report

Mover Councillor M. Shoemaker

Seconder Councillor P. Christian

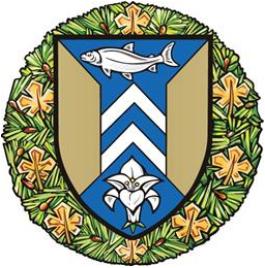
Resolved that the Committee of the Whole Council now rise and report on the matter referred to it by City Council – 2021 Budget Deliberations.

7. Adjournment

Mover Councillor D. Hilsinger

Seconder Councillor S. Hollingsworth

That this Council shall now adjourn.



The Corporation of the City of Sault Ste. Marie

C O U N C I L R E P O R T

December 7, 2020

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Jacob Bruzas, CPA, CA Manager of Finance

DEPARTMENT: Corporate Services

RE: Ontario Regulation 284/09

PURPOSE

This report is presented in accordance with Ontario Regulation 284/09. Staff is seeking Council approval of the report as required by the Regulation.

BACKGROUND

Ontario Regulation 284/09 allows municipalities to exclude amortization expenses, post-employment benefit expenses, solid waste landfill closure and post-closure expenses from the annual budget. If municipalities do not budget for these expenses a report is to be submitted to Council with respect to the exclusions.

ANALYSIS

The effect of the excluded expenses from the City's budget is as follows:

1. Amortization is the asset cost allocated to the periods in which it is used. Under PSAB reporting guidelines, the City's accumulated surplus would be decreased by \$17.0 million. Asset additions, which would increase accumulated net revenue, are estimated at \$38.4 million.
2. The landfill closure and post closure costs are being partially funded through a reserve transfer included in the levy. Future costs will be levied as required. The City has a reserve of approximately \$10.8 million to contribute towards these expenses.
3. Post employment benefits are based upon an actuarial valuation. These costs will fluctuate based upon the average age of city workers. The City operating budget includes the current year actual cost only.

FINANCIAL IMPLICATIONS

The effect of excluding these items in the budget is an increase in the City's accumulated net revenue. The attached schedule sets out the effect of each.

STRATEGIC PLAN / POLICY IMPACT

This is an operational matter not articulated in the Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Finance, dated December 7, 2020, concerning Ontario Regulation 284/09 be approved for the budget year 2021.

Respectfully submitted,



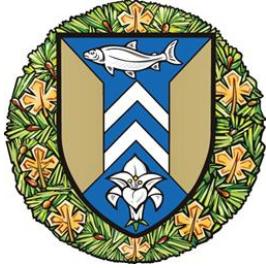
Jacob Bruzas, CPA, CA
Manager of Finance

attachment

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

**Ontario Regulation 284/09: Budget Restatement
Year ended December 31, 2021**

	<u>\$ (000)</u>
Capital Assets and Amortization:	
Estimated Acquisition of Tangible Capital Assets Net of Dispositions	38,450
Amortization estimate for 2021	<u>\$ (17,000)</u>
Increase to 2021 accumulated net revenue	<u><u>21,450</u></u>
Landfill Closure/Post Closure Expenses:	
Increase to Landfill Closure Liability	\$ (819)
Reserve transfer included in budget	<u>869</u>
Decrease to 2021 accumulated net revenue	<u><u>50</u></u>
Post Employment Benefits Expense:	
Increase to 2021 accumulated net revenue	<u><u>(951)</u></u>
Debenture Principle Repayments	(636)
Net Reserve/Capital Fund Transfers	3,176
Total increase/(decrease) to accumulated net revenue	<u><u>23,088</u></u>



The Corporation of the City of Sault Ste. Marie

C O U N C I L R E P O R T

December 7, 2020

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Tom Vair, Deputy CAO, Community Development and Enterprise Services
DEPARTMENT: Community Development and Enterprise Services
RE: Twin Pad Arena Supplemental Information

PURPOSE

The purpose of the report is to provide supplemental information on the twin pad arena project to address questions from the October 26th, 2020 Council meeting and assist with 2020 budget deliberations.

BACKGROUND

At the October 26th, 2020 City Council meeting staff presented a report and recommendation to advance a twin pad arena project located at the Northern Community Centre. Additional information was requested at the meeting including:

1. Cost of twin pad estimated in 2009

While a twin pad arena was envisioned for the Northern Community Centre, the project costed at the time was for a single pad. In 2009, the cost estimated for the single pad was \$9.5M in construction costs. Additional fees for architectural design and demolition of the McMeeken arena would be in addition to the \$9.5M.

2. Estimated Cost of McMeeken in Coming Years

A report completed by STEM Engineering in May 2018 concludes, “The facility is in need of significant capital renewal investment in excess of \$3M to bring it to a reasonable operating level.”

Staff has further assessed the information in the report and believes a minimum of \$2.3M is required in the next five years. The table below provides additional detail on the repairs anticipated for the McMeeken arena in the coming years. Note, the timing of a major failure could happen sooner than estimated. Given the age of the facility, Council

Twin Pad Arena Project Supplemental Information

2020 12 07

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would have to determine if additional investment in the arena to make a repair would make sense. At this point, the facility would either be closed permanently or, for a major failure, closed for a significant period of time while repairs are undertaken.

McMeeken Renovations required to extend service life to 2025	Forecast Failure	Forecast Failure	Forecast Failure	Forecast Failure	Forecast Failure	
Item	2021	2022	2023	2024	2025	Total
Under rink floor refrigerant piping, and header piping renewal	\$ 50,000	\$1,000,000				\$1,000,000
Replacement of arena dehumidification- 120,000K current unit has failed completely.		\$ 120,000				\$ 120,000
PVC Sarnafil Membrane roof over lower front portion of venue.- 120,000K	\$ 20,000	\$ 170,000				\$ 190,000
Refrigeration plant component replacement- 200,000K		\$ 200,000				\$ 200,000
Yearly structural report- 5K	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
Exterior metal roof- 700,000K				\$ 700,000		\$ 700,000
Exterior wall brick replacement- 50K		\$ 50,000				\$ 50,000
Parking lot repairs, and increased costs for snow removal- 50,000K	\$ 2,000	\$ 50,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 58,000
Metal exterior wall siding repairs- 50K			\$ 50,000			\$ 50,000
Total	\$ 77,000	\$1,595,000	\$ 57,000	\$ 707,000	\$ 7,000	\$2,393,000
Items in red are in need of replacement and likely to fail						
Items in yellow have gone beyond service life, and should be budgeted for in the next 5yrs.						

3. Cost of Single Pad Better Defined

Staff had discussions with IDEA and, upon further consideration, it is not recommended to undertake further expense in developing drawings for a single pad option. To get further certainty on the costing for the single pad option would require significant investment and the accuracy of the cost estimate would only improve by a factor of 5%.

Upon further analysis, if Council did want to proceed with a single pad arena only, IDEA provided an additional, lower-cost option which would have reduced amenities:

Twin Pad Arena Project Supplemental Information

2020 12 07

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- Option 1 – Single Pad as Previously Presented to Council – estimated cost is \$20M (+/- 20%). This option maintains the proposed ice pad configuration and utilizes existing construction drawings.
- Option 2 – (New) Lean Single Pad - estimated cost is \$16M (+/- 20%). This would include seating for 400 and a rotated design so that a single bank of change rooms would be located adjacent to the NCC. The facility would also be reconfigured to have less lobby space. This option would require significant re-work of the design drawings and is estimated architecture fees are over \$500,000.

4. Operational & FFE Impact of Twin Pad versus Single Pad Arena

The Furniture, Fixtures and Equipment budget would be reduced by approximately \$100,000-\$150,000 if a single pad option were pursued.

There is not any anticipated operational cost saving between the single pad and the twin pad. This is due to the fact that the increased revenue from the twin pad facility (longer season, additional ice surface) will offset the increased cost of operations. The single pad option would simply transfer existing operating budget from the McMeeken to the new facility.

5. Covid-19 Resilience Funding

The City has received the details of the Covid-19 Resilience Funding and the twin pad project is not an eligible project. The maximum budget for this funding program is \$10M and the timeline of the project must see completion by December 2021. This program is geared to repairs and retrofits of current municipal facilities.

No details have been announced on any other funding programs that would support the twin pad.

6. Tourism Impact of Twin Pad

A priority for our Tourism department is to have additional ice surfaces as hosting larger events displaces our regular local user groups. The community has been limited in the number of tournaments and events it can host because consuming multiple days of ice time displaces the agreements with existing user groups. Tourism staff have been working under a basic understanding of two events per year. This reduces the community's ability to host multiple events within a calendar year.

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City wide bid opportunities that would maximize additional ice surfaces:

- Ringette National Championships (TSSM could not submit bid as ice could not be secured)
- Soo Pee Wee Hockey Tournaments (have no room to grow their attendance)
- Curling opportunities (event set up requires 10 day displacement)
- Canadian Aboriginal Hockey Championships
- Skate Canada Figure Skating Nationals
- Independent tournaments (e.g., Docs on Ice) that we have an opportunity to host more of with additional ice time

Finally, further to the discussion at the October 26th meeting, letters of support for the twin pad project were received from ice user groups and are included as Attachment A – Twin Pad Arena Letters of Support for Council's information.

ANALYSIS

As reported to Council on October, 26th 2020, staff's recommendation is to proceed with a twin pad facility using debt to fund the project.

Based on the discussion at the October 26th meeting, it seemed the consensus from the comments was that the options to defer an ice pad or defer completion of an area of the new arena was not attractive. This leaves three options:

1. Proceed with full twin pad project - \$28.2M
2. Proceed with single pad arena
 - a. Design presented on Oct. 26th - \$20.8M
 - b. Lean single pad - \$16M
3. Do not proceed at this time – wait for future funding

Hanscomb Consultants was engaged to provide cost estimates for the different options. In addition, staff worked with the Finance department to establish debt costs for the different options. Interest rates are currently quite low and the City will be able to obtain an interest rate of 2.14% for the project over a 25-year amortization period.

The Finance Department also confirmed there is debt retiring in 2020 from the John Rhodes project (\$489,884) and the GFL Memorial Gardens project (\$581,881). This totals \$1,071,765 in 2021. In addition, there is \$581,881 retiring from the GFL Memorial Gardens in 2022. The total of these two amounts is \$1,653,646, which provides debt servicing capacity for the arena project.

The debt servicing costs for each of the options is as follows:

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- 1) Option 1 – Full Twin Pad Project
 - Project Cost: \$28.2M
 - Debt Servicing Cost: \$1,468,265 annually
 - Timing: Tender 6 weeks, 14-16 months construction
- 2) Option 2 – Single Pad Arena
 - a) As presented October 26th
 - Project Cost: \$20.8M
 - Debt Servicing Cost: \$1.078M annually (\$390,000 difference from full twin pad project)
 - Timing: Revise drawings 2 months; Tender 6 weeks; 14-16 months construction
 - b) Lean single pad
 - Project cost: \$16M plus additional design fees of approximately \$400,000
 - Debt Servicing Cost: \$833,058 (\$636,207 difference from full twin pad project)
 - Timing: Revise drawings 4-5 months; Tender 6 weeks; 14-16 months construction
- 3) Option 3 – Do Not Proceed
 - a) As indicated above, this option is not a “no cost” option” given pending investments required at the McMeeken Arena.

When reviewing and evaluating the options, key considerations for the Twin Pad Arena committee included:

1. The original goal of the project was to build a twin pad arena. This meets the demand that was clearly documented in the third party ice time utilization report.
2. Interest rates are currently very low (2.14%) which presents an opportune time to obtain debt for the project.
3. No funding programs have been found to support the project at this time nor indication that a new program is imminent. City staff can and will continue to monitor this situation and pursue any eligible funding opportunities that arise.
4. The age and condition of the McMeeken Arena requires action if the City wants to continue to maintain current service levels. All user groups will be affected if the McMeeken has a failure as staff will be required to spread less ice time among user groups. As indicated above, the defer option is not cost-free as a minimum of \$3M is required for the McMeeken Arena in coming

years based on a recently completed third party engineering report. Further, if there is a serious failure the costs could be greater

5. Delaying the construction of the second ice surface will likely result in a higher construction should the City decide to expand to a second ice surface in the future.

Given the financial comparison of the options and the key considerations above, the recommendation from the Twin Pad Arena Committee is to proceed with "Option 1 - Full Twin Pad Project" utilizing debt financing to fund the project.

Should Council approve, the timeline for the project is anticipated to be as follows:

- Tender (6 weeks)
 - December 2020 – February 2021
- Construction (14 to 16 months)
 - May 2021 – September 2022
- Demolition of McMeeken
 - May 2022 – August 2022
- Arena opening
 - September 2022

This scenario and timing will still require the McMeeken Arena to operate in the 2020/21 and 2021/22 seasons. This forms part of the motivation and recommendation to advance this project at this time.

It is recognized that the Twin Pad project represents a significant investment on the part of the City of Sault Ste. Marie. Staff and the Twin Pad Committee weighed the different options and concluded that there is a unique opportunity to proceed with the project at this time. The City is in a fortunate position that the debt from two previous arena projects will be paid off in 2022. The debt-servicing costs for the twin pad project will be below the debt servicing costs for these previous projects and result in no impact to the levy.

From an economic perspective, the twin pad project will also generate construction jobs in the near term and help the community to attract tournaments in the future. Perhaps most importantly, the demand for ice time has been clearly documented and exists even with all current community arenas in operation (and a number of our community arenas are at a significant age).

For all the reasons cited above, the recommendation from the Twin Pad Arena committee is to proceed with this exciting project, at this time, and build a twin pad arena which will serve the community well in the future.

FINANCIAL IMPLICATIONS

As presented to Council, the financial implications of the recommended twin pad project are as follows:

- Project Cost - \$28,200,000 (excluding construction-financing costs).
- Debt servicing cost - \$1,468,265 annual debt servicing

Internal debt of up to \$1.31 million was approved for the short-term funding requirement for the project architectural and engineering fees. If the project is approved during the 2021 budget deliberations, these costs will roll into the long-term debt of the project.

If the project is not approved, the internal debt of \$1.31 million is to be funded from the retired debt servicing included in the levy, \$1.072 million in 2021 and the balance from 2022 per Council direction (March 18, 2019).

As indicated in the Preliminary Budget package, the City has a very low debt burden with total outstanding debt per capita of \$143 versus the 2019 BMA Survey average of \$758.

External debt capacity allows for an additional \$40-80 million incremental debt over and above the estimated \$30 million available with debt servicing costs already included in the levy

The City has the ability to fund the Twin Pad project – a key consideration for Council moving forward should be to add a smaller amount to the levy each year in coming years to allow the City to build up capacity to address future debt servicing requirements and enable anticipated capital projects.

Potential future debt requirements in the next 5 years requiring levy additions include:

- New Fire Hall (per Fire Master Plan) - \$6 million
- Major renovation projects at John Rhodes Community Centre and GFL Memorial Gardens - \$12.5 million

Potential future debt requirements with dedicated funding sources that provide for debt servicing and should not require levy additions in the next 5 years include:

- Sanitary Capital – West End Plant & Bio-solids project (approved project currently underway) - \$18 million
- Downtown Plaza \$1.2 - \$3.7 million(depending on grant approval)
- Landfill Site Improvements/Expansion \$12 million

Additional levy requirements for debt servicing may range from \$650,000 to \$1,100,000 annually during the next 5 years. Actual amounts will depend upon

Twin Pad Arena Project Supplemental Information

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final project costs and other sources of revenue that may be utilized to offset the costs.

STRATEGIC PLAN / POLICY IMPACT

The project links directly to the Infrastructure Focus Area of the Corporate Strategic Plan – “New infrastructure is essential to the City’s growth, economic development, citizen safety and quality of life.”

Further the project ties in to the Service Delivery Focus Area – “Providing outstanding service to citizens benefits the resilience of our community and our collective future as a society.”

Finally, the project aligns with the Quality of Life Focus Area – “The City of Sault Ste. Marie is distinctly poised to provide and promote a superior quality of life.”

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services received Dec. 7th, 2020 be received as information.

Respectfully submitted,



Tom Vair

Deputy CAO, Community Development and Enterprise Services

705-759-5264

t.vair@cityssm.on.ca



November 12, 2020

To the Honorable Mayor Christian Provenzano & City of Sault Ste. Marie Councilors:

The Sault Female Hockey Association would like to express its support and appreciation for the City of Sault Ste. Marie in its initiative to proceed with the construction of the new twin-pad ice complex. As an association that operates all of our programs both Rep and Development strictly on city ice, we are a significant user of the city facilities and of the aging McMeeken facility specifically. A twin pad such as the one that is currently being proposed will provide our city and our association as well as the other user groups access to increased ice availability locally while allowing us to host tournaments bringing in revenue to Sault Ste. Marie.

As a growing association and part of the growing sport of women's hockey, access to a twin pad would not only support our present programming but provide future generations of girls in Sault Ste. Marie the opportunity to develop their skills and compete without the added cost of going to Sault Michigan to rent ice or to surrounding communities such as Echo Bay and Blind River.

Even during the COVID-19 pandemic we have maintained significant enrolment in our association and rostered all 6 of our Rep Jr. Greyhounds Girls hockey teams. As well, our development programs and HL have also attracted significant numbers of registrants. Hockey is an important part of the community of Sault Ste. Marie and SFHA is an intrinsic part of this culture. Furthermore, as we endeavor to move the sport of women's hockey forward and support the initiative of keeping girls in sport, opportunities for girls in Sault Ste. Marie to play hockey requires facilities to support this endeavor.

We echo and support the requests of the other user groups such as SMHA regarding support for the twin-pad initiative and we thank-you for your commitment to sport and specifically women and girls in sport in Sault Ste. Marie.

Kind Regards,
Beverly Gordon
Sault Female Hockey Association President



Sault Major Hockey Association

269 Queen Street East
Sault Ste. Marie, Ontario CA
P6A 1Y9

SMHA
SAULT MAJOR HOCKEY ASSOCIATION

Telephone: (705) 941-9197. Fax: (705) 941-9192
saultmajor@saultmajorhockey.ca

October 2, 2020

To the Honorable Mayor Christian Provenzano & City of Sault Ste. Marie Councilors:

The Sault Major Hockey Association (SMHA) would like to express its support and appreciation for the City of Sault Ste. Marie in its initiative to proceed with the construction of the new twin-pad ice complex. Under the current COVID restrictions, the projections from Hockey Canada saw player participation hovering the 50% rate, but in Sault Ste. Marie, as a testament to our love of Canada's game, we are proud to say that the participation rate is for SMHA is 90% of our previous Association membership! Although we are currently in a period of time that is largely overshadowed by the COVID-19 pandemic, we applaud you for continuing to pursue a construction project that will have enduring positive impacts on our community in so many ways.

There are so many benefits to our community for undertaking a twin-pad ice complex such as this. To begin, ice time is certainly at a premium in Sault Ste. Marie with many groups, both recreational and competitive, seeking to rent ice. This has created several problems like the necessity to access ice times later and later for our young players. As well, the growing female hockey league is currently relegated to playing in Echo Bay, a 20-minute commute, in an arena that really is just an outdoor rink with a roof, because there simply is not enough ice time to accommodate all the interested parties. Add to this the fast-growing sport of Ringette, and two local Hockey Canada Academies. The result is many groups seeking access to less and less available ice times. Prior to the pandemic, every year there were many local teams seeking more ice times than could be provided by the City of Sault Ste. Marie. These teams found their solution by renting ice at facilities in Sault Sainte Marie, Michigan. It would have been wonderful if those thousands and thousands of dollars could have stayed locally within our own city. As well, now that travel into the United States is not feasible, the teams seeking ice have even less available ice choose from. As well, with the threat of a potential ice-plant failure closing the aging W. J. McMeekin Centre, the local hockey community is left with potentially even less ice available for community usage. These reasons alone support the need to proceed with a twin-pad ice complex.

Furthermore, it is getting increasingly more difficult to find quality hockey tournaments in the North, and a twin pad such as the one that is currently being proposed will provide our city with the means to host top quality tournaments. Tournaments such as that will in turn attract tourism money as teams from other locales come to our city to play.

We would also like to voice our support for the project to proceed as a twin-pad facility, rather than opting for the seemingly less-expensive, single-pad facility. As the numbers stand for constructing a single pad versus the proposed twin-pad, the costs connected argues for the construction of the two ice surfaces. If the single-pad was to be selected, years down the road, it simply would not be feasible to construct an additional ice facility for the difference (between financing a single-pad versus a twin-pad) of \$8 million dollars. The time is right to undertake a twin-pad ice complex, especially with borrowing rates at financial institutions at all-time lows! We urge you not to let short-term fears prevent our city from making decisions that can lead to long-term successes in the future.

Despite all the challenging conditions presented in this current time, hockey persists in thriving in our community. From our smallest Timbit players, through to our rich Bantam and Midget programs, to our growing female hockey leagues, and all the way up to our NOHJL Thunderbirds and OHL Greyhounds, hockey is an intrinsic part of our city's identity and life. Thank you for your vision in seeing what our community can become.

Mike Creedon
President
Sault Major Hockey Association

November 20, 2020

Dear Mayor Christian Provenzano and Council

I am writing you regarding the proposed construction of a double pad arena to replace the current single pad McMeeken arena. The approval of this project is of significant importance to the future of the Sault Ringette Club.

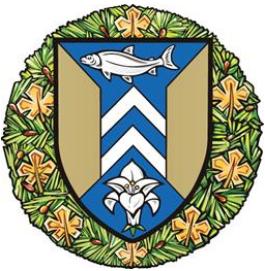
Established in 1985, the Sault Ringette Club, provides quality programming for youth and adults. Ringette in Sault Ste Marie has enjoyed a surge in registrations over the past few years and currently has 20 house league teams and 5 competitive teams. We have a growth rate year over year of 25% and pre-covid had the 2nd largest U6/U8 program in Ontario.

Ice availability is the single most significant limitation to the growth and the sustainability of our sport. We are at a breaking point because of limited ice. To continue to grow, and provide best in class programming it is imperative we have access to ice that is time appropriate. To cope with the current ice availability we send teams to Echo Bay, and Desbarats, our house league practices with three teams on the ice and competitive teams have restricted ice schedules.

The City of Sault Ste Marie arena policies provide reasonable stability to our youth programming as opposed to other Municipalities that are on the brink of closing every year. We have faced privatization recently in one of our local arena's that had disastrous consequences for our club. That same arena has reduced our ice availability to accommodate Sault College Hockey programs and or other Junior A programs in previous years. Echo Bay's recent upgrade has given us some reprieve but their late opening (November) limits our programming and are currently fully booked.

Our community, and youth in particular face unprecedented social issues and uncertainty post-covid 19. It's imperative we invest in capital projects that allow sports such as Ringette, Figure skating and Hockey to flourish.

I encourage you to support the McMeeken double pad development.



The Corporation of the City of Sault Ste. Marie

C O U N C I L R E P O R T

October 26, 2020

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Tom Vair, Deputy CAO, Community Development and Enterprise Services
DEPARTMENT: Community Development and Enterprise Services
RE: Twin Pad Arena Project Recommendation

PURPOSE

The purpose of this report is to provide Council with a recommendation on a replacement facility for the McMeeken arena and seek approval to advance this significant infrastructure project.

BACKGROUND

On January 22, 2018, LeisurePlan International, Inc. provided a comprehensive review and evaluation of indoor ice utilization at the City's arenas. This report concluded that there is demand for the replacement of the W.J. McMeeken Centre and further recommended that two new ice pads be constructed.

Upon receipt of this report, Council passed the following resolution:

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated 2018 01 22 concerning a third party ice time utilization study be received.

Further that Council request staff complete a report that outlines facility options, the cost associated with these options and financing options (including sources of external funding) to construct a new facility to replace the W.J. McMeeken Centre.

On March 19, 2018, a report was brought to Council and approved to engage LeisurePlan International Inc. and STEM Engineering Group Inc. to undertake work not exceed \$15,000 to assist in properly planning the future development of ice arenas in the community and:

- Evaluate the condition of the McMeeken arena for future potential investment
- Complete a cost/benefit analysis for the Sault College option

Twin Pad Arena Project Recommendation

2020 10 26

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- Examine other facility options for the replacement McMeeken facility and associated costs
- Assess the costs of expanding the soccer pitch

On March 18, 2019, Council received a comprehensive report outlining a number of options for the twin pad project and the following resolution was passed:

Resolved that the report of the Deputy CAO Community Development and Enterprise Services dated 2019 03 18 concerning ice capacity expansion be accepted and that Council:

- Approve the establishment of a steering committee responsible for driving the process and reporting back to Council to provide updates on significant matters.
- Proceed in a request for proposal process for “Construction Management Services” and “Architectural and Engineering Services” for a new twin pad arena to be located at 616 Goulais Ave. with a guaranteed maximum price of \$25 million dollars.
- Approve City Staff to apply for Infrastructure Funding when available in support of the project.
- Authorize the Finance department to internally fund in the short term the architectural and engineering design services up to \$1.1M in 2019 to advance the project.
- Authorize staff to investigate options and costs to decommission the W.J. McMeeken and report back to Council.

Subsequent to this resolution, Council authorized a revised RFP approach to a traditional design-bid-build development process and authorized an application to the Investing in Canada Infrastructure Program (ICIP) within the Recreation and Culture stream.

On September 14, 2020 Council received a report indicating that the application to the ICIP program was not nominated by the Provincial government to be further considered and the following resolution was passed:

Resolved that the report dated 2020 09 14 be received as information and Council request staff report back with options and a recommendation on a replacement for the W.J. McMeeken arena no later than October 26, 2020.

In terms of the current state of the project, schematic design, design development and construction documents are now complete. To finalize the design, input was received by community stakeholders including:

- Twin Pad Arena Committee

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- SSM Accessibility Advisory Committee
- Soo Greyhounds
- Sault Thunderbirds
- Sault Ringette Association
- Sault Women's Hockey League
- Sault Female Hockey Association (SFHA)
- Lake Superior Figure Skating Club (LSFSC)
- Sault Major Hockey Association (SMHA)
- Soo Pee Wee Hockey League (SPWHL)

Construction documents (50% stage) were submitted to Hanscomb Consultants for a "Class B" estimate in May 2020. Class B estimates are considered to be within 10 to 15% accuracy. The full twin pad project is estimated to cost \$28.2M, which includes the demolition of the McMeeken arena (\$1M). It should be noted that this is an estimate (+/10-15%) and the true cost won't be determined until a procurement process is complete.

The features of the proposed twin pad design include:

- 85,000 sq. ft.
- 2 NHL Size Ice Pads (85' x 200')
- 10 accessible player change rooms (2 with enhanced accessibility)
- 2 accessible referee change rooms
- 750 spectator seating capacity in ice pad 1
- 300 spectator seating capacity in ice pad 2
- Community meeting rooms and gathering areas
- Elevated barrier free lobby for viewing into rinks
- Standing / seating areas for viewing to both rinks
- Concession (Food and Beverage)
- Public Washrooms including universal washrooms
- Ice Plant (refrigeration equipment / ice resurface room)
- Skate Sharpening / Pro Shop
- Ticket office
- Storage

A value management process was undertaken to bring the project cost down as close to the budget of \$25M. The Twin Pad Arena Committee worked to balance the desire for features with the budget and there were a number of features that were desired that did not make the final design. One prominent feature that the committee hoped to be included but did not make the final design is a walking track. The walking track is estimated to cost \$1M.

The design presented to Council tonight represents the recommended design by the Twin Pad Arena Committee. Images of the facility are contained in Appendix A – Twin Pad Presentation.

ANALYSIS

Staff have been investigating options to advance a replacement facility for the McMeeken arena since learning of the results of the ICIP funding program. A meeting of the Twin Pad Arena Committee was held on October 15, 2020 to present project analysis and finalize a recommendation for Council.

Five options were evaluated as part of the analysis:

1. Proceed with full project
2. Proceed with partial project – defer Ice Pad 2
3. Proceed with a reduced project - single pad only
4. Proceed with partial project – defer Community Rooms (this can be applied to any of Options 1-3 in order to decrease costs)
5. Do not proceed at this time – wait for future funding

Hanscomb Consultants was engaged to provide cost estimates for the different options. In addition, staff worked with the Finance department to establish debt costs for the different options. Interest rates are currently quite low and the City will be able to obtain an interest rate of 2.14% for the project over a 25-year amortization period.

The Finance Department also confirmed there is debt retiring in 2020 from the John Rhodes project (\$489,884) and the GFL Memorial Gardens project (\$581,881). This totals \$1,071,765 in 2021. In addition, there is \$581,881 retiring from the GFL Memorial Gardens in 2022. The total of these two amounts is \$1,653,646, which provides debt servicing capacity for the arena project.

The debt servicing costs for each of the options is as follows:

- Option 1 – Full Twin Pad Project
 - Project Cost: \$28.2M
 - Debt Servicing Cost: \$1,468,265 annually
 - Timing: Tender 6 weeks, 14-16 months construction
- Option 2 – Partial Project – Defer Ice Pad 2
 - Project Cost: \$23.3M
 - Debt Servicing Cost: \$1,213,141 annually (\$255,124 difference from full twin pad project)
 - Timing: Revise drawings 4 weeks; Tender 6 weeks, 14-16 months construction
- Option 3 – Reduced Project - Single Pad only
 - Project Cost: \$20.8M
 - Debt Servicing Cost: \$1,082,975 annually (\$385,290 difference from full twin pad project)

Twin Pad Arena Project Recommendation

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- Timing: Revise drawings 2 months; Tender 6 weeks, 14-16 months construction
- Option 4 – Defer Community Rooms
 - Can be applied to any project as a cost savings of \$300,000
 - Timing: Revise drawings 2 weeks
 - Debt Servicing Cost: \$1,457,852

A spreadsheet with more detailed numbers for each option can be found in Attachment B - Twin Pad CD Cost Summary.

For all options, the debt servicing costs will be below the debt servicing amounts that will soon be retiring from the John Rhodes and GFL Memorial Gardens projects. Therefore, there would be no impact to the levy for any of the options should a project be advanced at this time. There are, however, other municipal projects that may require debt servicing in the future and a separate report from the Chief Financial Officer appears elsewhere on the agenda to provide further information for Council consideration.

Staff do not anticipate an increase to the operations budget for any of the options. In the case of a full twin pad project, the transfer of the McMeeken budget along with an increased revenue stream from having two ice surfaces to rent (which are available for a longer period of time each season) will help offset other operational costs associated with a larger facility. Due to the condition of the McMeeken arena, staff typically do not start up the arena until the weather gets cold and take the ice out earlier in the Spring to avoid operating the facility in higher temperatures. The new facility will permit longer seasons similar to the John Rhodes or GFL Memorial Gardens.

When reviewing and evaluating the options, key considerations for the Twin Pad Arena committee included:

- The cost differential between the options is not substantial given the total project cost and this cost differential was lower than expected. The incremental cost to move from a single pad option to the full twin pad is \$4.9M and relatively small (in relation to total project cost and upside benefit).
- Interest rates are currently very low (2.14%) which presents an opportune time to obtain debt for the project.
- The original goal of the project was to build a twin pad arena. This meets the demand that was clearly documented in the third party ice time utilization report.

Twin Pad Arena Project Recommendation

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- No funding programs have been found to support the project at this time nor indication that a new program is imminent. City staff can and will continue to monitor this situation and pursue any eligible funding opportunities that arise.
- The age and condition of the McMeeken Arena requires action if the City wants to continue to maintain current service levels. All user groups will be affected if the McMeeken has a failure as staff will be required to spread less ice time among user groups.
- Option 5 – the defer option – is not cost-free as a minimum of \$3M is required for the McMeeken Arena in coming years based on a recently completed third party engineering report. Further, if there is a serious failure the costs could be greater.
- Delaying the construction of the second ice surface will likely result in a higher construction should the City decide to expand to a second ice surface in the future. At \$4.9M in estimated cost, the second ice surface can currently be achieved at an obtainable cost.

Given the financial comparison of the options and the key considerations above, the recommendation from the Twin Pad Arena Committee is to proceed with “Option 1 - Full Twin Pad Project” utilizing debt financing to fund the project.

Should Council approve, the timeline for the project is anticipated to be as follows:

- Tender (6 weeks)
 - November 2020 – January 2021
- Construction (14 to 16 months)
 - May 2021 – September 2022
- Demolition of McMeeken
 - May 2022 – August 2022
- Arena opening
 - September 2022

This scenario and timing will still require the McMeeken Arena to operate in the 2020/21 and 2021/22 seasons. This forms part of the motivation and recommendation to advance this project at this time.

It is recognized that the Twin Pad project represents a significant investment on the part of the City of Sault Ste. Marie. Staff and the Twin Pad Committee weighed the different options and concluded that there is a unique opportunity to proceed with the project at this time. The City is in a fortunate position that the debt from two previous arena projects will be paid off in 2022. The debt-servicing

Twin Pad Arena Project Recommendation

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costs for the twin pad project will be below the debt servicing costs for these previous projects and result in no impact to the levy.

From an economic perspective, the twin pad project will also generate construction jobs in the near term and help the community to attract tournaments in the future. Perhaps most importantly, the demand for ice time has been clearly documented and exists even with all current community arenas in operation (and a number of our community arenas are at a significant age).

For all the reasons cited above, the recommendation from the Twin Pad Arena committee is to proceed with this exciting project, at this time, and build a twin pad arena which will serve the community well in the future.

FINANCIAL IMPLICATIONS

As outlined above, the financial implications of the recommended twin pad project are as follows:

- Project Cost - \$28,200,000
- Debt servicing cost - \$1,468,265 annual debt servicing

The project cost excludes construction financing costs.

Schedule of Current Debt Retirement Availability		2021	2022	2023
GFL Memorial Gardens		581,881	581,881	
John Rhodes Community Centre		489,884		
Northern Community Centre				71,060
		1,071,765	581,881	71,060
Cumulative			1,653,646	1,724,706

The broader considerations for debt levels for the City are addressed in a separate report from the CFO that appears elsewhere on the agenda.

STRATEGIC PLAN / POLICY IMPACT

The project links directly to the Infrastructure Focus Area of the Corporate Strategic Plan – “New infrastructure is essential to the City’s growth, economic development, citizen safety and quality of life.”

Further the project ties in to the Service Delivery Focus Area – “Providing outstanding service to citizens benefits the resilience of our community and our collective future as a society.”

Finally, the project aligns with the Quality of Life Focus Area – “The City of Sault Ste. Marie is distinctly poised to provide and promote a superior quality of life.”

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated 2020 10 26 be received and Council approve and authorize staff to proceed with the development of a twin pad arena located at 616 Goulais Avenue.

Further, that staff begin the procurement process to obtain services to construct a twin pad arena and demolish the McMeeken Arena with a total project budget not to exceed \$28,800,000.

Respectfully submitted,



Tom Vair

Deputy CAO, Community Development & Enterprise Services

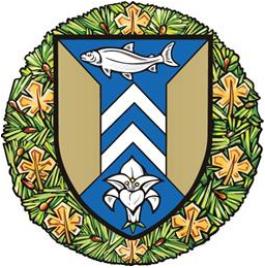
(705)759-5264

t.vair@cityssm.on.ca

NCC Twin Pad Expansion

Value Management Options

	Option 1 - Full Project	Option 2 - Defer 1 Rink	Option 3 - Delete 1 Rink	Option 4 - Defer Level 2 Fit-up
Construction Costs				
Net Construction Cost	\$20,957,800	\$16,817,300	\$14,666,700	\$20,744,700
subtotal	\$20,957,800	\$16,817,300	\$14,666,700	\$20,744,700
General Requirements	7%	\$1,467,046	\$1,177,211	\$1,026,669
Fee	3%	\$672,745	\$539,835	\$470,801
subtotal	\$23,097,591	\$18,534,346	\$16,164,170	\$22,862,734
Pricing Contingency	3%	\$692,928	\$556,030	\$484,925
Escalation Allowance	0%	\$0	\$0	\$0
subtotal	\$23,790,519	\$19,090,377	\$16,649,095	\$23,548,616
Construction Contingency	5%	\$1,189,526	\$954,519	\$832,455
Building Permit		\$249,800	\$200,449	\$174,815
HST Tax Liability	0.00%	\$0	\$0	\$0
Construction Cost Subtotal	\$25,230,000	\$20,245,000	\$17,656,000	\$24,973,000
Ancillary Costs				
Architect and Engineering Design Fees	5.33%	\$1,344,759	\$1,344,759	\$1,344,759
Other Professional Fees		\$0	\$79,710	\$201,847
Disbursements (Printing, Adv, etc)		\$25,000	\$25,000	\$25,000
FF&E - Supplied by Owner, Installed by Owner		\$500,000	\$500,000	\$500,000
Ancillary Cost Sub-Total	\$1,870,000	\$1,949,000	\$2,072,000	\$1,874,000
Demolition of McMeeken Arena				
DSS for McMeeken Demo		\$4,045	\$4,045	\$4,045
McMeeken Abaitment		\$250,000	\$250,000	\$250,000
McMeeken Demo		\$775,500	\$775,500	\$775,500
Demo Prof. Fee's		\$54,659	\$54,659	\$54,659
Demo Tax Liability		\$0	\$0	\$0
Demolition Cost Sub-Total	\$1,084,000	\$1,084,000	\$1,084,000	\$1,084,000
Total Project Cost	\$28,200,000	\$23,300,000	\$20,800,000	\$27,900,000
Projected Savings		\$4,900,000	\$7,400,000	\$300,000



The Corporation of the City of Sault Ste. Marie

C O U N C I L R E P O R T

October 26, 2020

TO: Mayor Christian Provenzano and Members of City Council

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

DEPARTMENT: Corporate Services

RE: Twin Pad/McMeeken Replacement Long Term Debt Review

PURPOSE

The purpose of this report is to provide Council with information on long term debt regarding the McMeeken Replacement project scenarios.

BACKGROUND

On March 18, 2019 Council authorized staff to proceed with the architectural and engineering services for a new twin pad arena to replace the W.J. McMeeken Centre. Elsewhere on the agenda is a report that provides the options and costs for various options. At the same meeting Council authorized staff to apply for Infrastructure Funding to support the project. Funding was applied for but was not approved.

Due to grant support not being approved, the project will now require full funding by the City utilizing long term debt financing. To assist Council in their review and discussion of the options, this report will provide the current and projected long term debt and debt servicing requirements, as well as other capital requirements that are projected in the short term.

On September 28, 2020 Council approved the Debt Management Policy. The recommendations of the policy as it pertains to this project will also be included in the analysis.

ANALYSIS

The report elsewhere on the agenda provides 4 scenarios and applicable costing for each. All scenarios will require long term debt to fund the entire project. The Debt Management Policy recommends a maximum of 60% of the project costs be financed with long term debt to provide long term flexibility and sustainability. The application for Infrastructure Funding was not approved and at this time there are not sufficient capital reserves to support the remaining 40%.

Twin Pad/McMeeken Replacement Long Term Debt Review

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The City is in a unique situation in that virtually all debt will be retired in 2022. The current debt servicing included in the levy that will be available by 2022 is \$1.6 million, sufficient to service 100% of the estimated debt for the full Twin Pad project, if Council decides to recommend the exception to the Debt Management Policy. To make this decision Council also should review future debt projections and other capital allocation requirements and levy implications of same as well as the debt servicing levels recommended in the Debt Management Policy.

Twin Pad Project Debt Requirement

Funding the Twin Pad Project will require 100% long term debt financing. The assumptions used for the analysis are a 25 year term and the current estimated borrowing cost of 2.14%. Below is a summary of the debt servicing required for each scenario:

	<u>Project Cost(millions)</u>	<u>Debt Servicing-annual</u>
Scenario 1: Full Twin Pad Project	\$28.2	\$1,468,265
Scenario 2: Defer One Rink	\$23.3	\$1,213,141
Scenario 3: Delete One Rink	\$20.8	\$1,082,975
Scenario 4: Defer Level 2 Fit-up	\$27.9	\$1,457,852

Future Projected Debt Requirements:

Current projects that will require long term debt financing in the next 5 years include:

New Fire Hall \$6 million

The cost estimate is based upon the Fire Master Plan. Details and updated costing are not finalized. Debt servicing will be levy based. Current capital allocations will not support 60% debt recommendation and this project will likely require an exception to the Debt Management Policy.

Downtown Plaza \$1.2 to \$3.7 million

The final cost to City is dependent upon funding from other levels of government. The debt will be serviced from the \$500,000 annual capital allocation for growth projects for 3-8 years, depending upon the final City cost, and will not impact the levy.

Sanitary Projects \$18 million

Debt requirement is based upon current cost estimates for the West End Plant, which is currently underway, and the Biosolids facility, which the scope was revised and is now at the preliminary design phase. It should be noted that the Biosolids facility is being redesigned to accommodate the requirement for organics disposal. It is not yet known what the additional costs will be. Sanitary long term debt will be serviced from the sanitary sewer fee revenue. The organics portion of the Biosolids facility will be serviced from the levy.

Other \$7 million

Preliminary forecasts for the update to the Asset Management review of Buildings indicates significant requirements for the John Rhodes Community Centre. Further analysis and review is in progress and other requirements may also need to be addressed. Debt servicing may be available from the annual capital allocation to the Asset Management reserve but this will not be known until the update is fully analyzed and costs forecasted.

PUC water, Library and Police Services will also factor into the City's debt levels but have not been included in the analysis.

Debt Servicing Requirements

The Debt Management Policy recommends a debt servicing level of 5% of Net Revenues. The level as at December 31, 2019 was 1.4%, which provides for approximately \$5.0 million additional debt servicing room, regardless of funding source. Estimating potential debt servicing costs known at this time requires an additional amount of approximately \$3.5 million over and above the current levy provision. Removing the debt servicing accounted for by sanitary sewer revenues and capital growth annual allocation, there is an estimated levy impact estimated at approximately \$650,000 annually in the next 5 years. It is recommended that if Council proceeds with the Twin Pad project that it considers annual increases to the Asset Management Reserve at a minimum of \$150,000 to build the reserve for debt servicing and other ongoing capital requirements in the short term.

Capital Budget Annual Allocations

There are several areas that require additional resources to maintain fleet requirements that will be presented in the 2021 capital budget. Addressing these items will have a levy impact. As part of the Asset Management Plan, all capital requirements are being reviewed and updated so that a long term plan to finance can be addressed.

Transit Fleet and Other Capital requires approximately \$1.2 million annually for the City's 26.67% share of the Invest in Canada Infrastructure Program grant for the next several years. The current capital allocation for Transit is \$130,000 annually. After the program the City's capital requirements for Transit will be based upon the capital replacement schedule.

A request to increase Fire Services annual capital allocation will be included on the 2021 budget. The current allocation is \$300,000 annually and is approximately half of what is required to maintain the fleet.

Twin Pad/McMeeken Replacement Long Term Debt Review

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Public Works and Engineering is currently undertaking a fleet services review and will have future budgetary impacts based upon the final results, likely in 2022.

FINANCIAL IMPLICATIONS

Financial impacts to the levy for debt servicing will depend upon the direction of Council for the Twin Pad project and other future projected projects.

STRATEGIC PLAN / POLICY IMPACT

This is an operational matter not articulated in the Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Financial Officer/Treasurer dated October 26, 2020 concerning Long Term Debt Review for the McMeeken Replacement be received as information.

Respectfully submitted,



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



**SAULT
STE. MARIE**

Budget 2021

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Message from the CAO

Malcolm White



As we continue as a community to face the uncertain realities of the COVID-19 global pandemic, I am pleased to present the 2021 Preliminary Capital and Operating budgets for the Corporation of the City of Sault Ste. Marie.

I want to recognize all our staff for both their efforts in reacting to and working through the pandemic and maintaining our level of services to as high a level as reasonably possible. Staff are justifiably proud that we were able to provide our services at a higher level, more quickly and with the lowest level of financial impact experienced by the Northern Ontario cities.

Staff have prepared the 2021 preliminary budget with the assumption that we will be dealing with pandemic challenges until July 1, 2021, by which time we hope to return to our normal service levels, or a 'new normal' service level. The budget represents a reasonable balance of managing COVID-19 related financial pressures while continuing to address key activities required to implement our corporate strategic plan and maintain our current service level standards.

The 2021 Capital budget represents \$38.45M worth of capital investment into infrastructure renewal and upgrades, asset renewal, fleet upgrades (transit) and growth projects addressing the strategic focus areas of Infrastructure, Quality of Life and Community Development.

The 2021 Operating budget will allow staff to preserve existing service levels while continuing to address activities under the previously noted strategic focus areas and including the Service Delivery area.

Pandemic challenges aside, staff recognize the urgency to support the new growth and investment we are experiencing in the community and moving forward with our corporate vision -

To be the leading innovative, dynamic and efficient municipal corporation in the Province of Ontario.

Chief Financial Officer's Report

2021 Budget

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.

Municipalities are always challenged with keeping affordable services for those who live and work in their communities while at the same time balancing the standard of services residents have come to rely on. During 2020 this challenge was exacerbated with the global pandemic. Maintaining services for the community became more difficult with restrictions to curb the spread of the COVID-19 virus. Revenue streams were reduced and additional cost pressures incurred. Financial relief was provided in the form of the Safe Restart Agreement by both the Federal and Provincial governments, which assisted in addressing the budgetary shortfalls in 2020. Going into 2021 budget, there are still COVID-19 related pressures contained within the budget over and above the normal ongoing challenges.

The City of Sault Ste. Marie is in a fortunate financial position. Financial planning and policies put in place over past years by Council and staff will help the community weather the pandemic without a lot of undue stress on the taxpayer in the short term. To assist in maintaining an affordable service level to the taxpayer, the 2021 budget is recommending that the Tax Stabilization Reserve be utilized for the COVID-related pressures. The purpose of the Tax Stabilization Reserve is to mitigate unforeseen levy implications. The use of the reserve also requires a plan so that it is not relied upon for future budgets. It is hoped that additional funding will be provided in 2021 as was in 2020 by the upper levels of government to assist so that the reserve is not fully depleted for this one crisis. It is anticipated that 2022 will bring stabilized services and normal operations should be able to be achieved, thus not requiring the reserve.

Economic Indicators

Sault Ste. Marie's economy has struggled over the last several years but it was expected that manufacturing would turn around in 2020. The global pandemic has affected all the local, provincial, federal and global economic predictions. Many businesses were not able to withstand the crisis. Economic conditions influence service affordability as well as the competitiveness to attract future growth opportunities to the community. They also provide insight into the municipality's ability to generate revenue relative to the demand for public services.

The release of the 2020 Provincial Budget on November 5, 2020 provides some insight into Ontario's economic outlook. Significant impacts can be seen in several areas. Ontario's employment decreased by 4.2% from February to September which reflects a sharp decline of 15.3% to May but a recovery from May to September of 11.1%. Ontario's real GDP is projected to decline by 6.5% in 2020 and then rise in 2021 by 4.9% and future smaller increases in 2022 and 2023. There is still a lot of uncertainty regarding the economic outlook as it is influenced by the evolution of the pandemic and how it will impact the Sault Ste. Marie local economy.

Growing the local economy post-pandemic becomes more important. From a local standpoint, investments in the community to assist in the recovery are of upmost importance.

Financial Indicators

		2018	2017	Change	Sudbury	Thunder Bay	North Bay	Timmins
Financial Position per Capita	✓	1137	983	+	1,200	(1,089)	700	(1033)
Discretionary Reserves as % of own source revenue	✓	26%	32%	+	29%	25%	34%	28%
Debt Service Ratio	✓	1.4%	1.5%	-	2.3%	5.6%	8.7%	3.4%
Debt to Total Reserve	✓	0.3	0.4	-	0.5	1.7	1.0	1.8
Taxes Receivable as % of Taxes Levied *	✓	3.5%	19.5%	-	2.7%	4.9%	3.8%	9.4%

Source: BMA Management Consulting Inc. Municipal Study 2019

*The 2017 ratio included a significant receivable for a manufacturing company in Companies' Creditors Arrangement Act (CCAA). In 2018 the company came out of CCAA.

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 slightly lower 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 monitored ongoing to ensure a suitable level is maintained. COVID-19 challenges and the use of the Tax Stabilization Reserve in 2021 will reduce this ratio and likely as well for comparator municipalities. Additional reserve allocations for ongoing capital maintenance and equipment requirements are recommended and included in the 2021 Supplementary requests for Council deliberation.

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.

Taxes Receivable as % of Taxes Levied: Positive

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. As of October 31, 2020 this factor is reflecting slightly higher at 5.5%, relating mainly to the local impact of COVID-19. Interest and penalties have been waived by Council until December 31, 2020 to assist taxpayers. It is anticipated that the receivable balance will decline by year end once the deferral is expired. Staff have been, and will continue, to work with taxpayers to assist in payment arrangements.

2021 Operating Budget

How the Municipal Tax Levy Is Calculated

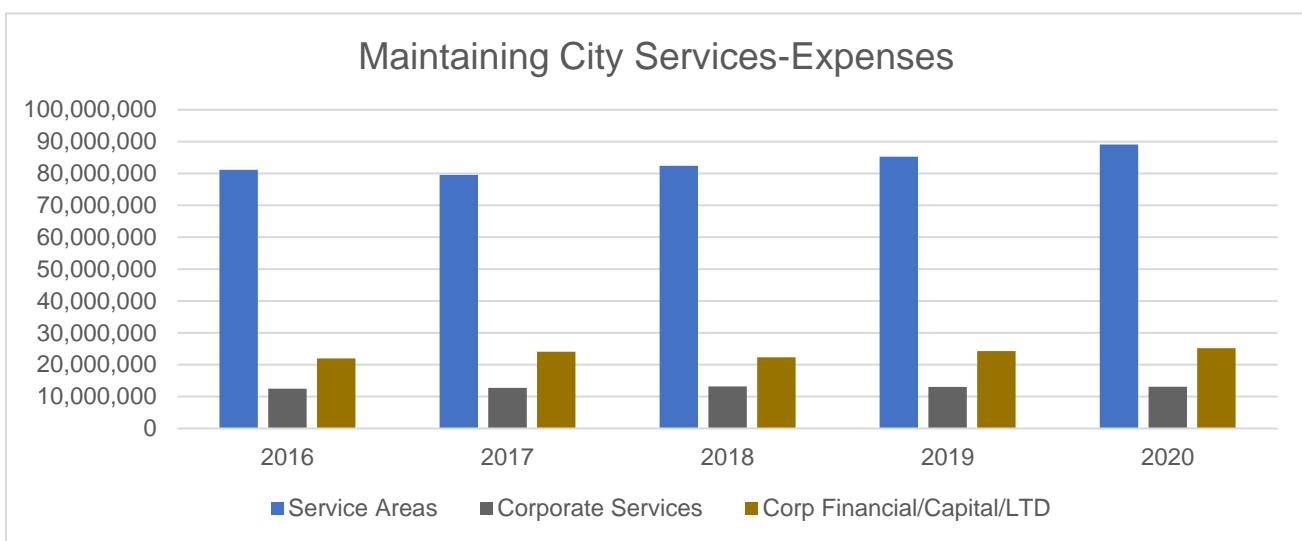
The municipal tax levy is the amount required to be raised by taxes to cover the City's total expenses, including Levy and Local Board requirements, less non-tax revenues, such as user fees and government grants.



EXPENSES - \$185.0 MILLION

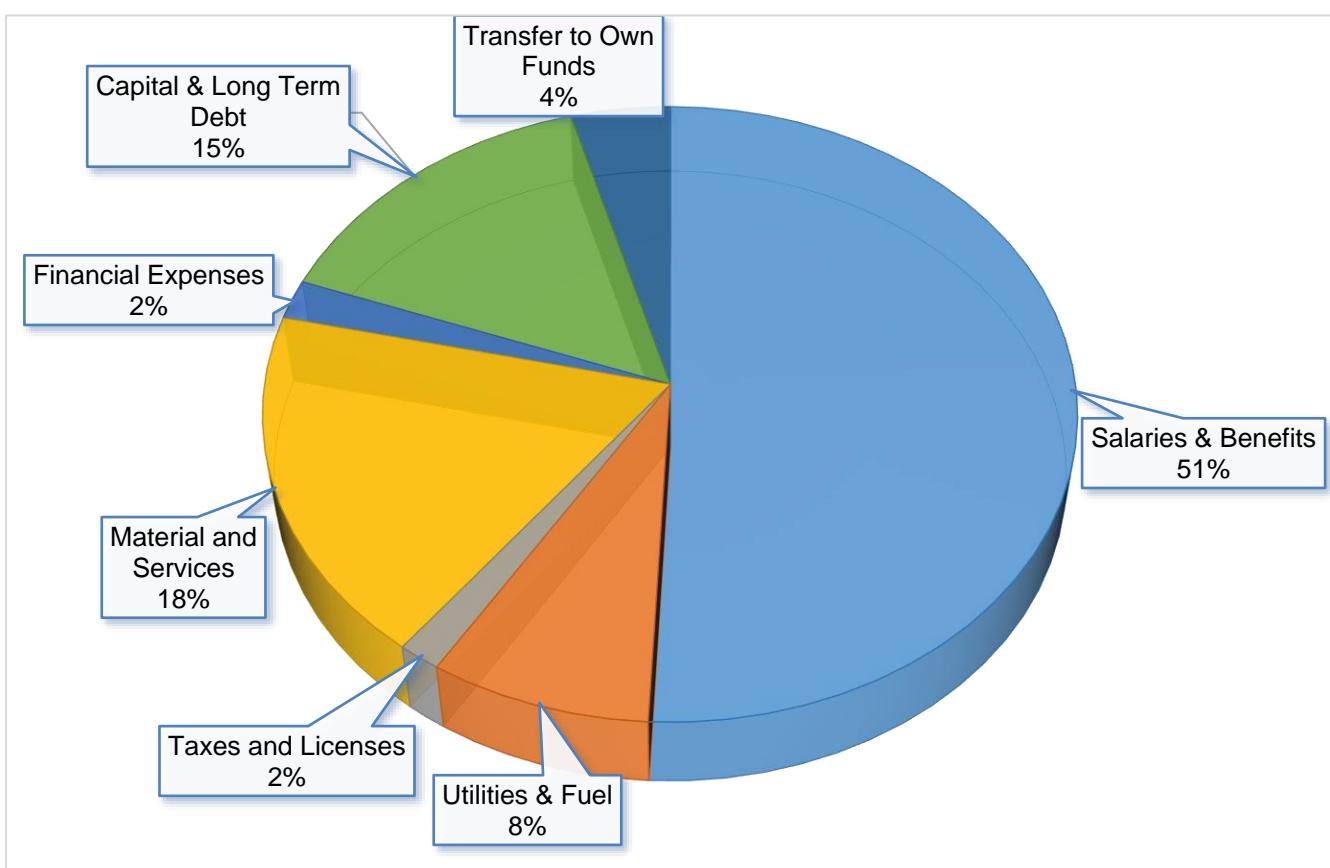
The 2020 Operating Budget reflects total expenses of \$185.0 million, as compared to \$181.3 million in 2020, an increase of 2.08% year over year. Of the total expense, approximately 1/3 is comprised of costs relating to Levy Boards, Local Boards and Outside Agencies. Included in the Local Board & Outside Agency category is the Police Services Board, which accounts for 86% of the category's total expenses. Year over year, levy and local boards increased 6.6%, mainly due to a 7.4% increase in Police Services Board for union contract settlement relating to multiple years being incorporated.

Maintaining City Services expenses increased year over year by \$1.4 million (1.1%). Service areas include Public Works & Engineering, Community Development & Enterprise Services and Fire Services. These areas provide direct services to the community and account for 70% of City share of the levy. Corporate Financial, Capital and Debt accounts for 20% and encompasses capital investment for the Service Areas. Corporate Services are the administrative functions of the corporation, including the Mayor's Office and the CAO's Office, and account for 10% of the City share. Departmental information is included in the 2021 Preliminary Budget.



Expenses by Type:

The City Services portion of the 2021 Budget reflects 51% for salaries and benefits, which is consistent with previous years. 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.



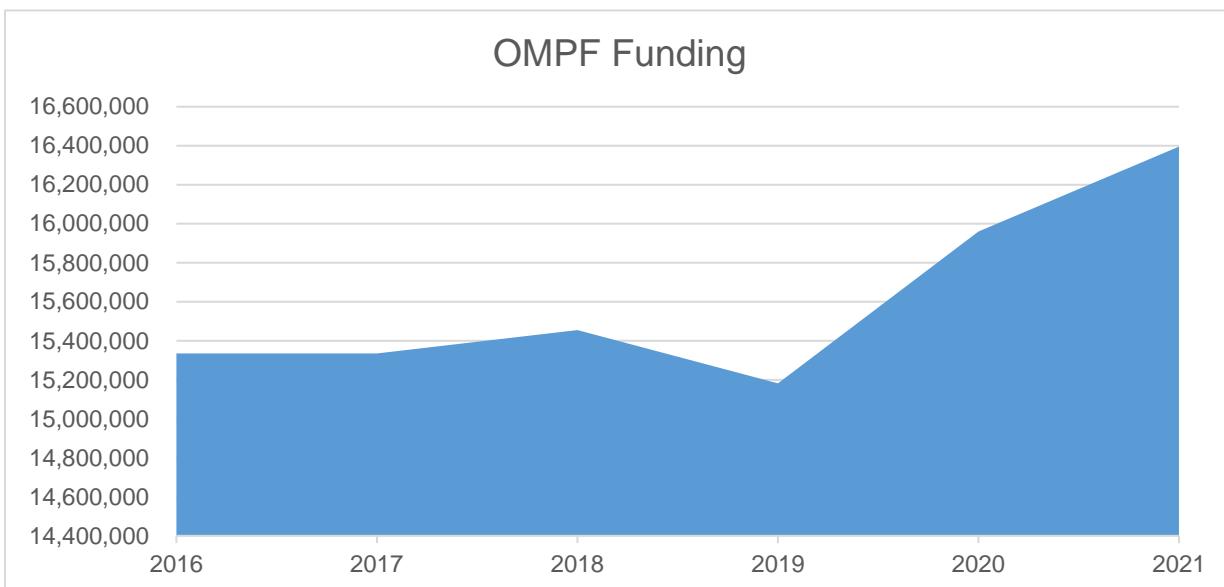
OTHER REVENUE - \$59.4 MILLION

Other revenue reflects a decrease of \$3.1 million from 2020. The decrease in revenue is the most significant factor for the levy increase for 2021. This is mainly due to COVID-19 related impacts, some of which are offset by expenditure decreases. The key revenue impacts are:

- Transit user fees \$650,200 decrease
- Community Centre user fees \$775,000 decrease
- Casino revenue \$560,000 decrease
- Municipal Accommodation Tax \$430,000 decrease
(No levy impact as allocations to City and Tourism SSM reduced by same)
- Sewer Surcharge Revenue \$885,000 decrease
(No levy impact as capital transfer reduced by same)

Revenue Source	Percentage of total
Miscellaneous taxation not included in levy	11%
User fees	46%
Government Grants	32%
Investment Income	7%
Other Income and own fund transfers	4%

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. The level of funding received from the OMPF has increased slightly over the last two fiscal years. The trend has not been stable and the ongoing level of funding is difficult to predict. The provincial government is in the process of reviewing the program and is looking to return it to its original purpose of assisting Northern and Rural communities that experience fiscal challenges, such as is the case in Sault Ste. Marie.

Other significant grants include the Provincial Gas Tax (Transit) and recycling grants.

MUNICIPAL LEVY \$125.6 MILLION

The Preliminary 2021 Operating budget identifies a 5.75% municipal levy increase. This represents the net requirement to provide the same level of service in 2021 as maintained in 2020 as well as estimated COVID-19 financial impacts. 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 2020 to 2021 \$(000)	Levy Impact
City Departments-Maintaining Services	\$2,907.8	2.45%
COVID-19 impact	\$1,914.3	1.62%
(see breakdown following)		
Ontario Municipal Partnership Grant	\$ (435.1)	(0.37)%
 Outside Agencies & Grants	\$ 51.5	0.04%
 CITY IMPACT – including COVID-19	\$4,438.5	3.74%
 <u>CITY IMPACT- without COVID-19</u>	<u>\$2,524.2</u>	<u>2.12%</u>
 Levy and Local Boards	\$2,393.8	2.01%
 INCREASE FROM PRIOR YEAR (including COVID-19)	\$6,832.3	5.75%
 INCREASE FROM PRIOR YEAR (without COVID-19 impact)	\$4,918.0	4.13%

Changes to Maintaining Services Year over Year

Maintaining Services – Significant Changes from 2020		\$'(000)
Contractual salary compensation, complement and job class changes and benefits		1,339.6
Council Resolutions:		
Increase to internal debt servicing for 2020 Capital Budget (December 9, 2019)		193.7
Change in Landfill Business and Implementation Plan (October 22, 2019)		257.0
Net increase in Payment In Lieu of Taxation from other levels of government		(133.2)
Cost of Business: 1 % inflationary increase to utilities, fuel, maintenance & repairs, capital allocations +179.6k Includes: Insurance +315.0k, IT software licensing +173.5k, Pavement marking for new bike lanes +40.0k, hydrant rental +104.6k, contractual increases		1,132.8
User fee increases & other revenue		(57.0)
Cemetery costs not covered by user fees		153.9
Other		21.0
Normal operations		\$2,907.8
COVID-19 impact		
Community Centres		531.2
Transit and Parking		678.7
Casino revenue		560.0
Other area costs (revenue reductions, additional security, cleaning, etc.)		144.4
COVID-19 total		\$1,914.3
Total		\$4,822.1

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%

Current Term:

2019	3.54%
2020	3.31%

*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.

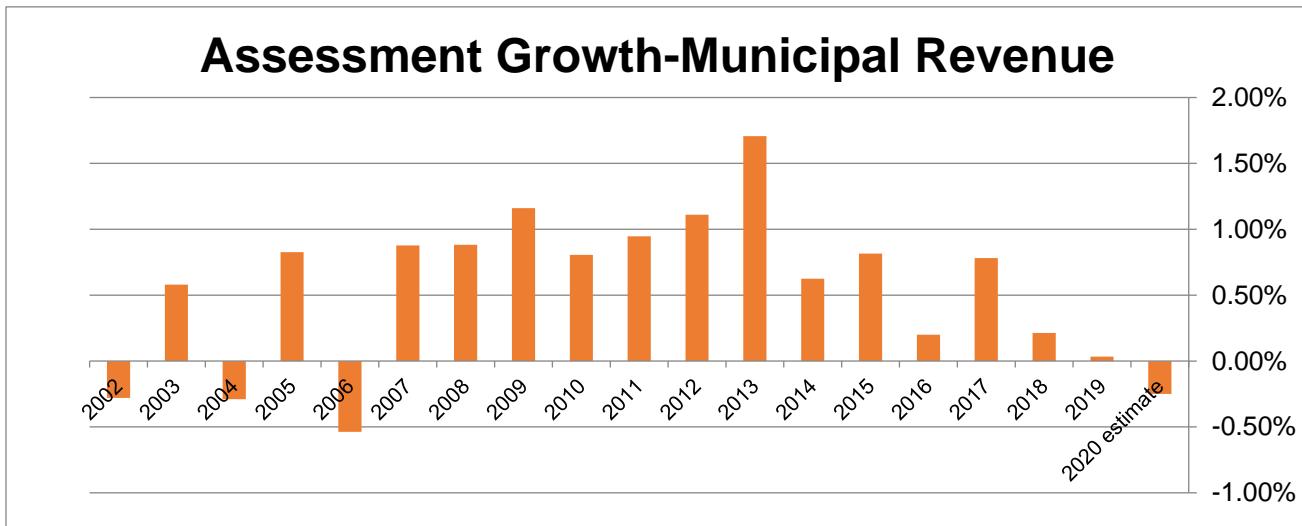
Sault Ste. Marie is the lowest levy per Capital amongst the Northern comparators. The mid-range is from \$1,490 to \$1,675. Greater Sudbury, the second lowest of the comparators, is close to the high-range, whereas Sault Ste. Marie is on the lower end.

	2019 Levy Per Capita	2018 Ranking
Sault Ste. Marie	\$1,528	Mid
<i>2020 Levy per Capita</i>	\$1,579	(Estimate)
Greater Sudbury	\$1,624	Mid
North Bay	\$1,706	High
Thunder Bay	\$1,749	High

**2019 BMA Study (2020 BMA Study not published as of release of preliminary budget)*

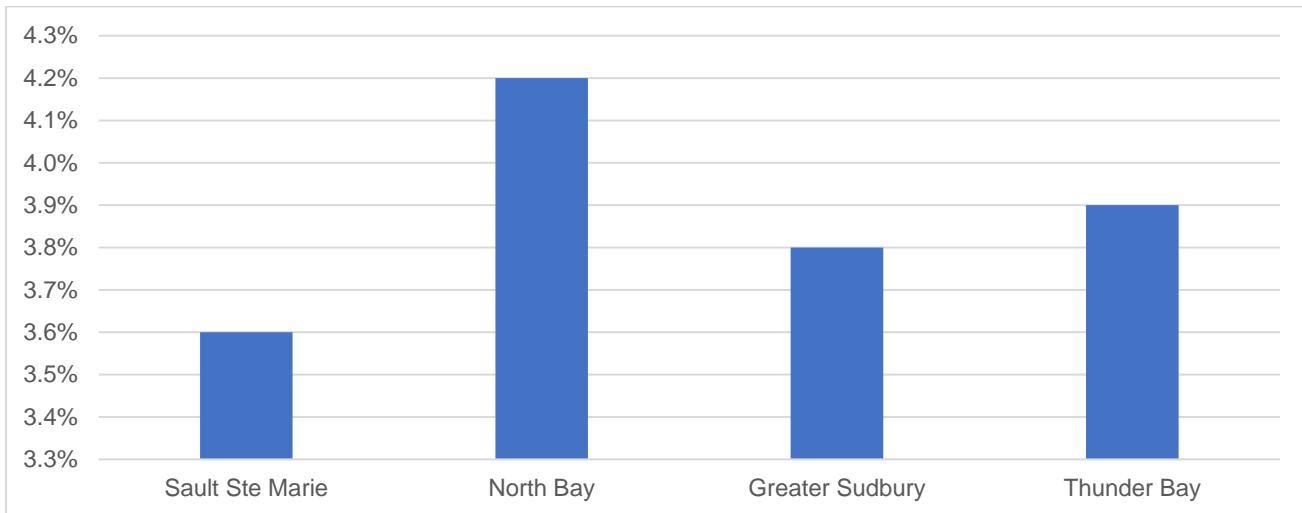
Assessment growth during the year provides additional net tax revenue to the municipality. The growth is the result of new builds, expansions, assessment corrections and revisions offset by tax write-offs and assessment reductions. It is not related to market value changes, which do not translate into 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 2020 is –0.25 (negative). Net assessment growth has been very low in the last several years, partially due to re-assessments in the non-residential classes. 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.



The Municipal Tax Burden from the 2019 BMA Study for Sault Ste. Marie and our northern comparators is reflected in the graph below. This comparison ensures that the City is not burdening the residents beyond what they can pay or what is the “norm” in the province. The 2019 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 levy increase would be for the budget year. Tax policy and rate approvals early 2021 will determine the allocation of the increase to the various tax classes.



2021 Capital Budget

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.

2021 Capital Investment

The 2021 Capital Budget seeks approval of a total of \$38.5 million of investment. Current operating budget allocations are not sufficient to fund the recommended 2021 capital requirements, several of which have been indicated by Council as key priorities. Included in the Supplementary Requests for Council deliberation and approval for the 2021 Operating Budget are investments that are required for ongoing capital maintenance and equipment to ensure that the service levels may be maintained. Staff is also recommending to utilize the uncommitted capital funds remaining from 2019 and 2020 capital budgets in the amount of \$2.1 million.

Key Investments

Transportation: 60% of total investment

- Various road reconstruction and resurfacing
- Transit fleet replacement

Recreation and Culture: 8% of total investment

- Waterfront Boardwalk erosion repair Phase 2
- Downtown Plaza –continued funding allocation
- Various building major capital maintenance

Protection: 2% of total investment

- Fire fleet replacement

Environmental: 25% of total investment

- Landfill site upgrades/expansion
- Pump Stations and Waste Water Treatment Plant Capital maintenance

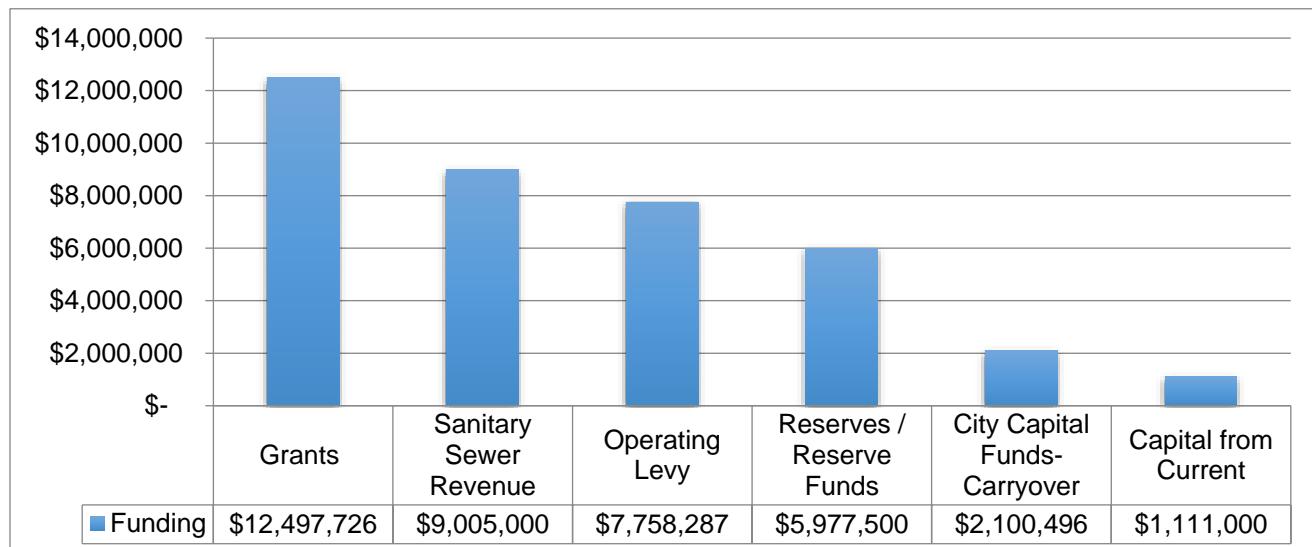
Corporate: 5% of total investment

- Civic Centre major maintenance, IT and corporate equipment

2021 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.



LTD projections

The City has a very low debt burden which makes it less vulnerable to external sources of funding that it cannot control and its exposure to risk. Sault Ste. Marie's total outstanding debt per capita is \$143 versus the 2019 BMA Survey average of \$758.

Debt projection

Internal debt capacity currently exceeds the recommended level but should be back in line by the end of 2021. No additional internal debt is recommended for 2021.

External debt capacity allows for an additional \$40-80 million incremental debt over and above the estimated \$30 million available with debt servicing costs already included in the levy.

Potential future debt requirements in the next 5 years include:

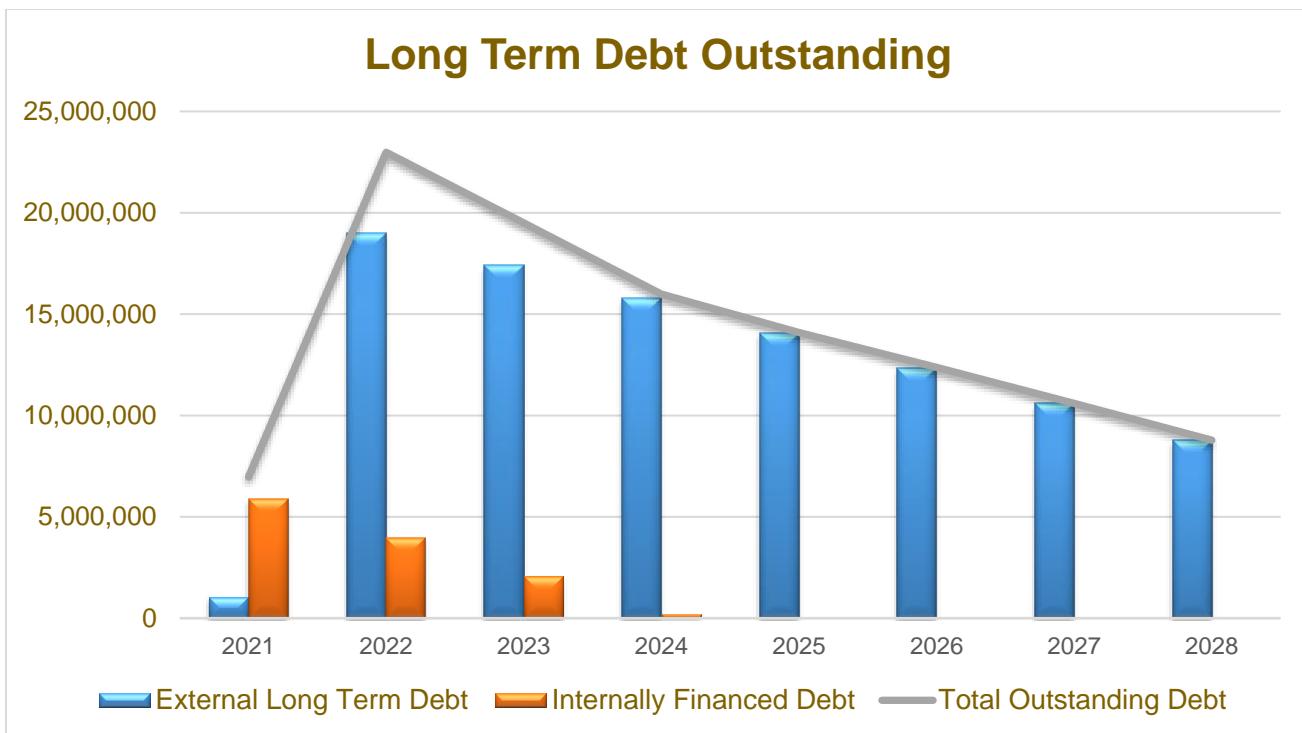
- | | |
|--|-----------------------|
| • Sanitary Capital – West End Plant & Biosolids project
approved project currently underway | \$18 million ** |
| • New Fire Hall (per Fire Master Plan) | \$6 million |
| • Downtown Plaza
(depending on grant approval) ** | \$1.2 - \$3.7 million |
| • Major renovation projects at John Rhodes Community
Centre and GFL Memorial Gardens | \$12.5 million |
| • Landfill Site Improvements/Expansion | \$12 million ** |

** Dedicated funding sources provide for debt servicing and should not require levy additions

Additional levy requirements for debt servicing may range from \$650,000 to \$1,100,000 annually during the next 5 years. Actual amounts will depend upon final project costs and other sources of revenue that may be utilized to offset the costs.

Council is scheduled to deliberate the McMeeken replacement project during budget deliberations. The estimated Twin Pad project cost is \$28.2 million. Internal debt of up to \$1.31 million was approved for the short term funding requirement for the project architectural and engineering fees. If the project is approved during the 2021 budget deliberations, these costs will roll into the long term debt of the project. If the project is not approved, the internal debt of \$1.31 million is to be funded from the retired debt servicing included in the levy, \$1.072 million in 2021 and the balance from 2022 per Council direction (March 18, 2019).

Current long term debt outstanding and projection of outstanding amounts are reflected below. Forecasted long term debt requirements for the approved West End Plant and Biosolids projects are included. As of December 31, 2023 the external debt remaining will only be the NOHFC Industrial Land Servicing Loan and the forecasted long term debt in 2022 for the West End Sewage Plant and Biosolids Management Facility projects.



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 2021 Capital Budget and Forecast provides an estimate of future projects and potential investment shortfalls. 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.

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.

- Pandemic Recovery: The economic impacts of the pandemic are difficult to estimate. One of the key variables is when "normal" operations will resume. For the 2021 budget purposes staff has forecasted a July 1, 2021 return. The economic recovery is difficult to predict. What was considered "normal" pre-pandemic may not be the "new normal". Ongoing financial forecasting and review during 2021 will assist in navigating the impacts.

- 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. Other revenue tools should be further investigated to reduce reliance on a stagnant assessment base and to provide a more fair cost of service to the users.
- 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, 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 continued priority for the next few years.
- Provincial Funding: The 2021 Ontario Municipal Partnership Fund (OMPF) increased by \$435,100 over 2020. This increase helps offset the growing costs of providing services without assessment growth. The Province is reviewing the OMPF criteria which in turn may impact the funding model. The general direction is to return the OMPF back to its original intent of assisting northern and rural municipalities with more challenging fiscal circumstances.

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 7 and 8, 2020 at which time the Executive Management Team will present summary budgets for their areas. A decision on the McMeeken Replacement project will also be deliberated. Tax Policy, rate options and recommendations will be presented to Council in March/April, 2021 for consideration and approval.



2021 Budget

PRELIMINARY OPERATING BUDGET

2021

2021 Budget

PRELIMINARY CORPORATE SUMMARY

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Taxation (excluding levy)	2,178,438	2,178,438	0	0.00%
Payment in Lieu of taxes	4,347,584	4,480,756	133,172	3.06%
Fees and user charges	29,521,441	27,034,116	(2,487,325)	-8.43%
Government grants (including OMPF)	18,911,847	19,336,393	424,546	2.24%
Investment income	4,320,000	4,320,000	0	0.00%
Contribution from own funds	195,000	183,715	(11,285)	-5.79%
Other income	2,970,093	1,848,455	(1,121,638)	-37.76%
	<u>62,444,403</u>	<u>59,381,873</u>	<u>(3,062,530)</u>	<u>-4.90%</u>
EXPENDITURES				
Salaries	49,083,838	49,741,668	657,830	1.34%
Benefits	13,924,105	14,366,563	442,458	3.18%
	<u>63,007,943</u>	<u>64,108,231</u>	<u>1,100,288</u>	<u>1.75%</u>
Travel and training	592,198	596,073	3,875	0.65%
Vehicle allowance, maintenance and repairs	3,782,681	3,658,485	(124,196)	-3.28%
Utilities and Fuel	10,357,453	10,431,938	74,485	0.72%
Materials and supplies	5,438,115	5,430,820	(7,295)	-0.13%
Maintenance and repairs	2,203,724	2,429,143	225,419	10.23%
Program expenses	930,720	575,458	(355,262)	-38.17%
Goods for resale	576,422	489,160	(87,262)	-15.14%
Rents and leases	163,152	164,557	1,405	0.86%
Taxes and licenses	1,735,579	2,033,010	297,431	17.14%
Financial expenses	2,640,058	2,678,113	38,055	1.44%
Purchased and contracted services	10,030,197	10,401,896	371,699	3.71%
Grants to others	53,128,569	55,573,863	2,445,294	4.60%
Long term debt	2,875,685	1,795,301	(1,080,384)	-37.57%
Transfer to own funds	23,667,785	24,524,875	857,090	3.62%
Capital expense	340,989	350,101	9,112	2.67%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	<u>118,243,197</u>	<u>120,912,663</u>	<u>2,669,466</u>	<u>2.26%</u>
	<u>181,251,140</u>	<u>185,020,894</u>	<u>3,769,754</u>	<u>2.08%</u>
TAX LEVY	118,806,737	125,639,021	6,832,284	5.75%

2021 Budget

PRELIMINARY CORPORATE SUMMARY CONTINUED

			% change from 2020	Levy Increase
Mayor & Council	721,836	749,356	27,520	3.81%
Chief Administrative Officer	388,675	408,063	19,388	4.99%
Corporate Services	8,317,831	8,644,245	326,414	3.92%
Community and Enterprise Services	15,830,125	17,629,721	1,799,596	11.37%
Public Works and Engineering	43,777,582	44,344,313	566,731	1.29%
Legal	1,588,462	1,921,446	332,984	20.96%
Fire	14,208,309	14,993,707	785,398	5.53%
Corporate Financials/Capital/Long Term Debt	(3,519,887)	(2,555,828)	964,059	27.39%
 Maintaining Services	 81,312,933	 86,135,023	 4,822,090	 5.93% 4.06%
Outside Agencies & Grants to Others	1,725,317	1,776,843	51,526	2.99% 0.04%
OMPFF	(15,960,400)	(16,395,500)	(435,100)	(2.73%) -0.37%
 City Levy	 67,077,850	 71,516,366	 4,438,516	 6.62% 3.74%
 Local Boards	 30,409,669	 32,469,326	 2,059,657	 6.77% 1.73%
Levy Boards	21,319,218	21,653,329	334,111	1.57% 0.28%
 Levy & Local Boards	 51,728,887	 54,122,655	 2,393,768	 4.63% 2.01%
 Total Municipal Levy	 118,806,737	 125,639,021	 6,832,284	 5.75%

2021 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

	2021			2021 Net Tax	% of Levy	2020 Net Tax	\$ change from 2020	% change from 2020
	Salary/ Benefits	Other Expense	Revenue					
MAYORS OFFICE	560,171	154,185		714,356		686,836		
COUNCIL SPECIAL FUNDS		35,000		35,000		35,000		
TOTAL MAYOR & COUNCIL	560,171	189,185	-	749,356	0.6%	721,836	27,520	3.8%
ADMINISTRATION	385,003	23,060		408,063		388,675		
TOTAL CAO	385,003	23,060	-	408,063	0.3%	388,675	19,388	5.0%
<i>LEGAL DEPARTMENT</i>								
ADMINISTRATION	813,696	52,995	420,434	446,257		466,131		
CITY OWNED LAND		16,290		16,290		16,446		
INSURANCE		1,753,185		1,753,185		1,438,164		
POA	582,944	472,770	1,350,000	(294,286)		(332,279)		
TOTAL LEGAL	1,396,640	2,295,240	1,770,434	1,921,446	1.5%	1,588,462	332,984	21.0%
<i>FIRE SERVICES</i>								
ADMINISTRATION	1,622,471	865,371	251,438	2,236,404		2,146,351		
SUPPRESSION	10,831,114	61,380		10,892,494		10,383,325		
PREVENTION		828,100	28,400		856,500		834,831	
SUPPORT SERVICES	544,140	201,029		745,169		693,259		

2021 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

	2021 Salary/ Benefits	2021 Other Expense	2021 Revenue	2021 Net Tax Levy	% of 2021 levy	2020 Net Tax Levy	\$ change from 2020	% change from 2020
COMMUNITY EMERGENCY MANAGEMENT SUMMER CAREER EMS - WSIB	112,762	13,785	2,000	124,547		124,796		
	8,593			8,593		25,747		
	13,947,180	1,169,965	253,438	14,863,707		14,208,309		4.6%
	130,000			130,000		-		0.0%
TOTAL FIRE	14,077,180	1,169,965	253,438	14,993,707	11.9%	14,208,309	785,398	5.5%
CORPORATE SERVICES								
ADMINISTRATION HEALTH AND SAFETY DISABILITY MANAGEMENT CORPORATE RECRUITMENT & TRAINING LEADERSHIP PERFORMANCE RETIREE BENEFITS EMPLOYEE ASSISTANCE PROGRAM HEALTH AND SAFETY COMMITTEE DISABLED PREMIUMS	701,221	143,120	1,540	842,801		787,667		
	129,516	24,550		154,066		147,434		
	129,516	118,370		247,886		241,254		
		66,000		66,000		66,150		
		22,550		22,550		22,550		
	745,500			745,500		745,500		
		18,000		18,000		30,000		
		37,200		37,200		37,200		
	3,565			3,565		3,565		
TOTAL HUMAN RESOURCES	1,709,318	429,790	1,540	2,137,568	1.7%	2,081,320	56,248	2.7%
ADMINISTRATION OFFICE SERVICES QUALITY MANAGEMENT	825,857	86,949	112,891	799,915		752,869		
	112,337	87,290		199,627		198,812		
		31,750		31,750		31,750		

2021 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

	2021 Salary/ Benefits	2021 Other Expense	2021 Revenue	2021 Net Tax Levy	% of 2021 levy	2020 Net Tax Levy	\$ change from 2020	% change from 2020
ELECTION EXPENSE		75,000		75,000		75,000		
COUNCIL MEETINGS		9,000		9,000		9,000		
CULTURAL GRANT - WALK OF FAME		2,000		2,000		2,000		
RECEPTIONS		25,650		25,650		25,650		
TOTAL CLERKS	938,194	317,639	112,891	1,142,942	0.9%	1,095,081	47,861	4.4%
ADMINISTRATION	647,401	70,689		718,090		689,103		4.2%
ACCOUNTING	1,038,377	33,570	37,285	1,034,662		1,034,151		0.0%
TAX	427,278	115,430	82,000	460,708		459,894		0.2%
PURCHASING	302,482	9,905		312,387		359,832		-13.2%
FINANCIAL EXPENSE - BANKING		60,250		60,250		60,250		0.0%
FINANCIAL FEES		98,572		98,572		93,199		5.8%
TOTAL FINANCE	2,415,538	388,416	119,285	2,684,669	2.1%	2,696,429	(11,760)	-0.4%
INFORMATION TECHNOLOGY	1,421,444	1,275,872	18,250	2,679,066		2,445,001		9.6%
TOTAL IT	1,421,444	1,275,872	18,250	2,679,066	2.1%	2,445,001	234,065	9.6%
TOTAL CORPORATE SERVICES	6,484,494	2,411,717	251,966	8,644,245	6.9%	8,317,831	326,414	3.9%
 PUBLIC WORKS AND								
ENGINEERING DESIGN	1,905,332	171,550		2,076,882		2,047,694		
ADMINISTRATION	168,314	42,512	40,008	170,818		164,662		

2021 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

	2021			2021 Net Tax	% of	2020 Net Tax	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Levy	2021 levy	Levy	from 2020	from 2020
BUILDING SERVICES	587,198	803,160		1,390,358		1,357,462		
BUILDING DIVISION	1,208,397	200,856	1,207,198	202,055		195,329		
ENVIRONMENTAL CLEANUP		20,000		20,000		20,000		
HYDRANTS		1,317,000		1,317,000		1,212,400		
STREET LIGHTING		1,915,780		1,915,780		1,915,780		
SEWAGE DISPOSAL SYSTEM		5,413,520		5,413,520		5,386,670		
MISCELLANEOUS CONSTRUCTION		1,313,000		1,313,000		1,300,000		
TOTAL ENGINEERING	3,869,241	11,197,378	1,247,206	13,819,413	11.0%	13,599,997	219,416	1.6%
WORKS:								
ADMIN/SUPERVISION/OVERHEAD	3,078,013	88,920		3,166,933		3,069,218		
ROADWAYS	1,611,771	1,748,844	50,342	3,310,273		3,328,197		
SIDEWALKS	548,264	409,680		957,944		963,067		
WINTER CONTROL ROADWAYS	2,985,457	4,143,745	67,965	7,061,237		7,255,851		
SANITARY SEWERS	1,041,350	1,003,564	37,874	2,007,040		1,976,217		
STORM SEWERS	332,362	286,622		618,984		620,779		
TRAFFIC & COMMUNICATIONS	868,553	862,222		1,730,775		1,621,055		
CARPENTRY	772,563	(99,160)		673,403		643,588		
ADMINISTRATION	1,519,661	130,430		1,650,091		1,638,007		
BUILDINGS & EQUIPMENT	2,679,815	(482,642)		2,197,173		2,217,699		
PARKS OPERATIONS	2,637,098	807,843		3,444,941		3,394,762		
WASTE MANAGEMENT	1,799,654	4,725,221	2,818,769	3,706,106		3,449,145		
TOTAL PUBLIC WORKS	19,874,561	13,625,289	2,974,950	30,524,900	24.3%	30,177,585	347,315	1.2%
TOTAL PUBLIC WORKS AND ENGINEERING	23,743,802	24,822,667	4,222,156	44,344,313		43,777,582	566,731	1.3%

2021 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

	2021			2021 Net Tax	% of	2020 Net Tax	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Levy	2021 levy	Levy	from 2020	from 2020
COMMUNITY AND ENTERPRISE SERVICES								
SPORTS ADMINISTRATION	8,544	6,435		14,979		14,967		
RECREATION & CULTURE	564,743	22,142	73,982					
ADMINISTRATION				512,903		489,659		
CANADA DAY		20,000	9,500	10,500		10,500		
MAYORS YOUTH ADVISORY		27,500		27,500		27,500		
MISCELLANEOUS PROGRAMS	4,177	19,210		23,387		27,343		
PARKS & REC ADVISORY								
COMMITTEE		1,665		1,665		1,865		
ROBERTA BONDAR PARK	81,501	108,995	20,591	169,905		161,482		
BELLEVUE PARK MARINA	39,058	125,935	167,975	(2,982)		416		
BONDAR MARINA	39,058	82,301	84,934	36,425		26,775		
LOCKS OPERATIONS	89,568	(61,305)		28,263		27,896		
SENIORS DROP IN CENTRE	316,435	127,799	115,994	328,240		319,812		
NCC 55+ PROGRAMMING	175,945	28,065	66,300	137,710		130,740		
NCC COMMUNITY SPACE	40,761	18,600	5,000	54,361		53,330		
HISTORIC SITES BOARD - OLD STONE HOUSE								
JOHN RHODES COMMUNITY CENTRE	326,254	130,935	124,747	332,442		319,302		
FACILITY ADMINISTRATION	1,531,473	1,256,730	1,075,438	1,712,765		1,483,879		
FACILITIES-SUMMER STUDENTS	766,000	47,500	20,250	793,250		756,122		
GRECO POOL	34,176			34,176		34,126		
MANZO POOL	60,169	14,336		74,505		74,435		
	40,032	10,600		50,632		50,020		

2021 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

	2021			2021 Net Tax	% of	2020 Net Tax	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Levy	2021 levy	Levy	from 2020	from 2020
MCMEEKEN CENTRE	161,626	174,835	143,726	192,735		158,029		
GFL MEMORIAL GARDENS	975,048	1,338,235	1,338,071	975,212		718,592		
NORTHERN COMMUNITY CENTRE	101,586	165,857	222,863	44,580		(21,660)		
MISCELLANEOUS CONCESSIONS	100,576	(2,042)	83,500	15,034		3,313		
CSD CENTRAL ADMINISTRATION	723,163	113,970		837,133		811,641		
TRANSIT	7,260,906	3,157,676	3,138,622	7,279,960		6,481,374		
SCHOOL GUARDS	290,628	3,605		294,233		309,245		
ANIMAL CONTROL - HUMANE SOCIETY		600,122		600,122		600,122		
CEMETERY OPERATIONS	871,976	270,573	988,675	153,874		(8,842)		
PARKING	83,987	443,665	331,729	195,923		120,168		
TOTAL COMMUNITY SERVICES	14,687,390	8,253,939	8,011,897	14,929,432	11.9%	13,182,151	1,747,281	13.3%
PLANNING	1,006,382	152,907	117,822	1,041,467		989,152		
FUTURE SSM	384,223	411,166	350,733	444,656		444,656		
ISAP-IMMIGRATION PROGRAM	187,790	78,547	266,337	-		-		
ECONOMIC DEVELOPMENT	672,740	286,647	247,637	711,750		1,214,166		
TOURISM & COMMUNITY DEVELOPMENT	502,416	178,715	178,715	502,416		-		
OTHER COMMUNITY & ENTERPRISE	2,753,551	1,107,982	1,161,244	2,700,289	2.1%	2,647,974	52,315	2.0%
COMMUNITY AND ENTERPRISE SERVICES	17,440,941	9,361,921	9,173,141	17,629,721	14.0%	15,830,125	1,799,596	11.4%

2021 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

	2021 Salary/ Benefits	2021 Other Expense	2021 Revenue	2021 Net Tax Levy	% of 2021 levy	2020 Net Tax Levy	\$ change from 2020	% change from 2020
PUBLIC HEALTH OPERATIONS		2,696,071		2,696,071		2,669,377		
DSSAB LEVY		18,418,497		18,418,497		18,145,858		
CONSERVATION AUTHORITY		538,761		538,761		503,983		
TOTAL LEVY BOARDS	-	21,653,329	-	21,653,329	17.2%	21,319,218	334,111	1.6%
POLICE SERVICES BOARD		29,570,897		29,570,897		27,539,145		
LIBRARY BOARD		2,898,429		2,898,429		2,870,524		
TOTAL LOCAL BOARDS	-	32,469,326	-	32,469,326	25.8%	30,409,669	2,059,657	6.8%
ART GALLERY OF ALGOMA		280,785		280,785		280,785		
SSM MUSEUM		246,091		246,091		246,091		
BUSH PLANE MUSEUM		175,000		175,000		175,000		
CULTURAL RECOGNITION		1,500		1,500		1,500		
CRIME STOPPERS		25,000		25,000		25,000		
MISC GRANT - ALGOMA								
UNIVERSITY		40,000		40,000		40,000		
MISC GRANT - PEE WEE ARENA		21,077		21,077		19,551		
MISC GRANT - OTHER SPORTS		5,000		5,000		5,000		
RED CROSS GRANT		250,000	200,000	50,000		50,000		
CULTURAL GRANTS		104,500		104,500		104,500		
INNOVATION CENTRE		277,890		277,890		277,890		
EDF BUDGET		500,000		500,000		500,000		
PHYSICIAN RECRUITMENT		180,000	130,000	50,000		-		
TOTAL OUTSIDE AGENCIES & GRANTS TO OTHERS	-	2,106,843	330,000	1,776,843	1.4%	1,725,317	51,526	3.0%

2021 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

	2021			2021 Net Tax Levy	% of 2021 levy	2020 Net Tax Levy	\$ change from 2020	% change from 2020
	Salary/ Benefits	Other Expense	Revenue					
TAXATION & CORPORATE FINANCIALS	20,000	16,309,103	43,030,738	(26,701,635)		(28,248,552)		
CAPITAL LEVY AND LONG TERM DEBT		8,100,307	350,000	7,750,307		8,768,265		
TOTAL CORPORATE FINANCIALS	20,000	24,409,410	43,380,738	(18,951,328)	-15.1%	(19,480,287)	528,959	-2.7%
TOTAL MUNICIPAL LEVY	64,108,231	120,912,663	59,381,873	125,639,021		118,806,737	6,832,284	5.75%



2021 Budget

MAYOR & COUNCIL

	2020 BUDGET	2021 BUDGET	\$	
			Change (2020 to 2021)	% (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	467,925	487,354	19,429	4.15%
Benefits	64,726	72,817	8,091	12.50%
	532,651	560,171	27,520	5.17%
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	61,910	62,910	1,000	1.62%
Purchased and contracted services	3,100	2,100	(1,000)	-32.26%
Grants to others	35,000	35,000	0	0.00%
	189,185	189,185	0	0.00%
	721,836	749,356	27,520	3.81%
TAX LEVY	721,836	749,356	27,520	3.81%



2021 Budget

MAYOR'S OFFICE

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	467,925	487,354	19,429	4.15%
Benefits	64,726	72,817	8,091	12.50%
	532,651	560,171	27,520	5.17%
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	61,910	62,910	1,000	1.62%
Purchased and contracted services	3,100	2,100	(1,000)	-32.26%
	154,185	154,185	0	0.00%
	686,836	714,356	27,520	4.01%
TAX LEVY	686,836	714,356	27,520	4.01%
Full Time Positions	2.0	2.0	-	
Part Time Hours	610.0	610.0	-	



2021 Budget

COUNCIL SPECIAL FUNDS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Purchased and contracted services				
	35,000	35,000	0	0.00%
	35,000	35,000	0	0.00%
	35,000	35,000	0	0.00%
TAX LEVY	35,000	35,000	0	0.00%

CHIEF ADMINISTRATIVE OFFICER

The office of the Chief Administrative Officer consists of 2 employees, the Chief Administrative Officer and the Executive Assistant. Summer and vacation coverage through the year is provided through 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.

2021 objectives:

- Update of the 2016-2021 Strategic Plan
- Review and implement any required organizational changes to align with the Strategic Plan
 - Ensure the 2021 objectives of the Strategic Plan are achieved
- Lead corporate reviews of:
 - Succession Planning
 - Employee Engagement
 - Employee Development and Training
- Lead corporate operational response to COVID-19 pandemic

2021 Budget

CAO OFFICE

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	296,395	312,248	15,853	5.35%
Benefits	69,220	72,755	3,535	5.11%
	365,615	385,003	19,388	5.30%
Travel and training	5,050	4,260	(790)	-15.64%
Vehicle allowance, maintenance and repairs	4,480	4,500	20	0.45%
Materials and supplies	13,290	14,120	830	6.25%
Purchased and contracted services	90	30	(60)	-66.67%
Capital expense	150	150	0	0.00%
	23,060	23,060	0	0.00%
	388,675	408,063	19,388	4.99%
TAX LEVY	388,675	408,063	19,388	4.99%
Full Time Positions	2.0	2.0	-	
Part Time Hours	610.0	610.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

Community Development and Enterprise Services (CDES) 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, James Street Neighbourhood Plan, Rental Housing Incentive Program and Hub Trail and Master Cycling Plan implementation.

Community Services Department Recreation and Culture Division

1. Seniors Services: Senior Drop-In Centre and the NCC 55+ Programming at the Northern Community Centre
2. Marinas: Roberta Bondar Park & Marina and Bellevue Marina as well as cruise ship & port security
3. Ermatinger-Clergue National Historic Site & Discovery Centre and staff liaison to the Historic Sites Board
4. Recreation: Northern Community Centre, John Rhodes Community Centre Pool, V.E. Greco Pool, Peter G. Manzo Pool
5. Scheduling of sport fields and green space, special events coordination, including Canada Day festivities
6. Locks operations in coordination with Parks Canada
7. Staff liaison to: Cultural Advisory Board, Municipal Heritage Committee, Parks & Recreation Advisory Committee, Mayor's Youth Advisory Council, Best for Kids Committee, St. Mary's River Marine Heritage Centre and Museum Management Board
8. Implementation of the Parks & Recreation Master Plan, as well as working with community partners on capital projects such as the splash pad in 2020



Arenas Division



Operation of the following facilities:

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

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

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

Transit & Parking Division

Transit provides operations of both conventional buses and para bus service, seven days per week, and manages ten City parking lots, three hundred parking meters and nineteen pay & displays. The Transit Division also manages the crossing guard program for the City of Sault Ste. Marie.

Cemeteries Division

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

Tourism and Community Development

CDES includes the Tourism and Community Development department, which was established in January 2020. The Tourism staff are working proactively to advance the tourism sector in Sault Ste. Marie working closely with the Tourism SSM Board and tourism sector stakeholders. The FutureSSM project is advancing the four pillars of community development: Cultural Vitality, Economic Growth and Diversity, Environmental Sustainability and Social Equity. The FutureSSM team also provides administrative support to the Community Development Roundtable and has dedicated staff for Labour Force Development, Arts and Culture, Social Equity, Community Marketing and Film & Digital Media.



Economic Development



The Economic Development department is working to support the growth of local businesses, assist entrepreneurs in launching new ventures and attracting new businesses to Sault Ste. Marie. The Economic Development team operates the Millworks Centre for Entrepreneurship and the delivery of the Small Business Enterprise Centre and Starter Company & Summer Company programs.

Local Immigration Partnership

As part of an initiative of Immigration, Refugees and Citizenship Canada (IRCC), the Sault Ste. Marie Local Immigration Partnership (LIP) is designed to develop extensive and comprehensive local settlement strategy plans that assist the development and implementation of services for newcomers, ease the transition of newcomers into the work force and improve newcomers' social integration into the City.

2021 Budget

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
Fees and user charges	8,412,655	6,841,922	(1,570,733)	-18.67%
Government grants (including OMPF)	2,058,376	2,040,584	(17,792)	-0.86%
Contribution from own funds	100,000	178,715	78,715	78.72%
Other income	242,100	111,920	(130,180)	-53.77%
	10,813,131	9,173,141	(1,639,990)	-15.17%
EXPENDITURES				
Salaries	13,899,699	13,944,953	45,254	0.33%
Benefits	3,394,225	3,495,988	101,763	3.00%
	17,293,924	17,440,941	147,017	0.85%
Travel and training	166,722	143,717	(23,005)	-13.80%
Vehicle allowance, maintenance and repairs	963,069	987,560	24,491	2.54%
Utilities and Fuel	3,104,934	3,093,438	(11,496)	-0.37%
Materials and supplies	935,363	922,092	(13,271)	-1.42%
Maintenance and repairs	1,221,630	1,229,787	8,157	0.67%
Program expenses	170,625	102,470	(68,155)	-39.94%
Goods for resale	557,222	469,960	(87,262)	-15.66%
Rents and leases	81,350	82,255	905	1.11%
Taxes and licenses	172,400	182,250	9,850	5.71%
Financial expenses	91,960	112,515	20,555	22.35%
Purchased and contracted services	1,583,942	1,692,720	108,778	6.87%
Grants to others	16,500	66,500	50,000	303.03%
Transfer to own funds	224,510	218,040	(6,470)	-2.88%
Capital expense	59,105	58,617	(488)	-0.83%
	9,349,332	9,361,921	12,589	0.13%
	26,643,256	26,802,862	159,606	0.60%
TAX LEVY	15,830,125	17,629,721	1,799,596	11.37%



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - LOCAL IMMIGRATION PROGRAM

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Government grants (including OMPF)	263,858	266,337	2,479	0.94%
	<u>263,858</u>	<u>266,337</u>	<u>2,479</u>	<u>0.94%</u>
EXPENDITURES				
Salaries	169,021	146,199	(22,822)	-13.50%
Benefits	49,773	41,591	(8,182)	-16.44%
	<u>218,794</u>	<u>187,790</u>	<u>(31,004)</u>	<u>-14.17%</u>
Travel and training	6,000	2,800	(3,200)	-53.33%
Materials and supplies	32,964	68,747	35,783	108.55%
Purchased and contracted services	6,100	7,000	900	14.75%
	<u>45,064</u>	<u>78,547</u>	<u>33,483</u>	<u>74.30%</u>
	<u>263,858</u>	<u>266,337</u>	<u>2,479</u>	<u>0.94%</u>
TAX LEVY				
	0	0	0	0.00%
Full Time Positions	3.0	2.3	(0.8)	
Part Time Hours	-	-	-	



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - HUMANE SOCIETY

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Purchased and contracted services	600,122	600,122	0	0.00%
	600,122	600,122	0	0.00%
	600,122	600,122	0	0.00%
TAX LEVY	600,122	600,122	0	0.00%

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - ECONOMIC DEVELOPMENT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Government grants (including OMPF)	190,167	190,167	0	0.00%
Other income	138,850	57,470	(81,380)	-58.61%
	329,017	247,637	(81,380)	-24.73%
EXPENDITURES				
Salaries	919,174	533,925	(385,249)	-41.91%
Benefits	263,802	138,815	(124,987)	-47.38%
	1,182,976	672,740	(510,236)	-43.13%
Travel and training	84,957	53,527	(31,430)	-37.00%
Materials and supplies	136,100	113,115	(22,985)	-16.89%
Rents and leases	71,100	72,005	905	1.27%
Purchased and contracted services	68,050	48,000	(20,050)	-29.46%
	360,207	286,647	(73,560)	-20.42%
	1,543,183	959,387	(583,796)	-37.83%
TAX LEVY	1,214,166	711,750	(502,416)	-41.38%
Full Time Positions	-	6.0	6.0	
Part Time Hours	-	-	-	

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - TOURISM AND COMMUNITY DEVELOPMENT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Government grants (including OMPF)	371,004	350,733	(20,271)	-5.46%
Contribution from own funds		178,715	178,715	0.00%
Other income	58,000		(58,000)	-100.00%
	429,004	529,448	100,444	23.41%
EXPENDITURES				
Salaries	469,066	702,251	233,185	49.71%
Benefits	50,404	184,388	133,984	265.82%
	519,470	886,639	367,169	70.68%
Travel and training	18,800	34,300	15,500	82.45%
Materials and supplies	18,300	16,682	(1,618)	-8.84%
Taxes and licenses		10,000	10,000	0.00%
Financial expenses		2,000	2,000	0.00%
Purchased and contracted services	303,080	476,899	173,819	57.35%
Grants to others		50,000	50,000	0.00%
Transfer to own funds	14,010		(14,010)	-100.00%
	354,190	589,881	235,691	66.54%
	873,660	1,476,520	602,860	69.00%
TAX LEVY				
	444,656	947,072	502,416	112.99%
Full Time Positions	6.0	8.6	2.6	
Part Time Hours	-	-	-	



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - PLANNING

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	117,001	117,822	821	0.70%
	<u>117,001</u>	<u>117,822</u>	<u>821</u>	<u>0.70%</u>
EXPENDITURES				
Salaries	763,460	806,380	42,920	5.62%
Benefits	189,786	200,002	10,216	5.38%
	<u>953,246</u>	<u>1,006,382</u>	<u>53,136</u>	<u>5.57%</u>
Travel and training	9,890	8,165	(1,725)	-17.44%
Vehicle allowance, maintenance and repairs	350	300	(50)	-14.29%
Materials and supplies	110,117	110,970	853	0.77%
Purchased and contracted services	31,350	31,350	0	0.00%
Capital expense	1,200	2,122	922	76.83%
	<u>152,907</u>	<u>152,907</u>	<u>0</u>	<u>0.00%</u>
	<u>1,106,153</u>	<u>1,159,289</u>	<u>53,136</u>	<u>4.80%</u>
TAX LEVY	989,152	1,041,467	52,315	5.29%
Full Time Positions	9.0	9.0	-	
Part Time Hours	1,830.0	1,830.0	-	

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - PARKING

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	432,591	331,729	(100,862)	-23.32%
	<u>432,591</u>	<u>331,729</u>	<u>(100,862)</u>	<u>-23.32%</u>
EXPENDITURES				
Salaries	60,127	68,256	8,129	13.52%
Benefits	14,135	15,731	1,596	11.29%
	<u>74,262</u>	<u>83,987</u>	<u>9,725</u>	<u>13.10%</u>
Utilities and Fuel	6,294	6,294	0	0.00%
Materials and supplies	19,900	19,900	0	0.00%
Maintenance and repairs	113,982	114,150	168	0.15%
Taxes and licenses	38,045	37,545	(500)	-1.31%
Financial expenses	1,725	2,225	500	28.99%
Purchased and contracted services	256,551	221,551	(35,000)	-13.64%
Transfer to own funds	40,000	40,000	0	0.00%
Capital expense	2,000	2,000	0	0.00%
	<u>478,497</u>	<u>443,665</u>	<u>(34,832)</u>	<u>-7.28%</u>
	<u>552,759</u>	<u>527,652</u>	<u>(25,107)</u>	<u>-4.54%</u>
TAX LEVY	120,168	195,923	75,755	63.04%
Full Time Positions	1.0	1.0	-	
Part Time Hours	1,220.0	1,220.0	-	

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - CEMETERY OPERATIONS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	1,019,545	988,675	(30,870)	-3.03%
Contribution from own funds	100,000	0	(100,000)	-100.00%
	1,119,545	988,675	(130,870)	-11.69%
EXPENDITURES				
Salaries	675,603	703,105	27,502	4.07%
Benefits	164,550	168,871	4,321	2.63%
	840,153	871,976	31,823	3.79%
Travel and training	3,000	2,000	(1,000)	-33.33%
Vehicle allowance, maintenance and repairs	49,012	50,000	988	2.02%
Utilities and Fuel	84,367	83,497	(870)	-1.03%
Materials and supplies	71,478	72,431	953	1.33%
Purchased and contracted services	62,693	62,645	(48)	-0.08%
	270,550	270,573	23	0.01%
	1,110,703	1,142,549	31,846	2.87%
TAX LEVY				
	(8,842)	153,874	162,716	-1840.26%
Full Time Positions	9.0	9.0	-	
Part Time Hours	7,930.0	7,930.0	-	

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - TRANSIT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	2,658,632	2,008,455	(650,177)	-24.46%
Government grants (including OMPF)	1,129,167	1,129,167	0	0.00%
Other income	1,000	1,000	0	0.00%
	3,788,799	3,138,622	(650,177)	-17.16%
Salaries	5,438,082	5,502,402	64,320	1.18%
Benefits	1,710,951	1,758,504	47,553	2.78%
	7,149,033	7,260,906	111,873	1.56%
Travel and training	22,045	22,045	0	0.00%
Vehicle allowance, maintenance and repairs	908,662	932,185	23,523	2.59%
Utilities and Fuel	1,389,465	1,389,929	464	0.03%
Materials and supplies	214,370	197,070	(17,300)	-8.07%
Maintenance and repairs	255,448	283,997	28,549	11.18%
Taxes and licenses	133,615	133,965	350	0.26%
Financial expenses	4,000	4,250	250	6.25%
Purchased and contracted services	52,515	52,915	400	0.76%
Transfer to own funds	130,000	131,300	1,300	1.00%
Capital expense	11,020	10,020	(1,000)	-9.07%
	3,121,140	3,157,676	36,536	1.17%
	10,270,173	10,418,582	148,409	1.45%
TAX LEVY	6,481,374	7,279,960	798,586	12.32%
Full Time Positions	88.9	88.9	-	
Part Time Hours	610.0	610.0	-	
Note: FTE calculation is based on service hours				



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - SCHOOL GUARDS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	276,422	262,493	(13,929)	-5.04%
Benefits	29,218	28,135	(1,083)	-3.71%
	305,640	290,628	(15,012)	-4.91%
Vehicle allowance, maintenance and repairs	1,200	1,200	0	0.00%
Materials and supplies	2,405	2,405	0	0.00%
	3,605	3,605	0	0.00%
	309,245	294,233	(15,012)	-4.85%
TAX LEVY	309,245	294,233	(15,012)	-4.85%
Full Time Positions	-	-	-	-
Part Time Hours	16,984.0	16,918.0	(66.0)	
Note: FTE calculation is based on service hours				

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - SPORTS ADMINISTRATION

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	7,840	7,840	0	0.00%
Benefits	692	704	12	1.73%
	8,532	8,544	12	0.14%
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%
	14,967	14,979	12	0.08%
TAX LEVY	14,967	14,979	12	0.08%
Full Time Positions	-	-	-	
Part Time Hours	610.0	610.0	-	



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - RECREATION AND CULTURE

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	73,257	73,982	725	0.99%
	<u>73,257</u>	<u>73,982</u>	<u>725</u>	<u>0.99%</u>
EXPENDITURES				
Salaries	444,347	463,497	19,150	4.31%
Benefits	96,627	101,246	4,619	4.78%
	<u>540,974</u>	<u>564,743</u>	<u>23,769</u>	<u>4.39%</u>
Travel and training	3,780	3,780	0	0.00%
Vehicle allowance, maintenance and repairs	300	1,060	760	253.33%
Utilities and Fuel	200	400	200	100.00%
Materials and supplies	4,262	4,262	0	0.00%
Purchased and contracted services	5,900	5,400	(500)	-8.47%
Transfer to own funds	7,500	7,240	(260)	-3.47%
	<u>21,942</u>	<u>22,142</u>	<u>200</u>	<u>0.91%</u>
	<u>562,916</u>	<u>586,885</u>	<u>23,969</u>	<u>4.26%</u>
TAX LEVY	489,659	512,903	23,244	4.75%
Full Time Positions	4.0	4.0	-	
Part Time Hours	6,014.0	6,014.0	-	



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - CANADA DAY

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Other income	9,500	9,500	0	0.00%
	<u>9,500</u>	<u>9,500</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Materials and supplies	20,000	20,000	0	0.00%
	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.00%</u>
	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.00%</u>
TAX LEVY	10,500	10,500	0	0.00%



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - MAYOR'S YOUTH ADVISORY COMMITTEE

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Materials and supplies				
	27,500	27,500	0	0.00%
	27,500	27,500	0	0.00%
	27,500	27,500	0	0.00%
TAX LEVY	27,500	27,500	0	0.00%

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - MISCELLANEOUS PROGRAMS

	2020 BUDGET	2021 BUDGET	\$		%		
			Change	Change			
			(2020 to 2021)	(2020 to 2021)			
REVENUE							
EXPENDITURES							
Salaries	7,473	3,832	(3,641)	-48.72%			
Benefits	660	345	(315)	-47.73%			
	8,133	4,177	(3,956)	-48.64%			
Materials and supplies	3,510	3,510	0	0.00%			
Purchased and contracted services	11,200	11,200	0	0.00%			
Grants to others	4,500	4,500	0	0.00%			
	19,210	19,210	0	0.00%			
	27,343	23,387	(3,956)	-14.47%			
TAX LEVY	27,343	23,387	(3,956)	-14.47%			
Full Time Positions	-	-	-				
Part Time Hours	225.0	225.0	-				



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - PARKS & RECREATION ADVISORY COMMITTEE

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Materials and supplies	1,865	1,665	(200)	-10.72%
	1,865	1,665	(200)	-10.72%
	1,865	1,665	(200)	-10.72%
TAX LEVY	1,865	1,665	(200)	-10.72%



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - ROBERTA BONDAR PARK

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	28,545	20,591	(7,954)	-27.86%
	<u>28,545</u>	<u>20,591</u>	<u>(7,954)</u>	<u>-27.86%</u>
EXPENDITURES				
Salaries	74,466	74,786	320	0.43%
Benefits	6,566	6,715	149	2.27%
	<u>81,032</u>	<u>81,501</u>	<u>469</u>	<u>0.58%</u>
Utilities and Fuel	12,740	12,740	0	0.00%
Materials and supplies	7,325	10,525	3,200	43.69%
Goods for resale	6,500	2,650	(3,850)	-59.23%
Purchased and contracted services	79,630	80,380	750	0.94%
Capital expense	2,800	2,700	(100)	-3.57%
	<u>108,995</u>	<u>108,995</u>	<u>0</u>	<u>0.00%</u>
	<u>190,027</u>	<u>190,496</u>	<u>469</u>	<u>0.25%</u>
TAX LEVY	161,482	169,905	8,423	5.22%
Full Time Positions	-	-	-	
Part Time Hours	5,430.0	5,430.0	-	

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - BELLEVUE PARK MARINA

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	164,259	167,975	3,716	2.26%
	<u>164,259</u>	<u>167,975</u>	<u>3,716</u>	<u>2.26%</u>
EXPENDITURES				
Salaries	35,840	35,840	0	0.00%
Benefits	3,162	3,218	56	1.77%
	<u>39,002</u>	<u>39,058</u>	<u>56</u>	<u>0.14%</u>
Vehicle allowance, maintenance and repairs	75	75	0	0.00%
Utilities and Fuel	16,475	16,475	0	0.00%
Materials and supplies	3,930	3,930	0	0.00%
Maintenance and repairs	26,368	26,630	262	0.99%
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%
	<u>125,673</u>	<u>125,935</u>	<u>262</u>	<u>0.21%</u>
	<u>164,675</u>	<u>164,993</u>	<u>318</u>	<u>0.19%</u>
TAX LEVY	416	(2,982)	(3,398)	-816.83%
Full Time Positions	-	-	-	
Part Time Hours	2,720.0	2,720.0	-	

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - BONDAR MARINA

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	92,505	83,034	(9,471)	-10.24%
Other income	1,900	1,900	0	0.00%
	94,405	84,934	(9,471)	-10.03%
EXPENDITURES				
Salaries	35,840	35,840	0	0.00%
Benefits	3,162	3,218	56	1.77%
	39,002	39,058	56	0.14%
Utilities and Fuel	14,623	14,623	0	0.00%
Materials and supplies	3,019	3,519	500	16.56%
Maintenance and repairs	11,957	12,080	123	1.03%
Goods for resale	41,550	41,550	0	0.00%
Taxes and licenses	465	465	0	0.00%
Financial expenses	1,924	2,015	91	4.73%
Purchased and contracted services	8,140	7,549	(591)	-7.26%
Capital expense	500	500	0	0.00%
	82,178	82,301	123	0.15%
	121,180	121,359	179	0.15%
TAX LEVY				
	26,775	36,425	9,650	36.04%
Full Time Positions	-	-	-	
Part Time Hours	2,720.0	2,720.0	-	

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - SENIORS DROP IN CENTRE

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	72,462	73,294	832	1.15%
Government grants (including OMPF)	42,700	42,700	0	0.00%
	115,162	115,994	832	0.72%
EXPENDITURES				
Salaries	262,905	270,030	7,125	2.71%
Benefits	44,534	46,405	1,871	4.20%
	307,439	316,435	8,996	2.93%
Vehicle allowance, maintenance and repairs	300	300	0	0.00%
Utilities and Fuel	30,844	28,844	(2,000)	-6.48%
Materials and supplies	50,875	52,875	2,000	3.93%
Maintenance and repairs	30,016	30,280	264	0.88%
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%
	127,535	127,799	264	0.21%
	434,974	444,234	9,260	2.13%
TAX LEVY				
	319,812	328,240	8,428	2.64%
Full Time Positions	1.7	1.7	-	
Part Time Hours	8,370.0	8,370.0	-	

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - NCC 55+ PROGRAMMING

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	23,600	23,600	0	0.00%
Government grants (including OMPF)	42,700	42,700	0	0.00%
	66,300	66,300	0	0.00%
EXPENDITURES				
Salaries	131,211	144,240	13,029	9.93%
Benefits	29,654	31,705	2,051	6.92%
	160,865	175,945	15,080	9.37%
Utilities and Fuel	8,596	0	(8,596)	-100.00%
Materials and supplies	18,444	20,600	2,156	11.69%
Maintenance and repairs	5,110	4,040	(1,070)	-20.94%
Financial expenses	325	325	0	0.00%
Purchased and contracted services	1,200	600	(600)	-50.00%
Capital expense	2,500	2,500	0	0.00%
	36,175	28,065	(8,110)	-22.42%
	197,040	204,010	6,970	3.54%
TAX LEVY	130,740	137,710	6,970	5.33%
Full Time Positions	1.3	1.3	-	
Part Time Hours	2,170.0	2,593.0	423.0	



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - NCC COMMUNITY SPACE

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	5,000	5,000	0	0.00%
	<u>5,000</u>	<u>5,000</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	33,753	37,403	3,650	10.81%
Benefits	2,977	3,358	381	12.80%
	<u>36,730</u>	<u>40,761</u>	<u>4,031</u>	<u>10.97%</u>
Travel and training	1,200	1,200	0	0.00%
Vehicle allowance, maintenance and repairs	500	500	0	0.00%
Materials and supplies	9,900	9,900	0	0.00%
Purchased and contracted services	7,000	4,000	(3,000)	-42.86%
Capital expense	3,000	3,000	0	0.00%
	<u>21,600</u>	<u>18,600</u>	<u>(3,000)</u>	<u>-13.89%</u>
	<u>58,330</u>	<u>59,361</u>	<u>1,031</u>	<u>1.77%</u>
TAX LEVY	53,330	54,361	1,031	1.93%
Full Time Positions	-	-	-	
Part Time Hours	1,612.4	1,752.0	139.7	

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - HISTORIC SITES BOARD

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	108,449	105,967	(2,482)	-2.29%
Government grants (including OMPF)	18,780	18,780	0	0.00%
	127,229	124,747	(2,482)	-1.95%
EXPENDITURES				
Salaries	265,378	273,669	8,291	3.12%
Benefits	50,416	52,585	2,169	4.30%
	315,794	326,254	10,460	3.31%
Travel and training	4,400	4,400	0	0.00%
Vehicle allowance, maintenance and repairs	100	100	0	0.00%
Utilities and Fuel	32,918	32,918	0	0.00%
Materials and supplies	40,965	41,035	70	0.17%
Maintenance and repairs	19,472	19,670	198	1.02%
Goods for resale	9,000	9,000	0	0.00%
Financial expenses	1,900	1,900	0	0.00%
Purchased and contracted services	9,982	9,912	(70)	-0.70%
Grants to others	12,000	12,000	0	0.00%
	130,737	130,935	198	0.15%
	446,531	457,189	10,658	2.39%
TAX LEVY	319,302	332,442	13,140	4.12%
Full Time Positions	2.0	2.0	-	
Part Time Hours	7,070.0	7,070.0	-	

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - LOCKS OPERATIONS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	74,750	74,941	191	0.26%
Benefits	14,451	14,627	176	1.22%
	89,201	89,568	367	0.41%
Materials and supplies	(62,305)	(62,505)	(200)	0.32%
Capital expense	1,000	1,200	200	20.00%
	(61,305)	(61,305)	0	0.00%
	27,896	28,263	367	1.32%
TAX LEVY	27,896	28,263	367	1.32%
Full Time Positions	0.8	0.8	-	
Part Time Hours	1,850.0	1,850.0	-	

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - JOHN RHODES COMMUNITY CENTRE

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
Fees and user charges	1,312,433	1,063,438	(248,995)	-18.97%
Other income	12,000	12,000	0	0.00%
	1,324,433	1,075,438	(248,995)	-18.80%
EXPENDITURES				
Salaries	1,311,897	1,327,400	15,503	1.18%
Benefits	198,637	204,073	5,436	2.74%
	1,510,534	1,531,473	20,939	1.39%
Travel and training	2,550	1,700	(850)	-33.33%
Vehicle allowance, maintenance and repairs	535	380	(155)	-28.97%
Utilities and Fuel	804,518	805,515	997	0.12%
Materials and supplies	50,545	49,915	(630)	-1.25%
Maintenance and repairs	350,825	321,610	(29,215)	-8.33%
Program expenses	825	120	(705)	-85.45%
Goods for resale	60,280	44,460	(15,820)	-26.24%
Financial expenses	19,450	24,000	4,550	23.39%
Purchased and contracted services	2,550	3,130	580	22.75%
Capital expense	5,700	5,900	200	3.51%
	1,297,778	1,256,730	(41,048)	-3.16%
	2,808,312	2,788,203	(20,109)	-0.72%
TAX LEVY	1,483,879	1,712,765	228,886	15.42%
Full Time Positions	7.0	7.0	-	
Part Time Hours	51,550.0	50,410.0	(1,140.0)	
Note: Some part time hours reduced due to COVID-19				

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - MCMEEKEN CENTRE

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	148,421	142,826	(5,595)	-3.77%
Other income	900	900	0	0.00%
	149,321	143,726	(5,595)	-3.75%
EXPENDITURES				
Salaries	142,221	138,495	(3,726)	-2.62%
Benefits	23,272	23,131	(141)	-0.61%
	165,493	161,626	(3,867)	-2.34%
Utilities and Fuel	83,760	85,900	2,140	2.55%
Materials and supplies	1,005	1,165	160	15.92%
Maintenance and repairs	51,156	82,270	31,114	60.82%
Goods for resale	3,050	1,200	(1,850)	-60.66%
Financial expenses	1,011	2,000	989	97.82%
Purchased and contracted services	1,875	2,300	425	22.67%
	141,857	174,835	32,978	23.25%
	307,350	336,461	29,111	9.47%
TAX LEVY	158,029	192,735	34,706	21.96%
Full Time Positions	1.0	1.0	-	
Part Time Hours	3,508.0	3,390.0	(118.0)	
Note: Some part time hours reduced due to COVID-19				

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - GFL MEMORIAL GARDENS

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
Fees and user charges	1,741,688	1,308,921	(432,767)	-24.85%
Other income	19,950	29,150	9,200	46.12%
	1,761,638	1,338,071	(423,567)	-24.04%
EXPENDITURES				
Salaries	881,564	863,407	(18,157)	-2.06%
Benefits	99,742	111,641	11,899	11.93%
	981,306	975,048	(6,258)	-0.64%
Vehicle allowance, maintenance and repairs	75		(75)	-100.00%
Utilities and Fuel	496,959	488,500	(8,459)	-1.70%
Materials and supplies	70,456	56,318	(14,138)	-20.07%
Maintenance and repairs	298,731	276,240	(22,491)	-7.53%
Program expenses	169,800	102,350	(67,450)	-39.72%
Goods for resale	320,750	264,500	(56,250)	-17.54%
Financial expenses	50,775	63,000	12,225	24.08%
Purchased and contracted services	55,668	47,327	(8,341)	-14.98%
Transfer to own funds	15,000	20,000	5,000	33.33%
Capital expense	20,710	20,000	(710)	-3.43%
	1,498,924	1,338,235	(160,689)	-10.72%
	2,480,230	2,313,283	(166,947)	-6.73%
TAX LEVY	718,592	975,212	256,620	35.71%
Full Time Positions	2.0	3.0	1.0	
Part Time Hours	45,953.0	41,319.0	(4,634.0)	
Note: Some part time hours reduced due to COVID-19				

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - NORTHERN COMMUNITY CENTRE

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	284,442	222,863	(61,579)	-21.65%
	<u>284,442</u>	<u>222,863</u>	<u>(61,579)</u>	<u>-21.65%</u>
EXPENDITURES				
Salaries	86,543	85,743	(800)	-0.92%
Benefits	15,796	15,843	47	0.30%
	<u>102,339</u>	<u>101,586</u>	<u>(753)</u>	<u>-0.74%</u>
Utilities and Fuel	112,013	117,207	5,194	4.64%
Materials and supplies	1,700	1,900	200	11.76%
Maintenance and repairs	40,880	40,700	(180)	-0.44%
Financial expenses	3,050	3,050	0	0.00%
Purchased and contracted services	2,800	3,000	200	7.14%
	<u>160,443</u>	<u>165,857</u>	<u>5,414</u>	<u>3.37%</u>
	<u>262,782</u>	<u>267,443</u>	<u>4,661</u>	<u>1.77%</u>
TAX LEVY	(21,660)	44,580	66,240	-305.82%
Full Time Positions	0.8	0.8	-	
Part Time Hours	1,575.0	1,575.0	-	

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - MISCELLANEOUS CONCESSION

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	102,825	83,500	(19,325)	-18.79%
	<u>102,825</u>	<u>83,500</u>	<u>(19,325)</u>	<u>-18.79%</u>
EXPENDITURES				
Salaries	92,368	92,289	(79)	-0.09%
Benefits	8,149	8,287	138	1.69%
	<u>100,517</u>	<u>100,576</u>	<u>59</u>	<u>0.06%</u>
Materials and supplies	(43,807)	(43,482)	325	-0.74%
Goods for resale	47,642	38,150	(9,492)	-19.92%
Financial expenses	50		(50)	-100.00%
Purchased and contracted services	1,736	1,790	54	3.11%
Transfer to own funds		1,500	1,500	0.00%
	<u>5,621</u>	<u>(2,042)</u>	<u>(7,663)</u>	<u>-136.33%</u>
	<u>106,138</u>	<u>98,534</u>	<u>(7,604)</u>	<u>-7.16%</u>
TAX LEVY	3,313	15,034	11,721	353.79%
Full Time Positions	-	-	-	
Part Time Hours	5,744.5	5,744.5	-	

2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - FACILITIES - SUMMER STUDENTS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	31,360	31,360	0	0.00%
Benefits	2,766	2,816	50	1.81%
	34,126	34,176	50	0.15%
	34,126	34,176	50	0.15%
TAX LEVY	34,126	34,176	50	0.15%
Full Time Positions	-	-	-	
Part Time Hours	2,440.0	2,440.0	-	



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - FACILITY ADMINISTRATION

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	27,000	20,250	(6,750)	-25.00%
	<u>27,000</u>	<u>20,250</u>	<u>(6,750)</u>	<u>-25.00%</u>
EXPENDITURES				
Salaries	580,188	609,027	28,839	4.97%
Benefits	152,409	156,973	4,564	2.99%
	<u>732,597</u>	<u>766,000</u>	<u>33,403</u>	<u>4.56%</u>
Travel and training	1,100	800	(300)	-27.27%
Vehicle allowance, maintenance and repairs	1,800	1,300	(500)	-27.78%
Materials and supplies	15,700	13,700	(2,000)	-12.74%
Maintenance and repairs	7,475	7,400	(75)	-1.00%
Purchased and contracted services	6,450	6,300	(150)	-2.33%
Transfer to own funds	18,000	18,000	0	0.00%
	<u>50,525</u>	<u>47,500</u>	<u>(3,025)</u>	<u>-5.99%</u>
	<u>783,122</u>	<u>813,500</u>	<u>30,378</u>	<u>3.88%</u>
TAX LEVY				
	756,122	793,250	37,128	4.91%
Full Time Positions	7.0	7.0	-	
Part Time Hours	-	-	-	



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - GRECO POOL

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	52,152	52,615	463	0.89%
Benefits	7,411	7,554	143	1.93%
	59,563	60,169	606	1.02%
Utilities and Fuel	7,585	6,996	(589)	-7.77%
Materials and supplies	2,560	2,160	(400)	-15.63%
Maintenance and repairs	4,727	5,180	453	9.58%
	14,872	14,336	(536)	-3.60%
	74,435	74,505	70	0.09%
TAX LEVY	74,435	74,505	70	0.09%
Full Time Positions	0.3	0.3	-	
Part Time Hours	2,084.0	1,735.1	(348.9)	



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - MANZO POOL

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	33,715	34,137	422	1.25%
Benefits	5,785	5,895	110	1.90%
	39,500	40,032	532	1.35%
Utilities and Fuel	3,577	3,600	23	0.64%
Materials and supplies	1,460	1,460	0	0.00%
Maintenance and repairs	5,483	5,540	57	1.04%
	10,520	10,600	80	0.76%
	50,020	50,632	612	1.22%
TAX LEVY	50,020	50,632	612	1.22%
Full Time Positions	0.3	0.3	-	
Part Time Hours	1,025.0	1,025.0	-	



2021 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - CSD ADMINISTRATION

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	542,933	563,551	20,618	3.80%
Benefits	154,738	159,612	4,874	3.15%
	697,671	723,163	25,492	3.65%
Travel and training	9,000	9,000	0	0.00%
Vehicle allowance, maintenance and repairs	160	160	0	0.00%
Materials and supplies	98,960	98,960	0	0.00%
Financial expenses	4,500	4,500	0	0.00%
Purchased and contracted services	750	750	0	0.00%
Capital expense	600	600	0	0.00%
	113,970	113,970	0	0.00%
	811,641	837,133	25,492	3.14%
TAX LEVY	811,641	837,133	25,492	3.14%
Full Time Positions	6.0	6.0	-	
Part Time Hours	695.0	695.0	-	

CORPORATE SERVICES

CLERK'S DEPARTMENT

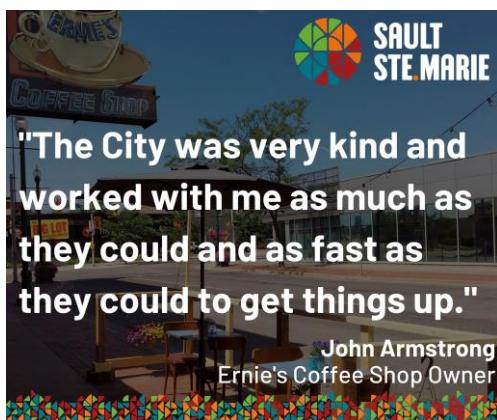
The Clerk's Department is an administrative department with a staff complement of nine full time staff and up to five part time staff (students/contract) providing services through three broad functional areas and locations in the Civic Centre.



Administration

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

- Council and committee administration
- Vital statistics (cemetery business transactions, issuing of marriage licences, registration of deaths)
- Administers lottery and general licensing
- Supporting corporate strategic plan coordination
- Coordinating 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 coordination
- Corporate intranet content management

Office Services

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

FINANCE

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

The department consists of three divisions.

Administration

- 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

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

Tax

- Responsible for the billing and collection of property taxes for approximately 29,000 properties. Collection procedures include quarterly 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.



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Contact Us We Can Help
If you are having problems logging into My Sault Ste. Marie or you simply have a question about My Sault Ste. Marie, please contact us at 705-759-5290 or citytax@citysm.on.ca during our business hours Monday - Friday, 8:30 a.m. - 4:30 p.m.

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.

HUMAN RESOURCES



The Human Resources department conducts negotiations and administers six (6) collective agreements directly while providing assistance on up to four (4) others. 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.

Currently responding to the demands of the COVID-19 pandemic through various initiatives and committees.

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. Involved with/Primary Lead on the acquisition and implementation of a Learning Management System.

Return to Work Management

The Return to Work Coordinator liaises with WSIB, non-occupational adjudicators 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. Heavily involved with the acquisition and implementation of a Learning Management System for the Corporation. 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.

SAULT
STE MARIE **Join our team!**

Job opportunity
Mechanic (Transit)
Application deadline
October 22
saultstemarie.ca/jobs

A vertical advertisement for a job opening. It features the City of Sault Ste. Marie logo and the text "Join our team!". Below this, it says "Job opportunity" and "Mechanic (Transit)". It specifies an "Application deadline" of "October 22" and provides the website "saultstemarie.ca/jobs". The background of the ad shows a person working on a vehicle's engine.



INFORMATION TECHNOLOGY

The role and responsibility of Information Technology is to be the technological enabler in achieving the City's vision: "*To be the leading innovative, dynamic and efficient municipal corporation in the Province of Ontario*". A staff complement of ten full time staff and two part time

students deliver services in these core capabilities:

Innovator

- Monitor and discover new, evolving service offerings, Advise on innovation and technology enablement opportunities
- Lead the decision making process and collaborate with departments when investing in new technology

Broker

- Facilitate matching business needs and service options
- Consult and inform the City's leadership on new and innovative technologies
- Responsible, helping departments optimize processes with technology

Integrator

- Source services, manage integration and solution development
- Responsible to schedule and coordinate updates/upgrades/replacements to existing technology.

Orchestrator

- Coordinate across service providers, manage solution delivery
- Responsible for application maintenance and development
- Be the data steward for the organization, including ownership of the data architecture.
- 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

2021 Budget

CORPORATE SERVICES

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
Fees and user charges	152,270	131,891	(20,379)	-13.38%
Government grants (including OMPF)	1,540	1,540	0	0.00%
Other income	120,293	118,535	(1,758)	-1.46%
	274,103	251,966	(22,137)	-8.08%
EXPENDITURES				
Salaries	4,476,419	4,565,100	88,681	1.98%
Benefits	1,905,077	1,919,394	14,317	0.75%
	6,381,496	6,484,494	102,998	1.61%
Travel and training	139,445	135,195	(4,250)	-3.05%
Vehicle allowance, maintenance and repairs	1,340	1,190	(150)	-11.19%
Materials and supplies	80,496	79,607	(889)	-1.10%
Maintenance and repairs	670,037	859,537	189,500	28.28%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	3,000	3,000	0	0.00%
Financial expenses	60,750	60,750	0	0.00%
Purchased and contracted services	1,040,620	1,050,488	9,868	0.95%
Grants to others	2,000	2,000	0	0.00%
Transfer to own funds	75,000	75,000	0	0.00%
Capital expense	118,550	125,750	7,200	6.07%
	2,210,438	2,411,717	201,279	9.11%
	8,591,934	8,896,211	304,277	3.54%
TAX LEVY	8,317,831	8,644,245	326,414	3.92%



2021 Budget

CORPORATE SERVICES - INFORMATION TECHNOLOGY DEPARTMENT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	18,250	18,250	0	0.00%
	<u>18,250</u>	<u>18,250</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	1,104,776	1,140,290	35,514	3.21%
Benefits	272,103	281,154	9,051	3.33%
	<u>1,376,879</u>	<u>1,421,444</u>	<u>44,565</u>	<u>3.24%</u>
Travel and training	500	450	(50)	-10.00%
Vehicle allowance, maintenance and repairs	450	350	(100)	-22.22%
Materials and supplies	(128,253)	(129,103)	(850)	0.66%
Maintenance and repairs	665,112	854,612	189,500	28.49%
Purchased and contracted services	459,563	459,563	0	0.00%
Capital expense	89,000	90,000	1,000	1.12%
	<u>1,086,372</u>	<u>1,275,872</u>	<u>189,500</u>	<u>17.44%</u>
			<u>234,065</u>	<u>9.50%</u>
TAX LEVY				
	2,445,001	2,679,066	234,065	9.57%
Full Time Positions	11.0	11.0	-	
Part Time Hours	1,220.0	1,220.0	-	

2021 Budget

CORPORATE SERVICES - FINANCE DEPARTMENT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	1,000	1,000	0	0.00%
Other income	120,043	118,285	(1,758)	-1.46%
	<u>121,043</u>	<u>119,285</u>	<u>(1,758)</u>	<u>-1.45%</u>
EXPENDITURES				
Salaries	1,926,099	1,911,872	(14,227)	-0.74%
Benefits	514,736	503,666	(11,070)	-2.15%
	<u>2,440,835</u>	<u>2,415,538</u>	<u>(25,297)</u>	<u>-1.04%</u>
Travel and training	13,800	13,800	0	0.00%
Materials and supplies	72,670	77,001	4,331	5.96%
Maintenance and repairs	850	850	0	0.00%
Financial expenses	60,250	60,250	0	0.00%
Purchased and contracted services	220,167	221,415	1,248	0.57%
Capital expense	8,900	15,100	6,200	69.66%
	<u>376,637</u>	<u>388,416</u>	<u>11,779</u>	<u>3.13%</u>
	<u>2,817,472</u>	<u>2,803,954</u>	<u>(13,518)</u>	<u>-0.48%</u>
TAX LEVY	2,696,429	2,684,669	(11,760)	-0.44%

2021 Budget

CORPORATE SERVICES - FINANCE - ACCOUNTING

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	1,000	1,000	0	0.00%
Other income	36,043	36,285	242	0.67%
	37,043	37,285	242	0.65%
EXPENDITURES				
Salaries	825,278	824,681	(597)	-0.07%
Benefits	212,346	213,696	1,350	0.64%
	1,037,624	1,038,377	753	0.07%
Materials and supplies	28,220	28,220	0	0.00%
Maintenance and repairs	850	850	0	0.00%
Capital expense	4,500	4,500	0	0.00%
	33,570	33,570	0	0.00%
	1,071,194	1,071,947	753	0.07%
TAX LEVY	1,034,151	1,034,662	511	0.05%
Full Time Positions	13.0	13.0	-	
Part Time Hours	610.0	610.0	-	



2021 Budget

CORPORATE SERVICES - FINANCE - TAX

	2020 BUDGET	2021 BUDGET	\$	
			Change (2020 to 2021)	% (2020 to 2021)
			BUDGET	BUDGET
REVENUE				
Other income	84,000	82,000	(2,000)	-2.38%
	84,000	82,000	(2,000)	-2.38%
EXPENDITURES				
Salaries	339,189	337,691	(1,498)	-0.44%
Benefits	89,275	89,587	312	0.35%
	428,464	427,278	(1,186)	-0.28%
Materials and supplies	15,630	21,930	6,300	40.31%
Purchased and contracted services	98,200	91,900	(6,300)	-6.42%
Capital expense	1,600	1,600	0	0.00%
	115,430	115,430	0	0.00%
	543,894	542,708	(1,186)	-0.22%
TAX LEVY				
	459,894	460,708	814	0.18%
Full Time Positions	5.0	5.0	-	
Part Time Hours	-	-	-	

2021 Budget

CORPORATE SERVICES - FINANCE - PURCHASING

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	278,056	241,484	(36,572)	-13.15%
Benefits	71,871	60,998	(10,873)	-15.13%
	349,927	302,482	(47,445)	-13.56%
Materials and supplies	7,970	7,970	0	0.00%
Purchased and contracted services	935	935	0	0.00%
Capital expense	1,000	1,000	0	0.00%
	9,905	9,905	0	0.00%
	359,832	312,387	(47,445)	-13.19%
TAX LEVY	359,832	312,387	(47,445)	-13.19%
Full Time Positions	4.0	3.0	(1.0)	
Part Time Hours	-	-	-	



2021 Budget

CORPORATE SERVICES - FINANCE - ADMIN

	2020 BUDGET	2021 BUDGET	\$	
			Change (2020 to 2021)	% (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	483,576	508,016	24,440	5.05%
Benefits	141,244	139,385	(1,859)	-1.32%
	624,820	647,401	22,581	3.61%
Travel and training	13,800	13,800	0	0.00%
Materials and supplies	20,850	18,881	(1,969)	-9.44%
Purchased and contracted services	27,833	30,008	2,175	7.81%
Capital expense	1,800	8,000	6,200	344.44%
	64,283	70,689	6,406	9.97%
	689,103	718,090	28,987	4.21%
TAX LEVY	689,103	718,090	28,987	4.21%
Full Time Positions	4.0	4.0	-	
Part Time Hours	1,300.0	1,300.0	-	



2021 Budget

CORPORATE SERVICES - FINANCE - OTHER

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Financial expenses	60,250	60,250	0	0.00%
Purchased and contracted services	93,199	98,572	5,373	5.77%
	153,449	158,822	5,373	3.50%
TAX LEVY	153,449	158,822	5,373	3.50%



2021 Budget

CORPORATE SERVICES - FINANCIAL EXPENSE - BANKNG

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Financial expenses				
	60,250	60,250	0	0.00%
	60,250	60,250	0	0.00%
	60,250	60,250	0	0.00%
TAX LEVY	60,250	60,250	0	0.00%



2021 Budget

CORPORATE SERVICES - FINANCIAL FEES

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Purchased and contracted services	93,199	98,572	5,373	5.77%
	93,199	98,572	5,373	5.77%
	93,199	98,572	5,373	5.77%
TAX LEVY	93,199	98,572	5,373	5.77%

2021 Budget

CORPORATE SERVICES - CLERK'S DEPARTMENT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	133,020	112,641	(20,379)	-15.32%
Other income	250	250	0	0.00%
	133,270	112,891	(20,379)	-15.29%
EXPENDITURES				
Salaries	730,441	752,135	21,694	2.97%
Benefits	180,271	186,059	5,788	3.21%
	910,712	938,194	27,482	3.02%
Travel and training	6,595	6,595	0	0.00%
Vehicle allowance, maintenance and repairs	340	290	(50)	-14.71%
Materials and supplies	89,709	89,759	50	0.06%
Maintenance and repairs	975	975	0	0.00%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	3,000	3,000	0	0.00%
Financial expenses	500	500	0	0.00%
Purchased and contracted services	118,070	118,070	0	0.00%
Grants to others	2,000	2,000	0	0.00%
Transfer to own funds	75,000	75,000	0	0.00%
Capital expense	2,250	2,250	0	0.00%
	317,639	317,639	0	0.00%
	1,228,351	1,255,833	27,482	2.24%
TAX LEVY	1,095,081	1,142,942	47,861	4.37%

2021 Budget

CORPORATE SERVICES - CLERK'S - ADMINISTRATION

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	133,020	112,641	(20,379)	-15.32%
Other income	250	250	0	0.00%
	133,270	112,891	(20,379)	-15.29%
EXPENDITURES				
Salaries	637,505	658,896	21,391	3.36%
Benefits	161,685	166,961	5,276	3.26%
	799,190	825,857	26,667	3.34%
Travel and training	6,595	6,595	0	0.00%
Materials and supplies	51,459	51,459	0	0.00%
Maintenance and repairs	125	125	0	0.00%
Goods for resale	19,200	19,200	0	0.00%
Financial expenses	500	500	0	0.00%
Purchased and contracted services	7,320	7,320	0	0.00%
Capital expense	1,750	1,750	0	0.00%
	86,949	86,949	0	0.00%
	886,139	912,806	26,667	3.01%
TAX LEVY	752,869	799,915	47,046	6.25%
Full Time Positions	8.0	8.0	-	
Part Time Hours	709.0	1,319.0	610.0	



2021 Budget

CORPORATE SERVICES - CLERK'S - OFFICE SERVICES

	2020 BUDGET	2021 BUDGET	\$	
			Change (2020 to 2021)	% (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	92,936	93,239	303	0.33%
Benefits	18,586	19,098	512	2.75%
	111,522	112,337	815	0.73%
Vehicle allowance, maintenance and repairs	340	290	(50)	-14.71%
Materials and supplies	1,100	1,150	50	4.55%
Maintenance and repairs	850	850	0	0.00%
Rents and leases	3,000	3,000	0	0.00%
Purchased and contracted services	81,500	81,500	0	0.00%
Capital expense	500	500	0	0.00%
	87,290	87,290	0	0.00%
	198,812	199,627	815	0.41%
TAX LEVY	198,812	199,627	815	0.41%
Full Time Positions	1.0	1.0	-	
Part Time Hours	1,780.0	1,170.0	(610.0)	



2021 Budget

CORPORATE SERVICES - CLERK'S - QUALITY MANAGEMENT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Materials and supplies	2,500	2,500	0	0.00%
Purchased and contracted services	29,250	29,250	0	0.00%
	31,750	31,750	0	0.00%
TAX LEVY	31,750	31,750	0	0.00%



2021 Budget

CORPORATE SERVICES - CLERK'S - OTHER

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Materials and supplies	34,650	34,650	0	0.00%
Grants to others	2,000	2,000	0	0.00%
Transfer to own funds	75,000	75,000	0	0.00%
	111,650	111,650	0	0.00%
	111,650	111,650	0	0.00%
TAX LEVY	111,650	111,650	0	0.00%



2021 Budget

CORPORATE SERVICES - CLERK'S - COUNCIL MEETINGS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Materials and supplies				
	9,000	9,000	0	0.00%
	9,000	9,000	0	0.00%
	9,000	9,000	0	0.00%
TAX LEVY	9,000	9,000	0	0.00%



2021 Budget

CORPORATE SERVICES - CLERK'S - ELECTION EXPENSE

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
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%
TAX LEVY	75,000	75,000	0	0.00%



2021 Budget

CORPORATE SERVICES - CLERK'S - WALK OF FAME GRANT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Grants to others				
	2,000	2,000	0	0.00%
	2,000	2,000	0	0.00%
	2,000	2,000	0	0.00%
TAX LEVY	2,000	2,000	0	0.00%



2021 Budget

CORPORATE SERVICES - CLERK'S - RECEPTIONS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Materials and supplies				
	25,650	25,650	0	0.00%
	25,650	25,650	0	0.00%
	25,650	25,650	0	0.00%
TAX LEVY	25,650	25,650	0	0.00%



2021 Budget

CORPORATE SERVICES - HUMAN RESOURCES DEPARTMENT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Government grants (including OMPF)	1,540	1,540	0	0.00%
	<u>1,540</u>	<u>1,540</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	715,103	760,803	45,700	6.39%
Benefits	937,967	948,515	10,548	1.12%
	<u>1,653,070</u>	<u>1,709,318</u>	<u>56,248</u>	<u>3.40%</u>
Travel and training	118,550	114,350	(4,200)	-3.54%
Vehicle allowance, maintenance and repairs	550	550	0	0.00%
Materials and supplies	46,370	41,950	(4,420)	-9.53%
Maintenance and repairs	3,100	3,100	0	0.00%
Purchased and contracted services	242,820	251,440	8,620	3.55%
Capital expense	18,400	18,400	0	0.00%
	<u>429,790</u>	<u>429,790</u>	<u>0</u>	<u>0.00%</u>
	<u>2,082,860</u>	<u>2,139,108</u>	<u>56,248</u>	<u>2.70%</u>
TAX LEVY	2,081,320	2,137,568	56,248	2.70%



2021 Budget

CORPORATE SERVICES - HUMAN RESOURCES - ADMIN

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Government grants (including OMPF)	1,540	1,540	0	0.00%
	<u>1,540</u>	<u>1,540</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	519,207	554,143	34,936	6.73%
Benefits	139,030	147,078	8,048	5.79%
	<u>658,237</u>	<u>701,221</u>	<u>42,984</u>	<u>6.53%</u>
Travel and training	19,000	14,800	(4,200)	-22.11%
Materials and supplies	24,770	27,500	2,730	11.02%
Purchased and contracted services	86,000	99,620	13,620	15.84%
Capital expense	1,200	1,200	0	0.00%
	<u>130,970</u>	<u>143,120</u>	<u>12,150</u>	<u>9.28%</u>
	<u>789,207</u>	<u>844,341</u>	<u>55,134</u>	<u>6.99%</u>
TAX LEVY	787,667	842,801	55,134	7.00%
Full Time Positions	6.0	6.0	-	
Part Time Hours	610.0	610.0	-	



2021 Budget

CORPORATE SERVICES - HR - HEALTH & SAFETY

	2020 BUDGET	2021 BUDGET	\$	
			Change (2020 to 2021)	% (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	97,948	103,330	5,382	5.49%
Benefits	24,936	26,186	1,250	5.01%
	122,884	129,516	6,632	5.40%
Travel and training	21,000	21,000	0	0.00%
Vehicle allowance, maintenance and repairs	300	300	0	0.00%
Materials and supplies	150	150	0	0.00%
Maintenance and repairs	3,100	3,100	0	0.00%
	24,550	24,550	0	0.00%
	147,434	154,066	6,632	4.50%
TAX LEVY	147,434	154,066	6,632	4.50%
Full Time Positions	1.0	1.0	-	
Part Time Hours	-	-	-	



2021 Budget

CORPORATE SERVICES - HR - DISABILITY MANAGEMENT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	97,948	103,330	5,382	5.49%
Benefits	24,936	26,186	1,250	5.01%
	122,884	129,516	6,632	5.40%
Vehicle allowance, maintenance and repairs	250	250	0	0.00%
Materials and supplies	11,300	4,300	(7,000)	-61.95%
Purchased and contracted services	106,820	113,820	7,000	6.55%
	118,370	118,370	0	0.00%
	241,254	247,886	6,632	2.75%
TAX LEVY	241,254	247,886	6,632	2.75%
Full Time Positions	1.0	1.0	-	
Part Time Hours	-	-	-	



2021 Budget

CORPORATE SERVICES - HR - CORPORATE RECRUITMENT & TRAINING

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Travel and training	66,000	66,000	0	0.00%
Materials and supplies	150	0	(150)	-100.00%
	66,150	66,000	(150)	-0.23%
	66,150	66,000	(150)	-0.23%
TAX LEVY	66,150	66,000	(150)	-0.23%



2021 Budget

CORPORATE SERVICES - HR - RETIREE BENEFITS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Benefits	745,500	745,500	0	0.00%
	745,500	745,500	0	0.00%
	745,500	745,500	0	0.00%
TAX LEVY	745,500	745,500	0	0.00%



2021 Budget

CORPORATE SERVICES - HR - EMPLOYEE ASSISTANCE PROGRAM

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Purchased and contracted services				
	30,000	18,000	(12,000)	-40.00%
	30,000	18,000	(12,000)	-40.00%
	30,000	18,000	(12,000)	-40.00%
TAX LEVY	30,000	18,000	(12,000)	-40.00%



2021 Budget

CORPORATE SERVICES - HR - DISABLED PREMIUMS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Benefits	3,565	3,565	0	0.00%
	3,565	3,565	0	0.00%
	3,565	3,565	0	0.00%
TAX LEVY	3,565	3,565	0	0.00%



2021 Budget

CORPORATE SERVICES - HR - LEADERSHIP PERFORMANCE

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
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%
TAX LEVY	22,550	22,550	0	0.00%



2021 Budget

CORPORATE SERVICES - HR - GENERAL HEALTH & SAFETY

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Travel and training	10,000	10,000	0	0.00%
Materials and supplies	10,000	10,000	0	0.00%
Capital expense	17,200	17,200	0	0.00%
	37,200	37,200	0	0.00%
TAX LEVY	37,200	37,200	0	0.00%

FIRE SERVICES

The Sault Ste. Marie Fire Services enters the 2021 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.



FIRE SERVICES OVERVIEW

- Administration- 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.
- Fire Operations- Consists of Platoon Chiefs, Captains, Firefighters, Training Officer & Communications Operator. 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 compliance to standards for training through the Ministry of Labor, Ontario Fire College and the Ontario Fire Marshall.



- Fire Prevention and Public Education and Emergency Management is overseen by Deputy Chief and consists of Fire Prevention Officers, Public Education Officer and Community Emergency Management Coordinator (CEMC). 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. The CEMC coordinates and develops the City's Emergency Plan.

- Support Services is overseen by the Assistant Chief of Support Service and consists of Mechanical Officer and Mechanics. 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.

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".

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".

Values- Public Safety, Firefighter Safety, Customer Service, Integrity and Honesty

2021 Budget

FIRE SERVICES

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	252,142	250,438	(1,704)	-0.68%
Other income	2,700	3,000	300	11.11%
	254,842	253,438	(1,404)	-0.55%
EXPENDITURES				
Salaries	10,298,901	10,753,511	454,610	4.41%
Benefits	3,061,275	3,323,669	262,394	8.57%
	13,360,176	14,077,180	717,004	5.37%
Travel and training	116,220	116,220	0	0.00%
Vehicle allowance, maintenance and repairs	145,929	162,440	16,511	11.31%
Utilities and Fuel	264,989	249,100	(15,889)	-6.00%
Materials and supplies	80,600	119,200	38,600	47.89%
Maintenance and repairs	110,771	135,709	24,938	22.51%
Financial expenses	2,500	2,500	0	0.00%
Purchased and contracted services	18,400	18,200	(200)	-1.09%
Transfer to own funds	303,000	306,030	3,030	1.00%
Capital expense	60,566	60,566	0	0.00%
	1,102,975	1,169,965	66,990	6.07%
	14,463,151	15,247,145	783,994	5.42%
TAX LEVY	14,208,309	14,993,707	785,398	5.53%



2021 Budget

FIRE - COMMUNITY EMERGENCY MANAGEMENT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Other income	2,000	2,000	0	0.00%
	<u>2,000</u>	<u>2,000</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	89,329	89,329	0	0.00%
Benefits	23,682	23,433	(249)	-1.05%
	<u>113,011</u>	<u>112,762</u>	<u>(249)</u>	<u>-0.22%</u>
Travel and training	2,000	2,000	0	0.00%
Vehicle allowance, maintenance and repairs	200	100	(100)	-50.00%
Materials and supplies	8,385	8,685	300	3.58%
Purchased and contracted services	3,200	3,000	(200)	-6.25%
	<u>13,785</u>	<u>13,785</u>	<u>0</u>	<u>0.00%</u>
	<u>126,796</u>	<u>126,547</u>	<u>(249)</u>	<u>-0.20%</u>
TAX LEVY	124,796	124,547	(249)	-0.20%
Full Time Positions	1.0	1.0	-	-
Part Time Hours	-	-	-	-

2021 Budget

FIRE - ADMINISTRATION

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
Fees and user charges	252,142	250,438	(1,704)	-0.68%
Other income	700	1,000	300	42.86%
	252,842	251,438	(1,404)	-0.56%
EXPENDITURES				
Salaries	702,691	737,586	34,895	4.97%
Benefits	880,621	884,885	4,264	0.48%
	1,583,312	1,622,471	39,159	2.47%
Travel and training	114,220	114,220	0	0.00%
Utilities and Fuel	190,989	175,100	(15,889)	-8.32%
Materials and supplies	35,135	88,435	53,300	151.70%
Maintenance and repairs	108,271	117,320	9,049	8.36%
Financial expenses	2,500	2,500	0	0.00%
Purchased and contracted services	1,200	1,200	0	0.00%
Transfer to own funds	303,000	306,030	3,030	1.00%
Capital expense	60,566	60,566	0	0.00%
	815,881	865,371	49,490	6.07%
	2,399,193	2,487,842	88,649	3.69%
TAX LEVY	2,146,351	2,236,404	90,053	4.20%
Full Time Positions	7.0	7.0	-	
Part Time Hours	-	-	-	



2021 Budget

FIRE - SUPPRESSION

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	8,418,493	8,810,773	392,280	4.66%
Benefits	1,903,452	2,020,341	116,889	6.14%
	10,321,945	10,831,114	509,169	4.93%
Materials and supplies	61,380	61,380	0	0.00%
	61,380	61,380	0	0.00%
	10,383,325	10,892,494	509,169	4.90%
TAX LEVY	10,383,325	10,892,494	509,169	4.90%
Full Time Positions	77.0	77.0	-	
Part Time Hours	-	-	-	



2021 Budget

FIRE - PREVENTION

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	654,409	669,214	14,805	2.26%
Benefits	152,022	158,886	6,864	4.52%
	806,431	828,100	21,669	2.69%
Materials and supplies	14,400	14,400	0	0.00%
Purchased and contracted services	14,000	14,000	0	0.00%
	28,400	28,400	0	0.00%
	834,831	856,500	21,669	2.60%
TAX LEVY	834,831	856,500	21,669	2.60%
Full Time Positions	6.0	6.0	-	
Part Time Hours	-	-	-	



2021 Budget

FIRE - SUPPORT SERVICES

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	410,459	438,769	28,310	6.90%
Benefits	99,271	105,371	6,100	6.14%
	509,730	544,140	34,410	6.75%
Vehicle allowance, maintenance and repairs	145,729	162,340	16,611	11.40%
Utilities and Fuel	74,000	74,000	0	0.00%
Materials and supplies	(38,700)	(53,700)	(15,000)	38.76%
Maintenance and repairs	2,500	18,389	15,889	635.56%
	183,529	201,029	17,500	9.54%
	693,259	745,169	51,910	7.49%
TAX LEVY	693,259	745,169	51,910	7.49%
Full Time Positions	4.0	4.0	-	
Part Time Hours	-	1,220.0	1,220.0	



2021 Budget

FIRE - SUMMER CAREER

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	23,520	7,840	(15,680)	-66.67%
Benefits	2,227	753	(1,474)	-66.19%
	25,747	8,593	(17,154)	-66.63%
	25,747	8,593	(17,154)	-66.63%
TAX LEVY	25,747	8,593	(17,154)	-66.63%
Full Time Positions	-	-	-	
Part Time Hours	1,830.0	610.0	(1,220.0)	



2021 Budget

FIRE - OTHER (EMS WSIB)

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Benefits		130,000	130,000	0.00%
	0	130,000	130,000	0.00%
	0	130,000	130,000	0.00%
TAX LEVY	0	130,000	130,000	0.00%

LEGAL DEPARTMENT

The Legal Department consists of two divisions, Legal and Provincial Offences.

Legal Administration

The Legal Department consists of two lawyers, the City Solicitor, and the Assistant City Solicitor/Senior Litigation Counsel, a department Supervisor, Risk Manager and three (3) Clerical Staff. The Prosecutor has provided part-time assistance in this department in the past. In 2020, with the pandemic closing the Provincial Offences Court ("POA"), the prosecutor has been working full time as an additional lawyer in this office.

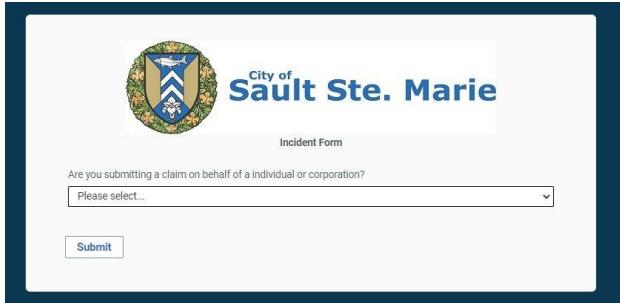
The Legal Department provides a broad range of legal and reference services to all branches of the City's operations. The service involves not only responding to immediate ongoing needs for legal services and advice but also involves the reduction of potential liability by identifying possible problem areas and planned legislation. The Legal Department's responsibilities also include representation at various tribunals and court proceedings, preparing and reviewing all agreements, memoranda of understanding, and by-laws, providing legal opinions as well as opinions with respect to claims and Freedom of Information ("FOI") requests. As well, the department manages 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 sell the City's surplus property;
- 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.

Insurance

Responsible for all types of insurance purchased by the City including: commercial general liability coverage; property of every description (including buildings, contents and equipment); cyber insurance (including ransomware and privacy breach response services); comprehensive crime insurance (protection against employee dishonesty, fraud, theft, and forgery); boiler and machinery; automobile insurance; errors and omissions; environmental liability; conflict of interest; and umbrella liability.



The screenshot shows the 'Incident Form' page of the City of Sault Ste. Marie website. At the top is the city's logo and name. Below it is a question: 'Are you submitting a claim on behalf of an individual or corporation?' with a dropdown menu labeled 'Please select...'. At the bottom is a 'Submit' button.

On February 28, 2020, the City entered the final year of its current 3-year insurance program with AON Insurance in partnership with Algoma Insurance Brokers. Legal has recommended and Council approved the issuance of a new Request for Proposal for the February 28, 2021-2024 period. The RFP closes November 13, 2020 with submissions due November 26, 2020. Staff will recommend one of the proponents to City Council in January 2021.

Given the challenges facing Canada's municipal insurance market, Legal is not able to provide information at this time as to final cost of the City's insurance premium for the period commencing February 28, 2021.

Provincial Offences Office Administration

Ticket Payments - Parking and Provincial Offences



The POA Division is comprised of three Court Administrators/Cashiers, one Court Administrator Enforcement Clerk/Court Reporter, one Prosecution assistant, the Court Liaison Supervisor, and the Prosecutor (who works both in the Legal Department and Provincial Offences Court).

The City of Sault Ste. Marie currently has the responsibility for the delivery of administrative, prosecutorial and court support functions of Part I and Part II Provincial Offences, as well as Part III prosecutions for Building and Fire Code matters. This represents approximately 15,000 to 18,000 charges a year. Part III new matters in 2018 were 12,298 and in 2019, 8,541. The download of all Part III offences from the Province to the City has not taken place yet, likely due to the pandemic, however we are advised that the download will happen. 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.

Part III 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 POA office is required to operate the POA courts under the guidelines and regulations of the Ministry of Attorney General.

Due to the COVID-19 pandemic, the court closed on March 16, 2020 and remains so to present. Currently, we are only dealing with guilty pleas and early resolutions. To date, when the courts resume again in January 2021, there will be a large backlog to clear. Currently, there are 624 Part 1 matters, 27 Part 2 matters, 216 Part 3 matters under the Building Code Act; and 402 Part 3 matters waiting to be dealt with.

The Court normally 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.

Two Service Level Change Requests Required for 2021

Due to expanding and additional departments within the City, for example, FutureSSM, EDC and TourismSSM, the work load in legal has increased. As well the department has taken on additional hearings in 2020, which will continue into 2021, construction lien matters for the first time and provided support for Police Services. This has meant additional workloads, as well as dealing with provincial emergency orders during the pandemic and providing advice regarding same. As such, in order to meet service level requirements a third lawyer was added to the department by bringing the prosecutor into the legal office to assist. In order to maintain current service levels, the department needs to maintain the third lawyer. As such, the POA division will require a new prosecutor. The current prosecutor would then work full time in the legal department and provide back-up assistance to the prosecutor. Currently there is no back-up for our prosecutor to cover off sick days, vacation or conflicts, this is currently being covered by hiring outside local lawyers to provide that service on an hourly cost basis.

The Operating Request is being made for a prosecutor so we can maintain the current working complement in the legal department.

POA and COVID-19

The Ministry of the Attorney General (“MAG”) required numerous changes to be made to the physical court and waiting areas. These physical changes have been made. One of the requirements still needed for when Court resumes, is to provide for a security officer. The duties of the officer will be to ensure the flow of traffic with the public is done as COVID rules require, as well as to maintain minimum physical distancing requirements for the health and safety of court staff and to provide enhanced cleaning of the court room after each hearing.

2021 Budget

LEGAL DEPARTMENT

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
Fees and user charges	1,767,019	1,770,434	3,415	0.19%
Government grants (including OMPF)	27,518		(27,518)	-100.00%
	<u>1,794,537</u>	<u>1,770,434</u>	<u>(24,103)</u>	<u>-1.34%</u>
EXPENDITURES				
Salaries	1,135,535	1,112,443	(23,092)	-2.03%
Benefits	292,617	284,197	(8,420)	-2.88%
	<u>1,428,152</u>	<u>1,396,640</u>	<u>(31,512)</u>	<u>-2.21%</u>
Travel and training	25,335	25,335	0	0.00%
Materials and supplies	79,730	79,730	0	0.00%
Maintenance and repairs	2,146	2,170	24	1.12%
Rents and leases	78,802	79,302	500	0.63%
Taxes and licenses	1,438,464	1,753,305	314,841	21.89%
Purchased and contracted services	322,370	347,398	25,028	7.76%
Capital expense	8,000	8,000	0	0.00%
	<u>1,954,847</u>	<u>2,295,240</u>	<u>340,393</u>	<u>17.41%</u>
	<u>3,382,999</u>	<u>3,691,880</u>	<u>308,881</u>	<u>9.13%</u>
TAX LEVY	1,588,462	1,921,446	332,984	20.96%

2021 Budget

LEGAL - ADMINISTRATION

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
Fees and user charges	417,019	420,434	3,415	0.82%
Government grants (including OMPF)	27,518	0	(27,518)	-100.00%
	444,537	420,434	(24,103)	-5.42%
EXPENDITURES				
Salaries	683,867	650,768	(33,099)	-4.84%
Benefits	173,986	162,928	(11,058)	-6.36%
	857,853	813,696	(44,157)	-5.15%
Travel and training	11,000	11,000	0	0.00%
Materials and supplies	27,445	27,445	0	0.00%
Purchased and contracted services	11,870	12,050	180	1.52%
Capital expense	2,500	2,500	0	0.00%
	52,815	52,995	180	0.34%
	910,668	866,691	(43,977)	-4.83%
TAX LEVY	466,131	446,257	(19,874)	-4.26%
Full Time Positions	8.0	7.0	(1.0)	
Part Time Hours	610.0	610.0	-	
Note: 1 less FTE in 2021 - Articling Intern position				



2021 Budget

LEGAL - CITY OWNED LAND

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Maintenance and repairs	2,146	2,170	24	1.12%
Rents and leases	14,000	14,000	0	0.00%
Taxes and licenses	300	120	(180)	-60.00%
	16,446	16,290	(156)	-0.95%
	16,446	16,290	(156)	-0.95%
TAX LEVY	16,446	16,290	(156)	-0.95%



2021 Budget

LEGAL - INSURANCE

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Taxes and licenses	1,438,164	1,753,185	315,021	21.90%
	1,438,164	1,753,185	315,021	21.90%
	1,438,164	1,753,185	315,021	21.90%
TAX LEVY	1,438,164	1,753,185	315,021	21.90%



2021 Budget

LEGAL - PROVINCIAL OFFENCES ACT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	1,350,000	1,350,000	0	0.00%
	<u>1,350,000</u>	<u>1,350,000</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	451,668	461,675	10,007	2.22%
Benefits	118,631	121,269	2,638	2.22%
	<u>570,299</u>	<u>582,944</u>	<u>12,645</u>	<u>2.22%</u>
Travel and training	14,335	14,335	0	0.00%
Materials and supplies	52,285	52,285	0	0.00%
Rents and leases	64,802	65,302	500	0.77%
Purchased and contracted services	310,500	335,348	24,848	8.00%
Capital expense	5,500	5,500	0	0.00%
	<u>447,422</u>	<u>472,770</u>	<u>25,348</u>	<u>5.67%</u>
	<u>1,017,721</u>	<u>1,055,714</u>	<u>37,993</u>	<u>3.73%</u>
TAX LEVY	(332,279)	(294,286)	37,993	-11.43%
Full Time Positions	7.0	7.0	-	
Part Time Hours	610.0	610.0	-	

PUBLIC WORKS AND ENGINEERING SERVICES

PW OPERATIONS



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

Administration

- Provides administration for union and non-union employees including salaries, benefits along with WSIB. Health and safety responsibilities including worker training is included in this division.

Works

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

Buildings and Equipment

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

Parks

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

Traffic & Communication

- Maintains 76 signalized intersections
- Approximately 530 km of line painting
- 22,000+ signs
- This Division also manages the Carpentry team



Waste Management

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



ENGINEERING 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 building, and management of the corporate telephone system.

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.

2021 Budget

PUBLIC WORKS AND ENGINEERING

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	3,455,659	3,443,387	(12,272)	-0.36%
Government grants (including OMPF)	664,013	698,769	34,756	5.23%
Contribution from own funds	5,000	5,000	0	0.00%
Other income	75,000	75,000	0	0.00%
	4,199,672	4,222,156	22,484	0.54%
EXPENDITURES				
Salaries	18,508,964	18,566,059	57,095	0.31%
Benefits	5,116,965	5,177,743	60,778	1.19%
	23,625,929	23,743,802	117,873	0.50%
Travel and training	85,926	117,846	31,920	37.15%
Vehicle allowance, maintenance and repairs	2,632,188	2,467,120	(165,068)	-6.27%
Utilities and Fuel	6,987,530	7,089,400	101,870	1.46%
Materials and supplies	3,658,299	3,663,105	4,806	0.13%
Maintenance and repairs	199,140	201,940	2,800	1.41%
Taxes and licenses	124,715	97,455	(27,260)	-21.86%
Financial expenses	5,518	5,518	0	0.00%
Purchased and contracted services	7,050,675	7,279,960	229,285	3.25%
Transfer to own funds	3,732,846	4,023,435	290,589	7.78%
Capital expense	94,618	97,018	2,400	2.54%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	24,351,325	24,822,667	471,342	1.94%
	47,977,254	48,566,469	589,215	1.23%
TAX LEVY	43,777,582	44,344,313	566,731	1.29%

2021 Budget

PUBLIC WORKS

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
Fees and user charges	2,249,886	2,226,181	(23,705)	-1.05%
Government grants (including OMPF)	634,013	668,769	34,756	5.48%
Contribution from own funds	5,000	5,000	0	0.00%
Other income	75,000	75,000	0	0.00%
	2,963,899	2,974,950	11,051	0.37%
EXPENDITURES				
Salaries	15,437,391	15,466,085	28,694	0.19%
Benefits	4,374,324	4,408,476	34,152	0.78%
	19,811,715	19,874,561	62,846	0.32%
Travel and training	58,070	88,990	30,920	53.25%
Vehicle allowance, maintenance and repairs	2,605,677	2,437,520	(168,157)	-6.45%
Utilities and Fuel	1,626,188	1,626,188	0	0.00%
Materials and supplies	3,428,283	3,437,858	9,575	0.28%
Taxes and licenses	124,715	97,455	(27,260)	-21.86%
Financial expenses	5,000	5,000	0	0.00%
Purchased and contracted services	3,348,217	3,505,652	157,435	4.70%
Transfer to own funds	2,307,149	2,600,156	293,007	12.70%
Capital expense	46,600	46,600	0	0.00%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	13,329,769	13,625,289	295,520	2.22%
	33,141,484	33,499,850	358,366	1.08%
TAX LEVY	30,177,585	30,524,900	347,315	1.15%



2021 Budget

PUBLIC WORKS - OPERATIONS (ADMINISTRATION/SUPERVISION/OVERHEAD)

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	2,388,390	2,456,445	68,055	2.85%
Benefits	602,828	621,568	18,740	3.11%
	2,991,218	3,078,013	86,795	2.90%
Travel and training	23,000	33,920	10,920	47.48%
Vehicle allowance, maintenance and repairs	55,000	55,000	0	0.00%
	78,000	88,920	10,920	14.00%
	3,069,218	3,166,933	97,715	3.18%
TAX LEVY	3,069,218	3,166,933	97,715	3.18%
Full Time Positions (all Works)	116.0	116.0	-	
Part Time Hours	6,100.0	6,100.0	-	



2021 Budget

PUBLIC WORKS - ROADWAYS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	49,831	50,342	511	1.03%
	<u>49,831</u>	<u>50,342</u>	<u>511</u>	<u>1.03%</u>
EXPENDITURES				
Salaries	1,288,439	1,272,114	(16,325)	-1.27%
Benefits	340,745	339,657	(1,088)	-0.32%
	<u>1,629,184</u>	<u>1,611,771</u>	<u>(17,413)</u>	<u>-1.07%</u>
Vehicle allowance, maintenance and repairs	845,200	845,200	0	0.00%
Materials and supplies	897,144	897,144	0	0.00%
Purchased and contracted services	11,500	11,500	0	0.00%
Less: recoverable costs	(5,000)	(5,000)	0	0.00%
	<u>1,748,844</u>	<u>1,748,844</u>	<u>0</u>	<u>0.00%</u>
	<u>3,378,028</u>	<u>3,360,615</u>	<u>(17,413)</u>	<u>-0.52%</u>
TAX LEVY	3,328,197	3,310,273	(17,924)	-0.54%

2021 Budget

PUBLIC WORKS - SIDEWALKS (INCLUDING WINTER CONTROL)

	2020 BUDGET	2021 BUDGET	\$		%			
			Change	Change	(2020 to 2021)			
			(2020 to 2021)	(2020 to 2021)				
REVENUE								
EXPENDITURES								
Salaries	438,279	432,725	(5,554)	-1.27%				
Benefits	115,908	115,539	(369)	-0.32%				
	554,187	548,264	(5,923)	-1.07%				
Vehicle allowance, maintenance and repairs	328,090	328,090	0	0.00%				
Materials and supplies	79,790	80,740	950	1.19%				
Purchased and contracted services	1,000	850	(150)	-15.00%				
	408,880	409,680	800	0.20%				
	963,067	957,944	(5,123)	-0.53%				
TAX LEVY	963,067	957,944	(5,123)	-0.53%				

2021 Budget

PUBLIC WORKS - WINTER CONTROL - ROADWAYS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	67,965	67,965	0	0.00%
	<u>67,965</u>	<u>67,965</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	2,386,553	2,356,315	(30,238)	-1.27%
Benefits	631,156	629,142	(2,014)	-0.32%
	<u>3,017,709</u>	<u>2,985,457</u>	<u>(32,252)</u>	<u>-1.07%</u>
Vehicle allowance, maintenance and repairs	3,121,312	2,944,750	(176,562)	-5.66%
Materials and supplies	1,219,295	1,233,495	14,200	1.16%
Purchased and contracted services	5,500	5,500	0	0.00%
Less: recoverable costs	(40,000)	(40,000)	0	0.00%
	<u>4,306,107</u>	<u>4,143,745</u>	<u>(162,362)</u>	<u>-3.77%</u>
	<u>7,323,816</u>	<u>7,129,202</u>	<u>(194,614)</u>	<u>-2.66%</u>
TAX LEVY	7,255,851	7,061,237	(194,614)	-2.68%

2021 Budget

PUBLIC WORKS - SANITARY SEWERS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	37,090	37,874	784	2.11%
	<u>37,090</u>	<u>37,874</u>	<u>784</u>	<u>2.11%</u>
EXPENDITURES				
Salaries	830,543	821,907	(8,636)	-1.04%
Benefits	219,640	219,443	(197)	-0.09%
	<u>1,050,183</u>	<u>1,041,350</u>	<u>(8,833)</u>	<u>-0.84%</u>
Travel and training	0	20,000	20,000	0.00%
Vehicle allowance, maintenance and repairs	403,210	403,210	0	0.00%
Utilities and Fuel	41,659	41,659	0	0.00%
Materials and supplies	390,195	390,195	0	0.00%
Purchased and contracted services	128,060	148,500	20,440	15.96%
	<u>963,124</u>	<u>1,003,564</u>	<u>40,440</u>	<u>4.20%</u>
	<u>2,013,307</u>	<u>2,044,914</u>	<u>31,607</u>	<u>1.57%</u>
TAX LEVY	1,976,217	2,007,040	30,823	1.56%

2021 Budget

PUBLIC WORKS - STORM SEWERS

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	265,080	262,324	(2,756)	-1.04%
Benefits	70,102	70,038	(64)	-0.09%
	335,182	332,362	(2,820)	-0.84%
Vehicle allowance, maintenance and repairs	178,850	178,850	0	0.00%
Utilities and Fuel	920	920	0	0.00%
Materials and supplies	102,305	103,330	1,025	1.00%
Purchased and contracted services	3,522	3,522	0	0.00%
	285,597	286,622	1,025	0.36%
	620,779	618,984	(1,795)	-0.29%
TAX LEVY	620,779	618,984	(1,795)	-0.29%



2021 Budget

PUBLIC WORKS - TRAFFIC & COMMUNICATIONS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	687,247	691,941	4,694	0.68%
Benefits	173,946	176,612	2,666	1.53%
	861,193	868,553	7,360	0.85%
Travel and training	5,000	5,000	0	0.00%
Vehicle allowance, maintenance and repairs	107,440	107,440	0	0.00%
Utilities and Fuel	55,272	50,272	(5,000)	-9.05%
Materials and supplies	128,050	122,910	(5,140)	-4.01%
Taxes and licenses	45,000	45,000	0	0.00%
Purchased and contracted services	325,000	437,000	112,000	34.46%
Transfer to own funds	50,000	50,500	500	1.00%
Capital expense	44,100	44,100	0	0.00%
	759,862	862,222	102,360	13.47%
	1,621,055	1,730,775	109,720	6.77%
TAX LEVY	1,621,055	1,730,775	109,720	6.77%
Full Time Positions	9.0	9.0	-	
Part Time Hours	-	-	-	

2021 Budget

PUBLIC WORKS - CARPENTRY

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	588,845	615,981	27,136	4.61%
Benefits	150,373	156,582	6,209	4.13%
	739,218	772,563	33,345	4.51%
Travel and training	500	500	0	0.00%
Vehicle allowance, maintenance and repairs	15,490	15,490	0	0.00%
Materials and supplies	23,510	19,980	(3,530)	-15.01%
Less: recoverable costs	(135,130)	(135,130)	0	0.00%
	(95,630)	(99,160)	(3,530)	3.69%
	643,588	673,403	29,815	4.63%
TAX LEVY	643,588	673,403	29,815	4.63%
Full Time Positions	8.0	8.0	-	
Part Time Hours	-	-	-	



2021 Budget

PUBLIC WORKS - ADMINISTRATION

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	833,010	842,742	9,732	1.17%
Benefits	673,517	676,919	3,402	0.51%
	1,506,527	1,519,661	13,134	0.87%
Travel and training	4,500	4,500	0	0.00%
Vehicle allowance, maintenance and repairs	14,700	14,700	0	0.00%
Materials and supplies	88,180	87,130	(1,050)	-1.19%
Purchased and contracted services	21,600	21,600	0	0.00%
Capital expense	2,500	2,500	0	0.00%
	131,480	130,430	(1,050)	-0.80%
	1,638,007	1,650,091	12,084	0.74%
TAX LEVY	1,638,007	1,650,091	12,084	0.74%
Full Time Positions	9.0	9.0	-	
Part Time Hours	-	-	-	



2021 Budget

PUBLIC WORKS - BUILDINGS & EQUIPMENT

	2020 BUDGET	2021 BUDGET	\$	
			Change	%
			(2020 to 2021)	(2020 to 2021)
REVENUE				
Salaries	2,180,081	2,131,760	(48,321)	-2.22%
Benefits	555,223	548,055	(7,168)	-1.29%
	2,735,304	2,679,815	(55,489)	-2.03%
Travel and training	12,600	12,600	0	0.00%
Vehicle allowance, maintenance and repairs	(3,751,056)	(3,742,651)	8,405	-0.22%
Utilities and Fuel	1,414,201	1,419,201	5,000	0.35%
Materials and supplies	155,460	157,010	1,550	1.00%
Purchased and contracted services	150,422	155,422	5,000	3.32%
Transfer to own funds	1,500,768	1,515,776	15,008	1.00%
	(517,605)	(482,642)	34,963	-6.75%
	2,217,699	2,197,173	(20,526)	-0.93%
TAX LEVY				
Full Time Positions	2,217,699	2,197,173	(20,526)	-0.93%
Part Time Hours	-	-	-	



2021 Budget

PUBLIC WORKS - WASTE MANAGEMENT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	2,095,000	2,070,000	(25,000)	-1.19%
Government grants (including OMPF)	634,013	668,769	34,756	5.48%
Contribution from own funds	5,000	5,000	0	0.00%
Other income	75,000	75,000	0	0.00%
	2,809,013	2,818,769	9,756	0.35%
EXPENDITURES				
Salaries	1,421,466	1,431,695	10,229	0.72%
Benefits	362,855	367,959	5,104	1.41%
	1,784,321	1,799,654	15,333	0.86%
Travel and training	3,000	3,000	0	0.00%
Vehicle allowance, maintenance and repairs	985,671	985,671	0	0.00%
Utilities and Fuel	47,817	47,817	0	0.00%
Materials and supplies	76,000	76,000	0	0.00%
Taxes and licenses	79,715	52,455	(27,260)	-34.20%
Financial expenses	5,000	5,000	0	0.00%
Purchased and contracted services	2,520,253	2,521,398	1,145	0.05%
Transfer to own funds	756,381	1,033,880	277,499	36.69%
	4,473,837	4,725,221	251,384	5.62%
	6,258,158	6,524,875	266,717	4.26%
TAX LEVY	3,449,145	3,706,106	256,961	7.45%
Full Time Positions	20.0	20.0	-	
Part Time Hours	1,220.0	1,220.0	-	

2021 Budget

PUBLIC WORKS - PARKS OPERATIONS

	2020 BUDGET	2021 BUDGET	\$	
			Change	%
			(2020 to 2021)	(2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	2,129,458	2,150,136	20,678	0.97%
Benefits	478,031	486,962	8,931	1.87%
	2,607,489	2,637,098	29,609	1.14%
Travel and training	9,470	9,470	0	0.00%
Vehicle allowance, maintenance and repairs	301,770	301,770	0	0.00%
Utilities and Fuel	66,319	66,319	0	0.00%
Materials and supplies	268,354	269,924	1,570	0.59%
Purchased and contracted services	181,360	200,360	19,000	10.48%
Less: recoverable costs	(40,000)	(40,000)	0	0.00%
	787,273	807,843	20,570	2.61%
	3,394,762	3,444,941	50,179	1.48%
TAX LEVY				
	3,394,762	3,444,941	50,179	1.48%
Full Time Positions	25.0	25.0	-	
Part Time Hours	32,330.0	32,330.0	-	

2021 Budget

ENGINEERING

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
Fees and user charges	1,205,773	1,217,206	11,433	0.95%
Government grants (including OMPF)	30,000	30,000	0	0.00%
	1,235,773	1,247,206	11,433	0.93%
EXPENDITURES				
Salaries	3,071,573	3,099,974	28,401	0.92%
Benefits	742,641	769,267	26,626	3.59%
	3,814,214	3,869,241	55,027	1.44%
Travel and training	27,856	28,856	1,000	3.59%
Vehicle allowance, maintenance and repairs	26,511	29,600	3,089	11.65%
Utilities and Fuel	5,361,342	5,463,212	101,870	1.90%
Materials and supplies	230,016	225,247	(4,769)	-2.07%
Maintenance and repairs	199,140	201,940	2,800	1.41%
Financial expenses	518	518	0	0.00%
Purchased and contracted services	3,702,458	3,774,308	71,850	1.94%
Transfer to own funds	1,425,697	1,423,279	(2,418)	-0.17%
Capital expense	48,018	50,418	2,400	5.00%
	11,021,556	11,197,378	175,822	1.60%
	14,835,770	15,066,619	230,849	1.56%
TAX LEVY	13,599,997	13,819,413	219,416	1.61%



2021 Budget

ENGINEERING - BUILDING INSPECTION

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	1,195,769	1,207,198	11,429	0.96%
	<u>1,195,769</u>	<u>1,207,198</u>	<u>11,429</u>	<u>0.96%</u>
EXPENDITURES				
Salaries	739,454	762,189	22,735	3.07%
Benefits	179,306	185,267	5,961	3.32%
	<u>918,760</u>	<u>947,456</u>	<u>28,696</u>	<u>3.12%</u>
Travel and training	13,856	14,856	1,000	7.22%
Vehicle allowance, maintenance and repairs	7,404	11,010	3,606	48.70%
Utilities and Fuel	10,000	7,270	(2,730)	-27.30%
Materials and supplies	73,086	71,316	(1,770)	-2.42%
Financial expenses	518	518	0	0.00%
Transfer to own funds	85,697	70,279	(15,418)	-17.99%
Capital expense	7,018	7,018	0	0.00%
	<u>197,579</u>	<u>182,267</u>	<u>(15,312)</u>	<u>-7.75%</u>
	<u>1,116,339</u>	<u>1,129,723</u>	<u>13,384</u>	<u>1.20%</u>
TAX LEVY				
	(79,430)	(77,475)	1,955	-2.46%
Full Time Positions	10.0	10.0	-	
Part Time Hours	610.0	610.0	-	



2021 Budget

ENGINEERING - BY-LAW ENFORCEMENT

	2020 BUDGET	2021 BUDGET	\$			
			Change	%		
			(2020 to 2021)	(2020 to 2021)		
REVENUE						
EXPENDITURES						
Salaries	205,946	209,827	3,881	1.88%		
Benefits	50,257	51,114	857	1.71%		
	256,203	260,941	4,738	1.85%		
Travel and training	2,000	2,000	0	0.00%		
Vehicle allowance, maintenance and repairs	3,577	3,010	(567)	-15.85%		
Utilities and Fuel	4,000	4,000	0	0.00%		
Materials and supplies	8,979	8,179	(800)	-8.91%		
Capital expense	0	1,400	1,400	0.00%		
	18,556	18,589	33	0.18%		
	274,759	279,530	4,771	1.74%		
TAX LEVY	274,759	279,530	4,771	1.74%		
Full Time Positions	3.0	3.0	-			
Part Time Hours	610.0	610.0	-			

2021 Budget

ENGINEERING - DESIGN

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	1,523,314	1,544,752	21,438	1.41%
Benefits	352,980	360,580	7,600	2.15%
	1,876,294	1,905,332	29,038	1.55%
Vehicle allowance, maintenance and repairs	15,330	15,480	150	0.98%
Utilities and Fuel	13,500	13,500	0	0.00%
Materials and supplies	36,070	36,070	0	0.00%
Purchased and contracted services	30,000	30,000	0	0.00%
Transfer to own funds	40,000	40,000	0	0.00%
Capital expense	36,500	36,500	0	0.00%
	171,400	171,550	150	0.09%
	2,047,694	2,076,882	29,188	1.43%
TAX LEVY	2,047,694	2,076,882	29,188	1.43%
Full Time Positions	18.0	18.0	-	
Part Time Hours	3,050.0	3,050.0	-	

2021 Budget

ENGINEERING - ADMINISTRATION

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	10,004	10,008	4	0.04%
Government grants (including OMPF)	30,000	30,000	0	0.00%
	40,004	40,008	4	0.01%
EXPENDITURES				
Salaries	120,783	123,891	3,108	2.57%
Benefits	41,371	44,423	3,052	7.38%
	162,154	168,314	6,160	3.80%
Travel and training	12,000	12,000	0	0.00%
Vehicle allowance, maintenance and repairs	200	100	(100)	-50.00%
Materials and supplies	27,712	26,812	(900)	-3.25%
Purchased and contracted services	100	100	0	0.00%
Capital expense	2,500	3,500	1,000	40.00%
	42,512	42,512	0	0.00%
	204,666	210,826	6,160	3.01%
TAX LEVY				
	164,662	170,818	6,156	3.74%
Full Time Positions	2.0	2.0	-	
Part Time Hours	610.0	610.0	-	

2021 Budget

ENGINEERING - BUILDING SERVICES

	2020 BUDGET	2021 BUDGET	\$ Change (2020 to 2021)	% Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Salaries	482,076	459,315	(22,761)	-4.72%
Benefits	118,727	127,883	9,156	7.71%
	<u>600,803</u>	<u>587,198</u>	<u>(13,605)</u>	<u>-2.26%</u>
Utilities and Fuel	393,992	393,992	0	0.00%
Materials and supplies	49,169	47,870	(1,299)	-2.64%
Maintenance and repairs	159,140	161,940	2,800	1.76%
Purchased and contracted services	152,358	197,358	45,000	29.54%
Capital expense	2,000	2,000	0	0.00%
	<u>756,659</u>	<u>803,160</u>	<u>46,501</u>	<u>6.15%</u>
	<u>1,357,462</u>	<u>1,390,358</u>	<u>32,896</u>	<u>2.42%</u>
TAX LEVY	<u>1,357,462</u>	<u>1,390,358</u>	<u>32,896</u>	<u>2.42%</u>
Full Time Positions	10.0	9.0	(1.0)	
Part Time Hours	3,861.0	610.0	(3,251.0)	



2021 Budget

ENGINEERING - HYDRANTS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Utilities and Fuel	1,212,400	1,317,000	104,600	8.63%
	1,212,400	1,317,000	104,600	8.63%
	1,212,400	1,317,000	104,600	8.63%
TAX LEVY	1,212,400	1,317,000	104,600	8.63%



2021 Budget

ENGINEERING - STREET LIGHTING

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Utilities and Fuel				
	1,915,780	1,915,780	0	0.00%
	1,915,780	1,915,780	0	0.00%
	1,915,780	1,915,780	0	0.00%
TAX LEVY	1,915,780	1,915,780	0	0.00%



2021 Budget

ENGINEERING - SEWAGE DISPOSAL SYSTEM

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Utilities and Fuel	1,811,670	1,811,670	0	0.00%
Materials and supplies	35,000	35,000	0	0.00%
Maintenance and repairs	40,000	40,000	0	0.00%
Purchased and contracted services	3,500,000	3,526,850	26,850	0.77%
	5,386,670	5,413,520	26,850	0.50%
	5,386,670	5,413,520	26,850	0.50%
TAX LEVY	5,386,670	5,413,520	26,850	0.50%



2021 Budget

ENGINEERING - ENVIRONMENTAL CLEANUP

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Purchased and contracted services				
	20,000	20,000	0	0.00%
	20,000	20,000	0	0.00%
	20,000	20,000	0	0.00%
TAX LEVY	20,000	20,000	0	0.00%



2021 Budget

ENGINEERING - MISCELLANEOUS CONSTRUCTION

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
EXPENDITURES				
Transfer to own funds	1,300,000	1,313,000	13,000	1.00%
	1,300,000	1,313,000	13,000	1.00%
	1,300,000	1,313,000	13,000	1.00%
TAX LEVY	1,300,000	1,313,000	13,000	1.00%



2021 Budget

LEVY BOARDS

	2020 <u>BUDGET</u>	2021 <u>BUDGET</u>	\$		%				
			Change (2020 to 2021)	Change (2020 to 2021)					
REVENUE									
EXPENDITURES									
Grants to others	21,319,218	21,653,329	334,111	1.57%					
	21,319,218	21,653,329	334,111	1.57%					
	21,319,218	21,653,329	334,111	1.57%					
TAX LEVY	21,319,218	21,653,329	334,111	1.57%					

2021 Budget

OUTSIDE AGENCIES & GRANTS TO OTHERS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	130,000	130,000	0	0.00%
Government grants (including OMPF)	200,000	200,000	0	0.00%
Contribution from own funds	90,000	(90,000)	-100.00%	
	420,000	330,000	(90,000)	-21.43%
EXPENDITURES				
Grants to others				
Police Services Board	27,539,145	29,570,897	2,031,752	7.38%
Library Board	2,790,524	2,818,429	27,905	1.00%
Art Gallery of Algoma	280,785	280,785	0	0.00%
SSM Museum	246,091	246,091	0	0.00%
Bush Plane Museum	175,000	175,000	0	0.00%
Cultural Recognition	1,500	1,500	0	0.00%
Crime Stoppers	25,000	25,000	0	0.00%
Algoma University	40,000	40,000	0	0.00%
Pee Wee Arena	19,551	21,077	1,526	7.81%
Other Sports	5,000	5,000	0	0.00%
Red Cross Grant	250,000	250,000	0	0.00%
Cultural Grants	104,500	104,500	0	0.00%
Innovation Centre	277,890	277,890	0	0.00%
Economic Diversification Project	500,000	500,000	0	0.00%
Physician Recruitment	220,000	180,000	(40,000)	-18.18%
Transfer to own funds	580,000	580,000	0	0.00%
	33,054,986	35,076,169	2,021,183	6.11%
	33,054,986	35,076,169	2,021,183	6.11%
TAX LEVY	32,634,986	34,746,169	2,111,183	6.47%

2021 Budget

CORPORATE - FINANCIALS

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Taxation (excluding levy)	2,178,438	2,178,438	0	0.00%
Payment in Lieu of taxes	4,347,584	4,480,756	133,172	3.06%
Fees and user charges	15,001,696	14,116,044	(885,652)	-5.90%
Government grants (including OMPF)	15,960,400	16,395,500	435,100	2.73%
Investment income	4,320,000	4,320,000	0	0.00%
Other income	2,530,000	1,540,000	(990,000)	-39.13%
	44,338,118	43,030,738	(1,307,380)	-2.95%
EXPENDITURES				
Benefits	20,000	20,000	0	0.00%
	20,000	20,000	0	0.00%
Materials and supplies	308,427	310,056	1,629	0.53%
Program expenses	760,095	472,988	(287,107)	-37.77%
Financial expenses	2,479,330	2,496,830	17,500	0.71%
Purchased and contracted services	11,000	11,000	0	0.00%
Grants to others	865	865	0	0.00%
Transfer to own funds	12,509,849	13,017,364	507,515	4.06%
	16,069,566	16,309,103	239,537	1.49%
	16,089,566	16,329,103	239,537	1.49%
TAX LEVY	(28,248,552)	(26,701,635)	1,546,917	-5.48%

2021 Budget

CAPITAL LEVY & DEBENTURE DEBT

	2020	2021	\$	%
	BUDGET	BUDGET	Change (2020 to 2021)	Change (2020 to 2021)
REVENUE				
Fees and user charges	350,000	350,000	0	0.00%
	<u>350,000</u>	<u>350,000</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Long term debt	2,875,685	1,795,301	(1,080,384)	-37.57%
Transfer to own funds	6,242,580	6,305,006	62,426	1.00%
	<u>9,118,265</u>	<u>8,100,307</u>	<u>(1,017,958)</u>	<u>-11.16%</u>
	<u>9,118,265</u>	<u>8,100,307</u>	<u>(1,017,958)</u>	<u>-11.16%</u>
TAX LEVY	8,768,265	7,750,307	(1,017,958)	-11.61%



2021 Budget

PRELIMINARY CAPITAL BUDGET

2021



2021 Budget

CAPITAL BUDGET SUMMARY 2021

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Long Term Debt
PUBLIC WORKS AND ENGINEERING SERVICES							
Roads/Bridges/Storm Sewer							
Third Line							
Connecting Link - Trunk/Black Road							
Mark Street							
Aqueducts/Bridges							
MacDonald Ave SWM							
Angelina Avenue							
Engineering - 2022							
Various Roads							
	\$ 15,624,228	\$ 6,305,006		\$ 400,000		\$ 8,919,222	

2021 Budget

CAPITAL BUDGET SUMMARY 2021

	Funding Source							
Project Cost	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Long Term Debt	
PUBLIC WORKS AND ENGINEERING SERVICES								
<i>Miscellaneous Construction</i>								
Asphalt/Surface Treatment	\$ 853,000							
Rear Yard Drainage	\$ 60,000							
Bridge/Aqueduct Rehabilitatio	\$ 200,000							
Environmental Assessments	\$ 150,000							
Emergency Repairs	\$ 50,000							
	\$ 1,313,000	\$ 1,313,000						
<i>Sanitary Sewer</i>								
East End Plant	\$ 2,000,000							
Miscellaneous Capital	\$ 235,000							
Emergency Repairs	\$ 600,000							
Pumping Stations	\$ 3,110,000							
SCADA	\$ 100,000							
Waste Water Treatment								
Plant Capital Maintenance	\$ 1,625,000							
Fleet	\$ 935,000							
	\$ 8,605,000				\$ 8,605,000			

2021 Budget

CAPITAL BUDGET SUMMARY 2021

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Long Term Debt
PUBLIC WORKS AND ENGINEERING SERVICES							
<i>Landfill</i>							
Upgrade/Replacement	\$ 1,000,000				\$ 1,000,000		
							Waste Disposal Site Reserve
<i>Landfill Fleet & Equipment</i>							
Bobcat tool cat litter pickup attachment							
Roll-off containers							
	\$ 95,000				\$ 95,000		
							Waste Disposal Site Reserve
<i>Public Works Fleet</i>							
Tandem Dump Sanders							
Factory Rebuild Trackless Unit (*Sole Source)							
4 Ton Asphalt Hot Box							
Articulating Wheeled loader							
4 door 1 Ton dump truck							
Sidewalk Sander							
1/2 ton pick-ups							
	\$ 1,145,000				\$ 1,145,000		
							PWT Equipment Reserve

2021 Budget

CAPITAL BUDGET SUMMARY 2021

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Long Term Debt
PUBLIC WORKS AND ENGINEERING SERVICES							
<i>Parks Fleet</i>							
Brush Chipper							
60" Deck Riding Mower							
Industrial Tractor							
	\$ 238,000				\$ 238,000		
					PWT Equipment Reserve		
<i>Other</i>							
Boardwalk Repairs	\$ 1,000,000		\$ 1,000,000				
Garage Building A	\$ 27,000				\$ 27,000		
Storage Garage G	\$ 25,000				\$ 25,000		
					Asset Management Reserve		
Survey Van	\$ 50,000				\$ 50,000		
					Engineering Equipment Reserve		
	\$ 1,102,000		\$ 1,000,000		\$ 102,000		
Total PWES	\$ 29,122,228	\$ 7,618,006	\$ -	\$ 1,000,000	\$ 9,005,000	\$ 2,580,000	\$ 8,919,222
							-

2021 Budget

CAPITAL BUDGET SUMMARY 2021

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Long Term Debt
COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES)							
<i>Transit</i>							
Replace 3 40' buses	\$ 1,725,000						
Replace 1 40' bus with 35' bus	\$ 565,000						
Replace 2 parabus with low floor unit	\$ 290,000						
New community buses	\$ 150,000						
Replace 1 transit vehicle	\$ 50,000						
Relocate downtown terminal	\$ 2,000,000						
Transit shelters installed	\$ 100,000						
	\$ 4,880,000	\$ 611,000	\$ 560,496		\$ 130,000	\$ 3,578,504	
				Transit Equipment Reserve			
<i>Growth Projects</i>							
Downtown plaza	\$ 500,000	\$ 500,000					

2021 Budget

CAPITAL BUDGET SUMMARY 2021

	Funding Source							
Project Cost	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Long Term Debt	
COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES)								
<i>Building Capital Maintenance</i>								
Roberta Bondar Park	\$ 159,000				\$ 159,000			
GFL Memorial Gardens - replace joint sealant	\$ 19,000				\$ 19,000			
John Rhodes Community Centre	\$ 309,286	\$ 118,286			\$ 191,000			
Northern Community Centre	\$ 8,000				\$ 8,000			
Seniors Drop-In	\$ 150,000				\$ 150,000			
Cemetery Mausoleum	\$ 55,000				\$ 55,000			
Ermatinger Old Stone House	\$ 70,000				\$ 50,000			
					Asset Management Reserve			
					\$ 20,000			
					Asbestos Abatement Reserve			
GFL Memorial Gardens - Memorial Tower rehabilitation	\$ 150,000				\$ 150,000			
					Facilities Maintenance Reserve			
	\$ 920,286	\$ 118,286	\$ -	\$ -	\$ -	\$ 802,000		
Total CDES	\$ 6,300,286	\$ 118,286	\$ 1,111,000	\$ 560,496	\$ -	\$ 932,000	\$ 3,578,504	

2021 Budget

CAPITAL BUDGET SUMMARY 2021

	Funding Source							
Project Cost	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Long Term Debt	
FIRE SERVICES								
<i>Building Capital Maintenance</i>								
Fire Station #1	\$ 5,500				\$ 5,500			
Fire Station #2	\$ 5,000				\$ 5,000			
Fire Station #3	\$ 5,000				\$ 5,000			
	\$ 15,500				\$ 15,500			
Asset Management Reserve								
<i>Fleet & Equipment</i>								
Rescue truck replacement	\$ 450,000				\$ 450,000			
						Fire Equipment Reserve		
NG 911	\$ 80,000		\$ 80,000					
Electronic fire extinguisher training tool	\$ 19,995	\$ 6,995			\$ 13,000			
	\$ 549,995	\$ 6,995			\$ 80,000	\$ 463,000	\$ -	\$ -
Total FIRE	\$ 565,495	\$ 6,995	\$ -	\$ 80,000	\$ -	\$ 478,500	\$ -	\$ -

2021 Budget

CAPITAL BUDGET SUMMARY 2021

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

CORPORATE / OUTSIDE AGENCIES

Building Capital Maintenance

Civic Centre - Sprinkler Syste	\$ 685,000				\$ 685,000		
Civic Centre - Loading Area	\$ 94,000				\$ 94,000		
Roof							
Civic Centre - front entrance redesign	\$ 246,000				\$ 246,000		
Civic Centre - replace ramp	\$ 113,000				\$ 113,000		
Civic Centre - replace air compressors	\$ 16,000				\$ 16,000		
Emergency Repairs / Contingency - All City Buildings	\$ 275,000				\$ 275,000		
Sault Ste. Marie Museum - accessible door to upper roof	\$ 5,000				\$ 5,000		
Sault Ste. Marie Museum - replace air handling unit	\$ 5,000				\$ 5,000		
Sault Ste. Marie Museum - windows	\$ 70,000				\$ 70,000		
Sault Ste. Marie Museum - brickwork	\$ 10,000				\$ 10,000		

Asset Management Reserve

2021 Budget

CAPITAL BUDGET SUMMARY 2021

	Funding Source							
Project Cost	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Long Term Debt	
CORPORATE / OUTSIDE AGENCIES								
<i>Building Capital Maintenance</i>								
Civic Centre - Lobby Redesign	\$ 385,000			\$ 385,000				
Civic Centre - Blinds	\$ 150,000					\$ 150,000		
Library - Main Branch	\$ 318,000					\$ 318,000		
	\$ 2,372,000			\$ 385,000		\$ 1,987,000		
<i>Equipment</i>								
Server and storage	\$ 75,000			\$ 75,000				
Folder stuffer replacement	\$ 15,000	\$ 15,000						
	\$ 90,000	\$ 15,000		\$ 75,000				
Total CORPORATE / OUTSIDE AGENCIES	\$ 2,462,000	\$ 15,000	\$ -	\$ 460,000	\$ -	\$ 1,987,000	\$ -	\$ -



2021 Budget

CAPITAL BUDGET SUMMARY 2021

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Long Term Debt
<hr/>							
TOTAL 2021 CAPITAL BUDGET	\$ 38,450,009	\$ 7,758,287	\$ 1,111,000	\$ 2,100,496	\$ 9,005,000	\$ 5,977,500	\$ 12,497,726 \$ -



2021 Budget

CAPITAL PRIORITIZATION 2021

EXISTING ASSETS

Rank	Department	Project Description	Total Cost
1	CD&ES - Transit	Buses, parabuses, transit supervisor vehicle, bus shelters, & relocation of downtown terminal	4,880,000
2	PW&ES - Building Services	Civic Centre lobby re-design for safe public interaction	385,000
3	Fire	Rescue truck replacement (in accordance with capital replacement schedule)	450,000
4	PW&ES - Engineering	Boardwalk repair (phase 2)	1,000,000
5	CS - IT	Server and storage	75,000
6	Fire	NG 911	80,000
7	PW&ES - Building Services	Supply & install blinds for all 6 levels of the Civic Centre	150,000
8	Fire	Electronic fire extinguisher training tool	19,995
9	PW&ES - Engineering	Survey van	50,000
10	CD&ES - Community Centres	Memorial Tower rehabilitation	150,000
11	CS - Clerks	Folder stuffer replacement	15,000
12	CD&ES - Community Centres	JRCC LED lighting project	118,286

GROWTH ASSETS

1	CD&ES - Planning	Downtown plaza	500,000
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2021 CAPITAL PRIORITIZATION RISKS

Existing Assets

Rank	Department	Description	Risk of Not Completing Project in 2021	Score
1	CD&ES - Transit	Buses, para buses, transit supervisor vehicle, bus shelters, & relocation of downtown terminal	<ul style="list-style-type: none"> Investing in Canada Infrastructure Program ICIP (prior-PTIF) funding of 73% available, opportunity forgone. 8 year expenditure plan in place (2019-2026 planned key projects for 2021: replace 3 40" buses, replace 1 40" with a 35", replace 2 para buses, replace 1 transit vehicle, relocate terminal, and replace 10 transit shelters). 	4.27
2	PW&ES - Building Services	Civic Centre lobby re-design for safe public interaction	<ul style="list-style-type: none"> The pandemic has accelerated the need to address long term access/security issues at Civic Centre. The lobby requires reconfiguration to better serve the public, improve visitor interactions/transactions, and provide a safe working environment for staff. The risk of not completing the work is ongoing security and pandemic related concerns. 	3.78
3	Fire	Rescue truck replacement (in accordance with capital replacement schedule)	<ul style="list-style-type: none"> Due to age of the current unit (1999), parts are difficult to source. NFPA 1901 Standard for Firefighting Apparatus states replacement of frontline Apparatus 12-15 years. Replacement guidelines are also provided by Fire Underwriters Survey (FUS). Not replacing unit could result in a change in the Municipalities Insurance rating. 	3.49
4	PW&ES - Engineering	Boardwalk repair (phase 2)	<ul style="list-style-type: none"> The shoreline beneath the waterfront boardwalk has failed prematurely due to high water levels, placing the boardwalk and hub trail at risk. Phase 1 will be completed in 2020. The cost of Phase 2 is estimated to be \$1M. The risk of not completing this work is ongoing long term closures of the boardwalk and adjacent trail. 	3.46
5	CS – IT	Server and storage	<ul style="list-style-type: none"> Aging current server infrastructure, increases the risk of failure, which poses an operation risk as well as mission critical application being in a negative way. Failure to upgrade is also a barrier for using advanced software and newer technologies that can benefit city operations and efficiencies. 	3.44

2021 CAPITAL PRIORITIZATION RISKS

Rank	Department	Description	Risk of Not Completing Project in 2021	Score
6	Fire	NG 911	<ul style="list-style-type: none"> Mandated by CRTC - Emergency Services must transition to "NG 911". The older "Legacy 911" will be decommissioned. In the event that the current 911 system requires repair or has a failure; there will be no support to re-establish the system. Therefore, the municipality would not have an operational 911 system. 	3.37
7	CS - Clerks	Folder stuffer replacement	<ul style="list-style-type: none"> Folder stuffer has far exceeded its useful life and is at risk of failure. Disruption of service to several divisions, particularly tax (property tax bills, arrears, etc.), payroll and planning. Difficulty sourcing parts given the equipment's age. Outsourcing would be a costly alternative. 	2.34
8	CD&ES - Community Centres	JRCC LED lighting project	<ul style="list-style-type: none"> Estimated annual maintenance savings is \$9,557 and annual lighting costs savings is projected at \$43,689. Green Committee prioritized project. Estimated payback of 1.5 years when including potential from saveOnEnergy Grant. If not payback is approximately 2.2 years. Report to Council on November 30, 2020 requesting approval to apply for the Save on Energy Retrofit Incentive Program before the deadline. 	3.10

Growth Projects

Rank	Department	Description	Risk of Not Completing Project in 2021	Score
1	CD&ES - Planning	Downtown plaza	<ul style="list-style-type: none"> The goal is to undertake construction in 2021 to permit opening in 2022. The timing is important to assist with downtown revitalization and support for many of our downtown businesses hit hard by the pandemic. 	3.66

Reserve/Reserve Fund Projects

Rank	Department	Description	Risk of Not Completing Project in 2021	Score
	PW&ES - Building Services	Supply & install blinds for all 6 levels of the Civic Centre	<ul style="list-style-type: none"> Blinds are required in the Civic Centre to reduce radiant heating and screen glare. The direct sunlight can be a health and safety concern for some staff if they are prone to headaches. 	2.59

2021 CAPITAL PRIORITIZATION RISKS

Rank	Department	Description	Risk of Not Completing Project in 2021	Score
	Fire	Electronic fire extinguisher training tool	<ul style="list-style-type: none"> Potential of unit failure. Repairs are costly. Not having the tool would result in Fire Services not providing Fire Extinguisher training to community (partners and City Staff). 	3.00
	PW&ES - Engineering	Survey van	<ul style="list-style-type: none"> Routine replacement of survey vehicle that has outlived its service life. The risk of not replacing in 2021 may mean a reduced level of service if crew transportation is not available due to breakdowns. 	2.27
	CD&ES - Community Centres	Memorial Tower rehabilitation	<ul style="list-style-type: none"> Tulloch Engineering performed a Condition Assessment. Report provided on October 8, 2020. Tulloch identified several key elements of the Memorial Tower are presently in a condition such that they are creating a hazard to the general public and must be repaired within 8 months. Identified as follows: <ul style="list-style-type: none"> Fix electrical connection In place rehabilitation/repair of existing concrete structure (top 2.0m+/- of the tower) In place removal/replacement of upper parapet wall and handrail Replace existing membrane roof and associated flashings 	

The items listed below ranked lower on the priority list.

Existing Assets

Rank	Department	Description	Risk of Not Completing Project in 2021	Score
9	PW&ES - Parks	High water shoreline erosion control and repair	<ul style="list-style-type: none"> Additional shoreline will be lost along the St. Mary's River in areas of Bellevue Park, Clergue Park and Hub Trail, resulting in potential loss of asphalted pathways and other established infrastructure. 	3.07
10	PW&ES - Engineering	Second Line culvert replacement at Leigh's Bay	<ul style="list-style-type: none"> Corrugated Steel Pipe culverts on Second Line have deteriorated to the extent that they need replacement. This culvert is underneath the City's water supply main. 	3.03

2021 CAPITAL PRIORITIZATION RISKS

Rank	Department	Description	Risk of Not Completing Project in 2021	Score
11	CD&ES - John Rhodes	Pool slide replacement	<ul style="list-style-type: none">• Pool Slide needs to be replaced at the JRCC – there is only 1 Operator that is certified.• Difficult to certify & inspection twice per year.• The slide would be replaced with an elevated water play feature that would provide a multi-level adventure replacing the existing slide. The new structure would eliminate the need to have an employee certified for slide inspection.	3.02
12	Fire	Replace 4 vehicles that are no longer repairable and past their useful lives.	<ul style="list-style-type: none">• The repair costs exceed the value of the vehicles.• If vehicles are not replaced, funds would have to be used to repair the vehicles, which is a poor investment.• Fire Services staff will not have vehicles to deliver the level of service currently offered and approved through Fire Master Plan.	
13	CD&ES - Cemetery	Riding mower replacement	<ul style="list-style-type: none">• This impacts service level for grass cutting if the current unit breaks down.• Inability to clear snow at mausoleum visiting areas: negatively impacting access and safety for cemetery patrons.	2.83
14	CD&ES - Recreation and Culture	Bellevue Marina A-Dock replacement	<ul style="list-style-type: none">• A-Dock is one of the original docks that is approximately 30-35 years old and has reached the end of its useful life. Pontoons are starting to become pitted and in 2019 approximately \$7,000 in repairs were completed to keep the section under the ramp floating. This project would include replacement docks at 250 kg buoyancy capacity, 36" wide fingers, safety ladders, emergency station, pedestals, electrical and plumbing works to shore, and connections to docks, removals of old docks and engineering services.	2.81
15	PW&ES - Buildings & Equipment	Spray foam and fire proof Buildings 'O' & 'K'	<ul style="list-style-type: none">• There is no risk if the project is not completed.	2.77

2021 CAPITAL PRIORITIZATION RISKS

Rank	Department	Description	Risk of Not Completing Project in 2021	Score
16	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">• Engineer, purchase and install a new walkway to replace the prior structure that was removed due to prior accessibility concerns.• This will provide a unique connection for the John Rowswell Hub Trail in the marina.• 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.• 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.• This project is in alignment with the Strategic Plan from an Infrastructure and Quality of Life perspective.	2.73
17	CD&ES - Recreation and Culture	Bellevue Marina fuel dock replacement	<ul style="list-style-type: none">• Replacement of Bellevue Marina fuel dock. The current 50 foot long fuel dock at Bellevue Marina is beyond 30 years old and the pontoons are becoming heavily pitted which will lead to failure taking on water, which has occurred in one in previous years and was patched. This is the only floating dock for vessels to approach for fueling at the marina and it is required for safe fueling. Some of the timbers have been replaced over the years and now most of the sub-structure is rotting and will the decking will require a complete replacement. It would be wasteful to completely redeck on old steel pontoons that are at the end of their useful life. Replacing with a similar fuel dock as Roberta Bondar Marina has in place will provide a dock that will last approximately 35-40 years with minor maintenance. This request also allows The City to increase the fuel dock by 10 feet to 60 feet to accommodate more than one vessel at a time.	2.61
18	PW&ES - Parks	Replace Esposito outdoor rink structure	<ul style="list-style-type: none">• Due to the age and recent professional building inspection, the rink shack is at risk of failure if not replaced or major upgrades invested.	2.56
19	PW&ES - Parks	Replace Anna McCrea outdoor rink building	<ul style="list-style-type: none">• Due to the age and continuing deterioration of the structure, the rink shack is at risk of failure if not replaced or major upgrades invested.	2.54

2021 CAPITAL PRIORITIZATION RISKS

Rank	Department	Description	Risk of Not Completing Project in 2021	Score
20	CD&ES - Cemetery	Half ton truck replacement	<ul style="list-style-type: none"> The existing truck is worn, with high mileage. It is used by the Group Leader; essential to performing cemetery duties. 	2.51
21	CD&ES - Recreation and Culture	Cruise ship enhancements	<ul style="list-style-type: none"> The number of cruise ships visiting the Sault is increasing and we must remain competitive. There are a number of projects to meet the growing demands. 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. 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. 	2.46
22	PW&ES - Traffic	Install traffic cameras on Bay Street	<ul style="list-style-type: none"> Traffic signals on Bay St will be pre-timed. They will be set at a specific time interval for a specific speed. There will be no optimization without cameras. There is no side street activation without cameras thus no optimization. 	2.42
23	CD&ES - Recreation and Culture	Marine safety railing at Bondar Marina	<ul style="list-style-type: none"> Roberta Bondar Marina dock system was replaced in 2019 with the exit of the MS Norgoma. As the original marina railing terminated at the stern end of the ship and there were no docks immediately at wall of the marina, there was no railing built (there is only chain between bollards). There is no deterrent for people to climb onto the docks. Safety railing continued along the wall would provide additional safety for boaters, pedestrians and children walking along the walkway. Approximately 205 feet of railing would be supplied, painted and installed, and the existing chain and concrete poured in place bollards removed. 	2.42
24	CD&ES - Recreation and Culture	Park upgrades per playground replacement strategy	<ul style="list-style-type: none"> On May 25, 2020, Council approved a 5-year Parks Revitalization Plan in support of the Parks and Rec Master Plan. As part of the approval staff was instructed to submit a capital request for 2021. The replacement strategy identifies 3 parks/year to replace equipment, aging infrastructure & including shade structures where appropriate (approximately \$50,000 per park contingent on need * 3 Parks = \$150,000). For 2021: Rosedale Park, Parkland Park, and Downy Park. 	2.39

2021 CAPITAL PRIORITIZATION RISKS

Rank	Department	Description	Risk of Not Completing Project in 2021	Score
25	CD&ES - John Rhodes	Replace starting blocks and track start system	<ul style="list-style-type: none"> Starting blocks need replacement, current blocks are 19 years old and missing new features required to host swim meets. 	2.13
26	CD&ES - GFL Gardens	Spectator seating for events	<ul style="list-style-type: none"> Seating required for events on floor-revenue loss. 	2.12
27	CD&ES - GFL Gardens	Renovate a second VIP suite - allows rental for sporting events	<ul style="list-style-type: none"> Ability to charge as second VIP suite rental for OHL games. 	2.05
28	PW&ES - Parks	Replace picnic shelter at Pointe Des Chenes	<ul style="list-style-type: none"> Outdoor picnic shelters in Parks provide an enhanced experience in inclement weather or extreme heat for user groups and families to gather, since the collapse of the old structure, there has been an ongoing request to have it replaced. 	2.04
29	CD&ES - Recreation and Culture	Re-develop the parking lot at Russ Ramsay Way and the Seniors Centre	<ul style="list-style-type: none"> Report to Council on May 25, 2020 and referred to 2021 budget. Project would include paving the parking lot and adding catch basins to resolve the drainage issues (condition of parking lot and flooding has been an ongoing issue for the safety of the seniors). Extension of the Hub Trail from the Civic Centre to the east side of Ken Danby Way and appropriate landscaping. 	2.03
30	PW&ES - Engineering	Two pedestrian crossovers	<ul style="list-style-type: none"> In order to address concerns from Council and the general public to enhance pedestrian crossing facilities, at the 2018 07 16 meeting Council adopted a new standard of pedestrian crossover to be used at strategic locations starting in 2019. Five have been completed. There are more locations where controlled pedestrian crossings are appropriate, such as Carmen's Way near Albert, and Pine Street near Pleasant Drive. 	1.94
31	CD&ES - John Rhodes	Upgrade of hockey, oval skating, football rooms	<ul style="list-style-type: none"> Required for public groups - SMFA, SMHA, and SASA. 	1.93
32	CD&ES - GFL Gardens	Install a Greyhound crosswalk	<ul style="list-style-type: none"> Install a crosswalk (Greyhound logo - Bay Street approaching GFL Memorial Gardens across from Community First - see attachment for visual concepts). The Greyhounds support the project. Activating public space and promoting our flagship event centre in partnership with our major tenant. A great example of wayfinding and a unique aspect for the Community. 	1.57
33	CD&ES - GFL Gardens	Spotlights for events	<ul style="list-style-type: none"> Cost savings for events & becomes revenue for events. 	1.56

Growth Projects

Rank	Department	Description	Risk of Not Completing Project in 2021	Score
2	CD&ES - Planning	New cycling infrastructure	<ul style="list-style-type: none">The plaza is an important community development initiative and is key to the City's Downtown Development Strategy. Failure to implement the plan may result in the loss of federal and provincial funding.	2.28
3	CD&ES - Recreation and Culture	Opportunities along the waterfront & St. Mary's River Heritage Walk	<ul style="list-style-type: none">Council established a Committee to study opportunities along the City's waterfront for a St. Mary's River Heritage Walk to celebrate and raise awareness among residents and visitors. The funds would be used to purchase a tour with "On this Spot" which is being used by other community partners. Additional interpretative panels would also be installed.	2.26



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

	2021	2022	2023	2024	2025	Total
Community Development & Enterprise Services	6,300,286	9,958,321	7,778,518	10,692,471	7,023,642	41,753,237
Fire Services	565,495	889,010	2,200,000	1,639,884	1,639,269	6,933,657
Public Works & Engineering Services	29,122,228	34,942,794	30,618,170	50,140,655	38,589,892	183,413,738
Corporate Services	2,054,000	1,101,000	375,000	375,000	1,772,000	5,677,000
Outside Agencies	408,000	512,796	-	29,226	336,745	1,286,767
Total Capital Requirements	38,450,009	47,403,921	40,971,688	62,877,235	49,361,547	239,064,399



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

	2021	2022	2023	2024	2025	Total
<u>Funding:</u>						
Capital Levy Overall	6,652,491	4,545,000	4,545,000	4,545,000	4,545,000	24,832,491
Capital Levy Urban Only	1,760,006	1,760,006	1,760,006	1,760,006	1,760,006	8,800,029
Capital Levy Miscellaneous Construction	1,313,000	1,313,000	1,313,000	1,313,000	1,313,000	6,565,000
Sewer Surcharge	9,005,000	(7,911,061)	6,477,813	22,867,500	12,151,500	42,590,753
Federal Gas Tax	4,653,755	4,653,755	4,856,092	4,856,092	4,856,092	23,875,786
Reserves	3,759,000	3,290,278	2,864,735	3,555,221	6,825,239	20,294,473
Reserve Funds	-	138,320	123,683	51,082	-	313,085
OCIF Funding-formula based funding	2,015,467	2,015,467	2,015,467	2,015,467	2,015,467	10,077,335
Connecting Link (90%)	2,250,000	2,916,000	3,000,000	3,000,000	3,000,000	14,166,000
Government Grants	3,578,504	3,080,600	3,171,850	3,033,150	3,836,150	16,700,254
Long Term Debt	-	24,500,000	6,500,000	4,000,000	-	35,000,000
Short Term Debt	-	-	-	-	-	-
Capital from Current	1,111,000	-	-	-	-	1,111,000
Other	133,286	-	-	-	-	133,286
Infrastructure Maintenance Requirements from reserve	2,218,500	6,265,455	2,169,192	10,211,667	6,936,043	27,800,857
Funding Available	2,226,077	1,833,654	1,826,077	1,826,077	1,826,077	9,537,962
Funding Shortfall/(excess)	(7,577)	4,431,801	343,115	8,385,590	5,109,966	18,262,895
Other unfinanced	(0)	837,100	2,174,850	1,669,050	2,123,050	6,804,050
Total Capital Funding	38,450,009	47,403,921	40,971,688	62,877,235	49,361,547	239,064,399



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

FUNDING AVAILABILITY

	2021	2022	2023	2024	2025	Total
Infrastructure						
Casino revenue	431,580	431,580	431,580	431,580	431,580	2,157,900
LTD - debt reduction	1,167,630	1,167,630	1,167,630	1,167,630	1,167,630	5,838,150
SAH levy	693,000	693,000	693,000	693,000	693,000	3,465,000
Available funding	2,292,210	2,292,210	2,292,210	2,292,210	2,292,210	11,461,050
Estimated reserve balance January 1	400,000	7,577				
Allocated to LTD repayment	466,133	466,133	466,133	466,133	466,133	
Net Available	2,226,077	1,833,654	1,826,077	1,826,077	1,826,077	
Capital from Current	1,111,000	1,111,000	1,111,000	1,111,000	1,111,000	5,555,000



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

FUNDING AVAILABILITY

	2021	2022	2023	2024	2025	Total
Capital Works-Road/Bridges/Sewers						
Overall Capital	4,545,000	4,545,000	4,545,000	4,545,000	4,545,000	22,725,000
Urban Only Capital	1,760,006	1,760,006	1,760,006	1,760,006	1,760,006	8,800,029
Sewer Surcharge	9,005,000	(7,911,061)	6,477,813	22,867,500	12,151,500	42,590,753
Miscellaneous Construction	1,313,000	1,313,000	1,313,000	1,313,000	1,313,000	6,565,000
OCIF Funding	2,015,467	2,015,467	2,015,467	2,015,467	2,015,467	10,077,335
Connecting Link (90%)	2,250,000	2,916,000	3,000,000	3,000,000	3,000,000	14,166,000
Federal Gas Tax	4,653,755	4,653,755	4,856,092	4,856,092	4,856,092	23,875,786
Investing in Canada Infrastructure Program: Transit	3,578,504	3,080,600	3,171,850	3,033,150	3,836,150	16,700,254
Short Term Debt	-	-	-	-	-	-
Long Term Debt	-	24,500,000	6,500,000	4,000,000	-	35,000,000
Uncommitted Capital Overall	2,100,496					2,100,496
Available funding	31,221,228	36,872,767	33,639,228	47,390,215	33,477,215	182,600,653



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

FUNDING AVAILABILITY

	2021	2022	2023	2024	2025	Total
Reserves (annual allocation)						
Fire	306,030	306,030	306,030	306,030	306,030	1,530,150
Police	165,000	165,000	165,000	165,000	165,000	825,000
Public Works and Transportation-Works	1,399,838	1,399,838	1,399,838	1,399,838	1,399,838	6,999,190
Public Works and Transportation-Waste Collection	115,938	115,938	115,938	115,938	115,938	579,690
Public Works and Transportation-Railway	50,500	50,500	50,500	50,500	50,500	252,500
CDES-Transit	131,300	131,300	131,300	131,300	131,300	656,500
Engineering Equipment	40,000	40,000	40,000	40,000	40,000	200,000
Landfill (note 1)	868,880	1,018,880	1,168,880	1,318,880	1,468,880	5,844,400
Library (note 2)	80,000	80,000	80,000	80,000	80,000	400,000
	3,157,486	3,307,486	3,457,486	3,607,486	3,757,486	17,287,430
Total Funding	37,781,924	43,583,463	40,499,924	54,400,911	40,637,911	216,904,133

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 annual levy increases. 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 approx. \$350K.
- 2) The Centennial Branch of the library is a City-owned building. Annual allocation for maintenance.
- 3) Connecting Link funding for Trunk/Black Road not yet approved.
- 4) New round of Public Transit Infrastructure Funds started in 2019. City's share of eligible costs is 27%. The 2021 Capital Budget requires \$1,301,496 of City funding towards eligible Transit projects for 2021.



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

ENGINEERING

	2021	2022	2023	2024	2025	Total
Infrastructure-Large Wastewater:						
West End Plant and MPS (Note 1)	-	955,000	955,000	16,197,500	8,271,500	26,379,000
East End Plant	2,000,000	500,000	550,000	565,000	575,000	4,190,000
Miscellaneous Capital	235,000	240,000	250,000	255,000	260,000	1,240,000
Emergency Repairs	600,000	600,000	600,000	600,000	600,000	3,000,000
Pumping Stations	3,110,000	852,000	574,000	673,000	575,000	5,784,000
Biosolids Management Facility (Note 2)	-	4,077,084	723,813	-	-	4,800,898
SCADA	100,000	100,000	100,000	100,000	100,000	500,000
Waste Water Treatment Plant Capital Maintenance	1,625,000	1,660,000	1,700,000	1,735,000	1,770,000	8,490,000
Infrastructure- Aqueducts						
	1,200,000	500,000	2,250,000	-	-	3,950,000
Infrastructure-Bridges						
	-	1,800,000	-	-	-	1,800,000
Infrastructure-Roads (Note 3)						
	14,424,228	14,447,228	14,951,565	18,860,565	16,176,565	78,860,150
Infrastructure-Miscellaneous Construction						
	1,313,000	1,313,000	1,313,000	1,313,000	1,313,000	6,565,000
Infrastructure-Boardwalk (Note 4)						
	1,000,000	-	-	-	-	1,000,000
Fleet & Equipment						
Sanitary Sewer	935,000	247,855	-	58,000	-	1,240,855
Engineering Capital Equipment	50,000	84,920	105,900	372,200	89,560	702,580
Total	26,592,228	27,377,087	24,073,278	40,729,265	29,730,625	148,502,483



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

ENGINEERING

	2021	2022	2023	2024	2025	Total
<u>Designated Funding:</u>						
Capital Levy Overall	5,545,000	4,545,000	4,545,000	4,545,000	4,545,000	23,725,000
Capital Levy Urban Only	1,760,006	1,760,006	1,760,006	1,760,006	1,760,006	8,800,029
Capital Levy Miscellaneous Construction	1,313,000	1,313,000	1,313,000	1,313,000	1,313,000	6,565,000
Sewer Surcharge	9,005,000	(7,911,061)	6,477,813	22,867,500	12,151,500	42,590,753
Federal Gas Tax	4,653,755	4,653,755	4,856,092	4,856,092	4,856,092	23,875,786
Reserves	50,000	84,920	105,900	372,200	89,560	702,580
Reserve Funds	-	-	-	-	-	-
OCIF Funding	2,015,467	2,015,467	2,015,467	2,015,467	2,015,467	10,077,335
Connecting Lin Connecting Link (90%) (Note 5)	2,250,000	2,916,000	3,000,000	3,000,000	3,000,000	14,166,000
Short Term Debt	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-
Other Govt Grants	-	18,000,000	-	-	-	18,000,000
Internally Financed Debt	-	-	-	-	-	-
Total	26,592,228	27,377,087	24,073,278	40,729,265	29,730,625	148,502,483
Unfinanced	-	-	-	-	-	-



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

ENGINEERING

Notes:

- 1) Council has previously approved \$36.7 million for the West End Plant.
- 2) Council has previously approved \$25.7 million for the BioSolids Management Facility.
- 3) 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.
- 4) Council has previously approved \$1.5 million for Boardwalk repairs.
- 5) Connecting Link funding for Trunk Road not yet approved.



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

PUBLIC WORKS

	2021	2022	2023	2024	2025	Total
<u>Infrastructure Maintenance</u>						
Administration Building	-	374,928	-	205,662	113,720	694,310
Garage Building A	27,000	174,105	284,185	2,581,484	2,567,875	5,634,650
Carpentry Shop Building B	-	163,171	133,171	6,495	6,495	309,332
Storage Garage G	25,000	26,444	-	66,028	66,797	184,270
PW Lab	-	3,000	-	-	-	3,000
PW CCTV	-	5,000	-	-	-	5,000
	52,000	746,649	417,356	2,859,669	2,754,887	6,830,562
Landfill Upgrade/Replacement (Note 1)	1,000,000	5,419,220	4,702,913	4,798,871	4,581,323	20,502,327
Landfill Fleet/Equipment (Note 1)	95,000	-	24,784	353,012	123,218	596,014
PWT Works-Fleet/Equipment (Note 2)	1,383,000	1,399,838	1,399,838	1,399,838	1,399,838	6,982,352
Total	2,530,000	7,565,707	6,544,892	9,411,390	8,859,267	34,911,255



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

PUBLIC WORKS

	2021	2022	2023	2024	2025	Total
<u>Designated Funding:</u>						
Capital Levy Overall						-
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves	2,478,000	2,819,058	2,127,535	2,551,721	6,104,379	16,080,693
Reserve Funds						-
Capital from Current						-
Government Grants						-
Short Term Debt		4,000,000	4,000,000	4,000,000		12,000,000
Long Term Debt						-
Asset Management Reserve		52,000	746,649	417,356	2,859,669	2,754,887
						6,830,562
Total	2,530,000	7,565,707	6,544,892	9,411,390	8,859,267	34,911,255

Unfinanced

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 annual levy increases. 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 approx. \$350K.
- 2) The City has engaged a Fleet Consultant to conduct a review of the PWT fleet requirements. Future year's requirements will be updated for future budget years in accordance with the report.



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2021	2022	2023	2024	2025	Total
Infrastructure Maintenance						
<u>Community Services</u>						
Roberta Bondar Park	159,000	449,121	144,324	-	1,476,156	2,228,601
GFL Memorial Gardens	169,000	-	-	5,815,836	-	5,984,836
John Rhodes Community Centre	309,286	3,946,237	2,546,899	181,849	140,218	7,124,489
Northern Community Centre	8,000	8,000	5,306	411,324	-	432,630
Ermatinger Old Stone House	70,000	238,542	5,306	-	45,267	359,116
Seniors Drop-In	150,000	171,000	-	44,380	-	365,380
McMeeken Centre (Note 1)	-	-	-	-	-	-
	865,286	4,812,900	2,701,836	6,453,389	1,661,642	16,495,052
<u>Transit</u>						
Transit Bus Depot	-	700,000	2,100,000	450,000	450,000	3,700,000
	-	700,000	2,100,000	450,000	450,000	3,700,000
<u>Cemetery</u>						
Cemetery Chapel & Office Building	-	47,100	-	-	-	47,100
Cemetery Mausoleum	55,000	722,000	-	33,000	-	810,000
Cemetery Site	-	-	608,000	-	-	608,000
	55,000	769,100	608,000	33,000	-	1,465,100



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2021	2022	2023	2024	2025	Total
Growth Projects:						
Plaza and market	500,000					500,000
	500,000	-	-	-	-	500,000
Fleet & Equipment:						
Transit (Note 2)	4,880,000	3,520,000	2,245,000	3,705,000	4,805,000	19,155,000
Community Centres	-	18,000	-	-	107,000	125,000
Cemetery	-	138,320	123,683	51,082	-	313,085
	4,880,000	3,676,320	2,368,683	3,756,082	4,912,000	19,593,085
Total	6,300,286	9,958,321	7,778,518	10,692,471	7,023,642	41,753,237



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2021	2022	2023	2024	2025	Total
<u>Designated Funding:</u>						
Capital Levy Overall	560,496					560,496
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves-Other	300,000	131,300	131,300	131,300	131,300	825,200
Reserve Funds	-	138,320	123,683	51,082	-	313,085
Capital from Current	1,111,000					1,111,000
Government Grants	3,578,504	3,080,600	3,171,850	3,033,150	3,836,150	16,700,254
Long Term Debt		2,500,000	2,500,000			5,000,000
Other - Operations	118,286					118,286
Asset Management Reserve	632,000	3,271,000	1,376,836	6,607,889	1,783,142	13,670,866
Total	6,300,286	9,121,221	7,303,668	9,823,421	5,750,592	38,299,187
Unfinanced	-	837,100	474,850	869,050	1,273,050	3,454,050

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%.



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

FIRE SERVICES

	2021	2022	2023	2024	2025	Total
Infrastructure Maintenance:						
Central Fire Station #1	5,500	489,060	-	-	289,269	783,830
Fire Station #2	5,000	52,000	-	35,720	-	92,720
Fire Station #3	5,000	1,000	-	107,161	-	113,161
Fire Hall #4/EMS Complex	-	91,949	-	197,003	-	288,952
	15,500	634,010	-	339,884	289,269	1,278,662
 Fleet/Equipment:	 549,995	 255,000	 2,200,000	 1,300,000	 1,350,000	 5,654,995
	549,995	255,000	2,200,000	1,300,000	1,350,000	5,654,995
 Total	 565,495	 889,010	 2,200,000	 1,639,884	 1,639,269	 6,933,657



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

FIRE SERVICES

	2021	2022	2023	2024	2025	Total
<u>Designated Funding:</u>						
Capital Levy Overall	86,995					86,995
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves	463,000	255,000	500,000	500,000	500,000	2,218,000
Reserve Funds						-
Capital from Current						-
Government Grants						-
Long Term Debt						-
Internally Financed Debt						-
Asset Management Reserve	15,500	634,010	-	339,884	289,269	1,278,662
Total	565,495	889,010	500,000	839,884	789,269	3,583,657
Unfinanced	-	-	1,700,000	800,000	850,000	3,350,000



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

CORPORATE ADMINISTRATION

	2021	2022	2023	2024	2025	Total
Infrastructure Maintenance:						
Civic Centre - Sprinkler System	685,000	-	-	-	-	685,000
Civic Centre - Other	469,000	826,000	100,000	100,000	1,497,000	2,992,000
Civic Centre - Lobby	385,000	-	-	-	-	385,000
Civic Centre - Blinds	150,000	-	-	-	-	150,000
Emergency Repairs/Contingency-all City buildings	275,000	275,000	275,000	275,000	275,000	1,375,000
Equipment:						
Server and storage	75,000	-	-	-	-	75,000
Folder stuffer replacement	15,000	-	-	-	-	15,000
Total	2,054,000	1,101,000	375,000	375,000	1,772,000	5,677,000



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

CORPORATE ADMINISTRATION

	2021	2022	2023	2024	2025	Total
<u>Designated Funding:</u>						
Capital Levy Overall	460,000					460,000
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves	150,000					150,000
Reserve Funds						-
Capital from Current						-
Government Grants						-
Long Term Debt						-
Other	15,000	-	-	-	-	15,000
Asset Management Reserve	1,429,000	1,101,000	375,000	375,000	1,772,000	5,052,000
Total	2,054,000	1,101,000	375,000	375,000	1,772,000	5,677,000
Unfinanced	-	-	-	-	-	-



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

OUTSIDE AGENCIES

	2021	2022	2023	2024	2025	Total
<u>Infrastructure Maintenance-Library</u>						
Main Branch	318,000	73,000	-	-	239,586	630,586
<u>Infrastructure Maintenance -Sault Ste. Marie Museum</u>						
Museum Building	10,000	439,796	-	29,226	97,159	576,181
Museum Windows	70,000	-	-	-	-	70,000
Museum Brickwork	10,000	-	-	-	-	10,000
Total	408,000	512,796	-	29,226	336,745	1,286,767



2021 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2021 TO 2025

OUTSIDE AGENCIES

	2021	2022	2023	2024	2025	Total
<u>Designated Funding:</u>						
Capital Levy Overall						-
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves	318,000					318,000
Reserve Funds						-
Capital from Current						-
Government Grants						-
Long Term Debt						-
Other						-
Asset Management Reserve	90,000	512,796	-	29,226	336,745	968,767
Total	408,000	512,796	-	29,226	336,745	1,286,767
Unfinanced	-	-	-	-	-	-



2021 Budget

DEBT FOR CAPITAL BUDGET 2021

LONG-TERM DEBT PROJECTION

***See Note 1*

<i>Long-term Debt:</i>	2021	2022	2023	2024	2025	2026	2027	2028
External Long Term Debt	1,066,280	19,013,087	17,416,723	15,778,215	14,096,451	12,370,287	10,598,554	8,780,046
Internally Financed Debt	5,898,201	3,970,923	2,084,959	210,881	-	-	-	-
Total Outstanding Debt	6,964,481	22,984,010	19,501,682	15,989,097	14,096,451	12,370,287	10,598,554	8,780,046

<i>Debt Servicing Costs:</i>	2021	2022	2023	2024	2025	2026	2027	2028
Included in levy	652,942	53,963						
Sanitary Sewer Revenue			2,071,564	2,071,564	2,071,564	2,071,564	2,071,564	2,071,564
Internally Financed Debt	3,070,171	1,527,278	1,485,964	1,474,078	210,881	-	-	-
Total Debt Servicing Costs	3,723,113	1,581,241	3,557,528	3,545,642	2,282,445	2,071,564	2,071,564	2,071,564

Notes:

- 1) As at December 31, 2023, the external long term debt remaining is the NOHFC Industrial Land Servicing Loan and loan related to the West End Sewage Plan and BioSolids Management Facility. The NOHFC 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, Downtown Plaza, John Rhodes Community Centre repairs, Landfill Cell Development and a new Fire Station.



2021 Budget

PWT Works-Fleet/Equipment

Item #1	Description Detail:	Status
	<p>Two (2) Tandem Street Sanders</p> <p>Public Works has eight (8) tandem axle street sanders. These units sand and salt City streets during winter maintenance operations and are also used as haul vehicles during the construction season.</p>	Replacement
	<p>Replacement Detail: Unit #253 & #254 -2006 Freightliner Street Sanders</p> <p>These units have been in our fleet for 15 years. Sanders are used extensively during the winter months and are subject to salt corrosion and abrasive sand. It is not considered cost effective to continue to repair these units considering their use.</p>	
Item #2	Description Detail:	Status
	<p>One (1) Municipal Sidewalk Trackless Tractor Rebuild c/w attachments</p> <p>Public Works has twelve (12) Trackless Municipal tractors. They are used for winter sidewalk clearing and sanding, spring sweeping, summer and fall roadside grass cutting.</p>	Rebuild
	<p>Rebuild Detail: Unit #636 - 2009 Trackless c/w unit #775 & #734 trackless blowers and unit #1218 & #1158 trackless blades. This request is for sole sourcing of the rebuild.</p> <p>This unit has been in our fleet for 13 years. Due to amount of use and conditions, a rebuild is cost effective at this age.</p> <p>A factory rebuild will return an existing machine to like-new condition, and is expected to realize a savings of approximately 10-15% over the useful life versus purchasing new.</p> <p>Work Equipment Ltd. is the factory authorized dealer who supplies the City with Trackless municipal tractors. Factory Rebuilds can only be secured through a Trackless Dealer. Sole Sourcing, in this instance, is in compliance with the Purchasing By-law as there is an absence of competition for technical reasons and the Service can only be supplied by a particular Supplier.</p>	



2021 Budget

PWT Works-Fleet/Equipment

Item #3	Description Detail:	One (1) 4 Ton Asphalt Hot Box	Status
	Public Works has six (6) asphalt hot boxes used for year round pothole repair		Replacement
	Replacement Detail:	Unit #963 - 2006 RMV Hot Patcher	
	This unit has been in the fleet for 13 years. It is no longer cost effective to repair.		

Item #4	Description Detail:	One (1) Articulating Wheeled Loader	Status
	Public Works has seven (7) loaders. Four of which are leased. The units are used during construction and winter control.		Replacement
	Replacement Detail:	Unit #435 - 2006 Case 621DXT wheeled loader	
	Used 24/7 during winter control as a sand/salt loader, this unit is no longer cost effective to repair.		

Item #5	Description Detail:	One (1) 4 door 1 Ton Dump Truck	Status
	Public Works has twenty four (24) 1 tons . The units are used year round as crew, equipment and material haulers.		Replacement
	Replacement Detail:	Unit #39 2004 Ford F350 4 door 1 ton dump	
	This unit has been in our fleet for 17 years and is cost effective to replace.		

Item #6	Description Detail:	One (1) Sidewalk Sander	Status
	Public Works has 14 sidewalk sanders. They are used during Winter Control.		Replacement
	Replacement Detail:	Unit #737 - 2014 Trackless Sander	
	This unit is hydraulically driven rather than wheel driven and does not serve our needs.		



2021 Budget

PWT Works-Fleet/Equipment

Item #7	Description Detail:	Status
	Three (3) 1/2 ton pickups Public Works has thirty six (36) 1/2 ton pickups used as light service and supervisory vehicles.	Replacement
	Replacement Detail: Unit #33 - 2004 Ford 1/2 ton pick-up, Unit #50 - 2006 GMC 1/2 ton pick-up. Unit #41 2005 Chev 1/2 ton pick-up	
	These 3 pick-ups are currently out of service and will be sold for scrap.	
Item #8	Description Detail:	Status
	One (1) Tow Behind Brush Chipper Public works has two (2) brush chippers.	Replacement
	Replacement Detail: Unit #1400B-1994 Vermeer Wood Chipper	
	This unit was purchased a 2nd hand from P.U.C. in 2014 and is cost effective to replace.	
Item #9	Description Detail:	Status
	One (1) 60" Deck Riding Mower Public Works currently has twelve (12) 60" deck riding mowers used to maintain City parks and green spaces.	Replacement
	Replacement Detail: Unit #648 - 2006 Kubota F2880E Rider	
	This unit has been in the fleet fleet for 15 yrs and is cost effective to replace.	
Item #10	Description Detail:	Status
	One (1) Industrial Tractor/Loader Public Works, Parks Dept. has one (1) industrial tractor loader.	Replacement
	Replacement Detail: Unit #484 - 2011 New Holland U80B	
	Used by the Parks Dept. for heavy landscaping and snow removal. This unit has been part of the fleet for 10 yrs and is cost effective to replace.	



2021 Budget

PWT Works-Fleet/Equipment

Item #11	Description Detail:	One (1) Sanitary Sewer Flusher	Status
		Public works currently has three (3) sanitary sewer flushers. Flushers are used to maintain the City's sanitary sewer system.	Replacement
	Replacement Detail:	Unit #271 - 2009 Vactor Sewer Flusher	
		This unit has been part of the fleet for 12 yrs and is cost effective to replace.	

Item #12	Description Detail:	15 Ton Excavator	Status
		Public Works currently has one (1) 15 Ton excavator to excavate sanitary.	Add
	Replacement Detail:	Unit #429 2009 Case Excavator	
		Retain as a back-up unit.	

Item #13	Description Detail:	One (1) Bobcat litter pick-up attachment	Status
		Landfill is in possession of a BobCat 5600 Utility vehicle.	Add
	Replacement Detail:	N/A	
		This attachment will enhance litter control on the landfill site.	

Item #14	Description Detail:	Two (2) Roll-Off Containers	Status
		City Landfill has thirteen (13) roll-off containers	Replacement
	Replacement Detail:	Two 25 year old bins.	
		These units have been on site for 25 years and are beyond repair.	

Note: This listing is not in priority order.

#	CATEGORY/DEPARTMENT/EXPLANATION:	ONE TIME COST	TOTAL ON-GOING COST	2021 IMPACT OF MULTI-YEAR REQUESTS	NOTES:
Capital Investment Requirements					
1a	CD&ES - Community Centres - McMeeken roof repairs and ice floor repairs due to deterioration (Option 1 if Twin Plan Replacement Project approved by Council on December 7, 2020).		77,000		Report to Council: December 7, 2020.
1b	CD&ES - Community Centres - McMeeken roof repairs and ice floor repairs due to deterioration - costs for next 3-5 years (Option 2 if Twin Pad Expansion Project is not approved by Council on December 7, 2020).		77,000		Report to Council: December 7, 2020.
2	CD&ES - Recreation and Culture - Expand the playground at Anna Marinelli Park to include new playground features and rubber surfacing.	85,000			Council recommendation: October 26, 2020; 7.7.1.
3	CD&ES - Recreation and Culture - Park upgrades as part of the parks analysis approved by Council (5-year playground replacement strategy).		150,000		
4	CD&ES - Transit - To cover the City's share of ICIP (Investing in Canada Infrastructure Program - Transit Stream) funding - \$1 million (\$500,000 over 2 years).		1,000,000	500,000	
5	Engineering - To increase the Capital Works/Miscellaneous Construction budget by \$1 million (\$250,000 over 4 years). There is a backlog of projects that require attention.		1,000,000	250,000	
6	Fire - To increase the reserve to replace aging fleet based on the replacement schedule.		300,000		
7	PW - Traffic - Replace traffic lights at stop controlled intersections and other locations. Replace traffic cabinets/equipment that are beyond their useful lives.		245,000		
Service Level Changes					
8	CD&ES - Recreation and Culture - Funding for Community Cultural plan to support arts, culture, and heritage in SSM. Of this amount, \$50,600 is the second half of the funding request from 2020 budget deliberations.		87,000		
9	CD&ES - Recreation and Culture - Funding for the Best for Kids summer program, as DSSAB is no longer supporting the program.		6,000		
10	Engineering - Building Permit/Inspection - To hire a part-time By-law Enforcement Officer. Council requested this for 2021 budget to enforce property standards for derelict buildings.		47,673		Council recommendation: July 13, 2020; 7.4.1.
11	Legal - Additional salary for a third lawyer in order to maintain current service levels.		127,590		
12	PW - Traffic - One full-time position for an Electrical Apprentice. A second apprenticeship position was directed to the 2021 budget during 2020 budget deliberations.		73,700		
13	PW - Works - To increase the operating budget by \$80,000 over 3 years for aggregate crushing.		80,000	26,667	
Outside Agency and Local Boards					
14	Physician Recruitment - Increase physician recruitment allotment per Council meeting on September 28, 2020. The reserve that used to fund this initiative is now exhausted.		40,000		Council recommendation: September 28, 2020; 6.1.
15	Library - To increase salaries and benefits based on contractual requirements.		14,900		City increased Library Board grant by 1% inflation. Remainder to be deliberated by Council.
		85,000	3,325,863	776,667	



2021 Budget

SUPPLEMENTAL ITEM #1

CD&ES - Community Centres - McMeeken roof repairs and ice floor repairs due to deterioration.



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Community Development and Enterprise Services

Division: Community Arenas-McMeeken Community Centre

Request Name: Service Level Increase-McMeeken Roof & Ice Floor Repairs

Overview:

- Metal Roof over the arena (45-year service life – currently >50 years). Repairs to metal roofing
- The piping in the ice surface and within the header trench has been experiencing ongoing repairs due to deterioration. This problem will continue to accelerate over time. The concrete pad, embedded piping, and associated piping in the header trench will require ongoing repairs and maintenance for the upcoming year.

Yearly Inspection Report along with Parking lot spot repair.

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

Service Name	Service Description	Account Number
Roof Repairs-Maintenance & Alterations	Repair of Roof at Arena	10-500-5120-6410
Ice Floor Piping Repair-Maintenance & Alt	Repair of In Ground Piping in Ice Floor	10-500-5120-6410
Structural Report & Parking Lot Repairs	Inspection and Spot Repair for Parking Lot	10-500-5120-6410

Proposed Changes to Service Level

The facility is in need of significant capital renewal investment in excess of \$3M to bring it to a reasonable operating level. Re: McMeeken Arena Building Condition Opinion May 11, 2018 by STEM Engineering. (See notes below from report and full details attached)

- Metal Roof over the arena (45-year service life – currently >50 years)
- The piping in the ice surface and header trench has been experiencing ongoing repairs due to deterioration. This problem will continue to accelerate over time. The concrete pad, embedded piping, and associated piping in the header trench should be replaced.

Alignment with Strategic Plan

ASSET MANAGEMENT MAINTAINING EXISTING INFRASTRUCTURE

Asset management allows us to make the best possible decisions regarding the building, operating, maintaining, renewing, replacing and disposition of assets. Our Asset Management Plan provides an integrated approach to maximize benefits, manage risk and provide safe and reliable levels of service to the public.

Maintenance of existing infrastructure will ensure its longest possible life cycle and create cost savings to reinvest in the future. We manage existing infrastructure in a responsible and sustainable way. Preserving and improving the City's assets ensures we are on the leading edge of Ontario municipalities.

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Roof Repairs	On-going	20000	20000	20000
Ice Floor Piping	On-going	50000	50000	50000
Structural Report/Parking Lot	On-going	7000	7000	7000

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going	77000		
One-time		1595000	57000
Total	[REDACTED]	[REDACTED]	[REDACTED]

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)
Refrigerant Piping & Header		1000000	
Refrigerant Plant		200000	
Membrane/Dehumidification etc		395000	57000

Other supporting information (business plan, Council resolution, calculations, etc.):

McMeeken Arena Building Condition Opinion May 11, 2018 by STEM Engineering

Departmental
Approval:**Brent
Lamming**Digitally signed by
Brent Lamming
Date: 2020.11.02
09:02:42 -05'00'

Date: Nov. 2, 2020

Note: Please attach any other relevant information pertaining to this request.



2021 Budget

SUPPLEMENTAL ITEM #2

CD&ES - Recreation and Culture - Expand the playground at Anna Marinelli Park to include new playground features and rubber surfacing.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

CAPITAL REQUEST 2021

This form is to be used to request Capital projects not already included in the Asset Management Plan. Please complete the form and obtain appropriate signatures and forward to: Jake Bruzas, Manager of Audits and Capital Planning, Corporate Services Finance Admin.

Prioritization:

HIGH	Mandated, legislated or required by law (including Health & Safety)	<input type="checkbox"/>
MEDIUM	Maintaining existing assets	<input type="checkbox"/>
LOW	Service Level Enhancement (Growth/Expansion)	<input checked="" type="checkbox"/>

Department: CD&ES Recreation and Culture

Project Description: To expand the playground at Anna Marinelli Park to include new playground features and rubber surfacing.

Strategic Plan: N/A

Or Explain:

The expansion of Anna Marinelli park onto the existing unpaved parking lot abutting the park was identified in the James Street Neighbourhood Strategy 2021-2025 as a medium term goal. Refer to Council report dated October 26, 2020.

Total Estimated Cost: \$ 85,000.00

Project Cost by Year: \$ 85,000.00 2021 2022 2023 2024 2025

Is project eligible for grants? \$ % eligible

(specify) We attempted to apply for a grant in 2020 - grant may be an option in the new year

Are there other Funding partners? No
 Yes

(If yes, specify)

Is there a Reserve/Reserve fund that can be used for this project? No
 Yes

If yes, Name Fund:

Parks and Recreation Reserve or HKCC funds may be an option.

Under which legislative authority is project mandated or required?

 N/A

Explain:

Does project address a documented Health & Safety concern? N/A
(*must be verifiable by a third party)

Explain:

Does project maintain an existing asset? N/A

If yes:

What is the risk of failure if project is not completed within the next year?

Low	Medium	High
-----	--------	------

Low Medium High

How many years will asset life be extended?

	years
	% of total useful life

Will service levels be impacted? No

If yes:

Essential Mandated Service

Discretionary Service

New Service

--	--

yes no

Additional resources to address growth

--	--

yes no

Improves quality of life

--	--

yes no

Demand for service declining

--	--

yes no

Maintains current level of service

--	--

yes no

Changes the way in which service is delivered

	No
	Yes

→ To all/majority of citizens
 To a designated area/group/facility

Will the project affect the operating Budget?

<input type="checkbox"/>	No
<input type="checkbox"/>	Yes

No, the same maintenance and operational need will be required

Yes

If yes:

Maintenance and operating costs will require additional ongoing resources:

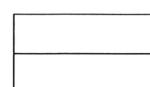
<input type="checkbox"/>	No
<input type="checkbox"/>	Yes



Estimated \$ Per Year
Estimated staff requirements (FTE)

Maintenance and operating costs will decrease demand in ongoing resources:

<input type="checkbox"/>	No
<input type="checkbox"/>	Yes



Estimated \$ Per Year
Estimated staff requirements (FTE)

Maintenance will be more extensive or time consuming:

<input type="checkbox"/>	No
<input type="checkbox"/>	Yes

Approval Signatures:

Division : _____

Brent Lamming
Department: _____

Digitally signed by Brent
Lamming
Date: 2020.10.29 11:35:19
-04'00'



2021 Budget

SUPPLEMENTAL ITEM #3

CD&ES - Recreation and Culture - Park upgrades as part of the parks analysis approved by Council (5-year playground replacement strategy).



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Parks Upgrades

Overview:

A parks analysis was completed and the long-term replacement/upgrades plan was presented to City Council and accepted. The plan identified 3 parks a year over a 5 year period to be upgraded annually. The next round of parks to be completed will be brought forward at a later date. Park upgrades are referred to the budget process.

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

Service Name	Service Description	Account Number
Park upgrades/equipment replacement	Equipment replacement	10-400-4400-

Proposed Changes to Service Level

Playground equipment has exceeded its useful life and needs to be replaced. In addition, accessibility features will be taken into consideration when selecting new components for the park.

Alignment with Strategic Plan

This item ties into the focus areas; Quality of Life & Infrastructure - Maintaining Existing Infrastructure.

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Parks Equipment	On-going	150000	150000	150000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going	150000	150000	150000
One-time			
Total	██████████	██████████	██████████

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

Playground Revitalization Report was sent to council on May 25, 2020

"Resolved that the report of the Director of Community Services - Community Development and Enterprise Services dated 2020 05 25 be approved.

Furthermore that a capital request for parks revitalization be submitted as part of the 2021 budget prioritization process."

Please see the 5 year Neighborhood Parks Revitalization Timeline appendix attached that was approved by Council.

Departmental
Approval:

**Brent
Lamming**

Digitally signed by
Brent Lamming
Date: 2020.10.30
16:41:35 -04'00'

Date: October 30, 2020



Appendix A

City of Sault Ste. Marie

Neighborhood Parks Revitalization Timeline

Year	Park
2020	Anna Marinelli
2021	Rosedale Park Parkland Park Downey Park
2022	Wilcox Park Westwood Park Manitou Park
2023	David Kyle Park Mike Zuke Park Ruth Street Park
2024	Esposito Park Laurentian Park Sutton Park
2025	Sussex Park John Street Park Boston Park

SUPPLEMENTAL ITEM #4

CD&ES - Transit - To cover the City's share of ICIP (Investing in Canada Infrastructure Program - Transit Stream) funding - \$1 million (\$500,000 over 2 years).



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Community Development and Enterprise Services

Division: Transit

Request Name: Transit Capital

Overview:

This is the City share of capital required for the shortfall for the City's ICIP contribution annually. The City's share of all the Investing in Canada Infrastructure Program-Transit Stream (ICIP) approved projects is 26.67%, or 16.67% for rehabilitation projects (technology improvements). The capital is imperative to ensure the City capitalizes on the ICIP funding. The \$1,000,000 amount would combine together with the \$130,000 transfer to own funds in place for the planned City Share.

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

Service Name	Service Description	Account Number
Transit Capital	Shortfall of annual ICIP contribution and transfer to own funds	

Proposed Changes to Service Level

This service level increase is to ensure the City will continue to fund the Transit Capital equipment funding through ICIP and transfer \$130K to own funds. This item supports the 8 year Capital Plan in relation to ICIP that runs from 2019 to 2026.

Alignment with Strategic Plan

The request aligns with the Strategic Plan in regards to Infrastructure and Asset Management and New Infrastructure to ensure safe and reliable service to the public and replacement of deteriorating assets. This will also allow for continued delivery of service under the Service Delivery pillar.

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Capital requirement for Transit	On-going	\$1,000,000	\$1,000,000	\$1,000,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going	\$1,000,000	\$1,000,000	\$1,000,000
One-time			
Total	██████████	██████████	██████████

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)
Capital requirement for Transit a	\$1,000,000	\$1,000,000	\$1,000,000

Other supporting information (business plan, Council resolution, calculations, etc.):

May 21, 2019 Council Meeting Minutes

6.9 Investing in Canada Infrastructure Program

The report of the Director of Community Services was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

Resolved that the report of the Director of Community Services dated 2018 05 21 concerning application to the Infrastructure Canada Investment Program for 2019-2021 be approved.

The Transfer Payment Agreement will appear on a future Council Agenda.

See 3 Year ICIP submission from 2019-2021 attached.

Departmental
Approval:

Date: October 29, 2020

APPENDIX C

ICIP 2019-2021	Project Title	Quantity	Cost per unit	Total Cost	City's Share	
Year One - 2019	Replace three 40' Buses	3	\$ 575,000	\$ 1,725,000	\$ 465,750	Capital
	Replace 40' buses with 35' buses	2	\$ 565,000	\$ 1,130,000	\$ 305,100	Capital
	Replace one Para Bus with Low Floor Unit	1	\$ 145,000	\$ 145,000	\$ 39,150	Capital
	Replace existing AVL	40	\$ 12,500	\$ 500,000	\$ 135,000	Capital
	Transit Shelters installed	5	\$ 10,000	\$ 50,000	\$ 13,500	Capital
	Northern Transfer Point	1	\$ 500,000	\$ 500,000	\$ 135,000	Capital
	Terminal Roof - 160 Queen St	1	\$ 100,000	\$ 100,000	\$ 27,000	Asset Mgt
	Terminal HVAC	1	\$ 25,000	\$ 25,000	\$ 6,750	Asset Mgt
	Total Capital Cost for 2019					\$ 1,127,250
Year Two - 2020	Replace three 40' Buses	3	\$ 575,000	\$ 1,725,000	\$ 465,750	Capital
	Replace two 40' buses with 35' buses	2	\$ 565,000	\$ 1,130,000	\$ 305,100	Capital
	Replace one Para Bus with Low Floor Unit	2	\$ 145,000	\$ 290,000	\$ 78,300	Capital
	New Community Buses	2	\$ 150,000	\$ 300,000	\$ 81,000	Capital
	Replace one Transit Vehicle	1	\$ 50,000	\$ 50,000	\$ 13,500	Capital
	Replace Fare Boxes	40	\$ 25,000	\$ 1,000,000	\$ 270,000	Capital
	Transit Shelters installed	10	\$ 10,000	\$ 100,000	\$ 27,000	Capital
	Total Capital Cost for 2020					\$ 1,240,650
Year Three - 2021	Replace three 40' Buses	3	\$ 575,000	\$ 1,725,000	\$ 465,750	Capital
	Replace one 40' buses with 35' buses	1	\$ 565,000	\$ 565,000	\$ 152,550	Capital
	Replace two Para Bus with Low Floor Unit	2	\$ 145,000	\$ 290,000	\$ 78,300	Capital
	New Community Buses	1	\$ 150,000	\$ 150,000	\$ 40,500	Capital
	Replace one Transit Vehicle	1	\$ 50,000	\$ 50,000	\$ 13,500	Capital
	Relocate Downtown Terminal	1	\$ 2,000,000	\$ 2,000,000	\$ 540,000	Capital
	Transit Shelters installed	10	\$ 10,000	\$ 100,000	\$ 27,000	Capital
	Total Capital Cost for 2021					\$ 1,317,600
	Total Capital Cost for 2019-2021			\$ 13,650,000	\$ 3,685,500	

SUPPLEMENTAL ITEM #5

**Engineering - To increase the Capital Works/Miscellaneous Construction budget by \$1 million (\$250,000 over 4 years).
There is a backlog of projects that require attention.**



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Engineering

Division: Engineering

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 been diverted to resurfacing due to the overwhelming need. The backlog of arterial and collector street requiring resurfacing is in the \$25-\$30M range and growing. Further, there has been little to no progress on the outstanding list of Miscellaneous Construction projects.

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

Service Name	Service Description	Account Number
Miscellaneous Construction	Resurfacing, small capital projects, EAs, biennial structural inspections, drainage etc.	10-310-3214-6772

Proposed Changes to Service Level

The Miscellaneous Construction budget of \$1.3M has not been increased in decades. 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 is in the \$13M range. Without an increase, even for inflation, the effectiveness of this budget has considerable diminished. The majority of the funds are directed to resurfacing.

Alignment with Strategic Plan

Preservation and replacement of existing infrastructure is linked to the infrastructure and asset-management focus areas of the strategic plan

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Miscellaneous Construction	On-going	250,000	250,000	250,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
None	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going	250,000	250,000	250,000
One-time			
Total	██████████	██████████	██████████

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

The \$1.3M budget is allocated to annual rear-yard drainage, biennial structural inspections for bridges and aqueducts, and surface treatment programs, followed by allocations to upcoming and underfunded Environmental Assessments and bridge/aqueduct repairs. An allowance of \$50,000 is set aside for unforeseen items. The remainder is all allocated to resurfacing. This means that approximately \$700,000 is allocated to resurfacing. It is wholly insufficient and must be supplemented by significant portions of the Capital Transportation (Roads) budget. Without increases, even for inflation, the effectiveness of the resurfacing budget is eroded annually.

Departmental
Approval:

Date: August 21, 2020

Note: Please attach any other relevant information pertaining to this request.
Page 249 of 344

SUPPLEMENTAL ITEM #6

Fire - To increase the reserve to replace aging fleet based on the replacement schedule.



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Fire Services

Division: Operations

Request Name: Transfer of Reserves

Overview:

Fire Services currently transfers \$303,000 for Apparatus, Vehicle and Equipment replacement annually. Through the capital budget process Fire Services has determined the future Fire Apparatus and equipment purchases (Tanker, Aerial, Rescue Truck as well as every 5 years the Bunker Gear must be replaced) will well exceed the Fire Capital Reserve funding. Therefore it is necessary to increase the operating expenses transfer to the Fire Capital Reserves. This will assist in funding the legislated purchases over the next 8-10 years

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

Service Name	Service Description	Account Number
Transfer to Reserve	Fire Equipment and Fire Apparatus	10-200-2000-6760

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

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Select Option				
Select Option				
Select Option				

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Select Option				
Select Option				
Select Option				

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going			
One-time			
Total	0	0	0

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)
Apparatus, Vehicle & Equipment	300000	300000	300000

Other supporting information (business plan, Council resolution, calculations, etc.):

Council Approved Fire Master Plan- maintaining current fleet recommendation 41
 Abides by the Fire Underwriters Survey (FUS) standard for acceptance of apparatus and Fleet Replacement Schedule state: replacement of front-line apparatus 12-15 years
 Underwriters Laboratory Canada (ULC) Standard S515 Automobile Fire Fighting Apparatus and NFPA 1901, Standard for Automotive Fire Apparatus.

Departmental

Date:

Approval:

Note: Please attach any other relevant information pertaining to this request.

SUPPLEMENTAL ITEM #7

PW - Traffic - Replace traffic lights at stop controlled intersections and other locations. Replace traffic cabinets/equipment that are beyond their useful lives.



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Public Works

Division: Traffic

Request Name: Replace Traffic Cabinets and Overhead Flashers

Overview:

49 of our traffic control cabinets have been out in the field for 15 years +. 35 of those cabinets are over 25 years old. The life expectancy of these cabinets is 15 years. This would be year three of a multi year project to replace these cabinets to ensure proper functionality. Additional internal components will be required to maintain existing equipment and continued testing assistance is required. This is ongoing and will require \$220,000 in the budget every year going forward.

Replace overhead red and yellow flashing lights at stop controlled intersections and other locations. All these units are well passed their life expectancy and need to be replaced. 14 locations still need to be addressed. This is ongoing and will require \$25,000 in the budget every year going forward.

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

Service Name	Service Description	Account Number
Replace Traffic Control Cabinets		10-400-4004-6370
Replace Overhead Flashers	Replace red and yellow flashing lights	10-400-4004-6370

Proposed Changes to Service Level

Traffic Control Cabinets: In the past years we have received approximately \$85,000 per year. Receiving the \$220,000 would expedite the cabinet replacement program.

Overhead Flashers: The level of service has not changed as we are replacing old/end of life equipment. This program should wrap up in approximately 3 years.

Alignment with Strategic Plan

Infrastructure - Maintaining existing infrastructure

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Replace Cabinets 2021-2025	On-going	220,000	220,000	220,000
Replace overhead flashers	On-going	25,000	25,000	25,000
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going	245,000	245,000	245,000
One-time			
Total	██████████	██████████	██████████

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

Municipal Act - Minimum Maintenance Standards. These units are beyond their end of life and need to be replaced.

Departmental
Approval:

Date:



2021 Budget

SUPPLEMENTAL ITEM #8

CD&ES - Recreation and Culture - Funding for Community Cultural plan to support arts, culture, and heritage in SSM.
Of this amount, \$50,600 is the second half of the funding request from 2020 budget deliberations.



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Cultural 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 cultures organizations, events and for activities. A phased in approach will be taken to attain the recommended increased 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." In 2020 an increase of \$50,600 was approved from a \$101,200 request. For 2021 a further request of \$87,000 broken down as \$25,000 for Cultural Financial Assistance Grants, \$37,000 for Public Art and Partnerships and \$25,000 for Festivals and Events in alignment with recommendations of the Cultural Plan.

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

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

Proposed Changes to Service Level

The Arts in Culture Action Team has developed a funding model to address the various needs of arts, culture and heritage organization 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 attraction, and Heritage are being addressed.

Alignment with Strategic Plan

The request supports the Cultural Vitality Pillar.

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Increase Cultural Funding	On-going	87000	87000	87000
Increase in Cultural Funding	On-going		63250	63250
Increase in Cultural Funding	On-going			63250

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going	87000	150250	213500
One-time			
Total	87000	██████████	213500
		150,250	

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)

Other supporting information (business plan, Council resolution, calculations, 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 development 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 comprehensive Community Cultural Plan was identified as key recommendation in the Community Adjustment Committee Report as a way to increase cultural vitality in Sault Ste. Marie.

Departmental
Approval:

Date: August 20, 2020



2021 Budget

SUPPLEMENTAL ITEM #9

CD&ES - Recreation and Culture - Funding for the Best for Kids summer program, as DSSAB is no longer supporting the program.



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Best for Kids

Overview:

Each summer Recreation and Culture provides free summer programs at Manzo and Greco pool locations. The cost of the programs have been split between R&C operating budgets and DSSAB who contributed \$6,000 annually. DSSAB has supported this program for several years and we were provided notice that they will no longer be able to fund this program. Therefore, we will be short \$6,000 in our budget. In addition both Manzo and Greco pool are locations for Every Breakfast counts program and staff running the summer programs distribute food in the morning.

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

Service Name	Service Description	Account Number
Best for Kids Program	Wages	10-500-5134-6011
	Materials and supplies	10-500-5134-6550

Proposed Changes to Service Level

This service has been delivered for several years. We wish to continue to deliver the same level of service but require the additional funds \$6000 in funding that was previously provided through DSSAB. The DSSAB is utilizing the \$6,000 to administer their Kids Being Kids Program supporting the Downtown Core.

Alignment with Strategic Plan

Social Equity is one the four pillars identified in the Common Cause and New Direction for SSM Report. This initiative meets a need for youth living in low income areas and provides opportunities to participate in recreation, swimming and also nutrition support during the summer months.

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Operating for Arts and Culture	On-going	6000	6000	6000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going	6000	6000	6000
One-time			
Total	[REDACTED]	[REDACTED]	[REDACTED]

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

Social Equity is one the four pillars identified in the Common Cause and New Direction for SSM Report. This initiative meets a need for youth living in low income areas and provides opportunities to participate in recreation, swimming and also nutrition support during the summer months.

Departmental
Approval:

Brent
Lamming

Digitally signed by
Brent Lamming
Date: 2020.10.30
16:57:50 -04'00'

Date: October 30, 2020

Note: Please attach any other relevant information pertaining to this request.

SUPPLEMENTAL ITEM #10

Engineering - Building Permit/Inspection - To hire a part-time By-law Enforcement Officer. Council requested this for 2021 budget to enforce property standards for derelict buildings.



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Public Works

Division: Building Division

Request Name: Part time By-Law Enforcement Officer

Overview:

Considerable focus by Council and staff on the enforcement of property standards for derelict buildings and properties has increased the demand for this role in the Building Division. Workload is such that there is a need, at least in the near term to retain the services of a part-time third Officer.

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

Service Name	Service Description	Account Number
By-Law Enforcement Officer	part time enforcement officer	10-300-3022-6001

Proposed Changes to Service Level

New job addition.

An estimate of costs has been made which includes \$41,000 for wages and benefits, and \$4,000 for items such as mileage, clothing, IT, and related items.

Alignment with Strategic Plan

This request is linked to the Service Delivery component of the Strategic Plan.

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Salary	On-going	31,000	34,100	37,500
Benefits	On-going	10,000	11,000	12,100
Misc.	On-going	4,000	4,400	4,800

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)
JC 10	3022-6001	840 hours	.5	41,000	45,100	49,600

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
15% Administation Fee	On-going	4500	4500	4500
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going	45,000	49,500	54,400
One-time			
Total	██████████	██████████	██████████

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)
Part time By-law Enforcement 	45,000	49,500	54,400

Other supporting information (business plan, Council resolution, calculations, etc.):

At the July 13, 2020 meeting of Council, Council approved the recommendation of the By-Law Enforcement Task Force, including the following: "Request an operating increase in the 2021 budget for a part-time By-law Enforcement Officer".

Departmental

Date:

Approval:

Note: Please attach any other relevant information pertaining to this request.



2021 Budget

SUPPLEMENTAL ITEM #11

Legal - Additional salary for a third lawyer in order to maintain current service levels.



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Legal Department

Division: Legal - POA

Request Name: Additional salary for new lawyer in Legal/POA Department

Overview:

An additional full-time lawyer is needed in the legal department. In the past we have had two lawyers working full time in the department and our POA prosecutor worked as time allowed. Since 2019, our part-time solicitor has put more hours in the department while maintaining his hours in POA court. Our two full time lawyers have been working at capacity and as needed we have had to utilize the assistance of outside legal counsel, which is an added cost to the City. There are also changes being made to enforcement on property standards issues, which also impacts our department. As the demand has increased in the department, and additional departments have been added, for example all the previous EDC work, has now been brought in as a City department, and with the addition of Tourism SSM, the increase in work load and agreements has also increased an already heavy work load. In 2020 with the closure of the Courts our POA prosecutor has been working full time in the department allowing us to utilize three full time staff. Even with each of the lawyers canceling vacations, working through their vacations, as well as evenings and weekends, the volume is not manageable or sustainable. Without being able to add a third full time lawyer to the department, we will continually be working on triaging emergency and priority matters, and other work that is needed to be concluded with continue to be placed on a waiting list. That movement from POA prosecutor to lawyer in the legal department will mean that a prosecutor will need to be hired, and the addition to legal staff will assist the department in meeting our core legal workload.

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

Service Name	Service Description	Account Number
Prosecutor	Prosecutor will prosecute Part I & II POA matters and City Fire/Building Part III matters;	
	and the Part III matters that are to be downloaded.	

Proposed Changes to Service Level

The proposal is to move our current prosecutor/solicitor to a full time solicitor in the legal department. At this lawyer's year of call, he should be advancing from his role in POA court to a full time lawyer in the legal department. We would then propose to hire a more junior lawyer to deal with the prosecution full time. This person would be required to clean up the back log that will be evident when the POA court begins to hear matters again in September and that person would then also take on the Part 111 matters that are to be downloaded from the Province to the City.

Alignment with Strategic Plan

There will be a mandatory download of Part III as well the City handles Provincial Offences Act prosecutions for entire Algoma Catchment Area.

Salary would be \$101,726 plus \$25,864.40 for benefits for a total of \$127,590.40

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Salary for new Prosecutor	On-going	\$127,590.40	\$127,590.40	\$127,590.40
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)
Solicitor	JC6	Ongoing	1	\$127,590.4	\$127,590.40	\$127,590.40

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Expect to see revenues increase with control over Part III Offences.	On-going			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going			
One-time			
Total	0	Nan	0

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

Departmental Approval:

Date: September 30, 2021



2021 Budget

SUPPLEMENTAL ITEM #12

PW - Traffic - One full-time position for an Electrical Apprentice. A second apprenticeship position was directed to the 2021 budget during 2020 budget deliberations.



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Public Works

Division: Traffic

Request Name: Electrical Apprentice

Overview:

Request to expand Public Works apprenticeship program by adding 1 electrical apprentice. Council approved 1 HVAC apprentice as a part of the apprenticeship program in 2020.

As per the Municipal Act- Minimum Maintenance Standards, we are unable to accomplish annual inspections and ongoing maintenance of our traffic control equipment due to the volume of work that is required. Additional resources are required to assist us with attaining this.

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

Service Name	Service Description	Account Number
Apprenticeship Program	Electrical Apprentice	10-400-4004-6001

Proposed Changes to Service Level

Public Works complement increased by 1 apprenticeship position.

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	2021 (\$)	2022 (\$)	2023 (\$)
Electrical Apprentice	On-going	\$73,700	\$73,700	\$73,700
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going	\$73700	\$73700	\$73700
One-time			
Total	[REDACTED]	[REDACTED]	[REDACTED]

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

See backup.

Departmental
Approval:

Date:

Note: Please attach any other relevant information pertaining to this request.
Page 270 of 344

SUPPLEMENTAL ITEM #13

PW - Works - To increase the operating budget by \$80,000 over 3 years for aggregate crushing.



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Public Works

Division: Works-Operations

Request Name: Aggregate Crushing

Overview:

Crush and recycle stockpiles of concrete for reuse and potential saving in purchasing material. \$80,000 to be spread over the next 3 years with anticipated savings beyond the first year.

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

Service Name	Service Description	Account Number
Aggregate Crushing	Crush and Recycle Concrete	10-400-4000-6490

Proposed Changes to Service Level

During summer construction season concrete from curb and sidewalk repairs is stockpiled as an alternative to being landfilled. The stockpile is now of considerable volume. Crushing the concrete turns it back into a usable aggregate that can be used for road & ditch repairs and reduces the need for the Department to purchase aggregate for these repairs. The reuse of this material may be a substantial green effort for the City.

Alignment with Strategic Plan

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Aggregate Crushing	On-going	26,000	26,000	26,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going	26000	26000	26000
One-time			
Total	[REDACTED]	[REDACTED]	[REDACTED]

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

Departmental

Date:

Approval:

Note: Please attach any other relevant information pertaining to this request.

SUPPLEMENTAL ITEM #14

Physician Recruitment - Increase physician recruitment allotment per Council meeting on September 28, 2020. The reserve that used to fund this initiative is now exhausted.



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Outside Agencies

Division: Corporate

Request Name: Physician Recruitment

Overview:

The City's annual contribution share is set at \$90,000. The GHC and SAH contributions are \$65,000 each. The Algoma West Academy of Medicine would continue to make satisfactory in-kind annual contributions. The City's share is paid from reserves and levy contributions. An operating increase request of \$40,000 will be included in the 2021 City budget request to make our contribution levy based as the reserve previously funding this activity is exhausted.

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

Service Name	Service Description	Account Number
Funding increase		10-780-7850-6550

Proposed Changes to Service Level

Alignment with Strategic Plan

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Project Expenditures	On-going	40,000	40,000	40,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going	40,000	40,000	40,000
One-time			
Total	■■■	■■■	■■■

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)

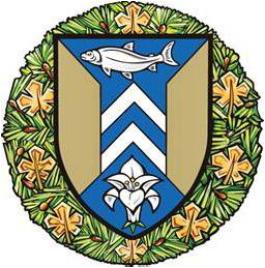
Other supporting information (business plan, Council resolution, calculations, etc.):

Refer to the Council report from the CAO on September 28, 2020.

Departmental
Approval:

Date: September 29, 2020

Note: Please attach any other relevant information pertaining to this request.
Page 276 of 344



The Corporation of the City of Sault Ste. Marie

COUNCIL REPORT

September 28, 2020

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Malcolm White, CAO

DEPARTMENT: Chief Administrative Officer

RE: Physician Recruitment Committee – Renewal of Operating Service Agreement

PURPOSE

Seek approval to execute the Physician Recruitment Committee Operating Service Agreement through By-law 2020-187 found in the By-law section of the September 28, 2020 Council Agenda.

BACKGROUND

At its meeting of May 28, 2001 Council passed a resolution to establish a Physician Recruitment Committee (PRC). The PRC was struck to work with the Sault Area Hospital (SAH) and Group Health Centre (GHC) to make recommendations to City Council regarding availability of physicians in the community. PRC also was to consider the potential need for the city to become more actively involved in physician recruitment. Since its establishment, the PRC developed a terms of reference, procedural protocols and recruitment policies (including incentives). It regularly provided progress reports to Council up to 2006 after which the reports were provided directly to the PRC Committee. Funding for the PRC was provided for through a multilateral operating service agreement executed through the Committee designated appointees for the respective parties.

At its meeting of October 11, 2016 Council approved the execution of a revised contribution agreement. At that time, the PRC recognized that the level of expenditure could be reduced to reflect past year's actual spending experiences. The approved operating service agreement sought a reduction in contributions for the executing parties to \$80,000 (\$20,000 less than previous years) for the City and \$60,000 for SAH and GHC respectively.

At its meeting of March 18, 2019 Council approved a revised agreement with funding levels of \$90,000 City contribution and with SAH and GHC contributing \$65,000 each.

ANALYSIS

The PRC has approved a new agreement to extend the contract for one more year as adjusted to have the executing parties contribute \$90,000 (City), \$65,000 (SAH) and \$65,000 (GHC) respectively (same levels as the 2019-2020 agreement). The PRC is investigating further revenue sources as the funding covers base operations only and does not address recruitment and retention activities that are additional costs and were previously funded by the City's reserve.

FINANCIAL IMPLICATIONS

The City's annual contribution share is set at \$90,000. The GHC and SAH contributions are \$65,000 each. The Algoma West Academy of Medicine would continue to make satisfactory in-kind annual contributions. The City's share is paid from reserves and levy contributions. An operating increase request of \$40,000 will be included in the 2021 City budget request to make our contribution levy based as the reserve previously funding this activity is exhausted.

STRATEGIC PLAN / POLICY IMPACT

This item directly relates to the Community Development and Quality of Life Strategic focus areas found in the 2016-2020 Corporate Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

By-law 2020-187 is listed elsewhere on the Agenda and is recommended for approval.

Respectfully submitted,



Malcolm White
Chief Administrative Officer
cao.white@cityssm.on.ca



2021 Budget

SUPPLEMENTAL ITEM #15

Library - To increase salaries and benefits based on contractual requirements.



Service Level Change Request

Please submit request to the Finance Department by August 21, 2020.

Department: Outside Agencies

Division: Public Library

Request Name: 2021 Operational Budget Additional Request

Overview:

Requesting additional funds to meet contractual wage increases. Submitted a proposed 2021 operational budget with an ask of a 1.5% increase from prior year's Municipal grant. Was recommended a 1% inflationary increase from City Finance. Resulting in a shortfall of 0.5% to offset wage increases.

Service Level Change: Essential Discretionary (Select only one option)

Current Service Level

Service Name	Service Description	Account Number
Centennial Library	Providing library services to the Downtown area of the City	30-720-7202-6001
North Branch	Providing library services to the North end of the City	30-720-7204-6001

Proposed Changes to Service Level

Prevent decrease in service level by maintaining staffing levels to operate two (2) library locations. Any expected revenue loss and/or increase in operational costs due to COVID-19 is offset by savings found in all other major expenditure categories under the control of the Library in its 2021 operational budget.

Alignment with Strategic Plan

Strategic Focus Area: Service Delivery - To prevent a decrease in service levels to continue delivering excellent customer service to the citizens of Sault Ste. Marie.

Strategic Focus Area: Quality of Life - Continue to promote the quality of life advantages to the citizens of Sault Ste. Marie with the diversified services being offered; continue to promote and support the arts and culture in the City's cultural corridor; and contribute to the vibrant and attractive downtown area of the City.

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
Salaries and Benefits	On-going	14900		
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2021 (\$)	2022 (\$)	2023 (\$)
N/A						

Incremental Operating Revenues (detail)

Description	Duration	2021 (\$)	2022 (\$)	2023 (\$)
N/A	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2021 (\$)	2022 (\$)	2023 (\$)
On-going	-14900		
One-time			
Total	-14900		0

Capital Requirements

Description	2021 (\$)	2022 (\$)	2023 (\$)
N/A			

Other supporting information (business plan, Council resolution, calculations, etc.):

Contractual Agreements:

Agreement between The Sault Ste. Marie Public Library Board and Local No. 67 Canadian Union of Public Employees - Library Group; February 1, 2019 to January 31, 2023

Agreement between The Sault Ste. Marie Public Library Board and The Canadian Union of Public Employees and its Local No. 67, Library Part-time Group; Expiring January 31, 2023

Departmental
Approval:

Date:



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Corporate Services

Budget 2020

Corporate Services

Type of Service: Internal and External

Organizational Units Providing Service: Clerks, Finance, Human Resources, Information Technology

Services:

- Oversight of Corporate records
- Corporate secretary to City Council and Committees, ensuring all proceedings, resolutions and decisions are recorded, documented and certified
- Develop communications strategies to inform and engage the community
- Financial leadership, planning, advice, guidance(policies) and reporting to internal and external stakeholders
- Transactional services relating to accounts payable, accounts receivable, general ledger, banking, payroll and tangible capital assets
- Purchase of goods and services and compliance with Procurement Policies and Procedures By-law
- Provision of all human resource services to all Service Areas, including labour relations, occupational health and safety, recruitment, pension and benefits and compensation management & recognition
- Planning, management and support of Corporate information technology, including hardware, software, network, enterprise and business applications and information security



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Clerk's Department



Key Initiatives in 2020

Clerks:

- Implementation of electronic participation in meetings (Council, boards, committees)
- Policy development and implementation (visual identity, record retention, etc.)
- Branding implementation / training
- Board / committee training – procedure by-law
- Migration of lottery licensing software



Looking Forward to 2021...

Clerks:

- 2022 municipal election preparation (including alternative voting methods)
- Policy development (compliments / complaints, employee recognition, accountability and transparency, etc.)
- Citizen engagement / employee engagement strategies
- Migration of cemetery / general licensing software
- Website accessibility



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Finance Department



Key Initiatives in 2020

Finance:

- New policies
 - Debt Management Policy
 - Capital Budget and Financing Policy
- RFP for short term investments completed
- Virtual City Hall online tax module implemented
- Assessment Based Management transition to in-house



Looking Forward to 2021...

Finance:

- Implementation of new budget software, enhancing analytics and budget preparation
- Financial metrics
- Continue to gather data for long term financial planning



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Human Resources Department



Key Initiatives in 2020

Human Resources:

- Implementation of Corporate Learning Management System (LMS)
- Successful transition of LTD/Life Benefit provider
- Initiate defense of Labourers/Carpenters Section 133 Constitutional challenge through the OLRB
- Transition of EDC staff to City
- Firefighter Recruitment
- Wellness & Mental Health initiatives in response to pandemic



Looking Forward to 2021...

Human Resources:

- RFP third party providers (WSIB appeals; non-occupational sick leave adjudicator)
- Consultation with I.T. on HRIS acquisition project
- Continued pandemic response (incl. wellness, etc.).



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Information Technology Department



Key Initiatives in 2020

Information Technology:

- Implemented a “work from home” strategy
- Implemented a corporate wide “virtual meeting” collaboration strategy.
- Collaborated with various departments on Implementation of new software:
 - CD & ES Point-of-Sale
 - HR Learning Management System
 - Finance Virtual City Hall information portal for online tax access



Looking Forward to 2021...

Information Technology:

- Adoption of Microsoft Office M365 licensing model allowing for a mobile workforce and end user collaboration
- Enhance the City's network resilience and capability
- Modernizing the City's IT and technological assets

2021 Operating Budget Summary (\$000)

	2020	2021	\$ Change	% Change
Revenue	274.1	252.0	-22.1	-8.08%
Salaries & Benefits	6,381.5	6,484.5	103.0	1.61%
Other Expenses	2,210.4	2,411.7	201.3	9.11%
Tax Levy	8,317.8	8,644.2	326.4	3.92%



Supplementary Requests

- No requests



Capital Requests

City Clerk's

- Folder / stuffer – Office Services

Information Technology

- City's data center server and storage upgrades.



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Community Development and Enterprise Services

Budget 2021

Community Development and Enterprise Services

Type of Service: Internal and External

Organizational Units Providing Service: Community Services, Planning, Community Development

Services:

- Cemeteries
- Community Arenas
- Economic Development
- FutureSSM
- Local Immigration Partnership
- Planning
- Recreation and Culture
- Tourism
- Transit and Parking



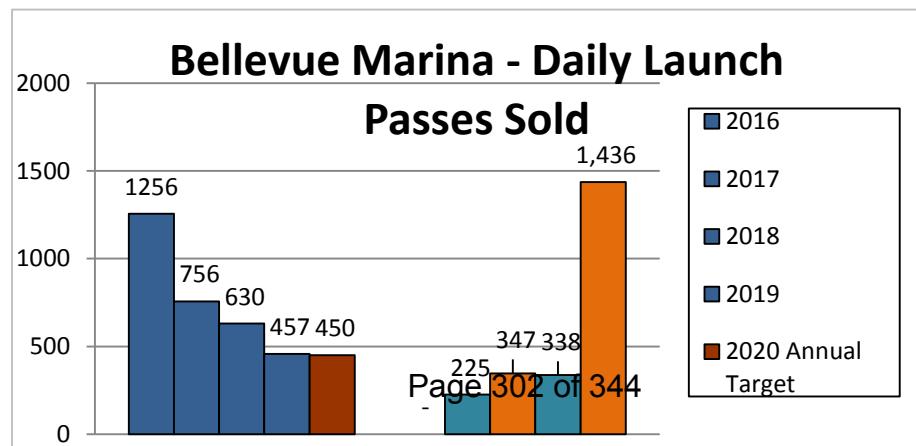
Key Initiatives in 2021

- Advance Downtown plaza
- Address McMeeken arena
- Support businesses and growth through Economic Development and Tourism transition
- Undertake community promotion and worker attraction campaign
- Expand Rural and Northern Immigration Pilot Program
- Implement Community Culture Plan
- Develop transit infrastructure
- Revitalize Memorial Tower
- POS System – GFL Memorial Gardens
- Park revitalization
- Advance Indigenous relationships
- Implement GHG Reduction Plan 2020 – 2030
- Continue newcomer support activities



Key Performance Indicators

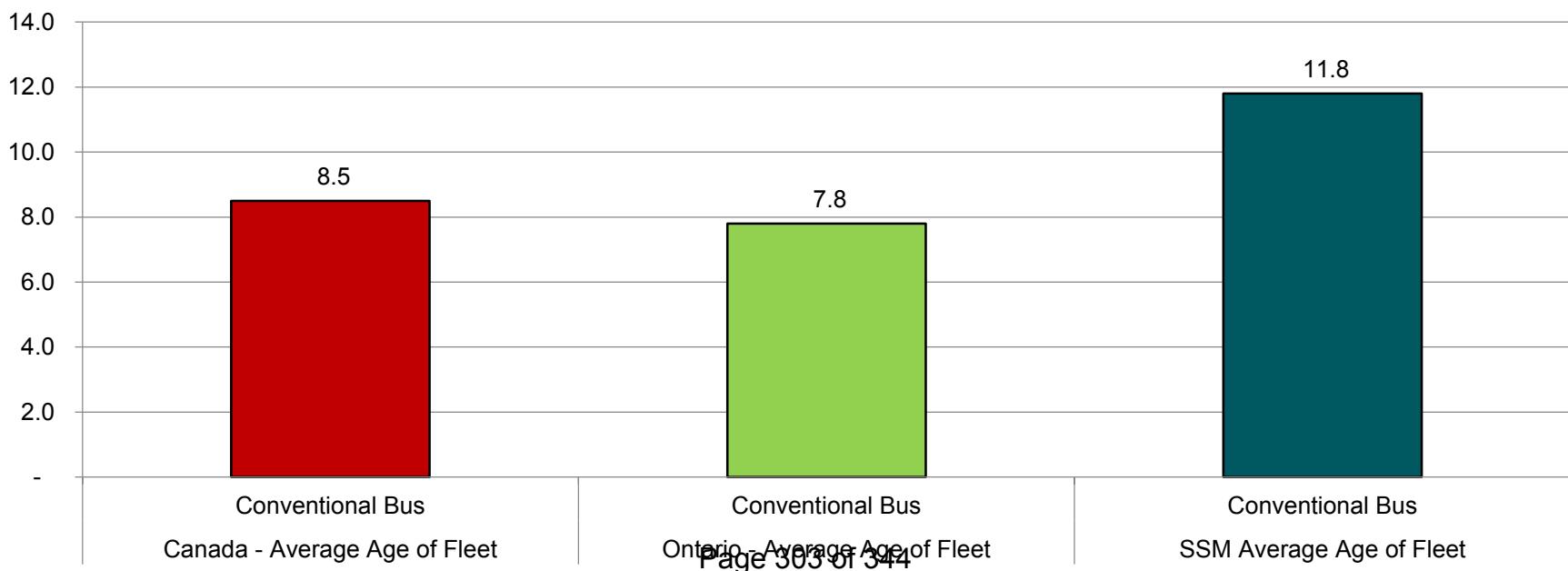
- Due to impact of Covid-19 KPI's across almost all areas are down
 - Usage of Memorial Gardens, NCC, ECNHS, Seniors Programs, Pool lessons, etc.
 - Transit ridership was impacted negatively
 - Positive growth in use of marina daily launch



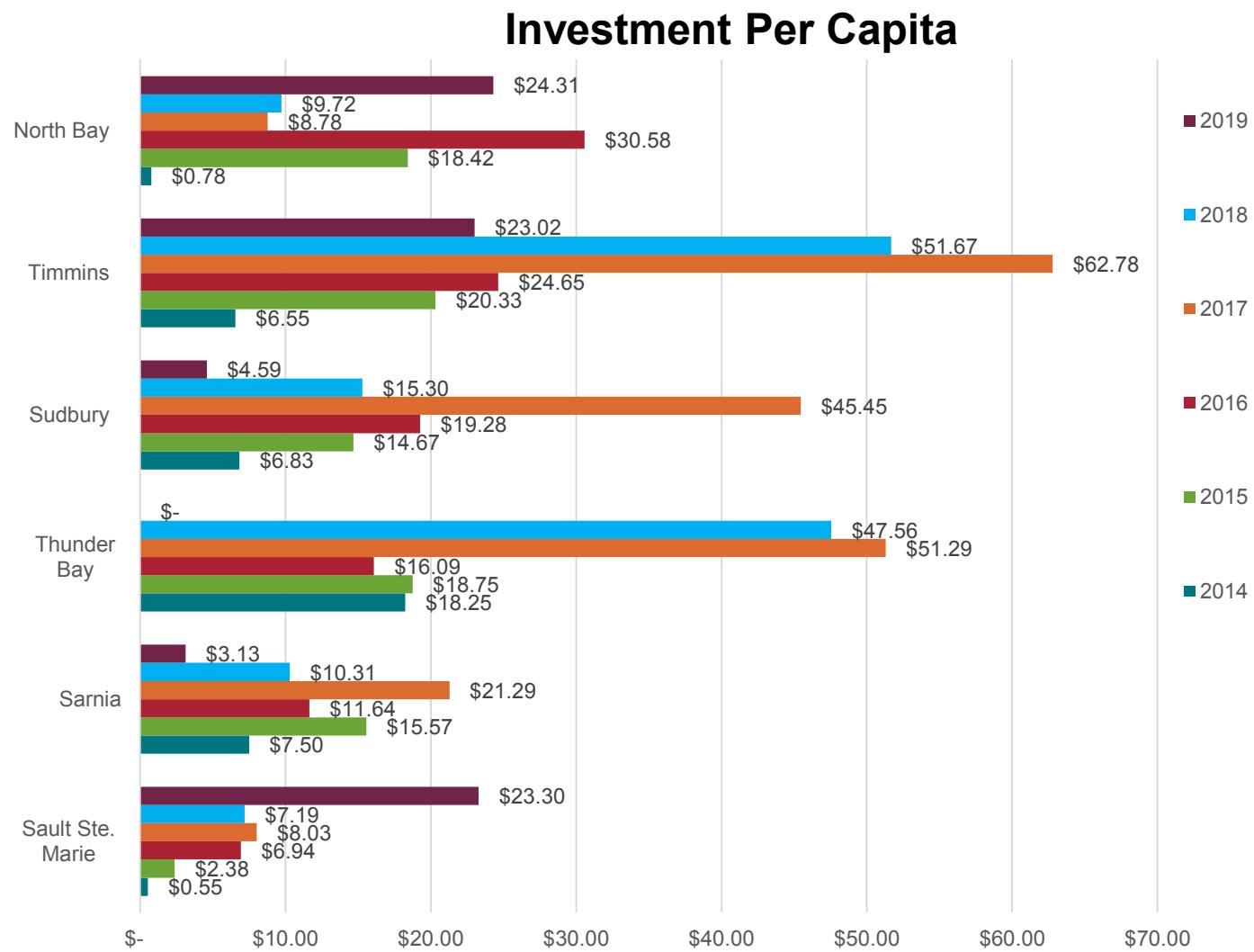
Transit – Average Age of Fleet

- Making headway in addressing Transit fleet and investment per capita

Average Age of Fleet 2019



Transit Investment Per Capita



2021 Operating Budget Summary (\$000)

	2020	2021	\$ Change	% Change
Revenue	\$10,813,131	\$9,173,141	(1,639,990)	-15.17%
Salaries & Benefits	\$17,293,924	\$17,440,941	\$147,017	0.85%
Other Expenses	\$9,349,332	\$9,361,921	\$12,589	0.13%
Tax Levy	\$15,830,125	\$17,629,721	\$1,799,596	11.37%

- Levy impact due primarily to anticipated continuation of lower transit ridership, lower participation in recreation programs and impact to GFL Memorial Gardens



Capital Requests

Item	Amount	Importance
Transit Infrastructure	\$1,240,650	Total value 4,880,000 leverages 73% funding (ICIP); age and condition of fleet necessitates investment
Memorial Tower rehabilitation	\$ 150,000	Engineering assessment requires repair work
John Rhodes Arena LED lighting	\$ 118,286	Short payback period and contributes to sustainability initiatives
Growth Assets – Downtown Plaza	\$500,000	Continue to use growth initiatives line item to advance this critical infrastructure project

Supplementary Requests

Item	Amount	Importance
Community Centres - McMeeken Repairs	\$77,000 (ongoing +)	McMeeken roof repairs and ice floor repairs due to deterioration
Recreation and Culture - Expand the playground at Anna Marinelli Park	\$85,000 (one-time)	Park to include new playground features and rubber surfacing Council recommendation: October 26, 2020
Recreation and Culture - Park upgrades	\$150,000 (ongoing)	As part of the parks analysis approved by Council (5-year playground replacement strategy)



Supplementary Requests (cont'd)

Item	Amount	Importance
Transit – ICIP	\$1M (500,000 over two years)	To cover the City's share of ICIP (Investing in Canada Infrastructure Program - Transit Stream) funding
Recreation and Culture – Cultural Plan implementation	\$87,000 (service level change)	Funding for Community Cultural plan to support arts, culture, and heritage in SSM. Of this amount, \$50,600 is the second half of the funding request from 2020 budget deliberations
Recreation and Culture – Best for Kids	\$6,000 (service level change)	Funding for the Best for Kids summer program, as DSSAB is no longer supporting the program



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Questions??





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Public Works & Engineering Services

Budget 2021

Public Works

Type of Service: Internal and External

Organizational Units Providing Service: Administration, Operations, Parks, Waste Management, Buildings and Equipment, Traffic and Communication

Services:

- Dispatch, Health & Safety training, Accounting
- Road and Sidewalk Maintenance, Ditching, Winter Control operations, Sewers
- Parks, Forestry and Horticulture, Outdoor rinks
- Landfill operations, Recycling service, Residential waste collection, Composting, HHW Depot
- Maintenance of Public Works facilities and equipment
- Traffic signals operation and maintenance, Sign installation and maintenance, Line painting program
- Carpentry Division

Engineering

Type of Service: Internal and External

Organizational Units Providing Service: Engineering and Construction Division, Building Division and Building Services Division

Services:

- Capital Transportation, Connecting Links and Misc. construction programs
- Subdivision and land development
- Environmental engineering, wastewater and solid waste
- Storm water management
- Survey, design and inspection, GIS, asset management, plans and records
- Traffic Engineering
- Building Division: permits and inspections, and Property Standards By-law Enforcement
- Building Services Division: maintenance for Civic Centre - HVAC, security, renovations, janitorial and caretaking



Key Initiatives in 2020

- The Bay Street Project including landscaping
- The re-surfacing of Trunk Road from South Market to the City limits
- The Black Road resurfacing and widening from Second Line to McNabb
- The demo of two buildings belonging to the City located on the new Plaza site.
- Online permit inspections
- By-Law Enforcement Task Force
- Office supported the construction industry and individual property owners by modifying service levels during COVID-19
- Offered door to door deliveries and pick-ups of permit applications/plans and delayed payment processing to accommodate users
- At the inspection stage, the inspectors conducted virtual inspections in an effort to not delay inspections and construction projects that would create issues during the finalization and occupancy of buildings
- Increased the Security presence at the Landfill for COVID protection and to increase property security during off hours
- Kept the Landfill and the HHW Depot open to the public during the pandemic
- Winter Produce Pilot Project



Key Initiatives in 2021

- Creation of an electronic platform which will allow users to apply for minor permits online with a potential expansion to accept permit application submissions electronically for more complex applications such as accessory and residential buildings. This will greatly reduce traffic into the Civic Centre.
- The Landfill EA completion as well as the Biosolids Plant Technology and Design - finalized in 2021
- Fleet Services Review Study

2021 Operating Budget Summary - Public Works & Engineering Services

	2020	2021	\$ Change	% Change
Revenue	\$4,199,672	\$4,222,156	\$22,484	0.54%
Salaries & Benefits	\$23,625,929	\$23,743,802	\$117,873	0.50%
Other Expenses	\$24,351,325	\$24,822,667	\$471,342	1.94%
Tax Levy	\$43,777,582	\$44,344,313	\$566,731	1.29%

2021 Operating Budget Summary - Public Works

	2020	2021	\$ Change	% Change
Revenue	\$2,963,899	\$2,974,950	\$11,051	0.37%
Salaries & Benefits	\$19,811,715	\$19,874,561	\$62,846	0.32%
Other Expenses	\$13,329,769	\$13,625,289	\$295,520	2.22%
Tax Levy	\$30,177,585	\$30,524,900	\$347,315	1.15%

2021 Operating Budget Summary - Engineering

	2020	2021	\$ Change	% Change
Revenue	\$1,235,773	\$1,247,206	\$11,433	0.93%
Salaries & Benefits	\$3,814,214	\$3,869,241	\$55,027	1.44%
Other Expenses	\$11,021,556	\$11,197,378	\$175,822	1.60%
Tax Levy	\$13,599,997	\$13,819,413	\$219,416	1.61%



Supplementary Requests

Public Works	
Electrical Apprentice	\$ 73,700
Crush and Recycle Concrete (over 3 years)	\$ 80,000
Replace Traffic Control Cabinet and Overhead Flashers	\$ 245,000



Supplementary Requests

Engineering

Miscellaneous Construction Budget- for Resurfacing and completion of backlog of small capital projects. Risk is further deterioration of road surfaces and further increased backlog of small capital projects.

\$1,000,000
(\$250k over 4 years)

Building Division

Part-time By-Law Enforcement Officer – recommended by By-Law Enforcement Task Force. Risk is the inability to provide level of enforcement service desired.

\$47,673



Capital Requests

PW & ES- Engineering & Building Services

#2	<p>Building Services: Civic Centre lobby re-design for safe public interaction</p> <p>Risk if not funded: The pandemic has accelerated the need to address long-term access/security issues at Civic Centre. Lobby requires reconfiguration to better serve the public, improve visitor interactions/transactions, and provide a safe working environment for staff. The risk of not completing the work is ongoing security and pandemic related concerns.</p>	\$385,000
#4	<p>Engineering: Waterfront Boardwalk Repair Phase II</p> <p>Risk if not funded: The shoreline beneath the waterfront boardwalk has failed prematurely due to high water levels, placing the boardwalk and hub trail at risk. Phase I will be completed in 2020. The cost of Phase II is estimated to be \$1.0M. The risk of not completing this work is ongoing, long-term closures of the boardwalk and adjacent trail.</p>	\$ 1,000,000



Capital Requests

PW & ES- Engineering & Building Services

#7	<p>Building Services: Window Blinds at the Civic Centre Risk if not funded: Blinds are required in the Civic Centre to reduce radiant heating and screen glare. The direct sunlight can be a health and safety concern for some staff.</p>	\$ 150,000
#9	<p>Engineering: Survey Van Risk if not funded: Routine replacement of survey vehicle that has outlived its service life. The risk of not replacing in 2021 may mean a reduced level of service if crew transportation is not available due to breakdowns.</p>	\$ 50,000



Capital Budget- Asset Management

Engineering/Building/Building Services

	<p>Building Services: Civic Centre – Main Entrance Ramp, Apron, Stairs and Garage Roof Waterproofing</p> <p>Risk if not funded: Continued deterioration of underground garage roof, continued closure of stairs, dated ramp at accessible entrance.</p>	\$453,000
	<p>Building Services: Civic Centre – Sprinkler System</p> <p>Risk if not funded: Inadequate fire protection for Civic Centre.</p>	\$ 685,000



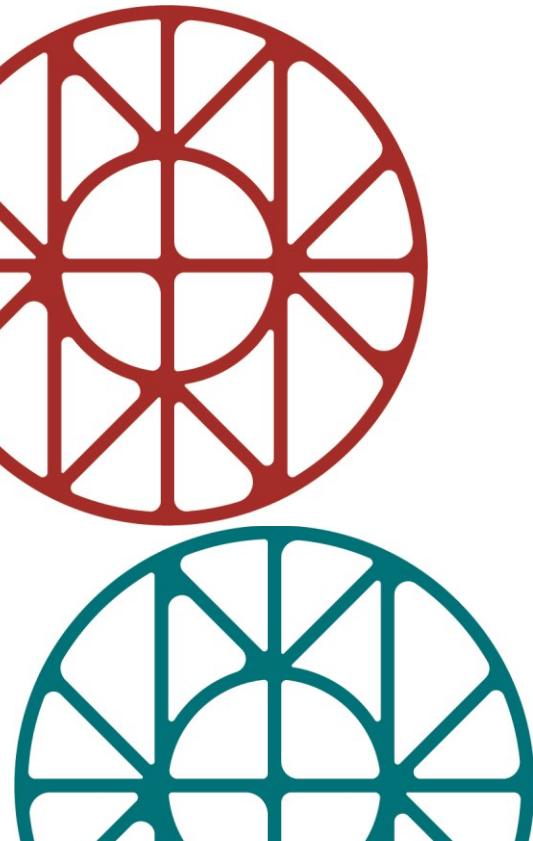
2021 Road Construction Program

The proposed 2021 program totals \$15.6 million:

- Third Line
- Connecting Link-Trunk/Black Road
- Mark Street
- Aqueducts/Bridges
- MacDonald Ave SWM
- Angelina Avenue
- Engineering-2022
- Resurfacing



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Legal Services

Budget 2021

Legal Services

Type of Service: Internal and External

Organizational Units Providing Service: Legal Department, Provincial Offences Office and Court, Freedom of Information (“FOI”), Insurance and Risk Management

Services:

- Oversight of Corporate Legal matters and Provincial Offences Court
- Legal Advice to City Council and City Staff
- Property – acquisitions, sales, and dealing with surplus property
- Preparation of all By-Laws
- Processing of all Claims
- Processing of all Freedom of Information requests
- Represent the City in Court and at various tribunals as well as providing advice on lawsuits and potential lawsuits
- Prosecution on charges on City By-laws and Provincial legislation
- Dealing with the Public on a wide variety of questions and claims
- Insurance coverage and management
- Risk Management



Key Initiatives in 2020 – What did we accomplish?

- Becoming more integrated at the start of other City department projects;
- In every year we provide the following services and to the end of October 2020, we have provided the following: Legal Opinions (244), Property Searches (893), By-Laws prepared (222); Legal Agreements (81); FOI's (61), Insurance Claims (185); Litigation Files and Property Files (55);
- Assisting with Construction contracts where legal issues have arisen;
- Working with City departments on their new initiatives – working with new department divisions, Future SSM initiatives, Tourism SSM, SSMEDC initiatives ;Downtown plaza property acquisitions, established a work in progress list of properties that could be established as surplus;
- Monitoring new Emergency and COVID-19 Orders and Legislation (March 2020 to present) and providing timely interpretations to be in compliance with changing legislation;



Key Initiatives Continued

- Concluded for roll-out the Contractor Safety Program in conjunction with other departments;
- Rolled out OHSA Training seminar for supervisory staff;
- Worked with internal resources to comply with Ministry of the Attorney General requirements for physical changes needed to be made to POA Court;
- Working with Clear Risk and IT department to streamline processes for Claims;
- Participating in the Property Standards and Yard Maintenance Task Force Team; and
- Provided mentoring to a co-op paralegal student who needed to complete her practice hours to graduate; and to a first year legal student with the summer opportunity of working in a legal environment.

2021 Operating Budget Summary (\$000)

	2020	2021	\$ Change	% Change
Revenue	1,794,537	1,770,434	(24,103)	-1.34%
Salaries & Benefits	1,428,152	1,396,640	(31,512)	-2.21%
Other Expenses	1,954,847	2,295,240	340,393	17.41%
Tax Levy	1,588,462	1,921,446	332,984	20.96%



Supplementary Requests

- Our department has a service level change request.
- We have two full time lawyers in the legal department. We need three. Our services are covering expanding areas of the law that we had never given advice and assistance on before, and we have increased requests for assistance and legal work. We cannot sustain this level of service without a third lawyer. We would like to move our current prosecutor into the third lawyer position. We would then hire a new prosecutor to take over the current prosecutor's role. The City is adding employees, adding sub-departments and adding projects. The Legal team needs to expand to be able to continue to cover these needs.



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Questions





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Fire Services

Budget 2021

Fire Services

Type of Service: External - Provides Emergency Service to the Community

Organizational Units Providing Service: Administration, Operations, Fire Prevention & Public Education, Emergency Management and Support Services.

Services:

- Primary objective is to provide 24 hour, 7 days a week Emergency Response
- Types of Responses: Structural Fires, Medical Responses, Auto Accidents, Auto Fires, Carbon Monoxide Alarms and Public Hazards
- Follows Provincial Mandate “Three Lines of Defense”- Public Education, Fire Safety/Enforcement and Emergency Response
- Develops the City’s Emergency Plan
- Maintenance of service ready apparatus, asset management and equipment repairs for frontline use
- Purchase of Fire Apparatus and Equipment



Key Initiatives in 2020

- Fire Prevention Division
- Following the “3 Lines of Defense” Public Education Programs that were delivered:
Lectures, Demonstrations, Public Relations and Project ASAP: 176
- Building Inspections: 305
- Complaints: 151
- POA Court Appearances: 15
- Burn Permit Inspections: 915



Key Initiatives in 2020 Fire Operations

- Responses as of November 30, 2020
 - 1542 alarms
 - 109 Fires- of those fires 14 have an estimated loss of over \$50,000
 - other responses included above are- Medical Assists, Carbon Monoxide Alarms, Vehicle Collisions and Vehicle Fires



Key Initiatives in 2020

- Emergency Management
- Continues to coordinate and develop the City's Emergency Plan
- “4 Pillars” Prevention, Preparedness, Response and Recovery
- Primary focus in 2020- facilitating and working with the Municipal Emergency Control Group (MECG) for the Pandemic
- Assisting in Operating Municipal Helpline during Pandemic
- Coordinating with Sault Search & Rescue to perform well being checks on vulnerable populations during Pandemic

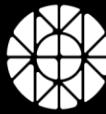
2021 Operating Budget Summary

	2020	2021	\$ Change	% Change
Revenue	254,842	253,438	(1,404)	-0.55%
Salaries & Benefits	13,360,176	14,077,180	717,004	5.37%
Other Expenses	1,102,975	1,169,965	66,990	6.07%
Tax Levy	14,208,309	14,993,707	785,398	5.53%



Supplementary Requests

- Fire Services has submitted one (1) Supplemental Request. This request supports the approved Fire Master Plan
- Increase Transfer to Own Funds \$300,000 (Fire Capital Reserve)
- Increase will be utilized to fund Fire Capital Reserve for mandatory legislated capital purchases
- Capital Replacement Schedule is updated annually. The Plan allows for responsible diligent budgeting to prepare for future Capital purchases
- Capital Purchases include; Fire Apparatus, Fleet Vehicles and Equipment
- Consequences of not approving- Will not meet mandatory/legislated requirements for replacement schedule. There are inadequate funds in Capital Reserves. Currently, required purchases are under funded



Capital Requests Fire Service

- \$450,000 request to replace Fire Rescue Truck
- Current Rescue Unit is 1999
- Fire Master Plan, NFPA 1901 “Standards for Fire Apparatus”, Fire Underwriters Survey (FUS) and Fleet Replacement Schedule state replacement of frontline apparatus 12-15 years
- Due to age, replacement parts are difficult to find
- If not replaced and service or repair is required, parts not being available may prohibit the repair. This would result in not having a Fire Rescue Unit for responses.
- Fire Underwriters Survey could adjust the City's insurance ratings due to not having a Fire Rescue Truck that meets the NFPA 1901 Standards for Apparatus replacement.



Capital Requests- Fire Service

- \$80,000 required to upgrade the Municipalities 911 system
- NG-911 has been mandated by the CRTC, Emergency Services must transition to the Next Generation 911
- Older “Legacy 911 Service” will be decommissioned
- Vital piece of equipment for our communities 911 system to perform & operate
- Canadian 911 systems will be required to have compliance with NG 911 by 2023.



Capital Requests- Fire Service

- \$19,995 request for Electronic Fire Extinguishing Tool, partial funding through special reserve account
- Replaces older unit (2007) utilized for community training and generation of revenue for Fire Services
- New system is easier to transport and set up, requires only one staff member
- Portable and can be used indoors for training
- Electronic Tool will also be used in other Fire Public Education Programs



Capital Requests- Fire Service

- \$130,000 request from Fire Capital Reserve to replace four (4) fleet (daily use) vehicles
- Vehicles are past their life expectancy, mechanical maintenance has preserved the vehicles
- Repair costs exceed the value of the vehicles
- Risks associated with not approving- Fire Services will not have sufficient fleet vehicles for staff to perform daily functions. This will create inefficiencies in competing duties



Fire Apparatus & Equipment Replacement Schedule

- 2021 – Rescue Truck - \$450,000
- 2022- Platoon Chief Truck approx.- \$65,000
- 2023- Aerial- approx. \$1.9 million
- 2023- Firefighter Gear – approx. \$300,000
- 2024- Rescue Pumper- approx. \$1.3 million
- 2025- Rescue Pumper- approx. \$1.4 million
- 5 year- approx. \$5.4 million



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Thank You

