

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

Monday, January 30, 2023

5:45 pm

Council Chambers and Video Conference

Meetings may be viewed live on the City's YouTube channel
<https://www.youtube.com/user/SaultSteMarieOntario>

Pages

1. Approve Agenda as Presented

Mover Councillor L. Dufour

Seconder Councillor C. Gardi

Resolved that the Agenda for January 30, 2023 Budget Meeting as presented
be approved.

2. Declaration of Pecuniary Interest

3. CAO Presentation

2 - 7

4. 2023 Preliminary Budget

8 - 163

The preliminary Budget is attached for the consideration of Council.

5. Supplementary Budget Items

164 - 263

6. Adjournment

Mover Councillor L. Vezeau-Allen

Seconder Councillor M. Scott

Resolved that this Council now adjourn.



**SAULT
STE. MARIE**

CAO Presentation

Budget 2023



2022 Corporate Accomplishments

- Infrastructure
 - Capital Transportation Plan
 - Core Asset Management Plans
 - West End Water Treatment Plant Upgrade
 - Twin Pad Area Construction
 - Transit Fleet Upgrades
 - Mausoleum
- Service Delivery
 - Public Works Fleet Review/Implementation Plan
 - Digital Strategy Implementation
 - Service Level Study follow up (ie Winter Control)



2022 Corporate Accomplishments cont'd

- Quality of Life
 - Community Wayfinding Implementation
 - Rural and Northern Immigration Pilot
 - Downtown Ambassador Pilot
 - Environmental Sustainability Committee
 - Community Greenhouse Gas Reduction Plan
- Community Development
 - Post pandemic Tourism Activities
 - Agawa Canyon Tour Train
 - Official Plan



2023 Outlook

- New Corporate Strategic Plan
 - Post pandemic future
 - Well positioned for growth
 - Evolution of current plan



2023 Preliminary Budget

- Capital Budget
 - Well resourced, emphasis on roads
- Operating Budget
 - Inflation, Fuel/Utility cost pressures
 - No impact to service levels
 - Compare very well to peer Cities



2023 Community Outlook

- Significant and sustainable investment in industrial, commercial and multi residential sectors
- Positive outlook for tourism
- Positive community growth indicators
- Need to work with stakeholders and other levels of government to address healthcare and social issues



SAULT
STE. MARIE

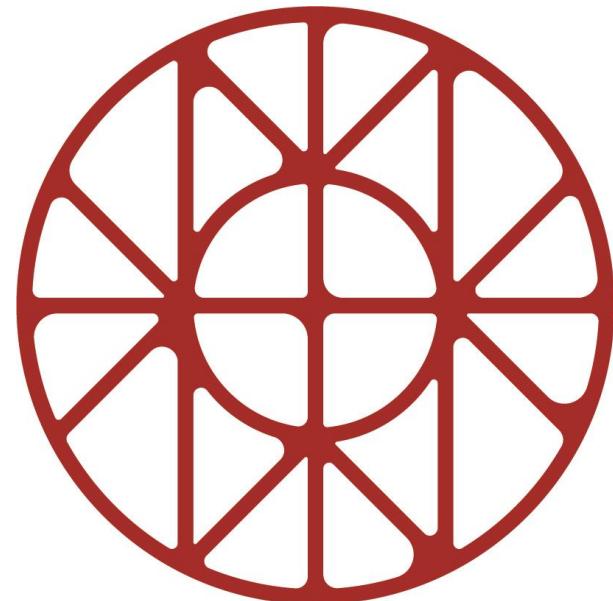
Preliminary Budget

2023



Overview

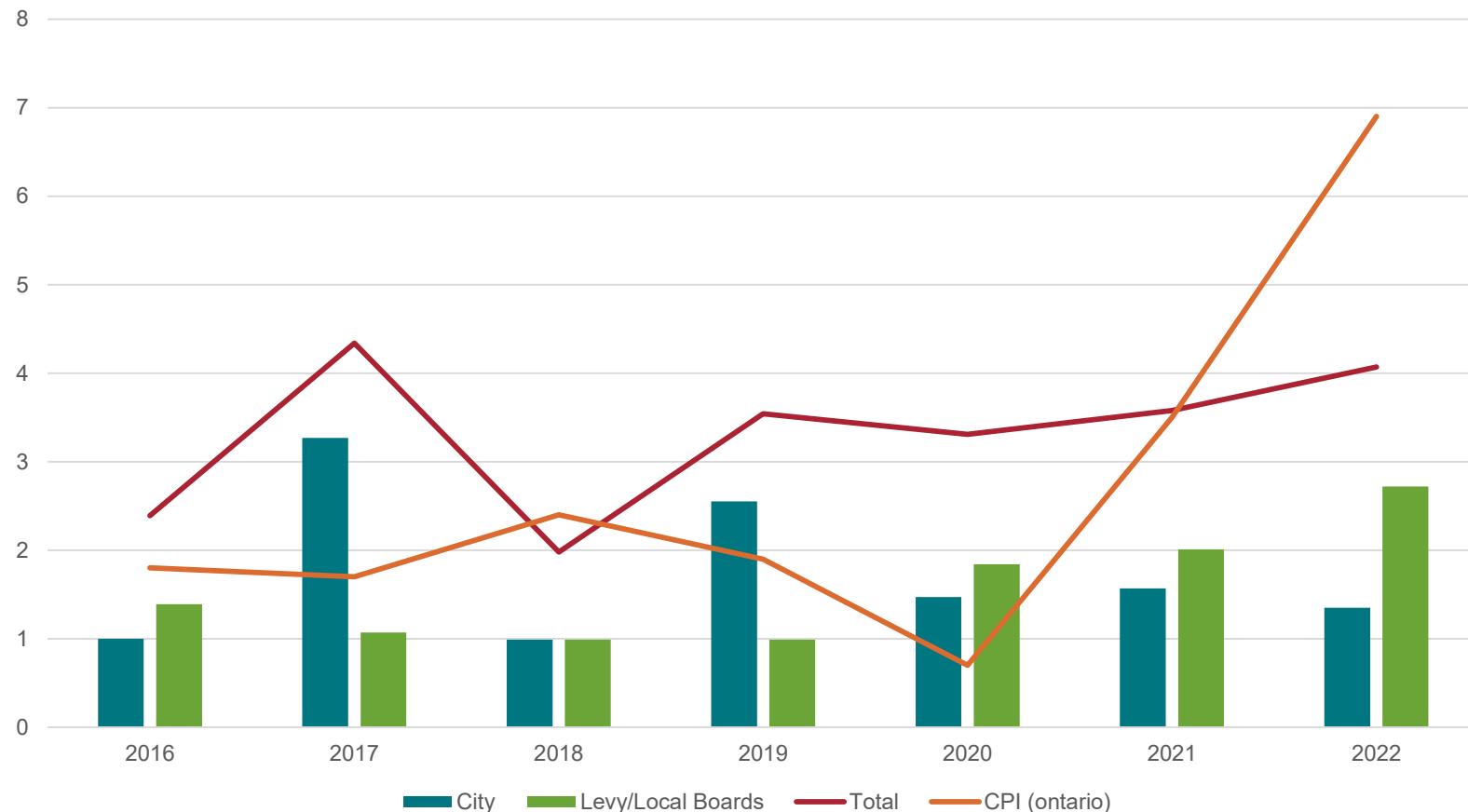
- Budget Landscape: financial indicators, challenges and recommendations
- Operating Budget Summary
- Capital Budget Summary
- Supplemental Requests
- Sanitary Budget





Inflation

Tax Levy / CPI Inflation





Financial Indicators

| | | 2021 | 2020 | Change | Sudbury | Thunder Bay | North Bay |
|---|---|-------|-------|--------|---------|-------------|-----------|
| Financial Position per Capita | ✓ | 1,055 | 1,193 | - | 1,443 | (165) | 988 |
| Discretionary Reserves as % of own source revenue | ✓ | 29% | 25% | + | 38% | 36% | 38% |
| Taxes Receivable as % of Taxes Levied | ✓ | 2.0% | 1.9% | - | 3.1% | 5.1% | 5.9% |

Source: BMA Management Consulting Inc. Municipal Study 2022



Tax Levy Change

| | Change 2022 to 2023 \$(000) | Levy Impact |
|--|-----------------------------------|--------------|
| City Departments - Maintaining Services | \$5,058.8 | 3.95% |
| Levy and Local Boards | \$2,593.7 | 2.03% |
| <u>Total Municipal Levy</u> | <u>\$7,652.5</u> | 5.97% |

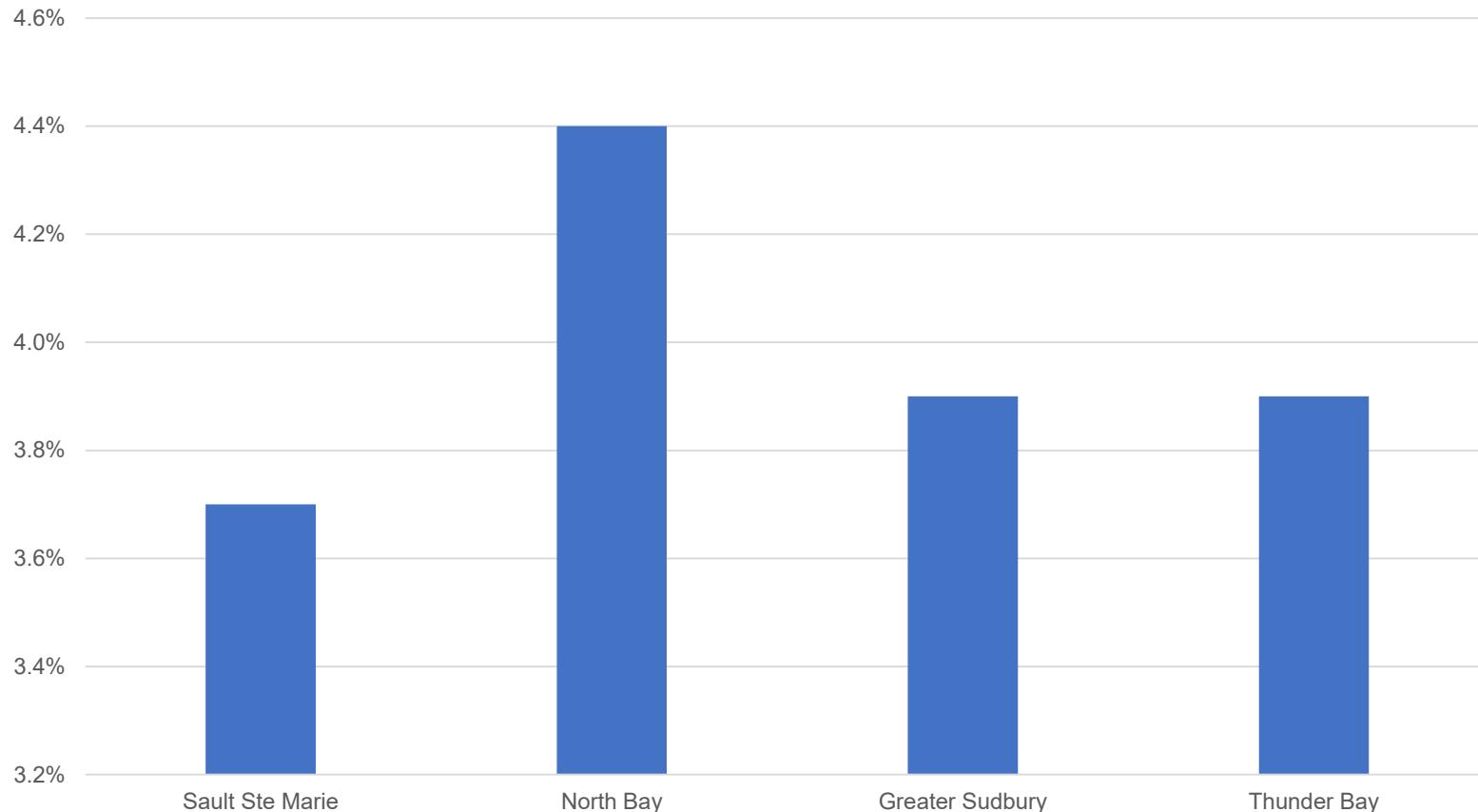
Levy per Capita

| | 2022 Levy per Capita | Ranking |
|------------------------|----------------------|---------|
| Sault Ste. Marie | \$1,714 | Mid |
| (2021 Levy per Capita) | \$1,641 | Mid |
| Greater Sudbury | \$1,818 | Mid |
| North Bay | \$1,841 | High |
| Thunder Bay | \$1,846 | High |

Source: BMA Management Consulting Inc. Municipal Study 2022



Municipal Tax Burden

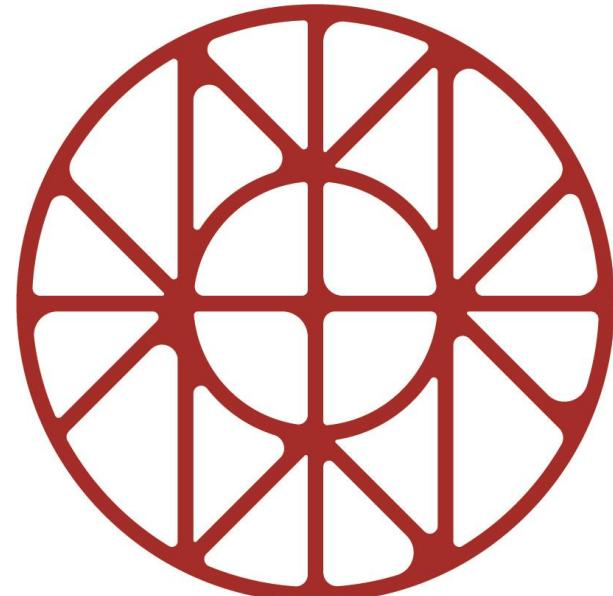


Source: BMA Management Consulting Inc. Municipal Study 2022



Capital Budget

- 2023 Capital Budget investments
 - Sanitary rate supported \$12.0 million
 - Levy supported \$48.2 million
- Long-Term Debt
 - 2023 New External Debt \$0
 - Internal Debt to be utilized for small projects
- Reserves and Reserve Funds
 - \$11.7 million funding from reserves
- Asset Management Plans





Recommendations

- Council approve an exception to the Debt Management Policy to use internal debt for 2023 fleet requirements for Public Works and Fires Services.
- Public Works Fleet capital investment Year 1 of 4 annual increase be funded from the retired debt servicing in the amount of \$550,000 as included on the Supplementary Requests. The allocation will be used in the short term to service the internal debt for the fleet backlog catchup and then for ongoing fleet replacement requirements.
- Fires Services hire four full time firefighters to reduce overtime costs and decrease the risk of service level shortages. The saving of \$107,000 is recommended to be allocated to the Fire Capital Reserve and to be utilized to service the internal debt required for Fire Fleet 2023 capital requirements.
- Council approve the one time expense of \$50,000 for a long term financial plan included in the Supplementary Requests with funding to come from the Asset Management Reserve.



Challenges

- Inflation increase
- Assessment growth
- Asset condition and infrastructure deficit funding
- Impact of climate change
- Grants from other levels of government





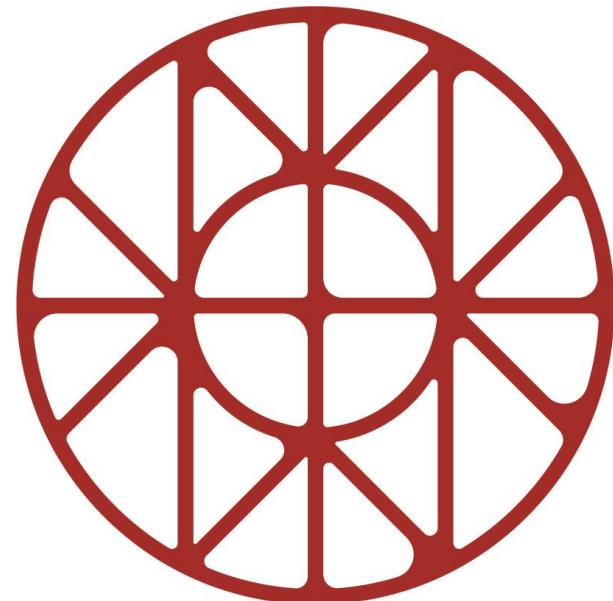
2023 Proposed Budget

- \$203 million Operating Budget
- \$48 million Capital Budget
- Tabled Draft Budget – 5.97% property levy increase
- Includes costs for delivering municipal services and outside boards



Budgetary Pressures

- Contractual increases / inflationary pressures
- Capital investment requirements
- New or enhanced services approved by Council
- Insurance
- Service partners





Municipal Levy (millions)

EXPENSES
\$203.0



OTHER
REVENUE
\$67.3

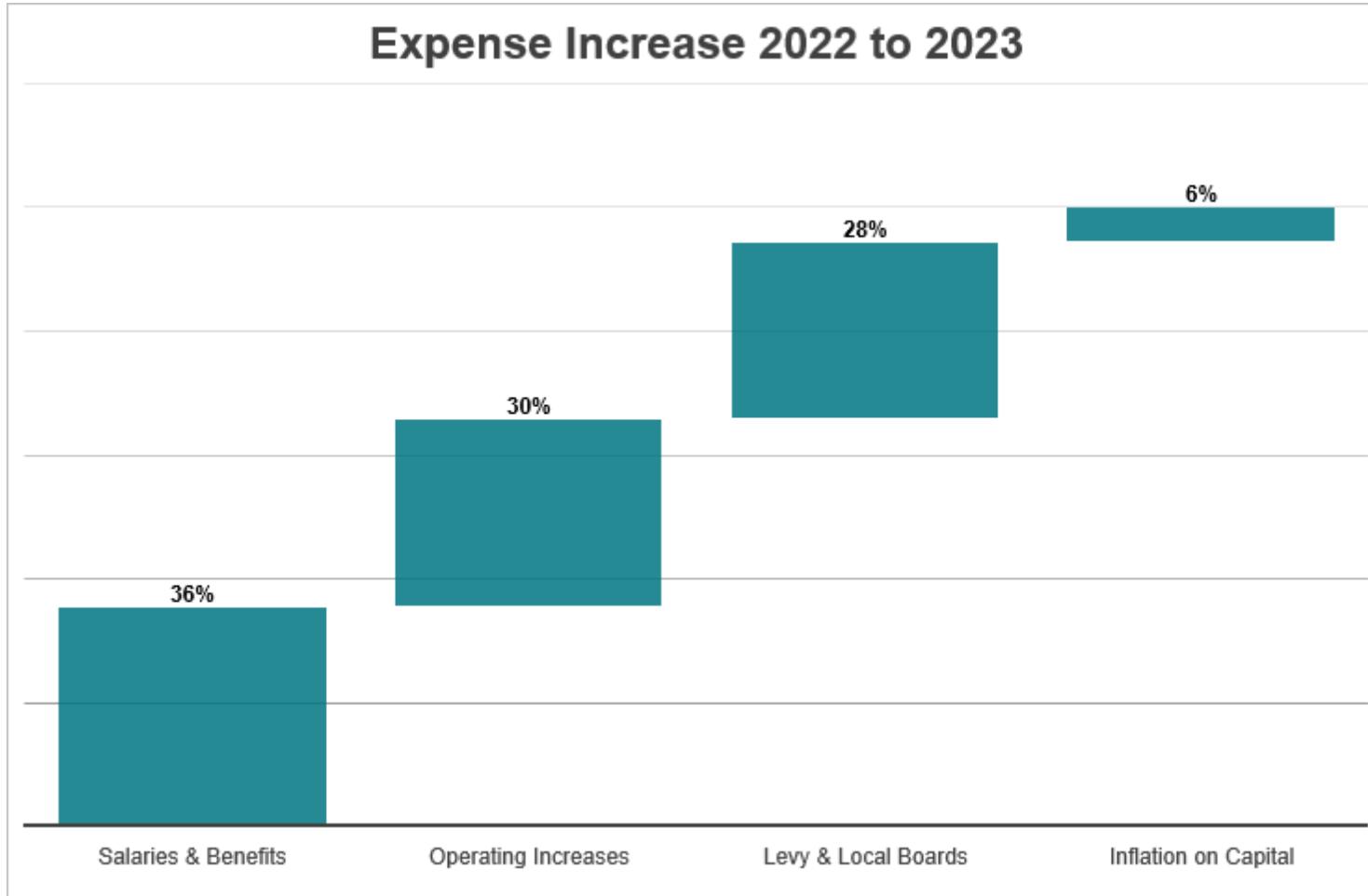


MUNICIPAL
TAX LEVY
\$135.7



Total Expenses - \$203 million

Expense Increase 2022 to 2023





Other Revenue

| Revenue Source | Percentage of Total |
|---|---------------------|
| Miscellaneous taxation not included in levy | 11% |
| User fees | 45% |
| Government grants | 30% |
| Investment income | 7% |
| Other income and own fund transfers | 7% |



Maintaining Services

| Significant Changes from 2022 | (\$000) |
|-------------------------------|----------------|
| Contractual Increases | 3,254.1 |
| Council Resolutions | 1,313.5 |
| Inflationary Pressures | 2,187.3 |
| Revenue Changes | (2,627.2) |
| Other | 31.1 |
| Normal operations | 4,158.8 |
| COVID-19 total | 900.0 |
| Total | 5,058.8 |



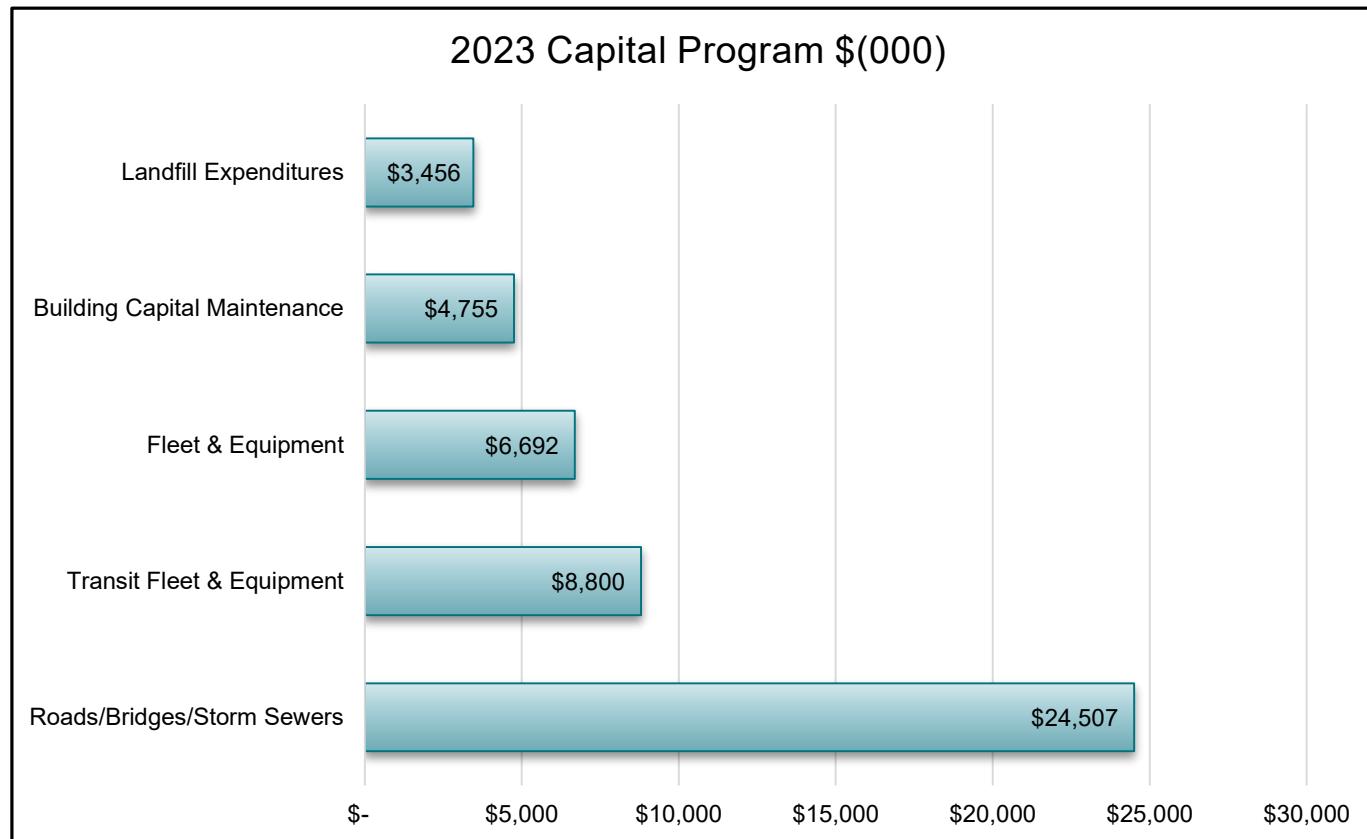
2023 Capital Highlights

- Capital Program totaling \$48.2 million
- Significant amount of road work – over one-half of the capital budget
- Substantial asset renewal work in other asset categories (Transit, Fleet, Landfill etc.)
- Utilizing \$15.3 million in funding from senior levels of government (CCBF, OCIF, Connecting Link, NORDS etc.)



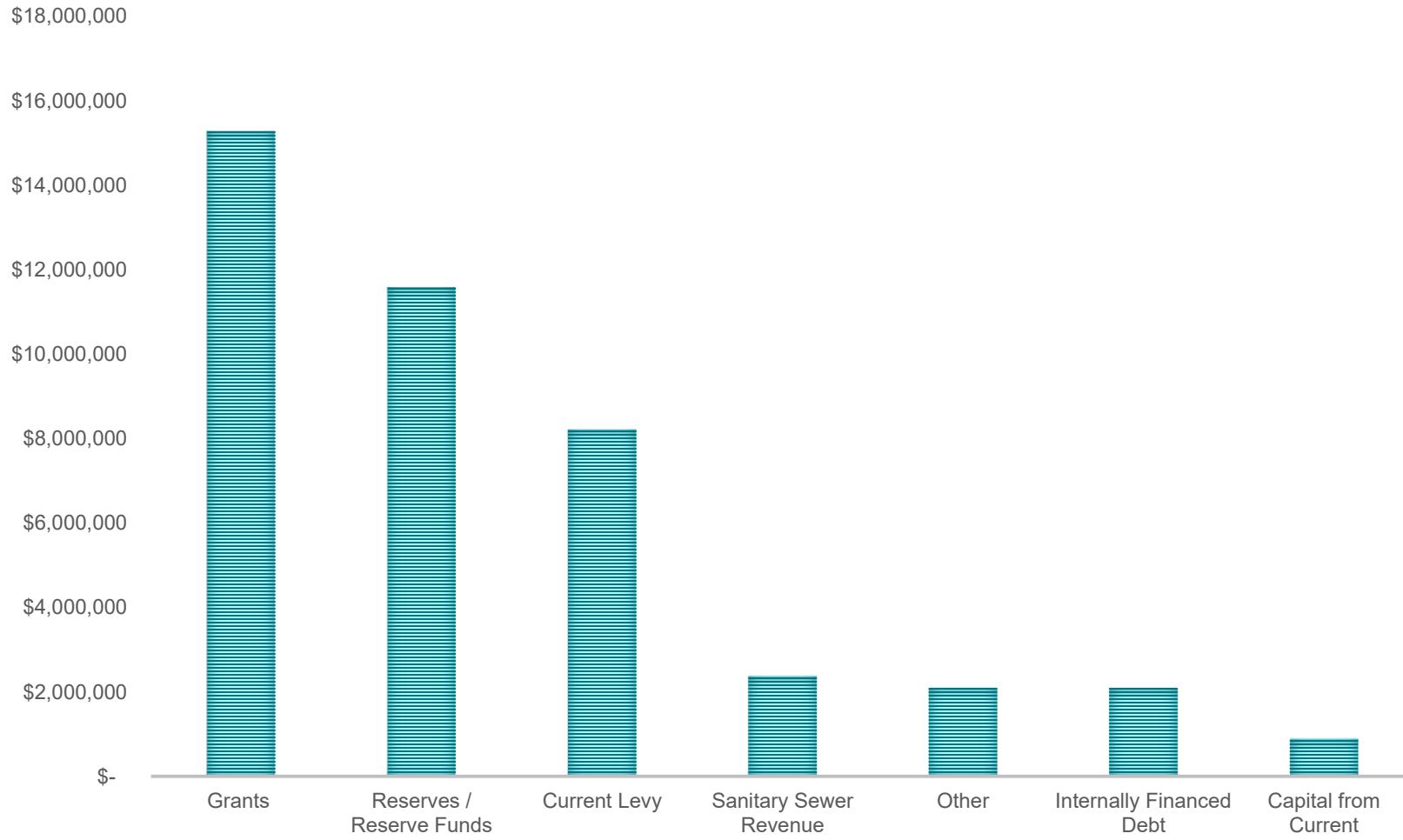


2023 Capital Budget





Capital Funding Sources





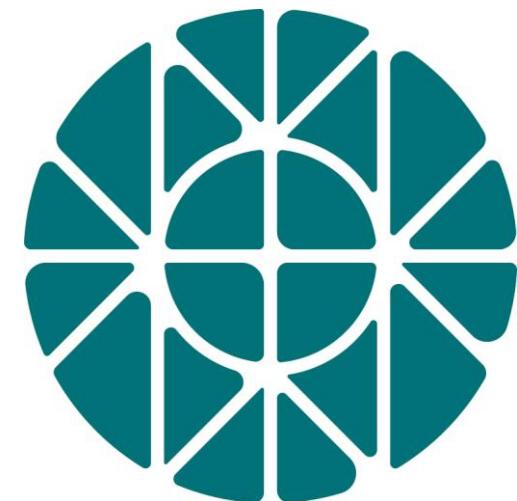
2024 Capital Forecast

- Anticipated annual capital spend of \$48 million projected for the next four years
- Assumed consistent capital revenues
 - OCIF top-up not anticipated beyond 2026
- Large projects requiring debt – Biosolids, GFL & JRCC roof replacements
- Will continue to evolve as Asset Management plans and other guiding documents improve



Supplementary Requests

- Total of 24 requests to enhance services
- \$3.2 million (2023 Impact)
- Funding strategies identified for three requests (Firefighters, PW Fleet & Long-term Financial Plan)





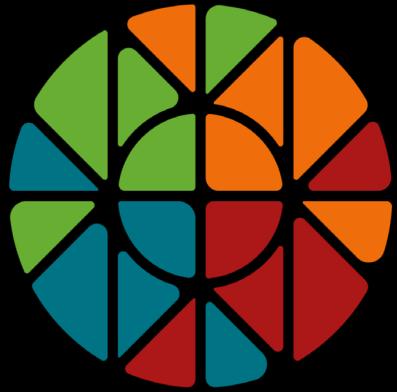
Sanitary Budget

- 100% user-pay
- Operating portion maintains current services and service levels
- Capital budget funds treatment plants, biosolids, pump stations, linear infrastructure etc.
- Recommended to maintain user fee for 2023



Next Steps

- Budget deliberation meetings
 - February 13 & 14, 2023 – Operating & Capital Budgets
- Preliminary 2023 Budget to be adjusted based upon Council recommendations approved during budget deliberations
 - Potential adjustments for local and levy boards
- Tax Rates to be set March/April 2023



SAULT STE. MARIE

Budget 2023



saultstemarie.ca/budget

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Message from CAO Malcolm White



I am pleased to present the 2023 Preliminary Capital and Operating budgets for the Corporation of the City of Sault Ste. Marie. The City and community continue to face many challenges in the post pandemic landscape, including supply chain shortages, high inflation, workforce recruitment and retention and uncertainty in forecasting for significant material needs (ie fuel).

Staff have developed the budget in a prudent manner, maintaining our level of services while trying to mitigate the impacts of inflation and increased commodity prices. While this has been a challenging budget to prepare, Sault Ste. Marie continues to compare favourably to our Northern Ontario comparators. We are positioned well for the post-pandemic recovery with significant industrial investment at Algoma Steel and Tenaris, increased levels of residential and commercial development and a healthy resurgence in our tourism sector activities.

The 2023 Capital budget represents \$48.2M worth capital investment into infrastructure renewal and upgrades, asset renewal and fleet upgrades (Transit, Public Works and Fire). Notably, over half of the capital budget is allocated to road work, a continuing high priority for staff and the community. These investments not only help us maintain our infrastructure but serve as an economic driver for the community businesses that provide materials and services for them.

As we move forward into the new term of Council we will be developing a new strategic plan to guide the Corporation for 2023-2027. We look forward to consulting with the community and our stakeholders to build upon the milestones and activities from the 2019-2023 plan into what we see as a bright future for our community.

Chief Financial Officer's Report

2023 Budget

The 2023 Budget is one of the most financially challenging budgets in recent years. The recovery from the pandemic budgets of 2021 and 2022, which saw a significant decrease to revenue streams, continues and the financial impact is further exacerbated by high inflation and economic uncertainty. Balancing affordability and the level of service that residents have come to rely on is at a critical juncture. The current level of service provided by the many City Departments may not be able to continue in the near future without significant investment, savings initiatives or changes to the level of service.

The direction for the 2023 Budget is to mitigate the impacts of short-term revenue recovery and uncertain/temporary inflationary expenditure increases by utilizing the Tax Stabilization Reserve. This strategy reduces the tax levy and enhances affordability to the community by removing an immediate tax impact. The 2024 budget will review changes that might become permanent and assess funding options, including adding to the tax levy if required.

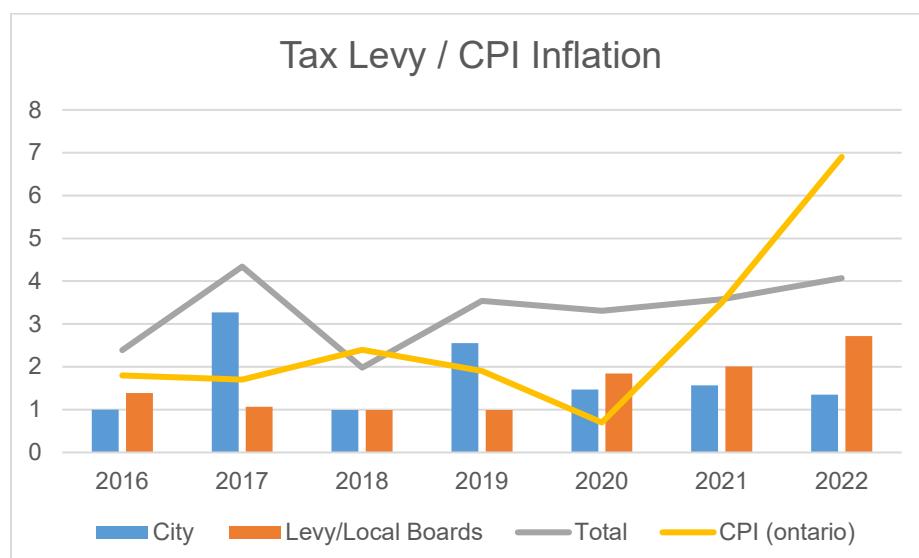
The budget also focuses on investment in our infrastructure requirements utilizing available one-time funds that will not affect the tax levy or require additional external debt.

For budget years 2023 and forward, the wastewater budget will be presented and approved separate from the operating and capital budget to provide better information and transparency of the sanitary rate requirements. The wastewater capital and operating requirements are fully rate supported and do not affect the levy.

Economic Indicators

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.

Inflation



Historical Municipal Tax Levy Change

| <u>Council Term</u> | <u>Total</u> | <u>Average</u> |
|---------------------|--------------|----------------|
| 2003-2006 | 23.37% | 5.84% |
| 2007-2010 | 14.24% | 3.56% |
| 2011-2014 | 13.28% | 3.32% |
| 2015-2018 | 10.94% | 2.70% |
| 2019-2022 | 14.51% | 3.63% |

*includes levy and local board

Canada is in a period of historically high inflation with rates not seen since the late 1970's / early 1980's. Since 1992 inflation has averaged around 1.8%. The year over year inflation as of December 31, 2022 was 6.3% with annual average inflation at 6.8%.

Municipal services will not trend with the Consumer Price Index (CPI) inflation. The basket of goods that is used to measure inflation is a different range of goods and services than that provided by municipalities and does not provide an accurate measure of the City's inflation.

As a service organization salaries and benefits make up 50% of the total municipal share of the operating budget so contractual agreements will significantly affect municipal inflation. For example, in 2020 contractual agreement increases averaged 1.68% whereas CPI inflation was 0.7%. In other years, contractual agreements were less than the CPI inflation.

High inflation is making life more difficult for the community. Food and energy costs have risen significantly. The strain on the global supply chain has created shortages and increased prices. Demand for services as the economy reopened in 2022 started driving up prices in areas such as travel and recreation. The Bank of Canada is attempting to counter the domestic inflation by raising interest rates, thus making it more expensive for households to borrow and spend. Some interest-rate susceptible sectors have begun to cool, such as the housing market.

One of Canada's largest banks, The Royal Bank of Canada (RBC), believes that Canada's economy may enter a moderate recession as early as the first quarter of 2023. Unemployment rates increase during recessions, but with the labour market being the tightest it has been in decades there will be some protection against a major spike in the very near term. RBC also forecasts that the "pain of the upcoming recession" will not affect all sectors equally. The housing markets have already corrected lower and the manufacturing sector may soften as spending on physical merchandise cools. The one bright spot noted is that the travel and hospitality sectors could be more resilient than in past downturns. (RBC Economics, October 12, 2022, "Proof Point: Canada's recessions to arrive earlier than expected")

The municipal operating budget is impacted by these same inflationary pressures. Although higher interest rates have a positive impact on the City's investments, the downside to the higher interest rates for the City is that it also increases the cost of borrowing for infrastructure projects, thus further increasing the debt servicing and potentially tax levy requirements. The increased cost of goods and services also affects the City's ability to provide its services without increasing the tax levy at higher than the historical trend.

Unconditional Grants

The City's most significant unconditional grant, the Ontario Municipal Partnership Fund (OMPF), and the services that it funds are impacted by inflation, putting a heavier burden on the local tax levy. The OMPF uses an equalization approach with funding based upon various municipal fiscal health indicators. The funding level of the OMPF program has remained stable for the last several years with no inflationary increases. The chart below from the Association of Municipalities of Ontario reflects the impact of inflation on thirty-six municipalities of Northwestern Ontario. Using current dollars (i.e. with inflation increase) the OMPF allocations to these municipalities declined by 14.8%.

Total OMPF shown in current and 2014 dollars



<https://www.amo.on.ca/advocacy/municipal-gov-finance/ontario-municipal-partnership-fund>

The City of Sault Ste. Marie from a base year of 2016 reflects a decline in the current dollar value of the OMPF of approximately 3% to 2022 on a cumulative basis. The OMPF funding pool remains at \$500 million for 389 municipalities across the Province. The City received \$17,245,400 for OMPF in 2023 which is a 2.5% increase over 2022. The City's share increased mainly due to the decline in the fiscal circumstances component and average weighted assessment per Household. Considering 2022 inflation will likely be just under 7%, the amount of funding received for 2023 is approximately \$740,000 less than the previous year, thus putting additional pressure on the tax levy.

Living Wage

| | 2020 | 2021 | 2022 | % Change from 2021 |
|------------------|---------|---------|---------|--------------------|
| Sault Ste. Marie | \$16.16 | \$16.20 | \$19.70 | 21.6% |
| Sudbury | | \$16.98 | \$19.70 | 16.0% |
| Thunder Bay | | \$16.30 | \$19.70 | 20.9% |

https://www.ontariolivingwage.ca/calculation_archive

The Ontario Living Wage Network calculates the standardized living wage rate across the province, which is the minimum hourly wage needed to cover basic expenses. The organization also certifies employers who provide a living wage.

The 2022 release of the living wage data stated that Sault Ste. Marie had the highest increase over last year's living wage at 21.6%. In reviewing the data in the Ontario Living Wage calculation archive, Durham was reflected as the highest increase at 30.1%. Durham in now grouped with the GTA region and not as a separate calculation in 2022.

The Ontario Living Wage Network changed their methodology for 2022. Previous to 2022 Sault Ste. Marie's living wage was based upon our distinct living wage area. In 2022 it was grouped in the North region along with Sudbury and Thunder Bay. In 2021, Sault Ste. Marie was 1.78% less than the average of the North communities as shown in the table above. By moving to a regional methodology, the increase for Sault Ste. Marie in 2022 will be overstated due to the inclusion of higher cost municipalities but it will still reflect one of the highest increases.

The trend from the living wage data is relevant. Significant increases in all regions of Ontario are reflected in the 2022 living wages. The North region, based upon an average change, is still one of the highest increases year over year. The living wages range from \$18.05 in the London region to \$23.15 for the Greater Toronto Area. The North region is in the middle of the data regions at \$19.70.

The increase in the living wage is indicative of and supports that inflation in the community is significant.

All of these factors influence the tax levy increase for 2023. Service affordability and what the community is willing and able to pay to maintain the current levels of service may be impacted by these inflationary pressures.

Financial Indicators

| | | 2021 | 2020 | Change | Sudbury | Thunder Bay | North Bay |
|---|---|-------|-------|--------|---------|-------------|-----------|
| Financial Position per Capita | ✓ | 1,055 | 1,193 | - | 1,443 | (165) | 988 |
| Discretionary Reserves as % of own source revenue | ✓ | 29% | 25% | + | 38% | 36% | 38% |
| Taxes Receivable as % of Taxes Levied | ✓ | 2.0% | 1.9% | - | 3.1% | 5.1% | 5.9% |

Source: BMA Management Consulting Inc. Municipal Study 2022

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 the average as \$921 and the median \$1,053. The North geographic area average is \$1,526 and the median is \$1,156.

Discretionary Reserves as % of Own Source Revenue: Positive

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. The measure is slightly lower in relation to our comparators.

The Ministry of Municipal Affairs and Housing reviews each municipality's financial health using key financial indicators. The indicator used is Total Reserves and Reserve Funds as a percentage of municipal expenses. The City's level is 20.5% and is considered low risk. The City is still lower though than the average of 45.3%.

From a local perspective, long-term debt requirements are currently low and the current level does provide the ability to fund debt internally when required. The measure will be monitored to ensure a suitable level is maintained. Additional reserve allocations for ongoing capital maintenance and equipment requirements are recommended.

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.

MUNICIPAL LEVY - \$135.7 MILLION

The Preliminary 2023 Operating budget identifies a 5.97% levy increase. This represents the net requirement to provide the same level of service in 2023 as maintained in 2022, estimated COVID-19 recovery financial impacts and levy and local board 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 2022 to 2023 \$(000) | Levy Impact |
|--|--------------------------------|-------------|
| City Departments - Maintaining Services | \$5,058.8 | 3.94% |
| Levy and Local Boards | \$2,593.7 | 2.03% |
| Total Municipal Levy | <u>\$7,652.5</u> | 5.97% |

The City's Maintaining Services includes the use of \$1.3 million from the Tax Stabilization Reserve. Revenue shortfalls of approximately \$900,000 resulting from various streams recovering to pre-pandemic levels has been included in the preliminary budget. As well, \$400,000 has been included for one-half of the \$800,000 increase in fuel cost, which at this time cannot be forecasted as a sustained increase in the short term.

The 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 into the net costing of services and does not indicate value for money or the effectiveness of meeting community objectives.

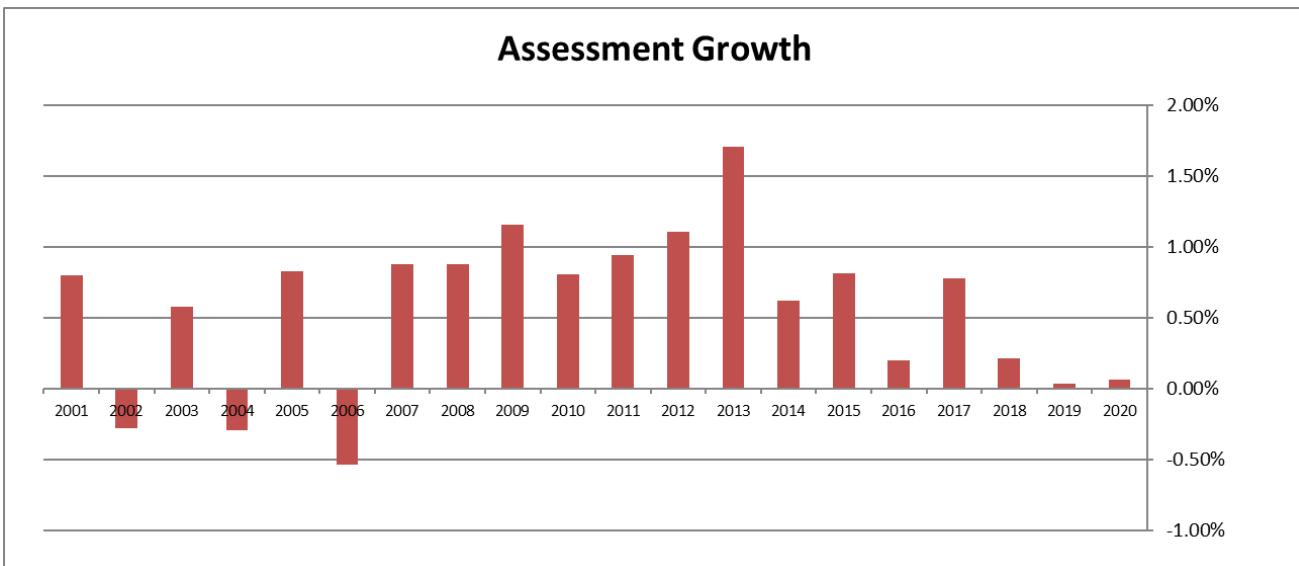
Sault Ste. Marie is the lowest levy per Capita amongst the Northern comparators. The mid-range is from \$1,562 to \$1,819. Greater Sudbury, the second lowest of the comparators, is close to the high-range, whereas Sault Ste. Marie is on the lower end.

| | <u>2022 Levy</u> | |
|--|--------------------|----------------|
| | <u>Per Capita</u> | <u>Ranking</u> |
| Sault Ste. Marie (2021 Levy per Capita) | \$1,714 \$1,641 | Mid Mid |
| Greater Sudbury | \$1,818 | Mid |
| North Bay | \$1,841 | High |
| Thunder Bay | \$1,846 | High |

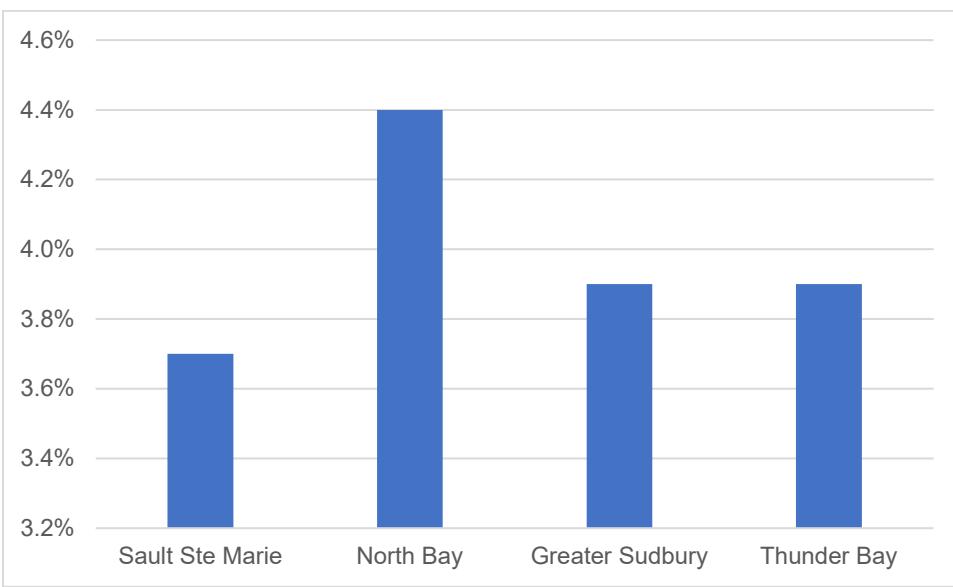
*2022 BMA Study

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 2022 is 0.85% (2021 0.42%). The trend for assessment growth is positive with levels not seen since 2015 and prior.



The Municipal Tax Burden from the 2022 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 2022 BMA study results are consistent with previous years’ in that Sault Ste. Marie has the lowest tax burden amongst our northern comparators. Sault Ste. Marie is the only community of our northern comparators that reflects a total municipal tax burden ranking as low.



*2022 BMA Study

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 2023 will determine the allocation of the increase to the various tax classes.

2023 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.

The 2023 Capital Budget seeks approval of a total of \$48.2 million of investment and another \$12 million investment in the Sanitary Rate Supported Budget. Current operating budget allocations are not sufficient to fund the recommended 2023 capital requirements. Included in the Supplementary Requests for Council deliberation and approval for the 2023 Operating Budget are investments that are required for ongoing capital maintenance and equipment to ensure that the service levels may be maintained.

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 \$89 versus the 2022 BMA Survey average of \$667.

Debt Management Strategy

Long-term debt servicing requirements or other capital requirements are supported by reallocating retired debt servicing to the Asset Management Reserve. In 2023, \$930,000 of retired debt servicing was added to the reserve, the majority from internal debt servicing. An additional allocation for the Twin Pad debt servicing for \$1.1 million was provided, an increase of \$200,000 for original estimate due to the increase in bank rates, bringing the total debt servicing to \$1.4 million annually. There is \$814,000 available for other debt servicing or capital requirements. Wastewater capital debt requirements will be serviced from the sanitary fees.

The Policy states that long-term debt is not to be used for rolling stock, which is to be funded either by reserves, an annual capital allocation, designated annual grants or a combination thereof. A Pay As You Go model is to be used for this type of capital maintenance. The policy recognizes that the reserves must be developed and maintained for these capital assets to ensure long-term financial flexibility.

Additional requests for funding for the Public Works fleet and the Fire Services Fleet have not been approved in the recent past. In 2023, the City is at a point where critical fleet requires replacement and there is insufficient funding within the reserves. In order to address this requirement and balance it with other budgetary pressures, internal debt is being recommended for 2023 and for the next several years. Debt servicing will be from the applicable fleet capital reserve. The Debt Management Policy will be updated to include this option for short-term reserve pressures. This does not change the recommendation of further investment to the capital reserves to ensure the long-term sustainability of the assets.

Debt projection

Potential future debt requirements in the next 5 years 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 |
| • Landfill Site Improvements/Expansion | \$12 million |

The Landfill Site Improvements/Expansion debt requirements are forecasted to be funded from the Waste Management Reserve, which has annual allocations from the tax levy to support operations and capital requirements.

Current long-term debt outstanding and projection of outstanding amounts are reflected below. Forecasted long-term debt requirements for the approved West End Plant (\$36.1 million) and Biosolids (\$36.6 million) projects are included. Due to significant investment in the sanitary assets, the long-term debt forecast has also increased. The debt servicing for these projects will be funded through the sanitary fee and do not require tax levy additions. The significant capital investment for wastewater projects will require a reassessment of the current rate level for the sanitary fee. The recommended rate is to remain the same for 2023 until the full impact of the long-term requirements for asset management plan and operational needs are reviewed in 2023.

The City's Debt Management Policy recommends that the debt service limit for internal and external debt be 5% of Own Source Revenue. The estimated debt servicing limit is \$9.3 million.

Based upon current approved capital projects the forecasted long-term debt will peak at \$92 million in 2025 with debt servicing of approximately \$8.5 million. **Council is cautioned from taking on additional substantial debt in the next 5 years beyond the projects noted above.**



Recommendations:

- Council approve an exception to the Debt Management Policy to use internal debt for 2023 fleet requirements for Public Works and Fire Services.**
- Public Works Fleet capital investment Year 1 of 4 annual increase be funded from the retired debt servicing in the amount of \$550,000 as included on the Supplementary Requests. The allocation will be used in the short term to service the internal debt for the fleet backlog catchup and then for ongoing fleet replacement requirements.**
- Fire Services hire four full time firefighters to reduce overtime costs and decrease the risk of service level shortages. The saving of \$107,000 is recommended to be allocated to the Fire Capital Reserve and to be utilized to service the internal debt required for Fire Fleet 2023 capital requirements.**

Reserves and Reserve Funds

Municipalities establish reserves and reserve funds for a variety of purposes that can include:

- Financing of capital projects for either new assets or maintaining and/or improving current assets
- Stabilization of future operating expenses for some municipal service (i.e. Winter control reserve, tax stabilization reserve)
- Manage anticipated or contingent liabilities
- Maintaining a level of liquidity and cash for sound financial planning

The Capital Budget includes \$11.7 million funding from reserves set aside for the acquisition of assets. Reserves play a role in the financing of capital costs and the provision of affordable and stable services to the community. Many of the reserves do not have sufficient annual allocations in the operating budget to satisfy or sustain the asset replacement requirements, in particular for fleet. The Supplementary Requests for 2023 include additional allocations to reserves to address the shortfall.

The Capital Budget is an important element of the City's Asset Management Plan. It shows where investments should be made to maintain the City's overall assets. The City's asset management plan for core municipal infrastructure, which included the costs to maintain the levels of service, was completed and the reports approved by council on August 29, 2022. The plans provide a high-level assessment of future funding needs required and will inform asset investment and renewal decisions of both the operating and capital budgets while being cognizant of the City's risks and financial constraints.

The 2023 Capital Budget and Forecast provides an estimate of future projects. The capital budget does not include the infrastructure deficits from the Asset Management Plans but instead provides a forecast based upon available funds. As the unfunded requirements increase so does 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.

A long-term financial plan is recommended to assess funding options to address the infrastructure requirements of the Asset Management Plans. The plan provides an investment strategy for the City's asset management plans, the various approved master plans and the strategic plan objectives and goals. The funding strategy will look at levy impacts, use of long-term debt and reserve requirements and is a key component as the City moves to multi-year budget forecasts.

Recommendation

- Council approve the one-time expense of \$50,000 for a long-term financial plan included in the Supplementary Requests with funding to come from the Asset Management Reserve.**

Challenges

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

- Increase to Inflation and the Cost of Borrowing:

Not only are individual consumers being hit hard by the rising prices, municipalities are feeling the impact as well. The increase in prices has affected fuel costs, directly in fuel purchases, but also for supplies and services where fuel surcharges are included in the pricing structure. Capital project tenders have reflected significant increases from estimates resulting in scope reductions or project cancellations.

The cost of borrowing has also increased putting further pressure on the budget to cover the debt servicing requirement. This may translate into less capital projects and potentially a decrease in required asset renewal projects resulting in a risk of asset failure.

Municipalities are required by law to provide mandatory services. The cost to provide these services are impacted by inflation reducing the purchasing power of each tax dollar. Municipal operating budgets are required to be balanced so operating at a deficit to reduce the tax levy is not an option.

- Assessment Growth:

The City's assessment growth has been very low in the last several years. There is a growth trend for 2022 and building permit statistics point to this continuing into 2023. The continued move to work from home models in some sectors may reduce commercial requirements though and add additional pressure on residential taxes.

The cost to provide services continues to increase at a greater rate than assessment growth 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.

The Province has paused the 4-year reassessment cycle, which was slated to be updated for 2021, up to and including 2023 noting that it will provide stability to the taxpayer.

- Asset Condition and Infrastructure Deficit Funding:

Municipalities own 60% of public infrastructure. (Source: Federation of Canadian Municipalities). The municipal infrastructure backlog, as reported for 2020 by the Financial Accountability Office of Ontario was \$52.1 billion for the province. This includes the cost of rehabilitation and the cost of repair.

The updated asset management plans for core assets approved in 2022 reflect significant infrastructure deficits. There is a risk that assets could further deteriorate or fail resulting in service level reductions. Development of a long-term investment strategy will assist to mitigate the risk. This will be a continued priority for the next few years.

- Impact of Climate Change:

Climate change is a growing global concern, and its effects are experienced at the local level. Municipalities are impacted by climate change-from ice storms to flooding to forest fires. Municipalities become responsible for funding mitigation efforts as well as rebuilding infrastructure to sustain extreme weather events. This has the potential to affect the City budget with the increase in costs for adaption and mitigation efforts.

- Grants from Other Levels of Government

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, which are delayed due to the election of a new Council, are scheduled for February 13 and 14, 2023 at which time the Executive Management Team will present summary budgets for their areas. Recommendations noted in this report for Council consideration are critical items for which funding will not require an addition to the levy.

Tax Policy, rate options and recommendations will be presented to Council in March/April, 2023 for consideration and approval.

Budget Overview

The budget is the City's business plan for the year. It highlights the costs associated with delivering municipal services, such as repairing existing assets, acquiring new infrastructure and providing day-to-day operations to tax and ratepayers. In accordance with the Municipal Act, the budget presented to Council is balanced, meaning that the expenditures required to provide services equals the total amount of revenues.

Approximately 67 per cent of the City's budget is funded from property taxes with the remainder coming from grants from senior levels of government, user fees and other revenues.

The 2023 Budget includes a number of pressures, which include:

- Financial pressures in a period of high inflation
- Increased fuel and utility costs
- Supply chain complications which increases operating requirements
- New services, such as operating dollars for the Downtown Plaza, Manzo Park Splash Pad and NG-911
- Increased contributions as recommended by key guiding documents (Landfill B&I Plan, Asset Management Plans etc.)

The budget process involves both an operating and capital budget that are prepared annually. The following steps are taken when preparing these budgets:

1. Analyze workload requirements, in accordance with City policies, identifying resource requirements to deliver services
2. Financial information is then prepared in accordance with policies to support preliminary reviews that highlight financial pressures such as contractual obligations and inflationary pressures
3. Once reviewed by the Senior Management Team, City Council is provided draft budgets for deliberation and final approval

These budgets are then monitored and reported on a quarterly basis to City Council. These reports highlight any variances to date with a narrative of financial activity throughout the year.

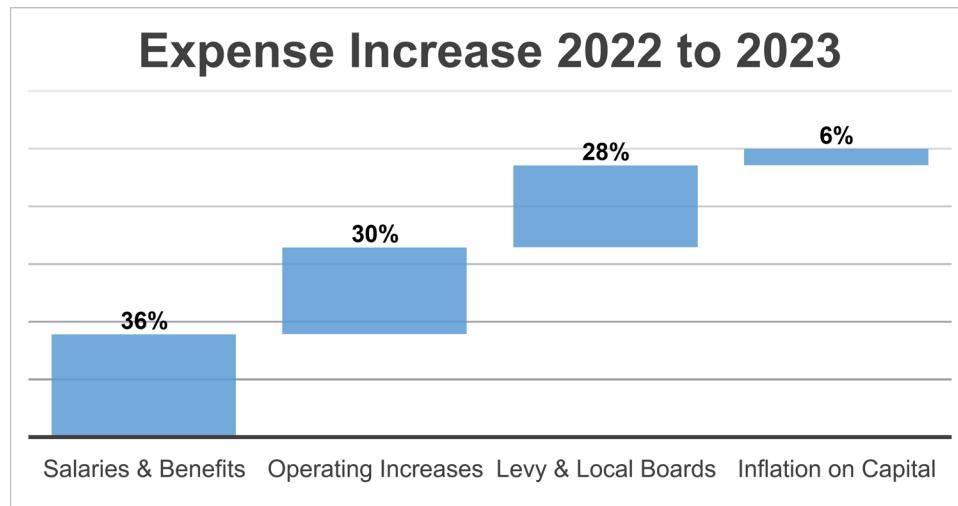
How the Municipal Tax Levy Is Calculated

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



Expenses - \$203 MILLION

The 2023 Operating Budget reflects total expenses of \$203 million, as compared to \$192 million in 2022, an increase of 5.7% year over year. Key expense changes include:

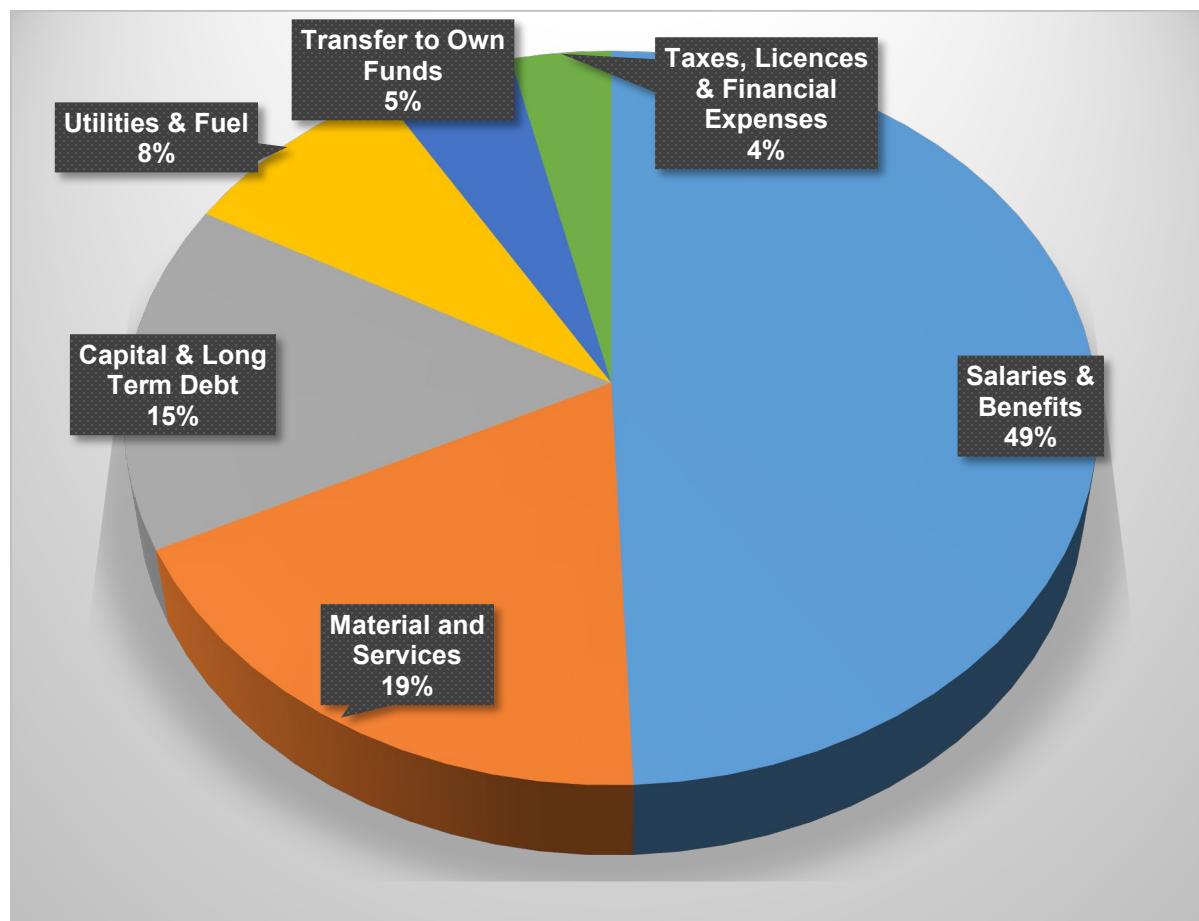


Of the \$11 million change in expenses, approximately 28% of the expense increase from 2022 is for Levy & Local Boards. Included in the Local Board category is the Police Services Board, which accounts for 54% of the category's total expenses. Year over year, levy and local boards increased 4.5%. This increase is, predominantly, due to an estimated inflationary increase of 5.5% for the Sault Ste. Marie District Social Services Board and a net increase of 4.6% for the Police Services Board. The remaining boards reflect smaller increases (Library Board) while the Algoma Public Health and Sault Ste. Marie Region Conservation Authority budgets reflect decreases on the 2023 net levy.

Expenses by Type:

The City Services portion of the 2023 Budget reflects 49% for salaries and benefits. As a service organization, staff compensation comprises nearly one-half of the operating portion of the budget. Compensation is governed by contractual agreements and thus rates of pay are budgeted accordingly. Manning levels are based upon the approved employee complement and current service level requirements.

The percentage for each expense type is consistent with prior years.



OTHER REVENUE – \$67.3 MILLION

Non-tax revenue, such as user fees, grants from other levels of government, investment income and other miscellaneous income help reduce the amount to be raised through property taxes. Other revenue reflects an increase of \$3.3 million from 2022.

The increases from the 2022 budget include additional OMPF funding, additional investment income, contributions from reserves as well as non-levy items such as the inclusion of RNIP funding and additional Sewer surcharge revenue. The 2023 preliminary budget includes two draws from the Tax Rate Stabilization Reserve. It is anticipated that COVID-19 related expenditures continue to affect 2023. Increased fuel costs are also influencing the 2023 budget; therefore, staff are recommending offsetting most of these expenditures from the reserve in anticipation of expenses decreasing in 2024.

| Revenue Source | Percentage of Total |
|---|----------------------------|
| Miscellaneous taxation not included in levy | 11% |
| User fees | 45% |
| Government Grants | 30% |
| Investment Income | 7% |
| Other Income and own fund transfers | 7% |

User fees account for nearly ½ of the total non-tax revenue. These 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 source 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 four years. The 2023 allocation increased from \$16.8 million to \$17.3 million. Other significant grants include the Provincial Gas Tax (Transit) and recycling grants.

MUNICIPAL LEVY - \$135.7 MILLION

As mentioned previously, the Preliminary 2023 Operating budget identifies a 5.97% levy increase.

This increase is due to the following factors:

| Maintaining Services – Significant Changes from 2022 (\$000) | |
|--|-----------|
| Contractual salary compensation, complement and job class changes and benefits | 3,254.1 |
| Council Resolutions: | |
| NG-911 Operating Costs - June 13, 2022 | 283.3 |
| Downtown Plaza - May 2, 2022 | 138.3 |
| Manzo Park Splash Pad - July 11, 2022 | 115.0 |
| Public Works Material, Lease & Winter Control Budgets - April 11 & August 8, 2022 | 432.6 |
| Northern Community Centre - November 21, 2022 | 47.6 |
| Landfill B&I - October 22, 2019 | 296.7 |
| Cost of Business | |
| Expense Increases: 5.5% inflationary increase to Repairs & Maintenance (+\$357k), Fuel & Utilities (+\$810k), Capital Allocations (+\$524k), Cemetery Operations (+\$379k), Insurance (+\$236k), Contractual & Operating Increases (+\$295k) | 2,187.3 |
| Expense Decreases: Energy Savings (-\$413k) | |
| Revenue Increases | |
| Tax Stabilization - Fuel (+\$400k), COVID-19 Impacts (+\$900k), User Fees (+\$154k), Taxation (+\$522k), Investment Income (+\$470k), OMPF (+\$423k) | (2,627.2) |
| Revenue Decreases | |
| Transit Loss (-\$142k), OLG Revenue Decrease (-\$100k) | |
| Other | 31.1 |
| Normal operations | 4,158.8 |
| COVID-19 impact | |
| Community Centres | 132.9 |
| Transit and Parking | 706.3 |
| Other area costs (revenue reductions, additional security, screening etc.) | 60.8 |
| COVID-19 total | 900.0 |
| Total | 5,058.8 |

Capital Budget

The Capital Budget, primarily funded by the tax levy and grants from senior levels of government, highlights the investments that City Council makes now to benefit the future. Investments in municipal assets are essential to the community's physical, environmental and social goals. These types of investments include roads, bridges and wastewater infrastructure as well as equipment and vehicles.

The City's capital budgeting process includes setting priorities and making recommendations to ensure assets are, and remain, in acceptable condition. The process involves an assessment of all capital submissions, the risks of not constructing or procuring as well as assessing health and safety concerns, including the consequence of failure if timely investments are not made.

Asset Management Planning

Council was presented Asset Management Plans for core assets earlier this year. The legislated timeline of July 1, 2022 required Asset Management Plans for roads, bridges and culverts, water, wastewater and stormwater management systems. The next deadline is July 1, 2024, which is the date for municipalities to have an approved asset management plan for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service. As these plans continue to improve, they will become key guiding documents for future capital budgets and assist in capital planning.

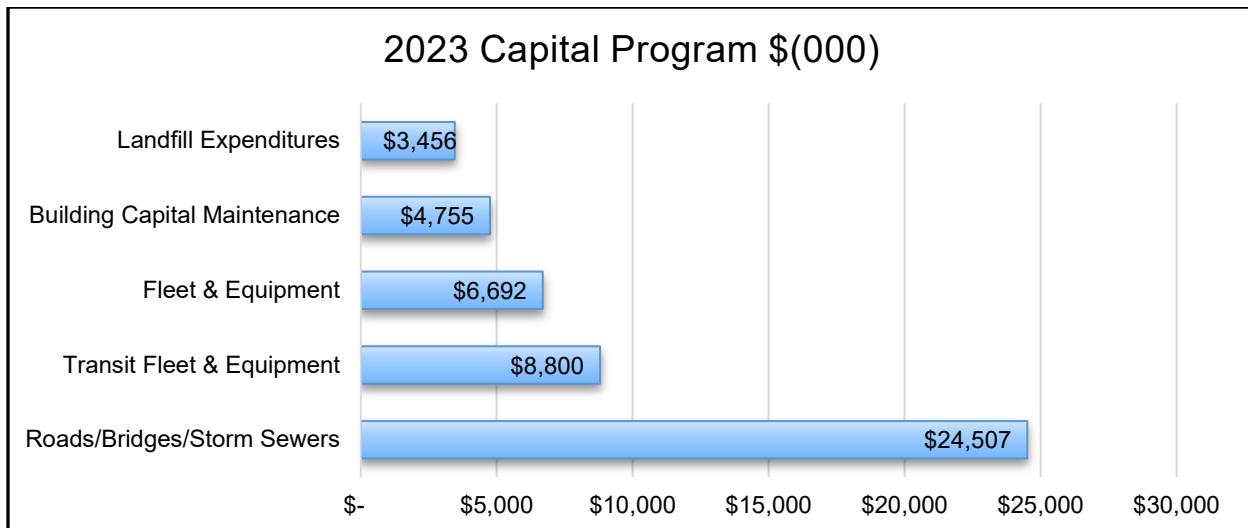
Many of the City's municipal buildings and facilities, such arenas, pools, fire stations and Civic Centre were constructed over 50 years ago. These assets are now nearing the end of their forecasted useful lives. In order to keep them in a state of good repair, additional maintenance is required as components wear out or fail.

It should be noted that the water portion of the Asset Management Plan is in progress to be finalized by PUC Services Inc.

2023 Capital Program

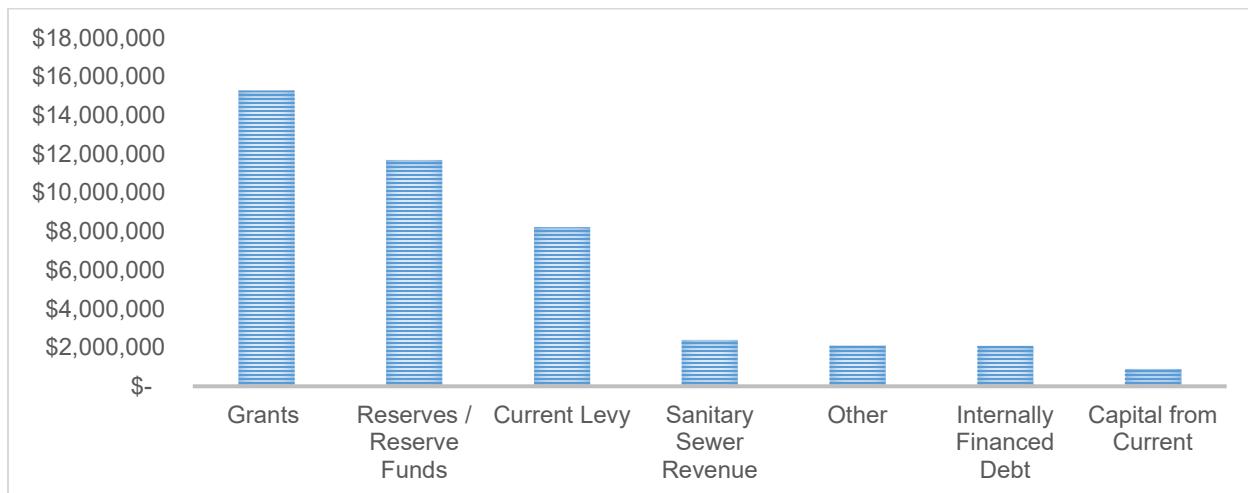
The 2023 capital program recommends a total investment of \$48.2 million. This is an increase of \$9.6 million from the 2022 capital program. This increase is primarily due to additional OCIF and NORDS funding that was not included within the 2022 preliminary budget as well as additional projects recommended for approval utilizing various reserves and reserve funds, primarily Asset Management.

The 2023 Capital Budget addresses the most critical needs for roads infrastructure and aging assets. Below is a summary of the 2023 capital allocation.



2023 Funding Sources

City funding is leveraged with various capital grants, most of which fund the Roads/Bridges/Sewer projects. These grants include the Ontario Community Infrastructure Fund, Canada Community-Building Fund and Investing in Canada Infrastructure Program.



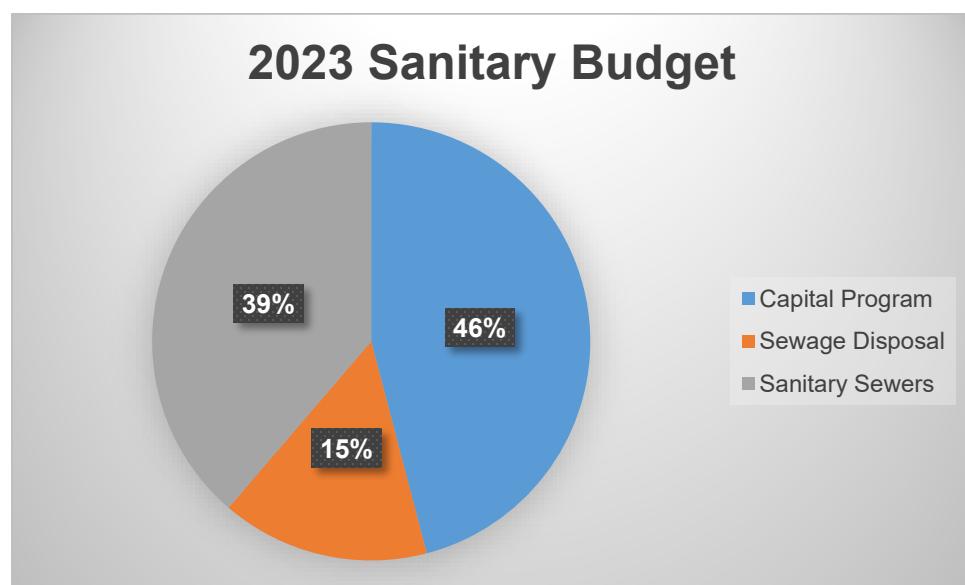
Sanitary Budget

The City of Sault Ste. Marie, along with its partnership with Sault Ste. Marie Public Utilities Commission, is dedicated to the delivery of high quality water as well as the treatment and compliance of wastewater services. Included within the City's budget, are the following segments:

- Sanitary sewer operations within Public Works
- Sewage disposal operations within Engineering Services
- Sanitary capital infrastructure

These services operate in a highly regulated framework of federal and provincial regulations and standards, as well as municipal standards. The revenue associated with the Sanitary Budget is separate from the municipal tax levy. The model consists of a user pay system, meaning that both operating and capital requirements are fully funded from the Water and Sanitary fees calculated and implemented by SSM PUC and the City respectively.

The City budgets based on the estimated real water revenues provided by the Public Utilities Commission of the City of Sault Ste. Marie Financial Plan for Water Supply Services. This plan was updated last in October 2019. Based on this plan, the total water revenues are approximately \$22.2 million for 2023. For the sanitary portion, the current user fees equate to 70% of water revenues as directed by City Council. This equates to approximately \$15.6 million which is used to fund Sanitary operating and capital requirements.



As mentioned previously in the document, specifically the long-term debt section, staff are reviewing the capital forecast and will be returning to Council with a recommended course of action to address future capital needs and operating requirements. Initiatives that may require external debt include the Biosolids project, as well as Phase II for the West End Treatment Plant. These projects will be discussed within a future report to Council seeking direction on a recommended path forward.

PRELIMINARY OPERATING BUDGET

2023 Budget

PRELIMINARY CORPORATE SUMMARY

| | 2022 | 2023 | \$ | % |
|--|--------------------|--------------------|--------------------------|--------------------------|
| | BUDGET | BUDGET | Change (2022 to 2023) | Change (2022 to 2023) |
| REVENUE | | | | |
| Taxation (excluding levy) | 2,178,438 | 2,528,438 | 350,000 | 16.07% |
| Payment in Lieu of taxes | 4,501,741 | 4,573,680 | 71,939 | 1.60% |
| Fees and user charges | 28,924,537 | 30,464,261 | 1,539,724 | 5.32% |
| Government grants (including OMPF) | 19,443,963 | 20,237,394 | 793,431 | 4.08% |
| Investment income | 4,320,000 | 4,780,000 | 460,000 | 10.65% |
| Contribution from own funds | 1,697,144 | 1,842,323 | 145,179 | 8.55% |
| Other income | 2,875,987 | 2,837,697 | (38,290) | -1.33% |
| | <u>63,941,810</u> | <u>67,263,793</u> | <u>3,321,983</u> | <u>5.20%</u> |
| EXPENDITURES | | | | |
| Salaries | 51,325,349 | 51,540,662 | 215,313 | 0.42% |
| Benefits | 14,385,937 | 15,306,154 | 920,217 | 6.40% |
| | <u>65,711,286</u> | <u>66,846,816</u> | <u>1,135,530</u> | <u>1.73%</u> |
| Travel and training | 543,499 | 622,356 | 78,857 | 14.51% |
| Election | 39,500 | | (39,500) | -100.00% |
| Vehicle allowance, maintenance and repairs | 3,570,669 | 3,765,223 | 194,554 | 5.45% |
| Utilities and Fuel | 10,891,633 | 11,837,253 | 945,620 | 8.68% |
| Materials and supplies | 5,264,184 | 6,396,184 | 1,132,000 | 21.50% |
| Maintenance and repairs | 2,643,590 | 2,726,886 | 83,296 | 3.15% |
| Program expenses | 933,328 | 950,412 | 17,084 | 1.83% |
| Goods for resale | 556,996 | 641,171 | 84,175 | 15.11% |
| Rents and leases | 307,557 | 172,557 | (135,000) | -43.89% |
| Taxes and licenses | 2,311,660 | 2,552,803 | 241,143 | 10.43% |
| Financial expenses | 2,699,071 | 2,597,621 | (101,450) | -3.76% |
| Purchased and contracted services | 10,325,105 | 11,010,089 | 684,984 | 6.63% |
| Grants to others | 58,973,190 | 61,568,479 | 2,595,289 | 4.40% |
| Long term debt | 1,502,314 | 1,866,135 | 363,821 | 24.22% |
| Transfer to own funds | 25,650,324 | 29,294,716 | 3,644,392 | 14.21% |
| Capital expense | 350,993 | 400,694 | 49,701 | 14.16% |
| Less: recoverable costs | (255,130) | (255,130) | 0 | 0.00% |
| | <u>126,308,483</u> | <u>136,147,449</u> | <u>9,838,966</u> | <u>7.79%</u> |
| | <u>192,019,769</u> | <u>202,994,265</u> | <u>10,974,496</u> | <u>5.72%</u> |
| TAX LEVY | 128,077,959 | 135,730,472 | 7,652,513 | 5.97% |

2023 Budget

PRELIMINARY CORPORATE SUMMARY CONTINUED

| | 2022 Budget | 2023 Budget | \$ change from 2022 | % change from 2022 | Levy Increase |
|---|----------------|----------------|------------------------|-----------------------|------------------|
| Mayor & Council | 712,872 | 738,059 | 25,187 | 3.53% | |
| Chief Administrative Officer | 413,396 | 409,995 | (3,401) | (0.82%) | |
| Corporate Services | 6,525,548 | 6,990,864 | 465,316 | 7.13% | |
| Community and Enterprise Services | 18,424,144 | 19,725,660 | 1,301,516 | 7.06% | |
| Public Works and Engineering | 45,037,067 | 45,453,520 | 416,453 | .92% | |
| Legal | 4,544,874 | 5,095,286 | 550,412 | 12.11% | |
| Fire | 15,222,961 | 15,740,623 | 517,662 | 3.40% | |
| Corporate Financials/Capital/Long Term Debt | (5,319,728) | (3,113,114) | 2,206,614 | 41.48% | |
| Maintaining Services | 85,561,134 | 91,040,893 | 5,479,759 | 6.40% | 4.28% |
| Outside Agencies & Grants to Others | 1,870,752 | 1,873,163 | 2,411 | .13% | 0.00% |
| OMPF | (16,822,000) | (17,245,400) | (423,400) | (2.52%) | -0.33% |
| City Levy | 70,609,886 | 75,668,656 | 5,058,770 | 7.16% | 3.95% |
| Local Boards | 34,961,215 | 36,551,926 | 1,590,711 | 4.55% | 1.24% |
| Levy Boards | 22,506,858 | 23,509,890 | 1,003,032 | 4.46% | 0.78% |
| Levy & Local Boards | 57,468,073 | 60,061,816 | 2,593,743 | 4.51% | 2.03% |
| Total Municipal Levy | 128,077,959 | 135,730,472 | 7,652,513 | 5.97% | |

2023 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

| | 2023 | | | 2023 Net Tax Levy | % of 2023 levy | 2022 Net Tax Levy | \$ change from 2022 | % change from 2022 |
|----------------------------------|---------------------|------------------|------------------|-------------------------|-------------------|-------------------------|------------------------|-----------------------|
| | Salary/ Benefits | Other Expense | Revenue | | | | | |
| MAYORS OFFICE | 580,288 | 122,771 | - | 703,059 | | 677,872 | | |
| COUNCIL SPECIAL FUNDS | - | 35,000 | - | 35,000 | | 35,000 | | |
| TOTAL MAYOR & COUNCIL | 580,288 | 157,771 | - | 738,059 | 0.5% | 712,872 | 25,187 | 3.5% |
| ADMINISTRATION | 387,464 | 22,531 | - | 409,995 | | 413,396 | | |
| TOTAL CAO | 387,464 | 22,531 | - | 409,995 | 0.3% | 413,396 | (3,401) | -0.8% |
| <i>LEGAL DEPARTMENT</i> | | | | | | | | |
| ADMINISTRATION | 959,850 | 53,738 | 185,037 | 828,551 | | 587,483 | | |
| CITY OWNED LAND | - | 16,409 | - | 16,409 | | 16,290 | | |
| INSURANCE | - | 2,288,978 | - | 2,288,978 | | 2,052,835 | | |
| POA | 617,142 | 432,759 | 1,350,000 | (300,099) | | (329,959) | | |
| TOTAL LEGAL DEPARTMENTAL | 1,576,992 | 2,791,884 | 1,535,037 | 2,833,839 | 2.1% | 2,326,649 | 507,190 | 21.8% |
| ADMINISTRATION | 819,277 | 141,751 | 1,540 | 959,488 | | 851,837 | | |
| HEALTH AND SAFETY | 134,297 | 24,400 | - | 158,697 | | 155,674 | | |
| DISABILITY MANAGEMENT | 134,297 | 118,150 | - | 252,447 | | 319,899 | | |
| TRAINING | - | 66,000 | - | 66,000 | | 66,000 | | |
| LEADERSHIP PERFORMANCE | - | 22,550 | - | 22,550 | | 22,550 | | |
| RETIREE BENEFITS | 745,500 | - | - | 745,500 | | 745,500 | | |
| PROGRAM | - | 18,000 | - | 18,000 | | 18,000 | | |
| HEALTH AND SAFETY COMMITTEE | - | 35,200 | - | 35,200 | | 35,200 | | |
| DISABLED PREMIUMS | 3,565 | - | - | 3,565 | | 3,565 | | |
| TOTAL HUMAN RESOURCES | 1,836,936 | 426,051 | 1,540 | 2,261,447 | 1.7% | 2,218,225 | 43,222 | 1.9% |

2023 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

| | 2023 | | | 2023 Net Tax Levy | % of 2023 levy | 2022 Net Tax Levy | \$ change from 2022 | % change from 2022 |
|--------------------------------|---------------------|------------------|----------------|-------------------------|-------------------|-------------------------|------------------------|-----------------------|
| | Salary/ Benefits | Other Expense | Revenue | | | | | |
| TOTAL LEGAL | 3,413,928 | 3,217,935 | 1,536,577 | 5,095,286 | 3.8% | 4,544,874 | 550,412 | 12.1% |
| FIRE SERVICES | | | | | | | | |
| ADMINISTRATION | 1,550,311 | 944,200 | 803,990 | 1,690,521 | | 2,330,159 | | |
| SUPPRESSION | 11,625,948 | 64,380 | - | 11,690,328 | | 11,000,572 | | |
| PREVENTION | 858,396 | 28,400 | - | 886,796 | | 868,783 | | |
| SUPPORT SERVICES | 597,870 | 441,189 | - | 1,039,059 | | 762,022 | | |
| COMMUNITY EMERGENCY MANAGEMENT | 122,134 | 13,785 | 2,000 | 133,919 | | 124,838 | | |
| | 14,754,659 | 1,491,954 | 805,990 | 15,440,623 | | 15,086,374 | | 2.3% |
| EMS - WSIB | 300,000 | - | - | 300,000 | | 136,587 | | 119.6% |
| TOTAL FIRE | 15,054,659 | 1,491,954 | 805,990 | 15,740,623 | 11.6% | 15,222,961 | 517,662 | 3.4% |
| CORPORATE SERVICES | | | | | | | | |
| ADMINISTRATION | 850,591 | 87,017 | 113,790 | 823,818 | | 786,094 | | |
| OFFICE SERVICES | 117,584 | 96,310 | - | 213,894 | | 196,977 | | |
| QUALITY MANAGEMENT | - | 6,750 | - | 6,750 | | 6,750 | | |
| ELECTION EXPENSE | - | 85,000 | - | 85,000 | | 75,000 | | |
| COUNCIL MEETINGS | - | 9,000 | - | 9,000 | | 9,000 | | |

2023 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

| | 2023 | | | 2023 Net Tax | % of | 2022 Net Tax | \$ change | % change |
|--|---------------------|------------------|----------------|------------------|-------------|------------------|-----------------|--------------|
| | Salary/ Benefits | Other Expense | Revenue | Levy | 2023 levy | Levy | from 2022 | from 2022 |
| CULTURAL GRANT - WALK OF FAME RECEPTIONS | - | 2,000 | - | 2,000 | | 2,000 | | |
| | - | 25,650 | - | 25,650 | | 25,650 | | |
| TOTAL CLERKS | 968,175 | 311,727 | 113,790 | 1,166,112 | 0.9% | 1,101,471 | 64,641 | 5.9% |
| ADMINISTRATION | 660,835 | 59,644 | - | 720,479 | | 757,847 | | -4.9% |
| ACCOUNTING | 1,048,539 | 23,703 | 37,567 | 1,034,675 | | 1,048,346 | | -1.3% |
| TAX | 456,601 | 48,984 | 82,000 | 423,585 | | 401,800 | | 5.4% |
| PURCHASING | 299,175 | 9,425 | - | 308,600 | | 316,588 | | -2.5% |
| FINANCIAL EXPENSE - BANKING | - | 60,000 | - | 60,000 | | 60,250 | | -0.4% |
| FINANCIAL FEES | - | 107,345 | - | 107,345 | | 98,753 | | 8.7% |
| TOTAL FINANCE | 2,465,150 | 309,101 | 119,567 | 2,654,684 | 2.0% | 2,683,584 | (28,900) | -1.1% |
| INFORMATION TECHNOLOGY | 1,457,055 | 1,720,813 | 7,800 | 3,170,068 | | 2,740,493 | | 15.7% |
| TOTAL IT | 1,457,055 | 1,720,813 | 7,800 | 3,170,068 | 2.3% | 2,740,493 | 429,575 | 15.7% |
| TOTAL CORPORATE SERVICES | 4,890,380 | 2,341,641 | 241,157 | 6,990,864 | 5.2% | 6,525,548 | 465,316 | 7.1% |
| PUBLIC WORKS AND ENGINEERING | | | | | | | | |
| ENGINEERING DESIGN | 1,900,719 | 171,622 | - | 2,072,341 | | 2,102,707 | | |
| ADMINISTRATION | 173,891 | 33,956 | 90,376 | 117,471 | | 167,528 | | |
| BUILDING SERVICES | 612,190 | 800,864 | - | 1,413,054 | | 1,388,532 | | |
| BUILDING DIVISION | 1,252,704 | 226,989 | 1,337,434 | 142,259 | | 198,156 | | |
| ENVIRONMENTAL CLEANUP | - | 20,000 | - | 20,000 | | 20,000 | | |
| HYDRANTS | - | 1,440,000 | - | 1,440,000 | | 1,365,000 | | |

2023 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

| | 2023 | | | 2023 Net Tax | % of | 2022 Net Tax | \$ change | % change |
|---|---------------------|-------------------|------------------|-------------------|--------------|-------------------|--------------------|--------------|
| | Salary/ Benefits | Other Expense | Revenue | Levy | 2023 levy | Levy | from 2022 | from 2022 |
| STREET LIGHTING | - | 1,502,500 | - | 1,502,500 | | 1,915,780 | | |
| SEWAGE DISPOSAL SYSTEM | - | 5,869,903 | - | 5,869,903 | | 5,663,206 | | |
| MISCELLANEOUS CONSTRUCTION | - | 502,180 | - | 502,180 | | 1,326,000 | | |
| TOTAL ENGINEERING | 3,939,504 | 10,568,014 | 1,427,810 | 13,079,708 | 9.6% | 14,146,909 | (1,067,201) | -7.5% |
| WORKS: ADMIN/SUPVERVISION/ | | | | | | | | |
| OVERHEAD | 2,862,385 | 88,920 | - | 2,951,305 | | 3,181,860 | | |
| ROADWAYS | 1,617,488 | 2,101,190 | 53,127 | 3,665,551 | | 3,404,463 | | |
| SIDEWALKS (INCLUDING WINTER CONTROL) | 549,582 | 597,692 | - | 1,147,274 | | 1,013,668 | | |
| WINTER CONTROL ROADWAYS | 2,995,940 | 3,873,824 | 175,000 | 6,694,764 | | 6,498,821 | | |
| SANITARY SEWERS | 1,221,549 | 1,179,713 | 38,880 | 2,362,382 | | 2,062,118 | | |
| STORM SEWERS | 392,552 | 299,368 | - | 691,920 | | 622,488 | | |
| TRAFFIC & COMMUNICATIONS | 984,041 | 948,410 | - | 1,932,451 | | 1,852,734 | | |
| CARPENTRY | 797,426 | (4,140) | - | 793,286 | | 681,042 | | |
| ADMINISTRATION | 1,535,259 | 144,063 | - | 1,679,322 | | 1,679,652 | | |
| BUILDINGS & EQUIPMENT | 2,693,407 | (451,359) | - | 2,242,048 | | 2,243,634 | | |
| PARKS OPERATIONS | 2,776,018 | 1,158,605 | - | 3,934,623 | | 3,667,467 | | |
| WASTE MANAGEMENT | 1,696,794 | 5,315,795 | 2,733,703 | 4,278,886 | | 3,982,211 | | |
| TOTAL PUBLIC WORKS | 20,122,441 | 15,252,081 | 3,000,710 | 32,373,812 | 23.9% | 30,890,158 | 1,483,654 | 4.8% |
| TOTAL PUBLIC WORKS AND ENGINEERING | 24,061,945 | 25,820,095 | 4,428,520 | 45,453,520 | | 45,037,067 | 416,453 | 0.9% |

2023 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

| | 2023 | | | 2023 Net Tax Levy | % of 2023 levy | 2022 Net Tax Levy | \$ change from 2022 | % change from 2022 |
|--|---------------------|------------------|-----------|-------------------------|-------------------|-------------------------|------------------------|-----------------------|
| | Salary/ Benefits | Other Expense | Revenue | | | | | |
| COMMUNITY AND ENTERPRISE SERVICES | | | | | | | | |
| SPORTS ADMINISTRATION | 10,787 | 6,435 | - | 17,222 | | 15,640 | | |
| RECREATION & CULTURE | 569,932 | 22,367 | 68,906 | 523,393 | | 522,759 | | |
| ADMINISTRATION | | | | | | | | |
| CANADA DAY | - | 20,000 | 8,000 | 12,000 | | 10,500 | | |
| MAYORS YOUTH ADVISORY | - | 27,500 | - | 27,500 | | 27,500 | | |
| MISCELLANEOUS PROGRAMS | 8,753 | 22,465 | - | 31,218 | | 27,554 | | |
| PARKS & REC ADVISORY COMMITTEE | | | | | | | | |
| ROBERTA BONDAR PARK | 99,027 | 124,545 | 17,800 | 205,772 | | 193,411 | | |
| BELLEVUE PARK MARINA | 49,313 | 128,166 | 176,575 | 904 | | 1,789 | | |
| BONDAR MARINA | 24,656 | 86,986 | 84,114 | 27,528 | | 16,961 | | |
| LOCKS OPERATIONS | 99,149 | (61,595) | - | 37,554 | | 30,321 | | |
| SENIORS DROP IN CENTRE | 325,021 | 122,293 | 80,700 | 366,614 | | 368,646 | | |
| NCC 55+ PROGRAMMING | 188,990 | 24,725 | 53,700 | 160,015 | | 150,142 | | |
| NCC COMMUNITY SPACE | 50,516 | 13,850 | 7,418 | 56,948 | | 56,659 | | |
| ARTS & CULTURE | 90,067 | 16,560 | - | 106,627 | | 114,877 | | |
| HISTORIC SITES BOARD - OLD STONE HOUSE | 340,761 | 128,277 | 106,956 | 362,082 | | 338,707 | | |
| JOHN RHODES COMMUNITY CENTRE | 1,654,588 | 1,540,475 | 1,543,002 | 1,652,061 | | 1,806,584 | | |
| FACILITY ADMINISTRATION | 791,452 | 50,546 | 26,747 | 815,251 | | 801,871 | | |
| FACILITIES-SUMMER STUDENTS | 33,876 | - | - | 33,876 | | 27,617 | | |

2023 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

| | 2023 Salary/ Benefits | 2023 Other Expense | 2023 Revenue | 2023 Net Tax Levy | % of 2023 levy | 2022 Net Tax Levy | \$ change from 2022 | % change from 2022 |
|---|-----------------------------|--------------------------|------------------|-------------------------|-------------------|-------------------------|------------------------|-----------------------|
| GRECO POOL | 64,055 | 18,556 | - | 82,611 | | 76,266 | | |
| MANZO POOL | 42,490 | 126,652 | - | 169,142 | | 51,861 | | |
| MCMEEKEN CENTRE/TWIN PAD | 529,050 | 586,441 | 856,943 | 258,548 | | 210,975 | | |
| GFL MEMORIAL GARDENS | 1,105,317 | 1,591,563 | 1,775,514 | 921,366 | | 761,979 | | |
| NORTHERN COMMUNITY CENTRE | 106,504 | 183,683 | 266,372 | 23,815 | | 46,174 | | |
| DOWNTOWN PLAZA | - | 180,000 | - | 180,000 | | 41,667 | | |
| MILL MARKET | - | 28,200 | 8,200 | 20,000 | | - | | |
| MISCELLANEOUS CONCESSIONS | 108,609 | 5,621 | 91,500 | 22,730 | | 15,388 | | |
| CSD CENTRAL ADMINISTRATION | 751,714 | 111,257 | - | 862,971 | | 846,159 | | |
| TRANSIT | 7,377,695 | 4,186,529 | 3,128,757 | 8,435,467 | | 7,968,460 | | |
| SCHOOL GUARDS | 299,130 | 3,605 | - | 302,735 | | 291,329 | | |
| HUMANE SOCIETY | - | 656,554 | - | 656,554 | | 622,327 | | |
| CEMETERY OPERATIONS | 915,139 | 830,661 | 1,278,887 | 466,913 | | 78,898 | | |
| PARKING | 91,419 | 457,934 | 337,583 | 211,770 | | 210,565 | | |
| TOTAL COMMUNITY SERVICES | 15,728,010 | 11,242,316 | 9,917,674 | 17,052,652 | 12.6% | 15,735,051 | 1,317,601 | 8.4% |
| PLANNING | 979,147 | 150,237 | 134,200 | 995,184 | | 1,019,931 | | |
| ISAP - IMMIGRATION PROGRAM | 172,469 | 67,180 | 239,649 | - | | - | | |
| ECONOMIC DEVELOPMENT | 682,001 | 294,647 | 244,970 | 731,678 | | 727,759 | | |
| TOURISM & COMMUNITY DEVELOPMENT | 896,525 | 1,027,444 | 977,823 | 946,146 | | 941,403 | | |
| OTHER COMMUNITY & ENTERPRISE | 2,730,142 | 1,539,508 | 1,596,642 | 2,673,008 | 2.0% | 2,689,093 | (16,085) | -0.6% |

2023 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

| | 2023 | | | 2023 Net Tax Levy | % of 2023 levy | 2022 Net Tax Levy | \$ change from 2022 | % change from 2022 |
|--|---------------------|------------------|------------|-------------------------|-------------------|-------------------------|------------------------|-----------------------|
| | Salary/ Benefits | Other Expense | Revenue | | | | | |
| COMMUNITY AND ENTERPRISE SERVICES | 18,458,152 | 12,781,824 | 11,514,316 | 19,725,660 | 14.5% | 18,424,144 | 1,301,516 | 7.1% |
| PUBLIC HEALTH OPERATIONS | - | 2,913,655 | - | 2,913,655 | | 2,951,725 | | |
| DSSAB LEVY | - | 20,039,234 | - | 20,039,234 | | 18,994,536 | | |
| CONSERVATION AUTHORITY | - | 557,001 | - | 557,001 | | 560,597 | | |
| TOTAL LEVY BOARDS | - | 23,509,890 | - | 23,509,890 | 17.3% | 22,506,858 | 1,003,032 | 4.5% |
| POLICE SERVICES BOARD | | 33,468,837 | | 33,468,837 | | 32,001,283 | | |
| LIBRARY BOARD | - | 3,083,089 | - | 3,083,089 | | 2,959,932 | | |
| TOTAL LOCAL BOARDS | - | 36,551,926 | - | 36,551,926 | 26.9% | 34,961,215 | 1,590,711 | 4.5% |
| ART GALLERY OF ALGOMA | - | 280,785 | - | 280,785 | | 280,785 | | |
| SSM MUSEUM | - | 260,000 | - | 260,000 | | 260,000 | | |
| 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 | - | 23,488 | - | 23,488 | | 21,077 | | |
| MISC GRANT - OTHER SPORTS | - | 5,000 | - | 5,000 | | 5,000 | | |
| RED CROSS GRANT | - | 250,000 | 200,000 | 50,000 | | 50,000 | | |
| CULTURAL GRANTS | - | 144,500 | - | 144,500 | | 144,500 | | |
| INNOVATION CENTRE | - | 277,890 | - | 277,890 | | 277,890 | | |
| EDF BUDGET | - | 500,000 | - | 500,000 | | 500,000 | | |
| PHYSICIAN RECRUITMENT | - | 220,000 | 130,000 | 90,000 | | 90,000 | | |



2023 Budget

PRELIMINARY DEPARTMENTAL SUMMARY

| | 2023 | | | 2023 Net Tax Levy | % of 2023 levy | 2022 Net Tax Levy | \$ change from 2022 | % change from 2022 |
|---|---------------------|--------------------|-------------------|-------------------------|-------------------|-------------------------|------------------------|-----------------------|
| | Salary/ Benefits | Other Expense | Revenue | | | | | |
| TOTAL OUTSIDE AGENCIES & GRANTS TO OTHERS | - | 2,203,163 | 330,000 | 1,873,163 | 1.4% | 1,870,752 | 2,411 | 0.1% |
| TAXATION & CORPORATE FINANCIALS | - | 18,567,189 | 48,407,233 | (29,840,044) | | (30,012,426) | | |
| CAPITAL LEVY AND LONG TERM DEBT | - | 9,481,530 | - | 9,481,530 | | 7,870,698 | | |
| TOTAL CORPORATE FINANCIALS | - | 28,048,719 | 48,407,233 | (20,358,514) | -15.0% | (22,141,728) | 1,783,214 | -8.1% |
| TOTAL MUNICIPAL LEVY | 66,846,816 | 136,147,449 | 67,263,793 | 135,730,472 | | 128,077,959 | 7,652,513 | 5.97% |



2023 Budget

MAYOR & COUNCIL

| | 2022 | 2023 | \$ | % |
|--|----------------|----------------|--------------------------|--------------------------|
| | BUDGET | BUDGET | Change (2022 to 2023) | Change (2022 to 2023) |
| REVENUE | | | | |
| Salaries | 490,477 | 497,764 | 7,287 | 1.49% |
| Benefits | 71,210 | 82,524 | 11,314 | 15.89% |
| | 561,687 | 580,288 | 18,601 | 3.31% |
| Travel and training | 15,500 | 20,000 | 4,500 | 29.03% |
| Vehicle allowance, maintenance and repairs | 35,675 | 35,675 | 0 | 0.00% |
| Materials and supplies | 62,910 | 64,996 | 2,086 | 3.32% |
| Purchased and contracted services | 2,100 | 2,100 | 0 | 0.00% |
| Grants to others | 35,000 | 35,000 | 0 | 0.00% |
| | 151,185 | 157,771 | 6,586 | 4.36% |
| | 712,872 | 738,059 | 25,187 | 3.53% |
| TAX LEVY | 712,872 | 738,059 | 25,187 | 3.53% |
| Full Time Positions | 2.0 | 2.0 | - | |
| Summer Students | 1.0 | 1.0 | - | |

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.

2023 objectives:

- Lead the continuing corporate operational response to COVID-19 pandemic
- Implementation of strategic planning/reporting software with revised metrics
- Transform the CAO office to a digital workplace complete with hardware, software and training
- Complete a comprehensive delegation by-law covering all delegations of Council authority to staff



2023 Budget

CAO OFFICE

| | 2022 BUDGET | 2023 BUDGET | \$ | |
|--|----------------|----------------|--------------------------|---------------------|
| | | | Change (2022 to 2023) | % (2022 to 2023) |
| | | | | |
| REVENUE | | | | |
| | | | | |
| EXPENDITURES | | | | |
| Salaries | 317,771 | 309,986 | (7,785) | -2.45% |
| Benefits | 72,565 | 77,478 | 4,913 | 6.77% |
| | 390,336 | 387,464 | (2,872) | -0.74% |
| Travel and training | 4,260 | 4,260 | 0 | 0.00% |
| Vehicle allowance, maintenance and repairs | 4,500 | 4,500 | 0 | 0.00% |
| Materials and supplies | 14,120 | 13,591 | (529) | -3.75% |
| Purchased and contracted services | 30 | 30 | 0 | 0.00% |
| Capital expense | 150 | 150 | 0 | 0.00% |
| | 23,060 | 22,531 | (529) | -2.29% |
| | 413,396 | 409,995 | (3,401) | -0.82% |
| TAX LEVY | 413,396 | 409,995 | (3,401) | -0.82% |
| Full Time Positions | 2.0 | 2.0 | - | |
| Summer Students | 1.0 | 1.0 | - | |



Planning and Enterprise Services Division

The Planning and Enterprise Services Division consists of the following three main functions:

1. Current Planning – Assisting proponents with development information, coordinating land use planning approvals processes (rezonings, official plan amendments, subdivisions, site plan control agreements, minor variances and severances) and making recommendations to Council and the Committee of Adjustment on land use planning applications. The division also provides administrative and technical support to the Committee of Adjustment which adjudicates minor variance and severance/consent applications.
2. Strategic Policy Planning - Maintaining key land use documents and guidelines, such as the Official Plan, Zoning By-law, Community Improvement Plans and the Signs By-law. The Department also provides Council with updates on changes to Provincial Legislation and Policies, emerging development trends and community issues, with recommendations upon how community issues may be addressed through various Planning Act tools.
3. Community Development – Undertaking major community development projects, such as the John Rowsell Hub Trail, Downtown Development Initiative, Cycling Master Plan implementation and the creation of an Active Transportation Master Plan.

Community Services Department

Recreation and Culture Division



Recreation & Culture includes:

1. Seniors Services: Senior Drop-In Centre and the NCC 55+ Programming at the Northern Community Centre
2. Marinas: Roberta Bondar Park & Marina and Bellevue Marina as well as cruise ship and port security
3. Ermatinger Clergue National Historic Site & Discovery Centre and staff liaison to the Historic Sites Board
4. Recreation: Northern 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 Vitality Committee, Historic Sites Board, Municipal Heritage Committee, Parks & Recreation Advisory Committee and Mayor's Youth Advisory Council
8. Implementation of the Parks & Recreation Master Plan, as well as working with community partners on capital projects such as the splash pad and Rosedale Park Revitalization in 2022

Arenas Division

Operation of the following facilities:

1. GFL Memorial Gardens
2. John Rhodes Community Centre
3. W.J. McMeeken Centre (soon to be the Northern Community Centre Twin Pad Expansion)



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, two hundred and seventy parking meters and twenty-five 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

Tourism

The Tourism staff are responsible for growing our local tourism industry through marketing the community and developing new tourism products. Staff also support Tourism Sault Ste. Marie (TSSM), a non-profit corporation distinct from the Corporation of The City of Sault Ste. Marie. In addition, marketing and product development, staff are also responsible for group sales, sports tourism and special events, bid development, conference support and tour operator support.



Community Development

By taking a four pillars approach identified through the FutureSSM strategy to community development that includes Cultural Vitality, Economic Growth and Diversity, Environmental Sustainability and Social Equity staff are implementing our community's collective vision to build a great city where people want to visit, live and do business.



The FutureSSM project team has transitioned with permanent positions established for the Director, Tourism and Community Development, Labour Force Development Coordinator, Sustainability Coordinator and Marketing Lead. Community Development also includes the Local Immigration Partnership and the City continues to fund a portion of the Social Equity Coordinator role which has transitioned to Social Services.

Community Development Staff are responsible for the following initiatives:

- Implementation of the Rural & Northern Immigration Pilot Program
- Labour Force Development
- Community promotion and new resident attraction
- Newcomer support and settlement initiatives
- Implementation of the GHG & Emissions Reduction Plan
- Sustainability initiatives.

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 team is divided into two distinct areas: the Business Development Manager is responsible for the Business Retention and Expansion Program focused on existing businesses, and the Manager of Business Attraction is responsible for attracting businesses to the City of Sault Ste. Marie.



The Economic Development team also operates the Millworks Centre for Entrepreneurship and the delivery of the Small Business Enterprise Centre and Starter Company & Summer Company programs.

Economic Development provides application support for a number of Federal, Provincial and Municipal funding and grant programs that include but are not limited to:

- FedNor – Federal Economic Development Agency for Northern Ontario
- NOHFC – Northern Ontario Heritage Fund Corporation
- EDF – Economic Development Fund
- CIF – Community Improvement Fund

The team participates in Board Meetings with the Sault Ste. Marie Economic Development Corporation (an independent board) which provides strategic guidance and funding to local projects. Community based projects focused on talent development, downtown development, housing development and city owned industrial land sales are other areas of focus for the Economic Development department.

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.

2023 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

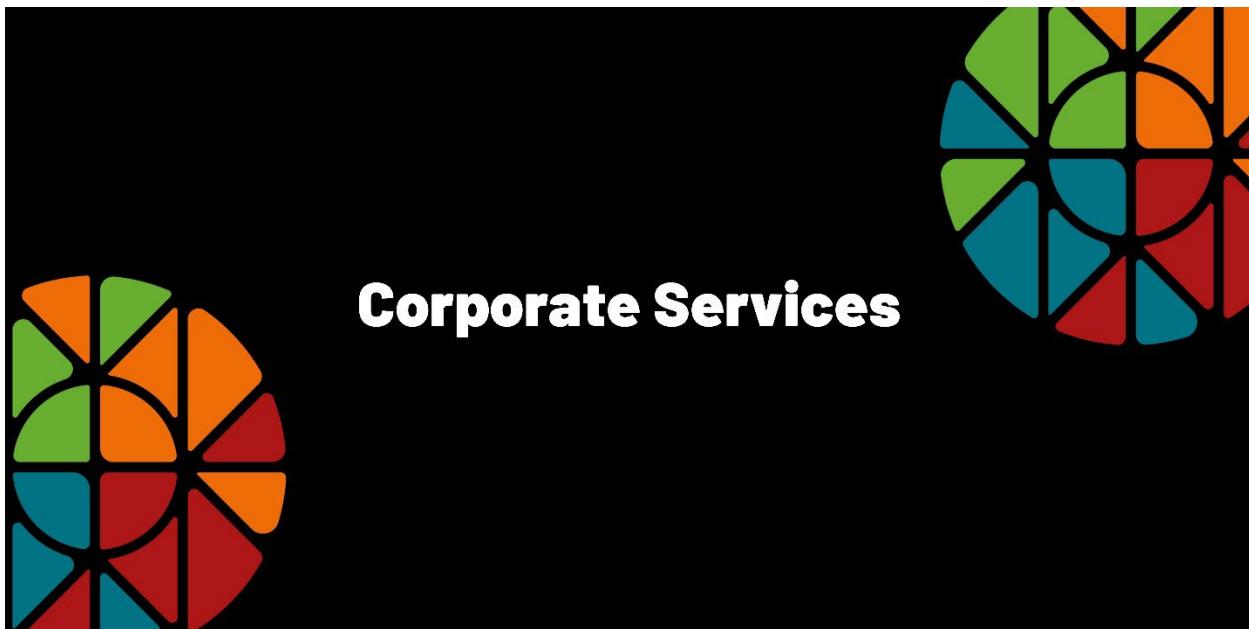
| | 2022 BUDGET | 2023 BUDGET | \$ Change (2022 to 2023) | % Change (2022 to 2023) |
|--|-------------------|-------------------|--------------------------------|-------------------------------|
| REVENUE | | | | |
| Fees and user charges | 8,184,517 | 8,628,283 | 443,766 | 5.42% |
| Government grants (including OMPF) | 1,666,196 | 2,123,705 | 457,509 | 27.46% |
| Contribution from own funds | 465,454 | 537,323 | 71,869 | 15.44% |
| Other income | 119,205 | 225,005 | 105,800 | 88.75% |
| | 10,435,372 | 11,514,316 | 1,078,944 | 10.34% |
| EXPENDITURES | | | | |
| Salaries | 14,469,395 | 14,581,364 | 111,969 | 0.77% |
| Benefits | 3,522,107 | 3,876,788 | 354,681 | 10.07% |
| | 17,991,502 | 18,458,152 | 466,650 | 0.62% |
| Travel and training | 111,507 | 186,567 | 75,060 | 67.31% |
| Vehicle allowance, maintenance and repairs | 1,044,745 | 1,090,218 | 45,473 | 4.35% |
| Utilities and Fuel | 3,193,436 | 3,991,957 | 798,521 | 25.01% |
| Materials and supplies | 932,001 | 1,105,722 | 173,721 | 56.54% |
| Maintenance and repairs | 1,325,039 | 1,333,118 | 8,079 | 0.61% |
| Program expenses | 169,540 | 169,540 | 0 | 0.00% |
| Goods for resale | 537,796 | 621,971 | 84,175 | 15.65% |
| Rents and leases | 90,255 | 90,255 | 0 | 0.00% |
| Taxes and licenses | 173,250 | 173,250 | 0 | 0.00% |
| Financial expenses | 99,287 | 97,187 | (2,100) | -2.12% |
| Purchased and contracted services | 1,650,693 | 2,193,458 | 542,765 | 32.88% |
| Grants to others | 66,500 | 66,500 | 0 | 0.00% |
| Transfer to own funds | 1,413,196 | 1,593,512 | 180,316 | 12.76% |
| Capital expense | 60,769 | 68,569 | 7,800 | 12.84% |
| | 10,868,014 | 12,781,824 | 1,913,810 | 20.86% |
| | 28,859,516 | 31,239,976 | 2,380,460 | 8.24% |
| TAX LEVY | 18,424,144 | 19,725,660 | 1,301,516 | 7.06% |



2023 Budget

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

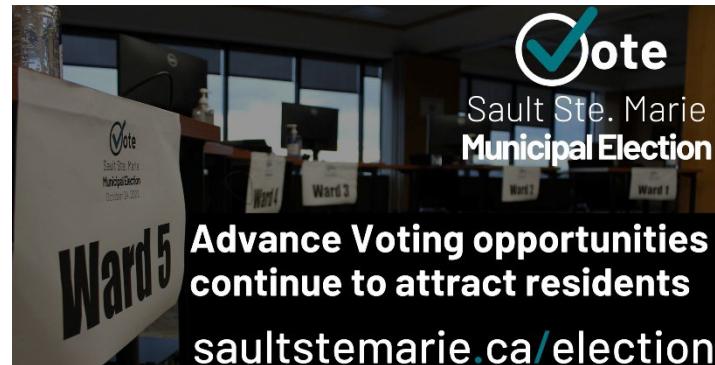
| | 2022 | 2023 | \$ | % |
|---|------------|------------|--------------------------|--------------------------|
| | BUDGET | BUDGET | Change (2022 to 2023) | Change (2022 to 2023) |
| Humane Society | 622,327 | 656,554 | 34,227 | 5.50% |
| Local Immigration Partnership | 0 | 0 | 0 | |
| Economic Development | 727,759 | 731,678 | 3,919 | 0.54% |
| Tourism and Community Development | 941,403 | 946,146 | 4,743 | 0.50% |
| Planning | 1,019,931 | 995,184 | (24,747) | -2.43% |
| Parking | 210,565 | 211,770 | 1,205 | 0.57% |
| Cemetery Operations | 78,898 | 466,913 | 388,015 | 491.79% |
| Transit | 7,968,460 | 8,435,467 | 467,007 | 5.86% |
| School Guards | 291,329 | 302,735 | 11,406 | 3.92% |
| Recreation and Culture | 1,846,610 | 1,899,288 | 52,678 | 2.85% |
| Locks Operations | 30,321 | 37,554 | 7,233 | 23.85% |
| Community Centres: | | | | |
| John Rhodes Community Centre | 1,806,584 | 1,652,061 | (154,523) | -8.55% |
| McMeeken Centre | 210,975 | 258,548 | 47,573 | 22.55% |
| GFL Memorial Gardens | 761,979 | 921,366 | 159,387 | 20.92% |
| Northern Community Centre | 46,174 | 23,815 | (22,359) | -48.42% |
| Downtown Plaza | 41,667 | 180,000 | 138,333 | 332.00% |
| Mill Market | 0 | 20,000 | 20,000 | |
| Outdoor Pools/Miscellaneous Concessions | 143,515 | 274,483 | 130,968 | 91.26% |
| Facility Administration | 829,488 | 849,127 | 19,639 | 2.37% |
| CSD Administration | 846,159 | 862,971 | 16,812 | 1.99% |
| | 18,424,144 | 19,725,660 | 1,301,516 | 7.06% |
| Full Time Positions | 159.9 | 169.0 | 9.2 | |
| Part Time Hours | 143,150.9 | 151,605.9 | 8,455.0 | |
| Summer Students | 50.0 | 50.0 | - | |



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

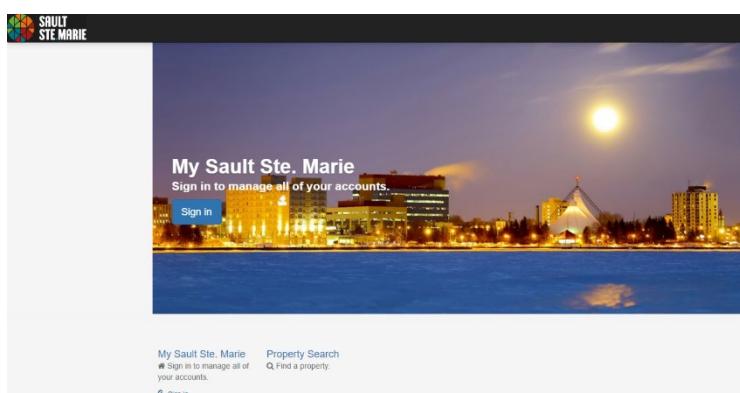
- Budget control
- Financial analysis and cash management
- Budget preparation and support for all departments

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.

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.

 SAULT STE. MARIE

Search: 

Popular Searches: Garbage and Recycling - Transit - Employment

| | | | | |
|---|----------|-----------------|----------|----------|
| Home | Services | City Government | Business | Visitors |
| Quick Links | | | | |
| Home > City Government > Departments > Corporate Services Contact Us Finance > Purchasing | | | | |
| Tenders and Proposals | | | | |
| Tenders, Request for Proposals, and Expressions of Interest are advertised in accordance with the City's Purchasing By-law; appearing in the listing below. Procurement requirements for goods and services may also appear, as necessary, within the City's Corporate ad in the Saturday edition of the Sault Star newspaper. The Corporate ad is also available on the Sault Star website under Featured Ads. The City may participate in cooperative procurements conducted by Local Authority Services (LAS , las.on.ca) throughout 2022. | | | | |
| Phone 705-759-5299 Email purchasing@cityssm.on.ca TTY 1-877-688-5528 Location Civic Centre - Level 2 Mailing Address 99 Foster Drive Sault Ste. Marie, ON P6A 5X6 Courier Deliveries Civic Centre | | | | |

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

2023 Budget

CORPORATE SERVICES

| | 2022 BUDGET | 2023 BUDGET | \$ Change (2022 to 2023) | % Change (2022 to 2023) |
|--|------------------|------------------|--------------------------------|-------------------------------|
| REVENUE | | | | |
| Fees and user charges | 119,786 | 121,840 | 2,054 | 1.71% |
| Contribution from own funds | 282,000 | | (282,000) | -100.00% |
| Other income | 178,782 | 119,317 | (59,465) | -33.26% |
| | 580,568 | 241,157 | (339,411) | -58.46% |
| EXPENDITURES | | | | |
| Salaries | 4,047,103 | 3,847,123 | (199,980) | -4.94% |
| Benefits | 972,567 | 1,043,257 | 70,690 | 7.27% |
| | 5,019,670 | 4,890,380 | (129,290) | -2.58% |
| Travel and training | 19,564 | 19,564 | 0 | 0.00% |
| Election | 39,500 | | (39,500) | -100.00% |
| Vehicle allowance, maintenance and repairs | 620 | 620 | 0 | 0.00% |
| Materials and supplies | 31,748 | 295,519 | 263,771 | 830.83% |
| Maintenance and repairs | 939,092 | 1,004,660 | 65,568 | 6.98% |
| Goods for resale | 19,200 | 19,200 | 0 | 0.00% |
| Rents and leases | 138,000 | 3,000 | (135,000) | -97.83% |
| Financial expenses | 60,750 | 60,500 | (250) | -0.41% |
| Purchased and contracted services | 730,622 | 745,728 | 15,106 | 2.07% |
| Grants to others | 2,000 | 2,000 | 0 | 0.00% |
| Transfer to own funds | | 85,000 | 85,000 | 0.00% |
| Capital expense | 105,350 | 105,850 | 500 | 0.47% |
| | 2,086,446 | 2,341,641 | 255,195 | 12.23% |
| | 7,106,116 | 7,232,021 | 125,905 | 1.77% |
| TAX LEVY | 6,525,548 | 6,990,864 | 465,316 | 7.13% |

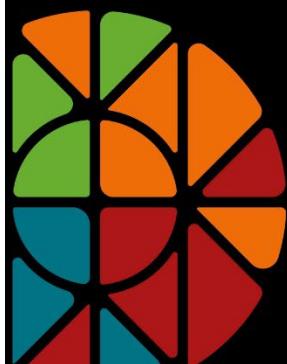


2023 Budget

CORPORATE SERVICES

| | 2022 | 2023 | \$ | % |
|------------------------|-----------|-----------|--------------------------|--------------------------|
| | BUDGET | BUDGET | Change (2022 to 2023) | Change (2022 to 2023) |
| Information Technology | 2,740,493 | 3,170,068 | 429,575 | 15.68% |
| Finance Department | 2,683,584 | 2,654,684 | (28,900) | -1.08% |
| Clerk's Department | 1,101,471 | 1,166,112 | 64,641 | 5.87% |
| | 6,525,548 | 6,990,864 | 465,316 | 7.13% |
| | | | | |
| Full Time Positions | 46.0 | 46.0 | - | |
| Part Time Hours | 1,269.0 | 1,170.0 | (99.0) | |
| Summer Students | 4.0 | 4.0 | - | |

Fire Services



The Sault Ste. Marie Fire Service enters the 2023 budget process operating in a sustainable, efficient and effective manner. Fire Services through Council direction and approval has implemented Cost Recoveries that will assist with budgetary impacts. These new recoveries include False Alarms, Natural Gas Leaks with no locate and Third Party recoveries for insured perils. In 2023, an update to the Community Risk Assessment and Fire Master Plan will be completed and presented to the Mayor and Council. This will provide a strategic framework for the delivery of fire protection services.



Fire Services Overview



Administration

This area consists of the Fire Chief, Deputy Fire Chief, Office Supervisor, and 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, based on local needs and circumstances. Fire Administration oversees and directs the day-to-day operations including current and long-range strategic planning, capital and operational budgets, fleet management, labour relations and policy development.

Fire Operations

This area consists of Platoon Chiefs, Captains, Firefighters, Training Officer, Communications Operator and is overseen by the Deputy Fire Chief. There are 76 Firefighters that make up 4 Platoons. Each Platoon consists of 19 staff, with a daily minimum staffing level of 16 on duty at all times. Apparatus are deployed from 4 Fire Stations. Core responses for the Operations include: Fire Suppression, Medical Responses, Auto-extrication and Fire Alarm responses. The Training Officer is responsible for ensuring the service is compliant with standards for training through the Ministry of Labour, Ontario Fire College and the Ontario Fire Marshal.

Fire Prevention and Public Education and Emergency Management



CITY OF SAULT STE. MARIE EMERGENCY RESPONSE PLAN

This area is overseen by the Deputy Chief and consists of Fire Prevention Officers and the Public Education Officer. 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 Fire Prevention division prides

itself in providing a proactive approach to fire and life safety for our community. The division is mandated to follow up on all complaints and requests as well as, perform comprehensive inspections. In doing so, officers routinely discover Fire Code infractions and issue compliance orders as a result. The primary public education programs are- primary school program, secondary school program, Fire Prevention Week/C.O. Awareness, Project ASAP (Assisting Seniors Awareness Program)

Community Emergency Management



Emergency Management has the responsibility of the coordination, development and implementation of prevention, mitigation, preparedness, response and recovery strategies to maximize the safety and resiliency of our residents. The City's Emergency Management Program is constantly adapting to reflect the changing landscape of risk and provide the best service to our citizens. Under the direction of the Community Emergency Management Coordinator (CEMC), it is the responsibility of the municipality to complete the mandatory annual program requirements outlined in the Emergency Management and Civil Protection Act. The Emergency Management Program Committee

consists of the following members: Fire Chief, Police Chief, EMS Chief, Chief Administrative Officer, Mayor, Council Members (2), Medical Officer of Health for Algoma Public Health, Sault Area Hospital Representative, Manager of Central Ambulance Communication Centre, Commanding Officer of the 49th Field Regiment and the CEMC.

Support Services

This area is overseen by the Assistant Chief of Support Services 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's 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



2023 Budget

FIRE SERVICES

| | 2022 | 2023 | \$ | % |
|--|-------------------|-------------------|--------------------------|--------------------------|
| | BUDGET | BUDGET | Change (2022 to 2023) | Change (2022 to 2023) |
| REVENUE | | | | |
| Fees and user charges | 493,803 | 802,615 | 308,812 | 62.54% |
| Other income | 3,000 | 3,375 | 375 | 12.50% |
| | 496,803 | 805,990 | 309,187 | 62.24% |
| EXPENDITURES | | | | |
| Salaries | 10,833,853 | 11,467,822 | 633,969 | 5.85% |
| Benefits | 3,423,380 | 3,586,837 | 163,457 | 4.77% |
| | 14,257,233 | 15,054,659 | 797,426 | 5.59% |
| Travel and training | 141,220 | 141,220 | 0 | 0.00% |
| Vehicle allowance, maintenance and repairs | 162,440 | 220,100 | 57,660 | 35.50% |
| Utilities and Fuel | 249,100 | 337,000 | 87,900 | 35.29% |
| Materials and supplies | 129,200 | 284,633 | 157,908 | 122.22% |
| Maintenance and repairs | 143,789 | 150,319 | 6,530 | 4.54% |
| Financial expenses | 2,500 | 2,500 | 0 | 0.00% |
| Purchased and contracted services | 18,200 | 19,300 | 1,100 | 6.04% |
| Transfer to own funds | 312,151 | 273,841 | (38,310) | -12.27% |
| Capital expense | 60,566 | 60,566 | 0 | 0.00% |
| | 1,219,166 | 1,491,954 | 272,788 | 22.37% |
| | 15,476,399 | 16,546,613 | 1,070,214 | 6.92% |
| TAX LEVY | 14,979,596 | 15,740,623 | 761,027 | 5.08% |



2023 Budget

FIRE SERVICES

| | 2022 | 2023 | \$ | % |
|--------------------------------|------------|------------|--------------------------|--------------------------|
| | BUDGET | BUDGET | Change (2022 to 2023) | Change (2022 to 2023) |
| Community Emergency Management | 124,838 | 133,919 | 9,081 | 7.27% |
| Administration | 2,086,794 | 1,690,521 | (396,273) | -18.99% |
| Suppression | 11,000,572 | 11,690,328 | 689,756 | 6.27% |
| Prevention | 868,783 | 886,796 | 18,013 | 2.07% |
| Support Services | 762,022 | 1,039,059 | 277,037 | 36.36% |
| Other - EMS WSIB | 136,587 | 300,000 | 163,413 | 119.64% |
| | 14,979,596 | 15,740,623 | 761,027 | 5.08% |
| Full Time Positions | 95.0 | 95.0 | - | |
| Summer Students | 2.0 | 2.0 | - | |



The Legal Department consists of two divisions, Legal and Provincial Offences, and now has the Director of Human Resources position reporting to the City Solicitor.

Legal Department

The Legal Department consists of three lawyers, a department Supervisor, Risk Manager and three (3) Law Clerk Staff.

The Legal Department provides a broad range of legal services to all branches of the City's operations. The service involves not only responding to immediate daily and ongoing needs for legal services and advice but also involves the reduction of potential liability by identifying possible problem areas as well as advising staff on new 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. All by-laws that appear on each Council meeting agenda are also prepared by this department. 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 advice to City Council and City staff;
- To process and draft legal reports to Council and the accompanying by-laws;
- To prepare all by-laws for the Council agenda;
- To review agreements from

outside entities, and to draft initial agreements on new matters;

- To provide legal research and opinions;
- To draft leases, licenses of occupation, easements, and encroachments, and to complete expropriations and real estate transactions;
- To receive and prepare all Freedom of Information requests;
- To process all claims made against the City and liaise with the City's Third Party Adjusters and legal 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.

Insurance and Risk Management

The department has a risk manager, this area is responsible for all insurance purchased by the City including: commercial general liability coverage; property of every description (including buildings, contents and equipment); cyber insurance; comprehensive crime insurance; boiler and machinery; automobile insurance; errors and omissions; environmental liability; conflict of interest; and umbrella liability. This includes reviewing changes to insurance coverage, new types of claims, negotiating with the insurer.

All Claims against the City, from damage claims to Statements of Claim begin with this area, and the risk manager works with Claims adjusters, the insurers, and other City departments to determine facts so that defenses, vulnerabilities and risk can be assessed.

The Corporation of the
City of Sault Ste. Marie



LEGAL DEPARTMENT

PURCHASE REQUEST FOR CITY PROPERTY

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

The risk manager role, in conjunction with other departments, oversees the Contractor Safety Program. The department also tracks to ensure all certificates of insurance that form part of agreements are being provided and are up to date.

On February 28, 2021, the City entered the first year of its current 3-year insurance program with Intact Public Entities and is preparing the information needed for the insurer to determine the premium for the upcoming renewal year (February 2023).

Provincial Offences Office Administration

The POA Division is comprised of one prosecutor, three Court Administrators/Cashiers, one Court Administrator Enforcement Clerk/Court Reporter, one POA Clerk, the Court Liaison Supervisor, and the Prosecutor. The Court normally sits approximately three days a week in Sault Ste. Marie. The POA office generates on average over one million dollars in gross revenue, the net of which is distributed among our 19 municipal partners.

Our prosecutor works with by-law enforcement and assists where needed on the crafting of Orders and Charges as necessary

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 By-law, Building and Fire Code matters. This represents approximately 15,000 to 18,000 charges a year. Part 1 and 3 new matters in 2020 were 6,213, in 2021, 6,314 and in 2022, 3,617 (as of July). The download of all Part III offences from the Province to the City has not taken place yet, 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, pre-trials and appeals. The POA office is required to operate the POA courts under the guidelines and regulations of the Ministry of Attorney General.

As of the preparation of this document, September 2022, the City's prosecutor dealt with 584 Part I trials, 32 Part II trials and served 106 Part III charges under the Building Code, Fire Code, Property Standards and other municipal by-laws. There are currently 151 Part III charges from 2022 and previous years that are still before the Court. It is anticipated that approximately 400 Highway Traffic Act Part III Informations (charges) handled currently by the Crown's office are pending.

As a result of the COVID-19 pandemic, we currently conduct trials both in-person and virtually using the Zoom videoconferencing platform. Some trials have become hybrid where the Prosecutor and police witnesses are in-person at POA court while counsel and the Defendant appear virtually.

In November 2022, in-person trials at the Wawa POA Courthouse will resume allowing Part I, II, and III matters to proceed with in-person trials in Wawa. Previously, there were no in-person trials and any Defendants charged with an offence in Wawa and surrounding area had to attend POA Court in Sault Ste. Marie for an in-person trial.

To September 2022, the City's prosecutor dealt with 584 Part III trials, 32 Part II trials and served 106 Part III charges under the Building Code, Fire Code, Property Standards and other municipal by-laws. There are currently 151 Part III charges from 2022 and previous years that are still before the Court. It is anticipated that approximately 400 Highway Traffic Act Part III Informations (charges) handled currently by the Crown's office are pending.

Ticket Payments - Parking and Provincial Offences

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



Parking Enforcement
Certificate of Infraction



Provincial Offences
Offence Notice



Provincial Offences
Notice of Fine and Due Date

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.

 **SAULT STE. MARIE**
2023 Summer Student Employment

Application Deadline:
March 15 at 4:30pm

- Labour/Operator
- Senior Services Programmer
- Marina Attendant
- Lifeguard/Instructor
- Accounting Clerk
- By-Law Enforcement
- Office Clerk
- Fire - Support Services
- Labour - Cemetery
- Legal Clerk
- Construction/Traffic
- Community Centres

saultstemarie.ca/summerstudents

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.

ComfortZone

Health and Safety / Work and Home
November 2022 vol 20 issue 12

Safety at work is everyone's responsibility

While we all strive not to have an accident happen on the job, sometimes it does happen. The first response after an incident takes place is to determine how it happened and why.

The next big question asked by everyone usually is: "Who is responsible"? The answer is simple; everyone. We all have a role to play in our own safety and wellbeing on the job. It's a shared responsibility.



Currently responding to the demands of the COVID-19 pandemic through various initiatives and committees. This includes roll-out of the Corporate Vaccination Policy and associated implications of managing it.

Health and Safety

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





2023 Budget

LEGAL DEPARTMENT

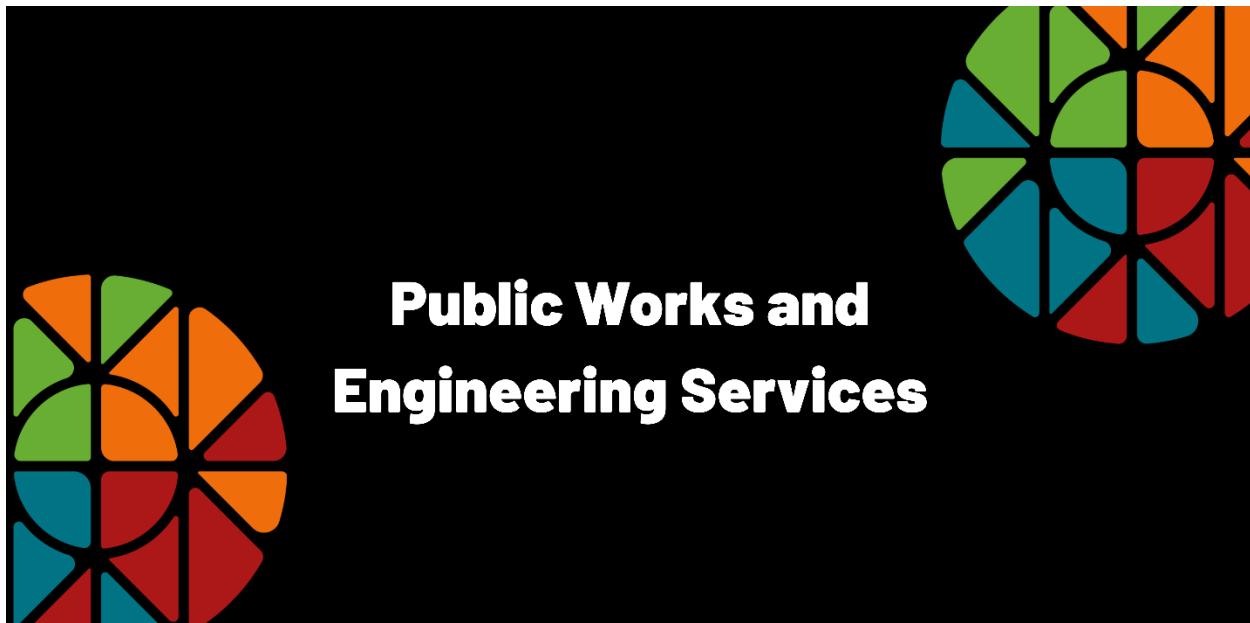
| | 2022 | 2023 | \$ | % |
|--|------------------|------------------|--------------------------|--------------------------|
| | BUDGET | BUDGET | Change (2022 to 2023) | Change (2022 to 2023) |
| REVENUE | | | | |
| Fees and user charges | 1,527,069 | 1,535,037 | 7,968 | 0.52% |
| Government grants (including OMPF) | 1,540 | 1,540 | 0 | 0.00% |
| | 1,528,609 | 1,536,577 | 7,968 | 0.52% |
| EXPENDITURES | | | | |
| Salaries | 2,101,697 | 2,091,978 | (9,719) | -0.46% |
| Benefits | 1,231,482 | 1,321,950 | 90,468 | 7.35% |
| | 3,333,179 | 3,413,928 | 80,749 | 2.42% |
| Travel and training | 137,305 | 136,305 | (1,000) | -0.73% |
| Vehicle allowance, maintenance and repairs | 550 | 300 | (250) | -45.45% |
| Materials and supplies | 119,680 | 116,934 | (2,746) | -2.29% |
| Maintenance and repairs | 5,270 | 5,389 | 119 | 2.26% |
| Rents and leases | 79,302 | 79,302 | 0 | 0.00% |
| Taxes and licenses | 2,052,955 | 2,289,098 | 236,143 | 11.50% |
| Purchased and contracted services | 562,207 | 562,207 | 0 | 0.00% |
| Capital expense | 26,400 | 28,400 | 2,000 | 7.58% |
| | 2,983,669 | 3,217,935 | 234,266 | 7.85% |
| | 6,316,848 | 6,631,863 | 315,015 | 4.99% |
| TAX LEVY | 4,788,239 | 5,095,286 | 307,047 | 6.41% |



2023 Budget

LEGAL DEPARTMENT

| | 2022 | 2023 | \$ | % |
|----------------------------|-----------|-----------|--------------------------|--------------------------|
| | BUDGET | BUDGET | Change (2022 to 2023) | Change (2022 to 2023) |
| Legal Departmental | 847,138 | 844,960 | (2,178) | -0.26% |
| Insurance | 2,052,835 | 2,288,978 | 236,143 | 11.50% |
| Provincial Offences Act | (329,959) | (300,099) | 29,860 | -9.05% |
| Human Resources Department | 2,218,225 | 2,261,447 | 43,222 | 1.95% |
| | 4,788,239 | 5,095,286 | 307,047 | 6.41% |
| Full Time Positions | 24.0 | 24.0 | - | |
| Summer Students | 3.0 | 3.0 | - | |



Public Works and Engineering Services

Public Works Operations



Public Works is organized into six divisions with the main site located at 128 Sackville Road. The areas of responsibility include 24-hour service, seven days per week during winter control, along with seasonal construction work throughout our summer months. It also

encompasses the City Landfill and Household Hazardous Waste Site located on Fifth Line East.

Administration

- This Division provides administration for both union and non-union employees including payroll, training, accounting and dispatch services. This cost center also includes an Office Supervisor who oversees all administration duties. Health and safety responsibilities including worker training is included in this division. Dispatch services are provided year round answering approximately 17,500 calls annually.

Works

- The Works Division is responsible for the maintenance of all roadways including sidewalks and underground infrastructure such as sanitary and storm sewers in addition to stormwater management ponds.
- During the summer months maintenance is focused on pothole patching, curb/sidewalk repairs, ditching, culvert repair, gravel repair, bridge and guide rail repair, litter clean up, and lawn restorations.
- During winter control, our crews focus on snow plowing, snow removal, sweeping, and sanding/salting the roadways.

Buildings and Equipment

- Mechanics/Welders and Service/Trades people maintain \$16 million in related buildings and infrastructure and service and repair \$36.5 million in equipment.
- PW underwent an extensive Fleet Management Practices review in 2021. The study consisted of four main components: Fleet benchmarking, cost of services, management practices review and a rightsizing study. Areas of improvement were identified which include Fleet Renewal, Garage Services, Fleet Management Information System (FMIS) and Rate Development and Chargeback System.
- In 2022, PW and Mercury have worked together to develop a baseline practical replacement plan for vehicle renewal and capital funding. Business Requirement Documents are being finalized outlining Public Works' Garage Services' functions and will be utilized in the development and implementation of a new Fleet Management Information System (FMIS), if approved by Council in 2023.



Parks

Provides care and maintenance of 74 park locations, which include Bellevue Park, Pointe Des Chênes, Clergue and John Roswell Park.

- Of the 74 park locations, 62 sites include playground apparatus. It is the responsibility of Parks staff to inspect and maintain playground equipment in compliance with CSA Standards.
- Maintains 12 ball fields, 20 soccer fields, 2 football fields, 1 cricket pitch, 2 9-hole disc golf courses and the Bellevue Park Splash Pad.
- Provides care and maintenance to all three sports complexes, which include Strathclair, Queen Elizabeth and Elliott Park.

- During the summer, crews cut nearly 1000 acres of grass every seven working days. The crews also maintain Cul-de-sacs, boulevards and vacant City owned land.
- Maintains outdoor sports complexes, tennis and pickle ball courts and over 26 km of hub trails including the Waterfront Boardwalk.
- During winter months, crews maintain City outdoor rinks, Clergue Park Skating Trail and the Art Jennings Speed Skating Oval along with, winter walking trails, toboggan hills and parking lots.
- Forestry is responsible for removing hazardous trees as needed and during weather events, maintaining the health of all City trees, beautifying park settings, tree planting in new subdivisions and parks as well as, maintaining traffic light and sign clearances.
- Horticulture is responsible for propagating and maintaining 216 flowerbeds, 242 hanging plants and 165 planters throughout the City along with maintaining the Bellevue Park and City Hall Horticultural Show Houses.



Traffic & Communication

- This area maintains 78 signalized intersections
 - Five Pedestrian Crossings (PXO's)
 - Seven School Zone Warning flashers
 - Six All-Way Stop flashing intersections
 - 25 warning flasher locations
 - Approximately 530 km of line painting
 - Approximately 80 km of intersection markings
 - 22,000+ regulatory and directional signs
 - Assists with electrical maintenance of City facilities and properties.
 - This Division also manages the Carpentry Area – responsible for the construction and maintenance of city facilities and properties.



Waste Management

- Oversees the environmentally safe disposal of municipal solid waste of approximately 70,000 tonnes annually and the diversion of recyclable and hazardous materials. This includes management of the 84 hectare City owned landfill at Fifth Line East.
- Oversees the Municipal Leaf and Yard Waste Composting Program of approximately 1500 tonnes annually to divert this material from the Landfill.
- Administers the contracts for curbside refuse collection and recycling for approximately 27,000 households weekly.
- Oversees the operation and collection of household hazardous waste to divert this material from the landfill.



Engineering Division

Engineering Design & Construction

- This Division includes professional engineers and technical staff.
- The Division provides pre-design, 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

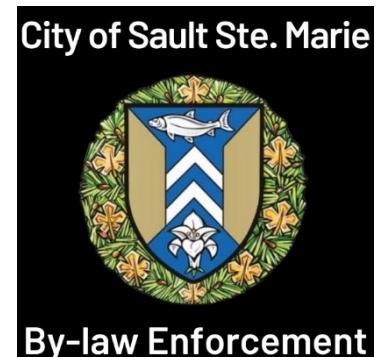
- This cost center includes an Office Supervisor and Administrative Support Clerk and provides all confidential and administrative support for the Engineering and Building Services Division.

Building Division

- Includes the Chief Building Official, Building Inspectors, Plans Examiners, By-Law Enforcement Officers and support staff.
- Work cooperatively with the industry to ensure all building construction in the community meets provincial building code and municipal zoning by-laws.
- Ensure that all construction meets minimum standards for Health & Safety, Accessibility, Fire & Structural Protection of buildings.
- Accomplishes 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

- This cost center includes two full-time and one part-time By-law Enforcement Officers for complaints and inspections.
- The address matters related to property standards, yards By-Law, vacant buildings and municipal by-law enforcement.
- Participant in the Integrated Municipal Enforcement Team (IMET) for municipal by-law and building code matters.



2023 Budget

PUBLIC WORKS

| | 2022 BUDGET | 2023 BUDGET | \$ Change (2022 to 2023) | % Change (2022 to 2023) |
|--|-------------------|-------------------|--------------------------------|-------------------------------|
| REVENUE | | | | |
| Fees and user charges | 2,383,216 | 2,337,007 | (46,209) | -1.94% |
| Government grants (including OMPF) | 705,269 | 568,703 | (136,566) | -19.36% |
| Contribution from own funds | 5,000 | 5,000 | 0 | 0.00% |
| Other income | 75,000 | 90,000 | 15,000 | 20.00% |
| | <u>3,168,485</u> | <u>3,000,710</u> | <u>(167,775)</u> | <u>-5.30%</u> |
| EXPENDITURES | | | | |
| Salaries | 15,863,502 | 15,616,472 | (247,030) | -1.56% |
| Benefits | 4,317,247 | 4,505,969 | 188,722 | 4.37% |
| | <u>20,180,749</u> | <u>20,122,441</u> | <u>(58,308)</u> | <u>-0.29%</u> |
| Travel and training | 88,990 | 88,990 | 0 | 0.00% |
| Vehicle allowance, maintenance and repairs | 2,291,040 | 2,383,958 | 92,918 | 4.06% |
| Utilities and Fuel | 1,851,410 | 2,249,104 | 397,694 | 21.48% |
| Materials and supplies | 3,226,353 | 3,785,212 | 558,859 | 17.32% |
| Taxes and licenses | 85,455 | 90,455 | 5,000 | 5.85% |
| Financial expenses | 5,000 | 5,000 | 0 | 0.00% |
| Purchased and contracted services | 3,451,589 | 3,369,405 | (82,184) | -2.38% |
| Transfer to own funds | 3,086,587 | 3,458,487 | 371,900 | 12.05% |
| Capital expense | 46,600 | 76,600 | 30,000 | 64.38% |
| Less: recoverable costs | (255,130) | (255,130) | 0 | 0.00% |
| | <u>13,877,894</u> | <u>15,252,081</u> | <u>1,374,187</u> | <u>9.90%</u> |
| | <u>34,058,643</u> | <u>35,374,522</u> | <u>1,315,879</u> | <u>3.86%</u> |
| TAX LEVY | 30,890,158 | 32,373,812 | 1,483,654 | 4.80% |



2023 Budget

PUBLIC WORKS

| | 2022 | 2023 | \$ | % |
|--------------------------|------------|------------|--------------------------|--------------------------|
| | BUDGET | BUDGET | Change (2022 to 2023) | Change (2022 to 2023) |
| Operations | | | | |
| Works | 3,181,860 | 2,951,305 | (230,555) | -7.25% |
| Roadways | 3,404,463 | 3,665,551 | 261,088 | 7.67% |
| Sidewalks | 1,013,668 | 1,147,274 | 133,606 | 13.18% |
| Winter Control | 6,498,821 | 6,694,764 | 195,943 | 3.02% |
| Sanitary Sewers | 2,062,118 | 2,362,382 | 300,264 | 14.56% |
| Storm Sewers | 622,488 | 691,920 | 69,432 | 11.15% |
| Traffic & Communications | 1,852,734 | 1,932,451 | 79,717 | 4.30% |
| Carpentry | 681,042 | 793,286 | 112,244 | 16.48% |
| Administration | 1,679,652 | 1,679,322 | (330) | -0.02% |
| Buildings & Equipment | 2,243,634 | 2,242,048 | (1,586) | -0.07% |
| Waste Management | 3,982,211 | 4,278,886 | 296,675 | 7.45% |
| Parks | 3,667,467 | 3,934,623 | 267,156 | 7.28% |
| | 30,890,158 | 32,373,812 | 1,483,654 | 4.80% |
| Full Time Positions | 219.0 | 219.0 | - | |
| Summer Students | 63.0 | 63.0 | - | |

2023 Budget

ENGINEERING

| | 2022 BUDGET | 2023 BUDGET | \$ Change (2022 to 2023) | % Change (2022 to 2023) |
|--|--------------------------|--------------------------|--------------------------------|-------------------------------|
| REVENUE | | | | |
| Fees and user charges | 1,264,299 | 1,346,540 | 82,241 | 6.50% |
| Government grants (including OMPF) | 32,160 | 81,270 | 49,110 | 152.71% |
| | <u>1,296,459</u> | <u>1,427,810</u> | <u>131,351</u> | <u>10.13%</u> |
| EXPENDITURES | | | | |
| Salaries | 3,201,551 | 3,128,153 | (73,398) | -2.29% |
| Benefits | 755,379 | 811,351 | 55,972 | 7.41% |
| | <u>3,956,930</u> | <u>3,939,504</u> | <u>(17,426)</u> | <u>-0.44%</u> |
| Travel and training | 25,153 | 25,450 | 297 | 1.18% |
| Vehicle allowance, maintenance and repairs | 31,099 | 29,852 | (1,247) | -4.01% |
| Utilities and Fuel | 5,597,687 | 5,259,192 | (338,495) | -6.05% |
| Materials and supplies | 227,294 | 212,737 | (14,557) | -6.40% |
| Maintenance and repairs | 230,400 | 233,400 | 3,000 | 1.30% |
| Financial expenses | 528 | 1,428 | 900 | 170.45% |
| Purchased and contracted services | 3,898,664 | 4,106,861 | 208,197 | 5.34% |
| Transfer to own funds | 1,424,455 | 638,535 | (785,920) | -55.17% |
| Capital expense | 51,158 | 60,559 | 9,401 | 18.38% |
| | <u>11,486,438</u> | <u>10,568,014</u> | <u>(918,424)</u> | <u>-8.00%</u> |
| | <u>15,443,368</u> | <u>14,507,518</u> | <u>(935,850)</u> | <u>-6.06%</u> |
| TAX LEVY | 14,146,909 | 13,079,708 | (1,067,201) | -7.54% |



2023 Budget

ENGINEERING

| | 2022 BUDGET | 2023 BUDGET | \$ Change (2022 to 2023) | % Change (2022 to 2023) |
|----------------------------|----------------|----------------|--------------------------------|-------------------------------|
| Building Permit/Inspection | 198,156 | 142,259 | (55,897) | -15.50% |
| Design | 2,102,707 | 2,072,341 | (30,366) | -1.44% |
| Administration | 167,528 | 117,471 | (50,057) | -29.88% |
| Building Services | 1,388,532 | 1,413,054 | 24,522 | 1.77% |
| Other | | | | |
| Hydrants | 1,365,000 | 1,440,000 | 75,000 | 5.49% |
| Street Lighting | 1,915,780 | 1,502,500 | (413,280) | -21.57% |
| Sewage Disposal System | 5,663,206 | 5,869,903 | 206,697 | 3.65% |
| Environmental Clean Up | 20,000 | 20,000 | 0 | 0.00% |
| Miscellaneous Construction | 1,326,000 | 502,180 | (823,820) | -62.13% |
| | 14,146,909 | 13,079,708 | (1,067,201) | -7.54% |
| Full Time Positions | 42.0 | 42.0 | - | - |
| Part Time Hours | 910.0 | 910.0 | - | - |
| Summer Students | 9.0 | 9.0 | - | - |



2023 Budget

LEVY BOARDS

| | 2022 | 2023 | \$ | % |
|--|-------------------|-------------------|-----------------------------|-----------------------------|
| | BUDGET | BUDGET | Change (2022 to 2023) | Change (2022 to 2023) |
| REVENUE | | | | |
| | | | | |
| | | | | |
| EXPENDITURES | | | | |
| Grants to others | 22,506,858 | 23,509,890 | 1,003,032 | 4.46% |
| | 22,506,858 | 23,509,890 | 1,003,032 | 4.46% |
| | 22,506,858 | 23,509,890 | 1,003,032 | 4.46% |
| TAX LEVY | 22,506,858 | 23,509,890 | 1,003,032 | 4.46% |
| Public Health Operations | 2,951,725 | 2,913,655 | (38,070) | -1.29% |
| Conservation Authority | 560,597 | 557,001 | (3,596) | -0.64% |
| Sault Ste. Marie District Social Services Administration Board | 18,994,536 | 20,039,234 | 1,044,698 | 5.50% |
| | 22,506,858 | 23,509,890 | 1,003,032 | 4.46% |

2023 Budget

OUTSIDE AGENCIES & GRANTS TO OTHERS

| | 2022 | 2023 | \$ | % |
|------------------------------------|-------------------|-------------------|--------------------------|--------------------------|
| | BUDGET | BUDGET | Change (2022 to 2023) | Change (2022 to 2023) |
| REVENUE | | | | |
| Fees and user charges | 130,000 | 130,000 | 0 | 0.00% |
| Government grants (including OMPF) | 200,000 | 200,000 | 0 | 0.00% |
| | 330,000 | 330,000 | 0 | 0.00% |
| EXPENDITURES | | | | |
| Grants to others | | | | |
| Police Services Board | 32,001,283 | 33,468,837 | 1,467,554 | 4.59% |
| Library Board | 2,879,932 | 3,003,089 | 123,157 | 4.28% |
| Art Gallery of Algoma | 280,785 | 280,785 | 0 | 0.00% |
| SSM Museum | 260,000 | 260,000 | 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 | 21,077 | 23,488 | 2,411 | 11.44% |
| Other Sports | 5,000 | 5,000 | 0 | 0.00% |
| Red Cross Grant | 250,000 | 250,000 | 0 | 0.00% |
| Cultural Grants | 144,500 | 144,500 | 0 | 0.00% |
| Innovation Centre | 277,890 | 277,890 | 0 | 0.00% |
| Physician Recruitment | 220,000 | 220,000 | 0 | 0.00% |
| Transfer to own funds | 580,000 | 580,000 | 0 | 0.00% |
| | 37,161,967 | 38,755,089 | 1,593,122 | 4.29% |
| | 37,161,967 | 38,755,089 | 1,593,122 | 4.29% |
| TAX LEVY | 36,831,967 | 38,425,089 | 1,593,122 | 4.33% |

2023 Budget

CORPORATE - FINANCIALS

| | 2022 | 2023 | \$ | % |
|------------------------------------|---------------------|---------------------|--------------------------|--------------------------|
| | BUDGET | BUDGET | Change (2022 to 2023) | Change (2022 to 2023) |
| | | | | |
| REVENUE | | | | |
| Taxation (excluding levy) | 2,178,438 | 2,528,438 | 350,000 | 16.07% |
| Payment in Lieu of taxes | 4,501,741 | 4,573,680 | 71,939 | 1.60% |
| Fees and user charges | 14,821,847 | 15,562,939 | 741,092 | 5.00% |
| Government grants (including OMPF) | 16,838,798 | 17,262,176 | 423,378 | 2.51% |
| Investment income | 4,320,000 | 4,780,000 | 460,000 | 10.65% |
| Contribution from own funds | 944,690 | 1,300,000 | 355,310 | 37.61% |
| Other income | 2,500,000 | 2,400,000 | (100,000) | -4.00% |
| | 46,105,514 | 48,407,233 | 2,301,719 | 4.99% |
| EXPENDITURES | | | | |
| Benefits | 20,000 | (20,000) | | -100.00% |
| | 20,000 | 0 | (20,000) | -100.00% |
| Materials and supplies | 300,878 | 294,365 | (6,513) | -2.16% |
| Program expenses | 763,788 | 780,872 | 17,084 | 2.24% |
| Financial expenses | 2,531,006 | 2,431,006 | (100,000) | -3.95% |
| Purchased and contracted services | 11,000 | 11,000 | 0 | 0.00% |
| Grants to others | 865 | | (865) | -100.00% |
| Transfer to own funds | 12,465,551 | 15,049,946 | 2,584,395 | 20.73% |
| | 16,073,088 | 18,567,189 | 2,494,101 | 15.52% |
| | 16,093,088 | 18,567,189 | 2,474,101 | 15.37% |
| TAX LEVY | (30,012,426) | (29,840,044) | 172,382 | -0.57% |



2023 Budget

CAPITAL LEVY & DEBENTURE DEBT

| | 2022 | 2023 | \$ | % |
|-----------------------|------------------|------------------|--------------------------|--------------------------|
| | BUDGET | BUDGET | Change (2022 to 2023) | Change (2022 to 2023) |
| REVENUE | | | | |
| Fees and user charges | | | | |
| | | | | |
| | | | | |
| EXPENDITURES | | | | |
| Long term debt | 1,502,314 | 1,866,135 | 363,821 | 24.22% |
| Transfer to own funds | 6,368,384 | 7,615,395 | 1,247,011 | 19.58% |
| | 7,870,698 | 9,481,530 | 1,610,832 | 20.47% |
| | | | | |
| | | | | |
| TAX LEVY | 7,870,698 | 9,481,530 | 1,610,832 | 20.47% |

PRELIMINARY CAPITAL BUDGET



2023 Budget

CAPITAL BUDGET SUMMARY 2023

| Project Cost | Funding Source | | | | | | |
|---------------------------------------|--------------------|----------------------|--------------------------|--------------------------|---------------|--------------------------|---------------------------|
| | Current Levy/Other | Capital from Current | Sanitary Sewer | Reserves & Reserve Funds | Grants | Internally Financed Debt | Other |
| PUBLIC WORKS AND ENGINEERING SERVICES | | | | | | | |
| Roads/Bridges/Storm Sewer | | | | | | | |
| Wemyss Street | | | | | | | |
| Biggins Avenue | | | | | | | |
| Stanley Street | | | | | | | |
| Blake Avenue | | | | | | | |
| Connecting Link - Carmen's Way | | | | | | | |
| Bridges and Aqueducts | | | | | | | |
| Engineering - 2024 | | | | | | | |
| Various Roads | | | | | | | |
| Hub Trail Links (A-T) | | | | | | | |
| Traffic Signal Upgrades | | | | | | | |
| AM Plan - Phase II | | | | | | | |
| Culvert replacement - Second | | | | | | | |
| Line West at Leigh's Bay Road | | | | | | | |
| \$ 24,005,072 | \$ 7,615,395 | | \$ 2,388,000 | \$ 100,000 | \$ 12,851,677 | | \$ 1,050,000 |
| | | | Asset Management Reserve | | | | Uncommitted Capital Funds |



2023 Budget

CAPITAL BUDGET SUMMARY 2023

| Project Cost | Funding Source | | | | | | |
|--|---------------------|----------------------|----------------|--------------------------|--------|--------------------------|-------|
| | Current Levy/Other | Capital from Current | Sanitary Sewer | Reserves & Reserve Funds | Grants | Internally Financed Debt | Other |
| PUBLIC WORKS AND ENGINEERING SERVICES | | | | | | | |
| <i>Miscellaneous Construction</i> | | | | | | | |
| Rear Yard Drainage | \$ 853,000 | | | | | | |
| Bridge Inspection | \$ 60,000 | | | | | | |
| Bridge/Aqueduct Rehab | \$ 200,000 | | | | | | |
| Other | \$ 150,000 | | | | | | |
| Emergency Repairs | | | | | | | |
| | \$ 502,180 | \$ 502,180 | | | | | |
| <i>Landfill</i> | | | | | | | |
| Upgrade/Replacement | \$ 1,400,000 | | | | | | |
| Biosolids | \$ 348,698 | | | | | | |
| Fencing | \$ 35,000 | | | | | | |
| | \$ 1,783,698 | | | | | | |
| Waste Disposal Site Reserve | | | | | | | |



2023 Budget

CAPITAL BUDGET SUMMARY 2023

| Project Cost | Funding Source | | | | | | |
|---------------------------------------|--------------------|----------------------|----------------|--------------------------|--------|--------------------------|-------|
| | Current Levy/Other | Capital from Current | Sanitary Sewer | Reserves & Reserve Funds | Grants | Internally Financed Debt | Other |
| PUBLIC WORKS AND ENGINEERING SERVICES | | | | | | | |
| <i>Landfill Fleet & Equipment</i> | | | | | | | |
| Landfill Scales | \$ 112,000 | | | | | | |
| Refuse Packer | \$ 990,000 | | | | | | |
| 40 Yd. Roll-off Containers | \$ 36,000 | | | | | | |
| 1/2 Ton 4x4 Pickups | \$ 91,000 | | | | | | |
| Compost Turner | \$ 34,500 | | | | | | |
| D6 Undercarriage Rebuild | \$ 130,000 | | | | | | |
| Plow/Sander Combo | \$ 279,000 | | | | | | |
| | \$ 1,672,500 | | | \$ 1,672,500 | | | |

Waste Disposal Site Reserve



2023 Budget

CAPITAL BUDGET SUMMARY 2023

| Project Cost | Funding Source | | | | | | |
|---------------------------------------|--------------------|----------------------|----------------|--------------------------|--------------|--------------------------|-------|
| | Current Levy/Other | Capital from Current | Sanitary Sewer | Reserves & Reserve Funds | Grants | Internally Financed Debt | Other |
| PUBLIC WORKS AND ENGINEERING SERVICES | | | | | | | |
| <i>Public Works Fleet</i> | | | | | | | |
| (2) Tandem Axle St. Sanders | \$ 563,550 | | | | | | |
| Tandem Axle Plow | \$ 282,000 | | | | | | |
| Factory Rebuild Trackless | \$ 164,500 | | | | | | |
| Truck Mount 45' Bucket Truck | \$ 189,500 | | | | | | |
| (5) Pick-up Trucks | \$ 166,000 | | | | | | |
| Sidewalk Sander | \$ 17,750 | | | | | | |
| Articulating Wheeled Loader | \$ 271,000 | | | | | | |
| Mechanics Utility Truck | \$ 186,000 | | | | | | |
| (9) 4 Door with Dump Box | \$ 776,500 | | | | | | |
| Utility Van | \$ 69,500 | | | | | | |
| Used Sport Utility | \$ 22,000 | | | | | | |
| Tractor with Loader | \$ 149,000 | | | | | | |
| (4) 20' Utility Trailers | \$ 29,200 | | | | | | |
| Parks Equip. Service Truck | \$ 175,500 | | | | | | |
| Flat Bed Truck | \$ 119,500 | | | | | | |
| (2) 4x4 4 Door Pick-up Trucks | \$ 101,500 | | | | | | |
| Rear Mount Snow Blower | \$ 17,000 | | | | | | |
| | \$ 3,300,000 | | | | \$ 3,300,000 | | |

PWT Equipment Reserve



2023 Budget

CAPITAL BUDGET SUMMARY 2023

| Project Cost | Current Levy/Other | Capital from Current | Funding Source | | | | Other | | | | |
|--|----------------------|----------------------|----------------|--------------------------|---------------------|--------------------------|----------------------------------|---------------------|--|--|--|
| | | | Sanitary Sewer | Reserves & Reserve Funds | Grants | Internally Financed Debt | | | | | |
| PUBLIC WORKS AND ENGINEERING SERVICES | | | | | | | | | | | |
| <i>Other</i> | | | | | | | | | | | |
| Administration Building | \$ 130,000 | | | \$ 130,000 | | | | | | | |
| Garage Building A | \$ 15,000 | | | \$ 15,000 | | | | | | | |
| Carpentry Shop Building B | \$ 32,000 | | | \$ 32,000 | | | | | | | |
| Fleet Mgmt Info System | \$ 185,000 | | | | | | Asset Management Reserve | | | | |
| North Street Field Light Poles | \$ 210,000 | | | | | | \$ 185,000 | | | | |
| Engineering Equipment | \$ 60,000 | | | | | | IT Software Reserve | | | | |
| Traffic Graphics Printer | \$ 32,000 | | | | | | \$ 210,000 | | | | |
| | | | | | | | Subdividers General Reserve Fund | | | | |
| | | | | | | | \$ 60,000 | | | | |
| | | | | | | | Building Permit Reserve Fund | | | | |
| | | | | | | | \$ 32,000 | | | | |
| | | | | | | | IT Software Reserve | | | | |
| | | | | | | | \$ 664,000 | | | | |
| Total PWES | \$ 31,927,450 | \$ 8,117,575 | \$ - | \$ 2,388,000 | \$ 7,520,198 | \$ 12,851,677 | \$ - | \$ 1,050,000 | | | |



2023 Budget

CAPITAL BUDGET SUMMARY 2023

| Project Cost | Funding Source | | | | | | |
|--|---------------------|----------------------|----------------|--------------------------|--------------|--------------------------|-------|
| | Current Levy/Other | Capital from Current | Sanitary Sewer | Reserves & Reserve Funds | Grants | Internally Financed Debt | Other |
| COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES) | | | | | | | |
| <i>Transit</i> | | | | | | | |
| 35' Low Floor Diesel Bus | \$ 601,800 | | | | | | |
| Electric 40' Low Floor Bus | \$ 1,183,200 | | | | | | |
| Low Floor Parabus | \$ 168,300 | | | | | | |
| Accessible Vans | \$ 244,800 | | | | | | |
| 5 Transit Bus Shelters | \$ 75,000 | | | | | | |
| Two Hoists - Transit Garage | \$ 200,000 | | | | | | |
| Infrastructure Modifications for Electric Buses | \$ 450,000 | | | | | | |
| Transit Facility Upgrades | \$ 250,000 | | | | | | |
| Relocate Downtown Terminal | \$ 5,627,328 | | | | | | |
| | \$ 8,800,428 | \$ 266,266 | | \$ 580,000 | \$ 2,326,834 | | |

Transit Equipment Reserve

Equipment

Community Centres - Seating

and Spotlights

| | |
|------------|------------|
| \$ 100,000 | \$ 100,000 |
| \$ 100,000 | \$ 100,000 |

GFL Capital / Parks & Rec Reserve



2023 Budget

CAPITAL BUDGET SUMMARY 2023

| Project Cost | Funding Source | | | | | | |
|---|----------------------|----------------------|-------------------|--------------------------|---------------------|--------------------------|-------------|
| | Current Levy/Other | Capital from Current | Sanitary Sewer | Reserves & Reserve Funds | Grants | Internally Financed Debt | Other |
| COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES) | | | | | | | |
| <i>Building Capital Maintenance</i> | | | | | | | |
| Cemetery Site | \$ 165,000 | | | \$ 165,000 | | | |
| Roberta Bondar Park | \$ 70,000 | | | \$ 70,000 | | | |
| Bondar Marina | \$ 30,000 | | | \$ 30,000 | | | |
| J. Rhodes Community Centre | \$ 490,500 | | | \$ 490,500 | | | |
| Ermatinger Old Stone House | \$ 35,000 | | | \$ 35,000 | | | |
| Seniors Drop-In | \$ 60,000 | | | \$ 60,000 | | | |
| Greco Pool | \$ 69,000 | | | \$ 69,000 | | | |
| Bellevue Marina | \$ 750,000 | \$ 267,715 | | \$ 482,285 | | | |
| Strathclair | \$ 163,300 | | | \$ 163,300 | | | |
| Asset Management Reserve | | | | | | | |
| Pointe Des Chenes | \$ 179,387 | \$ 50,000 | | \$ 29,387 | \$ 100,000 | | |
| Barrier Removal Reserve | | | | | | | |
| Cruise Ship Dock | \$ 160,000 | | | | | \$ 160,000 | |
| Hub Trail | \$ 150,000 | | | | | \$ 150,000 | |
| MAT Funding | | | | | | | |
| | \$ 2,322,187 | \$ 317,715 | \$ - | \$ 1,594,472 | \$ 100,000 | \$ - | \$ 310,000 |
| Total CDES | \$ 11,222,615 | \$ - | \$ 583,981 | \$ - | \$ 2,274,472 | \$ 2,426,834 | \$ - |
| | | | | | | | |
| | | | | | | | |



2023 Budget

CAPITAL BUDGET SUMMARY 2023

| Project Cost | Funding Source | | | | | | |
|-------------------------------------|---------------------|----------------------|-------------------|--------------------------|-------------------|--------------------------|---------------------|
| | Current Levy/Other | Capital from Current | Sanitary Sewer | Reserves & Reserve Funds | Grants | Internally Financed Debt | Other |
| FIRE SERVICES | | | | | | | |
| <i>Building Capital Maintenance</i> | | | | | | | |
| Fire Station #1 | \$ 42,000 | | | | | | |
| Fire Station #2 | \$ 24,000 | | | | | | |
| Fire Station #3 | \$ 24,000 | | | | | | |
| Fire Hall #4 / EMS Complex | \$ 30,000 | | | | | | |
| | \$ 120,000 | | | | | | |
| Asset Management Reserve | | | | | | | |
| <i>Fleet & Equipment</i> | | | | | | | |
| Bunker Gear Replacement | \$ 300,000 | \$ 300,000 | | | | | |
| Replace Aerial Apparatus | \$ 2,100,000 | | | | | \$ 2,100,000 | |
| | \$ 2,400,000 | \$ 300,000 | | | | \$ 2,100,000 | |
| Total Fire | \$ 2,520,000 | \$ - | \$ 300,000 | \$ - | \$ 120,000 | \$ - | \$ 2,100,000 |



2023 Budget

CAPITAL BUDGET SUMMARY 2023

| Project Cost | Current Levy/Other | Capital from Current | Funding Source | | | | Other | | | |
|-------------------------------------|--------------------|----------------------|----------------|--------------------------|--------|--------------------------|-------------|--|--|--|
| | | | Sanitary Sewer | Reserves & Reserve Funds | Grants | Internally Financed Debt | | | | |
| CORPORATE / OUTSIDE AGENCIES | | | | | | | | | | |
| <i>Building Capital Maintenance</i> | | | | | | | | | | |
| Civic Centre - Seawall Rehab | \$ 750,000 | | | | | \$ 750,000 | | | | |
| Civic Centre Improvements | \$ 700,000 | | | \$ 700,000 | | | Accumulated | | | |
| Emergency Repair/ | \$ 275,000 | | | \$ 275,000 | | | Net Revenue | | | |
| Contingency-all City buildings | | | | | | | | | | |
| Police Elevator | \$ 200,000 | | | \$ 200,000 | | | | | | |
| Police HQ Building | \$ 23,000 | | | \$ 23,000 | | | | | | |
| Library Main Branch | \$ 10,000 | | | \$ 10,000 | | | | | | |
| - Mechanical Systems | | | | | | | | | | |
| Museum Building | \$ 105,000 | | | \$ 105,000 | | | | | | |
| Library Main Branch | \$ 250,000 | | | \$ 250,000 | | | | | | |
| - Asbestos Abatement | | | | Asset Management Reserve | | | | | | |
| | \$ 2,313,000 | | | \$ 1,563,000 | | \$ 750,000 | | | | |

2023 Budget

CAPITAL BUDGET SUMMARY 2023

| | Funding Source | | | | | | | |
|---|----------------------|-----------------------------|---|--------------------------|----------------------|--------------------------|---------------------|---------------------|
| Project Cost | Current Levy/Other | Capital from Current | Sanitary Sewer | Reserves & Reserve Funds | Grants | Internally Financed Debt | Other | |
| CORPORATE / OUTSIDE AGENCIES | | | | | | | | |
| <i>Equipment</i> | | | | | | | | |
| Cutter and Postage Machine | \$ 22,566 | | \$ 22,566 | | | | | |
| IT Network Upgrade | \$ 30,000 | | | \$ 30,000 | | | | |
| Offline Backup Solution | \$ 110,000 | | | \$ 110,000 | | | | |
| Municipal Website Redesign | \$ 65,000 | | | IT Software Reserve | | | | |
| | | | | \$ 65,000 | | | | |
| | | | IT Software Reserve / Barrier Removal Reserve | | | | | |
| | \$ 227,566 | \$ 22,566 | \$ - | \$ 205,000 | \$ - | \$ - | \$ - | \$ - |
| Total CORPORATE / OUTSIDE AGENCIES | \$ 2,540,566 | \$ - | \$ 22,566 | \$ - | \$ 1,768,000 | \$ - | \$ - | \$ 750,000 |
| TOTAL 2023 CAPITAL BUDGET | \$ 48,210,631 | \$ 8,117,575 | \$ 906,547 | \$ 2,388,000 | \$ 11,682,670 | \$ 15,278,511 | \$ 2,100,000 | \$ 2,110,000 |
| TOTAL UNFUNDED | \$ 5,627,328 | Transit Terminal Relocation | | | | | | |



2023 Budget

CAPITAL PRIORITIZATION 2023

EXISTING ASSETS

| Rank | Department | Project Description | Total Cost |
|------|-----------------------------|--|------------|
| 1 | Fire | Replace aerial apparatus | 2,100,000 |
| 2 | ES - Engineering Design | Asset Management Plan - Phase II | 100,000 |
| 3 | PW - Waste Management | Landfill scales | 112,000 |
| 4 | CDES - Transit | Buses, parabuses, passenger vans, bus shelters, hoists, renovations | 3,173,100 |
| 5 | CDES - Transit | Relocation of downtown terminal | 5,627,328 |
| 6 | Fire | Purchase bunker gear | 300,000 |
| 7 | CS - IT | Secure an offline backup solution | 110,000 |
| 8 | CDES - Recreation & Culture | Replacement of picnic shelter at Pointe Des Chenes day park | 50,000 |
| 9 | CS - Clerks & IT | Municipal website redesign | 65,000 |
| 10 | ES - Engineering Design | Culvert replacement - Second Line West at Leigh's Bay Road | 1,050,000 |
| 11 | ES - Civic Centre | Seawall rehabilitation | 750,000 |
| 12 | PW - Buildings & Equipment | Fleet Management Information System | 185,000 |
| 13 | ES - Building Inspection | Purchase inspection truck | 60,000 |
| 14 | CDES - Recreation & Culture | Cruise ship dock fendering system (current system is not secure/safe for ships arriving in port) | 160,000 |
| 15 | PW - Traffic | Replace graphics printer | 32,000 |
| 16 | CDES - Cemetery | Columbariums for cremations | 90,000 |
| 17 | PW - Waste Management | Landfill fencing | 35,000 |
| 18 | CS - IT | Enhance the City's network resilience and capability | 30,000 |
| 19 | CS - Clerks | Replace cutter and postage machines | 22,566 |
| 20 | CDES - Community Centres | Spectator seating for events | 40,000 |



2023 Budget

CAPITAL PRIORITIZATION 2023

EXISTING ASSETS continued

| Rank | Department | Project Description | Total Cost |
|------|-------------------------------|--|------------|
| 21 | CDES - Recreation and Culture | Bellevue Marina A-Dock replacement | 675,000 |
| 22 | CDES - Planning | Update John Rowswell Hub Trail signage | 150,000 |
| 23 | CDES - Recreation and Culture | Replace starting blocks and track start system at JRCC | 45,500 |
| 24 | CDES - Recreation and Culture | Bellevue Marina fuel dock replacement | 75,000 |
| 26 | PW - Parks | Replace 8 high bay lights at the North Street baseball field | 210,000 |
| 28 | CDES - Recreation and Culture | ECNHS split rail fencing around yard perimeter | 15,000 |
| 30 | CDES - Community Centres | Spotlights for events | 60,000 |
| 32 | CDES - Recreation and Culture | Replace 6 exterior metal doors at Greco Pool | 34,500 |
| 33 | CDES - Recreation and Culture | Safety railing at Bondar Marina | 30,000 |
| 34 | CDES - Recreation and Culture | Replace chain link fence at Strathclair | 163,300 |
| 37 | Library - Main Branch | Asbestos abatement | 250,000 |
| 38 | CDES - Recreation and Culture | Pointe Des Chenes accessibility upgrades | 129,387 |

2023 CAPITAL PRIORITIZATION RISKS

Existing Assets

| Rank | Department | Description | Risk of Not Completing Project in 2023 | Score |
|------|----------------------------|--|---|-------|
| 1 | Fire | Replace aerial apparatus | <ul style="list-style-type: none"> The applicable ULC & NFPA standards recommend that apparatus' should be retired after 20 years of service At this juncture, the unit may have one or more faults, which preclude effective use for emergency service These deficiencies include: inadequate braking system, slow pick-up and acceleration, structurally weakened chassis due to constant load bearing and/or overloading, pump wear, and corrosion Deficiencies may cause issues during emergency response, which could impact the deployment and operations | 3.75 |
| 2 | PW&ES – Engineering Design | Asset Management Plan - Phase II | <ul style="list-style-type: none"> City Council has been presented information pertaining to core assets (roads, bridges and culverts, water, wastewater, and stormwater management systems) The next phase of the plan will include all municipal infrastructure assets and will identify current levels of service and cost of maintaining those levels of service Not completing this initiative in 2023 would result in the City not meeting the legislated deadline of July 1, 2024 | 3.74 |
| 3 | PW&ES – Waste Management | Landfill scales | <ul style="list-style-type: none"> Current load cells are original and may fail If this occurs, the landfill would be unable to operate the current scales system to meet requirements and charge revenue An emergency approval to purchase a load cell kit would need to be provided at the time of failure if this was to occur | 3.66 |
| 4 | CD&ES – Transit | Buses, para buses, passenger vans, bus shelters, hoists, renovations | <ul style="list-style-type: none"> Interruption of service delivery The City would forego 73.33% in funding available for these capital projects if not completed | 3.48 |
| 5 | CD&ES – Transit | Relocation of downtown terminal | <ul style="list-style-type: none"> Ongoing asset management requirements to address for the existing Dennis Street Terminal | 3.48 |

| | | | | |
|----|------------------------------|---|---|------|
| 6 | Fire | Purchase bunker gear | <ul style="list-style-type: none"> Each firefighter shall have two sets of gear that is current within a ten-year period Failure to purchase will create a shortage of structural firefighting gear, resulting in a health & safety concern, and the service would not have ample gear to meet the demands required for deployment | 3.38 |
| 7 | CS – IT | Secure an offline backup solution | <ul style="list-style-type: none"> This will impact the City's ability to recover from a cybersecurity attack Not having proper offline backup will impact the Recovery Time Objective (the duration of time and a service level within which a business process must be restored after a disaster in order to avoid unacceptable consequences associated with a break in continuity) It will also impact the Recovery Point Objective (the variable amount of data that will be lost or will have to be re-entered) Both objectives will impact the amount of "real time" that will pass before a full recovery is completed, impacting the flow of normal business operations | 3.31 |
| 8 | CD&ES – Recreation & Culture | Replacement of picnic shelter at Pointe Des Chenes day park | <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 | 3.28 |
| 9 | CS – Clerk's & IT | Municipal website redesign | <ul style="list-style-type: none"> The current site does not function properly (i.e. search function) The risk of technological and security issues continues to grow given the age of the current content management system (CMS) and advancement of industry-wide digital development Graphic & digital presentation limited by aforementioned CMS; hindering experience for users and resulting in navigation challenges | 3.20 |
| 10 | PW&ES – Engineering Design | Culvert replacement - Second Line West at Leigh's Bay Road | <ul style="list-style-type: none"> The risk on this project is high due to the culverts being under a large transmission watermain which, if compromised, would severely impact the City's drinking water as well as shut down Second Line West | 3.19 |
| 11 | PW&ES – Civic Centre | Seawall rehabilitation | <ul style="list-style-type: none"> There is a concrete walkway along the seawall at the Civic Centre which has experienced sink holes due to loss of granular material behind the wall | 3.13 |

| | | | | |
|----|-------------------------------|--|--|------|
| 12 | PW&ES – Buildings & Equipment | Fleet Management Information System (FMIS) | <ul style="list-style-type: none"> After undergoing a thorough analysis of PW fleet and fleet operations, it was made a high priority that PW is in need of a designated FMIS A new FMIS system will assist with: tracking vendor warranties/recalls, minimizing manual data entry, reduced vehicular downtime, technicians will be able to direct enter information into the system in real time/increased data accuracy, assist with parts management, forecasting, cost measurement, benchmarking etc. The current system used to manage fleet functions at PW is not a dedicated FMIS system and has many limitations as outlined by Mercury Associates in the Fleet Management Consulting Services Final Report (2021) | 3.11 |
| 13 | PW&ES – Building Inspection | Purchase inspection truck | <ul style="list-style-type: none"> Field staff may not have access to a vehicle for field work | 3.03 |
| 14 | CD&ES – Recreation & Culture | Cruise ship dock fendering system (current system is not secure/safe for ships arriving in port) | <ul style="list-style-type: none"> Further deterioration of existing wood fenders will occur Sourcing the hemlock timbers is becoming increasingly difficult Cruise ships may choose to dock elsewhere with more modern dock amenities | 3.02 |
| 15 | PW&ES – Traffic | Replace graphics printer | <ul style="list-style-type: none"> Due to the age of the printer, repair parts are becoming harder to come by When the printer fails, it will force the City to outsource print needs, thus increasing costs and reducing production | 2.94 |
| 16 | CD&ES – Cemetery | Columbariums for cremations | <ul style="list-style-type: none"> The cemetery forecast indicates that inventory will be exhausted in late 2022 This interment option, for those wanting above-ground cremation, will be unavailable for residents | 2.93 |
| 17 | PW&ES – Waste Management | Landfill fencing | <ul style="list-style-type: none"> PW will use available portable fencing as required if the project is not completed in 2023 | 2.90 |

| | | | | |
|----|------------------------------|--|---|------|
| 18 | CS – IT | Enhance the City's network resilience and capability | <ul style="list-style-type: none"> If the current aging network infrastructure is not replaced, it could become unstable infrastructure and is certain to fail or falter at some point, which will disrupt operations and potentially cost the city in lost revenue and other expenses Aging technology is prone to security breaches and threats The outdated network infrastructure impacts the speed and quality of the City's data communications, slowing down the City's productivity | 2.86 |
| 19 | CS – Clerk's | Replace cutter & postage machines | <ul style="list-style-type: none"> The existing cutter machine is over 30 years old – it is highly likely to fail, meaning that case cutting services will no longer be available in-house as well as poses health, safety and ergonomic risks if not replaced The existing postage machine is almost 10 years old and frequently requires repairs Service technicians that repair the machine advise that it needs to be replaced In the event that the existing machine fails, postage would need to be outsourced at a greater cost and inconvenience, and the City would lose its less expensive incentive mail rate There are supply chain issues in sourcing office services equipment | 2.78 |
| 20 | CD&ES – Community Centres | Spectator seating for events | <ul style="list-style-type: none"> Require seating for shows and sport events Current outsourcing for events and transfer of plastic seats from other divisions Number of events per year are 4-6 resulting in additional labour costs for delivery & pickup | 2.68 |
| 21 | CD&ES – Recreation & Culture | Bellevue Marina A-Dock replacement | <ul style="list-style-type: none"> Further deterioration of the existing pontoons will take place and an increase expenditure to repair aging infrastructure, potentially risking removal of sections and reducing capacity In 2022, an emergency repair was required as pontoons were sinking | 2.67 |
| 22 | CD&ES – Planning | Update John Rowswell Hub Trail signage | <ul style="list-style-type: none"> This project aligns with the recently implemented vehicular wayfinding strategy and updates to the Hub Trail signage, to be consistent with the City's new corporate branding and logo | 2.64 |

| | | | | |
|----|------------------------------|---|--|------|
| 23 | CD&ES – Recreation & Culture | Replace starting blocks and track start system at JRCC | <ul style="list-style-type: none"> Will allow the city/swim club to have better quality meets with up to standard starting blocks and help the athletes prepare using todays equipment Existing blocks are 20 years old missing new features that are now standard like the track start | 2.64 |
| 24 | CD&ES – Recreation & Culture | Bellevue Marina fuel dock replacement | <ul style="list-style-type: none"> If the fuel dock is not replaced, safe fueling/servicing of vessels for public and staff will not be possible and risk of further deterioration will continue The existing lumber cannot be secured anymore as sub-structure is rotting/deteriorating | 2.57 |
| 26 | PW&ES – Parks | Replace 8 high bay light poles at the North Street baseball field | <ul style="list-style-type: none"> The medium to wide vertical and horizontal cracking on the poles are exhibiting signs of failure The poles have exceeded their service life at this time and consultants recommend that the poles should be replaced as soon as possible | 2.43 |
| 28 | CD&ES – Recreation & Culture | ECNHS split rail fencing around yard perimeter | <ul style="list-style-type: none"> The rails and wiring holding the fence up is deteriorating | 2.23 |
| 30 | CD&ES – Community Centres | Spotlights for events | <ul style="list-style-type: none"> Require spotlights for shows and sport events Current outsourcing for events at \$750 per spotlight (usually require two per event) Number of events per year are 4 resulting in ability to charge back to each show cost Payback will be approximately 8 years | 2.13 |
| 32 | CD&ES – Recreation & Culture | Replace 6 exterior metal doors at Greco Pool | <ul style="list-style-type: none"> Doors are failing and becoming very hard to open the main door has had to have the hinges moved as they were failing The doors are becoming hard to open and lock and they have reached the end of their useful life | 1.86 |
| 33 | CD&ES – Recreation & Culture | Safety railing at Bondar Marina | <ul style="list-style-type: none"> There is risk of continued security issues/theft within the marina from vessels and also public can continue to easily access the docks which is a safety issue for both public and boaters | 1.83 |
| 34 | CD&ES – Recreation & Culture | Replace chain link fence at Strathclair | <ul style="list-style-type: none"> Impact to service level for field users Complaints were received during 2022 as there was a late start to the season due to a wet spring in combination with damage that occurred during the off-season | 1.55 |

Unfunded Capital Projects

Existing Assets

| Rank | Department | Description | Risk of Not Completing Project in 2023 | Score |
|------|------------------------------|--|---|-------|
| 25 | CD&ES – Recreation & Culture | JRCC pool slide replacement | <ul style="list-style-type: none"> The slide is nearing the end of its useful life and it would be in line with good asset management practices to replace it now rather than later Staff member that is currently licensed to inspect the slide monthly is close to retirement If he retires in the next year, we will need to bring up an inspector from out of town, which will increase the operating budget or the slide will need to be taken out of service, if not inspected monthly | 2.64 |
| 27 | CD&ES – Cemetery | New 3/4 ton truck | <ul style="list-style-type: none"> The 2007 truck currently in use is well-worn, having had a rebuilt engine installed in 2022 It also serves to plow and sand the cemeteries very efficiently, but its suspension and frame are worn due to this work This is a very important vehicle in that it maintains safe access to the cemeteries in winter, and assists with summer maintenance repairs on the grounds | 2.48 |
| 29 | CD&ES – Cemetery | Mower with cabin and snow blower | <ul style="list-style-type: none"> The existing mower is old (2007) and has had extensive repairs The cabin and frame will require welding patches to maintain for this coming winter The small footprint of this machine is helpful for snow removal in the mausoleums in particular | 2.39 |
| 31 | CD&ES – Recreation & Culture | Resurface track | <ul style="list-style-type: none"> The track is nearing the end of its useful life and it would be in line with good asset management practices to replace it now rather than later The track is the only 8 lane track in the City that can host track and field meets and in order to host NOSSA or OFSAA events requires upgrading | 2.15 |
| 35 | CD&ES – Recreation & Culture | Purchase a van and trailer for CD&ES staff | <ul style="list-style-type: none"> The addition of a vehicle will require an increase to our budget for vehicle maintenance and increased gas usage | 1.69 |

| | | | | |
|----|------------------------------|---|---|------|
| 36 | CD&ES – Recreation & Culture | Feasibility study for bulk water fill station at Port of Sault Ste. Marie for vessels | <ul style="list-style-type: none"> Impacts service delivery: currently PUC is contacted to connect to the hydrant, which causes many delays and costs to the ship, which the municipality would charge to generate another revenue stream It will allow staff to determine funding sources/tourism grants | 1.58 |
|----|------------------------------|---|---|------|

Growth Projects

| Rank | Department | Description | Risk of Not Completing Project in 2023 | Score |
|------|------------------------------|--|---|-------|
| 1 | CD&ES – Planning | Spring Street "shared street" pilot - install a two-way cycle track, barriers, planters, asphalt paint | <ul style="list-style-type: none"> This project is planned, in conjunction with other programming initiatives, led by Tourism and Community Development As more cruise ships are scheduled to dock in Sault Ste. Marie, it is critical to create an enjoyable, safe, and intuitive path from Roberta Bondar Pavilion/Port of Sault Ste. Marie to the Plaza/downtown | 2.76 |
| 2 | CD&ES – Planning | Downtown development initiatives - provide programs and projects re: revitalization efforts | <ul style="list-style-type: none"> Given the overall impacts due to the pandemic on the downtown area, it is important to continue to build momentum and support the downtown's long-term resiliency and success | 2.63 |
| 3 | CD&ES – Recreation & Culture | Finn Hill washrooms | <ul style="list-style-type: none"> PW has received numerous requests for on-site amenities over the years for washrooms at this location and others along the Hub Trail | 2.23 |
| 4 | CD&ES – Recreation & Culture | Engineer, buy, and install new promenade walkway | <ul style="list-style-type: none"> Forgo FEDNOR grant of \$500K Missed opportunity to 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 | 2.21 |
| 5 | CD&ES – Recreation & Culture | Bellevue Marina fish cleaning station | <ul style="list-style-type: none"> New service would be delayed A steel shad shelter would be installed in the north east portion of the parking lot The station would require services (water and sanitary) | 1.57 |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Community Development & Enterprise Services | 11,222,615 | 17,885,324 | 7,533,754 | 9,028,235 | 6,007,280 | 51,677,208 |
| Fire Services | 2,520,000 | 344,117 | 2,093,531 | 110,379 | 1,518,118 | 6,586,144 |
| Public Works & Engineering Services | 31,927,450 | 43,498,394 | 38,962,831 | 31,825,155 | 28,364,348 | 174,578,178 |
| Corporate Services | 1,952,566 | 380,500 | 1,941,198 | 370,114 | 275,000 | 4,919,378 |
| Outside Agencies | 588,000 | 60,135 | 394,011 | - | 310,945 | 1,353,091 |
| Total Capital Requirements | 48,210,631 | 62,168,470 | 50,925,326 | 41,333,882 | 36,475,691 | 239,113,999 |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <u>Funding:</u> | | | | | | |
| Capital Levy Overall | 4,268,395 | 5,225,395 | 3,720,789 | 3,720,789 | 5,122,469 | 22,057,836 |
| Capital Levy Urban Only | 3,347,000 | 1,875,471 | 2,923,477 | 2,923,477 | 4,024,797 | 15,094,221 |
| Capital Levy Miscellaneous Construction | 502,180 | 512,224 | 522,468 | 532,917 | 543,576 | 2,613,365 |
| Sewer Surcharge | 2,388,000 | 1,373,000 | 1,880,500 | 1,880,500 | 1,880,500 | 9,402,500 |
| Federal Gas Tax | 4,856,092 | 4,856,092 | 4,856,092 | 4,856,092 | 4,856,092 | 24,280,460 |
| Reserves | 7,787,585 | 14,283,430 | 14,281,104 | 9,415,549 | 7,434,107 | 53,201,775 |
| Reserve Funds | 270,000 | 51,082 | - | 140,233 | 29,668 | 490,984 |
| OCIF Funding | 4,595,585 | 4,595,585 | 4,595,585 | 4,595,585 | 2,015,000 | 20,397,340 |
| Connecting Link (90%) | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 15,000,000 |
| Government Grants | 2,826,834 | 5,019,790 | 3,446,510 | 4,729,785 | 4,155,367 | 20,178,286 |
| Long Term Debt | - | 15,342,400 | 5,342,400 | 1,526,400 | - | 22,211,200 |
| Short Term Debt | - | - | - | - | - | - |
| Capital from Current | 906,547 | - | - | - | - | 906,547 |
| Other | 2,560,000 | - | - | - | - | 2,560,000 |
| Internally Financed Debt | 2,100,000 | - | - | - | - | 2,100,000 |
| Infrastructure Maintenance Requirements from Reserve | 3,175,085 | 4,353,791 | 5,102,911 | 2,292,340 | 1,902,816 | 16,826,943 |
| Funding Available | 2,740,700 | 2,743,558 | 2,746,472 | 2,749,445 | 2,752,478 | 13,732,653 |
| Funding Shortfall/(excess) | 434,385 | 1,610,234 | 2,356,438 | (457,105) | (849,662) | 3,094,290 |
| Other unfinanced | 5,627,328 | 1,680,210 | 1,253,490 | 1,720,215 | 1,511,300 | 11,792,543 |
| Total Capital Funding Requirements | 48,210,631 | 62,168,470 | 50,925,326 | 41,333,882 | 36,475,691 | 239,113,999 |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

FUNDING AVAILABILITY

| | 2023 | 2024 | 2025 | 2026 | 2027 | 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 |
| Inflation on Asset Management Reserve | 142,880 | 145,738 | 148,652 | 151,625 | 154,658 | 743,553 |
| Retired Debt (new) | 1,871,743 | 1,871,743 | 1,871,743 | 1,871,743 | 1,871,743 | 9,358,715 |
| Available Funding | <u>4,306,833</u> | <u>4,309,691</u> | <u>4,312,605</u> | <u>4,315,578</u> | <u>4,318,611</u> | <u>21,563,318</u> |
| Allocated to LTD Repayment | 1,566,133 | 1,566,133 | 1,566,133 | 1,566,133 | 1,566,133 | |
| Net Available | <u>2,740,700</u> | <u>2,743,558</u> | <u>2,746,472</u> | <u>2,749,445</u> | <u>2,752,478</u> | |
| Capital from Current | | | | | | |
| | 906,547 | 906,547 | 906,547 | 906,547 | 906,547 | 4,532,734 |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

FUNDING AVAILABILITY

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|---|------------|------------|------------|------------|------------|-------------|
| Capital Works-Road/Bridges/Sewers | | | | | | |
| Overall Capital | 4,268,395 | 4,353,763 | 4,440,838 | 4,529,655 | 4,620,248 | 22,212,899 |
| Urban Only Capital | 3,347,000 | 3,413,940 | 3,482,219 | 3,551,863 | 3,622,900 | 17,417,922 |
| Sewer Surcharge | 2,388,000 | 1,373,000 | 1,880,500 | 1,880,500 | 1,880,500 | 9,402,500 |
| Miscellaneous Construction | 502,180 | 512,224 | 522,468 | 532,917 | 543,576 | 2,613,365 |
| OCIF Funding | 4,595,585 | 4,595,585 | 4,595,585 | 4,595,585 | 2,015,000 | 20,397,340 |
| Connecting Link (90%) | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 15,000,000 |
| Federal Gas Tax | 4,856,092 | 4,856,092 | 4,856,092 | 4,856,092 | 4,856,092 | 24,280,460 |
| Investing in Canada Infrastructure Program: Transit | 2,426,834 | 4,619,790 | 3,446,510 | 4,729,785 | 4,155,367 | 19,378,286 |
| Northern Ontario Resource Development Support | 400,000 | 400,000 | - | - | - | 800,000 |
| Long Term Debt | - | 15,342,400 | 5,342,400 | 1,526,400 | - | 22,211,200 |
| Available Funding | 25,784,086 | 42,466,794 | 31,566,612 | 29,202,798 | 24,693,683 | 153,713,972 |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

FUNDING AVAILABILITY

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|--|------------------|------------------|------------------|------------------|------------------|-------------------|
| Reserves (annual allocation) | | | | | | |
| Fire | 273,841 | 279,318 | 284,904 | 290,602 | 296,414 | 1,425,080 |
| Police | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 825,000 |
| Public Works and Transportation-Works | 1,490,216 | 1,520,020 | 1,550,420 | 1,581,429 | 1,613,057 | 7,755,142 |
| Public Works and Transportation-Waste Collection | 124,761 | 127,256 | 129,801 | 132,397 | 135,045 | 649,261 |
| Public Works and Transportation-Railway | 53,805 | 54,881 | 55,979 | 57,098 | 58,240 | 280,003 |
| CDES-Transit | 616,042 | 628,363 | 640,930 | 653,749 | 666,824 | 3,205,907 |
| Engineering Equipment | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 200,000 |
| Landfill (note 1) | 1,536,458 | 1,686,458 | 1,836,458 | 1,986,458 | 2,136,458 | 9,182,290 |
| Library (note 2) | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 400,000 |
| | 4,380,122 | 4,581,296 | 4,783,492 | 4,986,733 | 5,191,039 | 23,922,682 |
| Total Funding | 35,377,588 | 52,264,327 | 41,569,257 | 39,411,656 | 35,109,879 | 203,732,706 |

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 15 year period, with average annual increases from 2020 to 2035 of 7.45%. The plan was updated in 2021 and will continue to be on an as need basis.
- 2) The Centennial Branch of the library is a City-owned building. Annual allocation for maintenance.
- 3) Connecting Link funding for South Market Black Road North of Tracks not yet approved.
- 4) New round of Public Transit Infrastructure Funds started in 2019. City's share of eligible costs is 27%. The 2023 Capital Budget requires \$6,473,594 of City funding towards eligible Transit projects for 2023.



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

ENGINEERING

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Infrastructure: | | | | | | |
| Aqueducts | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 7,500,000 |
| Roads (Note 3) | 21,355,072 | 19,825,543 | 19,594,198 | 19,594,198 | 19,516,613 | 99,885,625 |
| Miscellaneous Construction | 502,180 | 512,224 | 522,468 | 532,917 | 543,576 | 2,613,365 |
| Culverts | 1,050,000 | - | - | - | - | 1,050,000 |
| Asset Management Plan - Phase II | 100,000 | - | - | - | - | 100,000 |
| Fleet & Equipment | | | | | | |
| Engineering Capital Equipment | 60,000 | - | - | - | - | 166,836 |
| Total | 24,567,252 | 21,837,767 | 21,498,910 | 21,509,360 | 21,609,269 | 111,022,558 |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

ENGINEERING

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <u>Designated Funding:</u> | | | | | | |
| Capital Levy Overall | 4,268,395 | 5,225,395 | 3,720,789 | 3,720,789 | 5,122,469 | 22,057,836 |
| Capital Levy Urban Only | 3,347,000 | 1,875,471 | 2,923,477 | 2,923,477 | 4,024,797 | 15,094,221 |
| Capital Levy Miscellaneous Construction | 502,180 | 512,224 | 522,468 | 532,917 | 543,576 | 2,613,365 |
| Sewer Surcharge | 2,388,000 | 1,373,000 | 1,880,500 | 1,880,500 | 1,880,500 | 9,402,500 |
| Federal Gas Tax | 4,856,092 | 4,856,092 | 4,856,092 | 4,856,092 | 4,856,092 | 24,280,460 |
| Reserves | 100,000 | - | - | - | 166,836 | 166,836 |
| Reserve Funds | 60,000 | - | - | - | - | 60,000 |
| OCIF Funding | 4,595,585 | 4,595,585 | 4,595,585 | 4,595,585 | 2,015,000 | 20,397,340 |
| Connecting Link (90%) (Note 4) | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 15,000,000 |
| Other | 1,050,000 | - | - | - | - | 1,050,000 |
| Other Government Grants | 400,000 | 400,000 | - | - | - | 800,000 |
| Total | 24,567,252 | 21,837,767 | 21,498,910 | 21,509,360 | 21,609,269 | 111,022,558 |
| Unfinanced | - | - | - | - | - | - |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

ENGINEERING

Notes:

- 1) Council has previously approved \$36.7 million for the West End Plant. Construction is underway.
- 2) Council has previously approved \$25.7 million for the BioSolids Management Facility. Costs and recommended solution are being further delineated. It is expected that with the proposed new SSO solution, funding will be 1/3 Landfill Reserve and 2/3 Sanitary Revenue.
- 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) Connecting Link funding for South Market Black Road North of Tracks not yet approved.



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

PUBLIC WORKS

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|--|------------------|-------------------|-------------------|-------------------|------------------|-------------------|
| <u>Infrastructure Maintenance</u> | | | | | | |
| Administration Building | 130,000 | 200,450 | 114,642 | - | 47,075 | 492,167 |
| Garage Building A | 15,000 | 2,404,873 | 101,285 | - | - | 2,521,158 |
| Carpentry Shop Building B | 32,000 | 6,330 | - | - | - | 38,330 |
| Storage Garage G | - | 64,355 | 67,338 | 20,549 | 21,060 | 173,302 |
| PW Lab | - | - | - | 7,045 | - | 7,045 |
| North Street Baseball Field Light Poles | 210,000 | - | - | - | - | 210,000 |
| Landfill Fencing | 35,000 | - | - | - | - | 35,000 |
| | 422,000 | 2,676,008 | 283,265 | 27,595 | 68,135 | 3,477,002 |
| Traffic Equipment | 32,000 | - | - | - | - | 32,000 |
| Landfill Upgrade/Replacement (Note 1) | 1,400,000 | 10,671,356 | 9,265,466 | 6,178,975 | 5,073,886 | 32,589,683 |
| Landfill Biosolids/SSO (Note 1) | 348,698 | 6,375,581 | 6,285,693 | 1,561,193 | - | 14,571,166 |
| Landfill Fleet/Equipment (Note 1) | 1,672,500 | 417,663 | 79,076 | 966,603 | - | 3,135,842 |
| PWT Works-Fleet/Equipment (Note 2) | 3,485,000 | 1,520,020 | 1,550,420 | 1,581,429 | 1,613,057 | 9,749,926 |
| Total | 7,360,198 | 21,660,627 | 17,463,921 | 10,315,795 | 6,755,079 | 63,555,620 |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

PUBLIC WORKS

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|-----------------------------------|------------------|-------------------|-------------------|-------------------|------------------|-------------------|
| <u>Designated Funding:</u> | | | | | | |
| Capital Levy Overall | | | | | | - |
| Capital Levy Urban Only | | | | | | - |
| Sewer Surcharge | | | | | | - |
| Federal Gas Tax | | | | | | - |
| Reserves | 6,973,198 | 13,642,220 | 11,838,256 | 8,761,801 | 6,686,943 | 47,902,417 |
| Reserve Funds | 210,000 | - | - | - | - | 210,000 |
| Capital from Current | | | | | | - |
| Government Grants | | | | | | - |
| Long Term Debt | - | 5,342,400 | 5,342,400 | 1,526,400 | - | 12,211,200 |
| Asset Management Reserve | 177,000 | 2,676,008 | 283,265 | 27,595 | 68,135 | 3,232,002 |
| Total | 7,360,198 | 21,660,627 | 17,463,921 | 10,315,795 | 6,755,079 | 63,555,620 |
| 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 15 year period, with average annual increases from 2020 to 2035 of 7.45%. The plan was updated in 2021 and will continue to be on an as need basis.
- 2) The City engaged a Fleet Consultant to conduct a review of the PWT fleet requirements in 2021. Current and future year's requirements in accordance with the report have been included with the 2023 Supplementary Items.



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|-----------------------------------|------------------|-------------------|------------------|------------------|----------------|-------------------|
| Infrastructure Maintenance | | | | | | |
| <i><u>Community Services</u></i> | | | | | | |
| Roberta Bondar Park | 70,000 | - | 1,488,114 | 42,273 | - | 1,600,387 |
| Bondar Marina | 30,000 | - | - | - | - | 30,000 |
| GFL Memorial Gardens | - | 7,000,000 | - | 2,057,271 | - | 9,057,271 |
| John Rhodes Community Centre | 490,500 | 3,177,240 | 141,354 | - | 13,627 | 3,822,721 |
| Northern Community Centre | - | 400,900 | - | - | - | 400,900 |
| Ermatinger Old Stone House | 35,000 | - | 45,634 | 23,485 | - | 104,119 |
| Seniors Drop-In | 60,000 | 43,255 | - | 45,795 | 297,318 | 446,368 |
| Greco Pool | 69,000 | - | - | - | - | 69,000 |
| Pointe Des Chenes | 179,387 | - | - | - | - | 179,387 |
| Bellevue Marina | 750,000 | - | - | - | - | 750,000 |
| Strathclair | 163,300 | - | - | - | - | 163,300 |
| Cruise Ship Dock | 160,000 | - | - | - | - | 160,000 |
| Hub Trail | 150,000 | - | - | - | - | 150,000 |
| | 2,157,187 | 10,621,395 | 1,675,103 | 2,168,824 | 310,945 | 16,933,453 |
| <i><u>Transit</u></i> | | | | | | |
| Transit Building Capital (Note 1) | 5,627,328 | 650,000 | 200,000 | 200,000 | 200,000 | 6,877,328 |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|-------------------------------|-------------------|-------------------|------------------|------------------|------------------|-------------------|
| <u>Cemetery</u> | | | | | | |
| Columbariums for Cremations | 90,000 | - | - | - | - | 90,000 |
| Cemetery Site | 75,000 | 751,169 | 757,638 | 37,685 | - | 1,621,491 |
| | 165,000 | 751,169 | 757,638 | 37,685 | - | 1,711,491 |
| Fleet & Equipment: | | | | | | |
| Transit (Note 2) | 3,173,100 | 5,650,000 | 4,500,000 | 6,250,000 | 5,466,667 | 25,039,767 |
| Community Centres | 100,000 | 161,678 | 401,014 | 231,493 | - | 894,185 |
| Cemetery | - | 51,082 | - | 140,233 | 29,668 | 220,984 |
| | 3,273,100 | 5,862,760 | 4,901,014 | 6,621,726 | 5,496,335 | 26,154,935 |
| Total | 11,222,615 | 17,885,324 | 7,533,754 | 9,028,235 | 6,007,280 | 51,677,208 |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|-----------------------------------|------------------|-------------------|------------------|------------------|------------------|-------------------|
| <u>Designated Funding:</u> | | | | | | |
| Capital Levy Overall | | | | | | - |
| Capital Levy Urban Only | | | | | | - |
| Sewer Surcharge | | | | | | - |
| Federal Gas Tax | | | | | | - |
| Reserves - Other | 259,387 | 628,363 | 640,930 | 653,749 | 310,945 | 2,493,373 |
| Reserve Funds | | 51,082 | - | 140,233 | 29,668 | 220,984 |
| Capital from Current | 583,981 | - | - | - | - | 583,981 |
| Government Grants | 2,426,834 | 4,619,790 | 3,446,510 | 4,729,785 | 4,155,367 | 19,378,286 |
| Long Term Debt | - | 10,000,000 | - | - | - | 10,000,000 |
| Other - Operations | 310,000 | - | - | - | - | 310,000 |
| Other - Expired Debt | 450,000 | - | - | - | - | 450,000 |
| Asset Management Reserve | 1,565,085 | 905,879 | 2,192,824 | 1,784,253 | - | 6,448,041 |
| Total | 5,595,287 | 16,205,114 | 6,280,264 | 7,308,020 | 4,495,980 | 39,884,665 |
| Unfinanced | 5,627,328 | 1,680,210 | 1,253,490 | 1,720,215 | 1,511,300 | 11,792,543 |

Notes:

- 1) 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%.



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

FIRE SERVICES

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|------------------------------------|------------------|----------------|------------------|----------------|------------------|------------------|
| Infrastructure Maintenance: | | | | | | |
| Central Fire Station #1 | 42,000 | - | 291,613 | - | - | 333,613 |
| Fire Station #2 | 24,000 | 34,815 | - | 110,379 | - | 169,194 |
| Fire Station #3 | 24,000 | 104,445 | - | - | - | 128,445 |
| Fire Hall #4/EMS Complex | 30,000 | 192,010 | - | - | 1,248,735 | 1,470,745 |
| Bunker Gear | 300,000 | - | - | - | - | 300,000 |
| | 420,000 | 331,270 | 291,613 | 110,379 | 1,248,735 | 2,401,996 |
| Fleet/Equipment: | | | | | | |
| | 2,100,000 | 12,847 | 1,801,918 | | 269,382 | 4,184,148 |
| Total | 2,520,000 | 344,117 | 2,093,531 | 110,379 | 1,518,118 | 6,586,144 |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

FIRE SERVICES

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|-----------------------------------|------------------|----------------|------------------|----------------|------------------|------------------|
| <u>Designated Funding:</u> | | | | | | |
| Capital Levy Overall | | | | | | - |
| Capital Levy Urban Only | | | | | | - |
| Sewer Surcharge | | | | | | - |
| Federal Gas Tax | | | | | | - |
| Reserves | | 12,847 | 1,801,918 | | 269,382 | 2,084,148 |
| Reserve Funds | | | | | | - |
| Capital from Current | 300,000 | | | | | 300,000 |
| Government Grants | | | | | | - |
| Long Term Debt | | | | | | - |
| Internally Financed Debt | 2,100,000 | | | | | 2,100,000 |
| Asset Management Reserve | 120,000 | 331,270 | 291,613 | 110,379 | 1,248,735 | 2,101,996 |
| Total | 2,520,000 | 344,117 | 2,093,531 | 110,379 | 1,518,118 | 6,586,144 |
| Unfinanced | - | - | - | - | - | - |

Notes:

- 1) The City currently does not have sufficient funding allocated to the Fire Equipment Reserve to cover all of the upcoming equipment replacement costs.
It is recommended to fund 2023 fleet requirements with savings as a result of reduced overtime costs.



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

CORPORATE ADMINISTRATION

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|--|------------------|----------------|------------------|----------------|----------------|------------------|
| Infrastructure Maintenance: | | | | | | |
| Civic Centre - Upgrades | 700,000 | - | - | - | - | 700,000 |
| Civic Centre - Other | 750,000 | 105,500 | 1,666,198 | 95,114 | - | 2,616,812 |
| Emergency Repairs/Contingency-all City buildings | 275,000 | 275,000 | 275,000 | 275,000 | 275,000 | 1,375,000 |
| Equipment: | | | | | | |
| IT Upgrade | 30,000 | - | - | - | - | 30,000 |
| Offline backup solution | 110,000 | - | - | - | - | 110,000 |
| Municipal website redesign | 65,000 | - | - | - | - | 65,000 |
| Cutter and Postage Machine | 22,566 | - | - | - | - | 22,566 |
| Total | 1,952,566 | 380,500 | 1,941,198 | 370,114 | 275,000 | 4,919,378 |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

CORPORATE ADMINISTRATION

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|-----------------------------------|------------------|----------------|------------------|----------------|----------------|------------------|
| <u>Designated Funding:</u> | | | | | | |
| Capital Levy Overall | | | | | | - |
| Capital Levy Urban Only | | | | | | - |
| Sewer Surcharge | | | | | | - |
| Federal Gas Tax | | | | | | - |
| Reserves | 205,000 | | | | | 205,000 |
| Reserve Funds | | | | | | - |
| Capital from Current | 22,566 | | | | | 22,566 |
| Government Grants | | | | | | - |
| Long Term Debt | | | | | | - |
| Other | 750,000 | | | | | 750,000 |
| Asset Management Reserve | 975,000 | 380,500 | 1,941,198 | 370,114 | 275,000 | 3,941,812 |
| Total | 1,952,566 | 380,500 | 1,941,198 | 370,114 | 275,000 | 4,919,378 |
| Unfinanced | - | - | - | - | - | - |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

OUTSIDE AGENCIES

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|--|----------------|---------------|----------------|----------|----------------|------------------|
| <u>Infrastructure Maintenance - Police</u> | | | | | | |
| Police Elevator | 200,000 | - | - | - | - | 200,000 |
| Police HQ Building | 23,000 | 31,650 | 54,538 | - | 35,926 | 145,114 |
| <u>Infrastructure Maintenance - Library</u> | | | | | | |
| Main Branch - Mechanical Systems | 10,000 | - | 241,526 | - | 76,807 | 328,334 |
| Main Branch - Asbestos Abatement | 250,000 | - | - | - | - | 250,000 |
| <u>Infrastructure Maintenance - Sault Ste. Marie Museum</u> | | | | | | |
| Museum Building | 105,000 | 28,485 | 97,946 | - | 198,212 | 429,643 |
| Total | 588,000 | 60,135 | 394,011 | - | 310,945 | 1,353,091 |



2023 Budget

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

OUTSIDE AGENCIES

| | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|-----------------------------------|----------------|---------------|----------------|----------|----------------|------------------|
| <u>Designated Funding:</u> | | | | | | |
| Capital Levy Overall | | | | | | - |
| Capital Levy Urban Only | | | | | | - |
| Sewer Surcharge | | | | | | - |
| Federal Gas Tax | | | | | | - |
| Reserves | 250,000 | | | | | 250,000 |
| Reserve Funds | | | | | | - |
| Capital from Current | | | | | | - |
| Government Grants | | | | | | - |
| Long Term Debt | | | | | | - |
| Other | | | | | | - |
| Asset Management Reserve | 338,000 | 60,135 | 394,011 | - | 310,945 | 1,103,091 |
| Total | 588,000 | 60,135 | 394,011 | - | 310,945 | 1,353,091 |
| Unfinanced | - | - | - | - | - | - |



2023 Budget

DEBT FOR CAPITAL BUDGET 2023

LONG-TERM DEBT PROJECTION

| | <i>Note 1</i> | <i>Note 2</i> | | | | | | |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <i>Long-term Debt:</i> | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| External Long Term Debt | 14,500,000 | 50,510,640 | 85,234,711 | 83,169,868 | 80,981,135 | 78,661,078 | 76,201,817 | 73,595,001 |
| Internally Financed Debt | 8,197,485 | 7,619,219 | 6,327,893 | 5,427,646 | 4,535,845 | 3,934,699 | 3,392,452 | 2,886,635 |
| Total Outstanding Debt | 22,697,485 | 58,129,859 | 91,562,604 | 88,597,514 | 85,516,980 | 82,595,776 | 79,594,269 | 76,481,636 |

| <i>Debt Servicing Costs:</i> | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Twin Pad | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 |
| Landfill Reserve/Sanitary Sewer Revenue | 2,865,726 | 5,685,965 | 5,685,965 | 5,685,965 | 5,685,965 | 5,685,965 | 5,685,965 | 5,685,965 |
| Internally Financed Debt | 1,411,380 | 1,378,266 | 1,291,326 | 900,247 | 891,801 | 601,147 | 542,247 | 505,817 |
| Total Debt Servicing Costs | 2,811,380 | 5,643,992 | 8,377,292 | 7,986,212 | 7,977,766 | 7,687,112 | 7,628,212 | 7,591,782 |

Notes:

- 1) The external long term debt for 2023 includes the debt for the Twin Pad Arena.
- 2) Additional new debt is estimated for 2024 related to the BioSolids Management Facility and West End Plan - Phase 2 for 2025.
- 3) Other New Debt is anticipated in the near future with potential substantial construction projects on the horizon; including John Rhodes Community Centre repairs, Landfill Cell Development, and a new Fire Station.

**City of Sault Ste. Marie
Public Works and Engineering
Building and Equipment Maintenance
Capital Equipment Budget Detail 2023**

Item #1: Two (2) Tandem Street Sanders - Replacement

Public Works, Operations, has eight tandem axle street sanders in its fleet. These units apply salt and sand to City streets during winter maintenance operations and are also used as haul vehicles during the construction season.

Replacement Detail: Unit #253 - 2006 Freightliner Tandem Dump Sander, Unit #254 - 2006 Freightliner Tandem sander

These units have been in our fleet for 16 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 use and age.

Item #2: One (1) Tandem Axle Plow Truck w/wing - Replacement

Public Works, Operations, has fifteen (15) tandem axle plow trucks in its fleet. These units plow City streets and haul snow during winter maintenance operations and are also used as haul vehicles during the construction season.

Replacement Detail: Unit #251 - 2005 Tandem Dump Plow w/wing

This unit has been in our fleet for 17 years. Plows 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 this unit considering its use and age.

Item #3 Description Detail: One (1) Municipal Sidewalk Trackless Tractor Rebuild c/w attachment - Rebuild

Public Works has twelve (12) Trackless Municipal tractors. They are used to clear and sand sidewalks during the winter months, spring sweeping, summer and fall roadside grass cutting.

Rebuild Detail: Unit #637- 2010 Trackless Vehicle to be rebuilt. Return rebuilt c/w new 51" ribbon blower and 5 position v-plow. Trade: two (2) double auger blowers, units #1205 and #1471 and two (2) trackless brooms, units #1223 and #1472

This unit has been in our fleet for 12 years. Due to amount of use and conditions, a rebuild is cost effective at this age.

Item #4: One (1) 45' boom bucket truck - Replacement

Public Works, Traffic Department, has three (3) platform lifts and one bucket truck used to maintain traffic lights and signs. The current platform lifts are of a design that is suited to a less corrosive environment and tend to breakdown frequently. As platform units are due for replacement, they will be replaced with a truck mounted boom/bucket lifting device.

Replacement Detail: Unit #128 - 2012 Ford F550 w/platform lift

This unit has been in our fleet for 14 years, the platform lift is beyond repair and is cost effective to replace.

Item #5 Description Detail: One (1) 1/2 ton pickup - Replacement

Public Works, Operations, Parks and Traffic have 81 light trucks, 3/4 tons and 1 tons. These units are used for a variety of tasks including supervision and moving material and equipment.

Replacement Detail: Unit #82 - 2010 GMC 1500

This unit has been in the fleet 12 years and are cost effective to replace.

Item #6: One (1) Sidewalk Sander - Replacement

Public Works Operations, has seventeen (17) sidewalk sanders. These units are "tow behind" and attach to Trackless vehicles to sand sidewalks during the winter months.

Replacement Detail: Unit #702 - 2009 Eroke SKE8

This unit has been in the fleet for 13 years. It is no longer cost effective to repair.

Item #7: One (1) Articulated Wheeled Loader - Replacement

Public Works, Operations, has seven (7) articulated wheeled loaders, four (4) of which are leased seasonally. They are used during the winter months to clear laneways bus stops and parking lots. In construction season, the units handle aggregate, load trucks etc.

Replacement Detail: Unit #459 - 2008 New Holland W13BTC

This unit has been in the fleet for 14 years. It is no longer cost effective to repair.

Item #8: Mechanics Service/Utility Truck Status - Replacement

Public Works, Buildings and Equipment, has one mechanical service truck. This unit carries tools and equipment to enable mechanics to perform repairs to mobile equipment that are away from the shop, i.e. breakdowns, boosts etc.

Replacement Detail: Unit #32 - 2004 Ford F350

This unit has been in the fleet for 18 years and is cost effective to replace.

Item #9: Four (4) 4 door 1 Ton Dumps - Replacement

Public Works, Operations and Parks, has twenty four (24) 1 tons. The units are used year round as crew, equipment and material haulers.

Replacement Detail: Unit #38 - 2004 Ford F350, Unit #45 - 2005 Chevrolet, Unit #59 - 2008 Ford F450, Unit #107 - 2009 Ford F350

This units have been in the fleet 18, 17, 14 and 13 years respectively and are cost effective to replace.

Item #10: One (1) Utility Van - Replacement

Public Works, Buildings and Equipment, has a pick-up with cap to carry tools and equipment used by a HVAC Technician and Apprentice.

Replacement Detail: Unit #86 - 2011 GMC Sierra 1500

This unit has been part of the fleet for 11 years and is cost effective to replace.

Item #11: One (1) Used Police Services S.U.V. - Addition

Public Works typically leases a full sized S.U.V. seasonally, to accommodate an influx of student drivers requiring necessary training and also continue to train our full time driver workforce.

Additional Detail: 2018 Chevrolet Tahoe

The S.U.V. purchase will accommodate year round driver training and eliminate an approximate \$7500 annual five (5) month rental fee.

Item #12: One (1) Farm Tractor c/w Front End Loader - Replacement

Public Works, Parks Department, currently has five (5) Farm Type Tractors. These units are used in all seasons to maintain Parks, Sports Fields, Outdoor Rinks and Hub Trails

Replacement Detail: Unit #493 - 2005 J.D. 5425

This unit has been in the fleet for 8 years and is of a lighter build. Will replace with a unit suitable for required work load.

Item #13: Four (4) 20 foot utility trailers - Replacement

Public Works, Parks Department, currently has seven (7) utility/landscape tandem axle trailers. The trailers are used to haul materials and equipment to maintain City Parks and Sports Fields.

Replacement Detail: Unit #1362- 2001 Advantage, Unit #1395 - 2003 Advantage, Unit #1417 - 2004 Advantage Unit #1418 - 2004 Advantage

These units are beyond their service life and are cost effective to replace.

Item #14: Parks Service/Utility Truck - Replacement

Public Works, Parks, has one Park service truck. This unit carries tools and equipment to enable Parks staff to maintain City Parks assets.

Replacement Detail: Unit #11 - 2000 Ford F350 w/Service Body

This unit has been in the fleet for 18 years and is cost effective to replace.

Item #15: Three (3) 1/2 ton pickups - Replacement

Public Works, Operations and Parks, has 81 light trucks, 3/4 tons and 1 tons. These units are used for a variety of tasks including supervision and moving material and equipment.

Replacement Detail: Unit #52 - 2006 GMC 1500 Unit #65 - 2009 GMC 1500, Unit #66 - 2009 GMC 1500

These units have been in the fleet 16 and 12 years respectively and are cost effective to replace.

Item #16: Two (2) 4 door 1 Ton Dumps - Replacement

Public Works, Operations and Parks, has twenty four (24)1 tons and 3/4 tons. The units are used year round as crew, equipment and material haulers.

Replacement Detail: Unit #143 - 1994 Chevrolet, Unit #199 - 2002 Chevrolet

These units have been in the fleet between 17 and 28 years and are cost effective to replace.

Item #17: One (1) 3/4 ton Flat Bed - Replacement

Public Works, Operations and Parks, has twenty four (24)1 tons and 3/4 tons. The units are used year round as crew, equipment and material haulers.

Replacement Detail: Unit #28 - 2002 Ford 3/4 ton flat bed

This unit has been in the fleet between 20 years and are cost effective to replace.

Item #18: One (1) 3/4 ton 4x4 4 door pickup - Replacement

Public Works, Operations, Parks and Traffic have 81 light trucks, 3/4 tons and 1 tons. These units are used for a variety of tasks including supervision and moving material and equipment.

Replacement Detail: Unit #44 - 2005 Chevrolet 4 door 4x4 3/4 ton

This unit has been in the fleet 17 years and are cost effective to replace.

Item #19: One (1) 3 point hitch mount inverted snow blower - Addition

Public Works, Parks Department has one (1) rear mount inverted snowblower and one (1) front mount snow blower. These units are used to clear walkways, ice paths and rinks during the winter season.

Replacement Detail: N/A

An additional blower is required to meet the increased winter snow clearing demand.

Item #20: One (1) 4 door 4x4 1/2 ton pick-up - Replacement

Public Works, Operations and Parks, has 81 light trucks, 3/4 tons and 1 tons. These units are used for a variety of tasks including supervision and moving material and equipment.

Replacement Detail: Unit #98 - 2004 Ford 1/2 ton

This unit has been in the fleet for 18 years and is cost effective to replace.

Item #21: One (1) Utility Step Van - Replacement

Public Works Sewer Dept., currently has one (1) utility step van used to carry tools, repair parts and serves as an onsite office during sanitary lateral and main repairs.

Replacement Detail: Unit #55 - 2007 Freightliner MT 45

This unit has been part of the fleet for 12 years and is cost effective to replace.

Item #22: One (1) 1/2 ton pick-up - Replacement

Public Works, Operations and Parks, has 81 light trucks, 3/4 tons and 1 tons. These units are used for a variety of tasks including supervision and moving material and equipment.

Replacement Detail: Unit #82 - 2010 Chevrolet 1500

This unit has been part of the fleet for 12 years and is cost effective to replace.

Item #23: Two (2) dual auto arm refuse packers - Replacement

Public Works, Waste Management has seven (7) refuse packers, four of these units are equipped with an auto arm.

Replacement Detail: Unit #339 - 2010 Freightliner M2 106V, Unit #340 - 2010 Freightliner M2 106V

These units have been part of the fleet for 12 years and are cost effective to replace.

Item #24: Two (2) Roll-Off Containers - Replacement

Public Works, Waste Management has thirteen roll off containers. These units receive residential refuse at the Landfill site.

Replacement Detail: Two 25 year old bins.

These units have been on site for 25 years and are beyond repair.

Item #25: Two (2) 1/2 ton pickups - Replacement

Public Works, Waste Management has four (4) pickups in the fleet. These units are light service and supervisory vehicles.

Replacement Detail: Unit #69 - 2011 GMC 1500 & Unit #76 - 2013 GMC 1500

These units have been in the fleet 12 and 10 years respectively and are cost effective to replace.

Item #26: One (1) Compost Turner - Replacement

Public Works, Waste Management has one compost turner in the fleet. This tractor "towed behind" unit turns material during the composting process.

Replacement Detail: Unit #1498 - 2006 Sittler

This unit has been part of the fleet for 16 years and cost effective to replace.

Item #27: D6 Dozer Undercarriage - Rebuild

Public Works, Waste Management has one (1) Cat D6 dozer. This unit grades and applies cover to the working face of the landfill site.

Replacement Detail: N/A

The D6 requires and undercarriage rebuild in the fall 2023. The rebuild will extend the work life of the unit.

Item #28: One (1) Tandem Axle Plow/Sander Combo w/wing - Replacement

Public Works, Waste Management has one (1) tandem axle plow truck. This unit is used to maintain Landfill roadways in winter and haul cover etc. during the off winter seasons.

Replacement Detail: Unit #252 - 2005 International 7400 Plow/Sander combo unit

This unit has been in our fleet for 17 years. It is not considered cost effective to continue to repair this unit considering its use and age.

PRELIMINARY SANITARY BUDGET

2023 Budget

RATE SUPPORTED BUDGET-WASTEWATER OPERATING BUDGET

| | 2022 Approved Budget | 2022 Estimated Actuals | 2023 Budget | Increase % |
|---|----------------------------|------------------------------|------------------|---------------|
| Operations | | | | |
| Sewage Treatment Plants | | | | |
| Sewage plant operations (PUC contract) | 2,793,206 | 2,755,968 | 2,999,903 | 7% |
| Utilities and fuel | 1,900,000 | 1,509,936 | 1,900,000 | 0% |
| Purchased services | 901,000 | 841,713 | 901,000 | 0% |
| Software support and data management | 69,000 | 56,773 | 69,000 | 0% |
| | <u>5,663,206</u> | <u>5,164,390</u> | <u>5,869,903</u> | <u>4%</u> |
| Public Works Sanitary Sewer Maintenance | | | | |
| Sewer Rodding/Connection Fees | (37,874) | (24,684) | (38,880) | 3% |
| Salaries and Benefits | 1,052,330 | 1,052,330 | 1,221,549 | 16% |
| Vehicle allowances and expenses | 434,309 | 440,013 | 541,874 | 25% |
| Utilities and fuel | 41,659 | 35,606 | 41,659 | 0% |
| Materials and supplies | 423,195 | 408,178 | 452,495 | 7% |
| Purchased and contracted services | 148,500 | 148,500 | 143,685 | -3% |
| | <u>2,062,119</u> | <u>2,059,944</u> | <u>2,362,382</u> | <u>15%</u> |
| GIS Purchased Services | | | | |
| | <u>155,378</u> | <u>155,378</u> | <u>156,365</u> | |
| Long Term Debt Servicing | | - | | |
| Total Operational Costs | 7,880,702 | 7,379,712 | 8,388,650 | |
| Sanitary Sewer Fee | (14,821,847) | (15,736,850) | (15,562,939) | |
| Transfer to Reserve Fund | (6,941,145) | (8,357,138) | 7,174,289 | |
| Contribution to Capital Account | 7,005,684 | | 7,174,289 | |



2023 Budget

RATE SUPPORTED BUDGET-WASTEWATER

2023 CAPITAL

| | 2023 | 2024 | 2025 | 2026 | 2027 |
|--|------------|------------|------------|------------|-----------|
| Capital-Annual Cash flow | | | | | |
| West End Plant | 1,704,480 | 1,196,698 | 17,070,921 | 17,485,219 | 5,749,341 |
| East End Plant | 4,312,500 | 8,787,994 | 1,579,315 | - | - |
| Miscellaneous Capital | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Emergency Repairs | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 |
| Pumping Stations | 444,000 | 300,000 | 372,000 | 372,000 | 372,000 |
| Biosolids Management Facility | 493,875 | 12,745,057 | 10,943,227 | 3,122,387 | - |
| Waste Water Treatment Plan Capital Maintenance | 4,150,000 | 1,700,000 | 1,700,000 | 1,700,000 | 1,700,000 |
| Fleet | 48,500 | - | - | - | - |
| Total | 12,003,355 | 25,579,749 | 32,515,463 | 23,529,606 | 8,671,341 |

Designated Funding:

| | | | | | |
|---|------------|------------|------------|------------|-----------|
| Capital Levy Overall | | | | | |
| Capital Levy Urban Only | | | | | |
| Sewer Surcharge (Excluding Roads Portion) | 4,786,289 | 5,801,289 | 4,674,289 | 4,674,289 | 4,174,289 |
| Federal Gas Tax | | | | | |
| Reserves | | | | | |
| Reserve Funds | | | | | |
| Capital from Current | | | | | |
| Government Grants | | | | | |
| Short Term Debt | | | | | |
| Long Term Debt | | 10,684,800 | 26,457,602 | 18,825,602 | 4,506,515 |
| Other | 7,217,066 | 9,093,659 | 1,383,572 | 29,715 | (9,463) |
| Internally Financed Debt | | | | | |
| Asset Management Reserve | | | | | |
| Total | 12,003,355 | 25,579,749 | 32,515,463 | 23,529,606 | 8,671,341 |

2023 Budget

WASTEWATER CAPITAL PROJECT FORECAST

Project Name West End Plant
Classification Capital Maintenance

DETAILS

Project Description

The upgrade to the West End Wastewater Treatment Plant is required as the existing facility has outlived its serviceable life. Phase I includes the design, tendering and construction for replacement of sludge thickening and dewatering equipment, inlet works, septage receiving station, electrical upgrades, and HVAC improvements.

Service Level Impact

Maintain existing service levels.

Risks of not funding project

Risks of not funding the project include but are not limited to, non-compliance with regulatory requirements to maintain existing infrastructure in accordance with existing approvals, with respect to wastewater treatment and collection systems authorized under the Ontario Water Resources Act, and the Environmental Protection Act, and their respective regulations.

BUDGET

| | Total Project Budget | Previous Cash flow Approved | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
|----------------------|----------------------|-----------------------------|-----------|-----------|------------|------------|-----------|------------|
| Phase 1 | 37,566,875 | 36,854,555 | 661,440 | 50,880 | - | - | - | 37,566,875 |
| Phase 2 | 41,445,193 | | 122,112 | 1,017,600 | 17,070,921 | 17,485,219 | 5,749,341 | 41,445,193 |
| Effluent | 1,074,586 | 25,440 | 920,928 | 128,218 | - | - | - | 1,074,586 |
| Total | 80,086,654 | 36,879,995 | 1,704,480 | 1,196,698 | 17,070,921 | 17,485,219 | 5,749,341 | 80,086,654 |
| Funding Forecast | | | | | | | | |
| Reserve Fund / Other | 44,034,535 | 36,879,995 | 1,704,480 | 1,196,698 | 1,298,119 | 1,712,417 | 1,242,826 | 44,034,535 |
| Long Term Debt | 36,052,119 | | | | 15,772,802 | 15,772,802 | 4,506,515 | 36,052,119 |
| Total | 80,086,654 | 36,879,995 | 1,704,480 | 1,196,698 | 17,070,921 | 17,485,219 | 5,749,341 | 80,086,654 |

2023 Budget

WASTEWATER CAPITAL PROJECT FORECAST

Project Name East End Plant
Classification Capital Maintenance

DETAILS

Project Description

Three capital projects required at the East plant include upgrades to the UV system, sludge mixing, and settlement mitigation.

Service Level Impact

Maintain existing service levels.

Risks of not funding project

Risks of not funding the project include but are not limited to, non-compliance with regulatory requirements to maintain existing infrastructure in accordance with existing approvals, with respect to wastewater treatment and collection systems authorized under the Ontario Water Resources Act, and the Environmental Protection Act, and their respective regulations.

| BUDGET | | | | | | | |
|----------------------|----------------------|-----------------------------|-----------|-----------|-----------|------|------------|
| | Total Project Budget | Previous Cash flow Approved | 2023 | 2024 | 2025 | 2026 | 2027 |
| UV | 7,631,200 | | 508,000 | 5,543,885 | 1,579,315 | | 7,631,200 |
| Sludge Mixing | 799,829 | 48,128 | 751,700 | | | | 799,829 |
| Settlement | 6,296,909 | | 3,052,800 | 3,244,109 | | | 6,296,909 |
| Total | 14,727,937 | 48,128 | 4,312,500 | 8,787,994 | 1,579,315 | - | 14,727,937 |
| <hr/> | | | | | | | |
| Funding Forecast | | | | | | | |
| Reserve Fund / Other | 14,727,937 | 48,128 | 4,312,500 | 8,787,994 | 1,579,315 | - | 14,727,937 |
| Long Term Debt | | | | | | | - |
| Total | 14,727,937 | 48,128 | 4,312,500 | 8,787,994 | 1,579,315 | - | 14,727,937 |

2023 Budget

WASTEWATER CAPITAL PROJECT FORECAST

Project Name Biosolids Management Facility
Classification New Asset

DETAILS

Project Description

The Biosolids Management facility is intended to address the challenge of managing the approximately 10,0000 wet tonnes of biosolids from the two wastewater facilities, and 5,000 wet tonnes of source separated organics (SSO). The process will convert the biosolids to a stable dry material that could be used for landfill cover and/or other beneficial uses. The project incorporated the processing of SSO to meet the provincially mandated Food and Organic Waste Policy. The project's objective is also to mitigate odour concerns stemming from the biosolids currently received at the landfill site.

Service Level Impact

Improved biosolids processing, and new processing of source separated organics to meet provincial requirements.

Risks of not funding project

SSO processing, required to meet provincially mandated Food and Organic Waste Policy. Biosolids processing improvements required to meet challenges at the landfill site associated with the material, landfill cover requirements, and to mitigate odour.

| BUDGET | | | | | | | | |
|---------------------------------------|-------------------------|-----------------------------|---------|-------------------------|------------|-----------|------|-------------------------|
| | Total Project Budget | Previous Cash flow Approved | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
| Facility-Sanitary share only Trailers | 25,980,595 1,672,934 | 348,983 | 493,875 | 11,072,123 1,672,934 | 10,943,227 | 3,122,387 | | 25,980,595 1,672,934 |
| Total | 27,653,529 | 348,983 | 493,875 | 12,745,057 | 10,943,227 | 3,122,387 | - | 27,653,529 |
| Funding Forecast | | | | | | | | |
| Reserve Fund / Other | 3,231,129 | 348,983 | 493,875 | 2,060,257 | 258,427 | 69,587 | | 3,231,129 |
| Long Term Debt | 24,422,400 | | | 10,684,800 | 10,684,800 | 3,052,800 | | 24,422,400 |
| Total | 27,653,529 | 348,983 | 493,875 | 12,745,057 | 10,943,227 | 3,122,387 | - | 27,653,529 |

2023 Budget

WASTEWATER CAPITAL PROJECT FORECAST

Project Name Pump Stations
Classification New Asset

DETAILS

Project Description

Ongoing maintenance of existing small pump stations is required to meet existing services levels. Projected work for pump stations include Bonney, Varsity, Industrial Park, and finalization of the electrical upgrades.

Service Level Impact

Maintain existing service levels.

Risks of not funding project

Risk of not funding the project include but are not limited to, non-compliance with regulatory requirements to maintain existing infrastructure in accordance with existing approvals, with respect to wastewater treatment and collection systems authorized under the Ontario Water Resources Act, and the Environmental Protection Act, and their respective regulations.

| BUDGET | | | | | | | | |
|---------------------------------------|----------------------|-----------------------------|----------------|----------------|----------|----------|----------|----------------|
| | Total Project Budget | Previous Cash flow Approved | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
| Bonney Street (PW) - approved in 2023 | 220,000 | | 220,000 | | | | | 220,000 |
| Varsity (PW) - approved in 2023 | 24,000 | | 24,000 | | | | | 24,000 |
| Industrial Park Pump Station | | | | 300,000 | | | | 300,000 |
| Glasgow Pumping Station | | | | | | | | - |
| Electrical Upgrades | | 5,088 | 200,000 | | | | | 205,088 |
| Total | 244,000 | 5,088 | 444,000 | 300,000 | - | - | - | 749,088 |
| Funding Forecast | | | | | | | | |
| Reserve Fund / Other | | | | | | | | |
| Total | 244,000 | 5,088 | 444,000 | 300,000 | - | - | - | 749,088 |

2023 Budget

WASTEWATER CAPITAL PROJECT FORECAST

Project Name PUC Large Capital
Classification Capital Maintenance

DETAILS

Project Description

Major projects include Improvements to meet TSSA requirements, and upgrades to overhead doors due to aging infrastructure. Ongoing capital maintenance is also required as part of the asset management program for the sites.

| BUDGET | | | | | | | |
|--|----------------------|-----------------------------|-----------|------|------|------|-----------|
| | Total Project Budget | Previous Cash flow Approved | 2023 | 2024 | 2025 | 2026 | 2027 |
| Various Repairs & Maintenance - approved in 2023 | 4,150,000 | - | 4,150,000 | | | | 4,150,000 |
| Total | 4,150,000 | - | 4,150,000 | - | - | - | 4,150,000 |
| Funding Forecast | | | | | | | |
| Reserve Fund / Other Long Term Debt | 4,150,000 | | 4,150,000 | - | | | 4,150,000 |
| Total | 4,150,000 | | 4,150,000 | - | - | - | 4,150,000 |

2023 Budget

WASTEWATER CAPITAL PROJECT FORECAST

| Project Name Classification | Fleet Asset Replacement | BUDGET | | | | | | |
|-------------------------------------|----------------------------|-----------------------------------|--------|------|------|------|------|---------|
| | Total Project Budget | Previous Cash flow Approved | 2023 | 2024 | 2025 | 2026 | 2027 | Total |
| Utility Step Van - approved in 2022 | 139,000 | 130,000 | 9,000 | | | | | 139,000 |
| Pick up Truck - approved in 2023 | 28,000 | - | 39,500 | | | | | 39,500 |
| Total | 167,000 | 130,000 | 48,500 | - | - | - | - | 178,500 |
| Funding Forecast | | | | | | | | |
| Reserve Fund / Other | 167,000 | 130,000 | 48,500 | | | | | 178,500 |
| Long Term Debt | | | | | | | | - |
| Total | 167,000 | 130,000 | 48,500 | - | - | - | - | 178,500 |

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
 Supplementary Items to be Approved by Council
 2023

Note: This listing is not in priority order.

| # | CATEGORY/DEPARTMENT/EXPLANATION: | ONE TIME COST | TOTAL ON-GOING COST |
|----|---|---------------|---------------------|
| | Capital Investment Requirements | | |
| 1 | Increase Public Works Equipment Reserve for renewal and replacement of fleet | | 550,000 |
| 2 | Capital to cover the City's annual ICIP contribution for Transit | | 550,000 |
| 3 | Increase miscellaneous construction budget for road resurfacing, small capital projects, EAs, biennial structural inspection, drainage, etc. | | 500,000 |
| 4 | Parks analysis illustrated the long-term replacement/upgrades plan and was accepted by City Council on May 25, 2020 - upgrade 3 parks a year over a 5-year period | | 300,000 |
| | Service Level Changes | | |
| 5 | Purchase fireworks and sound entertainment for Canada Day celebrations | | 10,000 |
| 6 | Paint crosswalks with designs | | 15,000 |
| 7 | Increased funding to support arts, culture, and heritage | | 160,500 |
| 8 | Establish a Social Equity program stream within the Community Development Fund | | 25,000 |
| 9 | Transit Adventure Bus to provide service to outdoor attractions and activities | | 8,000 |
| 10 | Funds to develop a long-term financial plan to guide the financial management of the municipality over a 10-year planning period | 50,000 | |
| 11 | Re-establish Mayor and Council travel budgets | | |
| 12 | Increased funding for expanded downtown activation resources (events and concert series) | | 79,678 |
| 13 | Increased funding to expand coverage of the Downtown Ambassador Pilot program - either Option B (\$196,826) or Option C (\$95,913) is recommended | | 95,913 to 196,826 |

| # | CATEGORY/DEPARTMENT/EXPLANATION: | ONE TIME COST | TOTAL ON-GOING COST |
|----|--|---------------|--------------------------------------|
| | Complement Changes | | |
| 14 | Hire a Records, Information, and Elections Coordinator - FOI requests will move from Legal to Clerks, enhanced record management program, etc. | | 44,738 |
| 15 | Hire an Office Clerk in Building Inspection (zero levy impact) | | 62,985 |
| 16 | Change the part-time By-Law Enforcement Officer to full-time | | 35,803 |
| 17 | Hire a Building Inspector (zero levy impact) | | 98,834 |
| 18 | Hire four Firefighters Hiring Costs Overtime Savings Amount Available to Finance Aerial Truck (Recommended in Capital Budget) | | - 340,892 (447,740) 106,848 |
| 19 | Hire a Construction Supervisor in the Engineering Department | | 97,065 |
| 20 | Hire a Parks Maintenance employee | | 76,634 |
| 21 | Hire two Training Supervisors in Works | | 210,486 |
| 22 | Hire seven Summer Students (2 Cemetery, 2 Marinas, 1 Arenas, 1 Recreation & Culture, 1 Clerks) | | 81,658 |
| 23 | Hire an Aquatic Lead at the John Rhodes Pool | | 55,844 |
| | | | |
| | Outside Agency and Local Boards | | |
| 24 | Increase operating grant for the Art Gallery of Algoma | | 59,215 |
| | | | |
| | | 50,000 | 3,218,266 |
| | | | |

SUPPLEMENTAL ITEM #1

Capital Investment Requirements

**Increase Public Works Equipment Reserve for renewal
and replacement of fleet: \$550,000 on-going**



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Public Works

Division: Buildings & Equipment

Request Name: Public Works Equipment Reserve Increase

Overview:

Public works is requesting an increase to the PW equipment reserve in the amount of \$1,100,000 for renewal and replacement of current fleet as identified in the equipment replacement plan analysis by Mercury Associates, Inc. \$550,000 is required in 2023 and the remaining \$550,000 in 2024 which will bring PW up to the recommended annual spend of \$2.4 million for future replacement needs.

In addition, due to the substantial backlog, the annual spend recommended for years 2023-2025 is \$3.3 million in order to address the backlog. (Finance to explore alternative funding options to bridge the gap between the \$2.4 million and \$3.3 million level).

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

Current Service Level

| Service Name | Service Description | Account Number |
|----------------------|----------------------|------------------|
| PW Equipment Reserve | PW Equipment Reserve | 10-400-4018-6760 |
| | | |
| | | |

Proposed Changes to Service Level

PW assets are not being retired and replaced at their targeted age and 46.5% percent of PW vehicles will meet or exceed their recommended replacement age in 2023. PW is currently facing a replacement backlog of \$12.1 million.

An increase to the annual equipment reserve is required (\$1,100,000 over 2 years) to bring us up to the recommended annual spend of \$2.4 million as identified by Mercury Associates, Inc.

Further investment will be required for years 2023-2025 to address the substantial backlog. Finance to explore potential investment options.

Alignment with Strategic Plan

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|---------------------------|---------------|-----------|-----------|----------|
| PW Equip Reserve Increase | On-going | \$550,000 | \$550,000 | |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|------------|------------|-----------|
| On-going | \$550,000 | \$550,000 | |
| One-time | | | |
| Total | ██████████ | ██████████ | ████ |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

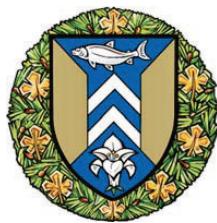
Departmental
Approval:

Date:

SUPPLEMENTAL ITEM #2

Capital Investment Requirements

**Capital to cover the City's annual ICIP contribution for
Transit: \$550,000 on-going**



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Transit

Request Name: Transit Capital

Overview:

This capital required for the shortfall for the City's ICIP contribution annually as well of the \$130K annual reserve transfer. The City's share of all ICIP approved projects is 26.6%, or 16.6% for rehabilitation projects (technology improvements). The capital is imperative to ensure the City capitalizes on the ICIP funding. In addition this will also include the required \$130K transfer to own funds.

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.

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 | 2023(\$) | 2024 (\$) | 2025(\$) |
|---------------------------------|---------------|-----------|-----------|-----------|
| Capital requirement for Transit | On-going | \$550,000 | \$550,000 | \$550,000 |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|------------|------------|------------|
| On-going | 550,000 | 550,000 | 550,000 |
| One-time | | | |
| Total | [REDACTED] | [REDACTED] | [REDACTED] |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|---------------------------------|-----------|-----------|-----------|
| Capital requirement for Transit | 550,000 | 550,000 | 550,000 |
| | | | |
| | | | |

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

March 29, 2021 Council Report; Investing in Canada Infrastructure Program 2022-2026

Departmental
Approval:

Brent
Lamming

Digitally signed by
Brent Lamming
Date: 2022.07.14
11:28:04 -04'00'

Date: July 14, 2022

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

SUPPLEMENTAL ITEM #3

Capital Investment Requirements

Increase miscellaneous construction budget for road resurfacing, small capital projects, EAs, biennial structural inspection, drainage, etc.: \$500,000 on-going



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Public Works

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 streets 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 inspection, 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 | 2023(\$) | 2024 (\$) | 2025(\$) |
|----------------------------|---------------|----------|-----------|----------|
| Miscellaneous Construction | On-going | 500,000 | 500,000 | 500,000 |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | | | |
| One-time | | | |
| Total | ● | ● | ● |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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.

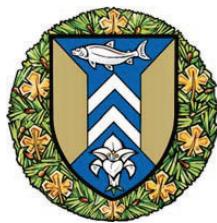
Departmental Approval: **Carl Rumiel, P. Eng.**
Date: 2022.08.05
14:49:52 -04'00'

Date: August 5, 2022

SUPPLEMENTAL ITEM #4

Capital Investment Requirements

Parks analysis illustrated the long-term replacement/upgrades plan and was accepted by City Council on May 25, 2020 - upgrade 3 parks a year over a 5 year period: \$300,000 on-going



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

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 to be upgraded and new equipment/features installed. This is the third year the request has been made in support of the parks revitalization plan. Council supported the Parks Revitalization in principle on May 25, 2020. The 3 parks planned for immediate upgrades were Rosedale Park, Parkland Park and Downy Park (Council report and appendices attached).

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

Current Service Level

| Service Name | Service Description | Account Number |
|-----------------------|---|----------------|
| Parks and playgrounds | Replacement of park features and playground equipment | 10-400-4400 |
| | | |
| | | |

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 parks.

Alignment with Strategic Plan

Maintaining existing infrastructure and promote quality of life

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|-----------------|---------------|----------|-----------|----------|
| Parks Equipment | On-going | 300000 | | |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 300000 | 300000 | 300000 |
| One-time | | | |
| Total | 300000 | 300000 | 300000 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |
| | | | |

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."

Departmental
Approval:

Brent
Lamming

Digitally signed by
Brent Lamming
Date: 2022.08.03
15:58:03 -04'00'

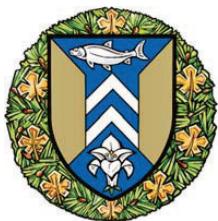
Date: August 3, 2022

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

SUPPLEMENTAL ITEM #5

Service Level Changes

**Purchase fireworks and sound entertainment for
Canada Day celebrations: \$10,000 on-going**



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Canada Day

Overview:

The Canada Day budget has remained the same with minimal increase over the past 18 years. Fireworks and Pyro-Technician fees have increased substantially which is the main focus of this budget, without the increase our fireworks display would be less than a quarter of the existing show. This budget line also covers the stage entertainment and site activities provided to the community members in attendance. Funding from the Department of Canadian Heritage has ranged from \$5000-\$14000, without an increase this would impact our funding opportunity as programming schedule is a major part of the funding criteria.

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

Current Service Level

| Service Name | Service Description | Account Number |
|-----------------------|---------------------------|------------------|
| Canada Day Operations | Canada Day event services | 10-500-5017-6370 |
| | | |
| | | |

Changes to Service Level

No increase to this services line would result in severely limiting the Canada Day programming, due to the increase in service costs. Fireworks and pyrotechnical service has increased 90% which exceeds the current budget, sound tech services has increased approximately 30% and entertainer/performance fees are approximately 25-30% increase. Not increasing the existing budget will require cut back on the days program and would also impact the City's funding request from the Department of Canadian Heritage as it is dependent on programming, ultimately reducing grant funding.

Alignment with Strategic Plan

This aligns with the municipal Commitment to the Citizens and Community providing inclusive accessible services.

Quality of life, a welcoming event day of programming for all of the community promoting and growing the arts and culture sector.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|-----------------------|---------------|----------|-----------|----------|
| Canada Day Operations | On-going | 10000 | | |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 10000 | | |
| One-time | | | |
| Total | 10000 | 0 | 0 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

Correspondence with our fireworks contractor has confirmed that at minimum at least \$18,000.00 maintains the existing fireworks show, not including pyro technician services of \$2,000.00 Sound/Lighting technician fees for this days programming is approximately \$2,400.00. Performance fees range from \$4,000 to \$5,000 as family performing artists are brought in from out of town, and local musicians provide the music component of the days programming.

The 2022 invoice for fireworks/services alone was \$15800 pre-tax.

Departmental
Approval:

Brent
Lamming

Digitally signed by
Brent Lamming
Date: 2022.10.14
16:34:59 -04'00'

Date: Oct. 14, 2022

SUPPLEMENTAL ITEM #6

Service Level Changes

Paint crosswalks with designs: \$15,000 on-going



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Crosswalk Painting

Overview:

The request is to support maintenance of existing crosswalks painted with designs (EX Pride Crosswalk) and/or painting of new crosswalks with designs.

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

Current Service Level

| Service Name | Service Description | Account Number |
|--------------------|---------------------|------------------|
| Crosswalk Painting | Purchased Services | 10-500-5102-6490 |
| | | |
| | | |

Changes to Service Level

The budget to repaint/repair existing crosswalks that were previously painted is not within the operating budgets. This will allow for maintenance of existing crosswalks and painting of new crosswalks.

Alignment with Strategic Plan

The project aligns with Quality of Life: Vibrant downtown areas and cultural plan implementation.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|--------------------|---------------|----------|-----------|----------|
| Purchased Services | On-going | 15000 | 15000 | 15000 |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 15000 | 15000 | 15000 |
| One-time | | | |
| Total | 15000 | 15000 | 15000 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

Departmental
Approval:**Brent
Lamming**Digitally signed by
Brent Lamming
Date: 2022.08.17
09:53:54 -04'00'

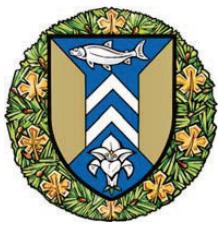
Date: August 17, 2022

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

SUPPLEMENTAL ITEM #7

Service Level Changes

Increased funding to support arts, culture, and heritage: \$160,500 on-going



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

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, followed by another increase in 2021 of \$40,000. The additional \$160,500 in annual funding will allow the City to reach the target investment of \$5.00 per capita.

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

Current Service Level

| Service Name | Service Description | Account Number |
|------------------|---|----------------|
| Cultural Funding | Increased funding to support arts, culture and heritage | Various |
| | | |
| | | |

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; Arts and Culture Assistance Program Funding, Public Art and Heritage are being addressed.

Alignment with Strategic Plan

Strategic Plan -Promote, grow and support arts and culture - Cultural Plan Implementation was identified as a key activity for 2021.

The request supports the Cultural Vitality Pillar and the Community Culture Plan.

The Community Culture Plan 2019-2024 - Goal #1 recommended that the Municipal Cultural spend should be increased to be on par with other comparable municipalities. The city should aim for at least a \$5.00 per capita grant expenditure.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|------------------|---------------|----------|-----------|----------|
| Cultural Funding | On-going | 160500 | | |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 160500 | 160500 | 160500 |
| One-time | | | |
| Total | 160500 | 160500 | 160500 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |
| | | | |

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 develop of cultural facilities, organizations and events. Global communities with strong links between community culture and engagement in the arts, are resilient, healthy communities. Such creative, vibrant and resilient places are attractive to investors in industry, business, and tourism and thus create employment opportunities, expand the tax-base, and generally add real wealth to the community. Because of this, the development of 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:

**Brent
Lamming**

Digitally signed by
Brent Lamming
Date: 2022.08.03
16:00:15 -04'00'

Date: August 3, 2022

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

SUPPLEMENTAL ITEM #8

Service Level Changes

Establish a Social Equity program stream within the Community Development Fund: \$25,000 on-going



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Tourism and Community Development

Request Name: Social Equity Fund

Overview:

The operating increase request is for \$25,000 to provide funds within our Community Development Fund for the Social Equity Program stream. At present, there is no annual funding source for the Social Equity Program stream and the funds are required to come out of the Economic Development Program allocation/stream.

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

Current Service Level

| Service Name | Service Description | Account Number |
|--------------------|--|----------------|
| Social Equity Fund | Fund to support social equity projects in the community. | n/a - new |
| | | |
| | | |

Changes to Service Level

The Community Development Fund has four pillars - currently the Social Equity pillar does not have a dedicated funding source. This service level change looks to provide funding for worthwhile projects that meet the criteria established for this fund stream ([https://saultstemarie.ca/Cityweb/media/Community-Services/Attachment-E-CDF-Social-Equity-Program\(1\).pdf](https://saultstemarie.ca/Cityweb/media/Community-Services/Attachment-E-CDF-Social-Equity-Program(1).pdf))

Alignment with Strategic Plan

This request aligns with the Values identified in the Corporate Strategic Plan - "Commitment to Citizens and the Community - We will work together to provide inclusive and accessible services to our diverse community. Social Equity is also identified as a pillar in the FutureSSM community development strategy.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|----------------------|---------------|----------|-----------|----------|
| Ongoing funding pool | On-going | 25,000 | 25,000 | 25,000 |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| n/a | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| n/a | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 25000 | 25000 | 25000 |
| One-time | | | |
| Total | 25000 | 25000 | 25000 |

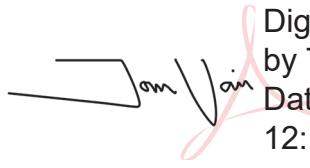
Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| n/a | | | |
| | | | |
| | | | |

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

[https://saultstemarie.ca/Cityweb/media/Community-Services/Attachment-E-CDF-Social-Equity-Program\(1\).pdf](https://saultstemarie.ca/Cityweb/media/Community-Services/Attachment-E-CDF-Social-Equity-Program(1).pdf)

Departmental
Approval:



Digitally signed
by Tom Vair
Date: 2022.08.23
12:12:46 -04'00'

Date: August 23, 2022

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

SUPPLEMENTAL ITEM #9

Service Level Changes

Transit Adventure Bus to provide service to outdoor attractions and activities: \$8,000 on-going



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Transit

Request Name: Adventure Bus

Overview:

A resolution was brought forth on May 31, 2021 to service outdoor attractions and activities that are not currently accessible by public transit, including Hiawatha Highlands. the pilot ran from Sept to Nov in 2022, and it is recommend to continue from Sept 9 - Nov 5 2023, two times per day, and to be cancelled pending weather.

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

Current Service Level

| Service Name | Service Description | Account Number |
|---------------|---|----------------|
| Adventure Bus | Increase of Transit service to provide service to outdoor attractions and activities. | |
| | | |
| | | |

Proposed Changes to Service Level

Add an Adventure Bus to Transit services to provide service to outdoor attractions and activities that are not currently accessible by public transit, including Hiawatha Highlands. The proposed service will run during a period of the fall season.

Alignment with Strategic Plan

Service Delivery focus area as it will continue to assist in delivering excellent customer service to citizens.

Quality of Life area as the action promotes Quality of Life Advantages.

Community Development & Partnerships as it creates social and economic activity.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|-----------------------|--|----------|-----------|----------|
| Adventure Bus Service | One-time Select Option Select Option | \$11,000 | | |
| | | | | |
| | | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-----------------|--|-----------|-----------|-----------|
| Bus Fee Revenue | One-time Select Option Select Option | \$3,000 | | |
| | | | | |
| | | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | \$8,000 | | |
| One-time | | | |
| Total | 8 | 11 | 0 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

August 9, 2021 Council Report - Adventure Bus (Pilot project).

There were a total of 290 rides during the 2022 Fall pilot.

Departmental

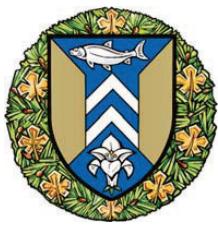
Approval:

Date: July 14, 2022

SUPPLEMENTAL ITEM #10

Service Level Changes

Funds to develop a long-term financial plan to guide the financial management of the municipality over a 10-year planning period: \$50,000 one-time



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Corporate Service

Division: Finance

Request Name: Long-term Financial Plan (LTFP)

Overview:

Staff are seeking funds to develop a long-term financial plan which would guide the financial management of the municipality over a 10-year planning period.

Staff would then be able to update the model on a go forward basis or continue to rely on third party expertise.

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

Current Service Level

| Service Name | Service Description | Account Number |
|--------------|------------------------|------------------|
| LTFP | 10-year financial plan | 10-145-1452-6504 |
| | | |
| | | |

Changes to Service Level

Currently, our long-term financial planning is limited and includes mostly the annual budget and capital outlooks.

A long-term financial plan will help forecast operating and capital requirements and associated sources of funding while also incorporating other key guiding documents such as Council's Strategic Plan and Asset Management Plans.

Alignment with Strategic Plan

A long-term financial plan will provide Council, Staff and the public a guiding document for 10 years. This plan aligns with the accountability and transparency value as well fiscal responsibility by highlighting how we will manage municipal finances in a responsible and prudent manner. By incorporating other guiding documents, such as asset management plans, the LTFP will help forecast the requirements of the organization.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|------------------|---------------|----------|-----------|----------|
| Consultant Costs | One-time | 50000 | | |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | | | |
| One-time | 50000 | | |
| Total | 50000 | 0 | 0 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

The amount is an estimate at this time based on what other municipalities have expensed for similar plans.

Departmental
Approval:

Date:

SUPPLEMENTAL ITEM #11

Service Level Changes

**Re-establish Mayor and Council travel budgets:
amount for Council to establish**



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Mayor and City Council

Division: Mayor and City Council

Request Name: Travel budgets

Overview:

The travel budgets were reduced in 2022 because they were not being used. Due to COVID, Mayor and Council members were not attending out of town meeting/conferences. Now that they are able to travel, Council members are once again participating in key networking events so the budget should be increased to the original amount to allow for future travel. Inflation has increased the cost of airfare, fuel, hotel, car rental, and food. A conference is now costing between \$2,000-\$3,000 inclusive to attend.

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

Current Service Level

| Service Name | Service Description | Account Number |
|------------------|---------------------|----------------|
| Travel - Mayor | | |
| Travel - Council | | |
| | | |

Changes to Service Level

Alignment with Strategic Plan

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|---------------|----------|----------|-----------|----------|
| Select Option | | | | |
| Select Option | | | | |
| Select Option | | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|---------------|----------|-----------|-----------|-----------|
| Select Option | | | | |
| Select Option | | | | |
| Select Option | | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | | | |
| One-time | | | |
| Total | 0 | 0 | 0 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

Departmental
Approval:

Date:

SUPPLEMENTAL ITEM #12

Service Level Changes

Increased funding for expanded downtown activation resources (events and concert series): \$79,678 on-going



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Recreation & Culture

Request Name: Downtown Activation Resources

Overview:

Staff brought a plan to Council for additional activation of Queen Street or nearby areas by working in conjunction with the Downtown Association. Refer to December 12, 2022 Council report.

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

Current Service Level

| Service Name | Service Description | Account Number |
|---------------------|---|----------------|
| Downtown Activation | Ramp up activities in the downtown core | TBD |
| | | |
| | | |

Changes to Service Level

In order to ramp up activities in the downtown core, staff have recommended additional resources be utilized to increase activation in the downtown:

- 1) Event Funds - \$59,678
- 2) Concert Series - \$20,000

Alignment with Strategic Plan

The project aligns directly with the focus area of “Quality of Life” and the priorities identified which included Promote Quality of Life Advantages, Promote and Support Arts & Culture, Welcome and Seek Out Immigration and Create Vibrant Downtown Areas. The project also aligns with the FutureSSM Community Development Strategy and Downtown Development strategy.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|----------------|---------------|----------|-----------|----------|
| Events | On-going | 59,678 | | |
| Concert Series | On-going | 20,000 | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 79,678 | | |
| One-time | | | |
| Total | 79,678 | 0 | 0 |

Capital Requirements

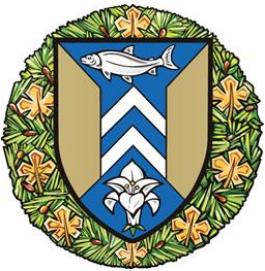
| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

December 12, 2022 Council report

Departmental
Approval:

Date:



The Corporation of the City of Sault Ste. Marie

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

December 12, 2022

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Tom Vair, Deputy CAO, Community Development and Enterprise Services
DEPARTMENT: Community Development and Enterprise Services
RE: Downtown Activation

Purpose

The purpose of this report is to respond to a Council resolution asking staff to bring a plan to Council for additional activation of Queen Street or nearby areas by working in conjunction with the Downtown Association.

Background

On February 22, 2022, City Council passed the following resolution:

Whereas in 2017 a motion was brought seeking a plan for downtown street closures; and

Whereas in January 2022, a staff report indicated that the Downtown Association had a number of concerns about weekend downtown street closures and staff was not recommending the weekend downtown street closures; and

Whereas Council expressed a desire to continue pursuing activating the downtown for additional events;

Now Therefore Be It Resolved that Council direct staff bring a plan to Council for additional activation of Queen Street or nearby areas by working in conjunction with the Downtown Association, but that such plan be the City of Sault Ste. Marie's plan.

Analysis

Staff have had a number of meetings and discussions with the BIA on Downtown Activation. With the planned completion in 2023 of the downtown plaza, a key component of activation will be coming available. This presents an opportunity for an exciting mix of events and activities that utilize the plaza, Roberta Bondar Pavilion, Mill Market and street closures.

1. Plaza

a. Activities

As reported to Council, the downtown plaza will be a dynamic hub that has both passive and programmed activation year-round. The passive activation comes from the features such as the skating rink, fountain, play structure and seating areas that invite community participation throughout the year.

Staff met with a number of organizations to undertake initial planning for programmed events and are excited at the potential and possibilities for plaza activation. A list of events were developed as the result of brainstorming activities and include seasonal events, recreation activities, music and theatre performances, cultural celebrations, markets and more.

In addition, Staff have obtained Letters of Interest from twelve organizations anticipating over 40 events in the plaza (Attachment A – Downtown Plaza Letters of Support). A list of these organizations is provided below:

- Downtown Association
- Algoma District School Board
- Huron-Superior Catholic District School Board
- Cultural Groups
 - ACCANO – African Caribbean Association of Northern Ontario
 - Sault Community Career Centre
 - Northern Ontario Latin-Hispanic Association
 - Filipino Canadian Community of SSM
 - Sault Canadian- Pakistani Community
 - Chinese Association
 - Islamic Association of SSM
- Soo Greyhounds
- Bon Soo

This demonstrates the interest in utilizing the plaza space and the great community programming that can take place with community partners. City staff look forward to connecting with additional organizations and community groups to continue to activate the plaza and downtown. It is believed that further opportunities will be identified as the space starts to be activated.

b. Resources Required

Council has already approved an annual operating budget for the downtown plaza which will provide funds for utilities, staff time and programming costs

With the demand identified from the groups above and also event activation opportunities identified by staff and the BIA, it was determined an additional budget of \$59,678 would assist in accommodating a full slate of activation activities. The additional funds would provide for the following expenses:

- Wages for Recreation Programmer (1,716 hrs) and PT Attendant (1,052 hrs) - \$42,478
- Budget for events - \$17,200
 - Performers - \$4,600 (local artists throughout Spring-Fall)
 - Materials, supplies and purchased services (e.g., purchasing a move) - \$12,600

Staff have engaged with sponsors that may be interested in assisting with downtown activation programming and will continue to pursue these opportunities.

2. Roberta Bondar Pavilion

a. Activities

The Roberta Bondar Pavilion hosted 96 community events in 2019 prior to the Covid-19 pandemic. The site continues as an important component of the City's downtown activation plans.

Staff have been investigating the potential to enhance the summer concert series to include touring bands/musicians along with local talent. Both Sudbury (Summer Concert Series) and Thunder Bay (Live on the Waterfront) have increased their offerings in this way using City investment, sponsors and external funding.

The City of Thunder Bay has the most advanced programming pre-pandemic and is in the process of re-establishing their events. The annual budget for festivals is \$100,000 annually which includes:

- Live on the Waterfront Summer Concert Series
- Canada Day
- Winter Family Day

They have two fulltime staff dedicated to these events and three part-time staff. They have also gained \$100,000 in revenue annually from sponsors, grants and vendors. They have 2500-7500 participants attend weekly free concerts on Wednesdays through the summer concert series.

The City of Sudbury Summer Concert Series has been organized with an external promoter who organizes and operates the concerts within a City facility.

Currently, the City budget for events at the Roberta Bondar Pavilion consists of:

- Canada Day - \$10,500
- Summer Concert Series - \$11,200

Staff undertook research and talked with booking agencies to gather information on the cost of developing a concert series. As a very rough guide, up-and-coming talent that may be somewhat recognized is \$10,000-\$20,000 per show not including production, event and hospitality fees. The production, event and hospitality fees for a modest show can be in the range of \$20,000 for sound equipment, instruments, hospitality, security, transportation, advertising and SOCAN fees. Offsetting the cost of the concerts is revenue from any sales of food and beverage at the events.

A more recognizable band would be in the \$50,000-\$100,000 range plus production, event and hospitality fees. Top artists in the A-list vary dramatically in price and would likely not be feasible from a budget perspective for the Roberta Bondar Pavilion.

b. Resources Required

Staff recommend a concert fund of \$20,000 for the Roberta Bondar Pavilion (in addition to the current \$11,200) to establish a base budget that could be leveraged to attract additional funding and/or sponsorship. This will allow staff to improve the summer concert series and further activate the downtown in coordination with other events.

Tourism SSM recently committed \$25,000 towards waterfront activation which includes support for the summer concert series and other initiatives planned for the summer, which may include activation in the Roberta Bondar Pavilion when cruise ships arrive.

Staff will continue to pursue external funding and sponsorships to assist with the establishment of a robust summer concert series and pursue

3. Mill Market

a. Activities

The Mill Market organizes a series of events throughout the year that benefit downtown activation and will provide excellent synergies once established beside the downtown plaza. Past events have included:

- March
 - Wednesday Moonlight Market – St. Patrick's Day (Licensed event)
 - Pancake Breakfast
- April
 - Easter Event

Downtown Activation

December 12, 2022

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- May
 - Fibrefest (Wool)
- June
 - Garage sale
- July
 - Market and Moonlight for Canada Day
 - Strawberry Social
- August
 - Bus Tour
 - Blueberry Fest
- September
 - Pig Roast & BBQ
- October
 - Harvest Festival
 - Halloween / Trick or treat
- November
 - Remembrance
 - Moonlight Market
 - Santa and the Alpacas
- December
 - Moonlight Marker (Licensed event)
 - Basket Draw

b. Resources Required

The resources for these events are covered by the Mill Market and no further resources are required to continue with these activities.

4. Downtown Association

a. Activities

The BIA undertakes a number of events each year as part of their activities. In 2022, these events included:

- April
 - Easter Egg Hunt
- May
 - Spring Clean Up
 - Sidewalk Sale
- June
 - Longest Garage Sale
 - Summer Moon Fest (in collaboration with community partners)
 - Poutine Feast
- July
 - Street Party #1 (Pim-Spring Street)
- August

- Street Party #2 (Spring-Dennis Street)
- Sidewalk Sale
- September
 - Greyhound Opener
 - Sidewalk Sale
- October
 - Halloween on Queen
- November
 - Moonlight Magic

b. Resources Required

The resources for these events are covered by the BIA and no further resources are required to continue with the current slate of activities. The BIA Board approved adding an additional street closure in 2023 to have a Halloween Party. As well, the BIA is exploring options to make closing the street easier for planned events. One of the options under evaluation for 2024 is a budget allocation to contract out the work for closing and reopening Queen Street. The BIA is also looking to start programming at the March St. Stage on Saturdays in the summer and will work with City staff to facilitate.

5. Rotary

a. Activities

- July

The Rotary Club of Sault Ste. Marie operates, "Rotaryfest, The Sault's Summer Festival!" in Clergue Park which typically runs in mid-July. 2022 was the 100th anniversary of Rotaryfest which began in 1922 with the first Community Night parade held as a fundraiser to purchase a car for the city nurse. Over the past century, the parade has grown and evolved into a three-day festival that hosts thousands of people of all ages.

- November

Rotary Santa Claus Parade typically attracts more than 40 entries and thousands of spectators. The parade is recognized by the community as a kick-off to the Christmas season.

b. Resources Required

The Rotarfest and Santa Claus Parade events are organized by the Rotary Club and don't require a financial contribution from the City. City staff provide significant in-kind support for the Rotaryfest event each year.

6. Ermatinger Clergue National Historic Site

a. Activities

- June
 - Lilac and Lavender - Victorian High Tea
 - Poutine Feast - in partnership with BIA
- July
 - Strawberry Social
- August
 - Blueberry Festival
- September
 - Fall Rendezvous and Harvestfest - fall fair, longest table.
- October
 - Halloween House – Spirits in the Summer Kitchen. Food & Beverage & Spirits event - Ticketed - ages 19+.
 - Halloween on Queen – in partnership with the DTA

There are also a number of events and exhibitions at other important sites including:

- The Canal District
- Sault Ste. Marie Museum
- Art Gallery of Algoma
- Bushplane Museum
- Entomica
- Sault Ste. Marie Canal National Historic Site.

The community also has events put on by the private sector and volunteer groups including:

- The Festival of Beer
- Queen Street Cruise
- Oktoberfest

Put them all together, and you have a dynamic calendar full of opportunities for passive and active programming that currently, and will in the future, help to activate downtown year round. To promote and create awareness of these events, staff will utilize existing tools (tourism event calendar, social media, advertising, etc.) and work with community partners to amplify event promotion.

At this point, it is not felt that additional street closures are required. Utilizing the new assets (downtown plaza, Mill Market) and existing assets in combination with the current street closure events will provide a dynamic event schedule for the downtown. It should be noted that BIA members are split on further street closures and a number of businesses feel that the closures impede their business operations.

In order to ramp up activities in the downtown core, staff have recommended additional resources be utilized to increase activation in the downtown:

- 1) Event Funds - \$59,678
- 2) Concert Series - \$20,000 (additional to \$11,200)

At this point, staff are pursuing additional sponsorship and funding to help cover these costs. This report is for information purposes at this point and a final request will be referred to the 2023 budget deliberations.

Financial Implications

There are no financial implications at this time. Any further consideration will take place within budget deliberations and pending sponsorship/funding support.

Strategic Plan / Policy Impact

This item directly aligns with the Corporate Strategic Plan in multiple focus areas.

The project aligns directly with the focus area of “Quality of Life” and the priorities identified which included Promote Quality of Life Advantages, Promote and Support Arts & Culture, Welcome and Seek Out Immigration and Create Vibrant Downtown Areas.

The project also aligns with the FutureSSM Community Development Strategy and Downtown Development strategy.

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 November 21, 2022 concerning the Downtown Activation be received.

Further, that Council refer to the 2023 budget consideration of expanded downtown activation resources.

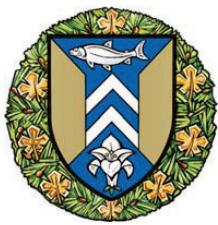
Respectfully submitted,

Tom Vair
Deputy CAO, Community Development and Enterprise Services
705.759.5264
t.vair@cityssm.on.ca

SUPPLEMENTAL ITEM #13

Service Level Changes

**Increased funding to expand coverage of the Downtown Ambassador Pilot program - either Option B (\$196,826) or Option C (\$95,913) is recommended:
\$95,913 to \$196,826 on-going**



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Recreation & Culture

Request Name: Downtown Safety Initiatives

Overview:

Staff brought information to Council regarding the cost to expand coverage of the Downtown Ambassador Pilot program to include the area from the Business Improvement Area through Jamestown, bordered on the north by the railroad tracks. Refer to December 12, 2022 Council report.

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

Current Service Level

| Service Name | Service Description | Account Number |
|-----------------------------|---------------------|----------------|
| Downtown Safety Initiatives | Ambassador Program | TBD |
| | | |
| | | |

Changes to Service Level

Either Option B or C:

Option B - Ambassador Program Only with Expanded Territory (James Street area)
Ambassador Program with James Street Expansion \$ 201,826
Less BIA Contribution \$ 5,000
Option B Total \$ 196,826

Option C – Current Ambassador Program Only
Ambassador Program Downtown Only \$ 100,913
Less BIA Contribution \$ 5,000
Option C Total \$ 95,913

Alignment with Strategic Plan

The project aligns directly with the focus area of “Quality of Life” and the priorities identified which included Promote Quality of Life Advantages, Promote and Support Arts & Culture, Welcome and Seek Out Immigration and Create Vibrant Downtown Areas. The project also aligns with the FutureSSM Community Development Strategy and Downtown Development strategy.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|--------------------|---------------------------------------|----------|-----------|----------|
| Ambassador Program | On-going On-going Select Option | 96K-197K | | |
| | | | | |
| | | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-------------|-----------|-----------|
| On-going | 96K-197K | | |
| One-time | | | |
| Total | ███████████ | 0 | 0 |

Capital Requirements

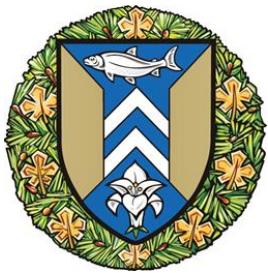
| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

December 12, 2022 Council report

Departmental
Approval:

Date:



The Corporation of the City of Sault Ste. Marie

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

December 12, 2022

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Tom Vair, Deputy CAO, Community Development and Enterprise Services
DEPARTMENT: Community Development and Enterprise Services
RE: Downtown Ambassador Program Expansion

Purpose

The purpose of this report is to respond to a Council resolution seeking information on the cost to expand coverage of the Downtown Ambassador Pilot program to include the area from the Business Improvement Area through Jamestown, bordered on the north by the railroad tracks. Further, the report outlines options and relevant costs should Council wish to consider continuing the Downtown Safety Initiatives Pilot Program beyond the pilot phase.

Background

On August 8, 2022, City Council passed the following resolution:

Whereas the Downtown Ambassador Pilot program, run in partnership between the City of Sault Ste. Marie, the Sault Ste. Marie Downtown Association and the Canadian Mental Health Association, has already shown signs of success; and

Whereas Sault Ste. Marie does not have dedicated street outreach for citizens who are homeless, mentally ill or struggling with addiction; and

Whereas this population of people extends beyond the traditional boundaries of the Downtown Association Business Improvement Area

Now Therefore Be It Resolved that staff be requested to prepare a report on the cost to expand coverage of the Downtown Ambassador Pilot to include the area from the Business Improvement Area through Jamestown, bordered on the north by the railroad tracks and that the cost be referred to 2023 budget deliberations.

Downtown Ambassador Program Expansion

December 12, 2022

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Analysis

Ambassador Program Expansion

The budget approved by City Council for the Downtown Ambassador pilot program was \$100,913. This provided for the Downtown Ambassador foot patrol Monday-Friday 4-8pm and Saturday/Sunday 10am-6pm.

In discussions with CMHA, to expand the program to cover the additional territory from the Business Improvement Area through Jamestown, bordered on the north by the railroad tracks with similar hours would require an additional two ambassador staff (an additional \$100,913) assuming similar hours to current operations.

To date, the program has received positive response from businesses in the BIA and the Downtown Ambassadors have been responsive to calls for support and assistance with questions/training. Metrics provided by the CMHA can be found in Attachment A – Downtown Safety Pilot Stats Dec 2022.

There have been some discussions amongst the stakeholders to revisit the hours of service for the Downtown Ambassadors, possibly moving to early morning and daytime versus after hours on weekdays. This discussion is ongoing and will be finalized amongst the stakeholders to maximize the benefit of the program (within the same budget for the remainder of the pilot term).

Downtown Safety Initiatives Pilot Program

It should be noted that the Downtown Safety Initiatives program was a pilot program utilizing funding from the Community Development Fund. Should Council wish to continue the Downtown Ambassador Program and/or the Security Patrol program continue, a permanent source of funding from the levy or external funding will be required as the pilot concludes in 2023.

For the downtown security patrols, metrics provided by NorPro Security (a division of N1 Solutions) can also be found in Attachment A – Downtown Safety Pilot Stats Dec 2022.

It should be noted the security patrol pilot was adjusted as of November 7, 2022 to shift the security patrols to 6am-4pm coverage. There was a desire by the BIA to trial a shift to daytime hours as some expressed limited value to the nighttime patrols and wanted to shift the pilot to evaluate daytime patrols.

To continue with the existing Downtown Ambassador Program and Security Patrol and expand the Downtown Ambassador program to cover the additional territory would result in a total estimated cost of \$309,226. The BIA contributed \$5,000 previously to the Downtown Safety Initiatives program and, should this contribution level continue, it would leave a total cost to the City of \$302,226. This item will be referred to 2023 budget deliberations.

Downtown Ambassador Program Expansion

December 12, 2022

Page 3.

City staff have had further discussions with project stakeholders to explore options moving forward. Options include continuing with all programs or reducing/eliminating components of the pilot program. From the discussion at a BIA Board meeting, a desire was expressed to continue with all programs and the hopes that funding may be able to be secured to support the cost of continuing the pilot program. At this stage, Staff have not been able to identify a funding program that supports these costs.

If external funding cannot be found to continue the full program, Council could consider scaling back the program in a number of ways. Based on feedback to date, Staff would recommend that the Ambassador Program be continued and perhaps expanded to assist with safety. The cost for different options are outlined in the table below:

| Downtown Safety Initiatives | |
|--|-------------------|
| <i>Existing Pilot</i> | |
| Ambassador Progam Pilot (BIA) | \$ 100,913 |
| Security Patrol Pilot | \$ 105,378 |
| <i>Expansion of Ambassador Program</i> | \$ 100,913 |
| Total Estimated Costs | \$ 307,204 |

| Option A - All Programs | |
|-----------------------------------|-------------------|
| All programs above | \$ 307,204 |
| Less BIA Contribution | \$ 5,000 |
| Option A City of SSM Total | \$ 302,204 |

| Option B - Ambassador Program Only with Expanded Territory (James Street area) | |
|---|-------------------|
| Ambassador Program with James Street Expansion | \$ 201,826 |
| Less BIA Contribution | \$ 5,000 |
| Option B Total | \$ 196,826 |

| Option C – Current Ambassador Program Only | |
|---|------------------|
| Ambassador Program Downtown Only | \$ 100,913 |
| Less BIA Contribution | \$ 5,000 |
| Option C Total | \$ 95,913 |

| Option D - Ambassador Program and Reduced Security | |
|---|-------------------|
| Ambassador Program (Expanded Territory) | \$ 201,826 |
| Security Patrol | \$ 52,689 |
| Less BIA Contribution | \$ 5,000 |
| Option D Total | \$ 249,515 |

Downtown Ambassador Program Expansion

December 12, 2022

Page 4.

It should be noted that the Downtown Ambassador program was delayed in starting and began in May 2022. Therefore, should Council wish to continue the current program eight months of funding would be required for 2023. The security patrols began in March 2022 which would require nine months of funding in 2023.

Staff have been in discussion with project stakeholders and, if no outside funding can be secured to continue the program, recommend that Option B or C be considered.

The BIA could consider support of security patrols on an as-needed basis and at different times throughout the year (as undertaken in the past) to continue the positive impact of the year-long pilot.

Financial Implications

Any financial implications for continuing the Downtown Safety Initiatives program are referred to 2023 budget deliberations.

Strategic Plan / Policy Impact

This item aligns with the Corporate Strategic Plan in the Quality of Life focus area:

Vibrant Downtown Areas – We are striving to create a vibrant and attractive downtown that contributes to the vitality and resiliency of our City. Downtown areas play a central role in defining the character of our City.

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 December 12, 2022 concerning an expansion of the Downtown Ambassador program and the Downtown Safety Initiatives be received as information and that the continuation of the Ambassador Program and service level be referred to the 2023 Budget.

Respectfully submitted,

Tom Vair

Deputy CAO, Community Development and Enterprise

Services

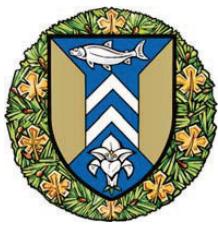
705-759-5264

t.vair@cityssm.on.ca

SUPPLEMENTAL ITEM #14

Complement Changes

**Hire a Records, Information, and Elections Coordinator - FOI requests will move from Legal to Clerks, enhanced record management program, etc.:
\$44,738 on-going**



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Corporate Service

Division: City Clerk's Office

Request Name: Records, Information, and Elections Coordinator

Overview:

The City Clerk's office is requesting a FTE to hire a Records, Information, and Elections Coordinator who would be responsible for: managing the City's Freedom of Information (FOI) requests received under MFIPPA and reporting to the IPC; managing the City's Corporate Records program, including inventory, interpretation, application of the record retention policy and schedule, internal compliance auditing, destruction, disposition, and reporting, etc.; developing and delivering a training program for staff on FOI procedures and record management; consulting and liaising with internal staff at all levels to provide advice on records retention and best practices; maintain the corporate policy manual; assisting with the digitization of corporate records; act as the Election Coordinator for regular and by-elections.

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

Current Service Level

| Service Name | Service Description | Account Number |
|----------------------|--|------------------|
| Election Coordinator | Coordinate Municipal Election (8 month contract) | 10-135-1360 |
| Corporate Records | Completed by current FTE | 10-130-1300 |
| FOI Fees | Fees collected by Legal for FOI requests | 10-150-1500-5410 |

Changes to Service Level

FOI requests and processing will move from Legal to Clerks;
Clerk's staff would perform wedding ceremonies and act as witnesses;
Enhanced corporate record management program;
Corporate Policy Manual will move from Communications to Clerks (as per KPMG recommendation);
Election coordination would move from a contract position and incorporated into the full-time role.

Alignment with Strategic Plan

Adding the FTE aligns with the Service Delivery strategic focus area with improved and expanded Clerks services.

Corporate values supported include:

1. Commitment to Citizens – improve productivity and achieve excellence in customer service.
2. Fiscal Responsibility – implement best practices to ensure best value in service delivery.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|---------------------------|---------------|----------|-----------|----------|
| Salary Job Class 3 Step 5 | On-going | 77488 | 79038 | 80619 |
| Benefits (based on 26%) | On-going | 22250 | 22695 | 23149 |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|------------|-----------|--------------|-----------|-----------|----------|
| JC 3 | Management | Permanent | 1 | 99738 | 101733 | 103768 |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-----------------------|----------|-----------|-----------|-----------|
| FOI Fees | On-going | 5000 | 5000 | 5000 |
| Wedding Ceremony Fees | On-going | 35000 | 35700 | 36414 |
| Election Staff Budget | On-going | 15000 | 15000 | 15000 |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 44738 | 46033 | 47354 |
| One-time | | | |
| Total | 44738 | 46033 | 47354 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

The approval of this FTE will alleviate the current legal solicitor from performing the FOI activities. Many of the FOIs are hundreds of pages of documents and are time consuming to process and to gather. FOIs are also subject to strict time limits, meaning that the current solicitor has to put meaningful legal work aside to complete this work. Moving this function to a Clerks would free up the current solicitor from engaging in this volume of work and allow that person to pursue and complete purely legal work instead. The quantitative impact of this specific change has not been included at this time. Staff will continue to monitor these trends and will adjust the budget(s) accordingly in future years.

Revenue generated from FOI requests would offset Clerks cost of the position by approximately \$5,000 (staff could recoup \$35 an hour for record searches and preparation time charged out on a 0.25-hour basis). Council permission would be requested to allow Clerk's staff to perform wedding ceremonies for potential revenue generation of \$35,000 annually (based on four weddings a week on Friday afternoons for six months of the year at \$365 per ceremony). An additional user fee would be established at \$35 per witness for City staff to act as witnesses to the ceremony. Election Coordinator salary and benefits (estimated at \$15,000 annually for 8 month contract) would be moved from the Election budget to reduce the overall cost of the position to the City.

Records are valuable corporate assets. Improved record management can minimize litigation risks, support transparency, safeguard vital information, improve efficiency and productivity, ensure regulatory compliance, reduce operating costs and response time to customers/public, save space, etc. FOI requests are becoming more frequent and more complex. A dedicated staff resource who is also responsible for records could create additional efficiencies in the City's response to these requests. This position would provide an opportunity for long-term succession planning in the City Clerk's office. In a review of municipalities across Ontario, the FOI function typically resides with the City Clerk.

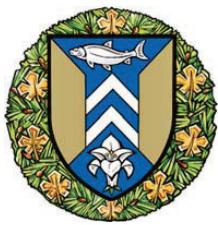
Departmental
Approval:

Date: August 8, 2022

SUPPLEMENTAL ITEM #15

Complement Changes

**Hire an Office Clerk in Building Inspection: \$62,985
on-going**



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Engineering

Division: Building

Request Name: Office Clerk - Full Time Position

Overview:

Building Division is experiencing a record high activity in construction. It is projected that construction activity will trend higher over the next four (4) years than in previous years. During the annual 2021 Open House Public Meeting, the Industry stakeholders insisted that the Building Division increase its service level with the addition of one permit staff in order to meet the increased construction activities for the coming years.

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

Current Service Level

| Service Name | Service Description | Account Number |
|--------------|---------------------|------------------|
| Office Clerk | Full Time | 10-300-3020-6001 |
| | | |
| | | |

Proposed Changes to Service Level

An estimated cost has been made of \$ 62,985 for wages and benefits. There will be sufficient funding through the surplus in the Building Division reserve account to cover the additional cost.

An additional option exists for partial funding for this position through the Provincial Streamline Development Approval Fund.

The cost of this additional staff will not impact the Municipal Tax Levy.

Alignment with Strategic Plan

This is an operational matter and not articulated in the Corporate Strategic Plan

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|-------------|----------|----------|-----------|----------|
| Salaries | On-going | 49322 | 50308 | 51315 |
| Benefits | On-going | 13663 | 13936 | 14215 |
| | On-going | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| 4 | 3021-6001 | 1820 hrs | 1 | 62985 | 64245 | 65530 |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 62985 | 64245 | 65530 |
| One-time | | | |
| Total | 62985 | 64245 | 65530 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |
| | | | |

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

With the addition of this position, the current Administrative Clerk will be able to further support the work load created by the increased activity of By-law Enforcement.

Departmental Approval: **Carl Rumiel, P. Eng.**
Date: 2022.08.05
14:48:27 -04'00'

Date: August 5, 2022

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

SUPPLEMENTAL ITEM #16

Complement Changes

Change the part-time By-Law Enforcement Officer to full-time: \$35,803 on-going



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Engineering

Division: Building

Request Name: Full time By-Law Enforcement Officer

Overview:

Continued focus by Council and staff on the enforcement of property standards for vacant buildings and derelict properties has increased the demand for this role within the Building Division. The workload increased to the extent the current part-time position needs to be changed to a full time position.

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

Current Service Level

| Service Name | Service Description | Account Number |
|----------------------------|--|------------------|
| By-Law Enforcement Officer | Part-time Officer to Full-time Officer | 10-300-3022-6001 |
| | | |
| | | |

Proposed Changes to Service Level

An estimated cost has been made of \$35,303 for wages and benefits. The majority of incidental costs are covered under the current budget, such as uniform, 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 | 2023(\$) | 2024 (\$) | 2025(\$) |
|-------------------|----------|----------|-----------|----------|
| Additional Salary | On-going | 32260 | 32905 | 33563 |
| Benefits | On-going | 3043 | 3104 | 3166 |
| Miscellaneous | On-going | 500 | 500 | 500 |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|-----------|--------------|-----------|-----------|----------|
| JC 10 | 3022-6001 | 570 hours | 0.5 | 35303 | 36009 | 36729 |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 35803 | 36509 | 37229 |
| One-time | | | |
| Total | 35803 | 36509 | 37229 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |
| | | | |

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

During the 2021 Council budget meeting, several of the Councillor's were suggesting that the request for part-time should have been for a full time By-Law Enforcement Officer.

Currently the amended Property Standards By-Law dealing with vacant buildings and the Dirty Yard By-Law are increasing being used through a proactive approach which are adding additional site visits and increasing workload on staff.

Additionally Council will be provided with staff recommendations to approve new By-Laws to enforce such as Taxi Licensing, Salvage Yard Licensing and Light Pollution.

Departmental Approval: **Carl Rumiel, P. Eng.**
Date: 2022.08.05
14:46:42 -04'00'

Date: August 5, 2022

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

SUPPLEMENTAL ITEM #17

Complement Changes

Hire a Building Inspector: \$98,834 on-going



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Engineering

Division: Building

Request Name: Building Inspector - Full Time Position

Overview:

Building Division is experiencing a record high activity in construction. It is projected that construction activity will trend higher over the next four (4) years than in previous years. During the annual 2021 Open House Public Meeting, the Industry stakeholders insisted that the Building Division increase its service level with the addition of one permit staff in order to meet the increased construction activities for the coming years.

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

Current Service Level

| Service Name | Service Description | Account Number |
|------------------------------|--|------------------|
| Full Time Building Inspector | Level 3 Building Inspector, Qualified to Large Buildings | 10-300-3020-6001 |
| | | |
| | | |

Proposed Changes to Service Level

The cost of this additional staff will not impact the Municipal Tax Levy. An estimated cost has been made of \$93,834 for wages and benefits. There are no capital costs associated with the additional position. Incidental cost such as phone, uniforms and work station \$5,000.

There will be sufficient funding from surplus in the Building Division Reserve Account to cover the additional cost.

An additional option exists for partial funding for this position through the Provincial Streamline Development Approval Fund.

The cost of this additional staff will not impact the Municipal Tax Levy.

Alignment with Strategic Plan

This is an operational matter and not articulated in the Corporate Strategic Plan

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|---------------|----------|----------|-----------|----------|
| Salary | On-going | 73837 | 75314 | 76820 |
| Benefits | On-going | 19997 | 20397 | 20805 |
| Miscellaneous | On-going | 5000 | 5000 | 5000 |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| JC 14 | 3020-6001 | 1820 | 1 | 93834 | 95711 | 97625 |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 98834 | 100711 | 102625 |
| One-time | | | |
| Total | 98834 | 100711 | 102625 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |
| | | | |

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

The hiring of an additional Building Inspector will provide the appropriate level of service to match the current and future increase in construction activity. The additional staff will be required to support the Divisions' increase in workload and responsibilities resulting from the 126% increase in construction value. It is projected there will be a further increase in 2023 and 2024 in major residential and commercial permit submissions.

Departmental Approval: **Carl Rumiel, P. Eng.**
Date: 2022.08.05
14:46:08 -04'00'

Date: August 5, 2022

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

SUPPLEMENTAL ITEM #18

Complement Changes

Hire four Firefighters: \$0 on-going



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Fire Services

Division: Operations

Request Name: Staff Increase

Overview:

See attached report to CAO White.

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

Current Service Level

| Service Name | Service Description | Account Number |
|------------------|---------------------|------------------|
| Fire Suppression | Emergency Response | 10-200-2005-6001 |
| | | |
| | | |

Proposed Changes to Service Level

Request to increase staffing level in the operations division. The increase is for four (4) additional Firefighters. Currently, there is 76 Firefighters, this would increase the compliment to 80 Firefighters.

Alignment with Strategic Plan

Service Delivery. The increase of 4 Firefighters will assist in reducing the overtime required to maintain the council approved minimum on-duty compliment.

This will decrease the risk of the service delivery issue of not being able to maintain our on-duty compliment with overtime.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|---------------------|---------------|----------|-----------|----------|
| Transfer to Reserve | On-going | 106,848 | | |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| 101 | 2005 | On-going | 4 | 340,892 | | |
| OT Savings | | On-going | | (447,740) | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|------------|-----------|
| On-going | 0 | | |
| One-time | | | |
| Total | 0 | [REDACTED] | 0 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

Departmental
Approval:

Peter
Johnson

Digitally signed
by Peter Johnson
Date: 2022.08.08
14:39:37 -04'00'

Date: August 8, 2022

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

**Sault Ste. Marie
FIRE SERVICES**

**Fire Chief
Peter Johnson**



Division Heads:

Deputy Chief Mike Oliverio - Fire Operations
Deputy Chief Paul Milosevich - Fire Education,
Prevention & Emergency Management
Assistant Chief Matt Depatie - Support Services

July 12, 2022

Brief to the CAO for 2023 Budget

Re: Staff Increase for Suppression
Updated Community Risk Assessment

Purpose of this brief is to inform and seek approval from CAO White to proceed with Service Level Change/Staff increase for Fire Services (Operations Division) for the 2023 Budget process.

Senior Fire Management, in collaboration with CFO Shelley Schell, analyzed Fire Services' 3-year data and overtime trends. Overtime continues to trend upwards. There are a number of factors that relate to the cause of the Operations overtime. They are as follows:

Illness, Staff Shortage, Training, WSIB, Non-Occupational Injury, Peer Support, Bereavement and Call Out

Due to the various factors listed above, the last 3 years show overtime hours have continued to increase

- 2019- 12,140 hours paid at premium pay at a cost of \$749,168, actual budget amount - \$632,339
- 2020- 10,635 hours paid at premium pay at a cost of \$705,738 actual budget amount - \$683,040
- 2021- 12,208 hours paid at premium pay at a cost of \$822,170 actual budget amount - \$700,994
- *2022- projections 13,636 hours at premium pay at a cost of \$972,383, 2022 budget is \$705,920

Through the budget process (in consultation with Finance), it has been determined that the rate or percentage of salary set for the Fire overtime budget has been 8.83%. The last 3-year's of data shows that we are under budgeting for overtime. Moving forward, applying the same terms, Fire Services will be required **to increase the 8.83% to 9.57%** to properly budget. This will be an **increase** to the operating budget of **\$98,738** with no realization of any savings.

The Council Approved Level of Service set the minimum on-duty staffing level to 15 Firefighters and 1 communications operator, totalling 16 on duty at all times. There are 4 Platoons with 19 staff per platoon for a total of 76 suppression staff. Our vacation allotment allows for a maximum of 3 staff off on any given day (vacation). Previously, this number was 4 staff off on any given day prior to the 24-hour shifts and the current freely bargained collective agreement. A grievance was dropped during bargaining as part of the total bargained package.

This depicts a clear picture of the current lean staffing model in place. With just vacation allotment, we are at our minimum staffing level (16). When any of the above overtime factors are triggered, overtime is activated.

More importantly, there is an inherent risk to the level of service to the community. Maintaining the current approved staffing level with an average of 11,661 overtime hours has its challenges. On a daily basis, multiple calls by the Platoon Chief are required to secure and schedule staff for the required overtime. This has to be completed before the next shift commences.

The current operations staff are being asked to work overtime and ensure the deployment and staffing level are met each and everyday. They have no obligation to accept the overtime. The only obligation is through the FPPA and the rights of the Fire Chief to order staff back to work in the event of an emergency. Maintaining the daily on duty minimum staff is not an emergency. Typically, there are multiple overtimes to schedule.

Frequently our Platoon Chiefs have had difficulties in finding overtime to ensure our deployment. On prime holidays and on long weekends staff have commitments and have turned down the overtime. We have had to result in Officers working in the capacity Firefighters to fulfill the overtime.

It is Senior Fire Managements opinion that at some point we will not be able to fill the overtime requirements. This will force the Fire Chief to call the CAO and inform them that a Fire Station will have to be closed due to staff shortage. This will ultimately affect the level of service to our community. Responding staff will not meet the Ministry of Labor expectations for on-scene requirements to make interior fire attack and rescue. This is outlined in the MOL Field Report and is reflected in our Operating Guidelines.

Equally, there is a burn-out factor that we are seeing and hearing from staff. There is a constant threat of overtime each shift. Staff inherently want our service to succeed, however, not as a result of excessive overtime to meet the staffing requirements.

In the approved Fire Master Plan (FMP), page 121 Operations (Fire Suppression) Division Overview, a formula determines the appropriate amount of staff for operations and is highlighted. The formula of 1.25 is currently being utilized.

A breakdown of the formula:

Approval of CRA/FMP- $1.25 \times 15 = 18.75$ (x 4 Platoons) for a total of 76 firefighters.

As highlighted in the FMP, “more recently municipalities have been working towards increasing this ratio to 1.33 firefighters per platoon in response to the increasing frequency of long-term injuries, PTSD workers compensation claims, and managing increasing overtime costs”.

Proposal - $1.33 \times 15 = 19.95$ (x 4 Platoons) for a total of 80 Firefighters.

Please see attached appendix to breakdown the proposal.

With the potential savings from the proposal of hiring four (4) Firefighters to offset overtime costs, the Fire Capital Reserve can be subsidized from the existing Fire operating budget to assist in future apparatus and equipment purchases.

The Fire Chief is seeking CAO approval to proceed with a staff increase request of four (4) Firefighters for the 2023 Operating Budget process.

Comprehensive (Community) Risk Assessment/Fire Master Plan Update

Ontario Regulation 378/18 states the every municipality must complete a community risk assessment and use the assessment to make informed decisions for fire protection.

The CRA must be completed and updated every 5-years. The City of Sault Ste. Marie last completed and approved by Council on March 19, 2018.

The CRA is intended to provide Council with evidence-based analysis of the fire risk within the community. The findings of the CRA include “key risks” that represent the outcome of the analysis for which there is sufficient and appropriate data to inform an assessment of risk, based on probability and consequence. Also included, are “key findings” that represent a risk-related conclusion that may also inform service levels or programs but does not have sufficient quantitative data to inform a key risk.

A Comprehensive Risk Assessment assists in determining the potential fire risk in a municipality through evidence-based analysis of key factors such as, assessing potential fire loss, determining consequences of a fire, examining local infrastructure and analyzing building (property) stock. The CRA is developed by utilizing current industry best practices through the application of standards authored by the National Fire Protection Association (NFPA) and guidelines of the Office of the Fire Marshal and Emergency Management (OFMEM).

CAO brief on Service Level

& Staffing Increase

Page 4 of 4

The Fire Master Plan was developed to provide Council with a strategic framework for the delivery of Fire Protection services. The findings and recommendations contained within the FMP were informed by the CRA.

Linking the two reports together creates an evidence-based analysis to provide Council with strategic planning documents to guide the delivery of Fire Protection services. The FMP provides an objective analysis of local needs and circumstances as defined by the Fire Protection and Prevention Act.

Following the Regulation, the CRA will be required to be updated, this will also provide updates to the FMP. In communications with Dillon Consulting, an approximate cost to provide these updates is \$110,000. This is within the CAO approval limit.

Fire Services would like to commence the update process with Dillon as they have prior knowledge and data to proceed, making this process seamless. The 5 year timeframe for the update would be March 19, 2023.

The scope would contain a new/updated CRA and FMP as well as a presentation to the newly elected council outlining the details and any recommendations.

Fire Chief is seeking CAO approval to proceed within the approval limit to update the CRA and FMP.

SUPPLEMENTAL ITEM #19

Complement Changes

**Hire a Construction Supervisor in the Engineering
Department: \$97,065 on-going**



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Public Works

Division: Engineering

Request Name: Supervisor of Construction - New Position

Overview:

Due to an increase residential and commercial development, there is a need for the City to dedicate staff to streamlining the residential and commercial development process. An additional position who would supervise all aspects of construction of municipal capital works projects including contract documents and inspection by City staff and consultants hired by the City to ensure continuity of design, material and construction across all municipal construction projects is being requested. This position would free up time for the Municipal Services Engineer to focus his/her time on the development industry including subdivision agreements.

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

Current Service Level

| Service Name | Service Description | Account Number |
|--------------------------------------|---------------------|------------------|
| Full Time Supervisor of Construction | Non-Union JC 4 | 10-300-3002-6001 |
| | | |
| | | |

Proposed Changes to Service Level

Increase staff complement in the Engineering and Construction Division by one FTE at JC 4.

Alignment with Strategic Plan

Adding this position will allow the Municipal Services Engineer to focus on development related work which is related to the Service Delivery area of the Strategic Plan. In particular this addition will improve service and eliminate barriers to business in the residential and commercial development sectors which are currently extremely busy.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|-------------|---------------|----------|-----------|----------|
| JC 4 Salary | On-going | 73821 | 75297 | 76803 |
| Benefits | On-going | 23244 | 23709 | 24183 |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|--------------|--------------|-----------|-----------|----------|
| JC4 | Step 1 | 12 months/yr | 1 | 97065 | 99007 | 100987 |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|------------|-----------|
| On-going | 97065 | 99007 | 100987 |
| One-time | | | |
| Total | 97065 | ██████████ | 100987 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |
| | | | |

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

Departmental Approval: **Carl Rumiel, P. Eng.**

 Date: 2022.08.05
 14:50:42 -04'00'

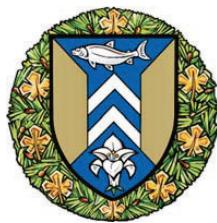
Date: August 5, 2022

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

SUPPLEMENTAL ITEM #20

Complement Changes

Hire a Parks Maintenance employee: \$76,634 on-going



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Public Works

Division: Parks

Request Name: Parks Maintenance Employee (Addition)

Overview:

As a result of Council approval of the Parks and Recreation Master Plan, (report to Council dated November 4, 2019 "Parks Analysis") and the recommended playground revitalization program, we are requesting the addition of one full time Parks playground maintenance employee. With the approval in principle to replace aged playgrounds over the next 10 years, in addition to maintaining continuous operations of our new skating trails, Bellevue Park Splash Pad, new West End Splash Pad and downtown plaza implementation, we will require additional staffing resources to achieve this goal.

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

Current Service Level

| Service Name | Service Description | Account Number |
|----------------------------|---|------------------|
| Parks Maintenance Employee | Playground installation, maintenance and inspection | 10-400-4400-6001 |
| | | 10-400-4400-6051 |
| | | |
| | | |

Proposed Changes to Service Level

Improvements and additions to City Parks in recent years requires additional staffing resources.

Alignment with Strategic Plan

Maintaining Existing Infrastructure

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|---------------|----------|----------|-----------|----------|
| Select Option | | | | |
| Select Option | | | | |
| Select Option | | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|-----------|--------------|-----------|-----------|----------|
| Job Class 8 | C3 | Full Time | 1 | 76634 | 78167 | 79730 |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|---------------|----------|-----------|-----------|-----------|
| Select Option | | | | |
| Select Option | | | | |
| Select Option | | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 76634 | 78167 | 79730 |
| One-time | | | |
| Total | 76634 | 78167 | 79730 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

Parks and Recreation Master Plan - Parks Analysis November 4, 2019 with the following 3 park upgrades recommended in 2023: Rosedale Park, Parkland Park and Downey Park.

Departmental
Approval:

Date:

SUPPLEMENTAL ITEM #21

Complement Changes

**Hire two Training Supervisors in Works: \$210,486
ongoing**



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Public Works

Division: Works - Administration

Request Name: Training Supervisors (2 positions)

Overview:

Public Works requires two additional Training Supervisors:

- 1) CVOR License Driver Trainer - candidates that are hired as labourers require training to acquire their CVOR licenses. This trainer would assist in teaching the driving skills needed to secure a CVOR license.
- 2) Skilled Trades Trainer - Due to a shortage of skilled labour we require a trainer to assist in getting candidates ready to do multiple tasks in the construction field.

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

Current Service Level

| Service Name | Service Description | Account Number |
|----------------------|-------------------------|------------------|
| Training Supervisors | Full Time (2 positions) | 10-400-4012-6001 |
| | | 10-400-4012-6051 |
| | | |

Proposed Changes to Service Level

Due to increased training requirements and the size of the PW complement, two additional training supervisors are required to cover CVOR driver training and skilled trades training.

- 1) Many candidates are hired without proper licensing due to a lack of available licensed drivers. A trainer in this area will assist with getting labourers licensed and also complete driver evaluations of current employees.
- 2) New hires lack the specific skills related to the construction industry despite having good work ethics and a trainer in this area will assist in preparing candidates to do multiple tasks in the construction field.

Alignment with Strategic Plan

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|-------------|---------------|----------|-----------|----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| Supervisor | Level 4 | On-going | 2 | 210486 | 214696 | 218990 |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 210486 | 214696 | 218990 |
| One-time | | | |
| Total | 210486 | 214696 | 218990 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

Departmental
Approval:

Date:

SUPPLEMENTAL ITEM #22

Complement Changes

Hire seven Summer Students: \$81,658 on-going



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Cemeteries

Request Name: Summer Student Complement Increase

Overview:

This request is to increase the cemetery student complement to 15, from 13. The complement was reduced several years ago, from 17. This has since resulted in increased public complaints due to work not being done, and/or done in a hurried manner.

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

Current Service Level

| Service Name | Service Description | Account Number |
|-----------------|---------------------|------------------|
| Summer Students | Complement Increase | 10-400-4300-6015 |
| | | |
| | | |

Changes to Service Level

This will increase the quality and quantity of grass work done at the cemetery. It will reduce complaints, and improve the appearance of the cemetery grounds.

Alignment with Strategic Plan

This will improve customer service, and contribute to improving the city's image as a good place to work & live.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|-----------------|---------------|----------|-----------|----------|
| Summer Students | On-going | 24640 | 25133 | 25635 |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 24640 | 25133 | 25635 |
| One-time | | | |
| Total | 24640 | 25133 | 25635 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

Departmental
Approval:

Date: September 21, 2022



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Recreation and Culture, Community Centres

Request Name: Student staff complement return to pre-covid

Overview:

The Covid pandemic impacted summer student compliment in the Recreation and Culture and Community Centres divisions. Marina attendants, Community Centres Students and Summer Program Assistants were reduced due to lessened demand/events. For 2023, the return to prior pandemic compliment is required to satisfy normal operations.

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

Current Service Level

| Service Name | Service Description | Account Number |
|------------------|--|------------------|
| Student Salaries | Bondar Marina Attendant Complement | 10-500-5050-6015 |
| Student Salaries | Arenas student Complement | 10-500-5103-6015 |
| Student Salaries | R&C Summer Events Assistant Complement | 10-500-5010-6015 |

Proposed Changes to Service Level

These increases will return each area to pre-covid pandemic complement levels to be able to continue the service level expected and required to maintain facilities and events for the public use and attendance.

Alignment with Strategic Plan

This request aligns with The City's mission and vision through providing municipal services and operating as an efficient corporation through, Infrastructure, Service Delivery, Quality of Life, building a vibrant community.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|----------------|----------|----------|-----------|----------|
| Marina Student | On-going | 24657 | 25150 | 25653 |
| Arenas Student | On-going | 10787 | 11003 | 11223 |
| R&C Student | On-going | 10787 | 11003 | 11223 |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|------------|-----------|
| On-going | 46231 | 47156 | 48099 |
| One-time | | | |
| Total | 46231 | ██████████ | 48099 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |
| | | | |

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

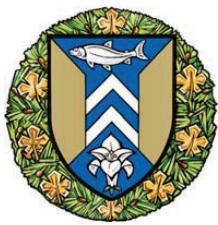
Departmental
Approval:

**Brent
Lamming**

 Digitally signed by
 Brent Lamming
 Date: 2022.11.09
 10:05:33 -05'00'

Date: Nov. 9, 2022

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



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Corporate Service

Division: City Clerk's Office

Request Name: Summer Student Complement Increase

Overview:

This request is to increase the Clerks student complement from 1 to 2. The complement was reduced for the 2021 budget as a temporary cost savings measure during the pandemic.

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

Current Service Level

| Service Name | Service Description | Account Number |
|------------------|----------------------------------|------------------|
| Student Salaries | Clerks Summer Student Complement | 10-130-1300-6015 |
| | | |
| | | |

Changes to Service Level

This will increase the quality and quantity of work done by the City Clerk's Office. It will reduce complaints and wait times by members of the public, funeral homes, and internal staff. The City Clerk's Office processes the highest number of marriage licences during the summer months. During the pandemic the City Clerk's office saw a significant reduction in marriage licences; however, in 2022 the number of licences has rebounded to pre-pandemic status.

Alignment with Strategic Plan

This request directly aligns with the corporate value "commitment to citizens and community" improving productivity and excellence in customer service. The request also directly aligns with respecting, engaging and valuing employees. Engaging summer students has many benefits for both the employee and the organization.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|-------------|---------------|----------|-----------|----------|
| Student | On-going | 10787 | 11003 | 11223 |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 10787 | 11003 | 11223 |
| One-time | | | |
| Total | 10787 | 11003 | 11223 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

Departmental
Approval:

Date:

SUPPLEMENTAL ITEM #23

Complement Changes

**Hire an Aquatic Lead at the John Rhodes Pool:
\$55,844 on-going**



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: CSD

Request Name: Aquatic Lead

Overview:

The increase is to support a full time permanent Lifeguard/Swim Instructor Aquatic Lead at the JRCC Pool to add some constancy and increase the offered programs. Staffing is becoming difficult with the number of options that part-time staff have before them.

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

Current Service Level

| Service Name | Service Description | Account Number |
|-----------------------------------|---|------------------|
| Pool Deck Supervisor/Lifeguarding | Lifeguarding and instructing on pool deck | 10-500-5012-6001 |
| | | |
| | | |

Proposed Changes to Service Level

One Supervisory Base would be required to provide consistency in programming and increase the level of customer service while insuring operations continue.

Alignment with Strategic Plan

To offer affordable recreation to the patrons part of this municipality.

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|---------------|---------------|----------|-----------|----------|
| Aquatics Lead | On-going | 55844 | 56961 | 58100 |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|-----------|--------------|-----------|-----------|----------|
| Base | NUFT | Permanent | 1 | 55844 | 56961 | 58100 |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|------------|-----------|
| On-going | 55844 | 56961 | 58100 |
| One-time | | | |
| Total | 55844 | ██████████ | 58100 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |
| | | | |

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

Council report presented for approval on November 21, 2022.

Departmental
Approval:


Brent
Lamming

Digital signature by
Brent Lamming
Date: 2022.10.28
16:13:08 -04'00'

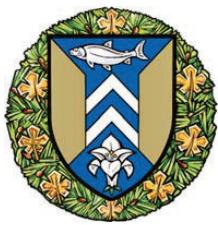
Digitally signed by
Date: Oct. 28, 2022

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

SUPPLEMENTAL ITEM #24

Outside Agencies

**Increase operating grant for the Art Gallery of Algoma:
\$59,215 on-going**



Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Outside Agencies

Division: Corporate

Request Name: Art Gallery of Algoma (AGA) Grant

Overview:

Please consider this letter a request for operating funding from the City of Sault Ste. Marie for the Art Gallery of Algoma (AGA) in the amount of \$340,000 for the 2023 year. The AGA has not received an increase in funding since 2016. During the last six years the inflation and the value of a dollar has changed 18.25% so the \$280,785 which was the funding in 2016 is equivalent to \$332,028 in today's dollars. All operational costs have increased since 2016, especially building maintenance considering the aging building and continuous issues with it.

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

Current Service Level

| Service Name | Service Description | Account Number |
|--------------|---------------------|------------------|
| AGA | Operating costs | 10-720-7230-6810 |
| | | |
| | | |

Changes to Service Level

Alignment with Strategic Plan

Impact Analysis:

Incremental Operating Expenditures (detail)

| Description | Duration | 2023(\$) | 2024 (\$) | 2025(\$) |
|--------------------------|---------------|----------|-----------|----------|
| Operating grant increase | On-going | 59,215 | | |
| | Select Option | | | |
| | Select Option | | | |

Incremental FTE requirements (detail) Benefit % included in estimate

| Position/Job Class | Pay Group | Duration | FTE required | 2023 (\$) | 2024 (\$) | 2025(\$) |
|--------------------|-----------|----------|--------------|-----------|-----------|----------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Incremental Operating Revenues (detail)

| Description | Duration | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|---------------|-----------|-----------|-----------|
| | Select Option | | | |
| | Select Option | | | |
| | Select Option | | | |

Net Impact (total)

| Net Impact | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|------------|-----------|-----------|-----------|
| On-going | 59,215 | | |
| One-time | | | |
| Total | 59.215 | 0 | 0 |

Capital Requirements

| Description | 2023 (\$) | 2024 (\$) | 2025 (\$) |
|-------------|-----------|-----------|-----------|
| | | | |
| | | | |
| | | | |

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

See attached budget request from the AGA.

Departmental
Approval:

Date:



August 23, 2022

Ms. Virginia McLeod
Manager of Recreation and Culture
Community Development and Enterprise Services
705.759.5311
v.mcleod@cityssm.on.ca
City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, ON
P6A 5X6

ART GALLERY OF ALGOMA FUNDING REQUEST

Dear Ms. McLeod:

Please consider this letter a request for operating funding from the City of Sault Ste. Marie for the Art Gallery of Algoma (AGA) in the amount of \$340,000.00 for the 2022 year. The AGA has not received an increase in funding since 2016. During the last six years the inflation and the value of a dollar has changed 18.25% so the \$280,785 which was the funding in 2016 is equivalent to \$332,028 in today's dollars. All operational costs have increased since 2016, especially building maintenance considering the aging building and continuous issues with it.

In the 2020 – 2022 years the AGA staff and Board continued to focus on building issues and repairs. In previous years (2017-2018) the building was also the main focus, due to the HVAC replacement and roof repairs project. The entire 2018 year was affected by a major water leak on the east Gallery side wall in the permanent collection storage area. Fortunately, there was no damage to the permanent collection due to the prompt and efficient response of the AGA staff. The re-occurring building issues have had a huge impact on exhibitions and programming for the last several years. It is expected that the impact of building deficiencies will continue to shape the operation of the AGA in the future.

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

In addition, the AGA is hugely affected by the COVID-19 pandemic as everyone else is. In order to minimize the spread of the virus the AGA was closed to the public several times in 2020, 2021 and 2022: March 13, 2020, to July 24, 2020; December 24, 2020, to February 18, 2021; April 2, 2021, to July 30, 2021. The last closure was from December 24, 2021, to February 3, 2022.



On September 15th 2021 in Gallery 1 we presented an exhibition produced in partnership with the Art Gallery of Sudbury: *Franklin Carmichael: An Artist's Process*. The AGA was the only other venue presenting this exhibition. This exhibition offered a comprehensive look at Carmichael's work and painting process. The artwork came mostly from the family, so it has not been shown in the past. Carmichael, one of the founding members of the Group of Seven painted in Algoma and on the shores of Lake Superior. This exhibition was closed in December 2021 after a successful run.

In December of 2021 the next exhibition *Unexpected Treasures* was installed. This was an interesting project that involved a number of our members and local artists as we were trying to find out about some artworks in the collection that have been acquired in the early 1980s and not properly recorded. It was very informative to find out more about some of these pieces. During gallery closure in January 2022, we offered virtual tours and art activities inspired by some of the art in this exhibition.

In March we presented the 9th *Winter Festival of Art: I Share My Love of ...* Opening was on Zoom on March 10, 2022. There were 67 participating artists of all age groups and level of art experience. Approximately half of the artists participated in the video series that we produced in house to accompany this exhibition.

In April of 2022 we presented in Gallery 1 *Jon Sasaki: Homage*. This exhibition was organized and toured by the McMichael Canadian Art Collection and included large size photographs of the bacterial culture swabbed and grown in Petri dishes from the pallets, brushes and tools used by the Group of Seven artists. In addition, the objects from the McMichael Archives used for swabbing were also on display. The first in person opening was on April 27 and 28; Artist Jon Sasaki was in attendance; Artist's Talk was on April 27. Meet the Artist was on April 28. This exhibition closed on July 9th, 2022.

At the same time in Gallery 1 we also presented exhibition *Group of Seven: Everlasting Inspiration* to accompany the *Homage* exhibition. Opening events were also on April 27 and 28, 2022. This exhibition is still currently on display in Gallery 1.

After closing the *Homage* exhibition on July 19th, 2022, we opened exhibition *Recent Acquisitions* presenting a selection of artwork acquired in the last few years. Artists include Franklin Carmichael (Group of Seven), Harold Town (Painters 11), Michael Mancuso, Michael Forster, John Laford, John Meredith and more.

Our next exhibition in Gallery 1 will be *Gathering in Honour* opening on Sep. 8, 2022. This is an exhibition of Indigenous art in Woodland style. It will feature never shown works by John Laford, his daughter Lucia Laford, a young emerging local artist, as well as the well-known artists such as Norval Morrisseau, Jackson Beardy and more. In person opening and Artist's Talk are planned as well as an extensive programming of workshops will accompany this exhibition. Wall text will be presented in English and Anishinaabe. Translation is done by Barbara Nolan.

We are featuring this exhibition on September 30th for the National Truth and Reconciliation Day. The exhibition is presented in partnership with VIBE Arts (Toronto) and Ontario Culture Days (Toronto); it will be featured by Culture Days on September 30th. Videos for virtual



promotion of the exhibition and for educational purposes by Lucia Laford are being produced in house.

In Gallery 2 we presented a young, local, emerging artist, Katrina Thibodeau, with her first solo exhibition of portraiture *The Art of Emotions*. The exhibition was on display for extended period of time due to the closures. A short video and the full Artist's talk are still available on AGA YouTube Channel. This exhibition was closed on September 18th 2021.

Following this exhibition, a selection of Indigenous art was presented in Gallery 2 for the rest of 2021, until April 2022. The title of this exhibition was *Woodland Art*. It featured the well-known artists such as Norval Morrisseau, Jackson Beardy, John Laford to mention just a few. This exhibition was on display also for extended period of time due to the gallery closure, interest from the public and also unforeseen Covid circumstances with the following exhibition resulting in a delay.

The next exhibition in Gallery 2 was *Within Me* by a local emerging artist Riley Greco. In this exhibition Greco explored and presented various stages of meditation and contemplation about life issues at this moment in time. Meet the Artist event was held on May 19, 2022, in person. It was very well attended. A short video of the exhibition was produced and is available on the AGA YouTube channel.

Following this exhibition, we presented *Every Face Tells a Story; as of July 15, 2022*. This exhibition features a selection of portraits from the permanent collection.

In Gallery 3 is *Vault on Display*, which is an ongoing rotation of permanent collection. This exhibition space was converted into Vault on Display because of the leaks in the storage area. We had to protect the paintings that were stored in the affected area, so the Gallery 3 became an open storage. Paintings in the first row are rotated on a regular basis so visitors can see different paintings at different times. All paintings stored in this space have images and label information in a binder for people to browse through.

In the Lobby we presented the following exhibitions: *Local Artists in the AGA Collection*, February 2022; *Indigenous Art*, May 2022; *Busy Pollinators*, August 2022

Virtual Exhibitions and Programming

I Share My Love of ... Students exhibition launched in May 2022;

Additional digital programming includes ongoing and steadily growing *Art & Discovery* program where we feature artists in our permanent collection including their short bio, interesting facts and art activities inspired by their artwork.

Another ongoing digital presentation is *My Daily Inspiration* where people can submit their creations of whatever makes their days more fulfilling.

School Tours for *Unexpected Treasures*; *Woodland Art*; *Jon Sasaki: Homage*; *Group of Seven Everlasting Inspiration* were offered digitally. Video tours and art activities for schools were developed but they are not public on YouTube.



Public virtual tours on Zoom for *Unexpected Treasures* exhibition were offered in January 2022, during the last closure.

Digital Platforms

AGA website from January 1, 2022, to August 14, 2022

27,687 public views

11,146 unique visits

2.4793 average pages per unique visit

YouTube Channel as of August 14, 2022

37 new videos were produced in house and published in 2022.

Total number of videos produced in house from 2020 to August 2022 is

3 videos produced for School Boards which are not public

3 videos are produced and being edited before publishing.

AGA YouTube Channel has:

242 subscribers

11,153 views from January 1, 2022, up to August 14, 2022

Watch time is 691.9

Impressions 77.0K

Average view duration 3:44

Facebook as of August 14, 2022

2.1 K likes

2.5 K followers

Twitter as of August 14, 2022

1,702 followers

Instagram has 1945 followers

In comparison to the same time period in 2021 there is a significant growth on all digital platforms.

In Person Programming

During March Break the AGA provided programming the whole week in partnership with all local organizations in culture. It was successful and well received.



Sault Symphony Concert was held on April 9th. This was a partnership, and we already planned the next concert for November 4, 2022.

In person School Tours slowly resumed in May and June of 2022.

Summer Art Classes for children were held in person this year. Different themes were offered for two age groups – one in the mornings and a different one in the afternoons. In total 7 weeks of classes and 14 different themed classes were offered. Our limit was 12 students per class due to health reasons which is 168 students maximum for the duration of the summer classes. We had 155 students in total, several were return students for multiple classes/weeks. Most sessions were sold out.

The first fundraising event was held on August 12. It was a great success. This event was part of the Bees, Blueberries and Art weekend in partnership with the Old Stone House and Entomica.

Our in-person number of visitors in 2022 from January 1 to August 20th is 2,689.

Our membership is at 575 which is back to the pre-pandemic levels.

Outdoor Events

The AGA participated at the Science North Road Show on June 18 and 19. This was an outdoor event where we offered information about the gallery, current and upcoming exhibitions, and programming. It was well organized and attended.

On July 16th the AGA offered outside family activities during RotaryFest. It was a huge success! We partnered with Discover the Canvas which was very popular.

On August 13 the AGA partnered with Entomica and offered various arts and crafts during an afternoon outside the gallery. It was a great success and a great turnout.

Visitors at outside events are approximately 3,000.

Tourism

Jasmina Jovanovic was one of the five panelists at the tourism symposium organized by the Ontario Culture Days in Toronto in June 2022. The panel was facilitated by David MacLaughlin Executive Director of

The AGA hosted three tourism writers, two from Canada and one from Germany.

Culture Days

As one of the Hubs the AGA and SSM will be featured nationally on September 30th for the Truth and Reconciliation Day with the exhibition *Gathering in Honour* and a free workshop Feather Wrapping offered by a local Indigenous artist Lucia Laford. The AGA partnered with VIBE Arts for this programming. The AGA is also partnering with Ontario Indigenous Tourism for the weekend of Sep. 30th and Oct. 1st. In addition to the in person programing the AGA will be featured with an in house produced video about Woodland Art and significance of Indigenous culture.



Jasmina Jovanovic continues to serve as the Vice President of the Ontario Culture Days Board. In partnership with the Ontario Culture Days (ONCD), we have this year a shared position between the two organizations to assist with the ONCD Festival, marketing and promotion.

Other Important Updates

The permanent collection is now transferred to a new, user-friendly database (Argus). Part of the funding was received from Museums Assistance Collections Management Fund (MAP). Over 4,000 records are now easily searchable on the AGA's website. Behind the scenes work continues and as we develop more records and further information about each artwork the search will provide more information to the users.

Funding for the feasibility study has been received through three grants: CCSF, TEDRF and Destination Northern Ontario. We expect to start work on the feasibility study this fall.

Canada Summer Jobs grant application was successful. The AGA applied for five summer positions and received funding for all of them.

Ontario Trillium Foundation Funding was received for a recovery and rebuilding of organization's ability to provide digital offerings. This funding and the project are spread over 2022 and 2023.

In conclusion, we would like to place emphasis on the fact that the AGA continued to operate with great success in spite of the challenges from the pandemic and the aging building. We embraced digital programming as the best alternative to stay in touch with the community and our audiences during closures. As we slowly resume all aspects of our operation in person, we continue to stay present on every digital platform. Issues with the building remain very serious and we are now ready to proceed with a multicomponent feasibility study which includes all aspects of the future AGA.

The funding from the City of SSM is essential for the operation of the Art Gallery of Algoma (AGA). It enables the AGA to continue to provide exhibitions and programming to the community as well as to the visitors to our city. We sincerely hope that the City of Sault Ste. Marie will continue with its generous and necessary support to the AGA. Please do not hesitate to contact the Board President, Mark Lepore, or myself, should you have any questions or comments.

We look forward to our continuous collaboration with the City of Sault Ste. Marie.

Sincerely,

Jasmina Jovanovic
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CC. Mark A. Lepore, Board President