



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

Monday, December 9, 2019

4:30 pm

Council Chambers

Civic Centre

	Pages
1. Approve Agenda as Presented	
Mover Councillor D. Hilsinger Seconder Councillor S. Hollingsworth That the Agenda for 2019 12 09 as presented be approved.	
2. Declaration of Pecuniary Interest	
3. Ontario Regulation 284/09	3 - 5
A report of the Chief Financial Officer and Treasurer is attached for the consideration of Council. Mover Councillor M. Shoemaker Seconder Councillor P. Christian Resolved that the report of the Chief Financial Officer and Treasurer dated 2019 12 09 concerning Ontario Regulation 284/09 be approved for the budget year 2020.	
4. 2020 Budget	6 - 297
Mover Councillor M. Shoemaker Seconder Councillor P. Christian That City Council now proceed into the Committee of the Whole to consider the following matter referred to it for consideration – 2020 Budget Deliberations.	
4.1 Corporate Services	298 - 309

4.2	Community Development and Enterprise Services	310 - 331
4.3	Public Works and Engineering Services	332 - 342
4.4	Legal Department	343 - 347
4.5	Fire Services	348 - 360
4.6	Capital Budget Deliberations	
4.7	Operating Budget Deliberations	
4.8	<i>Correspondence (PUC)</i>	361 - 362

5. Rise and Report

Mover Councillor M. Shoemaker

Seconder Councillor P. Christian

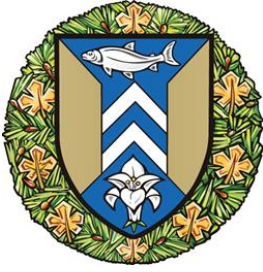
That the Committee of the Whole Council now rise and report on the matter referred to to it by City Council – 2020 Budget Deliberations.

6. Adjournment

Mover Councillor D. Hilsinger

Seconder Councillor S. Hollingsworth

That this Council shall now adjourn.



The Corporation of the
City of Sault Ste. Marie
COUNCIL REPORT

December 9, 2019

TO: Mayor Christian Provenzano and Members of City Council

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

DEPARTMENT: Corporate Services

RE: Ontario Regulation 284/09

PURPOSE

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

BACKGROUND

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

ANALYSIS

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

- 1) Amortization is the asset cost allocated to the periods in which it is used. Under PSAB reporting guidelines, the City's accumulated surplus would be decreased by \$16.8 million. Asset additions, which would increase accumulated net revenue, are estimated at \$67.8 million.
- 2) The landfill closure and post closure costs are being partially funded through a reserve transfer included in the levy. Future costs will be levied as required. The City has a reserve of approximately \$12.1 million to contribute towards these expenses.
- 3) Post employment benefits are based upon an actuarial valuation. The City budget for the current year actual cost in the operating budget. These costs will fluctuate based upon the average age of city workers.

FINANCIAL IMPLICATIONS

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

STRATEGIC PLAN / POLICY IMPACT

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

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Financial Officer and Treasurer, dated December 9, 2019, concerning Ontario Regulation 284/09 be approved for the budget year 2020.

Respectfully submitted,



Shelley J. Schell, CPA, CA
Chief Financial Officer & Treasurer

attachment

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Ontario Regulation 284/09: Budget Restatement
Year ended December 31, 2020

	<u>\$(000)</u>
Capital Assets and Amortization:	
Estimated Acquisition of Tangible Capital Assets Net of Dispositions	67,792
Amortization estimate for 2020	\$ (16,800)
Increase to 2020 accumulated net revenue	<u>50,992</u>
Landfill Closure/Post Closure Expenses:	
Increase to Landfill Closure Liability	\$ (327)
Reserve transfer included in budget	591
Decrease to 2020 accumulated net revenue	<u>264</u>
Post Employment Benefits Expense:	
Increase to 2020 accumulated net revenue	<u>(2,323)</u>
Debenture Principle Repayments	(1,612)
Net Reserve/Capital Fund Transfers	3,251
Total increase/(decrease) to accumulated net revenue	<u><u>50,572</u></u>



www.saultstemarie.ca/budget

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CAO ADDRESS



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

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

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

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

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

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

BUDGET INTRODUCTION

2020 Executive Budget Summary

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

Steelmaking continues to be a driving force in the Sault Ste. Marie economy. Sault Ste. Marie has been long considered a one-industry town commencing with the establishment of the steelworks in the late 1890's and peaking in the early 1980's when employment levels reached in the range of 12,000 to 14,000 employees and the population was 85,000. The cyclical nature of the steel business and other economic events of the industry have significant impacts on the local economy. Diversification of the Sault Ste. Marie economy is important to provide growth and sustainability. Substantial changes have been initiated to build a more resilient community, including the formation of a Community Development Roundtable.

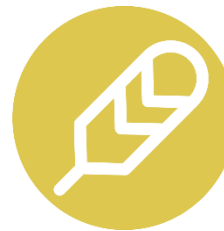
The Community Development Roundtable was put in place to ensure the involvement and participation of a broad base of different community organizations in the implementation of the four-pillar approach to Sault Ste. Marie's community development.



Environmental
Sustainability



Social Equity



Cultural Vitality



Economic Growth
& Diversity

Economic Indicators

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

Shaded area represents forecast data.

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

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

Economic Indicators Continued

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

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

Economic conditions influence service affordability as well as the competitiveness to attract future growth opportunities to the community. They also provide insight into the municipality's ability to generate revenue relative to the demand for public services. Overall the Conference Board of Canada Mid-Sized Cities Report (September 6, 2019) expects modest growth in 2020 for Sault Ste. Marie, continuing the area's five-year trend. While output growth is modest, employment gains have been strong over the last few years. The report estimates that the unemployment rate will fall to 4.8% in 2019 and drop to 4.6% in 2020. The factors reflected in this report are intended to provide a guideline for the budget direction.

Financial Indicators

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

Source: BMA Management Consulting Inc. Municipal Study 2018

Financial Position per Capita: Positive

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

Discretionary Reserves as % of Own Source Revenue: Caution

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

Financial Indicators Continued

Debt Service Ratio: Positive

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

Debt to Total Reserve: Positive

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

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

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

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

2020 Operating Budget**Process Overview**

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

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

- Contractual increases approved for material and services
- Fuel, utility and energy costs based upon usage trends, where available, and estimated rate changes
- Maintenance and repair accounts, estimated 2.2% Consumer Price Index change
- Levy and local Board requirements, estimated at 2.2% Consumer Price Index change, unless an actual requirement has been submitted

Outside agency grants are reflected at the approved 2019 levels, with any requested increase reflected on the Supplementary Items Summary for Council review and approval. User fees are based upon the 2020 By-law recommended for Council approval. Budgetary requests for additional requirements for current services not previously funded or new and/or additional services are submitted by the departments for the consideration and deliberation of Council. These items will be added to the budget, if approved by Council, and are included in the Supplementary Items Summary. These adjustments are then incorporated into the final budget from which staff operates.

2020 Operating Budget**How the Municipal Tax Levy Is Calculated**

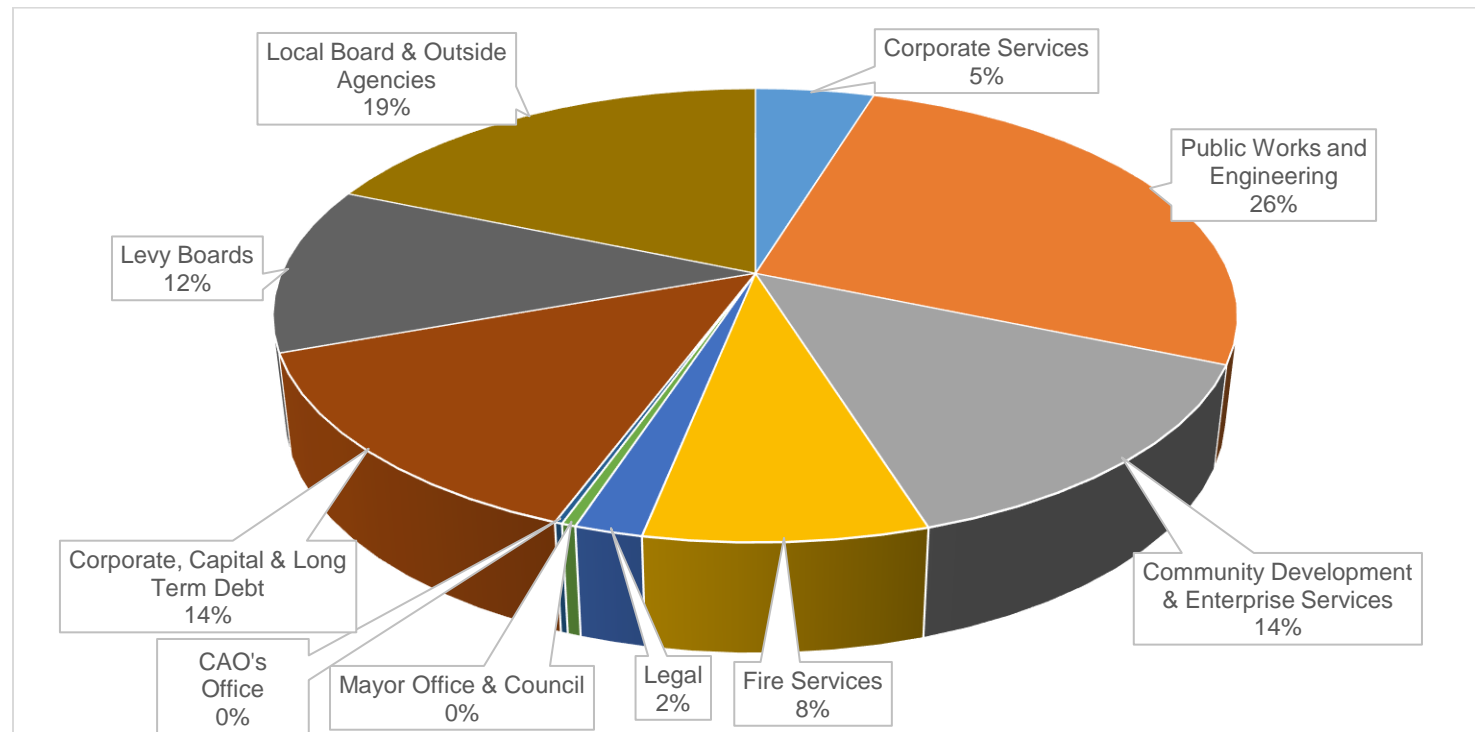
The municipal tax levy is the amount required to be raised by taxes to cover the City's total expenses, including Levy and Local Board requirements, less non-tax revenues, such as user fees and government grants.



2020 Operating Budget

EXPENSES: \$181.0 MILLION

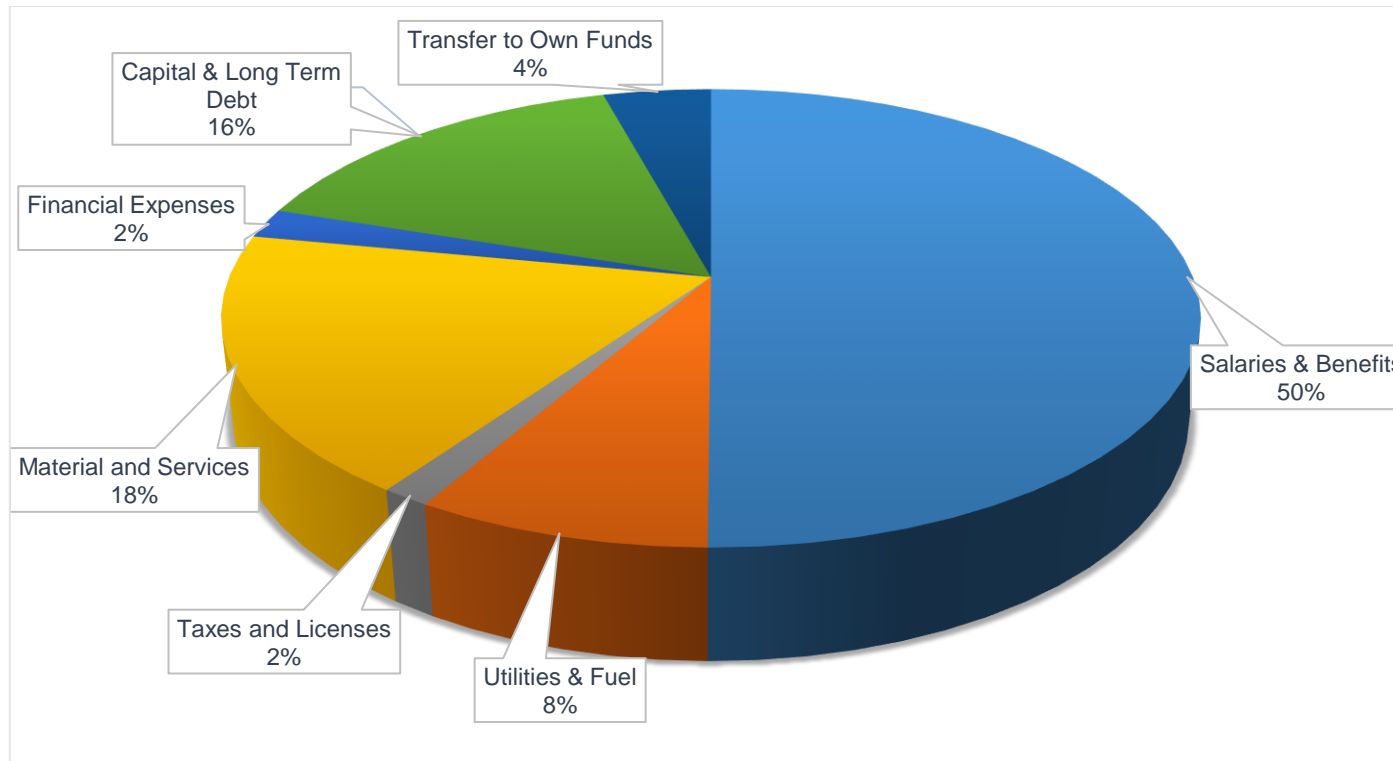
The 2020 Operating Budget reflects total expenses of \$181.0 million, as compared to \$176.2 million in 2019, an increase of 2.74% year over year. Expenses by key area are displayed below. Of the total expenses, approximately 1/3 is comprised of costs relating to Levy Boards, Local Boards and Outside Agencies. Included in the Local Board & Outside Agency category is the Police Services Board, which accounts for 82% of the category's total expenses. Year over year, levy and local boards increased by 2.04%. Maintaining City Services, excluding the uncontrollable impact of the Ontario Municipal Partnership Fund, reflects a year over year increase of 1.45%. Departmental information is included in the 2020 Preliminary Budget.



2020 Operating Budget

Expenses by Type:

The City Services portion of the 2020 Budget reflects 50% for salaries and benefits. As a service organization, staff compensation comprises one half of the City Services portion of the budget. Compensation is governed by contractual agreements and thus rates of pay are not controllable by the departments. The department budget levels reflect rates in effect for the last contract. Manning levels are based upon the approved employee complement and current service level requirements.



2020 Operating Budget**OTHER REVENUE: \$62.5 MILLION**

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

Government grants are the next largest sources of non-tax revenue. The majority of government grant revenue arises from the Ontario Municipal Partnership Fund (OMPF) unconditional grant, which accounts for approximately 85% of the total. Other significant grants include the Provincial Gas Tax (Transit) and recycling grants.

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

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

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

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

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

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

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

Notes:

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

2020 Operating Budget

Municipal Tax Levy Increase

<u>Council Term</u>	<u>Total</u>	<u>Average</u>
2003-2006	23.37%	5.84%
2007-2010	14.24%	3.56%
2011-2014	13.28%	3.32%
2015-2018	10.94%	2.70%
2019	3.54%	3.54%

*includes levy and local board

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

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

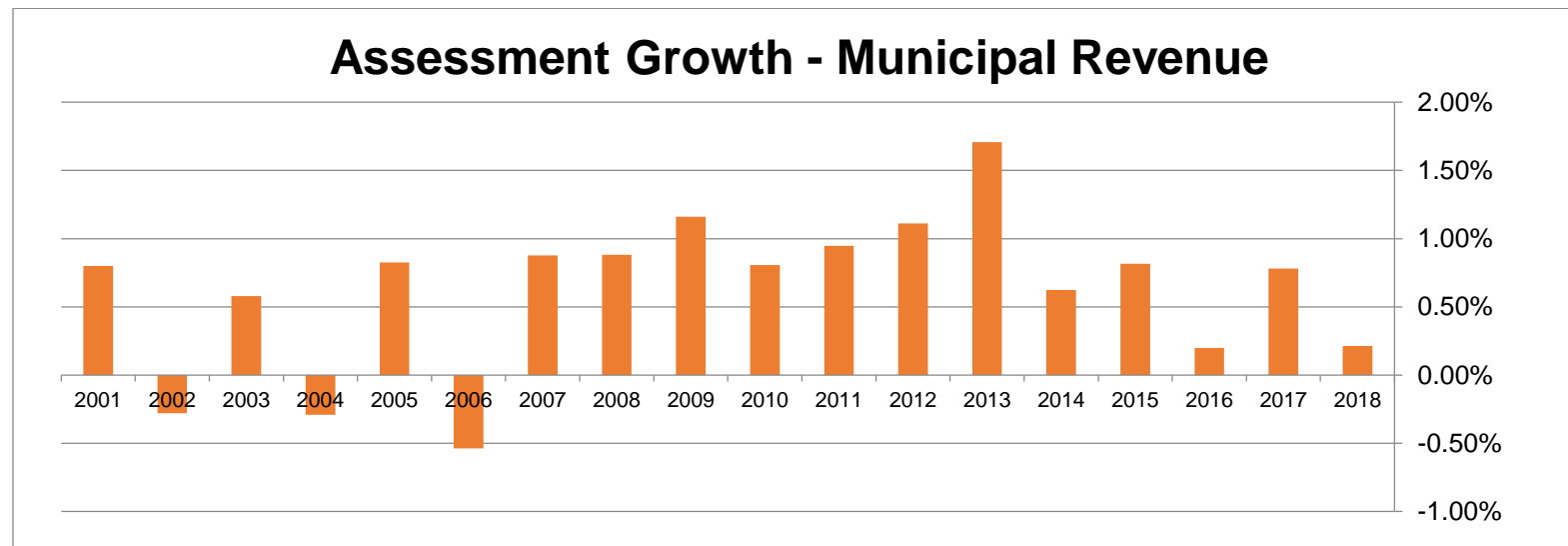
*2018 BMA Study (2019 BMA Study not published as of release of preliminary budget)

2020 Operating Budget

Municipal Tax Levy Increase

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

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

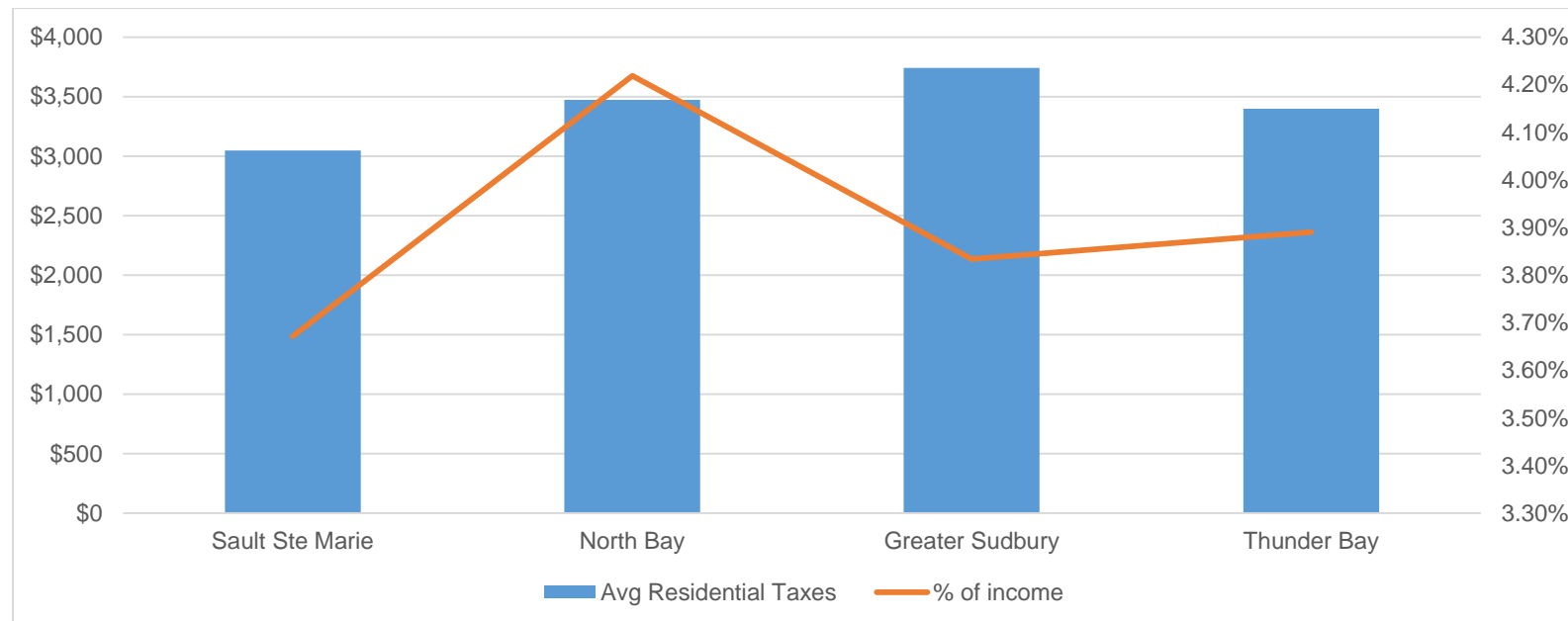


2020 Operating Budget

Municipal Tax Levy Increase

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

Affordability, as well as the local economic conditions, provide a general guideline as to what a reasonable municipal tax increase would be for the budget year. The Preliminary Operating Budget reflects a levy increase of 3.05%. Factoring in estimated assessment growth of 0.2% the overall tax increase is estimated at 2.85%. Tax policy and rate approvals early 2020 will determine the allocation of the increase to the various tax classes.



2020 Capital Budget

Introduction

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

Process

A corporate capital prioritization process is used to determine priorities for the limited resources across all departments. A ranking of the corporate priorities was undertaken by senior management and their consensus provides the recommendation to Council of the options available.

The requests were ranked based on the following general prioritization:

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

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

2020 Capital Budget

2020 Capital Investment

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

Key Investments:

Transportation - 38% of total investment

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

Protection – 1% of total investment

- Fire tanker replacement
- Bunker gear dryer

Recreation and Culture – 6% of total investment

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

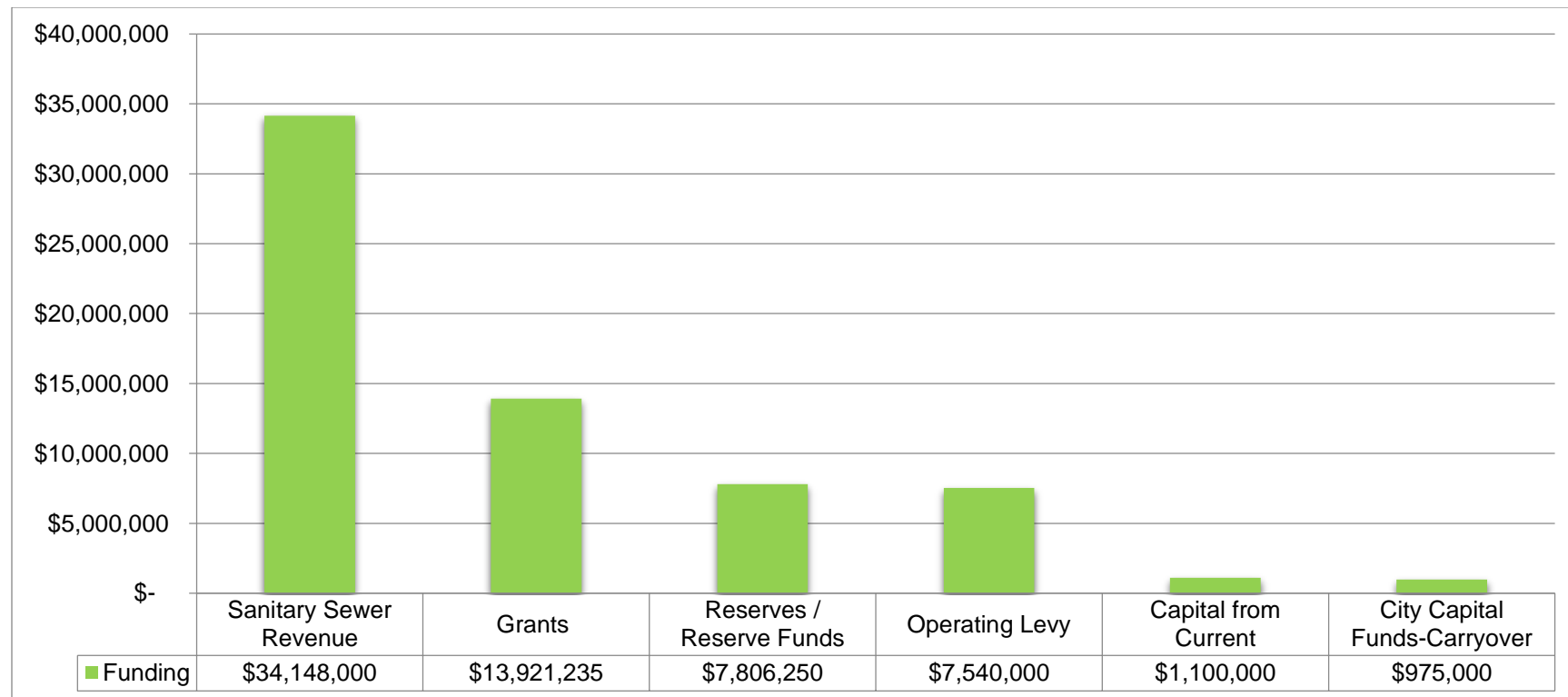
Environmental – 55% of total investment

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

2020 Capital Budget

2020 Funding Sources

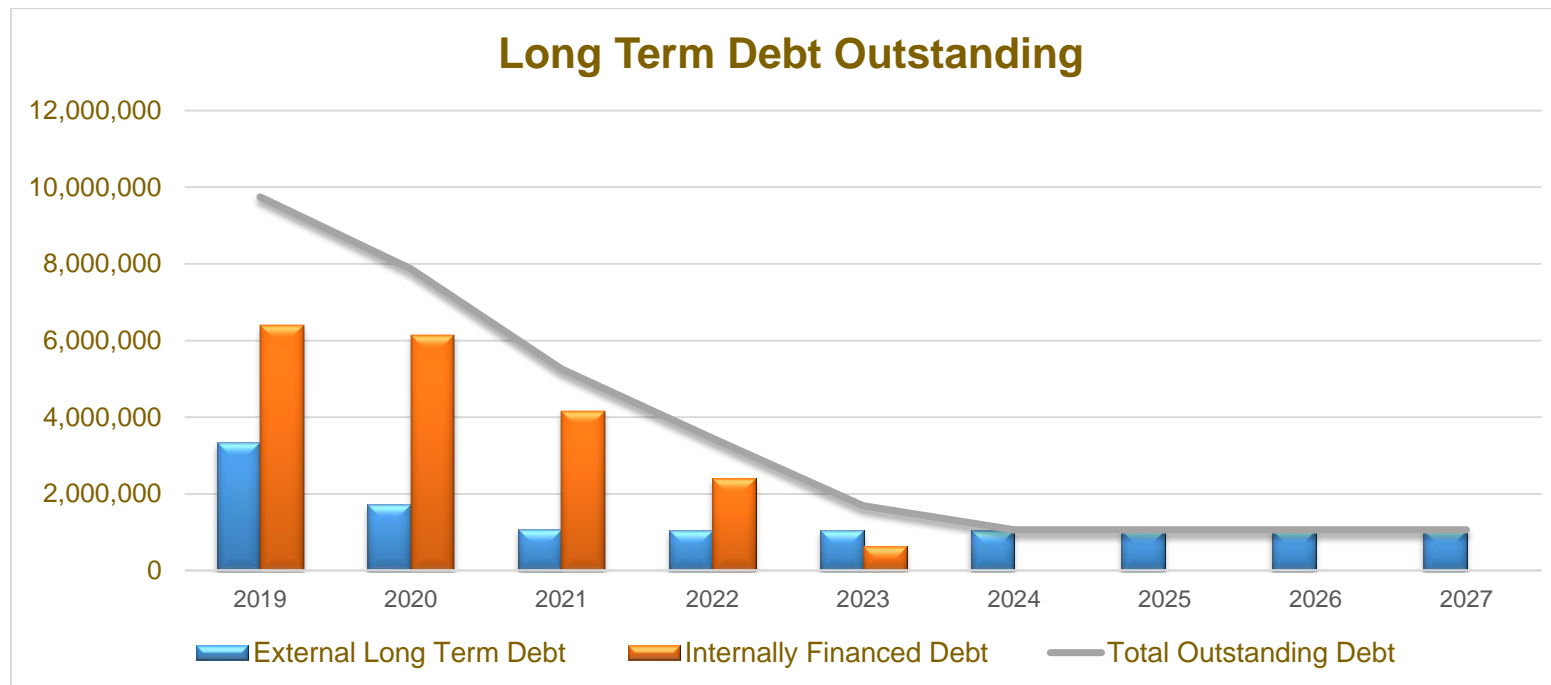
City funding is leveraged with various capital grants, most of which fund the Roads/Bridges/Sewer projects. Sanitary Sewer Revenue is a restricted funding source which can only be utilized for sanitary sewer requirements. Major sanitary sewer projects over the next few years include the addition of a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



2020 Capital Budget

Long-Term Debt Projections

The City has a very low debt burden which makes it less vulnerable to external sources of funding that it cannot control and its exposure to risk. Sault Ste. Marie’s total outstanding debt per capita is \$171 versus the 2018 BMA Survey average of \$731. No new external debt is forecasted for 2020. Internal debt will be utilized for short term funding requirement for the McMeeken replacement project architectural and engineering fees. Additional internal debt for the 2020 Capital Budget requirements may be utilized, if approved by Council, and are not reflected in the chart below. Future debt requirements are anticipated for potential capital projects, including replacement of the McMeeken Arena and a new Fire Station, as was indicated in the Fire Master Plan, and are not reflected in the graph below as the funding plans have not been approved.



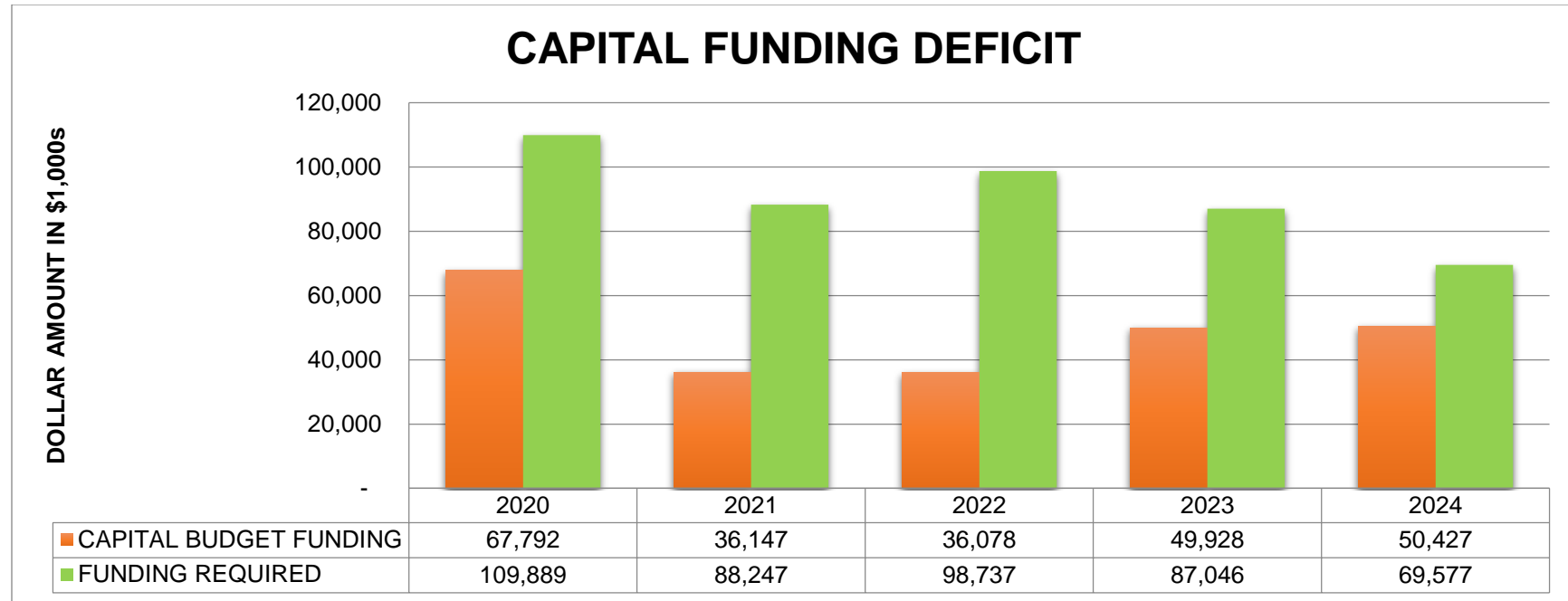
2020 Capital Budget**Long-Term Debt Projections Continued**

The Capital Budget is an important element of the City's Asset Management Plan. It shows where investments will be made to maintain the City's overall assets. The City's estimated required capital outlay for the next 5 years and the current funding levels are reflected in the graph below. It is clear that there is a significantly higher infrastructure renewal requirement than available funding. The unmet need increases the risk of service interruptions or level of provision due to asset failure or poor quality. This risk can be managed with asset management plans and an investment strategy for asset replacement that over time will reduce the risk of asset failure.

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

2020 Capital Budget

Capital Funding Deficit



2020 Capital Budget

Challenges

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

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

Next Steps

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

PRELIMINARY OPERATING BUDGET 2020

PRELIMINARY CORPORATE SUMMARY

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

PRELIMINARY CORPORATE SUMMARY CONTINUED

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

PRELIMINARY DEPARTMENTAL SUMMARY

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

PRELIMINARY DEPARTMENTAL SUMMARY

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

PRELIMINARY DEPARTMENTAL SUMMARY

	2020 Salary & Benefits	2020 Other Expense	Revenue	2019 Net Tax Levy	% of 2020 levy	Net Tax Levy	2020 Salary & Benefits	2020 Other Expense
ENVIRONMENTAL CLEANUP		20,000		20,000		10,000		
HYDRANTS		1,212,400		1,212,400		1,154,200		
STREET LIGHTING		1,915,780		1,915,780		1,915,780		
SEWAGE DISPOSAL SYSTEM		5,386,670		5,386,670		5,386,670		
MISCELLANEOUS CONSTRUCTION		1,300,000		1,300,000		1,300,000		
TOTAL ENGINEERING	3,927,987	11,166,237	1,235,773	13,858,451	11.7%	13,636,761	221,690	1.6%
WORKS:								
ADMIN/SUP/VERVISION/OVERHEAD	2,991,218	78,000		3,069,218		3,219,719		
ROADWAYS	1,629,184	1,748,844	49,831	3,328,197		3,313,585		
SIDEWALKS (INCLUDING WINTER CONTROL)	554,187	408,880		963,067		958,209		
WINTER CONTROL ROADWAYS	3,017,709	4,306,107	67,965	7,255,851		6,825,189		
SANITARY SEWERS	1,050,183	963,124	37,090	1,976,217		1,958,532		
STORM SEWERS	335,182	285,597		620,779		614,941		
TRAFFIC & COMMUNICATIONS	861,193	759,862		1,621,055		1,531,739		
CARPENTRY	739,218	(95,630)		643,588		624,239		
ADMINISTRATION	1,506,527	131,480		1,638,007		1,621,178		
BUILDINGS & EQUIPMENT	2,655,985	(517,605)		2,138,380		2,068,839		
PARKS OPERATIONS	2,607,489	787,273		3,394,762		3,285,119		
WASTE MANAGEMENT	1,784,321	4,473,837	2,809,013	3,449,145		3,211,453		
TOTAL PUBLIC WORKS	19,732,396	13,329,769	2,963,899	30,098,266	25.4%	29,232,742	865,524	3.0%
TOTAL PUBLIC WORKS AND ENGINEERING	23,660,383	24,496,006	4,199,672	43,956,717		42,869,503	1,087,214	2.5%
COMMUNITY AND ENTERPRISE SERVICES								
SPORTS ADMINISTRATION	8,532	6,435		14,967		14,962		
RECREATION & CULTURE	540,974	21,942	73,257					
ADMINISTRATION				489,659		479,766		
CANADA DAY		20,000	9,500	10,500		10,500		
MAYORS YOUTH ADVISORY		27,500		27,500		27,500		
MISCELLANEOUS PROGRAMS	4,161	16,710		20,871		20,657		
PARKS & REC ADVISORY COMMITTEE		1,865		1,865		1,865		
ROBERTA BONDAR PARK	81,032	108,995	28,545	161,482		156,402		

PRELIMINARY DEPARTMENTAL SUMMARY

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

PRELIMINARY DEPARTMENTAL SUMMARY

	2020 Salary & Benefits	2020 Other Expense	Revenue	2019 Net Tax Levy	% of 2020 levy	Net Tax Levy	2020 Salary & Benefits	2020 Other Expense
POLICE SERVICES BOARD		27,539,145		27,539,145		25,526,849		
LIBRARY BOARD		2,870,524		2,870,524		2,825,080		
TOTAL LOCAL BOARDS	-	30,409,669	-	30,409,669	25.7%	28,351,929	2,057,740	7.3%
ART GALLERY OF ALGOMA		280,785		280,785		280,785		
SSM MUSEUM		246,091		246,091		206,091		
BUSH PLANE MUSEUM		175,000		175,000		175,000		
CULTURAL RECOGNITION		1,500		1,500		1,500		
SAFE COMMUNITIES		-		-		40,000		
CRIME STOPPERS		25,000		25,000		25,000		
MISC GRANT - ALGOMA UNIVERSITY		40,000		40,000		40,000		
MISC GRANT - PEE WEE ARENA		19,551		19,551		17,800		
MISC GRANT - OTHER SPORTS		5,000		5,000		5,000		
RED CROSS GRANT		250,000	200,000	50,000		50,000		
CULTURAL GRANTS		53,900		53,900		53,900		
ECONOMIC DEVELOPMENT CORPORATION		799,510		799,510		799,510		
DEVELOPMENT SSM		246,000		246,000		246,000		
INNOVATION CENTRE		277,890		277,890		277,890		
TOURIST PROMOTION		168,656		168,656		168,656		
EDF BUDGET		500,000		500,000		500,000		
PHYSICIAN RECRUITMENT		240,000	240,000	-		-		
TOTAL OUTSIDE AGENCIES & GRANTS TO OTHERS	-	3,328,883	440,000	2,888,883	2.4%	2,887,132	1,751	0.1%
TAXATION & CORPORATE FINANCIALS	20,000	15,823,150	44,221,474	(28,378,324)		(27,262,588)		
CAPITAL LEVY AND LONG TERM DEBT		9,118,265	350,000	8,768,265		8,768,265		
TOTAL CORPORATE FINANCIALS	20,000	24,941,415	44,571,474	(19,610,059)	-16.5%	(18,494,323)	(1,115,736)	6.0%
TOTAL MUNICIPAL LEVY	61,818,719	119,213,322	62,532,975	118,499,066		114,995,220	3,503,846	3.0%

MAYOR & COUNCIL

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

MAYOR'S OFFICE

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

COUNCIL SPECIAL FUNDS

	2019	2020	\$	%
	BUDGET	BUDGET	Change	Change
			(2019 to 2020)	(2019 to 2020)
REVENUE				
EXPENDITURES				
Grants to others	35,000	35,000	0	0.00%
	35,000	35,000	0	0.00%
	35,000	35,000	0	0.00%
TAX LEVY	35,000	35,000	0	0.00%

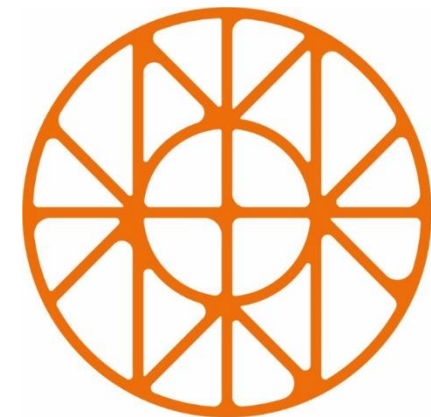
CAO OFFICE

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

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

2020 objectives:

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



CAO OFFICE

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

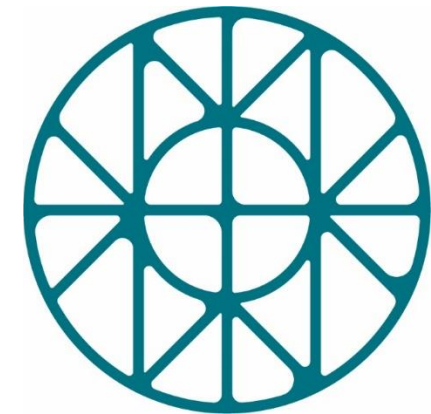


Community Development and Enterprise Services consists of approximately one hundred and 145 full time employees, 347 part time employees and 6 project staff.

Planning and Enterprise Services Division

The Planning and Enterprise Services Division coordinates the approval process and makes recommendation to Council on Provincial legislation and development applications (Official Plan amendments, rezoning, subdivision and condominium approvals and site plan agreements) with respect to land use planning within the City. Planning staff are responsible to review the City's Official Plan and Zoning By-law; provide administrative and technical

support to the Committee of Adjustment and Accessibility Advisory Committee; assist developers and investors with information, location and site design requirements and work with the economic development organizations to promote community development. The Planning Division is currently preparing a new official plan entitled Shape the Sault. The office also undertakes major community development projects such as the Downtown Development Initiative, Canal District Neighbourhood Plan, Rental Housing Incentive Program and Hub Trail and Master Cycling Plan implementation.



COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

Community Services Department

Recreation and Culture Division

Recreation & Culture includes:

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



City of Sault Ste. Marie

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES



Arenas Division

Operation of the following facilities:

- GFL Memorial Gardens
- John Rhodes Community Centre
- W.J. McMeeken Centre

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

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

Transit & Parking Division

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



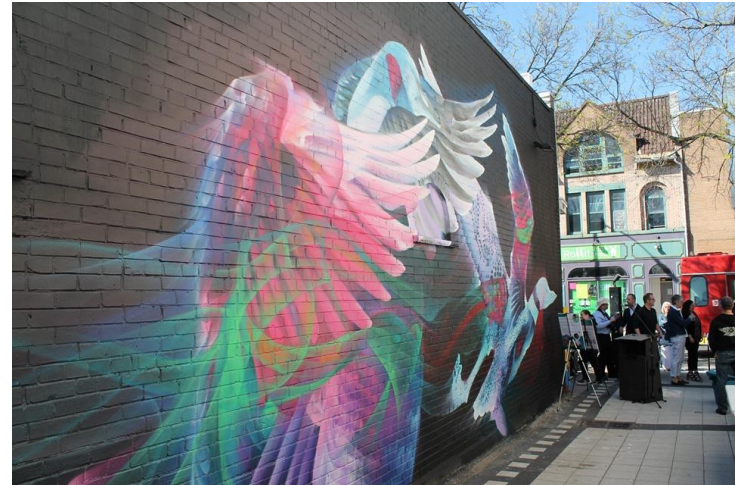
COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

Cemeteries Division

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

FutureSSM

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



City of Sault Ste. Marie

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – PLANNING

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – FUTURE SSM

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



COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – ANIMAL CONTROL

	2019	2020	\$	%
	BUDGET	BUDGET	Change (2019 to 2020)	Change (2019 to 2020)
REVENUE				
EXPENDITURES				
Purchased and contracted services	587,779	600,122	12,343	2.10%
	587,779	600,122	12,343	2.10%
	587,779	600,122	12,343	2.10%
TAX LEVY	587,779	600,122	12,343	2.10%

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – LOCAL IMMIGRATION PROGRAM

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – PARKING

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – TRANSIT

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – SCHOOL GUARDS

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – CEMETERY OPERATIONS

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – SPORTS ADMINISTRATION

	2019	2020	\$	%
			Change	Change
	BUDGET	BUDGET	(2019 to 2020)	(2019 to 2020)
REVENUE				
EXPENDITURES				
Salaries	7,840	7,840	0	0.00%
Benefits	687	692	5	0.73%
	8,527	8,532	5	0.06%
Materials and supplies	1,860	1,860	0	0.00%
Capital expense	4,575	4,575	0	0.00%
	6,435	6,435	0	0.00%
	14,962	14,967	5	0.03%
TAX LEVY	14,962	14,967	5	0.03%
Full Time Positions	-	-	-	-
Part Time Hours	610.0	610.0	-	-

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – RECREATION & CULTURE

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – CANADA DAY

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

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

	2019	2020	\$	%
	BUDGET	BUDGET	Change	Change
			(2019 to 2020)	(2019 to 2020)
REVENUE				
EXPENDITURES				
Materials and supplies	27,500	27,500	0	0.00%
	27,500	27,500	0	0.00%
	27,500	27,500	0	0.00%
TAX LEVY	27,500	27,500	0	0.00%

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – MISCELLANEOUS PROGRAMS

	2019	2020	\$	%
	BUDGET	BUDGET	Change (2019 to 2020)	Change (2019 to 2020)
REVENUE				
EXPENDITURES				
Salaries	3,629	3,823	194	5.35%
Benefits	318	338	20	6.29%
	3,947	4,161	214	5.42%
Materials and supplies	3,510	3,510	0	0.00%
Purchased and contracted services	11,200	11,200	0	0.00%
Grants to others	2,000	2,000	0	0.00%
	16,710	16,710	0	0.00%
	20,657	20,871	214	1.04%
TAX LEVY	20,657	20,871	214	1.04%
Full Time Positions	-	-	-	
Part Time Hours	225.0	225.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – PARKS & RECREATION ADVISORY

	2019	2020	\$	%
			Change	Change
	BUDGET	BUDGET	(2019 to 2020)	(2019 to 2020)
REVENUE				
EXPENDITURES				
Materials and supplies	1,865	1,865	0	0.00%
	1,865	1,865	0	0.00%
	1,865	1,865	0	0.00%
TAX LEVY	1,865	1,865	0	0.00%

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – BONDAR PARK

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – BELLEVUE PARK MARINA

	2019 BUDGET	2020 BUDGET	\$	%
			Change (2019 to 2020)	Change (2019 to 2020)
REVENUE				
Fees and user charges	172,798	164,259	(8,539)	-4.94%
	<u>172,798</u>	<u>164,259</u>	<u>(8,539)</u>	<u>-4.94%</u>
EXPENDITURES				
Salaries	35,840	35,840	0	0.00%
Benefits	3,140	3,162	22	0.70%
	<u>38,980</u>	<u>39,002</u>	<u>22</u>	<u>0.06%</u>
Vehicle allowance, maintenance and repairs	75	75	0	0.00%
Utilities and Fuel	13,133	16,475	3,342	25.45%
Materials and supplies	3,930	3,930	0	0.00%
Maintenance and repairs	25,800	26,368	568	2.20%
Goods for resale	68,450	68,450	0	0.00%
Rents and leases	2,000	2,000	0	0.00%
Taxes and licenses	275	275	0	0.00%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	4,600	4,600	0	0.00%
Capital expense	1,500	1,500	0	0.00%
	<u>121,763</u>	<u>125,673</u>	<u>3,910</u>	<u>3.21%</u>
	<u>160,743</u>	<u>164,675</u>	<u>3,932</u>	<u>2.45%</u>
TAX LEVY	(12,055)	416	12,471	-103.45%
Full Time Positions	-	-	-	
Part Time Hours	2,720.0	2,720.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – BONDAR MARINA

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – LOCKS OPERATIONS

	2019	2020	\$	%
	BUDGET	BUDGET	Change	Change
			(2019 to 2020)	(2019 to 2020)
REVENUE				
EXPENDITURES				
Salaries	87,671	74,750	(12,921)	-14.74%
Benefits	18,825	14,451	(4,374)	-23.24%
	106,496	89,201	(17,295)	-16.24%
Materials and supplies	(62,305)	(62,305)	0	0.00%
Capital expense	1,000	1,000	0	0.00%
	(61,305)	(61,305)	0	0.00%
	45,191	27,896	(17,295)	-38.27%
TAX LEVY	45,191	27,896	(17,295)	-38.27%
Full Time Positions	1.0	0.8	(0.3)	
Part Time Hours	1,850.0	1,850.0	-	

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

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – NCC 55+ PROGRAMMING

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – HISTORIC SITES BOARD

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – JOHN RHODES COMMUNITY CENTRE

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – MCMEEKEN CENTRE

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – NORTHERN COMMUNITY CENTRE

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – MISCELLANEOUS CONCESSION

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – FACILITY ADMINISTRATION

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – FACILITY ADMINISTRATION STUDENTS

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – GRECO POOL

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – MANZO POOL

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – GFL MEMORIAL GARDENS

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

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES – CSD ADMINISTRATION

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

CORPORATE SERVICES



Clerk's Department

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

Administration

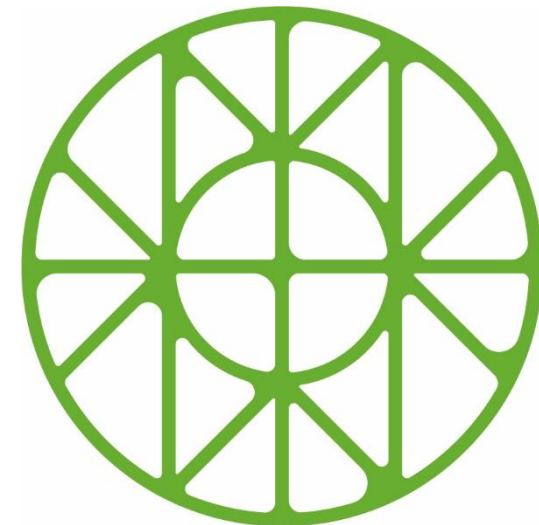
The Administrative area provides services to Council, agencies, boards and committees, corporate staff and the public focused on the following:

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

Corporate Communications

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

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



CORPORATE SERVICES

Office Services

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

Finance Department

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

The department consists of four divisions – Administration, Accounting, Purchasing, and Tax.

Administration

- Long-term financial planning focusing on financial stability
- Financial policy development to ensure transparency and accountability
 - Tax policy and tax rate development
 - Prepares the annual Financial Statements and Financial Information Return for the Province and all other financial reports for the senior levels of government.
 - Budget control
 - Financial analysis and cash management
 - Budget preparation and support for all departments



City of Sault Ste. Marie

CORPORATE SERVICES



Accounting

- Provides general accounting services to all City departments in the areas of payroll, general ledger reporting, accounts payable, accounts receivable, HST reporting and accounting support services.
- Updates and maintains control over tax receivable systems and is responsible for the central collection function which handles tax payments, parking tickets, local improvement payments and other general receipts


Purchasing

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

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

Tax

- Responsible for the billing and collection of property taxes for approximately 29,000 properties. Collection procedures include monthly tax reminder statements, correspondence, personal contact, and the sale of properties in tax arrears pursuant to the Municipal Act, 2001.
- Tax assessment appeals; assessment base management; tax certificates; commercial/industrial vacancy rebate program; tax assistance programs; charity rebate program; mortgagee tax payment system; and maintaining an up-to-date tax database reflecting all assessment value and ownership changes.



SAULT STE. MARIE

How to pay your property taxes:

- Pre-authorized tax payment plan
- Online or by phone through your financial institution
- In person at the Civic Centre collections counter
- By mail to the Accounting & Tax Department
- Use the drop off boxes located at the Civic Centre (cheques only)

Phone: 705-541-7060
Email: citytax@cityssm.on.ca

CORPORATE SERVICES

Human Resources Department

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

Administration

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

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

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



Health and Safety

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

CORPORATE SERVICES

Return to Work Management

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

Recruitment and Training

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

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

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

Information Technology Department

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



CORPORATE SERVICES

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

CORPORATE SERVICES – INFORMATION TECHNOLOGY

	2019	2020		
			\$	%
			Change	Change
	BUDGET	BUDGET	(2019 to 2020)	(2019 to 2020)
REVENUE				
Fees and user charges	18,250	18,250	0	0.00%
	18,250	18,250	0	0.00%
EXPENDITURES				
Salaries	1,005,356	1,104,776	99,420	9.89%
Benefits	261,629	272,103	10,474	4.00%
	1,266,985	1,376,879	109,894	8.67%
Travel and training	500	500	0	0.00%
Vehicle allowance, maintenance and repairs	450	450	0	0.00%
Materials and supplies	(131,613)	(124,753)	6,860	-5.21%
Maintenance and repairs	653,573	665,112	11,539	1.77%
Purchased and contracted services	459,563	456,063	(3,500)	-0.76%
Capital expense	90,262	89,000	(1,262)	-1.40%
	1,072,735	1,086,372	13,637	1.27%
	2,339,720	2,463,251	123,531	5.28%
TAX LEVY	2,321,470	2,445,001	123,531	5.32%
Full Time Positions	10.0	11.0	1.0	

Part Time Hours	1,220.0	1,220.0	-
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CORPORATE SERVICES – FINANCE DEPARTMENT

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

CORPORATE SERVICES – FINANCE – ACCOUNTING

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

CORPORATE SERVICES – FINANCE – TAX

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

CORPORATE SERVICES – FINANCE – PURCHASING

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

CORPORATE SERVICES – FINANCE – ADMINISTRATION

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

CORPORATE SERVICES – FINANCE – OTHER

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

CORPORATE SERVICES – FINANCE – BANKING

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

CORPORATE SERVICES – FINANCE – FINANCIAL FEES

	2019	2020	\$	%
	BUDGET	BUDGET	Change	Change
			(2019 to 2020)	(2019 to 2020)
REVENUE				
EXPENDITURES				
Purchased and contracted services	87,700	93,199	5,499	6.27%
	87,700	93,199	5,499	6.27%
	87,700	93,199	5,499	6.27%
TAX LEVY	87,700	93,199	5,499	6.27%

CORPORATE SERVICES – CLERK'S DEPARTMENT

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

CORPORATE SERVICES – CLERK’S – ADMINISTRATION

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

CORPORATE SERVICES – CLERK’S – OFFICE SERVICES

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

CORPORATE SERVICES – CLERK’S – QUALITY MANAGEMENT

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

CORPORATE SERVICES – CLERK’S – OTHER

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

CORPORATE SERVICES – CLERK’S – COUNCIL MEETINGS

	2019	2020	\$	%
	BUDGET	BUDGET	Change	Change
			(2019 to 2020)	(2019 to 2020)
REVENUE				
EXPENDITURES				
Materials and supplies	8,350	9,000	650	7.78%
	8,350	9,000	650	7.78%
	8,350	9,000	650	7.78%
TAX LEVY	8,350	9,000	650	7.78%

CORPORATE SERVICES – CLERK’S – ELECTION EXPENSE

	2019	2020	\$	%
	BUDGET	BUDGET	Change	Change
			(2019 to 2020)	(2019 to 2020)
REVENUE				
EXPENDITURES				
Transfer to own funds	75,000	75,000	0	0.00%
	75,000	75,000	0	0.00%
	75,000	75,000	0	0.00%
TAX LEVY	75,000	75,000	0	0.00%

CORPORATE SERVICES – CLERK’S – WALK OF FAME GRANT

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

CORPORATE SERVICES – CLERK’S – RECEPTIONS

	2019	2020	\$	%
			Change	Change
	BUDGET	BUDGET	(2019 to 2020)	(2019 to 2020)
REVENUE				
EXPENDITURES				
Materials and supplies	25,650	25,650	0	0.00%
	25,650	25,650	0	0.00%
	25,650	25,650	0	0.00%
TAX LEVY	25,650	25,650	0	0.00%

CORPORATE SERVICES – HUMAN RESOURCES

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

CORPORATE SERVICES – HR – ADMINISTRATION

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

CORPORATE SERVICES – HR – HEALTH & SAFETY

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

CORPORATE SERVICES – HR – DISABILITY MANAGEMENT

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

CORPORATE SERVICES – HR – CORPORATE TRAINING

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

CORPORATE SERVICES – HR – RETIREE BENEFITS

	2019	2020	\$	%
			Change	Change
	BUDGET	BUDGET	(2019 to 2020)	(2019 to 2020)
REVENUE				
EXPENDITURES				
Benefits	652,800	745,500	92,700	14.20%
	652,800	745,500	92,700	14.20%
	652,800	745,500	92,700	14.20%
TAX LEVY	652,800	745,500	92,700	14.20%

CORPORATE SERVICES – HR – EMPLOYEE ASSISTANCE PROGRAM

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

CORPORATE SERVICES – HR – DISABLED PREMIUMS

	2019	2020	\$	%
	BUDGET	BUDGET	Change	Change
			(2019 to 2020)	(2019 to 2020)
REVENUE				
EXPENDITURES				
Benefits	3,565	3,565	0	0.00%
	3,565	3,565	0	0.00%
	3,565	3,565	0	0.00%
TAX LEVY	3,565	3,565	0	0.00%

CORPORATE SERVICES – HR – LEADERSHIP PERFORMANCE

	2019	2020	\$	%
	BUDGET	BUDGET	Change (2019 to 2020)	Change (2019 to 2020)
REVENUE				
EXPENDITURES				
Travel and training	2,550	2,550	0	0.00%
Purchased and contracted services	20,000	20,000	0	0.00%
	22,550	22,550	0	0.00%
	22,550	22,550	0	0.00%
TAX LEVY	22,550	22,550	0	0.00%

CORPORATE SERVICES – HR – GENERAL HEALTH & SAFETY

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

FIRE SERVICES



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

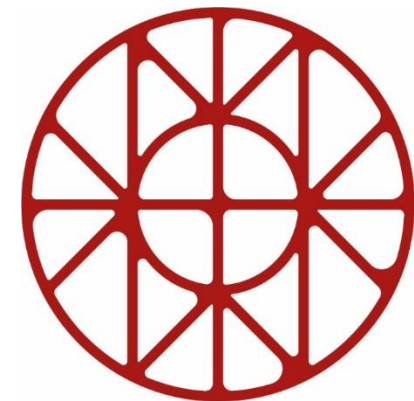
The FMP contains our legislative responsibilities and industry best practices which are accompanied by recommendations to enhance the delivery of fire protection services for our community.

Administration

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

Operations

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



FIRE SERVICES

Fire Prevention and Public Education and Emergency Management

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

Support Services

This consists of Mechanical Officer and Mechanics. It is overseen by Assistant Chief of Support Services. Maintaining front-line apparatus for emergency response is the primary objective of the division. Overseeing the purchasing, preventative maintenance and repairs to equipment is also a core function. Asset and infrastructure management are also part of the division responsibilities.

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

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



City of Sault Ste. Marie

FIRE SERVICES

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

FIRE SERVICES – ADMINISTRATION

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

FIRE SERVICES – SUPPRESSION

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

FIRE SERVICES – PREVENTION

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

FIRE SERVICES – SUPPORT

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

FIRE SERVICES – MUNICIPAL EMERGENCY PLANNING

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

FIRE SERVICES – SUMMER STUDENTS

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

LEGAL DEPARTMENT

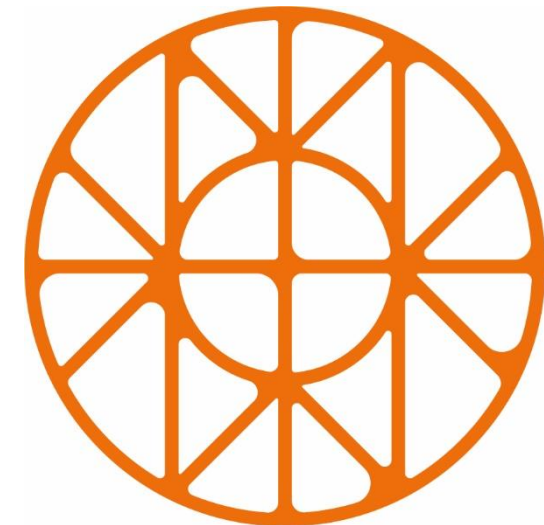
Administration

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

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

The objectives of the Legal Department are:

- To provide legal assistance and advice to City Council and staff;
- To process and draft reports/by-laws, agreements, opinions, leases, licenses of occupation, FOI requests, easements, encroachments, expropriations and real estate transactions;
- To process all claims made against the City and liaise with the City's Third Party Adjusters and Counsel in negotiating and administering same.
- To represent the City and give advice with respect to all lawsuits which may be brought on behalf of or against the City;
- To control and monitor the City's insurance coverage
- To prosecute persons charged with offences contrary to City by-laws and various Provincial legislation; and
- To represent the City before various courts and tribunals including the Local Planning Appeal Tribunal (LPAT) and the Human Rights Tribunal.



LEGAL DEPARTMENT

City Owned Land

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

Insurance

Responsible for all types of insurance purchased by the City.

The following are the types of insurance:

- Commercial General Liability Coverage
- Property of Every Description (includes buildings, contents and equipment);
- Cyber Insurance (including Ransomware and Privacy Breach Response Services);

Ticket Payments - Parking and Provincial Offences

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



Parking Enforcement
Certificate of Infraction



Provincial Offences
Offence Notice



Provincial Offences
Notice of Fine and Due Date

- Comprehensive crime insurance (protection against employee dishonesty, fraud, theft, and forgery);
- Boiler and machinery;
- Automobile insurance
- Errors and omissions;
- Environmental liability;
- Conflict of interest; and
- Umbrella liability.

The Corporation of the
City of Sault Ste. Marie



LEGAL DEPARTMENT

PURCHASE REQUEST FOR CITY PROPERTY

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

PIN # _____ (paper copy provided to Legal)

LEGAL DEPARTMENT

Updates Regarding Insurance

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

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

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

Provincial Offences Office

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

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

LEGAL DEPARTMENT

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

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

Service Level Increases Required for 2020:

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

Legal Staff have been in regular contact with the local Crown's Office and are awaiting the download date for the City. The date has not been set as of yet, however the expectation is early 2020. The City will then be responsible for all Administrative and Prosecution functions of all Part III Offences for the Algoma Catchment area, representing the area slightly East of Thessalon to just north of Wawa. To put this into perspective, the total number of Part III new charges laid by Sault Ste. Marie Police and OPP for the Algoma Catchment Area is 1120 matters in 2018 and 1054 matters up to August for 2019, with the last quarter still remaining. The Operating Request is being made for an additional lawyer and staff given the POA Part III Download.

LEGAL DEPARTMENT

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

LEGAL DEPARTMENT – ADMINISTRATION

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

LEGAL DEPARTMENT – CITY OWNED LAND

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

LEGAL DEPARTMENT – INSURANCE

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

LEGAL DEPARTMENT – PROVINCIAL OFFENCES ACT

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

PUBLIC WORKS AND ENGINEERING SERVICES

Public Works Division

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

Administration

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

Works

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

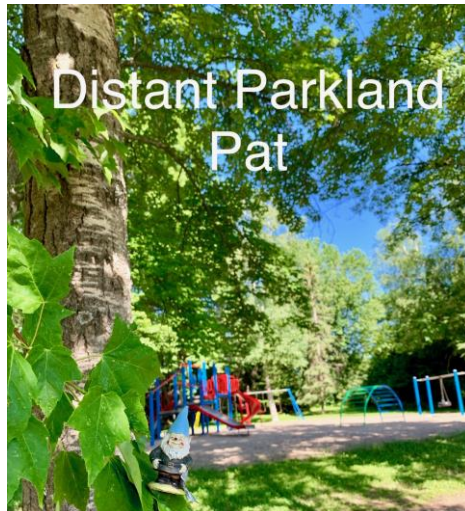


City of Sault Ste. Marie

Buildings and Equipment

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

PUBLIC WORKS AND ENGINEERING SERVICES



Parks

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

Traffic & Communication

- Maintains 80 signalized intersections
- 350 km of line painting
- 22,000 signs
- This Division also manages the carpentry team

Waste Management

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



PUBLIC WORKS AND ENGINEERING SERVICES

Engineering Division

Engineering Design & Construction

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



Building Services

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

PUBLIC WORKS AND ENGINEERING SERVICES

Welcome to Sault Ste. Marie Building Permit Services

The screenshot shows the website's main navigation menu with the following items:

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

Helpful Links

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

At the bottom, there is a contact box: "Have a question for the Sault Ste. Marie Building Division?" with phone number 709-759-5410 and email building@cityssm.on.ca, and a "See more contacts" button.

Administration

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

Building Division

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

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

By-Law Enforcement

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

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



PUBLIC WORKS AND ENGINEERING SERVICES

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

PUBLIC WORKS

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

PUBLIC WORKS – OPERATIONS (ADMINISTRATION/SUPERVISION/OVERHEAD)

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

PUBLIC WORKS – ROADWAYS

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

PUBLIC WORKS – SIDEWALKS (INCLUDING WINTER CONTROL)

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

PUBLIC WORKS – WINTER CONTROL (ROADWAYS)

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

PUBLIC WORKS – SANITARY SEWERS

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

PUBLIC WORKS – STORM SEWERS

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

PUBLIC WORKS – TRAFFIC

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

PUBLIC WORKS – CARPENTRY

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

PUBLIC WORKS – ADMINISTRATION

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

PUBLIC WORKS – BUILDINGS & EQUIPMENT

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

PUBLIC WORKS – WASTE MANAGEMENT

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

PUBLIC WORKS – PARKS OPERATIONS

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

ENGINEERING

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

ENGINEERING – BUILDING INSPECTION

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

ENGINEERING – BY-LAW ENFORCEMENT

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

ENGINEERING – DESIGN

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

ENGINEERING – ADMINISTRATION

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

ENGINEERING – BUILDING SERVICES

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

ENGINEERING – HYDRANTS

	2019	2020	\$	%
			Change	Change
	BUDGET	BUDGET	(2019 to 2020)	(2019 to 2020)
REVENUE				
EXPENDITURES				
Utilities and Fuel	1,154,200	1,212,400	58,200	5.04%
	1,154,200	1,212,400	58,200	5.04%
	1,154,200	1,212,400	58,200	5.04%
TAX LEVY	1,154,200	1,212,400	58,200	5.04%

ENGINEERING – STREET LIGHTING

	2019	2020	\$	%
	BUDGET	BUDGET	Change	Change
			(2019 to 2020)	(2019 to 2020)
REVENUE				
EXPENDITURES				
Utilities and Fuel	1,915,780	1,915,780	0	0.00%
	1,915,780	1,915,780	0	0.00%
	1,915,780	1,915,780	0	0.00%
TAX LEVY	1,915,780	1,915,780	0	0.00%

ENGINEERING – SEWAGE DISPOSAL SYSTEM

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

ENGINEERING – ENVIRONMENTAL CLEAN UP

	2019	2020	\$	%
	BUDGET	BUDGET	Change (2019 to 2020)	Change (2019 to 2020)
REVENUE				
EXPENDITURES				
Purchased and contracted services	10,000	20,000	10,000	100.00%
	10,000	20,000	10,000	100.00%
	10,000	20,000	10,000	100.00%
TAX LEVY	10,000	20,000	10,000	100.00%

ENGINEERING – MISCELLANEOUS CONSTRUCTION

	2019	2020	\$	%
	BUDGET	BUDGET	Change (2019 to 2020)	Change (2019 to 2020)
REVENUE				
EXPENDITURES				
Transfer to own funds	1,300,000	1,300,000	0	0.00%
	1,300,000	1,300,000	0	0.00%
	1,300,000	1,300,000	0	0.00%
TAX LEVY	1,300,000	1,300,000	0	0.00%

LEVY BOARDS

	2019	2020	\$	%
	BUDGET	BUDGET	Change (2019 to 2020)	Change (2019 to 2020)
REVENUE				
EXPENDITURES				
Grants to others	21,257,110	21,544,220	287,110	1.35%
	21,257,110	21,544,220	287,110	1.35%
	21,257,110	21,544,220	287,110	1.35%
TAX LEVY	21,257,110	21,544,220	287,110	1.35%

OUTSIDE AGENCIES & GRANTS TO OTHERS

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

City of Sault Ste. Marie

CORPORATE – FINANCIALS

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

CAPITAL LEVY & DEBENTURE DEBT

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

PRELIMINARY CAPITAL BUDGET 2020

CAPITAL BUDGET SUMMARY 2020

Note: Items highlighted in red reflect unfunded amounts.

Project Cost	Current Levy	Capital from Current	Funding Source						Long Term Debt	Unfunded
			City Capital Funds-Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Other			
PUBLIC WORKS AND ENGINEERING SERVICES										
<i>Roads/Bridges/Storm Sewer</i>										
Black Road widening from McNabb to Second Line										
Connecting Link - Trunk Road from East limit to West PL civic 1275										
Sixth Avenue from Wallace Terrace to Devon Road										
Second Avenue from Connaught Avenue to Second Line										
Aqueducts/Bridges										
Engineering - 2021										
Various Roads - Resurfacing										
17,986,885	6,240,000		625,000	555,000	-	10,566,885				

CAPITAL BUDGET SUMMARY 2020

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

CAPITAL BUDGET SUMMARY 2020

Project Cost	Current Levy	Capital from Current	City Capital Funds-Carryover	Funding Source					
				Sanitary Sewer	Reserves & Reserve Funds	Grants	Other	Long Term Debt	Unfunded
PUBLIC WORKS AND ENGINEERING SERVICES									
<i>Landfill</i>									
Upgrade/Replacement	1,610,000				1,610,000				
					Waste Disposal Site Reserve				
<i>Landfill Fleet & Equipment</i>									
Update scale readers									
D6T Dozer Rebuild and Rental									
800 Series Loader									
Rock Truck									
Tandem Roll off Truck									
Compactor Wheels rebuild									
4x4 1/2 ton									
	1,758,500				1,758,500				
					Waste Disposal Site Reserve				

CAPITAL BUDGET SUMMARY 2020

Project Cost	Current Levy	Capital from Current	City Capital Funds- Carryover	Funding Source					
				Sanitary Sewer	Reserves & Reserve Funds	Grants	Other	Long Term Debt	Unfunded
PUBLIC WORKS AND ENGINEERING SERVICES									
<i>Public Works Fleet</i>									
Tandem Dump Plow Truck									
Municipal Sidewalk Tractor c/w attachments									
4 Ton Asphalt Hot Box									
1/2 ton Pick-up									
Wheeled excavator									
1 Ton Extended Cab Utility Vehicle									
4x4 1/2 ton extended cab									
Sweeper									
Fleet Program Review									
	1,100,000				1,100,000				
					PWT Equipment Reserve				
<i>Parks Fleet</i>									
70' Aerial Truck									
	284,500				284,500				
					PWT Equipment Reserve				

CAPITAL BUDGET SUMMARY 2020

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

CAPITAL BUDGET SUMMARY 2020

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

CAPITAL BUDGET SUMMARY 2020

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

CAPITAL BUDGET SUMMARY 2020

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

CAPITAL BUDGET SUMMARY 2020

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

CAPITAL PRIORITIZATION 2020

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

Existing Assets

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

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

Growth Projects

2	CD&ES - Recreation and Culture	Dog park	40,000
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CAPITAL PRIORITIZATION RISKS 2020

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

CAPITAL PRIORITIZATION RISKS 2020

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

CAPITAL PRIORITIZATION RISKS 2020

	Dept.	Description	Risk of Not Completing Project in 2020	Score
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Growth Projects

1	CD&ES	Plaza and market	<ul style="list-style-type: none"> The plaza is an important community development initiative that will serve as a focal point for downtown revitalization identified as a priority in the corporate strategic plan. Failure to approve funding will result in no progress on this important downtown development initiative and a loss of potential NOHFC funding. Failure to relocate the market will also impact the proposed Bawating Urban Indigenous Community Hub and Housing Development on the Gateway site. 	3.90
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Reserve/Reserve Fund Projects

	CD&ES - Community Centres	Memorial Tower rehabilitation/repair of existing concrete structure	<ul style="list-style-type: none"> The Memorial Tower is an asset that has had a study conducted and staff continue to execute on repairs identified in within the report. If this is not completed the Tower will continue to deteriorate both from internal and external perspective and could present a safety hazard for patrons for any materials falling from the structure if not addressed immediately. 	3.11
	CD&ES - Community Centres	Acrylic posts and soft cap for boards - OHL requirement for Major Junior CHL games	<ul style="list-style-type: none"> OHL requirement for Major Junior CHL games - must be in place for 2020. Quote and letter from the Vice President of the OHL (Ted Baker) was provided. This addresses a well being concern for player safety. 	3.09
	PW&ES - Engineering	Physical security assessment of Civic Centre	<ul style="list-style-type: none"> Physical security at the Civic Centre is an ongoing concern. A professional security assessment is required to identify means of improved security including estimates of capital and operating costs. 	3.01
	CD&ES - Community Centres	Site security camera upgrades for event level and outside yard & parking	<ul style="list-style-type: none"> GFL Memorial Gardens security upgrades for event level and outside yard & parking. There have been increasing incidents of vandalism, theft and tagging where cameras are key in identifying individuals responsible. 	2.79

CAPITAL PRIORITIZATION RISKS 2020

	Dept.	Description	Risk of Not Completing Project in 2020	Score
Reserve/Reserve Fund Projects				
	CD&ES - Community Centres	POS system for F&B requirements during spectator events	<ul style="list-style-type: none"> • Raised at Council - this request will address long line ups at concerts. • Existing Point of Sale terminals are very old and the response time is poor. • With the new POS not only could we use it at the GFL Memorial Gardens, it could be implemented across our Concessions City wide utilizing hand held usage at special events. • This will lead to greater efficiency for billing and debit transactions. You will not have to go to another line to use the debit machine and it will ensure a debit/credit machine at each till. 	2.61
	PW&ES - Landfill	Update scale readers with hardware & software as well as plug/switch for scale	<ul style="list-style-type: none"> • Having an emergency generator connection will allow the administration and scale operation to operate in the time of power outage. • In an emergency situation the landfill must be accessible for debris management for our community. • Current scale readers, software, and hardware are not serviceable any longer, and are obsolete. • Failure of these components would adversely effect revenue and data management that is necessary to operate the landfill. 	2.36

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

Existing Assets

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

CAPITAL PRIORITIZATION RISKS 2020

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

CAPITAL PRIORITIZATION RISKS 2020

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

CAPITAL PRIORITIZATION RISKS 2020

	Dept.	Description	Risk of Not Completing Project in 2020	Score
Existing Assets				
26	CD&ES - Recreation and Culture	Cruise ship enhancements	<ul style="list-style-type: none"> The number of cruise ships visiting the Sault is increasing and we must remain competitive. There are a number of projects to meet the growing demands. Assess and remove the high points at the dock, install proper fender system, install proper water service, Engineering is required to develop a plan for addressing the removal of the high spots and fender installation. This project would be phased over 2 years starting with engineering to determine scope of work and costs followed by the project - grants could be available for phase 2 - \$50,000 for a consultant in year 1, \$25,000 year 1 for engineering and \$475,0000 in year 2. Requirements to enhance visitor experience and meet the needs of cruise ships (water service, barricades, etc.). Dredging \$250K, Site Assessment & Water service \$75K - Masterplan. 15 cruise ships 2018, 20 in 2019. 	2.19
27	PW&ES - Engineering	Construct 2 pedestrian crossovers	<ul style="list-style-type: none"> In order to address concerns from Council and the general public to enhance pedestrian crossing facilities, at the 2018 07 16 meeting Council adopted a new standard of pedestrian cross over to be used at strategic locations starting in 2019. There is a need to consider more than the five crossings planned in the 2019 capital budget in order to address more locations where controlled pedestrian crossings are appropriate. 	2.07
Growth Projects				
2	CD&ES - Recreation and Culture	Dog park	<ul style="list-style-type: none"> Outstanding resolution of Council. PRAC is reviewing options. 	1.59

FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

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

FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

FUNDING AVAILABILITY

	2020	2021	2022	2023	2024	Total
Infrastructure						
Casino Revenue	431,580	431,580	431,580	431,580	431,580	2,157,900
LTD-debt reduction	1,167,630	1,167,630	1,167,630	1,167,630	1,167,630	5,838,150
SAH levy	693,000	693,000	693,000	693,000	693,000	3,465,000
Available funding	2,292,210	2,292,210	2,292,210	2,292,210	2,292,210	11,461,050
Estimated Reserve Balance Jan 1	-	231,077	(917,846)	(1,586,769)	(1,883,492)	
Allocated to LTD repayment	466,133	466,133	466,133	466,133	466,133	
Net Available	1,826,077	2,057,154	908,231	239,308	(57,415)	
Capital from Current	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	5,500,000
Capital Works-Road/Bridges/Sewers						
Overall Capital	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	22,500,000
Urban Only Capital	1,740,000	1,740,000	1,740,000	1,740,000	1,740,000	8,700,000
Sewer Surcharge	34,133,000	182,225	1,831,855	18,699,000	17,861,000	72,707,080
Miscellaneous Construction	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	6,500,000
OCIF Funding	2,015,467	2,000,000	2,000,000	2,000,000	2,000,000	10,015,467
Connecting Link (90%) (note 3)	6,000,000	1,638,000	2,916,000	3,000,000	3,000,000	16,554,000
Federal Gas Tax	4,451,418	4,653,755	4,653,755	4,856,092	4,856,092	23,471,112
Investing in Canada Infrastructure Program: Transit (note 4)	3,354,350	2,996,650	2,204,600	2,350,600	1,443,940	12,350,140
Active Transportation Infrastructure Plan	116,107	116,107	-	-	-	232,214
Short Term Debt	-	5,000,000	5,000,000	4,000,000	4,000,000	18,000,000
Uncommitted Capital Overall	625,000					625,000
Uncommitted Misc. Construction	350,000					350,000
Available funding	58,585,342	24,126,737	26,146,210	42,445,692	40,701,032	192,005,013

FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

FUNDING AVAILABILITY

	2020	2021	2022	2023	2024	Total
Reserves (annual allocation)						
Fire	303,000	303,000	303,000	303,000	303,000	1,515,000
Police	165,000	165,000	165,000	165,000	165,000	825,000
Public Works and Transportation-Works	1,384,830	1,384,830	1,384,830	1,384,830	1,384,830	6,924,150
Public Works and Transportation-Waste Collection	115,938	115,938	115,938	115,938	115,938	579,690
CDES-Transit	130,000	130,000	130,000	130,000	130,000	650,000
Engineering Equipment	40,000	40,000	40,000	40,000	40,000	200,000
Landfill (note 1)	591,381	741,381	891,381	1,041,381	1,191,381	4,456,905
Library (note 2)	80,000	80,000	80,000	80,000	80,000	400,000
	<u>2,810,149</u>	<u>2,960,149</u>	<u>3,110,149</u>	<u>3,260,149</u>	<u>3,410,149</u>	<u>15,550,745</u>
 Total Funding	 64,787,701	 30,479,096	 32,648,569	 49,098,051	 47,503,391	 224,516,808

Notes:

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

FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

ENGINEERING

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

FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

ENGINEERING

Designated Funding:

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

Notes:

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

FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

PUBLIC WORKS

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

FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

PUBLIC WORKS

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

Notes

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

FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

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

FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

Fleet & Equipment:

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

Designated Funding:

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

Notes:

- 1) Engineering services for the McMeeken Centre arena replacement/twin pad replacement was approved by Council on November 4, 2019. The City is to internally fund in the short term (2019 and 2020) up to \$1,310,000 to advance the project.
- 2) The first round of Public Transit Infrastructure Funds were announced August 2016, with the City's share being 50% of total eligible costs. The City's share for the new round of funding announced in 2019 is 27%. City funding is \$4,140,400 (2017: \$300,000, 2018: \$1,472,500, 2019: \$1,127,250, 2020: \$1,240,650).

FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

FIRE SERVICES

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

FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

FIRE SERVICES

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

FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

CORPORATE ADMINISTRATION

	2020	2021	2022	2023	2024	Total
Infrastructure Maintenance:						
Civic Centre - physical security assessment	10,000	-	-	-	-	10,000
Civic Centre - sprinkler design & exhaust fan	25,000	-	-	-	-	25,000
Civic Centre - Other	-	423,000	88,000	-	28,000	539,000
Emergency Repairs/Contingency-all City buildings	350,000	350,000	350,000	350,000	350,000	1,750,000
New Recommendations re MH Update Report 2020	500,000	-	-	-	-	500,000
Total	885,000	773,000	438,000	350,000	378,000	2,824,000
Designated Funding:						
Capital Levy Overall	-	-	-	-	-	-
Capital Levy Urban Only	-	-	-	-	-	-
Sewer Surcharge	-	-	-	-	-	-
Federal Gas Tax	-	-	-	-	-	-
Reserves	-	-	-	-	-	-
Reserve Funds	-	-	-	-	-	-
Capital from Current	-	-	-	-	-	-
Government Grants	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-
Other	-	-	-	-	-	-
Asset Management Reserve	885,000	773,000	438,000	350,000	378,000	2,824,000
Total	885,000	773,000	438,000	350,000	378,000	2,824,000
Unfinanced	-	-	-	-	-	-

FIVE-YEAR CAPITAL BUDGET SUMMARY – 2020 TO 2024

CORPORATE ADMINISTRATION

	2020	2021	2022	2023	2024	Total
<u>Infrastructure Maintenance-Library</u>						
Main Branch	50,000	312,000	-	12,000	-	374,000
<u>Infrastructure Maintenance-Sault Ste. Marie Museum</u>						
Museum Building	50,000	39,000	-	56,000	-	145,000
Total	100,000	351,000	-	68,000	-	519,000
<u>Designated Funding:</u>						
Capital Levy Overall						-
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves						-
Reserve Funds						-
Capital from Current						-
Government Grants						-
Long Term Debt						-
Other						-
Asset Management Reserve	100,000	351,000	-	68,000	-	519,000
Total	100,000	351,000	-	68,000	-	519,000
Unfinanced	-	-	-	-	-	-

DEBT FOR CAPITAL BUDGET 2020

LONG-TERM DEBT PROJECTION

***See
Note 1

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

Notes:

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

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

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

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

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

Service Level Change Request

Department/Division: Finance

Request Name: Capital from Current

Overview:

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

Service Level Change:

Essential Discretionary

Current Service Level

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

Impact Analysis:

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

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

Department Approval:

Date:

Service Level Change Request

Department/Division: CD&ES

Request Name: Third Party Parking By-Law Enforcement

Overview:

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

Service Level Change:
 Essential Discretionary

Current Service Level

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

Proposed Changes to Service Level

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

Impact Analysis:
 Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

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

Council Report attached.

Department Approval:

Date:



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

COUNCIL REPORT

May 6, 2019

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Brent Lamming, Director of Community Services

DEPARTMENT: Community Development and Enterprise Services

RE: Parking By-Law Enforcement By Private Firm

PURPOSE

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

BACKGROUND

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

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

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

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

ANALYSIS

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

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

Current By-law enforcement

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

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

Proposed Model

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

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

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

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

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

Other considerations

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

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

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

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

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

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

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

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

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

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

FINANCIAL IMPLICATIONS

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

STRATEGIC PLAN / POLICY IMPACT

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

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

RECOMMENDATION

It is therefore recommended that Council take the following action:

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

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

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

Respectfully submitted,



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

Parking By-Law Enforcement by Private Firm
2019 05 06
Page 6.

Community Development & Enterprise Services
(705)759-5314
b.lamming@cityssm.on.ca

APPENDIX A - SUMMARY OF 2018 TICKETS ISSUED

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

TOTAL TICKETS ISSUED: 10,886

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

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

Service Level Change Request

Department/Division: CD&ES – Recreation and Culture

Request Name: Youth/Teen/Community Programming NCC

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

Service Level Change:
 Essential Discretionary

Current Service Level

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

Proposed Changes to Service Level

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

Alignment with Strategic Plan

Impact Analysis:

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

Other Supporting Information (business plan, Council resolution etc)

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



Department Approval:

Date: July 26, 2019

Service Level Change Request

Department/Division: CD&ES – Recreation and Culture

Request Name: Community Event Programming

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

Service Level Change:
 Essential Discretionary

Current Service Level

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

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

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

Impact Analysis:

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

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

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

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



Department Approval:

Date: July 23, 2019

Service Level Change Request

Department/Division: CD&ES – Recreation and Culture

Request Name: NCC Security

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

Service Level Change:
 Essential Discretionary

Current Service Level

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

Proposed Changes to Service Level

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

Impact Analysis:
 Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

Other Supporting Information (business plan, Council resolution etc)

Department Approval:



Date: September 17, 2019

Service Level Change Request

Department/Division: CD&ES

Request Name: Arts, Culture and Heritage Funding

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

Service Level Change:

Essential Discretionary

Current Service Level

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

Proposed Changes to Service Level

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

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

Impact Analysis:

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

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

Other Supporting Information (business plan, Council resolution etc)

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

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

Department Approval:

Date:

Service Level Change Request

Department/Division: CD&ES – Recreation and Culture

Request Name: Best for Kids Summer Program

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

Service Level Change:
 Essential Discretionary

Current Service Level

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

Proposed Changes to Service Level

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

Impact Analysis:

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

Other Supporting Information (business plan, Council resolution etc)

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

Department Approval:

Date:



SAULT STE. MARIE

Best for Kids Year End Report 2019

Abby Barsanti and Victoria White

Introduction

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

Harvest Algoma Every Breakfast Counts Program

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

Special Events

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

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

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

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

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

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

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

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

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

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

Benefits

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

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

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

Recommendations

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

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

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

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

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

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

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

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

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

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

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

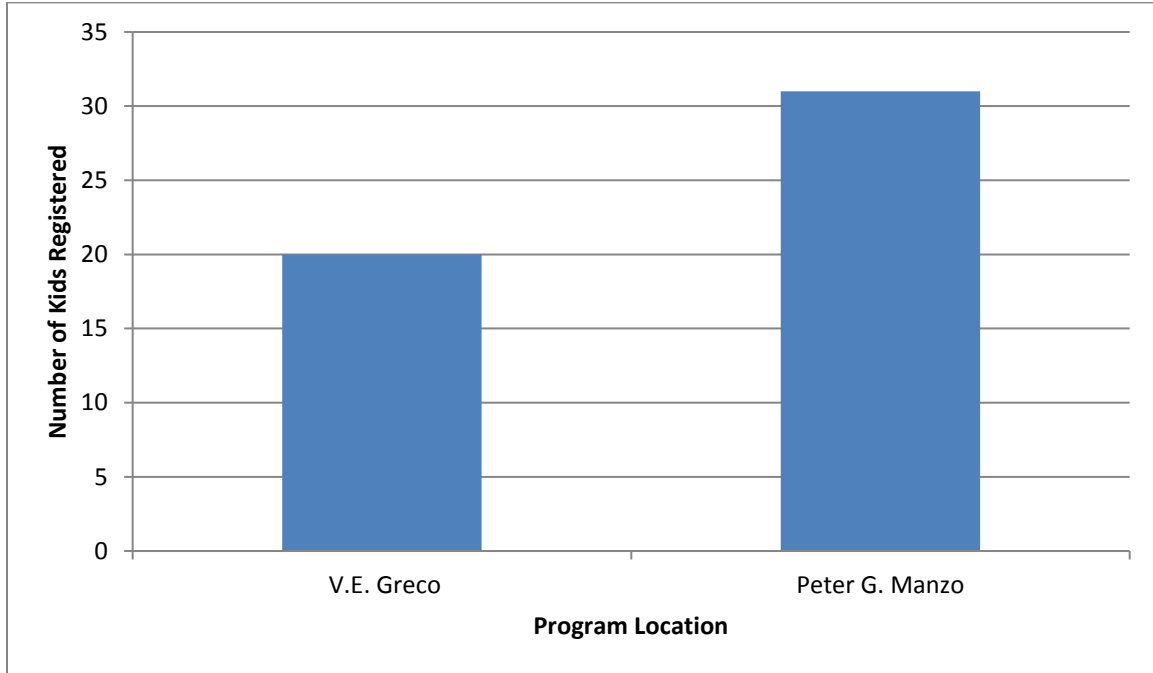
The kids would benefit tremendously from having more days to go swimming. They are constantly asking for more than one day of swimming lessons. Most of the kids who attend the Best for Kids program do not attend the pool in the afternoon. The kids love swimming. Having one day of structured lessons/games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

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

2019 Best for Kids Stats

V.E Greco and Peter G. Manzo

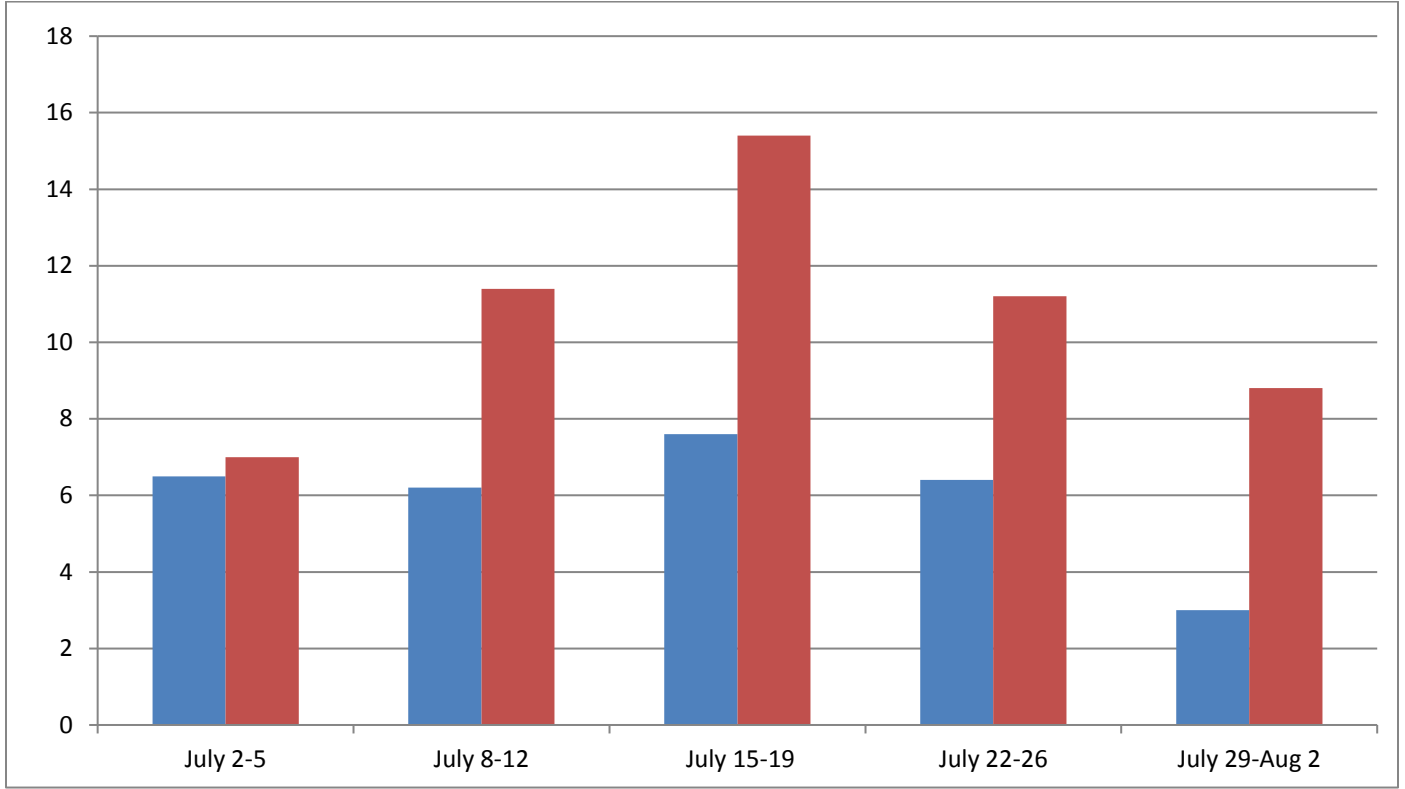
Number of Kids Registered



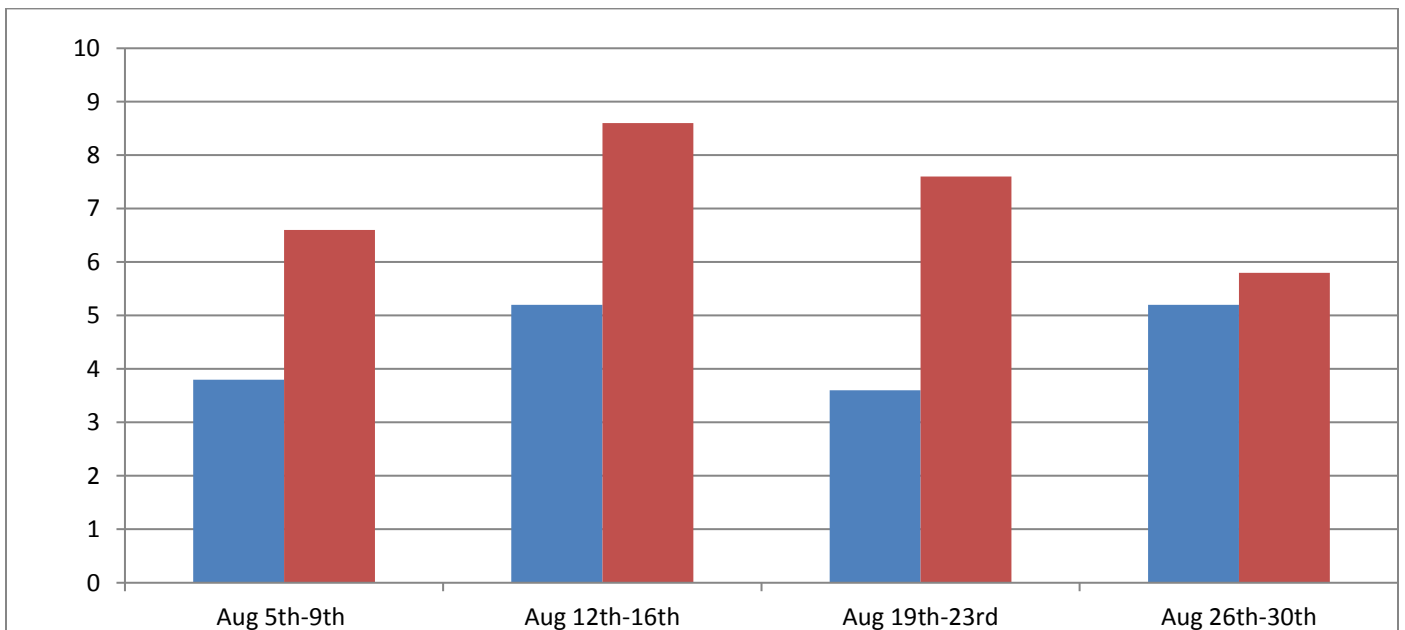
Weekly Average Attendance at V.E Greco and Peter G. Manzo

Month of July

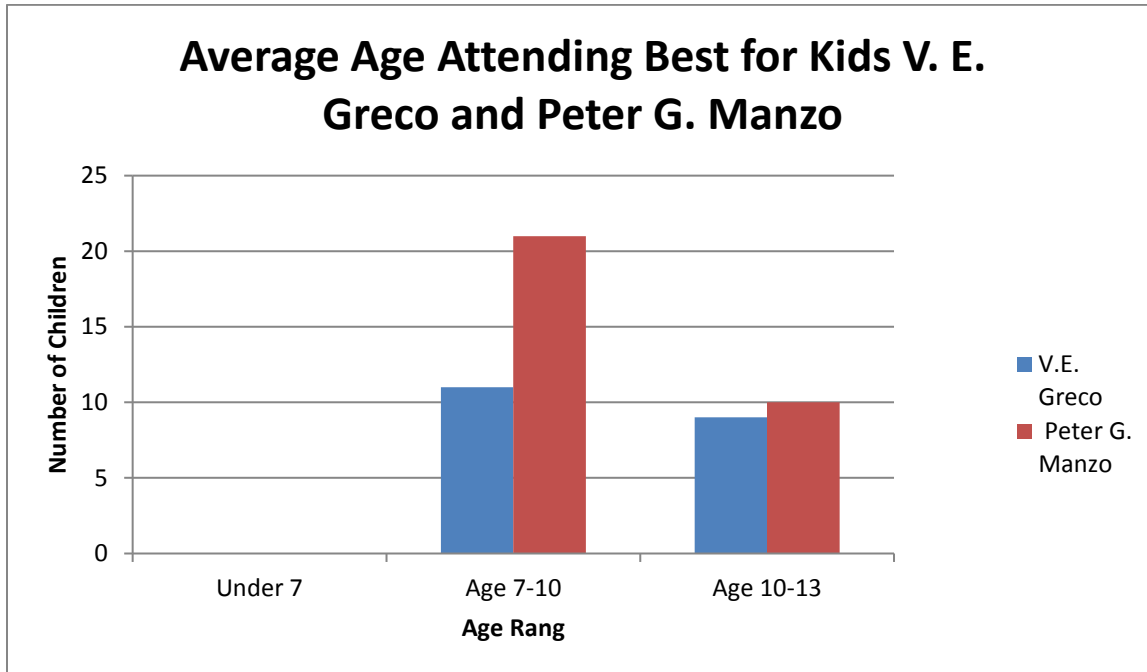
Blue= Greco, Red=Manzo



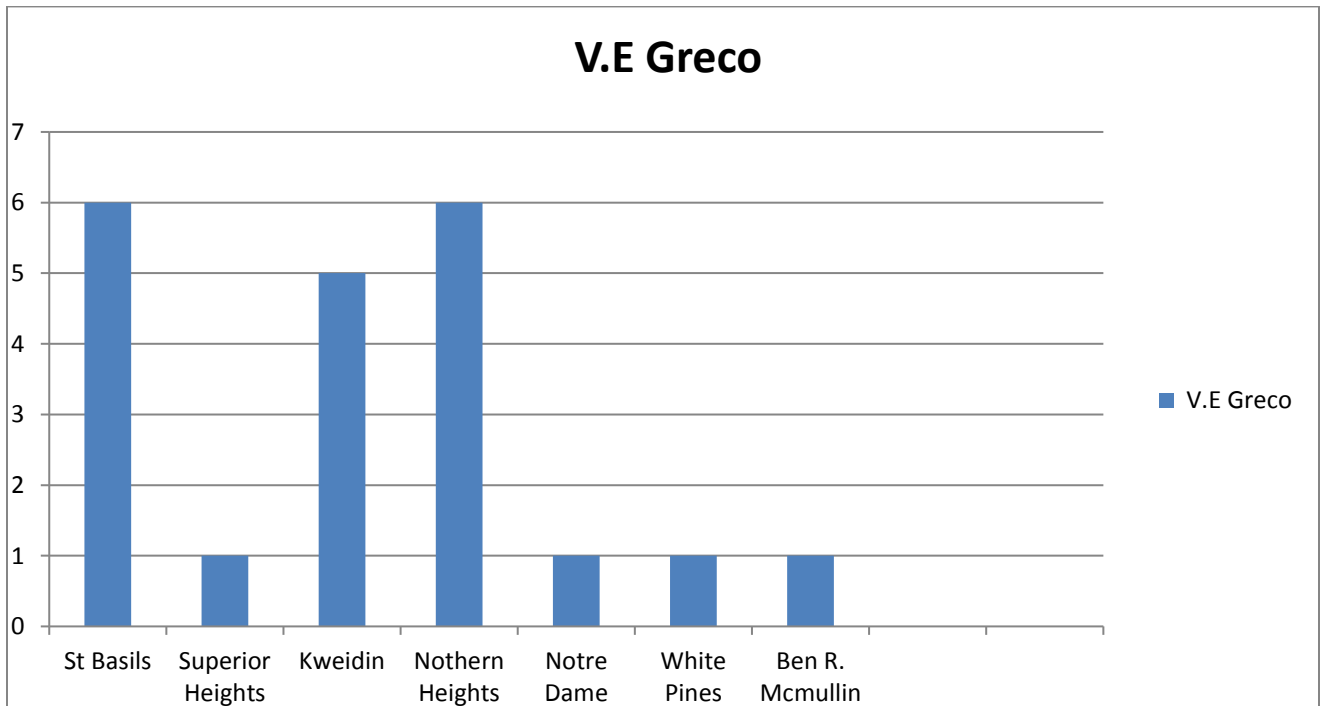
Month of August



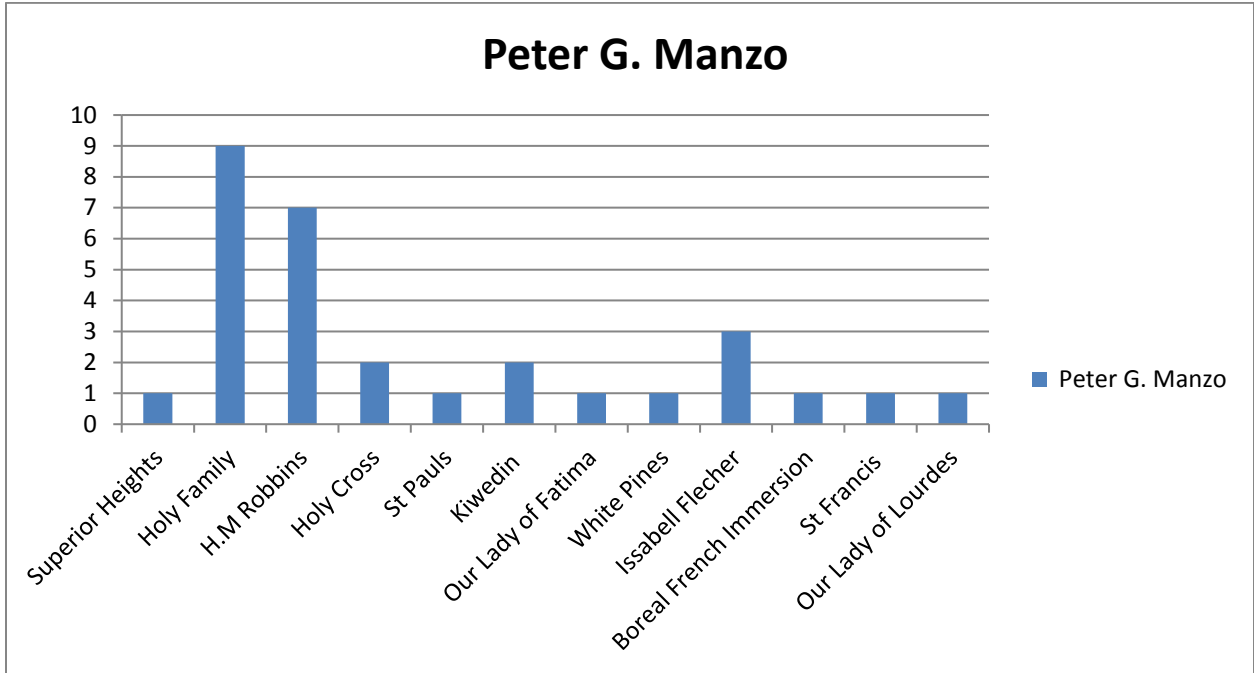
Average Age Registered for the Best for Kids V. E. Greco and Peter G. Manzo



Feeder Schools for the V. E. Greco Location



Feeder schools for the Peter G. Manzo Location



Service Level Change Request

Department/Division: PWES – ENGINEERING DIVISION

Request Name: TRAFFIC ENGINEERING ADVISORY SERVICES

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

Service Level Change:
 Essential Discretionary
 Current Service Level

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

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

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

Impact Analysis:
 Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$
None			

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

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

Department Approval: _____

Date: _____

Service Level Change Request

Department/Division: PWES – ENGINEERING DIVISION

Request Name: MISCELLANEOUS CONSTRUCTION BUDGET - RESURFACING

Overview:

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

Service Level Change:
 Essential Discretionary
 Current Service Level

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

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

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

Impact Analysis:
 Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

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

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

Department Approval: _____

Date: _____

Service Level Change Request

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

Request Name: Civic Centre Maintenance and Alterations

Overview:

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

Service Level Change:
 Essential Discretionary

Current Service Level

Service Name	Service Description
Maintenance & Alterations	General maintenance and improvements

Proposed Changes to Service Level

Alignment with Strategic Plan

Impact Analysis:
 Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

Other Supporting Information (business plan, Council resolution etc)

Department Approval: _____



Date: September 16, 2019

Service Level Change Request

Department/Division: Public Works & Engineering Services

Request Name: Expand Apprenticeship Program

Overview:

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

Service Level Change:
 Essential Discretionary
 Current Service Level

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

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

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

Impact Analysis:
 Incremental Operating Expenditures (detail)

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

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

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

Other Supporting Information (business plan, Council resolution etc)

Department Approval: 

Date: *Aug. 14 / 19*

Operating Increase Request

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

Department/Division: Public Works & Engineering Services

Request Name: PW Fleet Repair Parts

Overview:

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

Request:

Contractual Regulated

Incremental Operating Expenditures (detail)


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

Other supporting information:

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

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

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


Department Approval:

Date:

Aug 14/19

Service Level Change Request

Department/Division: Fire Services

Request Name: Blue Card Incident Command Training

Overview:

Comprehensive Officer Training Program for managing fire incidents

Service Level Change:
 Essential Discretionary
 Current Service Level

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

Proposed Changes to Service Level

Alignment with Strategic Plan

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

Impact Analysis:
 Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

Other Supporting Information (business plan, Council resolution etc)

Approved Fire Master Plan March 19, 2018

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

Department Approval:



Date:

Aug 1, 2019.

Service Level Change Request

Department/Division: Fire Services

Request Name: Company Officer Training

Overview:

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

Service Level Change:
 Essential Discretionary
 Current Service Level

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

Proposed Changes to Service Level

Alignment with Strategic Plan

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

Impact Analysis:
 Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

Other Supporting Information (business plan, Council resolution etc)

Approved Fire Master Plan March 19, 2018

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

Department Approval:



Date:

Aug. 1, 2019

Service Level Change Request

Department/Division: Fire Services

Request Name: Emergency Vehicle Technician Certification

Overview:

Comprehensive Technical Training Program for up to 2 technicians per year

Service Level Change:
 Essential Discretionary
 Current Service Level

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

Proposed Changes to Service Level

Alignment with Strategic Plan

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

Impact Analysis:
 Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

Other Supporting Information (business plan, Council resolution etc)

Approved Fire Master Plan March 19, 2018

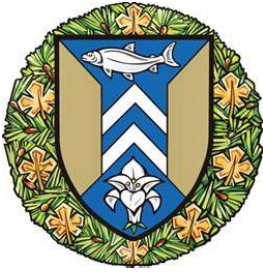
Approved Fire Master Plan Update Council Report dated July 15, 2019

Department Approval:



Date:

Aug. 1, 2019.



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

COUNCIL REPORT

July 15, 2019

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Peter Johnson, Fire Chief

DEPARTMENT: Fire Services

RE: Comprehensive Risk Assessment and Fire Master Plan

PURPOSE

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

BACKGROUND

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

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

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

ANALYSIS

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

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

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

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

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

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

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

FINANCIAL IMPLICATIONS

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

STRATEGIC PLAN / POLICY IMPACT

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

RECOMMENDATION

It is therefore recommended that Council take the following action:

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

Respectfully submitted,



Peter Johnson, Fire Chief
705.949.3333
p.johnson@cityssm.on.ca

Service Level Change Request

Department/Division: Legal Department

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

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

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

Service Level Change:Essential Discretionary

Current Service Level

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

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

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

Impact Analysis:

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

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

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

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

Department Approval:

Date:

THREE YEAR TREND FOR PROVINCIAL OFFENCES

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



Crown Statistics re: Part III Matters – Basic Minimum Hours

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

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

Service Level Change Request

Department/Division: Public Library

Request Name: Expansion of Library Services

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

Service Level Change:
 Essential Discretionary
 Current Service Level

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

Proposed Changes to Service Level

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

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

Impact Analysis:
 Incremental Operating Expenditures (detail)

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

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

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

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

Other Supporting Information (business plan, Council resolution etc)

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

Department Approval:

Date:

Service Level Change Request

Department/Division: Corporate

Request Name: Financial Assistance Grants

Overview:

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

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

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

Service Level Change:

Essential Discretionary

Current Service Level

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

Proposed Changes to Service Level

Alignment with Strategic Plan

Impact Analysis:

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

Other Supporting Information (business plan, Council resolution etc)

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

Department Approval:

Date:

September 3, 2019

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

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

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

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

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

Yours truly,



Terry Rainone, President
Sault Ste. Marie Economic Development Corporation

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





Art Gallery of
ALGOMA

August 30, 2019

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

ART GALLERY OF ALGOMA FUNDING REQUEST

Dear Mr. Bruzas:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

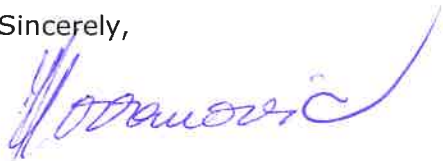
In addition, our education art classes continue to attract all age groups. In the fall of 2018, as part of the programming for the Algoma Discovered exhibition, all art classes in the style of the Group of Seven were sold out. Similar offerings are planned for this fall.

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

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

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

Sincerely,



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

CC: Mark A. Lepore, Board President

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

August 26, 2019

Dear Mr. Bruzas;

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

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

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

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

Sincerely,



Ms. Julia Victoria Piskiewicz,
Executive Director
Sault Ste. Marie Museum
705.759.7278
julia@saultmuseum.ca

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

2018 to 2022

SAULT STE. MARIE MUSEUM STRATEGIC PLAN

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

Introduction

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

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

Guiding Principles

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

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

Executive Summary

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

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

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

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

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

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

Summary of Process

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

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

Strategic Directions/Goals

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

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

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

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

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

Action Steps

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

1. Enhance Visibility and Community Engagement

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

2. Increase Access to Museum Resources

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

3. Manage Our Resources Efficiently and Effectively

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

Keys to Implementation

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

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

Financial Resources

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

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

Human Resources

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

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

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

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

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

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

Conclusions

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

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

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

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

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

Comparative Income Statement

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

Museum Trust Fund (Interest & Deposits)	
Museum Trust Fund - Account Balance	
Museum Trust Fund Investment	\$ 80,000.00

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

SURPLUS/DEFICIT :	\$ 2,975.97
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Service Level Change Request

Department/Division: Corporate

Request Name: Financial Assistance Grants

Overview:

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

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

Service Level Change:

Essential Discretionary

Current Service Level

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

Proposed Changes to Service Level

Alignment with Strategic Plan

Impact Analysis:

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Impact Analysis (cont'd):

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements:

(detail)

Description	2020 \$	2021 \$	2022 \$

Other Supporting Information (business plan, Council resolution etc)

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

Department Approval:

Date:



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

Post Grant Report

The purpose of the Post Grant Report is to provide accountability to the City of Sault Ste. Marie for the financial assistance that was received.

Date of Grant: _____

Amount: _____

Or In-Kind Service Provided: Fringe North International Theatre Festival

- Type of Grant:
- Cultural/Arts Organization
 - Sports Organization
 - Other

Purpose of Grant as per original application: venue costs for City owned facilities

Did the use of the Grant deviate from original purpose? If so, please explain what grant was used for. No. Free concerts, Free kids Fringe, Free water, from Chnystal shawanda to Group the Clowns.

Please provide details how the grant affected the activities of your organization.

IT MADE THE Arts Council / Fringe Festival multi-fest possible, free concerts, art activities, buskers, and Free kids Fringe.

If grant was for a one-time event, please provide a summary of expenditure and copies of invoices supporting the grant amount.

Name: Peter Rowe Title: President
 Signature: Peter Rowe Date: Sept 24/2019

Name: _____ Title: _____
 Signature: _____ Date: _____

* A Post Grant Report must be submitted no later than September 1st for financial assistance that was received in the current year, if applicable. No further grants will be awarded until Post Grant Report is received.



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

Request for Financial Assistance for 20

Legal Name of Organization: Fringe North International Theatre Festival

Organization Mailing Address: 139 WOODWARD AVE

Postal Code: P6A 3T6

Telephone Number (Day): 705 2571484

Email Address: peterrowe760@gmail.com

Website Address: www.fringenorth.ca

Application Contact Person: Peter Rowe

Telephone Number (Day): 705 2571484

Is Organization Not-for-Profit? Yes No

Not-for-Profit Incorporation Yes No

If Yes, Provincial Incorporation Number: 1950268

Charitable Organization Incorporation: Yes No

If Yes, Revenue Canada Number: _____

Is Organization part of larger Organization? Yes No

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

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

In-Kind Services Received _____

Application Type: Cultural/Arts Organization Sport Organization Other

Purpose of Grant: Operating Project Special Event First Time Event

Please Describe: Annual Fringe theatre festival

Amount Requested: \$ 25,000

Or In-Kind Service Requested 15,000

Total request \$ 40,000

Submit the following required attachments with application:

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

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

Georgina Naccavato, Spencer Rice, Russ Raven
Jami Van Hatten, Connie Langille Rowe, Matt Farvel,
Daniel Leprade

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

President: Peter Rowe 139 WOODWARD AVE

Vice-President: _____

Secretary: _____

Treasurer: Connie Langille Rowe 139 Woodward Ave

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

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

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

Name: _____ Title: _____

Name: _____ Title: _____

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

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

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

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

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

Region of Alqoma, City of SSM,

8. If the Organization has an accumulated debt and/or projected deficit, please identify the amount and discuss your reduction strategy. Fringe North is debt free

because of successful sponsorship efforts.

9. Did the organization receive other Government assistance in the last two years? If yes, please indicated sources and amounts of funding. Service Canada, \$30,000 (2019)
Heritage Canada 5500

10. Please specify how the financial assistance will be used if approved. PLEASE SEE ATTACHED

11. Does your organization meet the eligibility criteria as listed in the policy? Letter of support

YES, AND ADDRESSES AND complements

THE SIX CITY PILLARS.

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

Name: Peter Rowe

Title: President

Signature: Peter Rowe

Date: Sept 24, 2019

Name: Cornie Louise-Rowe

Title: Treasurer

Signature: Cornie Louise-Rowe

Date: sept 25, 2019

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

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

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

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

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

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

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

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

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

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

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

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

Thank you,



Fringe North International Theatre Festival

**FRINGE NORTH INTERNATIONAL THEATRE
FESTIVAL**

FINANCIAL STATEMENTS
(Unaudited - see Notice to Reader)

YEAR ENDED MARCH 31, 2018

NOTICE TO READER	1
FINANCIAL STATEMENTS	
Statement of Financial Position	2
Statement of Operations and Net Assets	3



JOE RUSCIO
PROFESSIONAL CORPORATION

229 Great Northern Rd.
Sault Ste. Marie, ON P6B 4Z2
P: 705-949-1221 / F: 705-949-1225
www.jrpc.ca

NOTICE TO READER

On the basis of information provided by management, I have compiled the statement of financial position of Fringe North International Theatre Festival as at March 31, 2018 and the statement of operations and net assets for the year then ended.

I have not performed an audit or a review engagement in respect of these financial statements and, accordingly, I express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

A handwritten signature in black ink that reads "Joe Ruscio".

Chartered Professional Accountant
Professional Corporation
Authorized to practice public accounting by The Chartered Professional Accountants of Ontario

Sault Ste. Marie, Canada
October 4, 2018

FRINGE NORTH INTERNATIONAL THEATRE FESTIVAL
STATEMENT OF FINANCIAL POSITION
(Unaudited - see Notice to Reader)

AS AT MAY 31,	2018	2017
ASSETS		
CURRENT		
Cash and term deposits	\$ 437	\$ 12,051
Accounts receivable	716	-
	1,153	12,051
OTHER		
Logo	-	200
Incorporation fees	-	1,846
	-	2,046
	\$ 1,153	\$ 14,097
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 2,231	\$ 2,355
Due to related parties	8,103	5,259
SENO loan	-	10,000
	10,334	17,614
LOAN PAYABLE	1,000	-
NET ASSETS		
General Fund	(10,181)	(3,517)
	\$ 1,153	\$ 14,097

Note: The recognition, measurement, presentation and disclosure principles in these financial statements may not be in accordance with the requirements of any of the financial reporting frameworks in the CPA Canada Handbook - Accounting.

APPROVED ON BEHALF OF THE BOARD:

_____ Director

_____ Director

FRINGE NORTH INTERNATIONAL THEATRE FESTIVAL
STATEMENT OF OPERATIONS AND NET ASSETS
(Unaudited - see Notice to Reader)

YEAR ENDED MARCH 31,	2018	2017
REVENUE		
Fundraising and other revenue	\$ 28,580	\$ 895
Grant revenue	23,927	2,000
	<u>52,507</u>	<u>2,895</u>
EXPENSES		
Advertising	5,079	-
Event expenses	16,335	-
Fundraising expenses	8,521	-
Insurance	1,803	-
Interest and bank charges	721	9
Licenses, fees and dues	426	883
Office supplies	492	-
Professional fees	3,892	895
Rent	1,002	-
Salaries and benefits	20,256	-
Utilities	-	265
Travel	645	4,360
	<u>59,172</u>	<u>6,412</u>
NET INCOME (LOSS)	(6,664)	(3,517)
NET ASSETS (DEFICIT), BEGINNING OF YEAR	(3,517)	-
NET ASSETS (DEFICIT), END OF YEAR	\$ (10,181)	\$ (3,517)

Note: The recognition, measurement, presentation and disclosure principles in these financial statements may not be in accordance with the requirements of any of the financial reporting frameworks in the CPA Canada Handbook - Accounting.

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exclusif du ministère

Ontario Corporation Number
Numéro

1950268



Ministry of
Government Services

Ministère des
Services gouvernementaux

Ontario
LETTERS PATENT
This application constitutes the charter
of the corporation which is issued by
these Letters Patent dated this

LETTRES PATENTES
La présente demande forme la charte de la
société constituée en personne morale
par lettres patentes datée le

APRIL 14 APRIL 2016

Minister of
Government Services

Le ministre des Services
gouvernementaux

[Signature]
Director / Directeur

per/paz

Form 2
Corporations
Act
Formule 2
Loi sur les
personnes
morales

**APPLICATION FOR INCORPORATION OF A CORPORATION WITHOUT SHARE CAPITAL
REQUÊTE EN CONSTITUTION D'UNE PERSONNE MORALE SANS CAPITAL-ACTIONS**

1. The name of the corporation is: (Set out in BLOCK CAPITAL LETTERS)
Dénomination sociale de la société: (Écrire en LETTRES MAJUSCULES SEULEMENT)

F	R	I	N	G	E		N	O	R	T	H		I	N	T	E	R	N	A	T	I	O	N	A	L		T	H	E
A	T	R	E		F	E	S	T	I	V	A	L																	

2. The address of the head office of the corporation is:
Adresse du siège social:

139 Woodward Avenue

(Street & Number or R.R. Number & if Multi-Office Building give Room No.)

(Rue et numéro ou numéro de la R.R. et, s'il s'agit d'un édifice à bureaux, numéro du bureau)

Sault Ste. Marie

Ontario P 6 A 3 T 6

(Name of Municipality or Post Office)

(Postal Code)

(Nom de la municipalité ou du bureau de poste)

(Code postal)

3. The applicants who are to be the first directors of the corporation are:
Requérants appelés à devenir les premiers administrateurs de la personne morale:

First name, middle names and
surname

Address for service, giving Street & No. or R.R. No., Municipality,
Province, Country and Postal Code

Prénom, autres Prénoms et nom
de famille

Domicile élu, y compris la rue et le numéro, le numéro de la R.R. ou le
nom de la municipalité, la province, le pays et le code postal

Peggy Lauzon

137 Leo Avenue
Sault Ste. Marie, ON P6A 3V8

Aliesha Moore

133 Queensgate Blvd.
Sault Ste. Marie, ON P6A 6Y4

Tova Arbus

157 East Balfour Street
Sault Ste. Marie, ON P6C 1X7

**4. The objects for which the corporation is incorporated are:
Objets pour lesquels la personne morale est constituée:**

(a) To establish and successfully operate a fringe festival that will bring cultural and economic benefits to the City of Sault Ste. Marie and surrounding areas.

(b) To promote theatre and theatre festivals by way of fringe festivals on an annual basis.

(c) To embrace green principles for environmentally responsible initiatives.

(d) To provide the technical support and venues to artists to perform at fringe festivals in the City of Sault Ste. Marie and area.

(e) To promote a fringe festival in Sault Ste. Marie and area and to give theatre artists, technicians, lighting, makeup and other theatre workers an opportunity to gain experience and earn income.

(f) To work with other organizations and festivals in promoting the objects of the Corporation and taking advantage of synergies where possible.

(g) To establish the City of Sault Ste. Marie and area as a centre for performing arts.

(h) Such other similar objects as may be determined by the Board of Directors and the Members from time to time.

**5. The special provisions are:
Dispositions particulières:**

The corporation shall be carried on without the purpose of gain for its members, and any profits or other accretions to the corporation shall be used in promoting its objects.

La personne morale doit exercer ses activités sans rechercher de gain pécuniaire pour ses membres, et tout bénéfice ou tout accroissement de l'actif de la personne morale doit être utilisé pour promouvoir ses objets.

6. The names and address for service of the applicants:
 Nom et prénom et domicile élu des requérants :

First name, middle names and surname Prénom, autres Prénoms et nom de famille	Address for service, giving Street & No. or R.R. No., Municipality, Province, Country and Postal Code Domicile élu, y compris la rue et le numéro, le numéro de la R.R. ou le nom de la municipalité, la province, le pays et le code postal
Peggy Lauzon	137 Leo Avenue Sault Ste. Marie, ON P6A 3V8
Alisha Moore	133 Queensgate Blvd. Sault Ste. Marie, ON P6A 6Y4
Tova Arbus	157 East Balfour Street Sault Ste. Marie, ON P6C 1X7

This application is executed in duplicate.
 La présente requête est faite en double exemplaire.

Signatures of applicants
 Signature des requérants

Peggy Lauzon
A. Moore
Tova Arbus



FRINGE NORTH

INTERNATIONAL THEATRE FESTIVAL

Supplemental information provided by Fringe North International Theatre Festival in support of 2019 grant application. Thank you for the opportunity of providing additional information. Organizational and material changes to the festival that occurred after Fringe North initial grant submission include:

- a) Successive funding applications from 2017-2019 have included the organizational goal/objective is the transition from seasonal to year round programming. This follows the best practices of 250 fringe festivals around the world. Fringe North recently achieved this goal.

Fringe North and the Arts Council of Algoma partnered on a successful Ontario Job Creation Partnership grant (OJCP), funding from Ministry of Training, Colleges, and Universities (MCTU) of approximately \$120,000. The funding pays for a total of four interns for one year to be shared between the two organizations. Staffing, and the lack thereof, has been the fringes Achilles heel up until now. The OJCP grant will enable Fringe North to provide theatre programming year round. Fringes do not form theatre companies and do not compete with any not for profit organizations but instead provide complementary programming and fill in gaps, often in partnership with educational institutions and not for profit organizations. The OJCP grant is a game changer for both organizations going forward and would not have been possible without the assistance of Future SSM and Todd Fleet.

- b) Thanks to a successful sponsorship campaign, combined with a Heritage Canada grant Fringe North posted a small surplus in 2019, the first time since incorporation as a not for profit in 2016. I believe three years of successful festivals should now qualify Fringe North for annual City funding based upon the positive economic impact that the fringe has upon the local economy, arts and culture. In addition to the positive economic impact that comes from job creation, seven summer students, and now four interns, out of town theatre companies and artists visited and stayed in the Sault for a combined 100 overnight stays, and similar to tourists, artists spend money in SSM for food and beverages, shopping, entertainment, all of which contributes to the local economy.
- c) Year round operations means that the benefit that the City receives from goods in kind can be used to expand free programming at other under-utilized city owned venues, in addition to the Bondar, such as the Senior and Community Centres. I would urge Council to approve the increase asked for with respect to goods in kind on the basis of Fringe North three year proven track record of successful free admission events including: free music concerts and arts activities, Free Kids Fringe, Youth Odena Box Fort, Arts Council Graffiti challenge and Art in the Parkin'Lot, authors fair, Art Gallery activities, Dreamcatchers and storytelling, Grup animating

SSM Library and Ermitinger Clergue, and amazing Fringe theatre performances at the SSM Museum. Past City goods in kind funding was essential in making possible the #upthearts multi-festival collaboration between the Arts Council of Algoma and Fringe North by covering venue expenses at the Bondar Pavilion. Fringe North is grateful for the outstanding level of cooperation and support provided by Bondar Pavilion staff, Virginia Mcleod, and Rick Borean over the past three years.

- d) Fringe North Succession planning: Aug 13-23, 2020 will be my last festival season at the helm of the fringe. I will continue as a board member at large following the festival. When I incorporated Fringe North as a not-for-profit in 2016 it was always with the intent to mentor and pass on the reins to the festival for two reasons: my age and a complete lack of theatre experience. I do have twenty years of festival background from Edmonton and since returning to Sault Ste. Marie I witnessed many arts festivals come and go, fell in love with the Bondar Pavilion as a venue, and came to appreciate the quality of theatre talent in SSM. On a per capita basis SSM theatre talent and venues are world class, so starting a fringe festival seemed like a good idea. Membership in the Canadian Association of Fringe Festivals (CAFF) and the World Congress of Fringe Festivals brings a world of opportunities for local artists to travel the world performing at over 250 fringe festivals across Canada and around the world. CAFF will be mentoring Fringe North with respect to succession planning.

The benefit to SSM of a fringe festival is entirely due to CAFF, the fringe festival model and brand which grows year after year in ticket sales and audiences, and most importantly past and present board members and volunteers. Fringe North would not be possible without an amazing cadre of volunteers. The fringe is most grateful to Tova Arbus and Josh Ingram whose hard work and dedication made Fringe North possible. Tim Murphy has joined an already hardworking Fringe board of directors and the future of the fringe has never looked brighter. Fringe North is actively recruiting new board members with experience in grant writing, fund raising, and a passion for theatre. Interested applicants are encouraged to email saultfringe@gmail.com

- e) Annual street performers (busker) festival: Fringe North artist registration opened Nov1, 2019 and has already received inquiries from street performers and buskers from around the world including a high wire duo from Israel, bi-lingual buskers from Quebec, and a U.S. multi-cultural ensemble. (Syria, Iraq, Palestine) Most fringes hire street performers as part of their festivals, no different from buskerfests. The international network of fringe festivals makes a return of Buskerfest possible at a fraction of the cost. Fringe North, in collaboration with the Downtown Association of SSM, proposes to bring an annual street performers festival downtown Aug 13-16, 2020 and to be located in the new piazza in subsequent years when it is ready. The \$15,000 requested by the fringe in its grant application will be used to pay buskers including their expenses for accommodations and travel, and costs of the Downtown Association. World class buskers performing at fringes in Toronto, New York, Ottawa, Montreal, etc. often need places to perform in-between major festivals and so travel costs of buskers and fees are reasonable.
- f) Fringe North offers an opportunity for SSM audiences to attend theatre performances from artists around the world at \$12 or less. International theatre artists that register for Fringe

North, such as Oli from United Kingdom, Mozart's Daughter in both French and English, Betsy Bingo from Buffalo, or Sex Cult the Musical from New York (London Best of Comedy) already have won fringe lotteries and are performing at festivals nearby. Fringe North #1 goal for 2020 is to support our artists by tripling theatre ticket sales in 2020.

- g) #upthearts multi-festival and the Free Kids Fringe returns to the Bondar Pavilion Aug 20-23. Attendance has grown year after year. For 2020 Fringe North plans to build upon the multi-cultural themes that took root in 2017 and have continued ever since. In 2019 15 Syrian and indigenous drummers took the stage on one memorable evening. Beavertails Staff were extremely busy the night of the free concert by indigenous blues musician Chrystal Shawanda, as was Rasoi Kitchen that provided the food at the tent. The City of SSM goods in kind grant that makes #upthearts possible at the Bondar has been used in a good way.
- h) Can/Am Fringe: there are many examples of successful cross border fringes around the world. Fringe North has conducted three years of outreach to Soo Michigan and has identified a number of willing community partners. A Can/Am fringe would enhance cross border initiatives and linkages between the two downtown business associations and its members. The tourism potential is outstanding and the costs to implement are low.

Conclusion:

The financial support that is requested, \$15,000 for buskers and the \$10,000 to be used to leverage other funding sources will provide immediate and measurable benefits to SSM. The goods in kind is a win/win for the City and Fringe North. The fringe anticipates the formation of several new community partnerships and events that will be announced in January, 2020 that will enhance and strengthen arts and culture in SSM.

Funding the Fringe is entirely consistent with the recommendations made by Lord Consultants. The Fringe has also had a positive impact upon 5/6 Pillars of the community plan that preceded the Lord Consulting Report. The Fringe is also 100% consistent with the recommendations made by Roger Brooks, the consultant hired by City Planning and the DTA to provide advice on downtown revitalization. Fringes have been animating public spaces for decades, creating pop-up venues and repurposing vacant spaces for 75 years. Kudos to the DTA and City Planning for bringing Roger Brooks to SSM and for the positive changes to Queen St already undertaken. The new piazza and a street performer's festival are a perfect match. The following multi-fest #upthearts at the Bondar Pavilion accomplishes another of Brook's recommendations by inking the waterfront to downtown.

Sincerely
Peter Rowe
President Fringe North International Theatre Festival

Sault Ste. Marie's own 'Fringe North' now in its third years is currently looking to expand upon the successful partnership their festival has with local business. It's my understanding that the Fringe Board of Directors, Staff and Volunteers plan to bring performers from all around the world to the heart of Sault Ste. Marie, downtown.

Fringe festivals and organization such as CAFF (Canadian Assoc. of Fringe Festivals) are providing the opportunity for 'out of the box' style performers from all around the world to showcase their abilities to our population.

It is my pleasure to provide this letter in support of theatre, artists, buskers and most importantly the Board of Directors of Fringe North. Please consider their requests, while doing so remember the humanities are what continue to drive intellectual thought. This festival, and what it can accomplish with your contribution, will bring the community of all ages together, and inspire young minds to become more creative and follow their passions.

Best Regards,

Josh Ingram
Executive Director



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

Request for Financial Assistance for 20

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

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

Postal Code: P6A 5K6

Telephone Number (Day): 705-542-5296

Email Address: josephbisceglia@msn.com

Website Address: _____

Application Contact Person: Joseph Bisceglia

Telephone Number (Day): 705-542-5296

Is Organization Not-for-Profit? Yes No

Not-for-Profit Incorporation Yes No

If Yes, Provincial Incorporation Number: 1950269

Charitable Organization Incorporation: Yes No

If Yes, Revenue Canada Number: NA

Is Organization part of larger Organization? Yes No

Name of Parent Organization: NA

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

In-Kind Services Received _____

Application Type: Cultural/Arts Organization Sport Organization Other

Purpose of Grant: Operating Project Special Event First Time Event

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

Amount Requested: \$ _____

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

RECEIVED

AUG 30 2019

FINANCE - ADMIN

Submit the following required attachments with application:

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

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

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

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

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

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

President: Joseph A. Bisceglia, (see above)

Vice-President: Gary Trembinski Sr (see above)

Secretary: Gary Trembinski Jr. (see above)

Treasurer: Gary Trembinski Jr. (see above)

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

The event/corporation was begun to enhance and provide a downtown attraction for the city and at the same time create a tourist draw for the city. The event is a significant local success and with the limited budget from donations we have done some limited marketing to bring tourists and visitors to the event. We want to expand the marketing and the attraction to bring in more tourists to the city.

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

Name: Joseph A. Bisceglia Title: President

Name: Gary Trembinski Sr Title: Vice-President

5. Total Number of Full-Time Staff 0 Part-Time Staff No paid staff

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

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

7. If application is for a Project or Special Event, please answer the following:
 - a. How many participants are expected?
 - b. How large an attendance/audience is expected?
 - c. Will there be a charge to participate?
 - d. Will there be a charge for attendance?
 - e. What areas (localities) do the activities, projects or special events reach?
8. If the Organization has an accumulated debt and/or projected deficit, please identify the amount and discuss your reduction strategy.
9. Did the organization receive other Government assistance in the last two years? If yes, please indicated sources and amounts of funding.
10. Please specify how the financial assistance will be used if approved.
11. Does your organization meet the eligibility criteria as listed in the policy?

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

Name:	<u>JOSEPH A. BISCOGLIO</u>	Title:	<u>PRESIDENT</u>
Signature:	<u>[Signature]</u>	Date:	<u>August 29th, 2019</u>
Name:	<u>Gary Trembiski SR</u>	Title:	<u>Vice President</u>
Signature:	<u>[Signature]</u>	Date:	<u>Aug 29/2019</u>

* *All applications must be received by September 1st of the preceding year.
 In addition to the application, the applicant must submit the Post Grant Report for financial assistance that was received in the current year, if applicable.*

In-Kind Services Requested

The event is taking place on June 12&13, 2020

- Use of Roberta Bondar Pavilion (tent, parking area, grassy area, kitchen, change rooms and sound system) June 12 & 13
- Use of a portion of the Civic Centre Parking lot the evening of the 12th and all day on the 13th
- Use of the grassy area of the North Parking lot June 12 & 13
- Use of the North Parking lot the evening of the 12th and all day on the 13th
- Tables, chairs and barricades as required for set-up on city spaces
- Barricades and appropriate signage for road closure
- Garbage Cans, recycling bins

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

a. Evidence of community support through fund-raising, earned revenue and/or donations. Include number of members, volunteers, subscribers, attendance/audience.

The downtown Association representing the property owners and merchants of Queen Street have provided volunteers and are represented on the organizing committee. The event has had support from the heart and stroke foundation and ARCH by providing volunteer services. The organizing committee also had 2 city councilors and now one city councilor. The principle sponsors donating money and time were; Prouse Motors, Maitland Motors, Northside Group, Gateway casino, Pino's, CIBC Wood Gundy, Exit Realty, Viotto and Sons Construction, James West Investments and CTV. The event has drawn up to 350 registrants who show cased their cars for the public over the two day event. Over the two-day event attendance is estimated at 2500. We also now have attracted registrants from areas such as Wawa, Elliot Lake, Sudbury, Atlanta MI. In 2019 a shuttle was offered to transport guests on the cruise ship to the event and back.

b. Where available, provide a description of the economic impact of the Organization's activities, programmes and services in the City of Sault Ste. Marie.

At this point, it is difficult to determine the economic impact as a whole as the event is in the early stages of development. However, it has had significant impacts on the fundraising efforts for ARCH and Heart and Stroke Foundation. QSC has been a very well received event that has attracted many participants to the downtown core. We believe the Queen Street Cruise was the impetus in the development of increase in the number of event taking place in the downtown core to the benefit of the downtown merchants, restaurants and bars. This increase in activity/events taking place in the downtown has been well received by the community.

c. Will the Organization's activities, programmes and services attract tourists?

In 2019, with the help of CTV news crew who did a 2 hour broadcast from the City live at the event. We had in effect a 2-hour infomercial for the City of Sault Ste. Marie. The cost to QSC for marketing and advertising and the news crew was \$3390. We would like to build on that and do additional

marketing and advertising and promotion for the city in Northern Michigan or cities within a 3 hour driving range that will bring tourists to the city as well as participants in the cruise event. In order to achieve that and add to the draw we have budgeted for attracting a celebrity and increased media costs. The goal is to continue to expand the event offerings and provide increased activities for participants to enjoy. To provide consistency in programming a shift from GFL to the Roberta Bondar Park is planned for 2020. This will allow key programming to continue in the event of rain.

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

a. How many participants are expected?

300-350 registered participants

d. How large an attendance/audience is expected?

5000 participants in 2020 is the target and through increased advertising QSC anticipates an increase in out of town visitors.

c. Will there be a charge to participate?

Individuals showing cars pay a minimal registration fee. The event, music, games are FREE to the public.

d. Will there be a charge for attendance?

No, Community members attending the car show and enjoying the music, games and activities are FREE.

e. What areas (localities) do the activities, projects or special events reach?

The event is currently advertised in limited areas in Michigan, Algoma District and into Sudbury, where CTV reaches and Oldies 93.9. The plan is to expand efforts in 2020.

8. If the Organization has an accumulated debt and/or projected deficit, please identify the amount and discuss your reduction strategy.

Not Applicable

9. Did the organization receive other Government assistance in the last two years? If yes, please indicated sources and amounts of funding.

TSSM/DMF Funds contributed \$5,000 for advertising to attract tourists from other areas. In addition the City has supported the event by providing use of the GFL parking lot and a portable stage.

10. Please specify how the financial assistance will be used if approved.

If approved the provision of the city facilities, tables, chairs, barricades would allow the organization to continue to grow and develop the event into one of the premier summer events taking place in the Sault, which will increase the number of tourists attending.

11. Does your organization meet the eligibility criteria as listed in the policy? Yes



**SAULT
STE. MARIE**

Corporate Services

including Mayor, CAO

Budget 2020

Corporate Services

Type of Service: Internal and External

Organizational Units Providing Service: Clerk's, Finance, Human Resources, Information Technology

Services:

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

Key Initiatives in 2019

City Clerk's

- Post-election administration
- Board and committee appointments
- Policy development (visual identity, record retention, procedure by-law review, etc.)

Key Initiatives in 2019

Finance:

- Revised Investment Policy setting out guiding principles and goals
- Tax system upgrade including review of 3rd party credit card payment option
- Experiential learning project with Algoma University to develop an municipal price index

Key Initiatives in 2019

Human Resources:

- Leadership Development – Harvard Manage Mentor – Year 3
- Paramedic transfer to DSSAB
- Request for Proposal for Benefits
- Bargaining with all Unions



Key Initiatives in 2020

City Clerk's

- Alternative voting methods review (2022 municipal election)
- Migration of cemetery software, licensing software
- Policy development (complaints, notice, accountability and transparency, etc.)

Key Initiatives in 2020

Finance:

- Capital Financing and Debt policy
- User-friendly quarterly financial statements
- Multi-year budgeting system implementation

Key Initiatives in 2020

Human Resources:

- Pay Equity Maintenance Review
- RFP other contracted services
- In-house Corporate Training Program (LMS)

Key Initiatives in 2020

CAO:

- Strategic Plan Update
- Review assessment and implementation of Municipal Reference Model and Audit and Accountability reports
- Delegation By-law

2020 Operating Budget Summary (\$000)

	2019	2020	\$ Change	% Change
Revenue	312.3	274.1	-38.2	-12.24%
Salaries & Benefits	6,988.3	7,279.8	291.5	4.17%
Other Expenses	2,414.6	2,417.7	3.1	0.12%
Tax Levy	9,090.6	9,423.4	332.8	3.66%

Supplementary Requests

- No requests

Capital Requests

- None recommended in top priority investments



**SAULT
STE. MARIE**

Community Development and Enterprise Services

Community Development and Enterprise Services

Type of Service: Internal and External

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

Services:

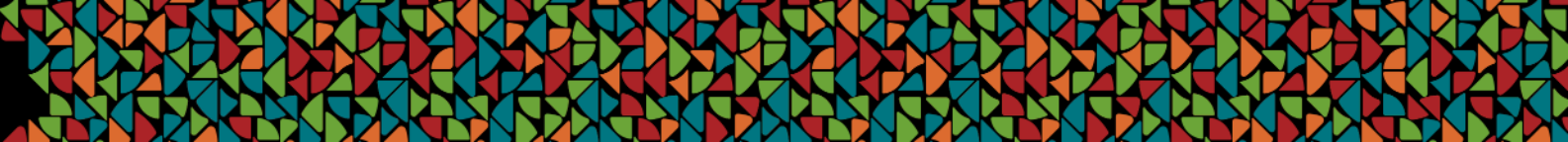
- Accessibility Services
- Active Transportation
- Cemeteries
- Community Arenas
- Community Improvement Incentive Programs
- Downtown Development
- Economic Development
- FutureSSM
- Local Immigration Partnership
- Planning
- Recreation and Culture
- Tourism
- Transit and Parking

Key Initiatives in 2019

- Community art projects (murals)
- Community branding
- Downtown development (action plan, plaza project commencement)
- Early Years System Plan
- Film attraction
- Job fairs in GTA
- New mausoleum
- Official Plan development
- On-Demand transit
- Rural and Northern Immigration Pilot
- Splash pad
- Twin pad arena (project commencement)
- Mobile payments for parking (downtown core)
- Transit Pass partnership with Social Services
- New Dock System for the Roberta Bondar Marina
- Parks and Recreation Master Plan

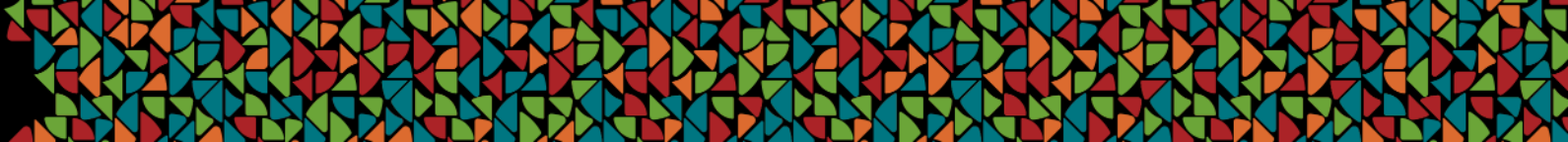
Key Initiatives in 2020

- Community art projects (round II)
- Community promotion
- Downtown plaza (construction)
- Film attraction
- James Street park development
- Mountain bike trail development
- New mausoleum (construction)
- Official Plan finalization
- Transit refurbishment projects
- Rural and Northern Immigration Pilot
- Twin pad arena (finalize design/construction)
- Bellevue Marina D - Dock Replacement
- New Videoboard GFL Memorial Gardens
- Action:
 - Parks and Recreation Master Plan
 - Culture Master Plan



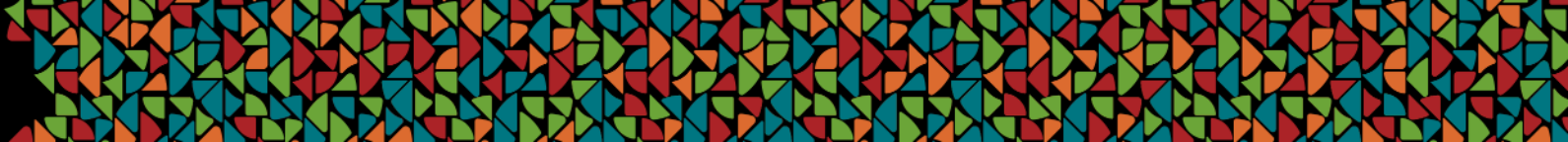
2020 Operating Budget Summary (\$000)

	2019	2020	\$ Change	% Change
Revenue	\$10,241,622	\$10,476,722	\$235,100	2.30%
Salaries & Benefits	\$15,852,084	\$16,070,246	\$218,162	1.38%
Other Expenses	\$8,805,914	\$8,930,025	\$124,111	1.41%
Tax Levy	\$14,416,376	\$14,523,549	\$107,173	0.74%



Supplementary Requests

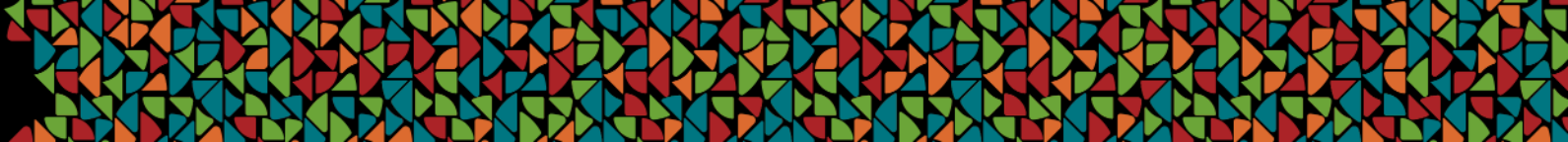
Item	Amount	Importance
Funding to support arts/culture/heritage	\$101,200 (ongoing)	Follows key recommendations from Arts and Culture Plan approved by Council
Third party parking by-law enforcement outside downtown	\$25,000 (one-time)	Important for winter control/accessible parking enforcement, RFP issued for service, Police are not able to respond given other priorities
Youth/teen programming at NCC	\$96,659 (ongoing)	Pending library decision on NCC operations



Supplementary Requests (cont'd)

Item	Amount	Importance
Security to address NCC issues	\$5,000 (ongoing)	City has experienced multiple instances of vandalism and theft in 2019
Best for Kids Program	\$6,000 (ongoing)	DSSAB is no longer able to contribute funds;
Skating trail and block party programming	\$6,473 (ongoing)	For events and activities at the skating trail and neighbourhood block party program



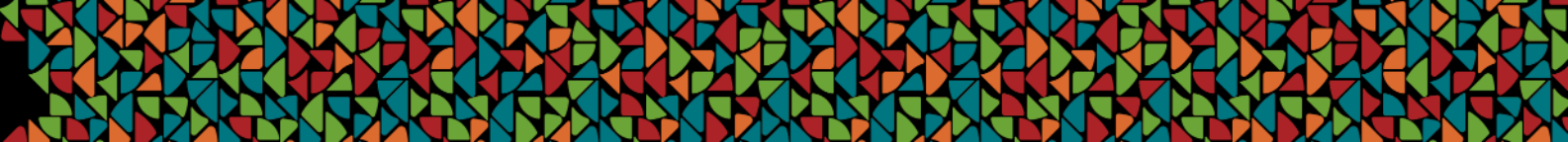


Capital Requests

Item	Amount	Importance
Transit Infrastructure	\$1,240,650	Leverages 73% funding (ICIP); age and condition of fleet necessitates investment
LED lighting upgrades	\$ 200,000	Funded through Green Fund and approved by City Council
Memorial Tower rehabilitation/repair	\$ 101,250	Condition of building requires immediate maintenance; funded through Facilities Maintenance Reserve
Renovate a 2 nd VIP Suite – Allows Rentals	\$30,000	Council Resolution supported Sept. 9, 2019 to bring to Budget Deliberation. Payback of 2.83 years, better utilization of space positive contribution of \$75,825 over 10 yrs.

Capital Requests (cont'd)

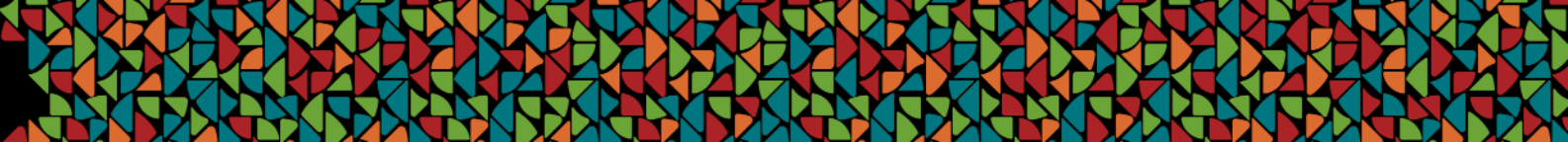
Item	Amount	Importance
Acrylic posts/soft cap for rink boards - GFL Memorial Gardens	\$ 65,000	Required upgrade from the OHL; funding through GFL Capital Reserve
POS system - GFL Memorial Gardens	\$ 80,000	Enable credit/debit purchases throughout concessions; address customer complaints; Computer Software Reserve



Capital Requests (cont'd)

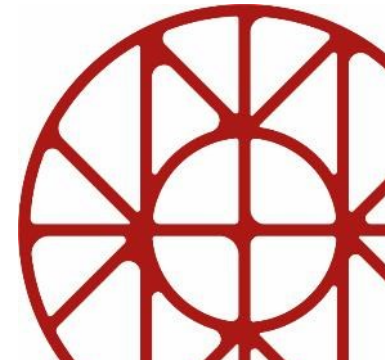
Item	Amount	Importance
Cemetery	\$ 35,000	Funded through Asset Management Reserve
Memorial Gardens Site security cameras	\$ 10,000	Address incidents of vandalism; funding through GFL Capital Reserve
Growth Projects	\$ 500,000	To be applied to Downtown Plaza project





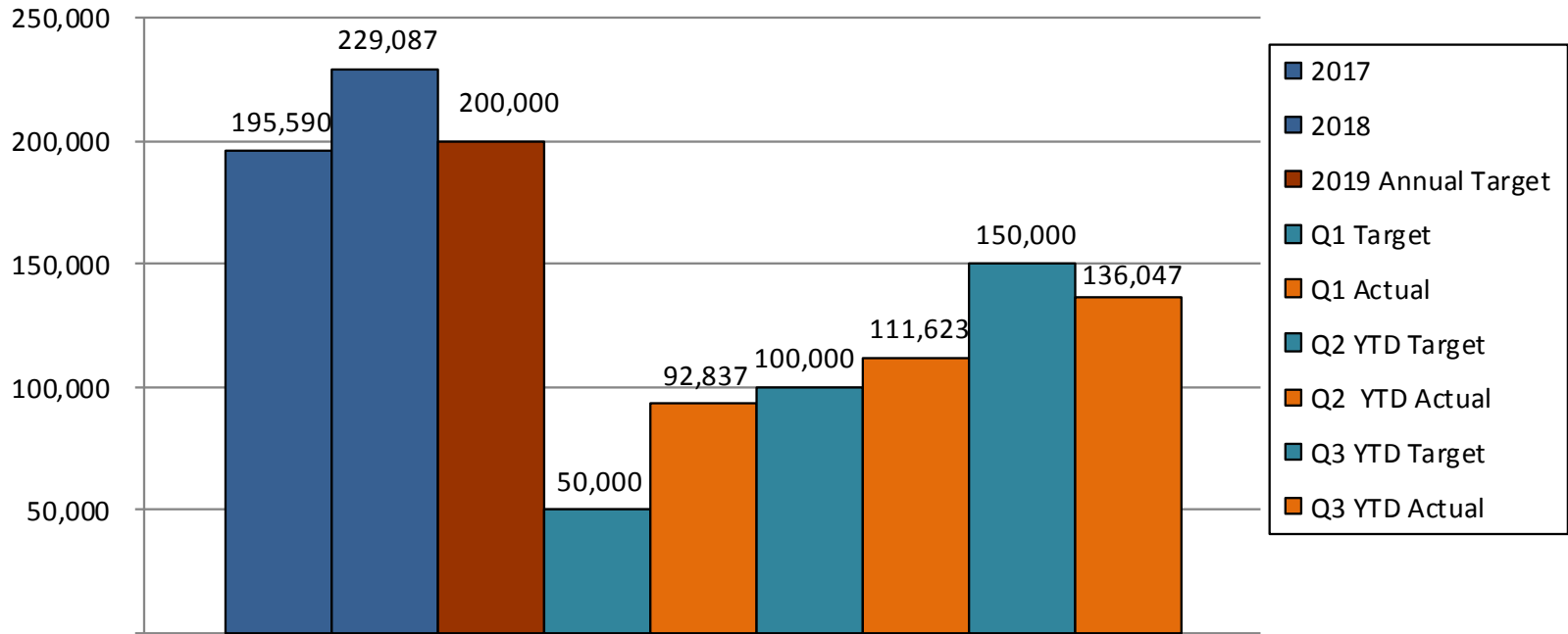
Capital Requests (cont'd)

Item	Amount	Importance
John Rhodes Community Centre	\$ 40,000	Funded through Asset Management Reserve – two insulated vertical hot water tanks to service pool changerooms
Roberta Bondar Park	\$ 130,000	Funded through Asset Management Reserve – repair flat roofs at Bondar Pavilion
Bondar Marina Sewage Pumpout	\$ 15,000	Replace aging infrastructure



GFL Memorial Gardens

GFL Memorial Gardens - Number of Visitors

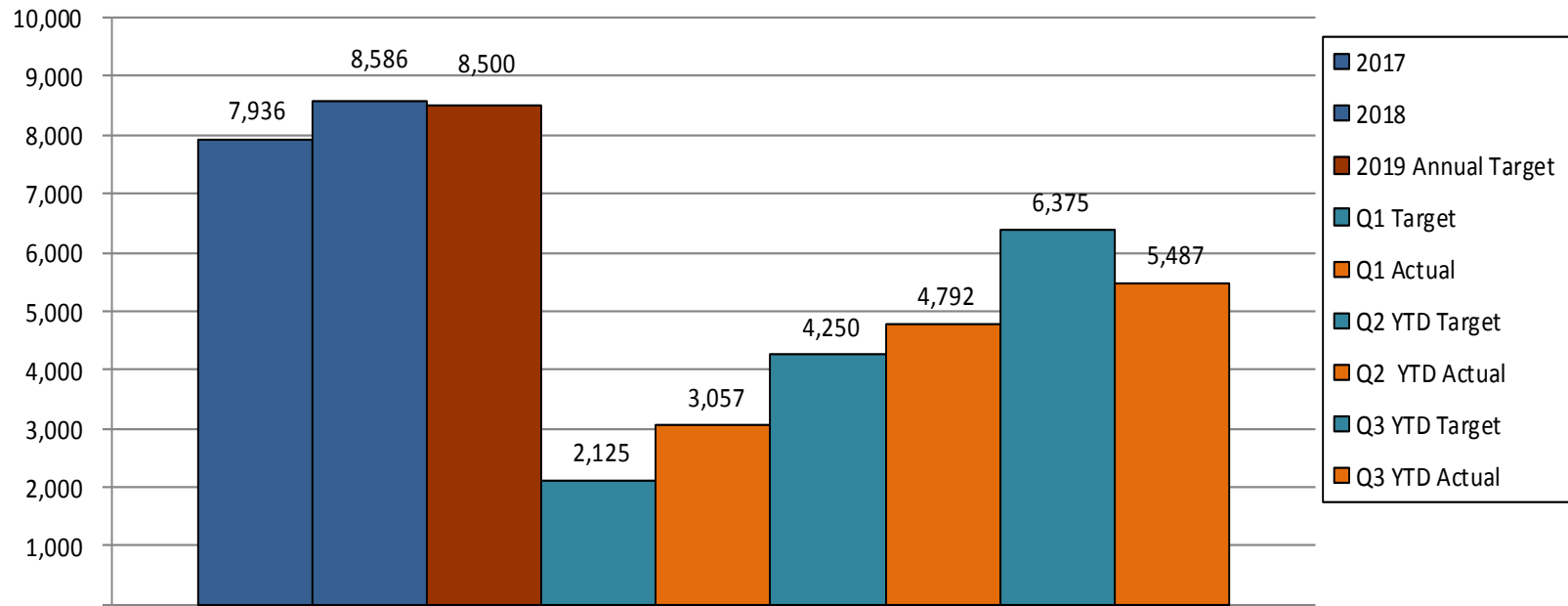


EMPLOYEES: 8FT, 2PT

Q4 will see an increase in attendance at the GFL Memorial Gardens due to the Greyhound games scheduled.

GFL Memorial Gardens Cont'd

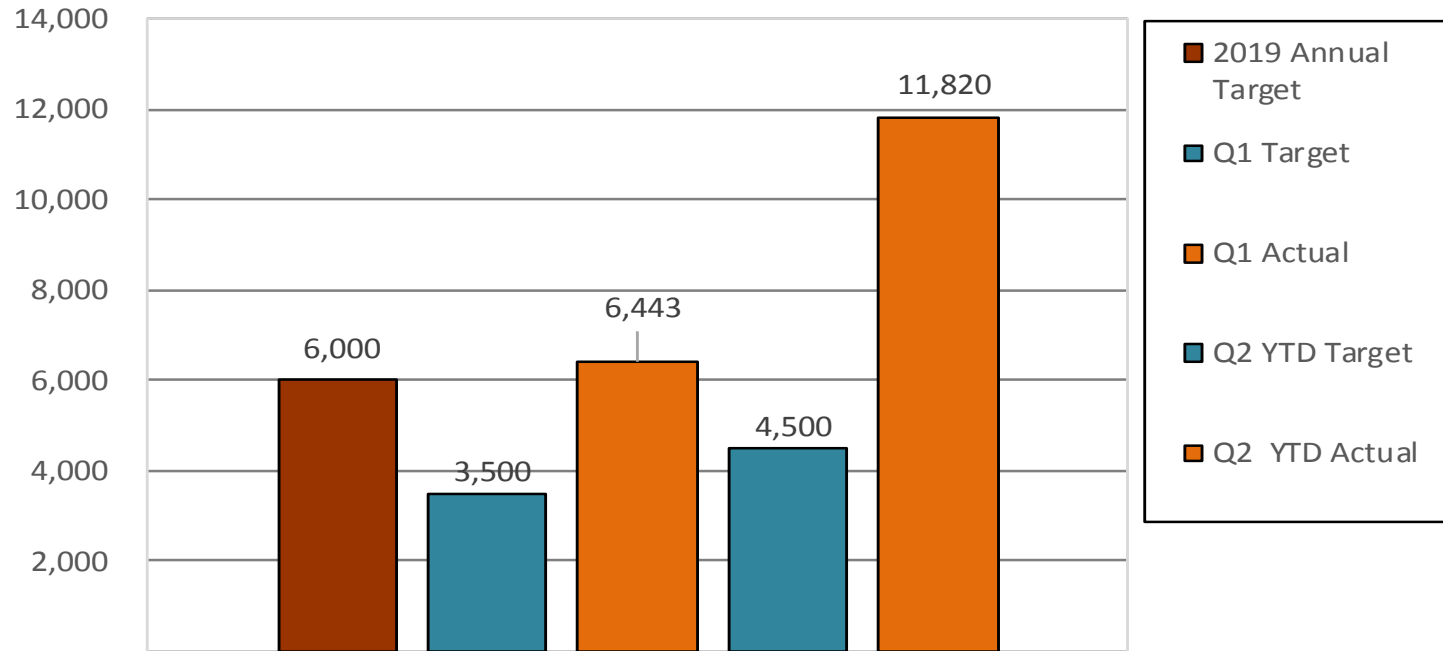
GFL Memorial Gardens - Number of Walkers Per Year



During Summer (Q3) # of walkers is drastically reduced due to better outdoor weather conditions. Q4 will see an increase of walkers at the GFL Memorial Gardens.

Northern Community Centre

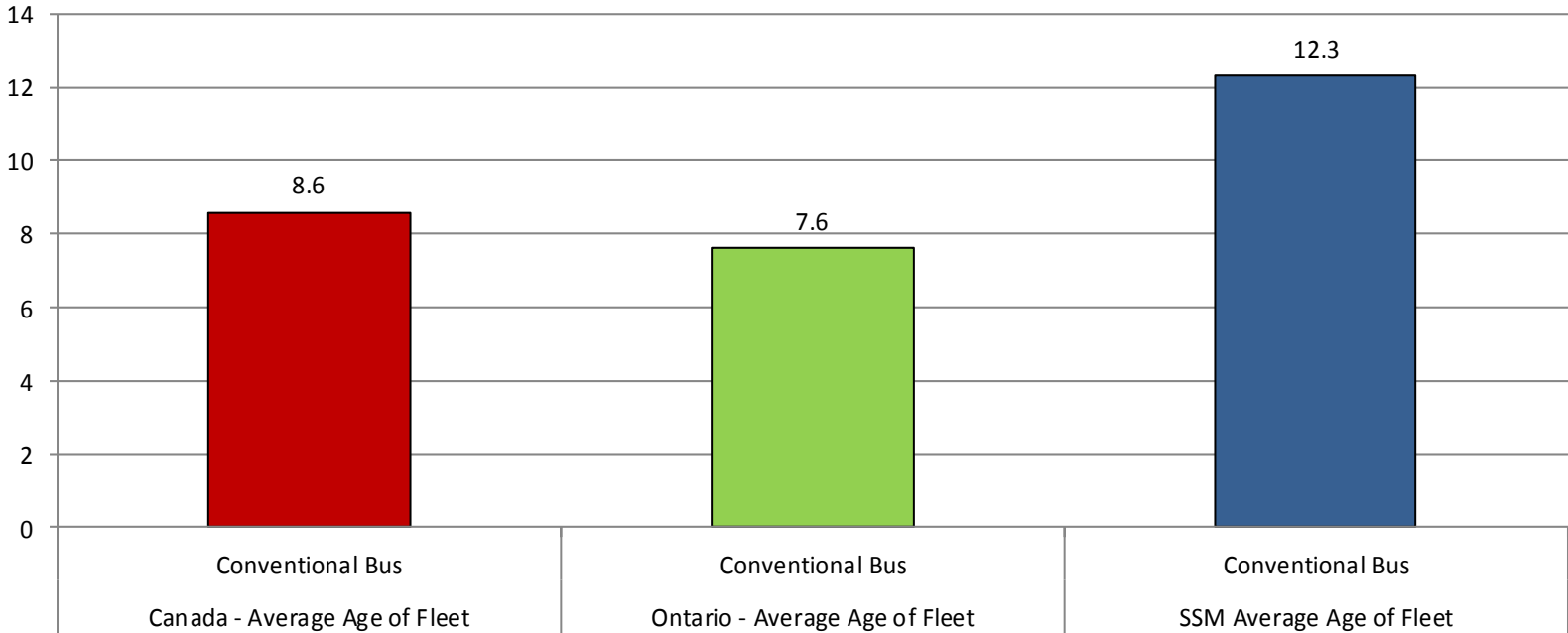
Number of Walkers - NCC



The number of NCC walkers started being tracked in 2019. Walkers are in excess of 10,000.

Transit – Average Age of Fleet

Average Age of Fleet 2018



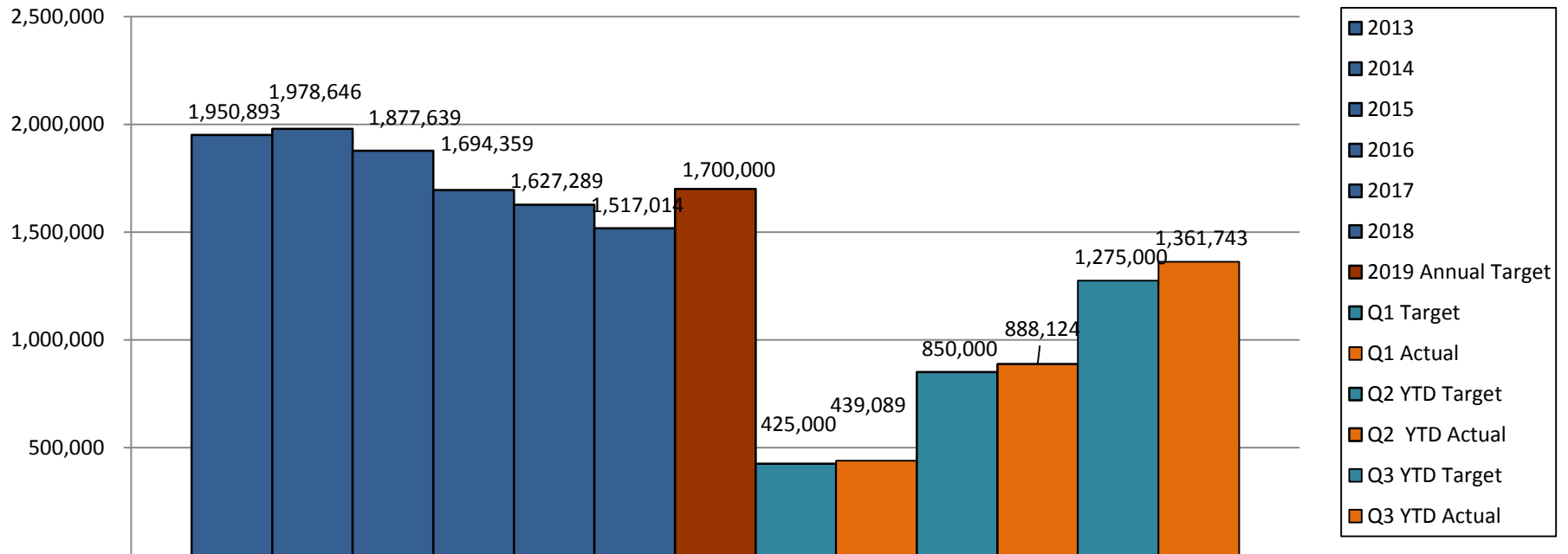
Transit Investment Per Capita

Investment Per Capita



Transit – Ridership

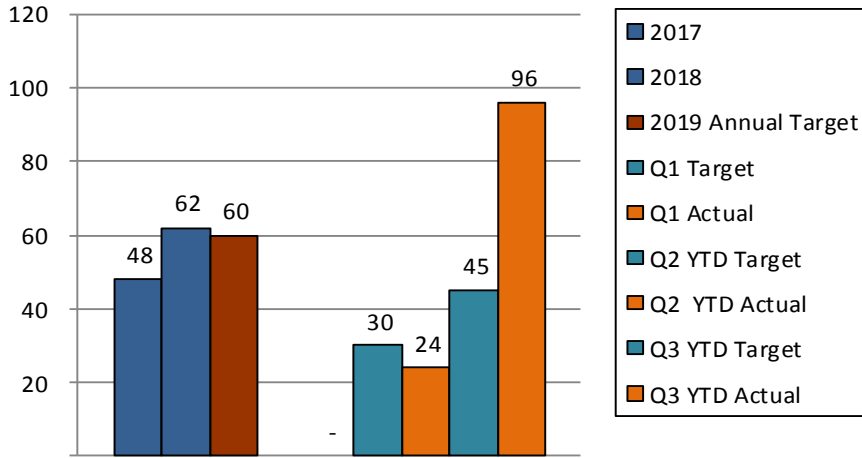
Ridership



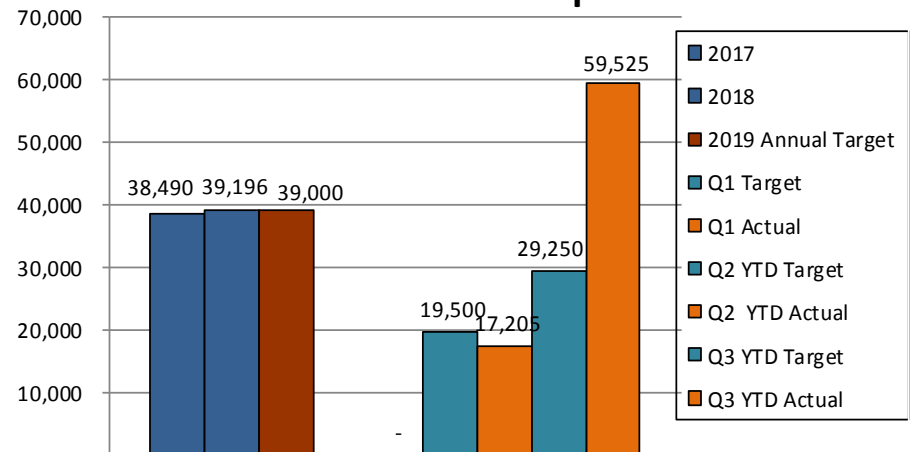
Anticipate to exceed ridership goal for 2019 based on trend.

Rec & Culture

Bondar Tent Events

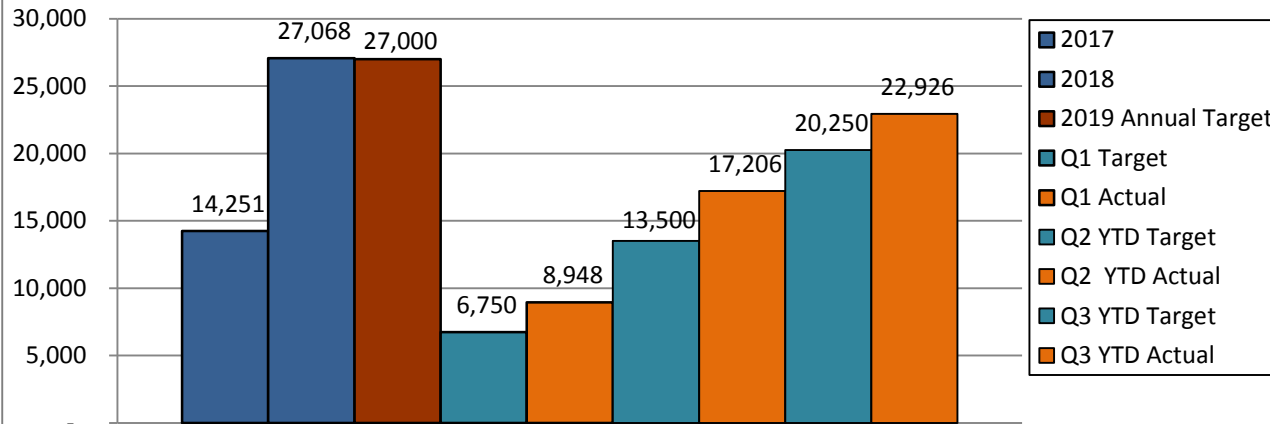


Bondar Total Participation

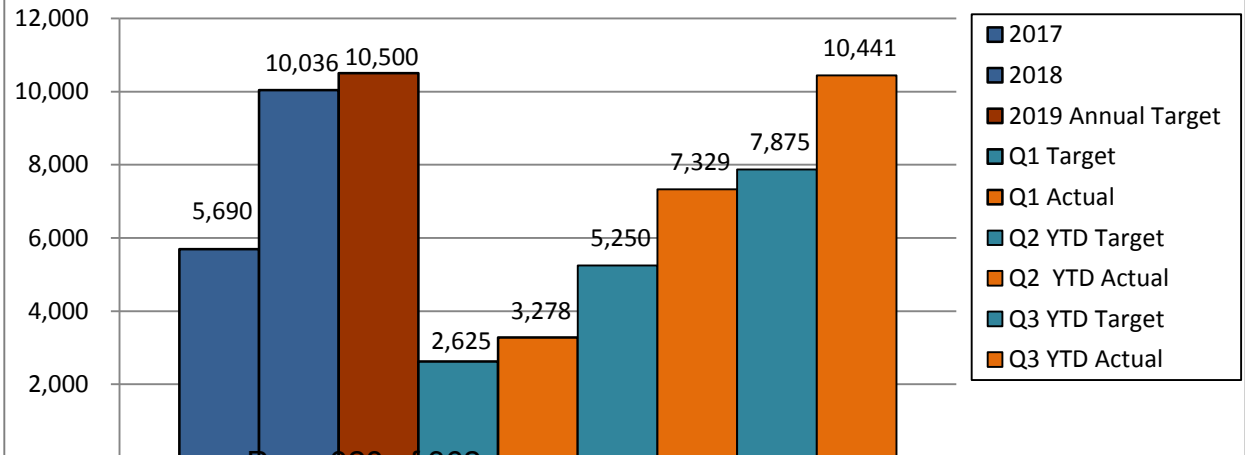


Rec & Culture Cont'd

Senior's DIC Bay-No. of Registered Participant Days

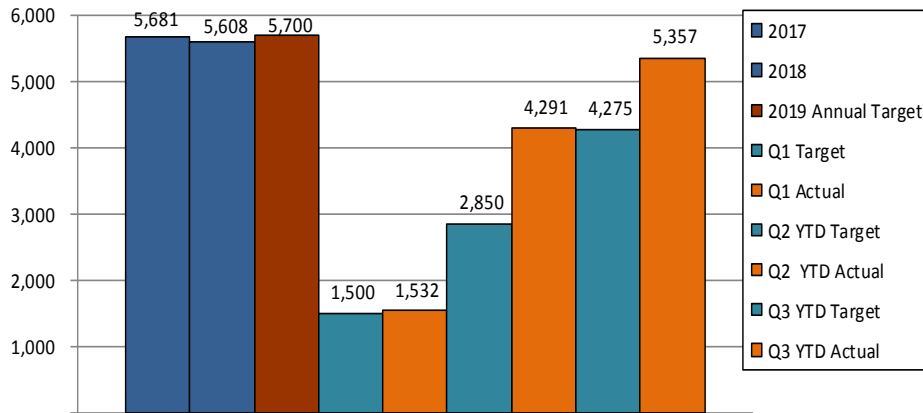


Senior's NCC-No. of Registered Participant Days



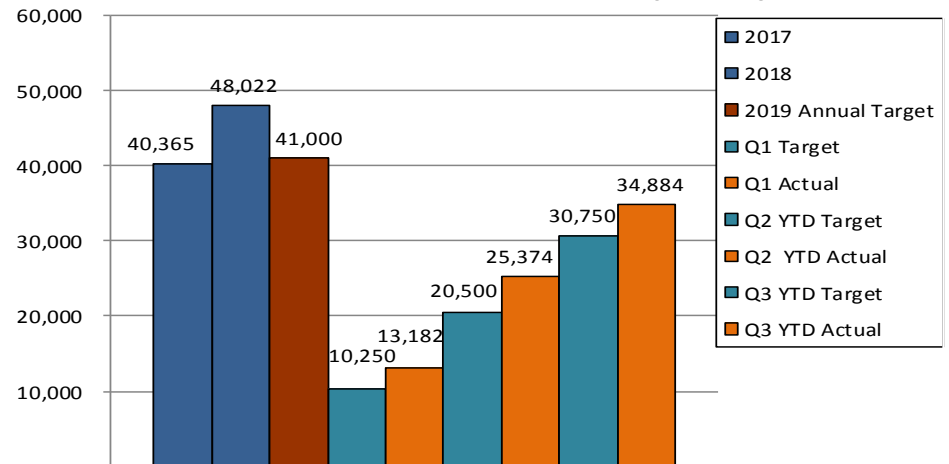
Rec & Culture Cont'd

John Rhodes Pool - Participants Registered for Programs



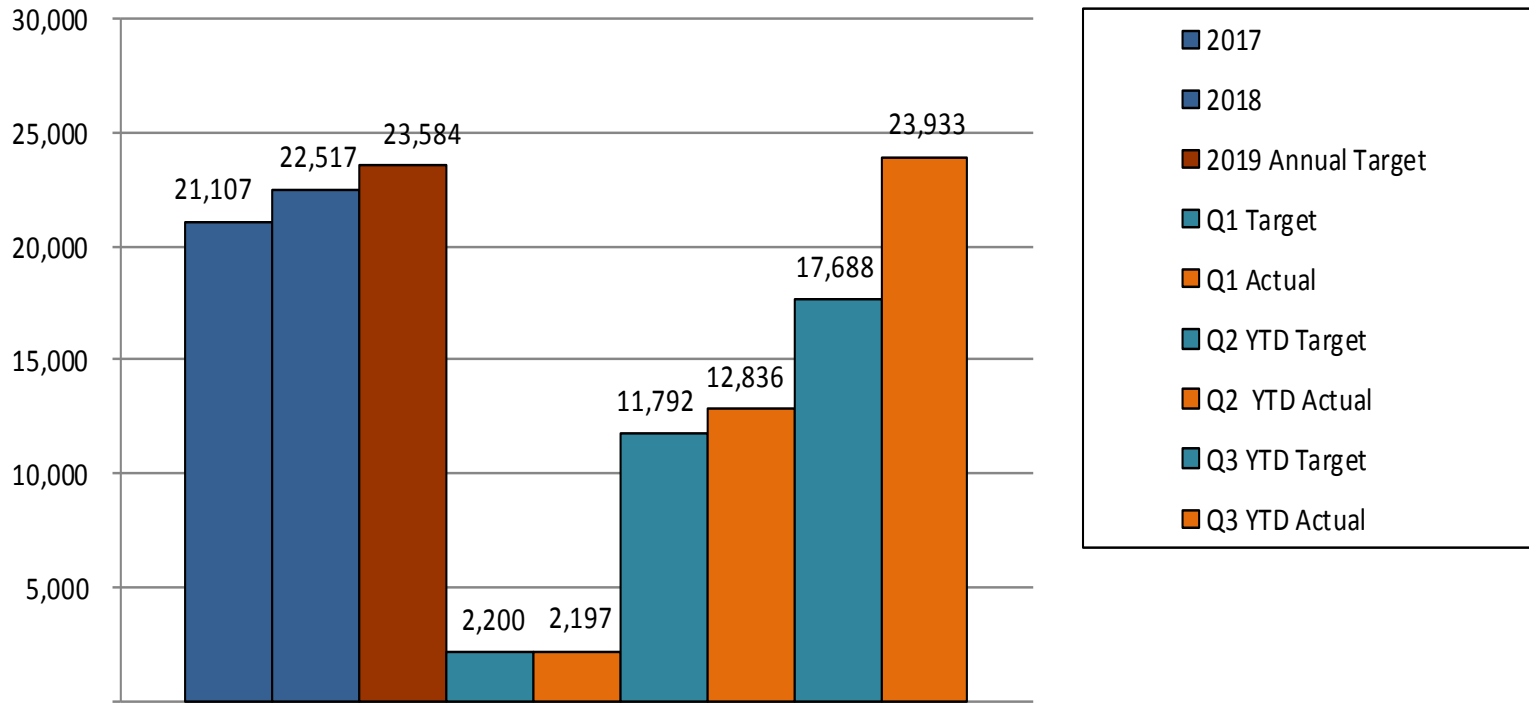
EMPLOYEES: 3FT 1PT

John Rhodes Swim Passes (Visits)



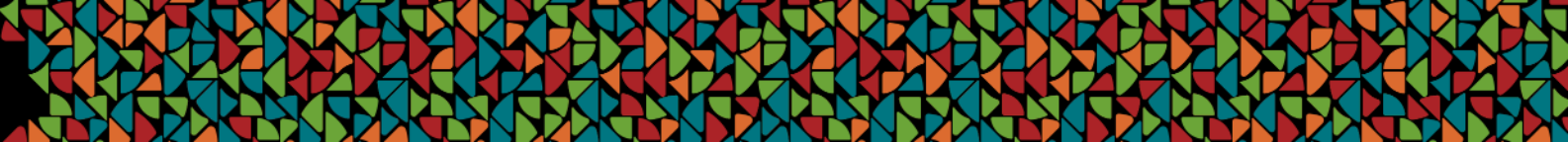
Rec and Culture Cont'd

ECNHS - Total Visitation

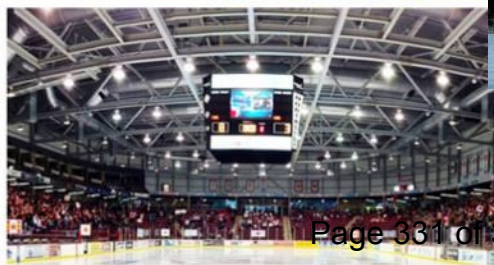


HEAD COUNT: 2FT

The ECNHS will have record attendance in 2019.



Thanks and questions?





**SAULT
STE. MARIE**

Public Works & Engineering Services

Budget 2020

Public Works

Type of Service: Internal and External

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

Services:

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

Engineering

Type of Service: Internal and External

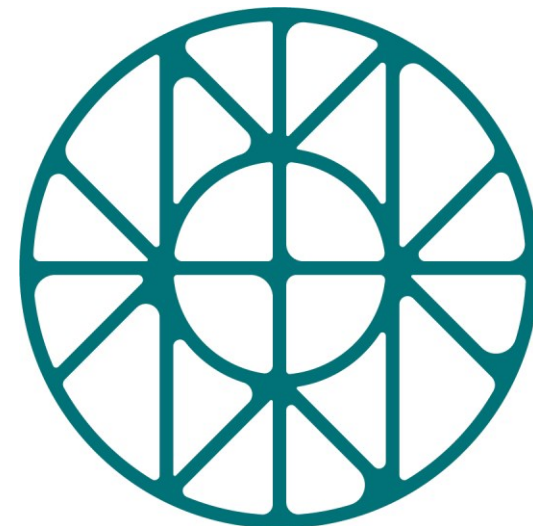
Organizational Units Providing Service: Engineering and Construction, Building Division and Building Services

Services:

- Capital works, connecting links and miscellaneous construction projects
- Subdivision and land development
- Environmental engineering, wastewater and solid waste
- Survey, design and inspection
- GIS, asset management, plans and records
- Stormwater management
- Traffic Engineering
- Building permits and inspections
- Property Standards By-law Enforcement
- Building and property maintenance for Civic Centre - HVAC, security, renovations, janitorial and caretaking

Key Initiatives in 2019

- Advance turn signals and activation at GNR/Third Line and Old Garden River Road/Second Line
- PXO crossings at Queen/Churchill, Wellington/Boydell, McNabb/St Georges
- Bellevue Park Splash Pad completed
- On-line permit inspections – Building Division
- By-Law Enforcement Task Force
- Waste collection cart program launched



2020 Operating Budget Summary - Public Works & Engineering Services

	2019	2020	\$ Change	% Change
Revenue	\$3,820,243	\$4,199,672	\$379,429	9.93%
Salaries & Benefits	\$22,985,584	\$23,660,383	\$674,799	2.94%
Other Expenses	\$23,704,162	\$24,496,006	\$791,844	3.34%
Tax Levy	\$42,869,503	\$43,956,717	\$1,087,214	2.54%

2020 Operating Budget Summary - Public Works

	2019	2020	\$ Change	% Change
Revenue	\$2,590,617	\$2,963,899	\$373,282	14.41%
Salaries & Benefits	\$19,185,428	\$19,732,396	\$546,968	2.85%
Other Expenses	\$12,637,931	\$13,329,769	\$691,838	5.47%
Tax Levy	\$29,232,742	\$30,098,266	\$865,524	2.96%

2020 Operating Budget Summary - Engineering

	2019	2020	\$ Change	% Change
Revenue	\$1,229,626	\$1,235,773	\$6,147	0.50%
Salaries & Benefits	\$3,800,156	\$3,927,987	\$127,831	3.36%
Other Expenses	\$11,066,231	\$11,166,237	\$100,006	0.90%
Tax Levy	\$13,636,761	\$13,858,451	\$221,690	1.63%



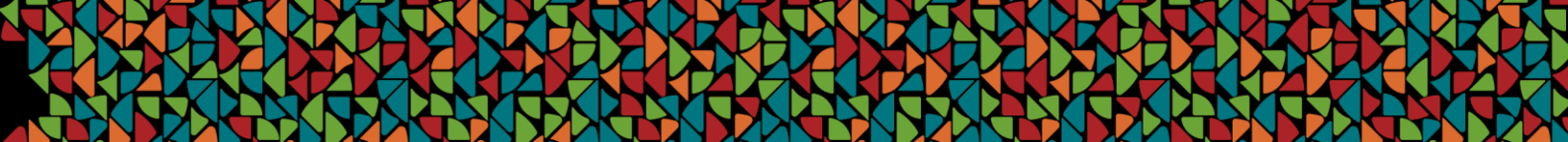
Supplementary Requests

Public Works	
Add 3 apprenticeship positions in Electrical, Carpentry and HVAC	\$ 237,956
Increase to repair parts budget (has been in a significant deficit position for 5+ years)	\$ 397,000
Engineering	
Traffic engineering advisory services (3-5 year contract) re: Signal timing review, traffic control warrants, speed studies, etc.	\$ 30,000
Resurfacing, small capital projects, EAs, biennial structural inspections, etc.	\$ 500,000
Renovation work done on the Civic Centre is being subsidized by the maintenance account	\$ 30,000



Capital Requests

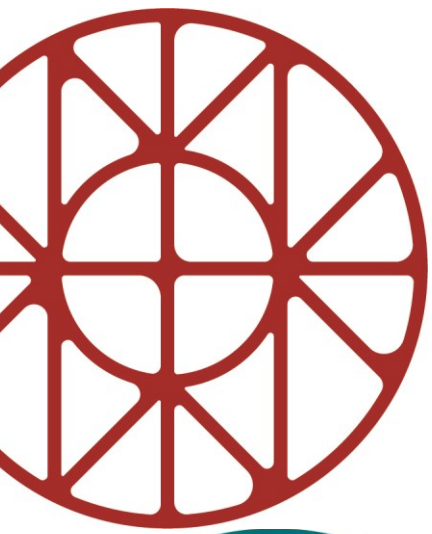
Public Works			
#6	Traffic control system (second half of funding) Risk if not funded: Project remains incomplete and not functioning	\$ 75,000	Unfunded
#7	Replace traffic control cabinets Risk if not funded: Equipment failure	\$ 89,250	Unfunded
#9	Install traffic cameras on Bay Street Risk if not funded: No automated traffic signal activation, lights will be pre-timed	\$ 126,500	Unfunded



Capital Requests

Engineering			
#1	Repair waterfront boardwalk due to erosion from high water levels Risk if not funded: Long term closures of the boardwalk and adjacent trail	\$ 1,500,000	Unfunded
#3	Engineering – 2020 Capital Roads	\$ 17,986,885	Various funding sources







**SAULT
STE. MARIE**

Legal Services

Legal Services

Type of Service: Internal

Organizational Units Providing Service: Legal Department, Provincial Offences Court (Administration and Court Services), Insurance and Risk Management

Services:

- Administration – draft reports, agreements, leases, opinions, easements
- Legal Advice and support to City Council and City Staff
- Property acquisitions and sales
- Preparation of By-Laws
- Processing of Claims and working with Adjusters and counsel
- Representing the City and provide advice on lawsuits
- Representing the City before Courts and Tribunals
- Prosecutions on charges on City By-laws and Provincial legislation
- Insurance – ensuring coverage, monitoring claims process and management
- Risk Management

Key Initiatives in 2019

- What did we accomplish this year?
Internal review and efficiency changes
- Works in Progress which will conclude in 2020:
Migrating Claims process to Clear Risk System in collaboration with IT Department

Streamlining FOI requests

Contractor Safety Program in conjunction with Human Resources Department (Health and Safety) and Purchasing



2020 Operating Budget Summary (\$000)

	2019	2020	\$ Change	% Change
Revenue	\$2,261,698	\$2,317,687	\$55,989	2.48%
Salaries & Benefits	\$1,330,408	\$1,428,152	\$97,744	7.35%
Other Expenses	\$2,035,133	\$2,057,446	\$22,313	1.10%
Tax Levy	\$1,103,843	\$1,167,911	\$64,068	5.80%

Supplementary Requests

- The downloading of Part III Provincial Offences responsibility is beginning and will start with those Municipalities that are prepared. The province will then download this responsibility to the rest of the Municipalities.
- It is mandatory, not optional. We therefore intend to move our current Prosecutor to this position and look to hire a junior prosecutor to the Part I and Part II charges. This will also include hiring a clerk to assist with the Part III charges, and preparation of disclosure.
- It will take time to recruit and train for these positions. Charges are required to move through the Court system efficiently and timely. Not being ready could result in charges being dismissed by the Court due to delay.



**SAULT
STE. MARIE**

Fire Services

Budget 2020

Fire Services

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

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

Services:

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

Key Initiatives in 2019

- Fire Public Education
- Following the “3 Lines of Defense” a Public Education program was developed- Project ASAP- Assisting Seniors Awareness Program
- Highlights of Program: Free program offered to seniors 65+, check & test smoke alarms, CO alarms and extinguishers
- Review potential fire hazards, discuss and complete a fire escape plan
- Provide recommendations to homeowner
- Stats to date: Homes visited- 49, Installed/Changed 44 Smoke Alarms, Installed/Changed 21 CO Alarms, Installed 41 Batteries
- Average age of Program is 82

Key Initiatives in 2019

- Fire Public Education utilizing Fire Suppression Staff, initiative is called- “In-Service Fire Safety Program”
- Annually, Fire Crews participate in this program, crews go door to door to discuss fire safety, test smoke alarms and provide recommendations to home owners for fire safety
- Highlights of Program: 2,319 homes were visited with 94% compliancy for working smoke alarms

Key Initiatives in 2019

- Fire Suppression Crews Responses to date:
- 2,436 alarms
- 106 Fires- of those fires 26 have an estimated loss of over \$50,000
- 609 Medical Assists
- 298 Carbon Monoxide & Public Hazards
- 115 Vehicle Collisions & Vehicle Fires



2020 Operating Budget Summary

	2019	2020	\$ Change	% Change
Revenue	227,442	253,317	25,875	11.38
Salaries & Benefits	12,650,814	13,360,176	709,362	5.61
Other Expenses	1,089,701	1,097,975	8,274	0.76
Tax Levy	13,513,073	14,204,834	691,761	5.12

Supplementary Requests

- These requests support the implementation of the Council approved Fire Master Plan, there are a total of 3 requests:
- 1) Comprehensive Officer Training- Recommendation #30- “develop the current Officer training initiatives in to a comprehensive Officer Development Program.
- Ongoing Cost is \$4,000 annually
- 2) Incident Command Training- Recommendation #31- “adoption of the Blue Card Incident Command Training program
- Onetime fee of \$40,000 to initiate the program and \$13,000 annually to maintain the training program
- One of the most widely utilized programs in the fire service
- Will enhance Command Training for structural fire responses and all emergency incidents
- Section 27 of Occupational Health & Safety Act- When appointing a supervisor, the employer must ensure the person is competent. This training program will ensure our Officers meet this requirement.
- Consequences of not providing: Officer development will not be following the Fire Master Plan to create an efficient and effective response model for the community

Supplementary Requests

- 3) Comprehensive Technical Training Program for Support Services
- Follows recommendation #40 “adopting the Emergency Vehicle Technician (EVT) Certification for Mechanical Staff”
- Ongoing annual cost of \$1000.00
- This will ensure that the mechanical staff are current with training to maintain a compliment of service ready apparatus at all times
- Consequence of not approving- Mechanical Staff would not attain EVT Certification. Would create a gap in efficiencies of the division.

Capital Requests- Fire Service

- \$10,000 replacement of four (4) Automatic External Defibrillators (AED)
- Current Units have been used for over twelve (12) years. They have exceeded their life expectancy.
- AED's are utilized when responding to Medical Calls that require CPR and Defibrillation by frontline staff.
- Vital piece of equipment to perform service level to community.
- If not replaced there would be a delay in patient receiving defibrillation during CPR until an Ambulance arrives
- Units are difficult to service and maintain due to age.

Capital Requests Fire Service

- \$850,000 request to replace Fire Tanker Truck
- Current Tanker is 1994, well past the life expectancy
- Fire Master Plan, NFPA 1901 “Standards for Fire Apparatus”, Fire Underwriters Survey (FUS) and Fleet Replacement Schedule state replacement of frontline apparatus 12-15 years
- Due to age, replacement parts are difficult to find
- If not replaced and service or repair is required, parts not being found may prohibit the repair. This would result in not having a Fire Tanker for responses.
- Fire Underwriters Survey could adjust the City’s insurance ratings due to not having a Fire Tanker that meets the NFPA 1901 Standards for Apparatus replacement.

Fire Apparatus Replacement Schedule

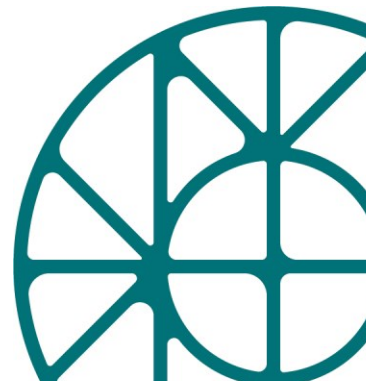
- 2020 – Tanker Replacement - \$850,000
- 2021- Rescue Unit- approx. \$500,000
- 2023- Aerial – approx. \$1.6 million
- 2024- Rescue Pumper- approx. \$975,000
- 2025- Rescue Pumper- approx. \$990,000
- **6** year total of approx. \$4.9 million

Capital Requests Fire Service

- \$12,000 request for Bunker Gear Dryer
- Dryer is required to expedite the return to service of contaminated Firefighters Bunker Gear
- Fire Services was subject to a Ministry of Labor Field Visit. The drying time of the Bunker Gear was identified as a choke point for the process of returning gear to service in a timely manner
- Occupational Health & Safety Act Section 21 speaks to the Care, Maintenance, Inspection and Replacement of Bunker Gear
- Following a prescribed process for decontamination and cleaning of the gear aids in prevention of Firefighters being exposed to carcinogens and off gases
- Prevention method to reduce Legislative Presumptive Cancer Claims



Thank You





500 Second Line East, P.O. Box 9000
Sault Ste. Marie, Ontario, P6A 6P2
tel. (705) 759-6500 fax. (705) 759-6510

December 6, 2019

Mayor Provenzano and City Council
City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

I am writing further to the PUC Services Inc. board meeting of November 27, 2019

I am pleased to formally confirm that the Board unanimously passed a resolution declaration of a special dividend to the shareholder in the total amount of \$400,000 (\$200,000 from PUC Inc. and \$200,000 from PUC Services Inc.). These special dividends are in addition to the regular annual dividend of \$610,000, and will result in a total dividend of \$1,010,000 this year.

We have worked hard over the past few years to improve our organization, provide dependable and quality service to our customers and to create value for our shareholder. We believe this special dividend is indicative of our progress. It is important to note that this dividend is not the result of an increase in either distribution or water rates, or generated from those rates.

We were able to declare this special dividend because PUC has capitalized on or created other income streams. We intend on doing more of this work and passing on that success to our community through the shareholder. In that respect, although we aim and hope to continue to increase our revenues and distributions, the City should not assume that we will be able to declare a special dividend again next year. For the City's budgeting purposes, the City can and should continue to count on the usual annual dividend.

On behalf of the Board, we look forward to continuing our work with you, City Council and City staff for the betterment of our community.

Sincerely,

PUC Services Inc.

A handwritten signature in blue ink, appearing to read "Jim P. Boniferno", with a long horizontal flourish extending to the right.

Jim P. Boniferno
Chair, PUC Inc. and PUC Services Inc. Board of Directors

OFFICE OF THE MAYOR



CORPORATION OF THE
CITY OF SAULT STE. MARIE

December 9, 2019

Mr. Jim Boniferro, Board Chair
PUC Services Inc.
500 Second Line East
Sault Ste Marie, ON
P6A 6P2

Jim:

I acknowledge of your letter of December 6, 2019, confirming the special dividend in the amount of \$400,000.00 declared by the Board at its most recent meeting.

I want to recognize your leadership, the leadership of the Board of Directors, the executive management team and the employees of the PUC group of companies.

We set out a few years ago to generate value for our community and to increase our non-rate base revenues. It is heartening that we have achieved that goal and I recognize that we would not have but for the guidance of the Board of Directors, the solid work of the executive team and the day-to-day efforts of the employees. This is a team achievement and one that reflects well on all levels of the organization.

I want to emphasize to the community that the increase in our revenues that allowed for this dividend did not come from either the water rates or the distribution rates. We have and we will continue to look for revenues outside of our local rate base, to generate value for the company and the community at large.

I confirm, in closing, that the City will budget this money as one time funds and that we will not allocate it to ongoing expenses. Although we would certainly hope to receive this type of dividend on an ongoing basis, we will not presume that will be the case.

I have enjoyed working with you, the Board and the team at the PUC and look forward to that continued work over the remainder of this Council term.

Sincerely,

Christian C. Provenzano, B.A., LL.B., LL.M

CC City Council
Malcolm White, Chief Administrative Officer
Shelley Schell, Chief Financial Officer/City Treasurer

P.O. Box 580, 99 Foster Drive ~ Sault Ste. Marie, Ontario ~ P6A 5N1
705-759-5344 ~ mayor.provenzano@cityssm.on.ca