

City of Sault Ste. Marie

2016 Operating Budget Summary

Budget Process Overview

The budget process began in mid-August, 2015 with the updating of the approved employee complement along with salary and benefit calculations. Worksheets were provided to the departments, incorporating the salary and benefit update, in September, 2015. City departments were asked to provide their budgets based upon maintaining the 2015 levels for operating expenses as well as updating the levels for revenue generating operations if applicable. Service level enhancement requests are submitted and summarized for Council review and approval during budget deliberations. Department submissions are used to produce the draft budget, which is then reviewed and adjusted by Finance as required for such items as contracted, legislated and regulatory changes, as well as Council resolutions. An analysis of trends is also done to ensure that budgets are at appropriate levels based on historical net expenditures and projected estimates. The Preliminary Budget is being presented to Council February 8, 2016.

Budget input is being gathered with a deadline of February 12, 2016. A new online tool is available which allows the taxpayer to indicate the areas where they would like to see their tax dollars utilized. Taxpayers are also able to provide input by email at budgetinput@cityssm.on.ca. Budget input sessions are scheduled as follows:

Wednesday, February 17 - 7 p.m. to 9 p.m.

Civic Centre - Russ Ramsay Board Room, Level 3

Saturday, February 20 - 2 p.m. to 4 p.m.

Civic Centre - Russ Ramsay Board Room, Level 3

All input received will be summarized and provided to Council for their consideration during the budget deliberations sessions.

The 2016 budget process brings with it a change from past practices with the addition of budget deliberation meetings. Presentations will be made by each department to review their budget changes, constraints and service level recommendations. A separate schedule is appended to the Operating Budget Summary setting out the suggested timetable for Council's consideration.

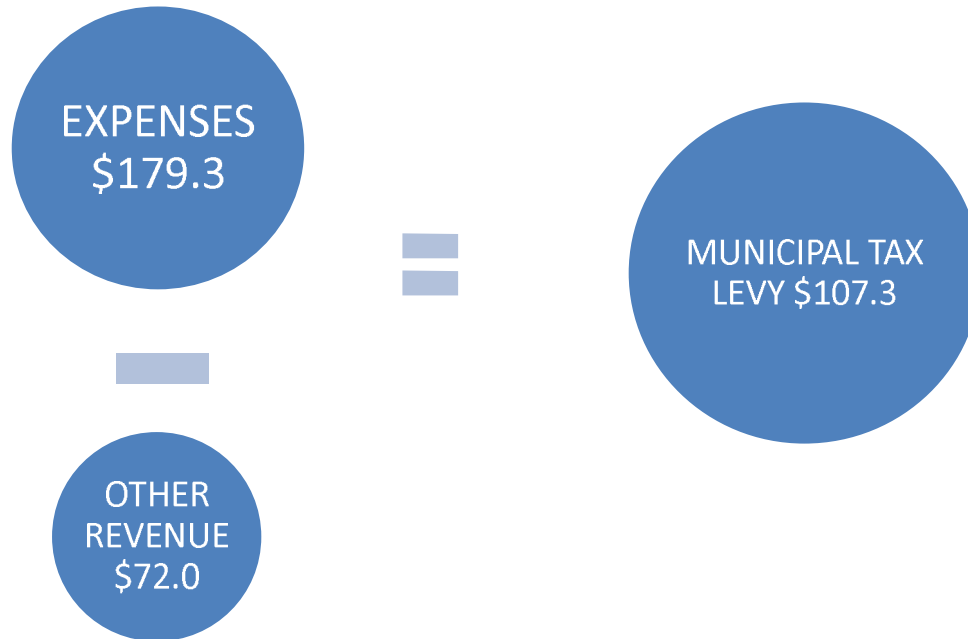
Next Steps

Once the Preliminary budget is presented, the budget deliberation process will begin. During budget deliberations, Council will be able to review each department's budget and service level options. The results of the deliberations will then be incorporated into the Final Budget 2016, which will be presented to Council in April, 2016 for its consideration and final approval along with the recommended tax policy and tax rates for 2016.

Executive Summary

The City of Sault Ste. Marie provides a vast array of municipal services to approximately 75,000 citizens and 34,590 households based on the latest census data. These services are overseen by the various departments of the City and range from recreational services to construction and maintenance of the City’s roadways. The Preliminary 2016 Budget as presented represents maintaining these services at the same level as the previous year.

The property tax levy is the difference between the City’s total expenses required to provide municipal services and non-tax revenues, such as user fees and government grants.



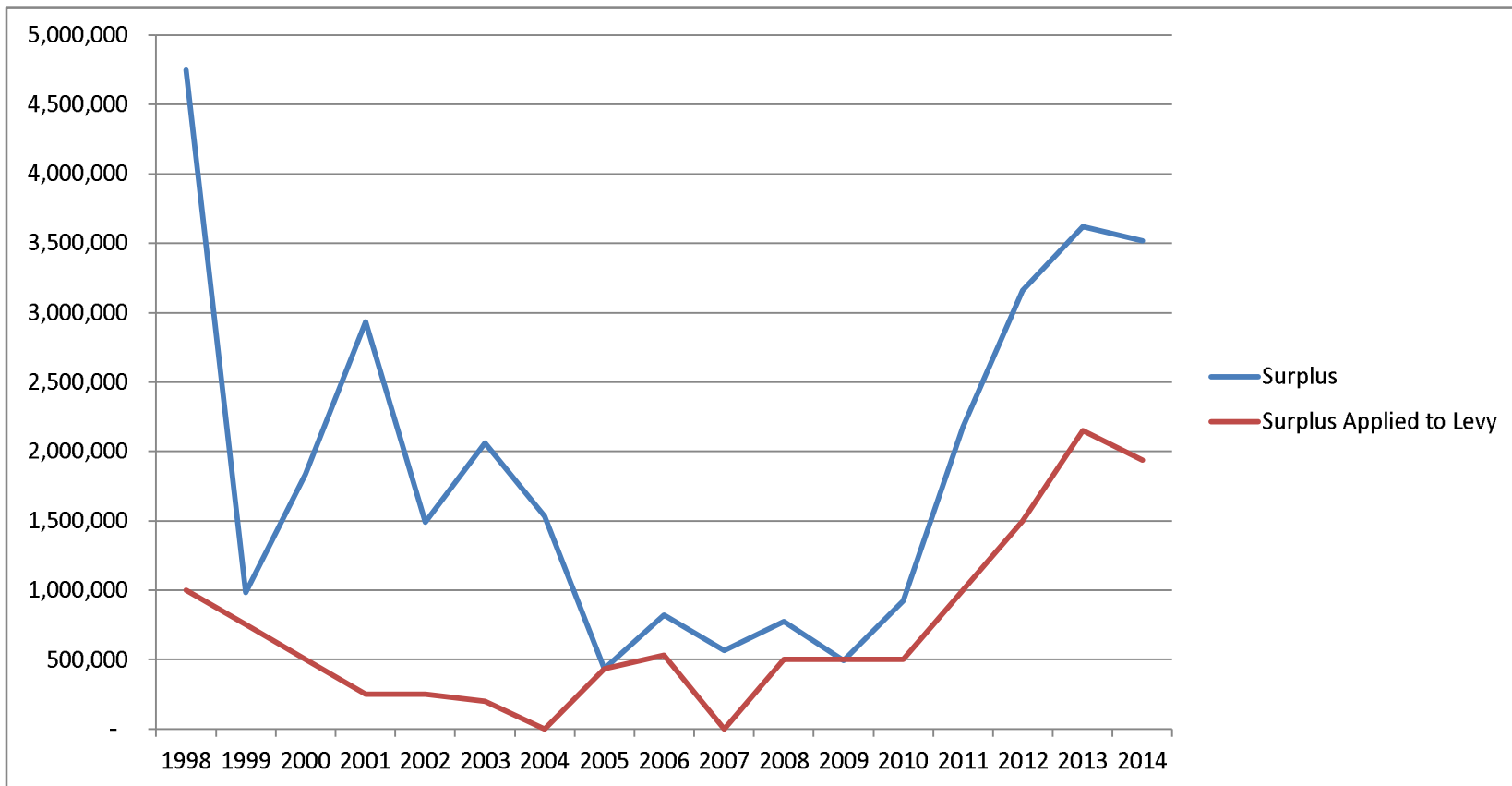
The Preliminary 2016 Operating budget identifies a 5.23% tax levy increase, of which 2% is due to surplus and reserves used in 2015 for levy reduction. This represents the net requirement to provide the same level of service in 2016 as maintained in 2015. Included are revenue adjustments for user fee increases as estimated based upon the proposed User Fee Bylaw presented to Council for approval on January 25, 2016. Expenditures have been adjusted for contracted changes in compensation, efficiencies identified by departments and various contracted increases as approved by Council.

For the average residential property assessed at \$175,500 in 2016, this is approximately equal to a \$124 (5.3%) increase.

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

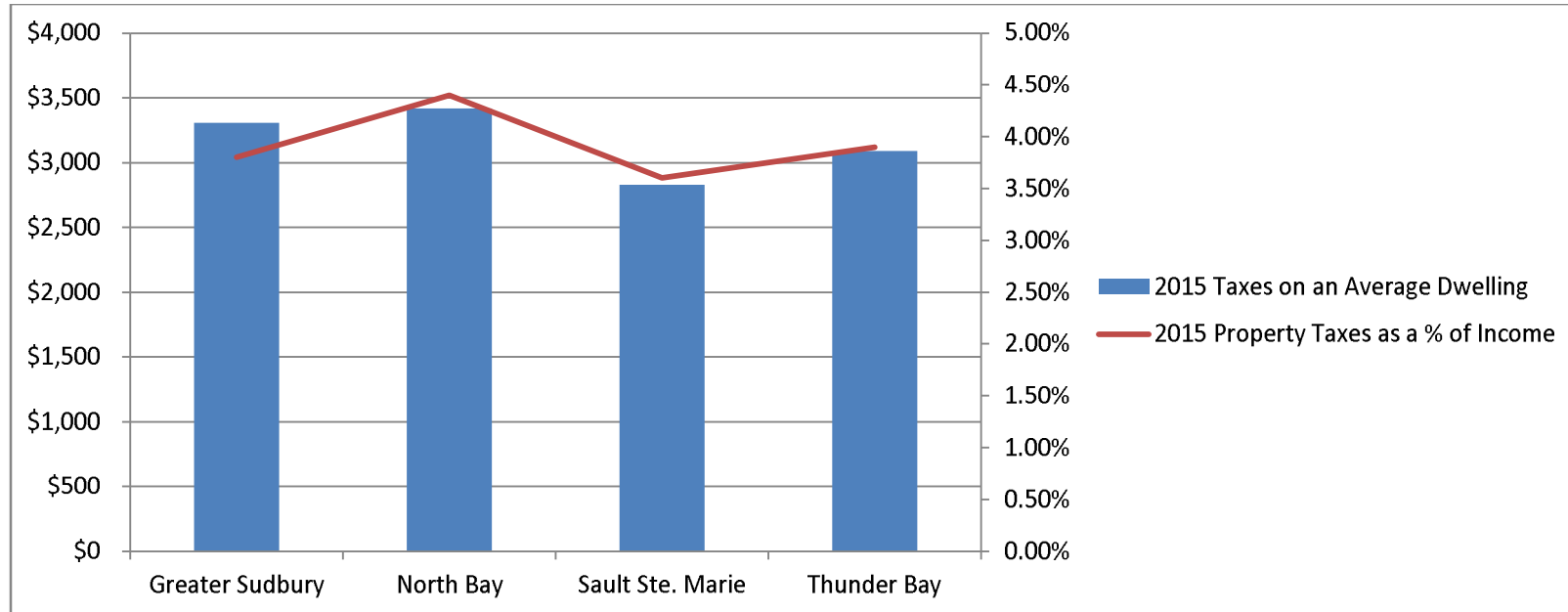
	Change 2015 to 2016	Tax Levy Impact
City Departments-Maintaining Services	2.54%	1.80%
Levy Boards and Outside Agencies	2.62%	0.54%
Ontario Municipal Partnership Grant Reduction	5.6%	0.89%
INCREASE BEFORE LEVY REDUCTION FROM PRIOR YEAR		3.23%
Surplus for Levy Reduction		1.90%
Reserves for Levy Reduction		0.10%
Overall Tax Impact		5.23%

As noted, of the 5.23% levy increase, 2% relates to surplus and reserves used in the prior year for levy reduction, leaving a 3.23% increase to the levy year over year. Use of surplus for levy reduction has increased significantly since 2010 as larger surpluses were experienced. The increase in the level of surplus was due to several unique circumstances and staff project that these levels will not be seen in the future. As such an increase to the levy will be experienced due to the change. Staff continues to recommend that surplus not be used for levy reduction and rather be applied to one-time items in order to maintain a stabilized levy.



Municipal Burden as % of Household Income

The 2016 BMA study shows the taxes on an average dwelling for the City of Sault Ste. Marie as lowest among our Northern Ontario comparators. We are also the lowest when property taxes are considered as a percentage of the median income of each municipality.



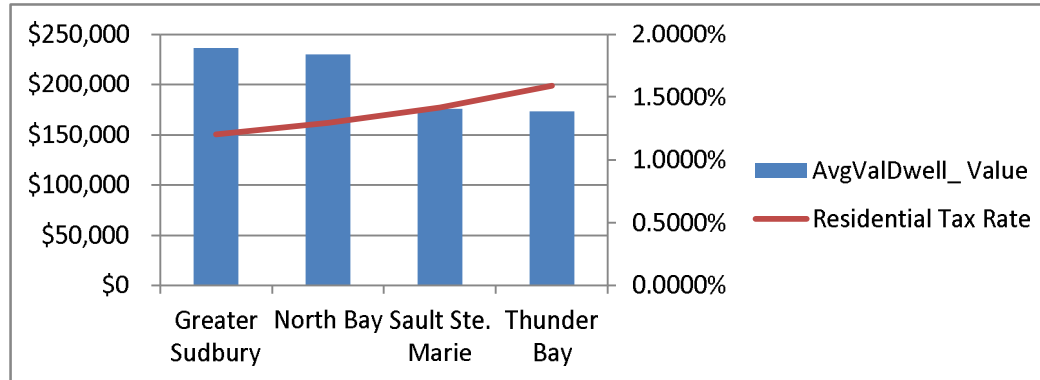
BMA Management Consulting-2016 BMA Study

Tax rates are basically calculated by dividing the levy requirement into the total assessment. For example, if Municipality A has an assessment of \$10,000 and Municipality B has an assessment of \$15,000 and both have a tax levy of \$1,000, the rates would be the following:

	Municipality A	Municipality B
Levy	\$1,000	\$1,000
Assessment	\$10,000	\$15,000
Tax Rate	0.10	.067

The tax burden is exactly the same for both municipalities but the one with the higher assessment will reflect a lower tax rate to raise that same amount. Although tax rates can be used as a measure of the municipal tax burden, they should not be viewed on their own as the effect of market assessment values present a scenario that is not true. Multiple indicators should be reviewed when ranking and comparing with other municipalities.

From a tax rate standpoint Sault Ste. Marie is higher than both Sudbury and North Bay, but less than Thunder Bay. As seen below, Sudbury and North Bay have a much greater average assessment value than Sault Ste. Marie and Sudbury, thus their tax rate reflects lower.



BMA Management Consulting-2016 BMA Study

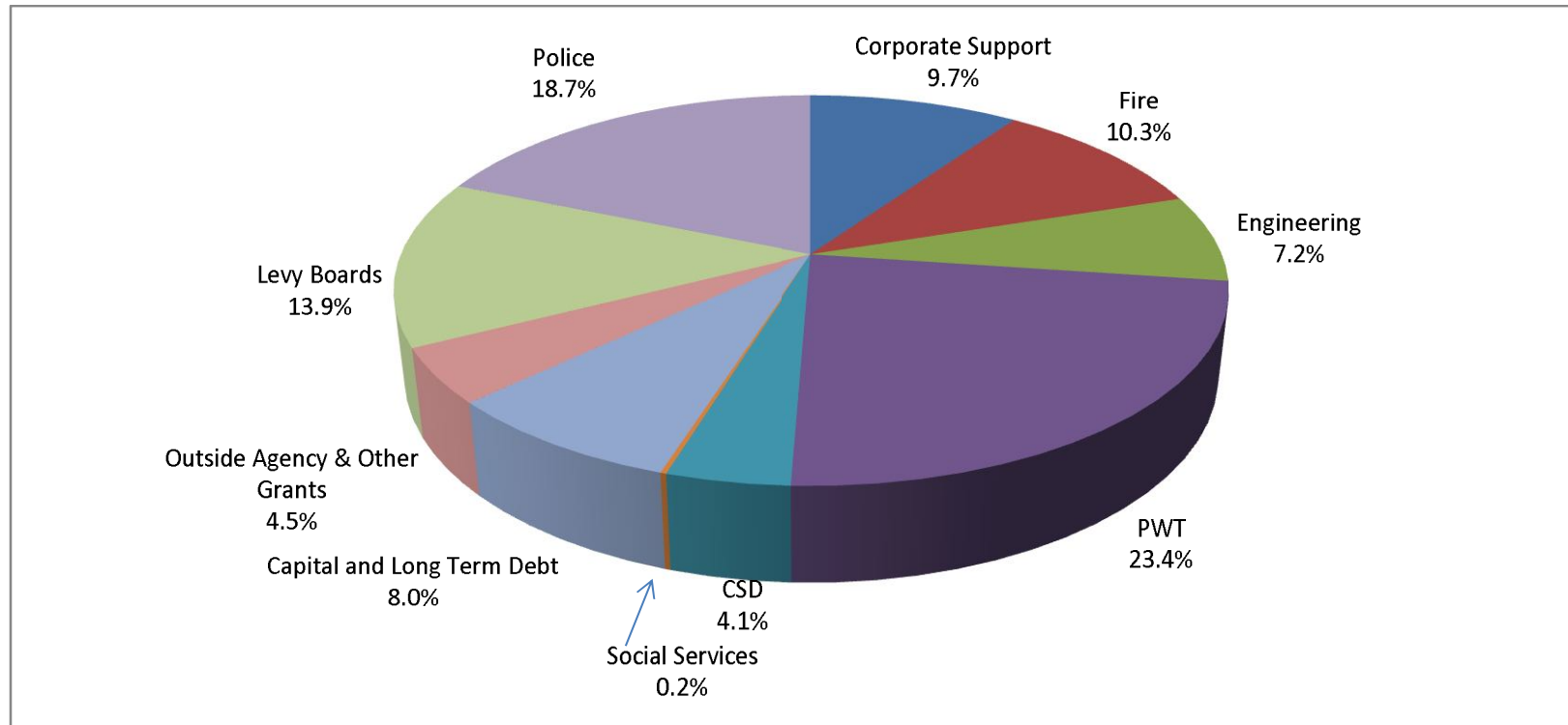
By viewing only the tax rates, a false impression is given that Sault Ste. Marie taxes are among the highest when in fact property taxes as a percentage of a taxpayer's income, which is a recognized benchmark used to compare municipalities, are the lowest.

Council will be making a decision for items regarding expansions and reductions which will be incorporated in the Final Budget. Options will be presented to Council during the department presentations at the budget deliberation meetings. Council may also decide to debate and lower the tax levy beyond the 5.23% Preliminary Budget and the 2016 Recommended Budget. Included in the options presented will be staff recommendations on whether these should be included or not. The preliminary budget therefore will be adjusted at the time of presenting to Council a staff recommended 2016 Tax Supported Budget.

Highlights

The preliminary tax levy for 2016 is \$107,274,312. The levy by key area is shown below. Of the total levy approximately 33% is comprised of costs that the City cannot control, these include Levy Boards and Police Services. An additional 4.5% relates to outside agencies and boards that City Council has approved for ongoing funding.(Tab H) and 8% towards capital and financing requirements. The remaining 54.5% is directed to City services and accounts for 1.8% of the total 5.23% levy increase.

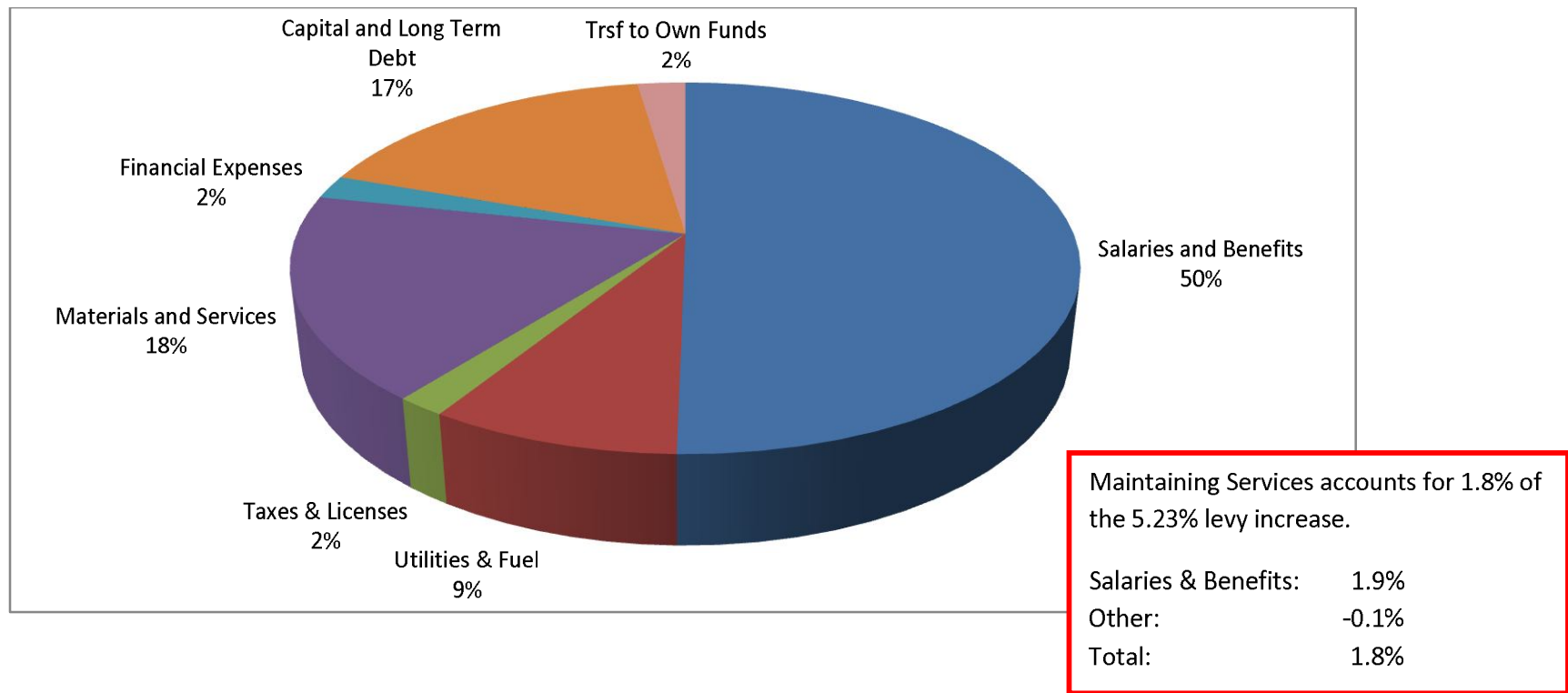
Departmental information related to the 2016 Preliminary Budget is included (Tabs A-O)



Maintaining City Services equates to 1.8% of the 5.23% levy increase. Of this 1.9% is related to salaries and benefits and is offset by a **reduction** of 0.1% in other net costs. Core inflation, which excludes volatile elements of CPI such as fuel and food, is estimated at just below 2% and CPI at 1.5% based upon review of various forecasts.

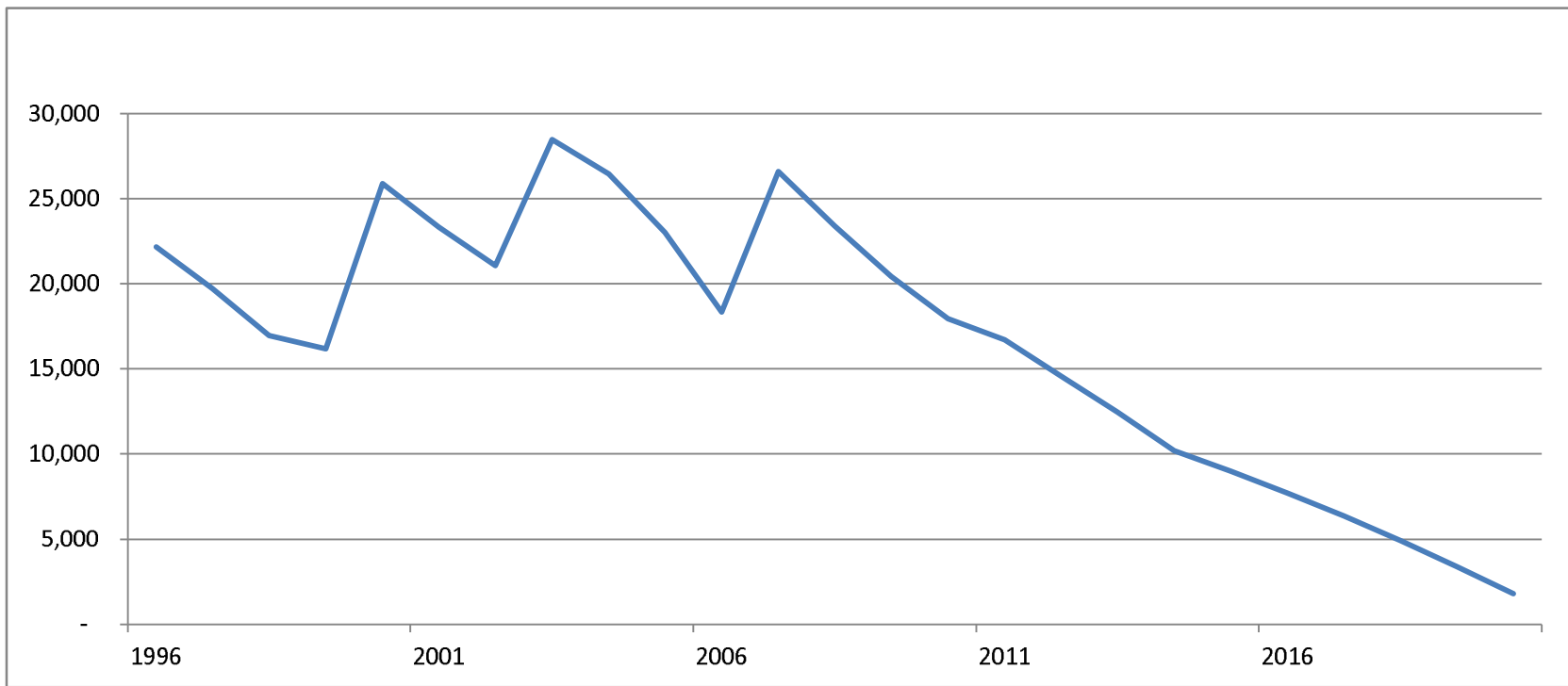
The City Services budget reflects 50% for salaries and benefits. As a service organization staff compensation comprises almost one half of the City Services portion of the budget. Compensation is governed by contractual agreements and thus rates of pay are not controllable by the departments. Contracted salary increases range from 1.48% to 1.85%. Note that Fires Services contracts are expired and have not been yet negotiated. The budget levels reflect rates in effect for the last contract. Manning levels are based upon the current service level requirements.

Departments will present during budget deliberations details of their uncontrollable costs due to legislated, regulated or contract obligations.



Capital and Long Term Debt

The Operating Budget includes \$2.2 million for annual debt servicing costs. The long term debt balance as of December 31, 2015 is \$9.0 million. No additions to long term debt are projected for 2016 at this time. Council will be presented with options during budget deliberations to accelerate capital projects utilizing long term debt financing.



Capital Budget

Annual allocations included in the operating budget for capital include:

Capital Road Works and Miscellaneous Construction	\$7.5 million
Asset Management Plan, including fleet and Capital from Current	\$5.4 million
Sanitary Sewer Capital	\$5.4 million

The 2016 Capital Road Works budget was approved by Council June 22, 2015 for \$11.8 million with funding of

Annual Operating Budget allocation	\$6.2 million
Federal Gas Tax	\$4.6 million
Sanitary Sewer Charge	\$1.0 million

An additional \$435,000 in formula based funding under the Ontario Community Infrastructure Fund (OCIF) was announced subsequent to the approval above.

Approved Capital Road projects for 2016 include:

- Francis Street: from Wellington Street East to Railroad Avenue
- Second Avenue: from Wallace Terrace to Second Line West
- Coulson Avenue: from Queen Street to Manor Road
- Black Road Widening: from Second Line to McNabb (Phase One of Two)
- Fort Creek Aqueduct Project (2nd year of 5 year funding)
- Various road resurfacing

Other funding outstanding and not included in budget:

The 2015 Capital Road Works budget deferred the Bay Street improvement (\$2.5 million) due to a funding shortfall of other projects tendered and the EA completion wasn't anticipated for 2015 construction season. OCIF Funding Intake II was applied for but not granted. Currently there is \$1.7 million committed to this project with additional funding of \$0.8 to \$1.3 million required.

The City received a grant from the NOHFC for upgrading streetscape, of which \$600,000 is to be applied to Gore Street between Queen and Wellington. Road reconstruction, although not included in the Capital Road Works Five Year Plan, should be completed in conjunction with the streetscape upgrades.

Both these items will be reviewed in conjunction with the 2015 Capital Road Works Budget and final costs with the intention that any surplus budget will be applied to their funding.

The Asset Management Plan recommendations for 2016 and the Capital from Current recommendations will be presented during budget deliberations. An annual allocation of \$2.3 million for infrastructure and various other capital reserve transfers for equipment are included in the operating budget. The annual allocation for Capital from Current in the operating budget is \$1.1 million. Projects include smaller dollar requirements that are not part of the Capital Road Works or Asset Management Plan assets. Departments submit their requests and they are prioritized by staff. The recommended projects for each will be provided during the budget deliberations.

Sanitary Sewer Capital is funded from the Sanitary Sewer revenue. The by-law setting the rate for the user fee in 2016 was passed by Council on January 11, 2016. Aside from Capital Road Works requirements noted previously, the major projects being funded over the next 5 years include the addition of a Biosolids Management Facility for \$16.8 million and West End Plant and miscellaneous pump station upgrades for over \$40 million.

Maintaining Services

The Operating Budget as presented assumes the same level of service as in the previous year. Adjustments have been made for compensation agreements, approved contracted services and supplies or regulatory requirements. The increase over 2015 is 2.2%. Departmental budget deliberations will discuss efficiencies, uncontrollable increases and revenue changes in detail.

Contracted compensation increases range from 1.48% to 1.85% for 2016. Emergency Services contracts have not yet been settled, with Police Services last contract expired in 2014 and Fire Services in 2013. The overall net change, which includes approved complement changes and contracted increases and contingencies but excludes DSSAB contracted services and by-election costs, equates to \$1.96 million, or 3.4% year over year.

Departmental revenues:

Corporate

- \$115,000 increase in supplementary taxes based upon historical trends
- \$119,505 estimated increase in Payment In Lieu
- \$50,000 increase in Lottery and Gaming revenue
-

Community Services Department

- \$269,110 decrease projected based upon actual trend for daycare space utilization.
- \$7,645 decrease in athletic field fees due to addition of other facilities in the community, such as high schools, which compete with same user groups
- \$26,800 increase for John Rhodes Community Centre restaurant lease
- \$45,140 increase for user fees and usage in some facilities

Public Works and Transportation

- \$109,000 decrease in transit ridership
- \$31,090 increase in Provincial Gas Tax funding
- \$105,820 decrease in cemetery fees, mainly for cremation services. Offset by a decrease to the reserve fund transfer for future cemetery requirements.

Fire Services

- \$39,000 decrease due to the elimination of fire alarm monitoring

Finance

- \$9,000 decrease in lottery license revenue

Uncontrollable cost increases incorporated into the budget include:

- \$48,550 Ward 2 by-election
- \$66,000 Provincial Offences Act Office for Wawa courtroom rental and Ministry increase for adjudication cost recovery
- \$149,745 Contracted increases for hydrants, sewage plant operations and streetlights
- \$34,155 increase for diesel fuel price change from 2015 budget estimates
- \$39,000 increase for utilities

THE CORPORATION OF THE CITY OF SAULT STE MARIE
2016 Proposed Budget Deliberation Schedule

FEBRUARY 29, 2016

- Fire Services
- Community Services
- Social Services

MARCH 1, 2016

- Engineering & Planning
- Public Works and Transportation

MARCH 7, 2016 (regular Council meeting)

- Mayor & Council
- CAO
- Human Resources
- Clerks
- Finance
- Legal

MARCH 8, 2016

- Local Boards and Grants to Outside Agencies, as requested and may include:
 - Library
 - Police
 - Art Gallery of Algoma
 - Sault Ste Marie Museum
 - Bushplane Museum
 - Agencies requesting grants

March 22, 2016

- Capital and Long Term Debt
- Reserves and Reserve Fund Transfer
- Corporate Financials
- Accountability Agreements
 - Economic Development Corporation
 - Innovation Centre
- Levy Boards (invitation extended)
 - Algoma Public Health
 - DSSAB
 - Conservation Authority

City of Sault Ste Marie
CURRENT FUND
Budget Summary

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Taxation (excluding levy)	2,538,400	2,627,500	89,100	3.51%
Payment in Lieu of taxes	4,325,515	4,445,020	119,505	2.76%
Fees and user charges	48,236,912	39,247,430	(8,989,482)	-18.23%
Government grants (including OMPF)	19,774,255	19,399,650	(374,605)	-1.89%
Investment income	4,305,000	4,305,000	0	
Contribution from own funds	830,824	524,890	(305,934)	-36.82%
Other income	1,455,705	1,503,090	47,385	3.26%
Prior year surplus	3,516,847	0	(3,516,847)	-100.00%
	84,983,458	72,052,580	(12,930,878)	-15.22%

EXPENDITURES				
Salaries	71,029,841	70,194,333	(835,508)	-1.18%
Benefits	18,999,284	18,553,507	(445,777)	-2.35%
	90,029,125	88,747,840	(1,281,285)	-1.42%
Travel and training	873,495	834,805	(38,690)	-4.43%
Election	0	2,500	2,500	
Vehicle allowance, maintenance and repairs	3,747,808	3,821,384	73,576	1.96%
Utilities and Fuel	10,664,934	10,820,940	156,006	1.46%
Materials and supplies	6,917,573	6,815,452	(102,121)	-1.48%
Maintenance and repairs	2,472,665	2,472,395	(270)	-0.01%
Program expenses	121,200	121,200	0	0.00%
Goods for resale	637,375	628,525	(8,850)	-1.39%
Rents and leases	499,386	458,225	(41,161)	-8.24%
Taxes and licenses	2,277,820	2,184,510	(93,310)	-4.10%
Financial expenses	2,612,815	2,443,440	(169,375)	-6.48%
Purchased and contracted services	9,366,340	9,322,665	(43,675)	-0.47%
Grants to others	25,100,841	25,697,655	596,814	2.38%
Long term debt	2,230,331	2,230,330	(1)	0.00%
Transfer to own funds	28,776,037	21,879,664	(6,896,373)	-23.97%
Capital expense	815,810	1,065,492	249,682	30.61%
Less: recoverable costs	(220,130)	(220,130)	0	
	96,894,300	90,579,052	(6,315,248)	-6.52%
	186,923,425	179,326,892	(7,596,533)	-4.06%
	101,939,967	107,274,312	5,334,345	5.23%

Maintaining Services:					Levy Increase
Mayor & Council	734,155	729,020	(5,135)	(0.70%)	
Chief Administrative Officer	384,620	390,785	6,165	1.60%	
Human Resources	1,567,020	1,614,527	47,507	3.03%	
Clerks	1,019,070	1,138,060	118,990	11.68%	
Finance	7,069,690	6,903,555	(166,135)	(2.35%)	
Legal	1,204,680	1,465,670	260,990	21.66%	
Fire	13,065,155	12,965,550	(99,605)	(0.76%)	Union contracts expired
Engineering & Planning	14,429,340	14,716,909	287,569	1.99%	
Public Works and Transportation	32,667,955	33,291,292	623,337	1.91%	
Community Services	5,116,770	5,503,145	386,375	7.55%	
Social Service (excludes DSSAB)	276,395	260,360	(16,035)	(5.80%)	
Corporate Financials/Capital/Long Term Debt	(5,386,000)	(4,997,969)	388,031	(7.20%)	Excludes OMPF and surplus/reserves for levy reduction
	72,148,850	73,980,904	1,832,054	2.54%	1.80%
Levy Boards	18,315,891	18,679,055	363,164	1.98%	0.36%
Outside Agencies	29,760,450	29,949,353	188,903	.63%	0.19%
OMPF	(16,244,600)	(15,335,000)	909,600	5.60%	0.89%
Surplus for levy reduction	(1,935,050)		1,935,050	100.00%	1.90%
Reserves for levy reduction	(105,585)		105,585	100.00%	0.10%
	101,939,956	107,274,312	5,334,356		5.23%

**THE CORPORATION OF THE CITY OF SAULT STE MARIE
2016 OPERATING BUDGET
SUMMARY**

	2016			2016 Net Tax Levy	% of 2016 levy	2015 Net Tax Levy	% change from 2015
	Salary/Benefits	Other Expense	Revenue				
MAYORS OFFICE	560,505	143,515	0	704,020		709,155	
COUNCIL SPECIAL FUNDS		25,000		25,000		25,000	
TOTAL MAYOR & COUNCIL	560,505	168,515	0	729,020	0.7%	734,155	-0.7%
ADMINISTRATION	363,775	24,510		388,285		382,120	
COMMUNITY PROJECTS		2,500		2,500		2,500	
TOTAL CAO	363,775	27,010		390,785	0.4%	384,620	1.6%
ADMINISTRATION	651,395	126,155		777,550		761,633	
HEALTH AND SAFETY	119,580	14,965		134,545		122,595	
DISABILTY MANAGEMENT	120,030	81,890		201,920		187,280	
CORPORATE RECRUITMENT & TRAINING		47,150		47,150		42,150	
LEADERSHIP PERFORMANCE		25,000		25,000		26,000	
RETIREE BENEFITS	303,800			303,800		303,800	
EMPLOYEE ASSISTANCE PROGRAM		41,000		41,000		41,000	
HEALTH AND SAFETY COMMITTEE		30,000		30,000		29,000	
DISABLED PREMIUMS	3,565			3,565		3,565	
ASBESTOS PROGRAM		50,000		50,000		50,000	
TOTAL HUMAN RESOURCES	1,198,370	416,160	0	1,614,530	1.5%	1,567,023	3.0%
ADMINISTRATION	684,830	107,895	51,800	740,925		663,105	
OFFICE SERVICES	136,160	83,175		219,335		216,715	
QUALITY MANAGEMENT		28,250		28,250		38,250	
ELECTION EXPENSE	31,400	77,150		108,550		60,000	
COUNCIL MEETINGS		10,000		10,000		10,000	
CULTURAL GRANT - WALK OF FAME		2,000		2,000		2,000	
RECEPTIONS		29,000		29,000		29,000	
TOTAL CLERKS	852,390	337,470	51,800	1,138,060	1.1%	1,019,070	11.7%
ACCOUNTING	1,044,570	34,535	45,820	1,033,285		973,820	
TAX	459,680	33,820	132,050	361,450		353,765	
INFORMATION TECHNOLOGY	1,107,875	950,935	183,625	1,875,185		1,857,660	
PURCHASING	328,540	14,385		342,925		340,830	
ADMINISTRATION	738,805	64,405		803,210		887,495	
FINANCIAL EXPENSE - BANKNG		65,000		65,000		65,000	

	2016			2016	% of	2015	% change
	Salary/Benefits	Other Expense	Revenue	Net Tax Levy	2016 levy	Net Tax Levy	from 2015
FINANCIAL FEES		68,000		68,000		68,000	
FINANCIAL EXPENSE - PROPERTY TAX		2,354,500		2,354,500		2,523,120	
TOTAL FINANCE	3,679,470	3,585,580	361,495	6,903,555	6.4%	7,069,690	-2.3%
ADMINISTRATION	720,660	213,770	828,765	105,665		(18,950)	
CITY OWNED LAND		19,000		19,000		19,000	
INSURANCE		1,745,000		1,745,000		1,745,000	
POA	534,395	411,610	1,350,000	(403,995)		(540,370)	
TOTAL LEGAL	1,255,055	2,389,380	2,178,765	1,465,670	1.4%	1,204,680	21.7%
ADMINISTRATION	716,445	782,497	179,500	1,319,442		1,065,590	
SUPPRESSION	10,252,795	71,600		10,324,395		10,552,863	
PREVENTION	699,850			699,850		755,334	
SUPPORT SERVICES	363,425	131,501		494,926		500,306	
TRAINING				0		47,245	
COMMUNICATIONS				0		18,100	
MUNICIPAL EMERGENCY PLANNING	89,745	13,535		103,280		102,060	
SUMMER CAREER	23,655			23,655		23,655	
	12,145,915	999,133	179,500	12,965,548		13,065,153	-0.8%
DSSAB CONTRACTED SERVICES							
EMS-CITY	2,586,795	336,230	2,923,025	0		-	
EMS-GARDEN RIVER	809,045	156,285	965,330	0		-	
	3,395,840	492,515	3,888,355	0		0	0.0%
TOTAL FIRE	15,541,755	1,491,648	4,067,855	12,965,548	12.1%	13,065,153	-0.8%
ENGINEERING DESIGN	1,673,350	200,720		1,874,070		1,856,610	
ENVIRONMENTAL INITIATIVE	109,015	73,485		182,500		180,674	
ADMINISTRATION	368,205	42,340	49,815	360,730		339,890	
BUILDING SERVICES	634,220	761,700		1,395,920		1,384,446	
BUILDING INSPECTION	878,160	253,584	1,174,125	(42,381)		(117,150)	
BY-LAW ENFORCEMENT	161,135	10,555		171,690		169,370	
PLANNING	664,990	59,585	113,540	611,035		601,900	
HYDRANTS		998,000		998,000		902,600	
STREET LIGHTING		2,900,000		2,900,000		2,855,000	
SEWAGE DISPOSAL SYSTEM		4,965,345		4,965,345		4,956,000	
MISCELLANEOUS CONSTRUCTION		1,300,000		1,300,000		1,300,000	
TOTAL ENGINEERING AND PLANNING	4,489,075	11,565,314	1,337,480	14,716,909	13.7%	14,429,340	2.0%
WORKS: ADMIN/SUPVERVISION/OVERHEAD	2,933,560	85,000		3,018,560		3,070,440	
ROADWAYS	1,195,490	1,726,660		2,922,150		2,982,205	

	2016			2016	% of	2015	% change
	Salary/Benefits	Other Expense	Revenue	Net Tax Levy	2016 levy	Net Tax Levy	from 2015
SIDEWALKS (INCLUDING WINTER CONTROL)	456,325	419,152		875,477		867,535	
WINTER CONTROL ROADWAYS	2,330,275	3,751,643	67,965	6,013,953		5,872,928	
SANITARY SEWERS	906,470	948,660	17,500	1,837,630		1,531,100	
STORM SEWERS	289,313	247,250		536,563		542,525	
TRAFFIC & COMMUNICATIONS	1,097,205	617,490		1,714,695		1,696,775	
CARPENTRY	785,540	(95,630)		689,910		681,030	
ADMINISTRATION	1,558,430	147,910		1,706,340		1,689,990	
BUILDINGS & EQUIPMENT	2,434,400	(451,542)		1,982,858		1,958,454	
WASTE MANAGEMENT	1,780,040	3,978,511	3,274,000	2,484,551		2,448,706	
PARKS OPERATIONS	2,278,850	740,590		3,019,440		2,935,890	
SCHOOL GUARDS	267,685	14,105		281,790		281,790	
TRANSIT	6,761,890	2,892,760	3,647,695	6,006,955		5,912,304	
CEMETERY OPERATIONS	811,765	280,315	1,092,080	0		-	
PARKING	189,435	400,605	389,620	200,420		196,285	
TOTAL PUBLIC WORKS AND TRANSPORTATION	26,076,673	15,703,479	8,488,860	33,291,292	31.0%	32,667,957	1.9%
SPORTS ADMINISTRATION	7,830	6,435		14,265		14,265	
RECREATION & CULTURE ADMINISTRATION	449,940	18,585	52,425	416,100		389,784	
CANADA DAY		20,000	10,000	10,000		10,000	
MAYORS YOUTH ADVISORY		27,500		27,500		18,500	
MISCELLANEOUS PROGRAMS	3,765	17,210		20,975		20,715	
PARKS & REC ADVISORY COMMITTEE		2,465		2,465		2,465	
SPORT FISHING		1,000		1,000		1,000	
ROBERTA BONDAR PARK	71,116	110,620	26,710	155,026		155,335	
BELLEVUE PARK MARINA	34,810	124,805	174,195	(14,580)		(12,158)	
BONDAR MARINA	34,810	77,120	73,060	38,870		46,309	
LOCKS OPERATIONS	98,900	(61,305)		37,595		36,792	
SENIORS DROP IN CENTRE	266,905	94,835	59,500	302,240		299,915	
STEELTON SENIORS CENTRE	168,695	40,515	42,700	166,510		164,525	
HISTORIC SITES BOARD - OLD STONE HOUSE	286,430	97,440	84,580	299,290		304,790	
JOHN RHODES COMMUNITY CENTRE	1,321,790	1,140,005	1,136,380	1,325,415		1,359,020	
FACILITY ADMINISTRATION	978,515	73,125	24,000	1,027,640		916,570	
FACILITIES-SUMMER STUDENTS	39,155			39,155		39,155	
GRECO POOL	31,575	13,685		45,260		45,050	
MANZO POOL	11,255	9,915		21,170		21,015	
MCMECKEN CENTRE	143,555	130,365	133,855	140,065		141,560	
ESSAR CENTRE	835,590	1,389,095	1,632,605	592,080		530,790	
NORTHERN COMMUNITY CENTRE	39,630	137,050	247,500	(70,820)		(67,200)	
MISCELLANEOUS CONCESSIONS	90,730	51,820	142,550	0		6,150	
DAY CARE CENTRES	1,374,645	212,945	1,118,140	469,450		177,067	
CSD CENTRAL ADMINISTRATION	399,910	36,570		436,480		495,360	
TOTAL COMMUNITY SERVICES DEPARTMENT	6,689,551	3,771,800	4,958,200	5,503,151	5.1%	5,116,774	7.6%

	2016			2016	% of	2015	% change
	Salary/Benefits	Other Expense	Revenue	Net Tax Levy	2016 levy	Net Tax Levy	from 2015
EMERGENCY FUND		5,000		5,000		5,000	
ISAP-IMMIGRATION PROGRAM	226,585	49,500	276,085	0		-	
HEALTHY KIDS CHALLENGE		225,000	175,000	50,000		50,000	
ACCESSIBILITY	124,660	98,700		223,360		221,395	
HOMELESSNESS PARTNERING		122,000	136,000	(14,000)		-	
HOMELESSNESS INFORMATION		12,000	16,000	(4,000)		-	
DSSAB CONTRACTED SERVICES	5,844,025	619,040	6,463,065	0		-	
TOTAL SOCIAL SERVICES	6,195,270	1,131,240	7,066,150	260,360	0.2%	276,395	-5.8%
PUBLIC HEALTH OPERATIONS		2,405,045		2,405,045		2,301,477	
DSSAB LEVY		16,361,434	562,500	15,798,934		15,684,491	
CONSERVATION AUTHORITY		475,065		475,065		329,925	
TOTAL LEVY BOARDS	0	19,241,544	562,500	18,679,044	17.4%	18,315,893	2.0%
POLICE SERVICES BOARD	21,825,951	3,940,172	1,913,970	23,852,153		23,716,705	
LIBRARY BOARD		2,977,015		2,977,015		2,920,770	
ART GALLERY OF ALGOMA		180,785		180,785		175,925	
SSM MUSEUM		177,540		177,540		175,140	
BUSH PLANE MUSEUM		110,000		110,000		110,000	
CULTURAL RECOGNITION		1,500		1,500		1,500	
SAFE COMMUNITIES		40,000		40,000		40,000	
MISC GRANT - ALGOMA UNIVERSITY		40,000		40,000		40,000	
MISC GRANT - MEMORIAL EXEMPT		17,000		17,000		17,000	
MISC GRANT - PEE WEE ARENA		12,750		12,750		21,000	
MISC GRANT - OTHER SPORTS		10,000		10,000		10,000	
RED CROSS GRANT		50,000		50,000		50,000	
MISC GRANT-YOUTH PARTNERSHIP		0		0		9,000	
CULTURAL GRANTS		53,900		53,900		53,900	
ECONOMIC DEVELOPMENT CORPORATION		1,204,165		1,204,165		1,196,965	
DESTINY SSM		30,000		30,000		30,000	
DEVELOPMENT SSM		246,000		246,000		246,000	
INNOVATION CENTRE		277,890		277,890		277,890	
TOURIST PROMOTION		168,656		168,656		168,655	
EDF BUDGET		500,000		500,000		500,000	
PHYSICIAN RECRUITMENT		300,000	300,000	0			
TOTAL OUTSIDE AGENCIES & GRANTS TO OTHERS	21,825,951	10,337,373	2,213,970	29,949,354	27.9%	29,760,450	0.6%
TAXATION & CORPORATE FINANCIALS	20,000	11,928,645	40,404,520	(28,455,875)		(31,820,844)	

	2016			2016	% of	2015	% change
	Salary/Benefits	Other Expense	Revenue	Net Tax Levy	2016 levy	Net Tax Levy	from 2015
CAPITAL LEVY AND LONG TERM DEBT		8,472,909	350,000	8,122,909		8,149,611	
TOTAL CORPORATE FINANCIALS	20,000	20,401,554	40,754,520	(20,332,966)	-19.0%	(23,671,233)	-14.1%
TOTAL MUNICIPAL LEVY	88,747,840	90,568,067	72,041,595	107,274,312		101,939,967	5.2%
Surplus used for levy reduction						1,935,050	
Reserves used for levy reduction						105,585	
Levy before reduction						103,980,602	3.2%



CITY OF SAULT STE. MARIE

2016 PRELIMINARY BUDGET
PRESENTATION TO COUNCIL
FEBRUARY 8, 2016

2016 OPERATING BUDGET PROCESS

	DATE
EMPLOYEE COMPLEMENT VERIFIED BY DEPARTMENTS. SALARY/BENEFIT BUDGET ESTABLISHED BY FINANCE.	AUGUST, 2015
DEPARTMENT BUDGET FOR NON-SALARY ITEMS AND REVENUES, CAPITAL FROM CURRENT AND OPERATING INCREASE REQUESTS SUBMITTED	MID-OCTOBER, 2015
FINANCE DEPARTMENT REVIEW AND ADJUSTMENTS / PREPARATION OF BUDGET DOCUMENTATION	COMPLETION JANUARY, 2016
PRELIMINARY BUDGET PRESENTED TO COUNCIL	FEBRUARY 8, 2016

BUDGET INPUT

- **New for 2016: Online Budget Input Tool**
 - Released January 12, 2016
- **E-mail submissions**
 - budgetinput@cityssm.on.ca
- **Public Open Houses: Civic Centre Russ Ramsay Room**
 - Wednesday, February 17, 2016 7pm-9pm
 - Saturday, February 20, 2016 2pm-4pm

TAX LEVY (millions)

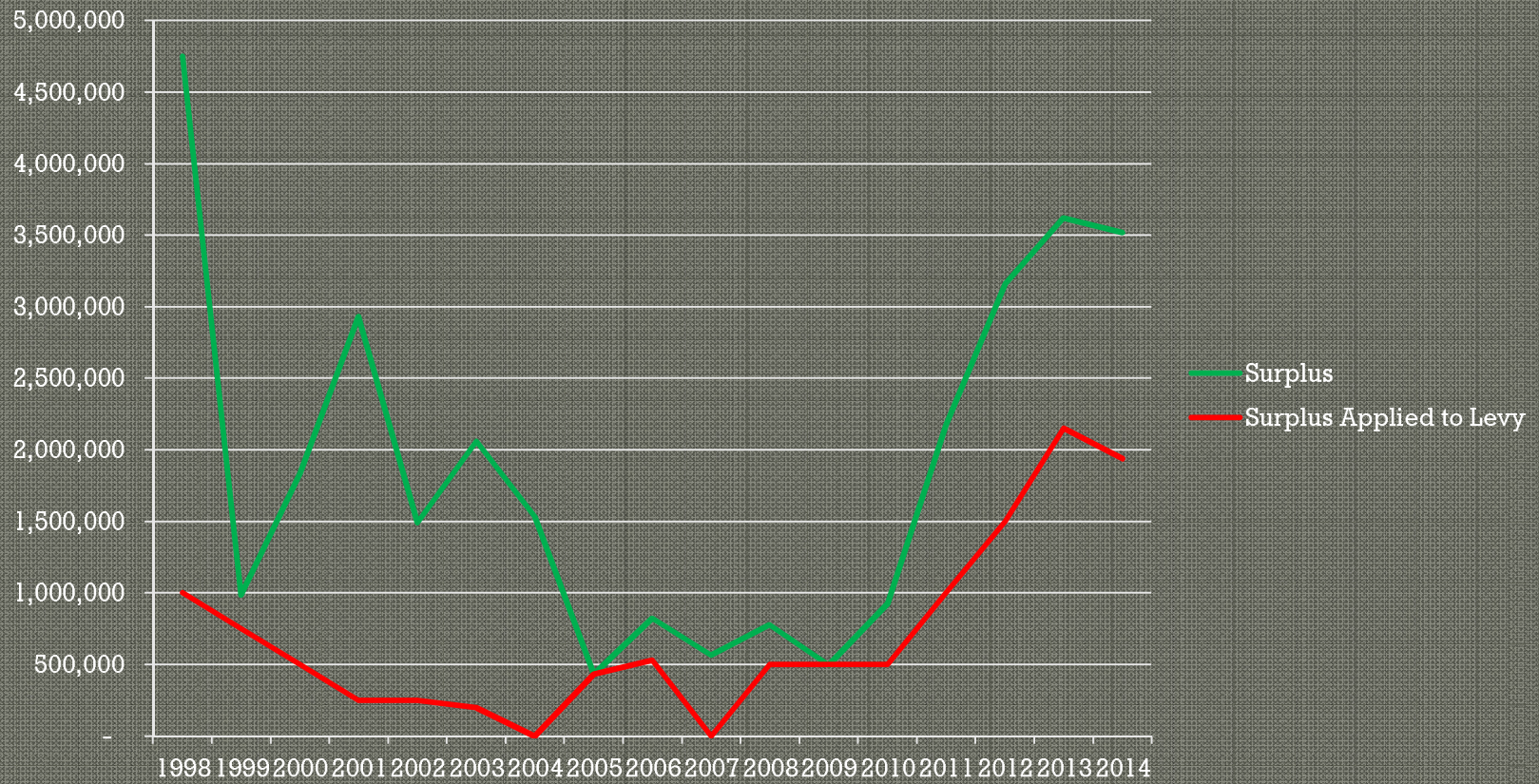


Preliminary 2016 Levy Increase

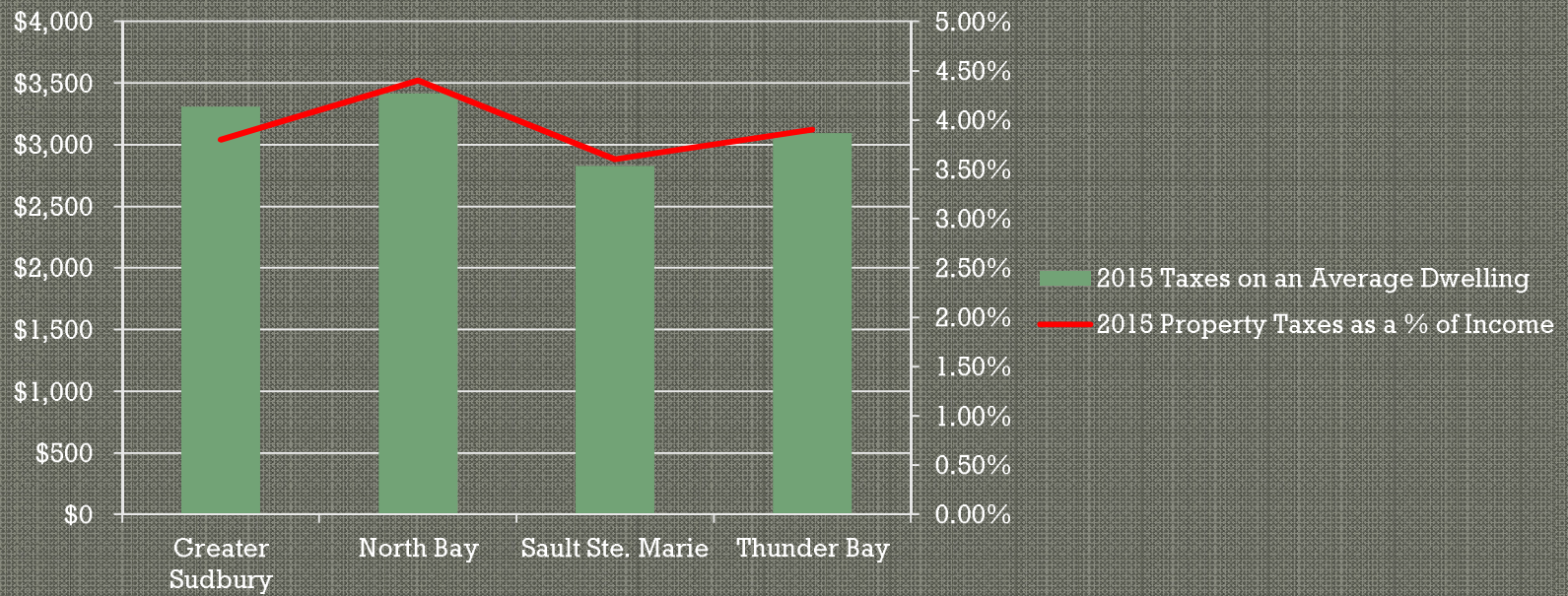
5.23%

	Change 2015 to 2016	Tax Levy Impact
City Departments-Maintaining Services	2.54%	1.80%
Levy Boards and Outside Agencies	2.62%	0.54%
Ontario Municipal Partnership Grant Reduction	5.6%	0.89%
INCREASE BEFORE LEVY REDUCTION FROM PRIOR YEAR		3.23%
Surplus for Levy Reduction		1.90%
Reserves for Levy Reduction		0.10%
Overall Tax Impact		5.23%

LEVY REDUCTION FROM SURPLUS

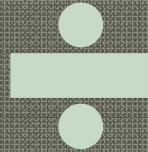


MUNICIPAL TAX BURDEN

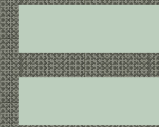


RESIDENTIAL TAX RATES

Levy Requirement



Assessment



Residential Tax Rate

\$1,000

\$10,000



1.10%

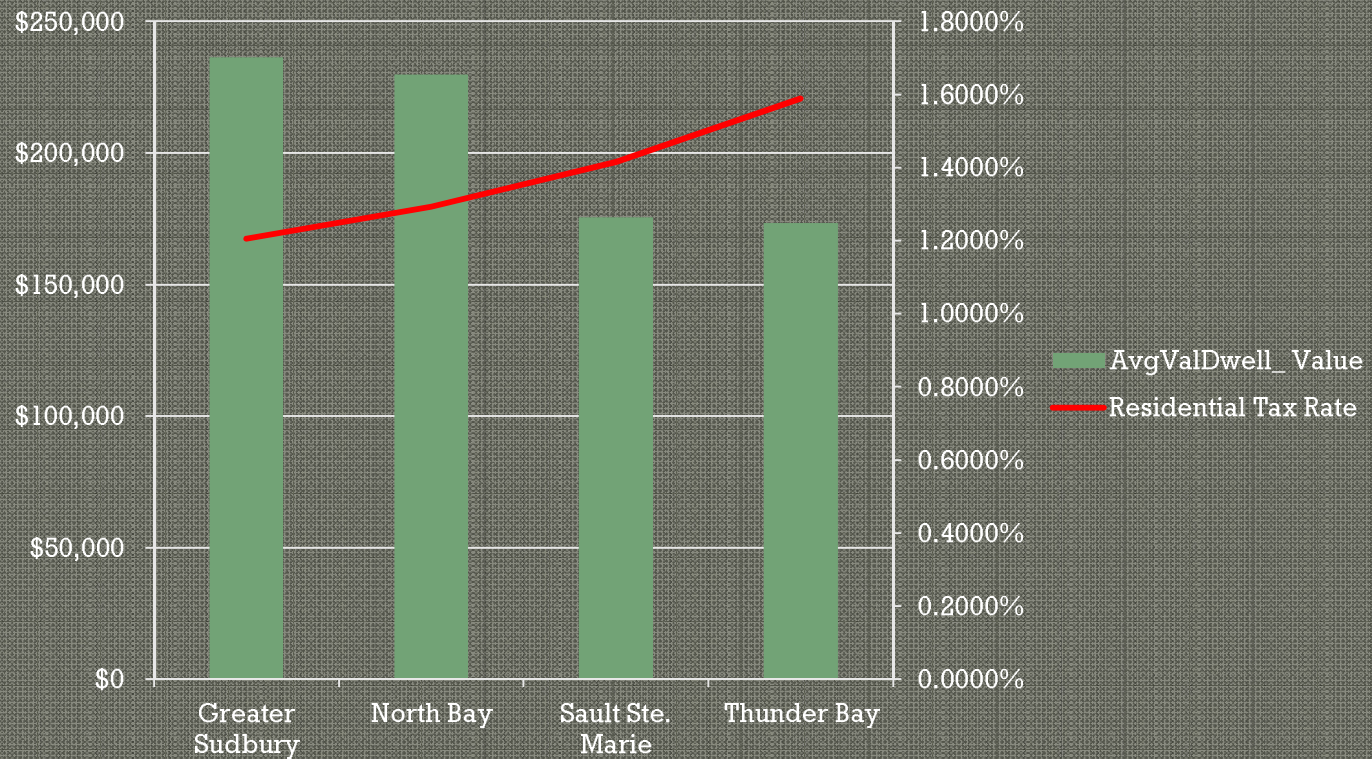
\$15,000



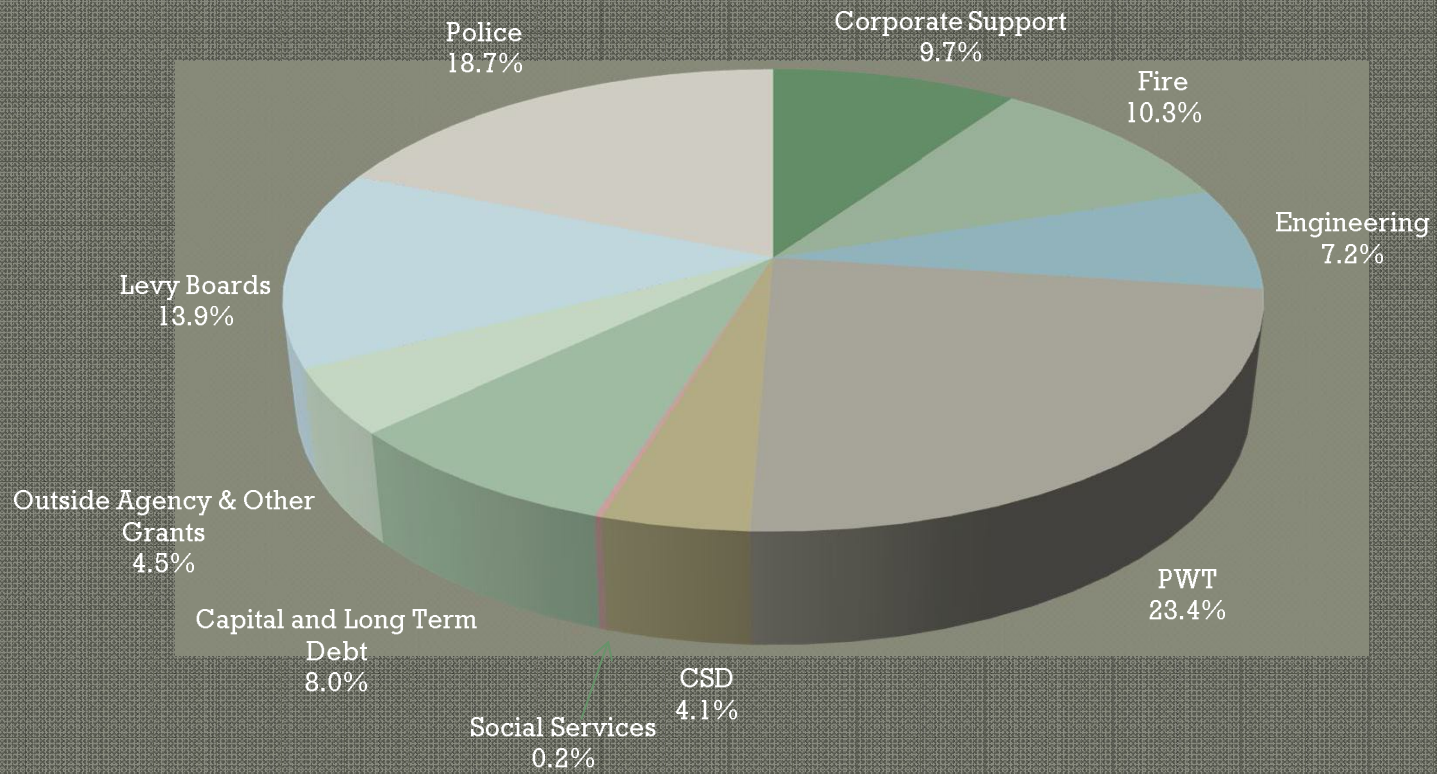
0.67%

As the denominator (assessment) becomes smaller, the residential tax rate for an equal levy requirement increases

RESIDENTIAL TAX RATES

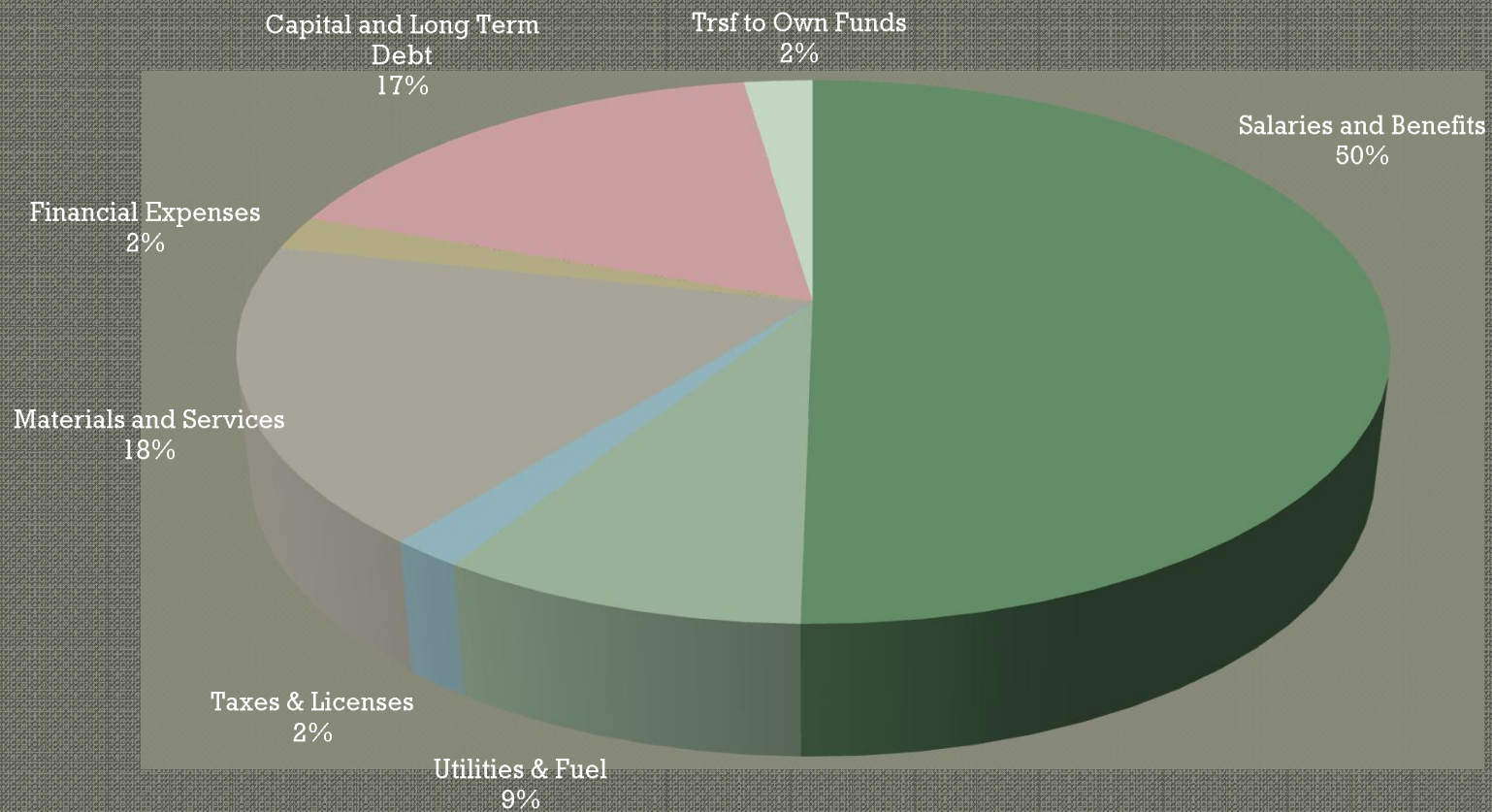


LEVY BY KEY AREAS

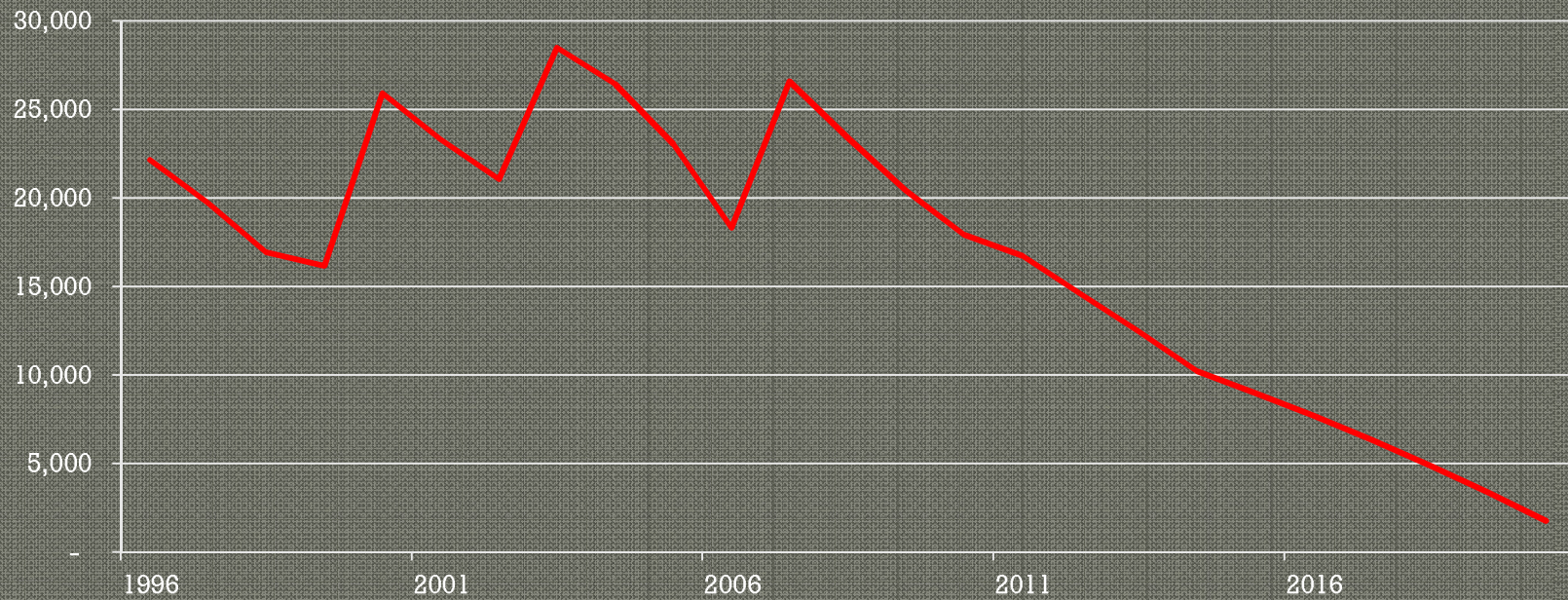


MAINTAINING CITY SERVICES

1.8% OF 5.23% LEVY INCREASE



LONG TERM DEBT



CAPITAL BUDGET

- Annual allocations

- Capital Roads & Misc Construction \$7.5 million
- Asset Management Plan \$5.4 million
- Sanitary Sewer Capital \$5.4 million

- 2016 Capital Road Works as approved by Council June 22, 2015 \$11.8 million

- Annual Operating Budget \$6.2 million
- Federal Gas Tax \$4.6 million
- Sanitary Sewer Charge \$1.0 million

APPROVED CAPITAL ROAD PROJECTS

- Francis Street: from Wellington Street East to Railroad Avenue
- Second Avenue: from Wallace Terrace to Second Line West
- Coulson Avenue: from Queen Street to Manor Road
- Black Road Widening: from Second Line to McNabb
- Fort Creek Aqueduct Project
- Various road resurfacing

ASSET MANAGEMENT PLAN

- Recommendation for 2016 and Capital from Current to be presented during budget deliberations
- Capital from Current allocation in operating budget remains at \$1.1 million

SANITARY SEWER CAPITAL

- Funded from Sanitary Sewer revenue
- By-law setting the user fee rate for 2016 was passed by Council on January 11, 2016
 - Aside from Capital Road Works, major projects over the next 5 years include the addition of a Biosolids Management Facility and West End Plant and pump station upgrades

MAINTAINING SERVICES

CORPORATE REVENUES	
Increase in estimate for supplementary taxes	\$115,000
Increase in estimated Payment in Lieu	\$119,505
Increase in Lottery and Gaming revenue	\$50,000

MAINTAINING SERVICES

COMMUNITY SERVICES DEPARTMENT REVENUE	
Decrease in daycare revenue projections based upon actual trend for space utilization	\$269,110
Decrease in athletic field fees due to addition of other community facilities	\$7,645
Increase in John Rhodes Community Centre restaurant lease	\$26,800
Increase in user fees and usage in some facilities	\$45,140

MAINTAINING SERVICES

PUBLIC WORKS AND TRANSPORTATION REVENUE	
Decrease in transit ridership	\$109,000
Increase in Provincial Gas Tax funding	\$31,090
Decrease in cemetery fees, mainly from cremation services.	\$105,820

MAINTAINING SERVICES

OTHER REVENUE	
Fire Services: elimination of fire alarm monitoring	\$39,000
Finance: decrease in lottery licenses	\$9,000

MAINTAINING SERVICES

UNCONTROLLABLE COSTS	
Ward 2 By-Election	\$48,550
POA Wawa courtroom and Ministry cost recovery for adjudication	\$66,000
Contracted increases for hydrants, sewage plant operations and streetlights	\$149,745
Diesel fuel price increase from 2015 budget estimate	\$34,155
Utilities	\$39,000

OUTSTANDING ITEMS

- **District Social Services Board of Sault Ste. Marie annual levy**
 - Budget at 2015 level
 - DSSAB board approval scheduled for March 17, 2016
- **Final streetlight capital budget from PUC**
- **Supplementary Items**
 - Summary to be presented for discussion during budget deliberation
- **2015 Final Surplus**
 - Audit currently underway

NEXT STEPS

- **Budget deliberation meetings**
 - Recommended schedule to be approved by Council
- **Preliminary 2016 Budget to be adjusted based upon Council recommendations approved during budget deliberations**
- **Final Budget meeting mid-April**
 - Tax rates based upon final adjusted budget and tax policy to be presented
 - 2015 surplus, if any, and allocation to be approved

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2016 OPERATING BUDGET

MAYOR AND COUNCIL

The Office of the Mayor consists of two full-time employees, the Assistant to the Mayor and the Communications and Policy Advisor. A summer student may be hired for summer vacation coverage.

Key factors in the operation of the Mayor's Office are:

- fostering excellent public relations
- assisting the public, businesses and agencies in accessing city staff and services
- providing efficient and timely customer service
- continue to serve the Mayor, City Council, staff and the community with courteous and professional service

The Mayor and Council will continue to uphold and promote the purposes of the City.

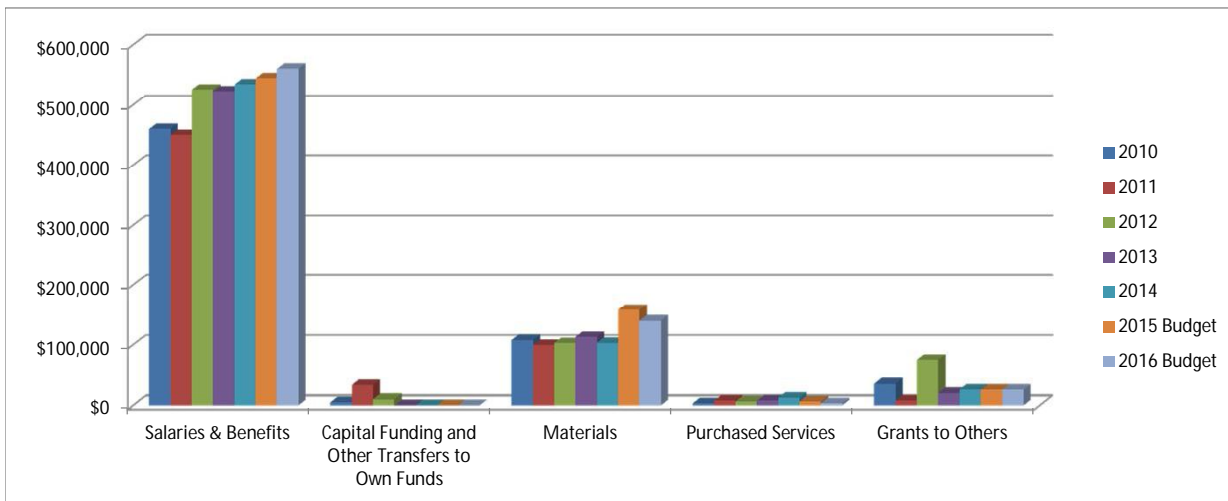
- promote public involvement in the City's activities
- act as the representative of the City both within and outside the City, and promote the City locally, nationally and internationally; and
- participate in and foster activities that enhance the economic, social and environmental wellbeing of the City and its residents

City of Sault Ste Marie
MAYOR & COUNCIL
Budget Summary

	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	481,345	495,315	13,970	2.90%
Benefits	63,380	65,190	1,810	2.86%
	544,725	560,505	15,780	2.90%
Travel and training	68,710	53,500	(15,210)	-22.14%
Vehicle allowance, maintenance and repairs	36,030	36,030	0	
Materials and supplies	53,340	50,385	(2,955)	-5.54%
Maintenance and repairs	250	0	(250)	-100.00%
Purchased and contracted services	6,100	3,600	(2,500)	-40.98%
Grants to others	25,000	25,000	0	
	189,430	168,515	(20,915)	-11.04%
	734,155	729,020	(5,135)	-0.70%
TAX LEVY	734,155	729,020	(5,135)	-0.70%

FIVE YEAR EXPENDITURE TREND:



MAYOR & COUNCIL: MAYOR'S OFFICE

2016 OPERATING
BUDGET

Cost Centre 100-1000

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	481,345	495,315	13,970	2.90%
Benefits	63,380	65,190	1,810	2.86%
	544,725	560,505	15,780	2.90%

Travel and training	68,710	53,500	(15,210)	-22.14%
Vehicle allowance, maintenance and repairs	36,030	36,030	0	
Materials and supplies	53,340	50,385	(2,955)	-5.54%
Maintenance and repairs	250	0	(250)	-100.00%
Purchased and contracted services	6,100	3,600	(2,500)	-40.98%
	164,430	143,515	(20,915)	-12.72%

	709,155	704,020	(5,135)	-0.72%
=====				
TAX LEVY	709,155	704,020	(5,135)	-0.72%
Full Time Positions	2.0	2.0	-	
Part Time Hours	610.0	610.0	-	

MAYOR & COUNCIL: COUNCIL SPECIAL FUNDS

2016 OPERATING
BUDGET

Cost Centre

105-1010

	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				
EXPENDITURES				
Grants to others	25,000	25,000	0	
	25,000	25,000	0	
	25,000	25,000	0	
TAX LEVY	25,000	25,000	0	

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2016 OPERATING BUDGET

CHIEF ADMINISTRATIVE OFFICER

The Office of the Chief Administrative Officer consists of 2 employees, the Chief Administrative Officer and the Assistant. A temporary employee/student is required for summer and vacation coverage throughout the year. Benefit budgets were adjusted in 2014 by Finance to reflect actual costs.

Responsibilities include recommending policy and proposals to Council, coordination 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 Boards and Committees.

2015 Objectives:

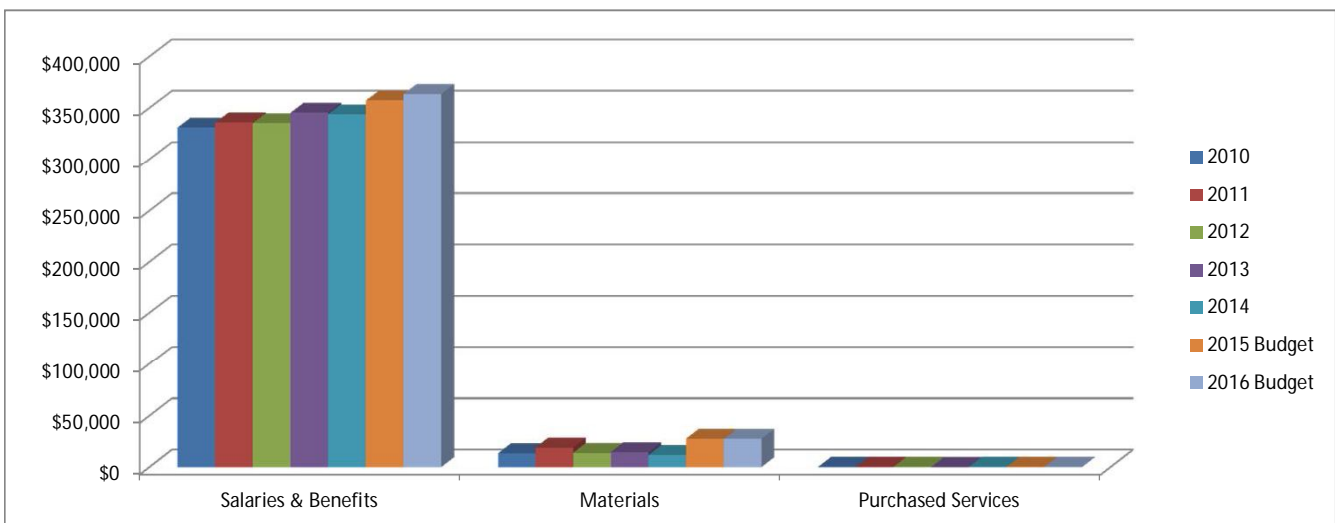
- Achieve 2015 budget level set by Council
- Develop and implement the Corporate Strategic Plan in conjunction with the Clerk's Department
- Continue to review and monitor all City operations, programs and services including identifying all corporate savings, providing more efficient and productive delivery of services

City of Sault Ste Marie
 CHIEF ADMIN OFFICER
 Budget Summary

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	290,435	295,775	5,340	1.84%
Benefits	66,925	68,000	1,075	1.61%
	357,360	363,775	6,415	1.80%
Travel and training	9,215	9,215	0	
Vehicle allowance, maintenance and repairs	4,480	4,480	0	
Materials and supplies	13,065	12,815	(250)	-1.91%
Maintenance and repairs	150	150	0	
Purchased and contracted services	150	150	0	
Capital expense	200	200	0	
	27,260	27,010	(250)	-0.92%
	384,620	390,785	6,165	1.60%
=====				
TAX LEVY	384,620	390,785	6,165	1.60%

FIVE YEAR EXPENDITURE TREND:



CHIEF ADMINISTRATIVE OFFICER: ADMINISTRATION

2016 OPERATING
BUDGET

Cost Centres:

110-1100

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	290,435	295,775	5,340	1.84%
Benefits	66,925	68,000	1,075	1.61%
	357,360	363,775	6,415	1.80%
Travel and training	9,215	9,215	0	
Vehicle allowance, maintenance and repairs	4,480	4,480	0	
Materials and supplies	10,565	10,315	(250)	-2.37%
Maintenance and repairs	150	150	0	
Purchased and contracted services	150	150	0	
Capital expense	200	200	0	
	24,760	24,510	(250)	-1.01%
	382,120	388,285	6,165	1.61%

=====				
TAX LEVY	382,120	388,285	6,165	1.61%

Full Time Positions	2.0	2.0	-
Part Time Hours	860.0	860.0	-

CHIEF ADMINISTRATIVE OFFICER: COMMUNITY PROJECTS

2016 OPERATING
BUDGET

Cost Centres: 115-1150

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Materials and supplies	2,500	2,500	0	
	2,500	2,500	0	
	2,500	2,500	0	
=====				
TAX LEVY	2,500	2,500	0	

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2016 OPERATING BUDGET

HUMAN RESOURCES

HR Department

Through various team members conducts negotiations and administers eight (8) collective agreements. Develop policy and ensure compliance for non-union groups.

Administration

Assistance for various HR functions is also provided to various levy boards (Police and Library) as required. Ensures the appropriate team member carry out labour relations, job postings, corporate training programs and seniority administration. Maintain employee HR files. Manage Job Evaluation process.

Administer various legislated changes (ESA, OHSA, OLRA, Human Rights) and associated costs of Arbitrations etc.

Pension/Benefit Administration costs

Health and Safety

Preparation of policies, reports, recommendations

Monitoring of policies and safety training programs

Review developments in Health & Safety Law and current practices

Focus upon accident prevention policies & practices

General Health and Safety

A contingency fund for emergency Health and Safety issues such as Ministry orders.

Asbestos

Identify and remove as required

Return to Work Management

Liaison with W.S.I.B., Non Occupational Provider and disability insurance providers

Develop & implement corporate "Return to Work" programs, policies and procedures

Monitor & Administer W.S.I.B. Control Program and develop with department input, accommodation/r.t.w., plans

Recruitment and Training

Corporate training focuses on training needs common across departments.

Recruitment costs associated with various Department recruitment processes

Leadership

Senior Staff development initiatives related to the Corporate Strategic Plan

Contracted Services

Account for EAP, Acclaim and SBCI

Retirees

This cost centre is for the payment of benefits of retirees

Disabled Premiums

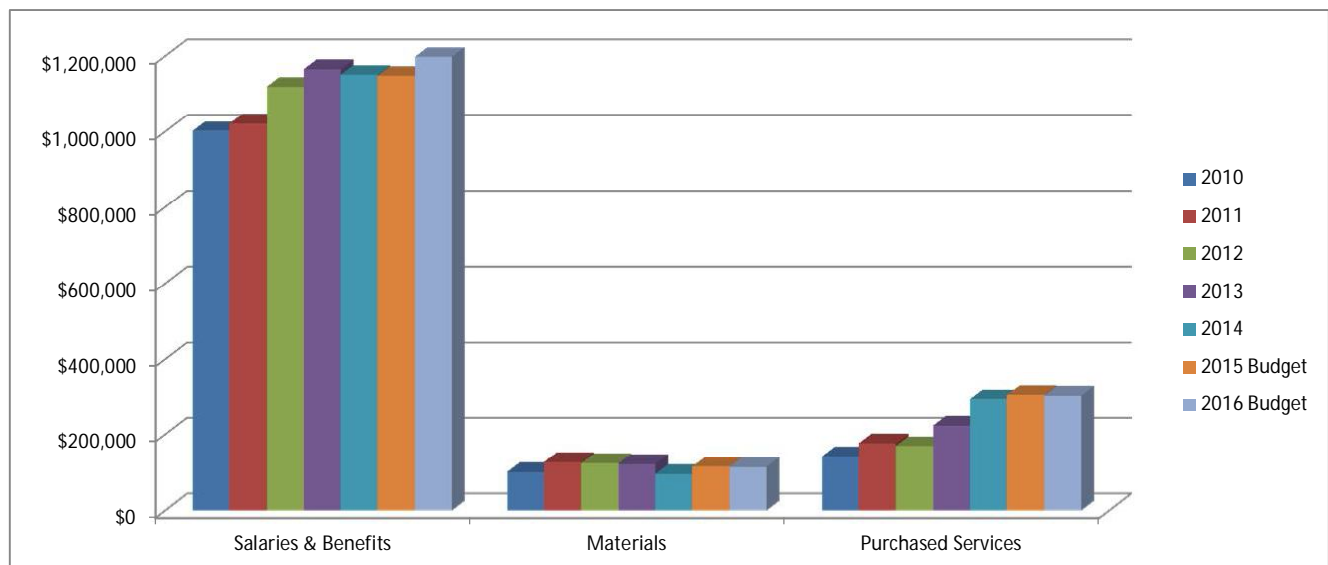
For employees receiving a Disability Waiver of Group Life Insurance premium, the City pays for this benefit. The City undertook to pay directly for employees thereby avoiding administrative costs through the insurer.

City of Sault Ste Marie
HUMAN RESOURCES DEPARTMENT
Budget Summary

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	663,250	704,555	41,305	6.23%
Benefits	485,368	493,815	8,447	1.74%
	1,148,618	1,198,370	49,752	4.33%
Travel and training	58,800	55,800	(3,000)	-5.10%
Vehicle allowance, maintenance and repairs	500	0	(500)	-100.00%
Materials and supplies	39,045	42,185	3,140	8.04%
Maintenance and repairs	4,500	3,300	(1,200)	-26.67%
Purchased and contracted services	303,775	302,090	(1,685)	-0.55%
Capital expense	11,785	12,785	1,000	8.49%
	418,405	416,160	(2,245)	-0.54%
	1,567,023	1,614,530	47,507	3.03%
TAX LEVY	1,567,023	1,614,530	47,507	3.03%

FIVE YEAR EXPENDITURE TREND:



HUMAN RESOURCES: ADMINISTRATION

2016 OPERATING BUDGET

Cost Centre

120-1200

	2015	2016	\$	%
	BUDGET	BUDGET	Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	499,715	513,335	13,620	2.73%
Benefits	135,303	138,060	2,757	2.04%
	635,018	651,395	16,377	2.58%
Travel and training	15,715	19,800	4,085	25.99%
Materials and supplies	25,430	28,570	3,140	12.35%
Maintenance and repairs	1,000	0	(1,000)	-100.00%
Purchased and contracted services	81,685	75,000	(6,685)	-8.18%
Capital expense	2,785	2,785	0	
	126,615	126,155	(460)	-0.36%
	761,633	777,550	15,917	2.09%
	761,633	777,550	15,917	2.09%
TAX LEVY	761,633	777,550	15,917	2.09%

Full Time Positions	6.0	6.0	-
Part Time Hours	1,220.0	1,220.0	-

HUMAN RESOURCES: HEALTH & SAFETY

2016 OPERATING BUDGET

Cost Centre

120-1210

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	84,935	95,385	10,450	12.30%
Benefits	21,995	24,195	2,200	10.00%
	106,930	119,580	12,650	11.83%

Travel and training	11,000	11,000	0	
Vehicle allowance, maintenance and repairs	500	0	(500)	-100.00%
Materials and supplies	665	665	0	
Maintenance and repairs	3,500	3,300	(200)	-5.71%
	15,665	14,965	(700)	-4.47%

	122,595	134,545	11,950	9.75%
=====				
TAX LEVY	122,595	134,545	11,950	9.75%

Full Time Positions	1.0	1.0	-
Part Time Hours	-	-	-

HUMAN RESOURCES: DISABILITY MANAGEMENT

2016 OPERATING BUDGET

Cost Centre 120-1215

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	78,600	95,835	17,235	21.93%
Benefits	20,705	24,195	3,490	16.86%
	99,305	120,030	20,725	20.87%

Travel and training	6,085	0	(6,085)	-100.00%
Materials and supplies	1,800	1,800	0	
Purchased and contracted services	80,090	80,090	0	
	87,975	81,890	(6,085)	-6.92%

	187,280	201,920	14,640	7.82%
=====				
TAX LEVY	187,280	201,920	14,640	7.82%

Full Time Positions	1.0	1.0	-
Part Time Hours	-	-	-

HUMAN RESOURCES: CORPORATE RECRUITMENT & TRAINING

2016 OPERATING BUDGET

Cost Centre

125-1250

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Travel and training	10,000	10,000	0	
Materials and supplies	1,150	1,150	0	
Purchased and contracted services	31,000	36,000	5,000	16.13%
	42,150	47,150	5,000	11.86%

	42,150	47,150	5,000	11.86%
=====				
TAX LEVY	42,150	47,150	5,000	11.86%

HUMAN RESOURCES: RETIREE BENEFITS

2016 OPERATING BUDGET

Cost Centre 125-1260

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Benefits	303,800	303,800	0	

	303,800	303,800	0	

	303,800	303,800	0	
=====				
TAX LEVY	303,800	303,800	0	

HUMAN RESOURCES: EMPLOYEE ASSISTANCE PROGRAM

2016 OPERATING BUDGET

Cost Centre 125-1265

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Purchased and contracted services	41,000	41,000	0	

	41,000	41,000	0	

	41,000	41,000	0	
=====				
TAX LEVY	41,000	41,000	0	

HUMAN RESOURCES: DISABLED PREMIUMS

2016 OPERATING
BUDGET

Cost Centre 125-1270

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Benefits	3,565	3,565	0	

	3,565	3,565	0	

	3,565	3,565	0	
=====				
TAX LEVY	3,565	3,565	0	

HUMAN RESOURCES: LEADERSHIP PERFORMANCE

2016 OPERATING BUDGET

Cost Centre

125-1275

	2015	2016	\$	%
			Change	Change
BUDGET	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Travel and training	6,000	5,000	(1,000)	-16.67%
Purchased and contracted services	20,000	20,000	0	
	26,000	25,000	(1,000)	-3.85%

	26,000	25,000	(1,000)	-3.85%
=====				
TAX LEVY	26,000	25,000	(1,000)	-3.85%

HUMAN RESOURCES: GENERAL HEALTH & SAFETY

2016 OPERATING
BUDGET

Cost Centre 125-1280

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Travel and training	10,000	10,000	0	
Materials and supplies	10,000	10,000	0	
Capital expense	9,000	10,000	1,000	11.11%
	29,000	30,000	1,000	3.45%

	29,000	30,000	1,000	3.45%
=====				
TAX LEVY	29,000	30,000	1,000	3.45%

HUMAN RESOURCES: ASBESTOS PROGRAM

2016 OPERATING BUDGET

Cost Centre 125-1290

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Purchased and contracted services	50,000	50,000	0	

	50,000	50,000	0	

	50,000	50,000	0	
=====				
TAX LEVY	50,000	50,000	0	

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2016 OPERATING BUDGET

FINANCE DEPARTMENT

The department is responsible for the overall implementation, maintenance and supervision of financial services and functions for the Corporation. This is accomplished 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 the following divisions:

Administration:

- Prepares the annual Financial Statements and Financial Information Return for the Province and all other financial reports for the senior levels of government.
- Budget control
- Financial analysis and cash management
- Budget preparation and support for all departments

Accounting:

- Provides general accounting services to all City departments in the area of Payroll, General Ledger Reporting, Accounts Payable, Accounts Receivable, H.S.T. Reporting and Accounting Support Services.
- Updates and maintains control over the Tax Receivable Systems and is responsible for the Central Collection function which handles tax payments, parking tickets, local improvement payments and other general receipts.

Information Technology:

- Responsible for application maintenance and development. Includes implementation of new systems as well as the modifications required to maintain existing corporate systems, system design, programming, testing and training.
- Provides computer services for all City departments as well as EDC, Library, DSSAB. Includes:
 - Installation and maintenance of computer hardware & software
 - Data backup and security
 - Network Server Administration
 - Network Infrastructure Administration
 - Desktop Administration, Help Desk Support
 - Support all Corporate Communication and Technology, including mobile devices and telephone systems

Purchasing:

- The Purchasing Division is responsible for corporate purchasing services, administration of the Purchasing Policy, contract and tendering services.
- Operates under policy and procedures approved by City Council and authorized through the Chief Administrative Officer's By-law, which provides that all purchases for the City of Sault Ste. Marie with the exception of those areas under control and jurisdiction of the Police

Purchasing – cont'd.

Commission and the Library Board, shall be made through the Purchasing Division under a competitive bidding system.

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

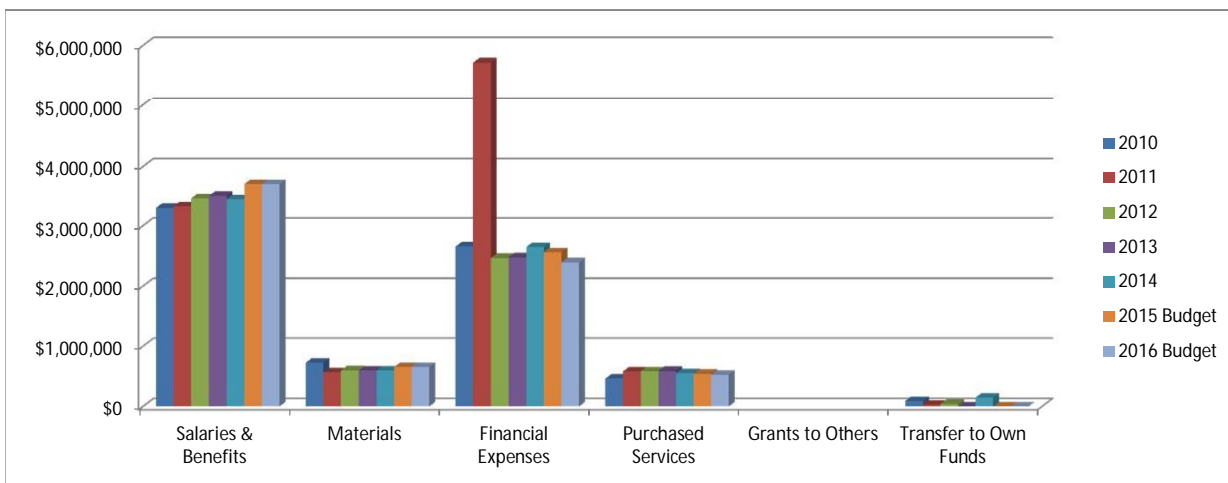
Tax:

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

City of Sault Ste Marie
FINANCE DEPARTMENT
Budget Summary

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	280,625	271,625	(9,000)	-3.21%
Other income	93,085	89,870	(3,215)	-3.45%
	373,710	361,495	(12,215)	-3.27%
EXPENDITURES				
Salaries	2,910,810	2,912,485	1,675	0.06%
Benefits	769,265	766,985	(2,280)	-0.30%
	3,680,075	3,679,470	(605)	-0.02%
Travel and training	13,800	13,800	0	
Vehicle allowance, maintenance and repairs	1,250	1,200	(50)	-4.00%
Materials and supplies	17,205	24,455	7,250	42.14%
Maintenance and repairs	492,815	491,930	(885)	-0.18%
Financial expenses	2,563,120	2,394,500	(168,620)	-6.58%
Purchased and contracted services	546,380	531,000	(15,380)	-2.81%
Capital expense	128,755	128,695	(60)	-0.05%
	3,763,325	3,585,580	(177,745)	-4.72%
	7,443,400	7,265,050	(178,350)	-2.40%
TAX LEVY	7,069,690	6,903,555	(166,135)	-2.35%

FIVE YEAR EXPENDITURE TREND:



FINANCE: ADMINISTRATION

2016 OPERATING BUDGET

Cost Centres: 140-1400

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	654,650	587,385	(67,265)	-10.27%
Benefits	168,440	151,420	(17,020)	-10.10%
	823,090	738,805	(84,285)	-10.24%

Travel and training	11,800	11,800	0	
Materials and supplies	25,215	23,915	(1,300)	-5.16%
Purchased and contracted services	18,100	19,400	1,300	7.18%
Capital expense	9,290	9,290	0	
	64,405	64,405	0	

	887,495	803,210	(84,285)	-9.50%
=====				
TAX LEVY	887,495	803,210	(84,285)	-9.50%
Full Time Positions	8.0	7.0	(1.0)	
Part Time Hours	-	-	-	

FINANCE: ACCOUNTING

2016 OPERATING BUDGET

Cost Centres: 140-1405

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% Change (2015 to 2016)
REVENUE				
Fees and user charges	1,000	1,000	0	
Other income	48,935	44,820	(4,115)	-8.41%
	49,935	45,820	(4,115)	-8.24%
EXPENDITURES				
Salaries	781,590	826,960	45,370	5.80%
Benefits	207,630	217,610	9,980	4.81%
	989,220	1,044,570	55,350	5.60%
Materials and supplies	29,035	29,980	945	3.25%
Maintenance and repairs	1,885	1,000	(885)	-46.95%
Capital expense	3,615	3,555	(60)	-1.66%
	34,535	34,535	0	
	1,023,755	1,079,105	55,350	5.41%
TAX LEVY	973,820	1,033,285	59,465	6.11%

Full Time Positions	14.0	14.0	-
Part Time Hours	610.0	610.0	-

FINANCE: TAX

2016 OPERATING
BUDGET

Cost Centres: 140-1410

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	96,000	87,000	(9,000)	-9.38%
Other income	44,150	45,050	900	2.04%
	140,150	132,050	(8,100)	-5.78%
EXPENDITURES				
Salaries	361,105	363,945	2,840	0.79%
Benefits	95,215	95,735	520	0.55%
	456,320	459,680	3,360	0.74%
Vehicle allowance, maintenance and repairs	200	200	0	
Materials and supplies	19,970	18,470	(1,500)	-7.51%
Maintenance and repairs	100	100	0	
Purchased and contracted services	14,325	12,050	(2,275)	-15.88%
Capital expense	3,000	3,000	0	
	37,595	33,820	(3,775)	-10.04%
	493,915	493,500	(415)	-0.08%
TAX LEVY	353,765	361,450	7,685	2.17%

Full Time Positions	6.0	6.0	-
Part Time Hours	-	-	-

FINANCE: PURCHASING

2016 OPERATING BUDGET

Cost Centres: 140-1420

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	256,960	260,520	3,560	1.39%
Benefits	67,135	68,020	885	1.32%
	324,095	328,540	4,445	1.37%

Vehicle allowance, maintenance and repairs	50	0	(50)	-100.00%
Materials and supplies	9,610	8,310	(1,300)	-13.53%
Purchased and contracted services	6,075	5,075	(1,000)	-16.46%
Capital expense	1,000	1,000	0	
	16,735	14,385	(2,350)	-14.04%

	340,830	342,925	2,095	0.61%
=====				
TAX LEVY	340,830	342,925	2,095	0.61%

Full Time Positions	4.0	4.0	-	
Part Time Hours	125.0	-	(125.0)	

FINANCE: INFORMATION TECHNOLOGY

2016 OPERATING BUDGET

Cost Centres: 140-1415
300-3008

	2015 BUDGET	2016 BUDGET	Change	
			\$ (2015 to 2016)	% (2015 to 2016)
REVENUE				
Fees and user charges	183,625	183,625	0	
	183,625	183,625	0	
EXPENDITURES				
Salaries	856,505	873,675	17,170	2.00%
Benefits	230,845	234,200	3,355	1.45%
	1,087,350	1,107,875	20,525	1.89%
Travel and training	2,000	2,000	0	
Vehicle allowance, maintenance and repairs	1,000	1,000	0	
Materials and supplies	(91,625)	(81,220)	10,405	-11.36%
Maintenance and repairs	490,830	490,830	0	
Purchased and contracted services	439,880	426,475	(13,405)	-3.05%
Capital expense	111,850	111,850	0	
	953,935	950,935	(3,000)	-0.31%
	2,041,285	2,058,810	17,525	0.86%
TAX LEVY	1,857,660	1,875,185	17,525	0.94%

Full Time Positions	11.0	11.0	-
Part Time Hours	1,220.0	1,220	-

FINANCE: OTHER - FINANCIAL EXPENSE BANKING

2016 OPERATING
BUDGET

Cost Centres: 145-1450

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Financial expenses	65,000	65,000	0	
	65,000	65,000	0	

	65,000	65,000	0	
=====				
TAX LEVY	65,000	65,000	0	

FINANCE: OTHER - FINANCIAL FEES

2016 OPERATING
BUDGET

Cost Centres: 145-1452

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Purchased and contracted services	68,000	68,000	0	

	68,000	68,000	0	

	68,000	68,000	0	
=====				
TAX LEVY	68,000	68,000	0	

FINANCE: OTHER - PROPERTY TAX

2016 OPERATING
BUDGET

Cost Centres: 145-1454

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Materials and supplies	25,000	25,000	0	
Financial expenses	2,498,120	2,329,500	(168,620)	-6.75%
	2,523,120	2,354,500	(168,620)	-6.68%

	2,523,120	2,354,500	(168,620)	-6.68%
=====				
TAX LEVY	2,523,120	2,354,500	(168,620)	-6.68%

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2016 OPERATING BUDGET

CLERKS DEPARTMENT

The Clerk's Department is an administrative department with a staff complement of 9 FT staff and up to 5 PT staff (students/contract) providing services through three broad functional areas and locations in the Civic Centre.

Administration (5 FTE, up to 4 PTE)

Staff in the administrative area provide 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).
- Corporate strategic plan co-ordination and quality improvement initiatives (through our association with Excellence Canada).
- Corporate records management.
- Municipal election administration.

Corporate Affairs (2 FTE)

Staff in the corporate affairs area provide services to corporate staff, committees of Council and the public focused on the following:

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

Office Services (2 FTE, 1 PTE)

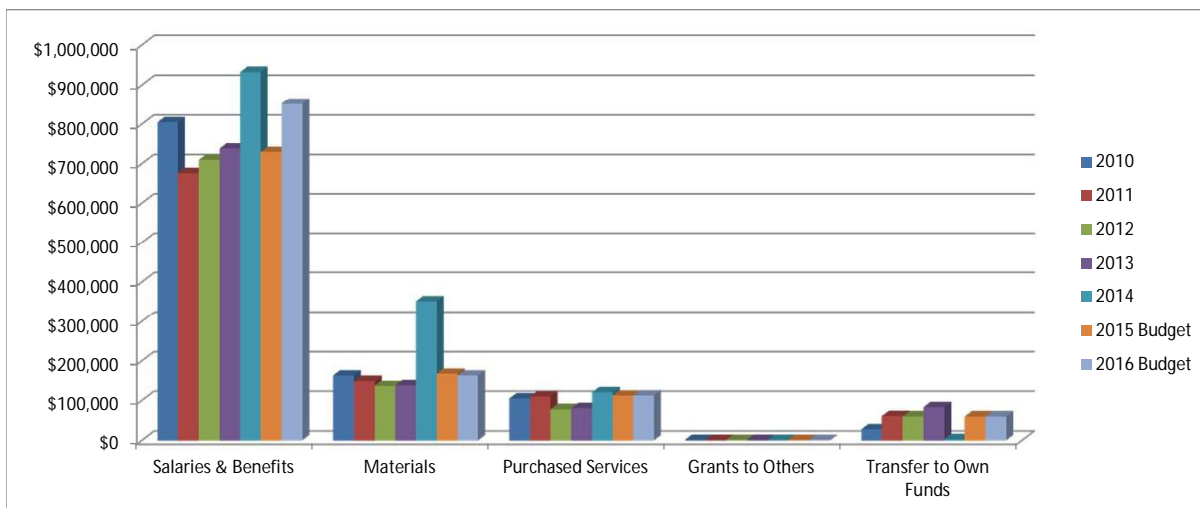
Staff in office services provide services to corporate staff and agencies, boards and committees in the areas of:

- Corporate mail services
- High volume copying and print services

City of Sault Ste Marie
CLERK'S DEPARTMENT
Budget Summary

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	50,000	50,000	0	
Other income	1,800	1,800	0	
	51,800	51,800	0	
EXPENDITURES				
Salaries	581,795	685,435	103,640	17.81%
Benefits	147,555	166,955	19,400	13.15%
	729,350	852,390	123,040	16.87%
Travel and training	6,595	6,595	0	
Election	0	2,500	2,500	
Vehicle allowance, maintenance and repairs	600	550	(50)	-8.33%
Materials and supplies	125,580	117,580	(8,000)	-6.37%
Maintenance and repairs	3,550	3,550	0	
Goods for resale	19,200	19,200	0	
Rents and leases	7,625	7,625	0	
Purchased and contracted services	111,870	112,870	1,000	0.89%
Grants to others	2,000	2,000	0	
Transfer to own funds	60,000	60,000	0	
Capital expense	4,500	5,000	500	11.11%
	341,520	337,470	(4,050)	-1.19%
	1,070,870	1,189,860	118,990	11.11%
TAX LEVY	1,019,070	1,138,060	118,990	11.68%

FIVE YEAR EXPENDITURE TREND:



CLERK'S DEPARTMENT: ADMINISTRATION

2016 OPERATING BUDGET

Cost Centres: 130-1300

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	50,000	50,000	0	
Other income	1,800	1,800	0	
	51,800	51,800	0	
EXPENDITURES				
Salaries	475,820	546,015	70,195	14.75%
Benefits	119,990	138,815	18,825	15.69%
	595,810	684,830	89,020	14.94%
Travel and training	6,595	6,595	0	
Vehicle allowance, maintenance and repairs	200	0	(200)	-100.00%
Materials and supplies	75,830	67,330	(8,500)	-11.21%
Maintenance and repairs	400	400	0	
Goods for resale	19,200	19,200	0	
Purchased and contracted services	14,870	12,370	(2,500)	-16.81%
Capital expense	2,000	2,000	0	
	119,095	107,895	(11,200)	-9.40%
	714,905	792,725	77,820	10.89%
TAX LEVY	663,105	740,925	77,820	11.74%

Full Time Positions	6.0	7.0	1.0
Part Time Hours	1,315	1,315	-

CLERK'S DEPARTMENT: OFFICE SERVICES

2016 OPERATING
BUDGET

Cost Centres: 130-1310

	2015	2016	\$	%
	BUDGET	BUDGET	Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	105,975	108,020	2,045	1.93%
Benefits	27,565	28,140	575	2.09%
	133,540	136,160	2,620	1.96%

Vehicle allowance, maintenance and repairs	400	400	0	
Materials and supplies	1,750	1,750	0	
Maintenance and repairs	3,150	3,150	0	
Rents and leases	7,625	7,625	0	
Purchased and contracted services	67,750	67,750	0	
Capital expense	2,500	2,500	0	
	83,175	83,175	0	

	216,715	219,335	2,620	1.21%
=====				
TAX LEVY	216,715	219,335	2,620	1.21%

Full Time Positions	2.0	2.0	-
Part Time Hours	610	610	-

CLERK'S DEPARTMENT: QUALITY MANAGEMENT

2016 OPERATING

Cost Centres: 130-1320

	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				
EXPENDITURES				
Materials and supplies	9,000	4,000	(5,000)	-55.56%
Purchased and contracted services	29,250	24,250	(5,000)	-17.09%
	38,250	28,250	(10,000)	-26.14%
	38,250	28,250	(10,000)	-26.14%
TAX LEVY	38,250	28,250	(10,000)	-26.14%

CLERK'S DEPARTMENT: COUNCIL MEETINGS

2016 OPERATING
BUDGET

Cost Centres: 130-1352

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Materials and supplies	10,000	10,000	0	

	10,000	10,000	0	

	10,000	10,000	0	
=====				
TAX LEVY	10,000	10,000	0	

CLERK'S DEPARTMENT: ELECTION

2016 OPERATING
BUDGET

Cost Centres: 135-1360

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	0	31,400	31,400	
	0	31,400	31,400	

Election	0	2,500	2,500	
Vehicle allowance, maintenance and repairs	0	150	150	
Materials and supplies	0	5,500	5,500	
Purchased and contracted services	0	8,500	8,500	
Transfer to own funds	60,000	60,000	0	
Capital expense	0	500	500	
	60,000	77,150	17,150	28.58%

	60,000	108,550	48,550	80.92%
=====				
TAX LEVY	60,000	108,550	48,550	80.92%

CLERK'S DEPARTMENT: RECEPTIONS

2016 OPERATING

Cost Centres: 135-1350

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Materials and supplies	29,000	29,000	0	
	29,000	29,000	0	
	29,000	29,000	0	
=====				
TAX LEVY	29,000	29,000	0	

CLERK'S DEPARTMENT: WALK OF FAME

2016 OPERATING
BUDGET

Cost Centres: 720-7291

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Grants to others	2,000	2,000	0	

	2,000	2,000	0	

	2,000	2,000	0	
=====				
TAX LEVY	2,000	2,000	0	

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2016 OPERATING BUDGET

LEGAL DEPARTMENT

Administration

The Legal Department consists of the City Solicitor, Supervisor, Assistant City Solicitor/Senior Litigation Counsel, Solicitor/Prosecutor, Risk Manager, Articling Intern and 3 Clerical Staff.

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

The objectives of the Legal Department are:

- to provide legal assistance and advice to City Council and staff;
- to process reports/by-laws, agreements, opinions, leases, licenses of occupation, FOI requests, easements, encroachments, expropriations and real estate transactions;
- to represent the City and give advice with respect to all lawsuits which may be brought on behalf of or against the City;
- to prosecute persons charged with offences contrary to City by-laws; and

- to represent the City before various courts and tribunals including the Ontario Municipal Board and the Human Rights Tribunal.

City Owned Land

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

Insurance

Responsible for all types of insurance purchased by the City (excluding Police, EMS and the Library Board, which are expensed directly).

The following are the types of insurance:

- comprehensive liability;
- property insurance (including buildings, contents and valuable papers);
- crime insurance (protection against dishonesty, deceit and forgery);
- electronic data processing;
- boiler and machinery;
- automobile insurance (including non-owned automobiles);
- errors and omissions;
- environmental liability;
- conflict of interest; and
- excess liability.

Provincial Offences Office

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

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

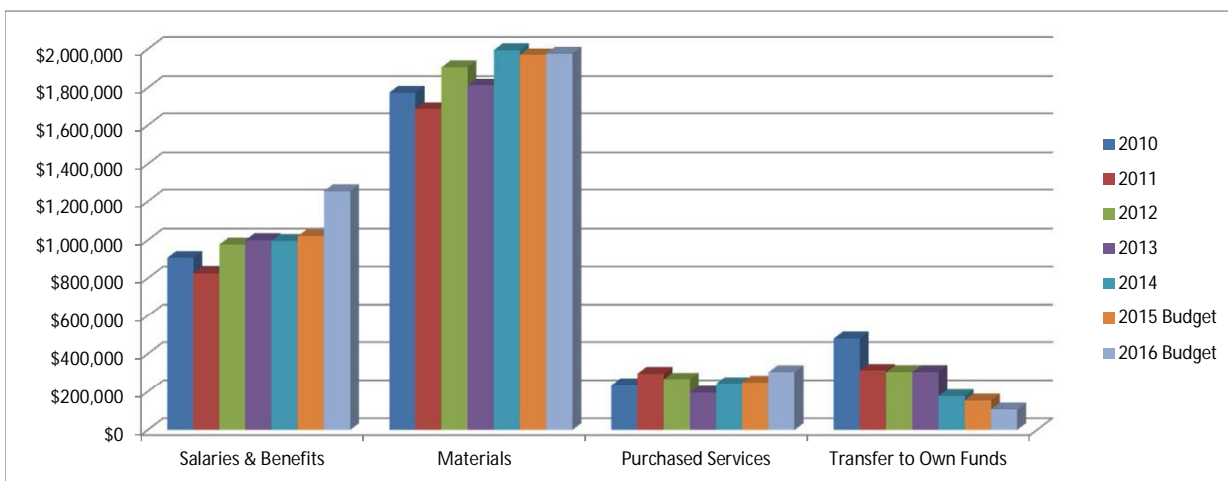
The POA Division is comprised of three Court Administrator/Cashier's, one Court Administrator Enforcement Clerk/Court Reporter and one Prosecution assistant. There is also one Court Liaison Supervisor and one Solicitor/Prosecutor.

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

City of Sault Ste Marie
LEGAL DEPARTMENT
Budget Summary

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	2,192,965	2,178,765	(14,200)	-0.65%
	2,192,965	2,178,765	(14,200)	-0.65%
EXPENDITURES				
Salaries	812,570	998,480	185,910	22.88%
Benefits	209,020	256,575	47,555	22.75%
	1,021,590	1,255,055	233,465	22.85%
Travel and training	15,855	18,735	2,880	18.16%
Vehicle allowance, maintenance and repairs	250	250	0	
Materials and supplies	76,675	76,295	(380)	-0.50%
Maintenance and repairs	4,000	4,000	0	
Rents and leases	73,275	78,075	4,800	6.55%
Taxes and licenses	1,791,000	1,791,000	0	
Purchased and contracted services	252,000	305,000	53,000	21.03%
Transfer to own funds	154,000	107,025	(46,975)	-30.50%
Capital expense	9,000	9,000	0	
	2,376,055	2,389,380	13,325	0.56%
	3,397,645	3,644,435	246,790	7.26%
TAX LEVY	1,204,680	1,465,670	260,990	21.66%

FIVE YEAR EXPENDITURE TREND:



LEGAL DEPARTMENT: ADMINISTRATION

2016 OPERATING

Cost Centre 150-1500

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% Change (2015 to 2016)
REVENUE				
Fees and user charges	842,965	828,765	(14,200)	-1.68%
	842,965	828,765	(14,200)	-1.68%
EXPENDITURES				
Salaries	445,605	574,895	129,290	29.01%
Benefits	111,965	145,765	33,800	30.19%
	557,570	720,660	163,090	29.25%
Travel and training	7,600	7,600	0	
Materials and supplies	24,945	24,245	(700)	-2.81%
Taxes and licenses	45,000	45,000	0	
Purchased and contracted services	33,400	28,400	(5,000)	-14.97%
Transfer to own funds	154,000	107,025	(46,975)	-30.50%
Capital expense	1,500	1,500	0	
	266,445	213,770	(52,675)	-19.77%
	824,015	934,430	110,415	13.40%
TAX LEVY	(18,950)	105,665	124,615	-657.60%

Full Time Positions	5.3	7.0	1.7
Part Time Hours	610.0	610	-

LEGAL DEPARTMENT: CITY OWNED LAND

2016 OPERATING

Cost Centre 150-1505

	2015	2016		
			\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Maintenance and repairs	4,000	4,000	0	
Rents and leases	14,000	14,000	0	
Taxes and licenses	1,000	1,000	0	
	19,000	19,000	0	

	19,000	19,000	0	
=====				
TAX LEVY	19,000	19,000	0	

LEGAL DEPARTMENT: PROVINCIAL OFFENCES

2016 OPERATING

Cost Centre	155-1550	155-1554		
	155-1552			
	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				
Fees and user charges	1,350,000	1,350,000	0	
	1,350,000	1,350,000	0	
EXPENDITURES				
Salaries	366,965	423,585	56,620	15.43%
Benefits	97,055	110,810	13,755	14.17%
	464,020	534,395	70,375	15.17%
Travel and training	8,255	11,135	2,880	34.89%
Vehicle allowance, maintenance and repairs	250	250	0	
Materials and supplies	51,730	52,050	320	0.62%
Rents and leases	59,275	64,075	4,800	8.10%
Purchased and contracted services	218,600	276,600	58,000	26.53%
Capital expense	7,500	7,500	0	
	345,610	411,610	66,000	19.10%
	809,630	946,005	136,375	16.84%
TAX LEVY	(540,370)	(403,995)	136,375	-25.24%
Full Time Positions	6.0	7.0	1.0	
Part Time Hours	610.0	610	-	

LEGAL DEPARTMENT: INSURANCE

2016 OPERATING BUDGET

Cost Centre 158-1580

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Taxes and licenses	1,745,000	1,745,000	0	
	1,745,000	1,745,000	0	
	1,745,000	1,745,000	0	
	1,745,000	1,745,000	0	
	1,745,000	1,745,000	0	
TAX LEVY	1,745,000	1,745,000	0	

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2016 OPERATING BUDGET

FIRE SERVICES

The Fire Services Realignment Plan 2016–2018 has put in an Action Plan to reallocate resources from Fire to EMS and the requirements within Fire. This plan is based on attrition of the present complement of employees within Fire and the 50-50 funding for EMS. The transition will be complete by 2018 with potential cost savings beginning to be realized in 2017.

Presently we have two boats in service. One is no longer fit and safe for operational requirements. A capital replacement, at a cost of \$75,000-\$100,000, will not be incurred and the remaining boat will be used for operational requirements. The provision of the remaining boat will be reviewed in light of the multi-jurisdictional overlap in this area of provincial and federal agencies already responsible for and providing marine oversight.

Fire Permit fees do not presently cover the cost to provide the inspection and the permit administration. These fees will rise to better reflect the true recovery cost and will be valid for a period of four years rather than the present yearly renewal.

The Fire plan can be accelerated to achieve cost savings in the short term through staff rationalization as opposed to long term attrition.

Fire Services is reviewing the feasibility of contracting out Communications functions to Central Ambulance Communication Centre (CACC) or SSM Police with the intention to save major capital refresh costs.

FIRE SERVICES DEPARTMENT OVERVIEW

Administration

- The Administration Division staff includes the Fire Chief, Deputy Chief – Suppression, Administrative Assistant to the Fire Chief and one Clerical support personnel.
- The Fire Chief is responsible to the CAO and Council for delivery of fire protection services, set by Council, to the community and regional delivery of Emergency Medical Services.
- The Administration Division is responsible for managing Fire Services' resources safely, efficiently and within the budgetary allocation provided by Council.
- Fire Services continues to generate revenue from various leases including the Central Ambulance Communication Centre, Base Hospital and EMS Revenue streams are also generated from a number of user fees, including but not limited to open air burning, fire protection agreement with the Rankin Reserve, and fire extinguisher training.

Suppression

- The Deputy Chief – Suppression is the head of this division. This division is comprised of Platoon Chiefs, Captains, Firefighters and Communication Operators operating out of 4 fire stations.
- Areas of responsibility include: Fire suppression & specialized rescue operations - water & land-based rescue response, hazardous materials response, locally and throughout the; develop and implement

Suppression – cont'd.

firefighter training; develop and manage all budgetary functions related to the Fire -Tiered response with Police and EMS; program development/implementation, documentation and management of all training activities in the Fire Suppression Division.

EMS

- EMS operates a fleet of eight (8) ambulances, four of which are staffed 24 hours per day, seven days per week. The level and type of patient care, supplies and equipment is mandated by Provincial Standards. EMS has established reliable and efficient supplier partnerships to sustain our level of preparedness. Some of our patient care equipment is maintained and serviced by trained Paramedics.
- There are two ambulances stationed at the Garden River base. One unit is provincially owned and the other is capital property of the DSSAB purchased with GRFN funds. Both units are funded 100% for insurance, operation and maintenance costs.

Prevention

- The Deputy Chief – Prevention heads this division. This division is comprised of four Fire Prevention Officers and one clerk. Areas of responsibility include: enforce Fire Protection and Prevention Act 1997, enforce Ontario Fire Code Regulations, Carbon Monoxide By-Law; delivery of fire safety education programs: review plans, Committee of Adjustment, rezoning applications; Fire Investigation: liaise with Police Service during Arson Investigations, inspect upon request and/or complaint, issue burn permits, inspect residential smoke alarms; provide evidence in Provincial Offences court for all Ontario – issue part one Provincial Offences tickets

- Fire Code contraventions - assist Building Division Inspectors during final inspection: liaise with Building Division on plans examination; review and approve Fire Safety Plans

Support Services

- The Deputy Chief – Support Services heads this division. This division consists of two mechanics responsible for mechanical operations and communications support.
- Areas of responsibility include: repair, maintenance and inspection of Fire, EMS and Police – 24-hour on-call coverage by Support Services staff; service apparatus, firefighting equipment, tools, communication and fire stations equipment; documentation and maintain records of maintenance; technical operations in communications room – dispatch emergency calls to Prince Township Fire Department: maintain 24 hour coverage for all emergency calls; maintain EOC/RESC telephone/radio systems.

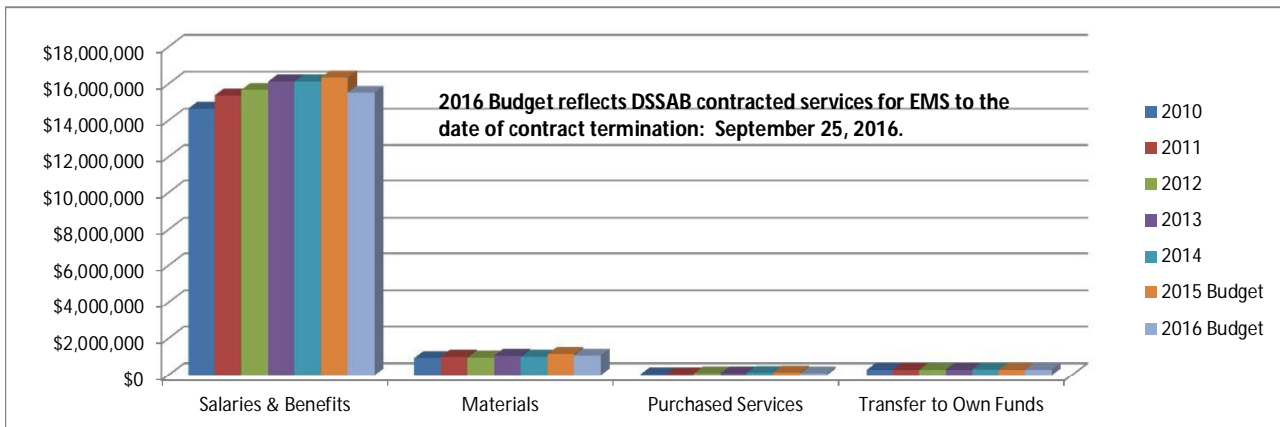
CEMC

- The Community Emergency Management Division consists of one Coordinator.
- Areas of responsibility include: develop and maintain plans procedures and policies; facilitate public education and outreach events; facilitate training opportunities for all stakeholders; act as a subject matter expert on the topic of emergency; design and conduct exercises to test elements of emergency management and provide input to stakeholders plans and procedures; be available to respond to emergency situations.

City of Sault Ste Marie
 FIRE SERVICES
 Budget Summary

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	4,913,480	4,067,855	(845,625)	-17.21%
	4,913,480	4,067,855	(845,625)	-17.21%
EXPENDITURES				
Salaries	13,022,215	12,397,940	(624,275)	-4.79%
Benefits	3,336,645	3,143,815	(192,830)	-5.78%
	16,358,860	15,541,755	(817,105)	-4.99%
Travel and training	53,230	55,730	2,500	4.70%
Vehicle allowance, maintenance and repairs	180,531	148,751	(31,780)	-17.60%
Utilities and Fuel	318,030	287,575	(30,455)	-9.58%
Materials and supplies	352,812	311,307	(41,505)	-11.76%
Maintenance and repairs	158,680	204,660	45,980	28.98%
Rents and leases	2,500	1,875	(625)	-25.00%
Taxes and licenses	58,200	46,650	(11,550)	-19.85%
Financial expenses	2,500	2,500	0	
Purchased and contracted services	161,415	101,925	(59,490)	-36.86%
Transfer to own funds	303,000	303,000	0	
Capital expense	28,875	27,675	(1,200)	-4.16%
	1,619,773	1,491,648	(128,125)	-7.91%
	17,978,633	17,033,403	(945,230)	-5.26%
TAX LEVY	13,065,153	12,965,548	(99,605)	-0.76%

FIVE YEAR EXPENDITURE TREND:



FIRE SERVICES: ADMINISTRATION

2016 OPERATING BUDGET

Cost Centres: 200-2000

	2015 BUDGET	2016 BUDGET	Change (2015 to 2016)	
			\$	%
REVENUE				
Fees and user charges	218,500	179,500	(39,000)	-17.85%
	218,500	179,500	(39,000)	-17.85%
EXPENDITURES				
Salaries	393,985	411,815	17,830	4.53%
Benefits	301,790	304,630	2,840	0.94%
	695,775	716,445	20,670	2.97%
Travel and training	1,000	45,245	44,245	4424.50%
Utilities and Fuel	181,930	181,930	0	
Materials and supplies	5,390	67,862	62,472	1159.04%
Maintenance and repairs	72,595	141,785	69,190	95.31%
Financial expenses	2,500	2,500	0	
Purchased and contracted services	17,900	12,500	(5,400)	-30.17%
Transfer to own funds	303,000	303,000	0	
Capital expense	4,000	27,675	23,675	591.88%
	588,315	782,497	194,182	33.01%
	1,284,090	1,498,942	214,852	16.73%
TAX LEVY	1,065,590	1,319,442	253,852	23.82%
Divisional transfers:				
From Suppression	49,363			
From Prevention	57,494			
From Support	6,280			
From Training	47,245			
From Communications	18,100			
Restated 2015 budget	1,244,072	1,319,442	75,370	6.06%

Full Time Positions	4.0	4.0	-
Part Time Hours	-	-	-

FIRE SERVICES: SUPPRESSION

2016 OPERATING

Cost Centres: 200-2005

	2015	2016	\$	
			Change	%
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				
=====				
EXPENDITURES				
Salaries	8,403,475	8,269,095	(134,380)	-1.60%
Benefits	2,034,425	1,983,700	(50,725)	-2.49%
	10,437,900	10,252,795	(185,105)	-1.77%
Materials and supplies	101,413	71,600	(29,813)	-29.40%
Capital expense	13,550	0	(13,550)	-100.00%
	114,963	71,600	(43,363)	-37.72%
	10,552,863	10,324,395	(228,468)	-2.16%
=====				
TAX LEVY	10,552,863	10,324,395	(228,468)	-2.16%
Divisional transfers:				
To Administration	(49,363)			
From Support Services	6,000			
Restated 2015 budget	10,509,500	10,324,395	(185,105)	-1.76%
=====				
Full Time Positions	88.0	88.0	-	
Part Time Hours	-	-	-	

FIRE SERVICES: PREVENTION

2016 OPERATING
BUDGET

Cost Centres: 200-2010

	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	559,915	563,095	3,180	0.57%
Benefits	137,925	136,755	(1,170)	-0.85%
	697,840	699,850	2,010	0.29%

Vehicle allowance, maintenance and repairs	18,690	0	(18,690)	-100.00%
Materials and supplies	20,804	0	(20,804)	-100.00%
Purchased and contracted services	18,000	0	(18,000)	-100.00%
	57,494	0	(57,494)	-100.00%

	755,334	699,850	(55,484)	-7.35%
=====				
TAX LEVY	755,334	699,850	(55,484)	-7.35%
Divisional transfers:				
To Administration	(57,494)			
Restated 2015 budget	697,840	699,850	2,010	0.29%

Full Time Positions	6.0	6.0	-
Part Time Hours	-	-	-

FIRE SERVICES: SUPPORT

2016 OPERATING
BUDGET

Cost Centres: 200-2015

	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	286,145	292,155	6,010	2.10%
Benefits	70,380	71,270	890	1.26%
	356,525	363,425	6,900	1.94%

Vehicle allowance, maintenance and repairs	67,621	67,621	0	
Utilities and Fuel	53,280	53,280	0	
Materials and supplies	15,855	5,100	(10,755)	-67.83%
Maintenance and repairs	5,500	5,500	0	
Capital expense	1,525	0	(1,525)	-100.00%
	143,781	131,501	(12,280)	-8.54%

	500,306	494,926	(5,380)	-1.08%
=====				
TAX LEVY	500,306	494,926	(5,380)	-1.08%
Divisional transfers:				
To Suppression	(6,000)			
To Administration	(6,280)			
Restated 2015 budget	488,026	494,926	6,900	1.41%

Full Time Positions	3.0	3.0	-
Part Time Hours	-	-	-

FIRE SERVICES: TRAINING

2016 OPERATING BUDGET

Cost Centres:

200-2020

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Travel and training	40,545	0	(40,545)	-100.00%
Materials and supplies	3,700	0	(3,700)	-100.00%
Capital expense	3,000	0	(3,000)	-100.00%
	47,245	0	(47,245)	-100.00%

	47,245	0	(47,245)	-100.00%
=====				
TAX LEVY	47,245	0	(47,245)	-100.00%
Divisional transfers:				
To Administration	(47,245)			
Restated 2015 budget	0	0	0	0

FIRE SERVICES: COMMUNICATIONS

2016 OPERATING BUDGET

Cost Centres: 200-2025

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% Change (2015 to 2016)
REVENUE				
-----	-----	-----	-----	-----
=====	=====	=====	=====	=====
EXPENDITURES				
-----	-----	-----	-----	-----
-----	-----	-----	-----	-----
Materials and supplies	1,100	0	(1,100)	-100.00%
Maintenance and repairs	11,400	0	(11,400)	-100.00%
Capital expense	5,600	0	(5,600)	-100.00%
-----	-----	-----	-----	-----
	18,100	0	(18,100)	-100.00%
-----	-----	-----	-----	-----
-----	-----	-----	-----	-----
	18,100	0	(18,100)	-100.00%
=====	=====	=====	=====	=====
TAX LEVY	18,100	0	(18,100)	-100.00%
Divisional transfers:				
To Administration	(18,100)			
Restated 2015 budget	0	0	0	0

FIRE SERVICES: SUMMER CAREER

2016 OPERATING BUDGET

Cost Centre: 200-2030

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
-----	-----	-----	-----	-----
=====	=====	=====	=====	=====
EXPENDITURES				
Salaries	21,600	21,600	0	
Benefits	2,055	2,055	0	
-----	-----	-----	-----	-----
	23,655	23,655	0	
-----	-----	-----	-----	-----
	23,655	23,655	0	
=====	=====	=====	=====	=====
TAX LEVY	23,655	23,655	0	
Full Time Positions	-	-	-	
Part Time Hours	1,830.0	1,830.0	-	

FIRE SERVICES: COMMUNITY EMERGENCY MANAGEMENT

2016 OPERATING
BUDGET

Cost Centre 115-1120

	2015 BUDGET	2016 BUDGET	Change	
			\$ (2015 to 2016)	% (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	68,370	70,650	2,280	3.33%
Benefits	18,655	19,095	440	2.36%
	87,025	89,745	2,720	3.13%
Travel and training	1,200	1,500	300	25.00%
Vehicle allowance, maintenance and repairs	580	580	0	
Materials and supplies	8,255	8,600	345	4.18%
Purchased and contracted services	5,000	2,855	(2,145)	-42.90%
	15,035	13,535	(1,500)	-9.98%
	102,060	103,280	1,220	1.20%
=====				
TAX LEVY	102,060	103,280	1,220	1.20%

Full Time Positions	1.0	1.0	-
Part Time Hours	-	-	-

FIRE SERVICES: EMS-CITY

**2016 OPERATING
BUDGET**

Cost Centre

210-2200	210-2215
210-2205	210-2220
210-2210	

	2015	2016	\$	%
	BUDGET	BUDGET	Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	3,924,860	2,923,025	(1,001,835)	-25.53%
	3,924,860	2,923,025	(1,001,835)	-25.53%
EXPENDITURES				
Salaries	2,802,360	2,095,805	(706,555)	-25.21%
Benefits	674,160	490,990	(183,170)	-27.17%
	3,476,520	2,586,795	(889,725)	-25.59%
Travel and training	4,985	3,735	(1,250)	-25.08%
Vehicle allowance, maintenance and repairs	66,405	49,800	(16,605)	-25.01%
Utilities and Fuel	62,320	46,740	(15,580)	-25.00%
Materials and supplies	169,680	127,245	(42,435)	-25.01%
Maintenance and repairs	47,000	35,250	(11,750)	-25.00%
Rents and leases	2,500	1,875	(625)	-25.00%
Taxes and licenses	52,000	39,000	(13,000)	-25.00%
Purchased and contracted services	43,450	32,585	(10,865)	-25.01%
	448,340	336,230	(112,110)	-25.01%
	3,924,860	2,923,025	(1,001,835)	-25.53%
TAX LEVY	0	0	0	0.00%

Full Time Positions	29.3	31.0	1.7
Part Time Hours	4,127.0	4,130.0	3.0

FIRE SERVICES: EMS GARDEN RIVER

2016 OPERATING BUDGET

Cost Centre

210-2300	210-2315
210-2305	210-2320
210-2310	

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				
Fees and user charges	770,120	965,330	195,210	25.35%
	770,120	965,330	195,210	25.35%
EXPENDITURES				
Salaries	486,365	673,725	187,360	38.52%
Benefits	97,255	135,320	38,065	39.14%
	583,620	809,045	225,425	38.63%
Travel and training	5,500	5,250	(250)	-4.55%
Vehicle allowance, maintenance and repairs	27,235	30,750	3,515	12.91%
Utilities and Fuel	20,500	5,625	(14,875)	-72.56%
Materials and supplies	26,615	30,900	4,285	16.10%
Maintenance and repairs	22,185	22,125	(60)	-0.27%
Taxes and licenses	6,200	7,650	1,450	23.39%
Purchased and contracted services	77,065	53,985	(23,080)	-29.95%
Capital expense	1,200	0	(1,200)	-100.00%
	186,500	156,285	(30,215)	-16.20%
	770,120	965,330	195,210	25.35%
TAX LEVY	0	0	0	0.00%
Full Time Positions	4.0	8.0	4.0	
Part Time Hours	3,888	6,552	2,664.0	

THE CORPORATION OF THE CITY OF SAULT STE MARIE 2016 OPERATING BUDGET

ENGINEERING AND PLANNING

Administration

This cost centre includes the Commissioner of Engineering & Planning, the Office Supervisor and the Administrative Support Clerk.

Engineering Design & Construction

This cost centre includes 4 Engineers, 14 Technical Staff and up to 3 summer students. The Division is responsible to provide design and technical services for Capital and miscellaneous construction; maintain servicing records including GIS, administer the Sewage Treatment Plant Operations and Land Subdivision process; ground water monitoring, sewer flow metering and CCTV sewer inspections, utilities and engineering for the Landfill. They provide drawings, survey work and technical support to other departments; and assist developers, builders and the general public regarding municipal services.

Environmental Initiatives

This cost centre includes one full time staff and one summer student and supports initiatives to reduce the corporate carbon footprint in the areas of fleet and waste management, municipal operations, and public and employee awareness. Efforts have resulted in completion of Energy audits, retrofits, funding opportunities, staff training, and improved recycling practices across the Corporation.

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.

Building Inspection

This cost centre includes the CBO, an Administrative Clerk and 8 Inspection and Plans Examination staff. The construction value for 2015 surpassed projections reaching \$125,555,860; projections for 2016 are lower, anticipating it will reach a sustainable value of \$93,000,000. Projects have been confirmed for the beginning of 2016 and the construction value is projected at \$40,000,000. Demand for inspection services remains high and exceeded 6,000 site visits for 2015 with 1,940 permits finalized. Outstanding permits requiring finalization are at 7354 of which 700 were finalized in 2015. The division continues to struggle with staff retention having lost another a fully

qualified building inspector in 2015. This position will be filled in early 2016.

Anticipated revenue for 2016 is \$ 869,117. Based on the remaining reserve of \$ 308,554, a 0.5% growth rate and a 28% increase in permit fees, we expect to meet our anticipated expenditures for 2016 and continue to operate as a self-sustaining business unit, as required by the Ontario Building Code Act.

By-law Enforcement

This cost centre has 1 full time By-law Enforcement Officer, 1 summer student and 2 shared Inspection staff. With the introduction of a new sign by-law, additional review of subdivision drainage complaints, enforcement and graffiti review will become a key issue and staff compliment will need to be addressed.

In 2015 By-law Enforcement received 1,600 new complaints resulting in over 2,000 site visits (surpassing 2014). It is anticipated that number will be similar for 2016. The Yard By-law continues to be actively enforced with all associated costs for clean-up and demolition, recoverable through municipal taxes. Tenders for 2015 totaled \$103,511, and it is anticipated that 2016 will be similar. An administrative fee of 15% will be added to all recoverable tenders issued in 2016.

By-Law Enforcement will be added to the Permit Tracking System in 2016 and system users will be able to add and track progress of each complaint with greater ease.

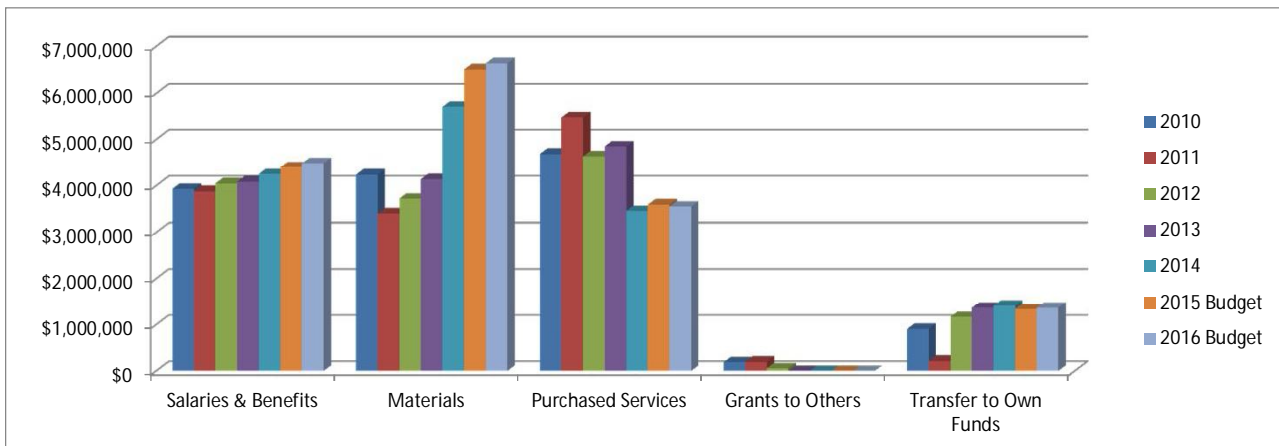
Planning

The Planning Division co-ordinates the approval process and makes recommendation to Council on Provincial legislation and development applications (Official Plan amendments, rezoning's, subdivision and condominium approvals and site plan agreements) with respect to land use planning within the City. They are responsible to review the City's Official Plan and Zoning By-law; provide administrative and technical support to the Committee of Adjustment, assist developers and investors with information, location and site design requirements and works with the SSM EDC to promote community development. The Planning Division also undertakes major community development projects such as the Downtown Development and the Canal District Neighbourhood Plan.

City of Sault Ste Marie
ENGINEERING & PLANNING
Budget Summary

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	924,215	1,058,090	133,875	14.49%
Government grants (including OMPF)	35,000	35,000	0	
Contribution from own funds	461,534	244,390	(217,144)	-47.05%
	1,420,749	1,337,480	(83,269)	-5.86%
EXPENDITURES				
Salaries	3,508,155	3,598,905	90,750	2.59%
Benefits	894,360	890,170	(4,190)	-0.47%
	4,402,515	4,489,075	86,560	1.97%
Travel and training	48,430	46,945	(1,485)	-3.07%
Vehicle allowance, maintenance and repairs	59,850	59,850	0	
Utilities and Fuel	5,712,300	5,812,700	100,400	1.76%
Materials and supplies	318,644	330,474	11,830	3.71%
Maintenance and repairs	220,000	256,760	36,760	16.71%
Rents and leases	100,000	85,000	(15,000)	-15.00%
Financial expenses	500	500	0	
Purchased and contracted services	3,597,350	3,554,945	(42,405)	-1.18%
Transfer to own funds	1,340,000	1,368,000	28,000	2.09%
Capital expense	50,500	50,140	(360)	-0.71%
	11,447,574	11,565,314	117,740	1.03%
	15,850,089	16,054,389	204,300	1.29%
TAX LEVY	14,429,340	14,716,909	287,569	1.99%

FIVE YEAR EXPENDITURE TREND:



ENGINEERING & PLANNING: ENGINEERING - ADMINISTRATION

2016 OPERATING BUDGET

Cost Centres: 300-3000

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% Change (2015 to 2016)
REVENUE				
Fees and user charges	14,740	14,815	75	0.51%
Government grants (including OMPF)	35,000	35,000	0	
	49,740	49,815	75	0.15%
EXPENDITURES				
Salaries	268,705	287,375	18,670	6.95%
Benefits	77,060	80,830	3,770	4.89%
	345,765	368,205	22,440	6.49%
Travel and training	5,675	5,675	0	
Vehicle allowance, maintenance and repairs	200	200	0	
Materials and supplies	34,990	33,325	(1,665)	-4.76%
Purchased and contracted services	500	500	0	
Capital expense	2,500	2,640	140	5.60%
	43,865	42,340	(1,525)	-3.48%
	389,630	410,545	20,915	5.37%
TAX LEVY	339,890	360,730	20,840	6.13%

Full Time Positions	3.0	3.0	-
Part Time Hours	-	-	-

ENGINEERING & PLANNING: ENGINEERING - DESIGN

2016 OPERATING BUDGET

Cost Centres: 300-3002

	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	1,325,985	1,352,455	26,470	2.00%
Benefits	327,905	320,895	(7,010)	-2.14%
	1,653,890	1,673,350	19,460	1.18%

Vehicle allowance, maintenance and repairs	50,650	50,650	0	
Utilities and Fuel	30,000	30,000	0	
Materials and supplies	40,570	38,570	(2,000)	-4.93%
Transfer to own funds	40,000	40,000	0	
Capital expense	41,500	41,500	0	
	202,720	200,720	(2,000)	-0.99%

	1,856,610	1,874,070	17,460	0.94%
=====				
TAX LEVY	1,856,610	1,874,070	17,460	0.94%

Full Time Positions	22.0	22.0	-	
Part Time Hours	1,830.0	1,830	-	

ENGINEERING & PLANNING: ENGINEERING - ENVIROMENTAL INITATIVE

2016 OPERATING BUDGET

Cost Centres: 300-3010

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	85,800	87,320	1,520	1.77%
Benefits	21,389	21,695	306	1.43%
	107,189	109,015	1,826	1.70%
Travel and training	5,485	4,000	(1,485)	-27.07%
Materials and supplies	53,000	54,485	1,485	2.80%
Purchased and contracted services	15,000	15,000	0	
	73,485	73,485	0	
	180,674	182,500	1,826	1.01%

=====				
TAX LEVY	180,674	182,500	1,826	1.01%
Full Time Positions	1.0	1.0	-	
Part Time Hours	610.0	610	-	

ENGINEERING & PLANNING: BUILDING SERVICES

2016 OPERATING

Cost Centres: 300-3040
300-3042
300-3044
300-3048

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	492,325	505,630	13,305	2.70%
Benefits	132,421	128,590	(3,831)	-2.89%
	624,746	634,220	9,474	1.52%

Utilities and Fuel	362,400	362,400	0	
Materials and supplies	53,850	51,340	(2,510)	-4.66%
Maintenance and repairs	220,000	221,760	1,760	0.80%
Purchased and contracted services	119,450	122,700	3,250	2.72%
Capital expense	4,000	3,500	(500)	-12.50%
	759,700	761,700	2,000	0.26%

	1,384,446	1,395,920	11,474	0.83%
=====				
TAX LEVY	1,384,446	1,395,920	11,474	0.83%
Full Time Positions	9.0	9.0	-	
Part Time Hours	3,861.0	3,861.0	-	

ENGINEERING & PLANNING: BUILDING INSPECTION

2016 OPERATING BUDGET

Cost Centres: 300-3020

	2015 BUDGET	2016 BUDGET	Change	
			\$ (2015 to 2016)	% (2015 to 2016)
REVENUE				
Fees and user charges	796,225	929,735	133,510	16.77%
Contribution from own funds	431,534	244,390	(187,144)	-43.37%
	1,227,759	1,174,125	(53,634)	-4.37%
EXPENDITURES				
Salaries	686,245	704,560	18,315	2.67%
Benefits	172,910	173,600	690	0.40%
	859,155	878,160	19,005	2.21%
Travel and training	23,180	23,180	0	
Vehicle allowance, maintenance and repairs	7,000	7,000	0	
Utilities and Fuel	10,000	10,000	0	
Materials and supplies	109,274	98,404	(10,870)	-9.95%
Rents and leases	100,000	85,000	(15,000)	-15.00%
Financial expenses	500	500	0	
Transfer to own funds	0	28,000	28,000	
Capital expense	1,500	1,500	0	
	251,454	253,584	2,130	0.85%
	1,110,609	1,131,744	21,135	1.90%
TAX LEVY	(117,150)	(42,381)	74,769	-63.82%
Full Time Positions	10.5	10.5	-	
Part Time Hours	1,220	1,220	-	

ENGINEERING & PLANNING: BY-LAW ENFORCEMENT

2016 OPERATING BUDGET

Cost Centres: 300-3022

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	127,120	129,570	2,450	1.93%
Benefits	31,585	31,565	(20)	-0.06%
	158,705	161,135	2,430	1.53%
Travel and training	1,700	1,700	0	
Vehicle allowance, maintenance and repairs	1,500	1,500	0	
Utilities and Fuel	2,300	2,300	0	
Materials and supplies	5,165	5,055	(110)	-2.13%
	10,665	10,555	(110)	-1.03%
	169,370	171,690	2,320	1.37%
=====				
TAX LEVY	169,370	171,690	2,320	1.37%

Full Time Positions	1.9	1.9	-
Part Time Hours	610.0	610.0	-

ENGINEERING & PLANNING: PLANNING

2016 OPERATING BUDGET

Cost Centres: 300-3030
300-3035
300-3038

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	113,250	113,540	290	0.26%
Contribution from own funds	30,000	0	(30,000)	-100.00%
	143,250	113,540	(29,710)	-20.74%
EXPENDITURES				
Salaries	521,975	531,995	10,020	1.92%
Benefits	131,090	132,995	1,905	1.45%
	653,065	664,990	11,925	1.83%
Travel and training	12,390	12,390	0	
Vehicle allowance, maintenance and repairs	500	500	0	
Materials and supplies	21,795	19,295	(2,500)	-11.47%
Purchased and contracted services	56,400	26,400	(30,000)	-53.19%
Capital expense	1,000	1,000	0	
	92,085	59,585	(32,500)	-35.29%
	745,150	724,575	(20,575)	-2.76%
TAX LEVY	601,900	611,035	9,135	1.52%
Full Time Positions	7.0	7.0	-	
Part Time Hours	1,220.0	1,220	-	

ENGINEERING & PLANNING: OTHER - FIRE HYDRANTS

2016 OPERATING

Cost Centres: 310-3100

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Utilities and Fuel	902,600	998,000	95,400	10.57%

	902,600	998,000	95,400	10.57%

	902,600	998,000	95,400	10.57%
=====				
TAX LEVY	902,600	998,000	95,400	10.57%

ENGINEERING & PLANNING: OTHER - STREETLIGHTS

2016 OPERATING BUDGET

Cost Centres: 310-3105

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Utilities and Fuel	2,855,000	2,900,000	45,000	1.58%
	2,855,000	2,900,000	45,000	1.58%

	2,855,000	2,900,000	45,000	1.58%
=====				
TAX LEVY	2,855,000	2,900,000	45,000	1.58%

ENGINEERING & PLANNING: OTHER - SEWAGE DISPOSAL SYSTEM

2016 OPERATING BUDGET

Cost Centres: 310-3110

	2015	2016	\$	%
			Change	Change
BUDGET	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Utilities and Fuel	1,550,000	1,510,000	(40,000)	-2.58%
Materials and supplies	0	30,000	30,000	
Maintenance and repairs	0	35,000	35,000	
Purchased and contracted services	3,406,000	3,390,345	(15,655)	-0.46%
	4,956,000	4,965,345	9,345	0.19%

	4,956,000	4,965,345	9,345	0.19%
=====				
TAX LEVY	4,956,000	4,965,345	9,345	0.19%

ENGINEERING & PLANNING: OTHER - MISCELLANEOUS CONSTRUCTION

2016 OPERATING BUDGET

Cost Centres: 310-3214

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Transfer to own funds	1,300,000	1,300,000	0	
	1,300,000	1,300,000	0	

	1,300,000	1,300,000	0	
=====				
TAX LEVY	1,300,000	1,300,000	0	

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2016 OPERATING BUDGET

PUBLIC WORKS AND TRANSPORTATION DEPARTMENT

PWT OPERATIONS

The Public Works and Transportation Department is divided into 7 Divisions. The areas of responsibility encompass 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, Cemetery and Transit Divisions.

Administration

- Provides administration for 327 employees including salaries, benefits along with WSIB

Works

- Maintains the roadways including sidewalks, along with sanitary sewers and stormwater management which involves the maintenance of ditches, storm sewers and stormwater retention ponds on City property

Buildings and Equipment

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

Parks

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

Traffic & Communication

- Maintains 84 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

Transit

- Operations of both conventional buses and para bus service, 7 days per week
- Manages 10 City parking lots and 300 parking meters, along with 10 pay and displays

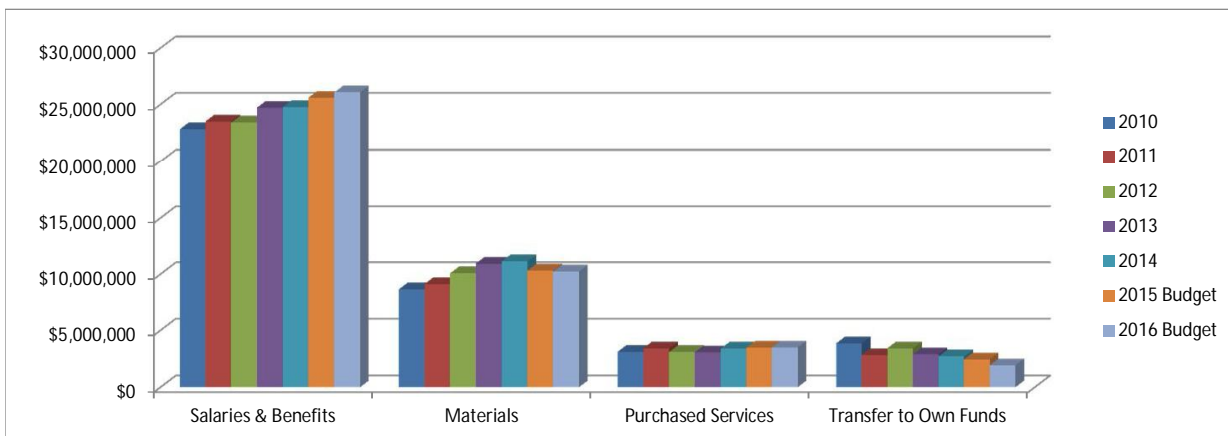
Cemeteries

- Manages 4 Cemeteries, which includes the mausoleums, columbarium and a Cremation Centre
- Encompasses over 132 acres of land requiring maintenance and care

City of Sault Ste Marie
PUBLIC WORKS & TRANSPORTATION
Budget Summary

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	7,312,646	6,541,640	(771,006)	-10.54%
Government grants (including OMPF)	1,716,130	1,747,220	31,090	1.81%
Contribution from own funds	163,705	180,500	16,795	10.26%
Other income	19,500	19,500	0	
	9,211,981	8,488,860	(723,121)	-7.85%
EXPENDITURES				
Salaries	19,723,669	20,157,900	434,231	2.20%
Benefits	5,882,576	5,918,773	36,197	0.62%
	25,606,245	26,076,673	470,428	1.84%
Travel and training	98,055	98,055	0	
Vehicle allowance, maintenance and repairs	3,015,612	3,010,363	(5,248)	-0.17%
Utilities and Fuel	2,880,515	2,934,670	54,155	1.88%
Materials and supplies	3,799,881	3,778,451	(21,430)	-0.56%
Maintenance and repairs	366,850	355,850	(11,000)	-3.00%
Taxes and licenses	339,260	255,675	(83,585)	-24.64%
Financial expenses	9,725	9,725	0	
Purchased and contracted services	3,488,190	3,527,145	38,955	1.12%
Transfer to own funds	2,480,715	1,940,655	(540,060)	-21.77%
Capital expense	15,020	13,020	(2,000)	-13.32%
Less: recoverable costs	(220,130)	(220,130)	0	
	16,273,693	15,703,479	(570,213)	-3.50%
	41,879,938	41,780,152	(99,785)	-0.24%
TAX LEVY	32,667,957	33,291,292	623,336	1.91%

FIVE YEAR EXPENDITURE TREND:



PUBLIC WORKS AND TRANSPORTATION: ADMINISTRATION

2016 OPERATING

Cost Centre 400-4012

	2015	2016	\$	%
	BUDGET	BUDGET	Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	712,205	730,210	18,005	2.53%
Benefits	824,875	828,220	3,345	0.41%
	1,537,080	1,558,430	21,350	1.39%
Travel and training	8,600	8,600	0	
Vehicle allowance, maintenance and repairs	20,300	20,300	0	
Materials and supplies	96,010	91,010	(5,000)	-5.21%
Purchased and contracted services	25,000	25,000	0	
Capital expense	3,000	3,000	0	
	152,910	147,910	(5,000)	-3.27%
	1,689,990	1,706,340	16,350	0.97%
=====				
TAX LEVY	1,689,990	1,706,340	16,350	0.97%
Full Time Positions	9.0	9.0	-	
Part Time Hours	-	-	-	

PUBLIC WORKS AND TRANSPORTATION: WORKS-SUPERVISION/OVERHEAD

2016 OPERATING

Cost Centre	400-4014			
Department	2015	2016	\$	%
	BUDGET	BUDGET	Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
EXPENDITURES				
Salaries	2,382,755	2,354,050	(28,705)	-1.20%
Benefits	602,685	579,510	(23,175)	-3.85%
	2,985,440	2,933,560	(51,880)	-1.74%
Travel and training	30,000	30,000	0	
Vehicle allowance, maintenance and repairs	55,000	55,000	0	
	85,000	85,000	0	
	3,070,440	3,018,560	(51,880)	-1.69%
TAX LEVY	3,070,440	3,018,560	(51,880)	-1.69%
Full Time Positions, all Works	109.0	107.5	(1.5)	
Part Time Hours	-	6,800	6,800.0	

PUBLIC WORKS AND TRANSPORTATION: ROADWAYS

2016 OPERATING

Cost Centre 400-4000

	2015	2016	\$	
			Change	%
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	953,145	950,010	(3,135)	-0.33%
Benefits	252,400	245,480	(6,920)	-2.74%
	1,205,545	1,195,490	(10,055)	-0.83%

Vehicle allowance, maintenance and repairs	925,200	875,200	(50,000)	-5.40%
Materials and supplies	844,960	844,960	0	
Purchased and contracted services	11,500	11,500	0	
Less: recoverable costs	(5,000)	(5,000)	0	
	1,776,660	1,726,660	(50,000)	-2.81%

	2,982,205	2,922,150	(60,055)	-2.01%
=====				
TAX LEVY	2,982,205	2,922,150	(60,055)	-2.01%

PUBLIC WORKS AND TRANSPORTATION: SIDEWALKS (INCLUDING WINTER CONTROL)

2016 OPERATING

Cost Centre 400-4008

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				
EXPENDITURES				
Salaries	348,600	362,625	14,025	4.02%
Benefits	92,315	93,700	1,385	1.50%
	440,915	456,325	15,410	3.50%
Vehicle allowance, maintenance and repairs	328,090	328,090	0	
Materials and supplies	97,030	89,562	(7,468)	-7.70%
Purchased and contracted services	1,500	1,500	0	
	426,620	419,152	(7,468)	-1.75%
	867,535	875,477	7,942	0.92%
TAX LEVY	867,535	875,477	7,942	0.92%

PUBLIC WORKS AND TRANSPORTATION:

WINTER CONTROL - ROADWAYS

2016 OPERATING
BUDGET

Cost Centre

400-4010

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% Change (2015 to 2016)
REVENUE				
Fees and user charges	67,965	67,965	0	
	67,965	67,965	0	
EXPENDITURES				
Salaries	1,786,700	1,851,775	65,075	3.64%
Benefits	473,175	478,500	5,325	1.13%
	2,259,875	2,330,275	70,400	3.12%
Vehicle allowance, maintenance and repairs	2,559,433	2,618,405	58,972	2.30%
Materials and supplies	1,151,585	1,163,238	11,653	1.01%
Purchased and contracted services	10,000	10,000	0	
Less: recoverable costs	(40,000)	(40,000)	0	
	3,681,018	3,751,643	70,625	1.92%
	5,940,893	6,081,918	141,025	2.37%
TAX LEVY	5,872,928	6,013,953	141,025	2.40%

PUBLIC WORKS AND TRANSPORTATION: SANITARY SEWERS

2016 OPERATING
BUDGET

Cost Centre

400-4020

	2015	2016	\$	
			Change	%
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				
Fees and user charges	17,500	17,500	0	
	17,500	17,500	0	
EXPENDITURES				
Salaries	604,275	720,335	116,060	19.21%
Benefits	160,225	186,135	25,910	16.17%
	764,500	906,470	141,970	18.57%
Vehicle allowance, maintenance and repairs	353,210	403,210	50,000	14.16%
Utilities and Fuel	25,000	40,000	15,000	60.00%
Materials and supplies	377,390	377,390	0	
Purchased and contracted services	28,500	128,060	99,560	349.33%
	784,100	948,660	164,560	20.99%
	1,548,600	1,855,130	306,530	19.79%
TAX LEVY	1,531,100	1,837,630	306,530	20.02%

PUBLIC WORKS AND TRANSPORTATION: STORM SEWERS

2016 OPERATING
BUDGET

Cost Centre 400-4022

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	233,454	229,905	(3,549)	-1.52%
Benefits	61,821	59,408	(2,413)	-3.90%
	295,275	289,313	(5,962)	-2.02%

Vehicle allowance, maintenance and repairs	151,750	151,750	0	
Utilities and Fuel	1,000	1,000	0	
Materials and supplies	94,000	94,000	0	
Purchased and contracted services	500	500	0	
	247,250	247,250	0	

	542,525	536,563	(5,962)	-1.10%
=====				
TAX LEVY	542,525	536,563	(5,962)	-1.10%

PUBLIC WORKS AND TRANSPORTATION: TRAFFIC

2016 OPERATING BUDGET

Cost Centre 400-4004

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	862,395	879,000	16,605	1.93%
Benefits	216,890	218,205	1,315	0.61%
	1,079,285	1,097,205	17,920	1.66%

Travel and training	10,140	10,140	0	
Vehicle allowance, maintenance and repairs	109,640	109,640	0	
Utilities and Fuel	82,000	82,000	0	
Materials and supplies	174,310	174,310	0	
Purchased and contracted services	241,400	241,400	0	
	617,490	617,490	0	

	1,696,775	1,714,695	17,920	1.06%
=====				
TAX LEVY	1,696,775	1,714,695	17,920	1.06%
Full Time Positions, all Works	13.0	13.0	-	
Part Time Hours	1,830.0	1,830	-	

PUBLIC WORKS AND TRANSPORTATION: CARPENTRY

2016 OPERATING BUDGET

Cost Centre 400-4016

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	617,960	627,180	9,220	1.49%
Benefits	158,700	158,360	(340)	-0.21%
	776,660	785,540	8,880	1.14%
Travel and training	4,230	4,230	0	
Vehicle allowance, maintenance and repairs	15,490	15,490	0	
Materials and supplies	19,780	19,780	0	
Less: recoverable costs	(135,130)	(135,130)	0	
	(95,630)	(95,630)	0	
	681,030	689,910	8,880	1.30%
=====				
TAX LEVY	681,030	689,910	8,880	1.30%
Full Time Positions	9.5	9.5	-	
Part Time Hours	-	-	-	

PUBLIC WORKS AND TRANSPORTATION: BUILDINGS AND EQUIPMENT

2016 OPERATING BUDGET

Cost Centre

400-4018

	2015	2016		
			\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	1,907,515	1,945,375	37,860	1.98%
Benefits	492,685	489,025	(3,660)	-0.74%
	2,400,200	2,434,400	34,200	1.42%

Travel and training	12,600	12,600	0	
Vehicle allowance, maintenance and repairs	(3,251,856)	(3,310,807)	(58,950)	1.81%
Utilities and Fuel	1,164,895	1,199,050	34,155	2.93%
Materials and supplies	161,220	161,220	0	
Purchased and contracted services	136,565	151,565	15,000	10.98%
Transfer to own funds	1,334,830	1,334,830	0	
	(441,746)	(451,542)	(9,795)	2.22%

	1,958,454	1,982,858	24,405	1.25%
=====				
TAX LEVY	1,958,454	1,982,858	24,405	1.25%
Full Time Positions	31.5	31.5	-	
Part Time Hours	-	-	-	

PUBLIC WORKS AND TRANSPORTATION: WASTE MANAGEMENT

2016 OPERATING
BUDGET

Cost Centre 400-4040

	2015 BUDGET	2016 BUDGET	Change	
			\$ (2015 to 2016)	% (2015 to 2016)
REVENUE				
Fees and user charges	3,184,600	2,634,000	(550,600)	-17.29%
Government grants (including OMPF)	581,000	581,000	0	
Contribution from own funds	40,500	40,500	0	
Other income	18,500	18,500	0	
	3,824,600	3,274,000	(550,600)	-14.40%
EXPENDITURES				
Salaries	1,396,945	1,421,645	24,700	1.77%
Benefits	366,730	358,395	(8,335)	-2.27%
	1,763,675	1,780,040	16,365	0.93%
Travel and training	5,000	5,000	0	
Vehicle allowance, maintenance and repairs	802,380	802,380	0	
Utilities and Fuel	44,300	44,300	0	
Materials and supplies	106,000	76,000	(30,000)	-28.30%
Taxes and licenses	80,685	83,145	2,460	3.05%
Financial expenses	2,000	2,000	0	
Purchased and contracted services	2,586,795	2,530,695	(56,100)	-2.17%
Transfer to own funds	882,471	434,991	(447,480)	-50.71%
	4,509,631	3,978,511	(531,120)	-11.78%
	6,273,306	5,758,551	(514,755)	-8.21%
TAX LEVY	2,448,706	2,484,551	35,845	1.46%
Full Time Positions	22.0	22.0	-	
Part Time Hours	610.0	610.0	-	

PUBLIC WORKS AND TRANSPORTATION: PARKS

2016 OPERATING BUDGET

Cost Centre 400-4400

	2015 BUDGET	2016 BUDGET	Change	
			\$ (2015 to 2016)	% (2015 to 2016)
REVENUE				
Contribution from own funds	15,000	0	(15,000)	-100.00%
	15,000	0	(15,000)	-100.00%
EXPENDITURES				
Salaries	1,782,510	1,866,750	84,240	4.73%
Benefits	412,790	412,100	(690)	-0.17%
	2,195,300	2,278,850	83,550	3.81%
Travel and training	3,470	3,470	0	
Vehicle allowance, maintenance and repairs	302,870	302,870	0	
Utilities and Fuel	61,700	61,700	0	
Materials and supplies	257,990	257,990	0	
Purchased and contracted services	169,560	154,560	(15,000)	-8.85%
Less: recoverable costs	(40,000)	(40,000)	0	
	755,590	740,590	(15,000)	-1.99%
	2,950,890	3,019,440	68,550	2.32%
TAX LEVY	2,935,890	3,019,440	83,550	2.85%
Full Time Positions	26.0	26.0	-	
Part Time Hours	34,680.0	34,680.0	-	

PUBLIC WORKS AND TRANSPORTATION: CEMETERY

2016 OPERATING

Cost Centre 400-4300

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	1,068,885	952,080	(116,805)	-10.93%
Contribution from own funds	108,205	140,000	31,795	29.38%
	1,177,090	1,092,080	(85,010)	-7.22%
EXPENDITURES				
Salaries	655,330	662,750	7,420	1.13%
Benefits	149,060	149,015	(45)	-0.03%
	804,390	811,765	7,375	0.92%
Travel and training	2,000	2,000	0	
Vehicle allowance, maintenance and repairs	48,100	48,100	0	
Utilities and Fuel	100,500	100,500	0	
Materials and supplies	63,991	64,191	200	0.31%
Financial expenses	2,000	2,000	0	
Purchased and contracted services	62,695	62,690	(5)	-0.01%
Transfer to own funds	93,414	834	(92,580)	-99.11%
	372,700	280,315	(92,385)	-24.79%
	1,177,090	1,092,080	(85,010)	-7.22%
TAX LEVY				
	0	0	0	0
Full Time Positions	9.0	9.0	-	
Part Time Hours	10,980.0	10,980.0	-	

PUBLIC WORKS AND TRANSPORTATION: SCHOOL GUARDS

2016 OPERATING
BUDGET

Cost Centre 400-4006

	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				
=====				
EXPENDITURES				
Salaries	267,685	267,685	0	
	267,685	267,685	0	
Vehicle allowance, maintenance and repairs	2,000	2,000	0	
Materials and supplies	12,105	12,105	0	
	14,105	14,105	0	
	281,790	281,790	0	
=====				
TAX LEVY	281,790	281,790	0	

PUBLIC WORKS AND TRANSPORTATION: TRANSIT

2016 OPERATING BUDGET

Cost Centre	400-4100 400-4101 400-4105	400-4106 400-4107 400-4110	400-4120		
	2015	2016	\$	%	
	BUDGET	BUDGET	Change	Change	
			(2015 to 2016)	(2015 to 2016)	
REVENUE					
Fees and user charges	2,583,476	2,480,475	(103,001)	-3.99%	
Government grants (including OMPF)	1,135,130	1,166,220	31,090	2.74%	
Other income	1,000	1,000	0		
	3,719,606	3,647,695	(71,911)	-1.93%	
EXPENDITURES					
Salaries	5,065,195	5,138,910	73,715	1.46%	
Benefits	1,579,280	1,622,980	43,700	2.77%	
	6,644,475	6,761,890	117,415	1.77%	
Travel and training	22,015	22,015	0		
Vehicle allowance, maintenance and repairs	587,370	587,370	0		
Utilities and Fuel	1,389,360	1,394,360	5,000	0.36%	
Materials and supplies	331,520	333,060	1,540	0.46%	
Maintenance and repairs	245,410	234,410	(11,000)	-4.48%	
Taxes and licenses	220,055	134,340	(85,715)	-38.95%	
Financial expenses	4,000	4,000	0		
Purchased and contracted services	49,685	45,185	(4,500)	-9.06%	
Transfer to own funds	130,000	130,000	0		
Capital expense	8,020	8,020	0		
	2,987,435	2,892,760	(94,675)	-3.17%	
	9,631,910	9,654,650	22,740	0.24%	
TAX LEVY	5,912,304	6,006,955	94,651	1.60%	

Full Time Positions	90.3	90.3	-	
Part Time Hours	610.0	610.0	-	

PUBLIC WORKS AND TRANSPORTATION: PARKING

2016 OPERATING
BUDGET

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	390,220	389,620	(600)	-0.15%
	390,220	389,620	(600)	-0.15%
EXPENDITURES				
Salaries	147,000	149,695	2,695	1.83%
Benefits	38,945	39,740	795	2.04%
	185,945	189,435	3,490	1.88%
Vehicle allowance, maintenance and repairs	6,635	1,365	(5,270)	-79.43%
Utilities and Fuel	11,760	11,760	0	
Materials and supplies	11,990	19,635	7,645	63.76%
Maintenance and repairs	121,440	121,440	0	
Taxes and licenses	38,520	38,190	(330)	-0.86%
Financial expenses	1,725	1,725	0	
Purchased and contracted services	164,490	164,490	0	
Transfer to own funds	40,000	40,000	0	
Capital expense	4,000	2,000	(2,000)	-50.00%
	400,560	400,605	45	0.01%
	586,505	590,040	3,535	0.60%
TAX LEVY	196,285	200,420	4,135	2.11%
Full Time Positions	3.0	3.0	-	
Part Time Hours	1,220.0	1,220	-	

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2016 OPERATING BUDGET

COMMUNITY SERVICES DEPARTMENT

The Community Services Department is comprised of four Divisions as well as an administrative section which includes the Civic Centre Switchboard/Reception. The department consists of approximately fifty (50) full time employees and three hundred (300) part time employees.

Day Care Division

- provides licensed child care for 100 spaces at the Jessie Irving Day Care Centre, the Maycourt Day Care Centre and the Holy Family Elementary School which hosts the Municipal “Best Start” Program. Services are for children aged 18 months to 6 years of age. Before and After School programs are also offered. The staff are qualified Early Childhood Educators. Revenues consist of Parent Fees and an allocation from DSSAB.

Essar Centre Division

- The Essar Centre is a state-of-the-art sports and entertainment centre with all of the amenities necessary to host a wide range of events including concerts, sporting events, family shows, conventions, and trade shows. As well, it is the venue for the Soo Greyhounds Hockey Club, part of the Ontario Hockey League, to operate out of.
- In addition to serving as a sports and entertainment centre, the venue is also used as a community centre. Adult hockey, youth hockey, figure skating, and a walking exercise program are some of the other uses of the centre.

- While it is important to keep the annual operating cost as low as possible, it is important to note that operating decisions take into account the broader economic impact events on the local economy. When events are held at the Essar Centre it is evident that additional retail, restaurant and lodging sales are generated in the community.

Community Centres Division

This division operates the following facilities:

1. Northern Community Centre
2. John Rhodes Community Centre - arenas and pools
3. W.J. McMeeken Centre
4. V.E. Greco Pool (no food/beverage concession)
5. Peter G. Manzo Pool (no food/beverage concession)
6. Food and beverage services at most of the above facilities and Roberta Bondar Park Tent Pavilion, Strathclair Park, Sinclair Yards, Bellevue Park, and the Bus Terminal.

Revenues are generated through user fees at the various facilities. In addition, profits generated from food and beverage services help offset other facility operating costs.

Recreation and Culture Division

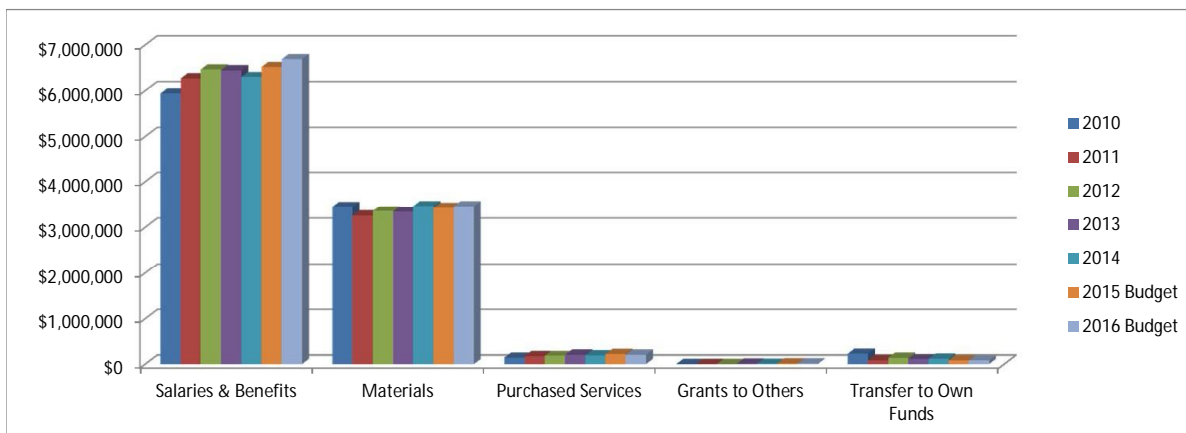
The Recreation & Culture Division includes:

1. Seniors Services including the Senior Citizens Drop-In Centre and the Steelton Seniors Centre
2. Roberta Bondar Park, Roberta Bondar Marina, Bellevue Marina, the Waterfront Walkway security
3. Ermatinger•Clergue National Historic Site and Discovery Centre; and staff liaison to the Historic Sites Board
4. Sports field and green space scheduling, Special Events coordination, and projects, including Canada Day Festivities and the Off-Leash Dog Park
5. Cruise Ship & Port Security
6. Recreational Lock Operation at the Sault Canal National Historic Site of Canada
7. Staff Liaison to: Cultural Advisory Board, Municipal Heritage Committee, Parks and Recreation Advisory Committee, Mayor's Youth Advisory Council, St. Mary's River Marine Heritage Centre, and Museum Management Board

City of Sault Ste Marie
COMMUNITY SERVICES DEPARTMENT
Budget Summary

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	5,002,228	4,812,100	(190,128)	-3.80%
Government grants (including OMPF)	104,180	104,180	0	
Other income	41,320	41,920	600	1.45%
	5,147,728	4,958,200	(189,528)	-3.68%
EXPENDITURES				
Salaries	5,457,522	5,604,662	147,140	2.70%
Benefits	1,060,745	1,084,889	24,144	2.28%
	6,518,267	6,689,551	171,284	2.63%
Travel and training	14,935	14,935	0	
Vehicle allowance, maintenance and repairs	7,835	7,335	(500)	-6.38%
Utilities and Fuel	1,340,385	1,380,400	40,015	2.99%
Materials and supplies	369,110	377,720	8,610	2.33%
Maintenance and repairs	866,445	867,480	1,035	0.12%
Program expenses	121,200	121,200	0	
Goods for resale	618,175	609,325	(8,850)	-1.43%
Rents and leases	10,250	10,250	0	
Taxes and licenses	1,360	1,360	0	
Financial expenses	36,970	36,215	(755)	-2.04%
Purchased and contracted services	220,650	207,675	(12,975)	-5.88%
Grants to others	14,000	14,000	0	
Transfer to own funds	82,715	81,735	(980)	-1.18%
Capital expense	42,205	42,170	(35)	-0.08%
	3,746,235	3,771,800	25,565	0.68%
	10,264,502	10,461,351	196,849	1.92%
TAX LEVY	5,116,774	5,503,151	386,377	7.55%

FIVE YEAR EXPENDITURE TREND:



COMMUNITY SERVICES DEPARTMENT: CENTRAL ADMINISTRATION

2016 OPERATING
BUDGET

Cost Centre: 500-5000
500-5002

	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	347,005	300,895	(46,110)	-13.29%
Benefits	111,685	99,015	(12,670)	-11.34%
	458,690	399,910	(58,780)	-12.81%

Travel and training	8,985	8,985	0	
Vehicle allowance, maintenance and repairs	1,500	1,500	0	
Materials and supplies	20,945	20,845	(100)	-0.48%
Maintenance and repairs	1,000	1,000	0	
Purchased and contracted services	3,500	3,500	0	
Capital expense	740	740	0	
	36,670	36,570	(100)	-0.27%

	495,360	436,480	(58,880)	-11.89%
=====				
TAX LEVY	495,360	436,480	(58,880)	-11.89%
Full Time Positions	4.0	4.0	-	
Part Time Hours	760.0	760.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - ADMINISTRATION

2016 OPERATING
BUDGET

Cost Centres: 500-5010

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	61,070	52,425	(8,645)	-14.16%
	61,070	52,425	(8,645)	-14.16%
EXPENDITURES				
Salaries	355,675	375,220	19,545	5.50%
Benefits	75,744	74,720	(1,024)	-1.35%
	431,419	449,940	18,521	4.29%
Vehicle allowance, maintenance and repairs	1,250	1,150	(100)	-8.00%
Utilities and Fuel	300	400	100	33.33%
Materials and supplies	3,900	3,900	0	
Purchased and contracted services	8,135	8,135	0	
Transfer to own funds	5,850	5,000	(850)	-14.53%
	19,435	18,585	(850)	-4.37%
	450,854	468,525	17,671	3.92%
TAX LEVY	389,784	416,100	26,316	6.75%
Full Time Positions	3.0	3.0	-	
Part Time Hours	4,600.0	6,800.0	2,200.0	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - SPORTS

2016 OPERATING
BUDGET

Cost Centres:

500-5012

	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	7,200	7,200	0	
Benefits	630	630	0	
	7,830	7,830	0	
Materials and supplies	1,860	1,860	0	
Capital expense	4,575	4,575	0	
	6,435	6,435	0	
	14,265	14,265	0	
TAX LEVY	14,265	14,265	0	
Full Time Positions	-	-	-	
Part Time Hours	610.0	610.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - CANADA DAY

2016 OPERATING
BUDGET

Cost Centres: 500-5017

	2015 BUDGET	2016 BUDGET	Change	
			\$ (2015 to 2016)	% (2015 to 2016)
REVENUE				
Other income	10,000	10,000	0	
	10,000	10,000	0	
EXPENDITURES				
Materials and supplies	20,000	20,000	0	
	20,000	20,000	0	
	20,000	20,000	0	
TAX LEVY	10,000	10,000	0	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - YOUTH ADVISORY

2016 OPERATING
BUDGET

Cost Centres: 500-5018

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Materials and supplies	18,500	27,500	9,000	48.65%

	18,500	27,500	9,000	48.65%

	18,500	27,500	9,000	48.65%
=====				
TAX LEVY	18,500	27,500	9,000	48.65%

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - MISCELLANEOUS PROGRAMS

2016 OPERATING
BUDGET

Cost Centres: 500-5014

	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	3,230	3,465	235	7.28%
Benefits	275	300	25	9.09%
	3,505	3,765	260	7.42%

Materials and supplies	3,510	3,510	0	
Purchased and contracted services	11,200	11,200	0	
Grants to others	2,000	2,000	0	
Capital expense	500	500	0	
	17,210	17,210	0	

	20,715	20,975	260	1.26%
=====				
TAX LEVY	20,715	20,975	260	1.26%
Full Time Positions	-	-	-	
Part Time Hours	225.0	225.0	-	

**COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE -
PARKS & RECREATION ADVISORY COMMITTEE**

2016 OPERATING
BUDGET

Cost Centres: 500-5020

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Materials and supplies	2,465	2,465	0	

	2,465	2,465	0	

TAX LEVY	2,465	2,465	0	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - SPORT FISHING

2016 OPERATING
BUDGET

Cost Centres: 500-5080

	2015	2016	\$	%
	BUDGET	BUDGET	Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Maintenance and repairs	1,000	1,000	0	
	1,000	1,000	0	

	1,000	1,000	0	
=====				
TAX LEVY	1,000	1,000	0	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - ROBERTA BONDAR PARK

2016 OPERATING
BUDGET

Cost Centres: 500-5030
500-5032
500-5036

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% Change (2015 to 2016)
REVENUE				
Fees and user charges	24,905	26,710	1,805	7.25%
	24,905	26,710	1,805	7.25%
EXPENDITURES				
Salaries	64,015	65,377	1,362	2.13%
Benefits	5,605	5,739	134	2.39%
	69,620	71,116	1,496	2.15%
Utilities and Fuel	12,425	12,425	0	
Materials and supplies	10,100	9,950	(150)	-1.49%
Goods for resale	9,000	9,000	0	
Financial expenses	100	100	0	
Purchased and contracted services	76,195	76,345	150	0.20%
Capital expense	2,800	2,800	0	
	110,620	110,620	0	
	180,240	181,736	1,496	0.83%
TAX LEVY	155,335	155,026	(309)	-0.20%
Full Time Positions	-	-	-	
Part Time Hours	5,010.0	5,010.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - BELLEVUE MARINA

2016 OPERATING

Cost Centres: 500-5040

	2015 BUDGET	2016 BUDGET	Change	
			\$ (2015 to 2016)	% (2015 to 2016)
REVENUE				
Fees and user charges	171,750	174,175	2,425	1.41%
Other income	20	20	0	
	171,770	174,195	2,425	1.41%
EXPENDITURES				
Salaries	32,001	32,000	(1)	0.00%
Benefits	2,806	2,810	4	0.14%
	34,807	34,810	3	0.01%
Vehicle allowance, maintenance and repairs	200	200	0	
Utilities and Fuel	12,050	12,350	300	2.49%
Materials and supplies	5,130	4,830	(300)	-5.85%
Maintenance and repairs	22,000	22,000	0	
Goods for resale	70,450	70,450	0	
Rents and leases	2,000	2,000	0	
Taxes and licenses	275	275	0	
Financial expenses	2,000	2,000	0	
Purchased and contracted services	9,200	9,200	0	
Capital expense	1,500	1,500	0	
	124,805	124,805	0	
	159,612	159,615	3	0.00%
TAX LEVY	(12,158)	(14,580)	(2,422)	19.92%
Full Time Positions	-	-	-	
Part Time Hours	3,820.0	2,720.0	(1,100.0)	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - BONDAR MARINA

2016 OPERATING
BUDGET

Cost Centres: 500-5050

	2015 BUDGET	2016 BUDGET	Change	
			\$ (2015 to 2016)	% (2015 to 2016)
REVENUE				
Fees and user charges	69,780	71,160	1,380	1.98%
Other income	1,300	1,900	600	46.15%
	71,080	73,060	1,980	2.79%
EXPENDITURES				
Salaries	32,001	32,000	(1)	0.00%
Benefits	2,808	2,810	2	0.07%
	34,809	34,810	1	0.00%
Utilities and Fuel	14,000	14,000	0	
Materials and supplies	3,200	3,200	0	
Maintenance and repairs	11,700	11,700	0	
Goods for resale	46,250	42,000	(4,250)	-9.19%
Taxes and licenses	265	265	0	
Financial expenses	1,965	1,965	0	
Purchased and contracted services	4,700	3,490	(1,210)	-25.74%
Capital expense	500	500	0	
	82,580	77,120	(5,460)	-6.61%
	117,389	111,930	(5,459)	-4.65%
TAX LEVY	46,309	38,870	(7,439)	-16.06%
Full Time Positions	-	-	-	
Part Time Hours	3,820.0	2,720.0	(1,100.0)	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - LOCKS OPERATIONS

2016 OPERATING
BUDGET

Cost Centres: 500-5060

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	80,715	82,350	1,635	2.03%
Benefits	17,382	16,550	(832)	-4.79%
	98,097	98,900	803	0.82%

Materials and supplies	(62,305)	(62,305)	0	
Capital expense	1,000	1,000	0	
	(61,305)	(61,305)	0	

	36,792	37,595	803	2.18%
=====				
TAX LEVY	36,792	37,595	803	2.18%
Full Time Positions	1.0	1.0	-	
Part Time Hours	1,810.0	1,810.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - SENIOR CITIZEN DROP IN CENTRE

2016 OPERATING
BUDGET

Cost Centres: 500-5070

	2015 BUDGET	2016 BUDGET	Change	
			\$ (2015 to 2016)	% (2015 to 2016)
REVENUE				
Fees and user charges	16,800	16,800	0	
Government grants (including OMPF)	42,700	42,700	0	
	59,500	59,500	0	
EXPENDITURES				
Salaries	220,905	225,265	4,360	1.97%
Benefits	40,175	41,640	1,465	3.65%
	261,080	266,905	5,825	2.23%
Vehicle allowance, maintenance and repairs	600	600	0	
Utilities and Fuel	28,700	28,700	0	
Materials and supplies	22,535	22,035	(500)	-2.22%
Maintenance and repairs	29,250	29,250	0	
Rents and leases	8,250	8,250	0	
Purchased and contracted services	7,000	4,000	(3,000)	-42.86%
Capital expense	2,000	2,000	0	
	98,335	94,835	(3,500)	-3.56%
	359,415	361,740	2,325	0.65%
TAX LEVY	299,915	302,240	2,325	0.78%
Full Time Positions	1.7	1.7	-	
Part Time Hours	7,150.0	7,150.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - STEELTON SENIOR CENTRE

2016 OPERATING
BUDGET

Cost Centres:

500-5072

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% Change (2015 to 2016)
REVENUE				
Government grants (including OMPF)	42,700	42,700	0	
	42,700	42,700	0	
EXPENDITURES				
Salaries	136,970	139,065	2,095	1.53%
Benefits	29,240	29,630	390	1.33%
	166,210	168,695	2,485	1.50%
Utilities and Fuel	18,090	18,090	0	
Materials and supplies	6,765	6,265	(500)	-7.39%
Maintenance and repairs	15,905	15,905	0	
Purchased and contracted services	255	255	0	
	41,015	40,515	(500)	-1.22%
	207,225	209,210	1,985	0.96%
TAX LEVY	164,525	166,510	1,985	1.21%
Full Time Positions	1.3	1.3	-	
Part Time Hours	3,390.0	3,390.0	-	

**COMMUNITY SERVICES DEPARTMENT:
HISTORIC SITES BOARD - ERMATINGER CLERGUE N. H. S.**

2016 OPERATING
BUDGET

Cost Centres:

550-5550 550-5555
550-5551 550-5560

	2015 BUDGET	2016 BUDGET	Change	
			\$ (2015 to 2016)	% (2015 to 2016)
REVENUE				
Fees and user charges	60,300	65,800	5,500	9.12%
Government grants (including OMPF)	18,780	18,780	0	
	79,080	84,580	5,500	6.95%
EXPENDITURES				
Salaries	251,680	239,410	(12,270)	-4.88%
Benefits	47,795	47,020	(775)	-1.62%
	299,475	286,430	(13,045)	-4.36%
Travel and training	1,450	1,450	0	
Vehicle allowance, maintenance and repairs	100	100	0	
Utilities and Fuel	18,500	29,500	11,000	59.46%
Materials and supplies	24,145	24,145	0	
Maintenance and repairs	16,000	18,045	2,045	12.78%
Goods for resale	200	200	0	
Financial expenses	600	600	0	
Purchased and contracted services	11,400	11,400	0	
Grants to others	12,000	12,000	0	
	84,395	97,440	13,045	15.46%
	383,870	383,870	0	
TAX LEVY	304,790	299,290	(5,500)	-1.80%
Full Time Positions	2.0	2.0	-	
Part Time Hours	7,190.0	6,330.0	(860.0)	

COMMUNITY SERVICES DEPARTMENT: FACILITY ADMINISTRATION

2016 OPERATING BUDGET

Cost Centres: 500-5100

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	24,000	24,000	0	
	24,000	24,000	0	
EXPENDITURES				
Salaries	687,430	775,870	88,440	12.87%
Benefits	180,015	202,645	22,630	12.57%
	867,445	978,515	111,070	12.80%
Travel and training	3,000	3,000	0	
Vehicle allowance, maintenance and repairs	2,500	2,500	0	
Materials and supplies	32,625	32,625	0	
Maintenance and repairs	14,000	14,000	0	
Purchased and contracted services	6,000	6,000	0	
Transfer to own funds	15,000	15,000	0	
	73,125	73,125	0	
	940,570	1,051,640	111,070	11.81%
TAX LEVY	916,570	1,027,640	111,070	12.12%
Full Time Positions	9.0	10.0	1.0	
Part Time Hours	-	-	-	

COMMUNITY SERVICES DEPARTMENT: FACILITY SUMMER STUDENTS

2016 OPERATING
BUDGET

Cost Centres: 500-5103

	2015	2016	\$	%
	BUDGET	BUDGET	Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	36,000	36,000	0	
Benefits	3,155	3,155	0	

	39,155	39,155	0	

	39,155	39,155	0	
=====				
TAX LEVY	39,155	39,155	0	
Full Time Positions	-	-	-	
Part Time Hours	3,050.0	3,050.0	-	

COMMUNITY SERVICES DEPARTMENT: JOHN RHODES CENTRE

2016 OPERATING
BUDGET

Cost Centres: 500-5104 500-5110
 500-5130 500-5112
 500-5132 500-5118
 500-5135 500-5134

	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				
Fees and user charges	1,085,570	1,128,380	42,810	3.94%
Other income	8,000	8,000	0	
	-----	-----	-----	-----
	1,093,570	1,136,380	42,810	3.91%
	=====	=====	=====	=====
EXPENDITURES				
Salaries	1,101,905	1,137,235	35,330	3.21%
Benefits	177,280	184,555	7,275	4.10%
	-----	-----	-----	-----
	1,279,185	1,321,790	42,605	3.33%
	-----	-----	-----	-----
Travel and training	1,500	1,500	0	
Vehicle allowance, maintenance and repairs	445	445	0	
Utilities and Fuel	662,250	632,250	(30,000)	-4.53%
Materials and supplies	67,100	67,100	0	
Maintenance and repairs	340,510	340,510	0	
Program expenses	1,500	1,500	0	
Goods for resale	77,400	74,000	(3,400)	-4.39%
Financial expenses	9,600	9,600	0	
Purchased and contracted services	7,000	7,000	0	
Capital expense	6,100	6,100	0	
	-----	-----	-----	-----
	1,173,405	1,140,005	(33,400)	-2.85%
	-----	-----	-----	-----
	2,452,590	2,461,795	9,205	0.38%
	=====	=====	=====	=====
TAX LEVY	1,359,020	1,325,415	(33,605)	-2.47%
Full Time Positions	7.6	8.0	0.4	
Part Time Hours	50,650.0	50,650.0	-	

COMMUNITY SERVICES DEPARTMENT: GRECO POOL

2016 OPERATING
BUDGET

Cost Centres: 500-5114

	2015 BUDGET	2016 BUDGET	Change	
			\$ (2015 to 2016)	% (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	28,865	29,030	165	0.57%
Benefits	2,500	2,545	45	1.80%
	31,365	31,575	210	0.67%

Utilities and Fuel	6,305	6,305	0	
Materials and supplies	2,755	2,755	0	
Maintenance and repairs	4,625	4,625	0	
	13,685	13,685	0	

	45,050	45,260	210	0.47%
=====				
TAX LEVY	45,050	45,260	210	0.47%
Full Time Positions	-	-	-	
Part Time Hours	2,260.0	2,260.0	-	

COMMUNITY SERVICES DEPARTMENT: MANZO POOL

2016 OPERATING
BUDGET

Cost Centres: 500-5116

	2015 BUDGET	2016 BUDGET	Change	
			\$ (2015 to 2016)	% (2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	10,210	10,350	140	1.37%
Benefits	890	905	15	1.69%
	11,100	11,255	155	1.40%

Utilities and Fuel	3,050	3,050	0	
Materials and supplies	1,500	1,500	0	
Maintenance and repairs	5,365	5,365	0	
	9,915	9,915	0	

	21,015	21,170	155	0.74%
=====				
TAX LEVY	21,015	21,170	155	0.74%
Full Time Positions	-	-	-	
Part Time Hours	809.0	809.0	-	

COMMUNITY SERVICES DEPARTMENT: MCMEEKEN CENTRE

2016 OPERATING

Cost Centres: 500-5120
500-5122
500-5124

	2015	2016	\$	%
	BUDGET	BUDGET	Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	121,470	133,855	12,385	10.20%
	121,470	133,855	12,385	10.20%
EXPENDITURES				
Salaries	121,810	123,925	2,115	1.74%
Benefits	19,855	19,630	(225)	-1.13%
	141,665	143,555	1,890	1.33%
Utilities and Fuel	64,860	73,860	9,000	13.88%
Materials and supplies	1,420	1,420	0	
Maintenance and repairs	44,385	44,385	0	
Program expenses	700	700	0	
Goods for resale	8,500	8,500	0	
Financial expenses	300	300	0	
Purchased and contracted services	1,200	1,200	0	
	121,365	130,365	9,000	7.42%
	263,030	273,920	10,890	4.14%
TAX LEVY	141,560	140,065	(1,495)	-1.06%
Full Time Positions	1.0	1.0	-	
Part Time Hours	3,508.0	3,508.0	-	

COMMUNITY SERVICES DEPARTMENT: ESSAR CENTRE

2016 OPERATING BUDGET

Cost Centres:

500-5140 500-5146
500-5142 500-5148
500-5144

	2015 BUDGET	2016 BUDGET	Change	
			\$ (2015 to 2016)	% (2015 to 2016)
REVENUE				
Fees and user charges	1,601,280	1,610,605	9,325	0.58%
Other income	22,000	22,000	0	
	1,623,280	1,632,605	9,325	0.57%
EXPENDITURES				
Salaries	723,755	746,065	22,310	3.08%
Benefits	86,220	89,525	3,305	3.83%
	809,975	835,590	25,615	3.16%
Utilities and Fuel	375,000	420,000	45,000	12.00%
Materials and supplies	102,100	102,100	0	
Maintenance and repairs	296,745	296,745	0	
Program expenses	119,000	119,000	0	
Goods for resale	330,000	330,000	0	
Financial expenses	19,850	19,850	0	
Purchased and contracted services	27,400	27,400	0	
Transfer to own funds	55,000	55,000	0	
Capital expense	19,000	19,000	0	
	1,344,095	1,389,095	45,000	3.35%
	2,154,070	2,224,685	70,615	3.28%
TAX LEVY	530,790	592,080	61,290	11.55%
Full Time Positions	2.4	3.0	0.6	
Part Time Hours	46,355.0	45,953.0	(402.0)	

COMMUNITY SERVICES DEPARTMENT: NORTHERN COMMUNITY CENTRE

2016 OPERATING
BUDGET

Cost Centres: 500-5160
500-5162
500-5164

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	243,000	247,500	4,500	1.85%
	243,000	247,500	4,500	1.85%
EXPENDITURES				
Salaries	33,715	34,660	945	2.80%
Benefits	4,835	4,970	135	2.79%
	38,550	39,630	1,080	2.80%
Utilities and Fuel	89,350	89,350	0	
Materials and supplies	6,200	6,200	0	
Maintenance and repairs	37,000	37,000	0	
Goods for resale	1,200	1,000	(200)	-16.67%
Purchased and contracted services	3,500	3,500	0	
	137,250	137,050	(200)	-0.15%
	175,800	176,680	880	0.50%
TAX LEVY	(67,200)	(70,820)	(3,620)	5.39%
Full Time Positions	0.2	0.2	-	
Part Time Hours	1,175.0	1,175.0	-	

COMMUNITY SERVICES DEPARTMENT: MISCELLANEOUS CONCESSIONS

2016 OPERATING
BUDGET

Cost Centres:

500-5150 500-5154
500-5151 500-5155
500-5152

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	135,050	142,550	7,500	5.55%
	135,050	142,550	7,500	5.55%
EXPENDITURES				
Salaries	80,885	83,420	2,535	3.13%
Benefits	7,100	7,310	210	2.96%
	87,985	90,730	2,745	3.12%
Materials and supplies	(33,025)	(33,290)	(265)	0.80%
Maintenance and repairs	400	400	0	
Goods for resale	75,175	74,175	(1,000)	-1.33%
Financial expenses	800	800	0	
Purchased and contracted services	2,000	2,000	0	
Transfer to own funds	6,865	6,735	(130)	-1.89%
Capital expense	1,000	1,000	0	
	53,215	51,820	(1,395)	-2.62%
	141,200	142,550	1,350	0.96%
TAX LEVY	6,150	0	(6,150)	-100.00%
Full Time Positions	-	-	-	
Part Time Hours	6,325.0	6,325.0	-	

COMMUNITY SERVICES DEPARTMENT: DAYCARE

**2016 OPERATING
BUDGET**

Cost Centres: 500-5170
500-5171
500-5172

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				
Fees and user charges	1,387,253	1,118,140	(269,113)	-19.40%
	1,387,253	1,118,140	(269,113)	-19.40%
EXPENDITURES				
Salaries	1,101,550	1,125,860	24,310	2.21%
Benefits	244,750	248,785	4,035	1.65%
	1,346,300	1,374,645	28,345	2.11%
Vehicle allowance, maintenance and repairs	1,240	840	(400)	-32.26%
Utilities and Fuel	35,505	40,120	4,615	13.00%
Materials and supplies	107,685	109,110	1,425	1.32%
Maintenance and repairs	26,560	25,550	(1,010)	-3.80%
Taxes and licenses	820	820	0	
Financial expenses	1,755	1,000	(755)	-43.02%
Purchased and contracted services	41,965	33,050	(8,915)	-21.24%
Capital expense	2,490	2,455	(35)	-1.41%
	218,020	212,945	(5,075)	-2.33%
	1,564,320	1,587,590	23,270	1.49%
TAX LEVY	177,067	469,450	292,383	165.13%
Full Time Positions	13.3	13.0	(0.3)	
Part Time Hours	13,630.0	13,630.0	-	

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2016 OPERATING BUDGET

SOCIAL SERVICES DEPARTMENT

The District of Sault Ste. Marie Social Services Administration Board (DSSAB) contracts with the City of Sault Ste. Marie for administrative services including Salaries and Benefits as well as general operating expenditures. The administrative services are fully reimbursed by the DSSAB. The DSSAB programs include:

- Ontario Works
- Housing Programs
- Community Childcare
- Sault Ste. Marie Housing Corporation

The DSSAB also contracts the services of the Social Services Commissioner and Finance units.

On October 7, 2015 the DSSAB Board passed a resolution as follows:

“WHEREAS the District of Sault Ste. Marie Social Services Administration Board is mandated by provincial law to be accountable to the people of Sault Ste. Marie, Prince Township and defined unincorporated areas by assuring the provision of designated social services and emergency medical services;
AND WHEREAS the Board is responsible to ensure that these services meet specified provincial performance standards;
AND WHEREAS the Board is responsible to ensure compliance with the DSSAB and all other relevant

provincial and federal legislation;
AND WHEREAS every DSSMSSAB director and officer, in exercising their powers and discharging their duties, shall act honestly and in good faith with a view to the best interests of the corporation; AND exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances;
AND WHEREAS the District of Sault Ste. Marie Social Services Administration Board has been made aware of the risk, conflict of interest, governance and ineffectiveness of the current delivery model, organizational model and contracted service structure;
AND WHEREAS the District of Sault Ste. Marie Social Services Administration Board will ensure the fulfillment of it's legal, ethical, functional and fiduciary responsibilities through Board governance excellence;
THEREFORE BE IT RESOLVED THAT the District of Sault Ste. Marie Social Services Administration Board issue written notice of termination of service agreements to the City of Sault Ste. Marie without cause, effective September 25, 2016.”

The DSSAB and the City of Sault Ste. Marie are working together to facilitate a smooth transition.

Additional programs that fall within the scope of Social Services, but outside that of the DSSAB, include:

1. Local Immigration Program

The Local Immigration Program will provide a collaborative framework to facilitate the development and implementation of sustainable solutions for the integration of newcomers to Sault Ste. Marie. The overall objective of the LIP's initiative is to identify who will coordinate and enhance local service delivery to newcomers while identifying and minimizing duplication. The goal is to develop partnerships with representatives from community organizations which provide services to or have interest in the integration of newcomers. Current deliverables of LIP are: Community Awareness Campaign, Community Immigration Forum, Progress Report, Enhanced Implementation Plan, Regional Expansion of LIP, and implementation of the recommendations as outlined in the community immigration strategy.

The program is funded 100% by the Department of Citizenship and Immigration at the Federal level.

2. Accessibility

The City is committed and guided by the four core principles of Dignity, Independence, Integration and Equality of Opportunity.

The City is committed to providing quality goods, services and facilities that are accessible to all persons we serve and in a manner that respects the dignity and independence of persons with disabilities.

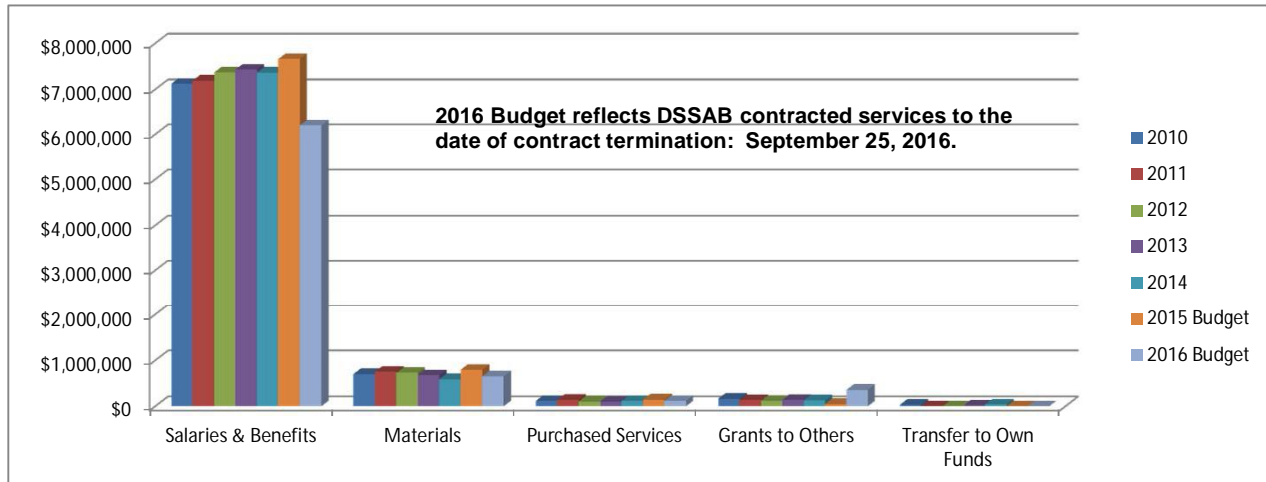
The City is committed to meeting the needs of persons with disabilities in a timely manner and shall do so by preventing and removing barriers to accessibility in customer service, information and communication, employment, the built environment and transportation.

The City is further committed to meeting the requirements of applicable legislation, including the *AODA* and the *Human Rights Code*.

City of Sault Ste Marie
SOCIAL SERVICES DEPARTMENT
Budget Summary

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	8,195,005	6,463,065	(1,731,940)	-21.13%
Government grants (including OMPF)	187,310	603,085	415,775	221.97%
	8,382,315	7,066,150	(1,316,165)	-15.70%
EXPENDITURES				
Salaries	6,069,610	4,932,870	(1,136,740)	-18.73%
Benefits	1,592,850	1,262,400	(330,450)	-20.75%
	7,662,460	6,195,270	(1,467,190)	-19.15%
Travel and training	83,850	68,225	(15,625)	-18.63%
Vehicle allowance, maintenance and repairs	18,200	12,910	(5,290)	-29.07%
Utilities and Fuel	33,364	24,795	(8,569)	-25.68%
Materials and supplies	326,360	278,395	(47,965)	-14.70%
Maintenance and repairs	18,600	13,950	(4,650)	-25.00%
Rents and leases	188,036	155,400	(32,636)	-17.36%
Purchased and contracted services	147,580	120,690	(26,890)	-18.22%
Grants to others	50,000	359,000	309,000	618.00%
Capital expense	130,260	97,875	(32,385)	-24.86%
	996,250	1,131,240	134,990	13.55%
	8,658,710	7,326,510	(1,332,200)	-15.39%
TAX LEVY	276,395	260,360	(16,035)	-5.80%

FIVE YEAR EXPENDITURE TREND:



SOCIAL SERVICES: EMERGENCY FUND

2016 OPERATING BUDGET

Cost Centre 600-6005

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				

Purchased and contracted services	5,000	5,000	0	

	5,000	5,000	0	

	5,000	5,000	0	
=====				
TAX LEVY	5,000	5,000	0	

SOCIAL SERVICES: LOCAL IMMIGRATION PROGRAM

2016 OPERATING BUDGET

Cost Centre

600-6020

	2015 BUDGET	2016 BUDGET	\$	
			Change (2015 to 2016)	% Change (2015 to 2016)
REVENUE				
Government grants (including OMPF)	187,310	276,085	88,775	47.39%
	187,310	276,085	88,775	47.39%
EXPENDITURES				
Salaries	125,345	176,465	51,120	40.78%
Benefits	34,965	50,120	15,155	43.34%
	160,310	226,585	66,275	41.34%
Travel and training	0	2,000	2,000	
Materials and supplies	4,100	22,000	17,900	436.59%
Purchased and contracted services	22,900	25,500	2,600	11.35%
	27,000	49,500	22,500	83.33%
	187,310	276,085	88,775	47.39%
TAX LEVY	0	0	0	
Full Time Positions	2.0	3.0	1.0	
Part Time Hours	-	-	-	

SOCIAL SERVICES: HEALTHY KIDS COMMUNITY CHALLENGE

2016 OPERATING BUDGET

Cost Centre 600-6005

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Government grants (including OMPF)	0	175,000	175,000	
	0	175,000	175,000	
EXPENDITURES				
Grants to others	50,000	225,000	175,000	350.00%
	50,000	225,000	175,000	350.00%
	50,000	225,000	175,000	350.00%
TAX LEVY	50,000	50,000	0	

SOCIAL SERVICES: ACCESSIBILITY

2016 OPERATING BUDGET

Cost Centre	600-6200	600-6420		
	600-6205	600-6488		
	600-6210	600-6500		
	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				

=====				
EXPENDITURES				
Salaries	99,335	100,975	1,640	1.65%
Benefits	23,360	23,685	325	1.39%
	122,695	124,660	1,965	1.60%

Vehicle allowance, maintenance and repairs	0	200	200	
Materials and supplies	92,700	92,100	(600)	-0.65%
Purchased and contracted services	6,000	6,400	400	6.67%
	98,700	98,700	0	

	221,395	223,360	1,965	0.89%
=====				
TAX LEVY	221,395	223,360	1,965	0.89%
Full Time Positions	1.0	1.0	-	
Part Time Hours	1,220	1,220	-	

SOCIAL SERVICES: HOMELESSNES PARTNERING

2016 OPERATING BUDGET

Cost Centre 600-6005

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Government grants (including OMPF)	0	136,000	136,000	
	0	136,000	136,000	
EXPENDITURES				
Grants to others	0	122,000	122,000	
	0	122,000	122,000	
	0	122,000	122,000	
TAX LEVY	0	(14,000)	(14,000)	

SOCIAL SERVICES: HOMELESSNES INFORMATION

2016 OPERATING BUDGET

Cost Centre 600-6005

	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				
Government grants (including OMPF)	0	16,000	16,000	
	0	16,000	16,000	
EXPENDITURES				
Grants to others	0	12,000	12,000	
	0	12,000	12,000	
	0	12,000	12,000	
TAX LEVY	0	(4,000)	(4,000)	

SOCIAL SERVICES: DSSAB CONTRACTED SERVICES

2016 OPERATING BUDGET

Cost Centre	600-6100's	600-6000		
	600-6400's	600-6300's		
	2015	2016	\$	%
	BUDGET	BUDGET	Change	Change
			(2015 to 2016)	(2015 to 2016)
REVENUE				
Fees and user charges	8,195,005	6,463,065	(1,731,940)	-21.13%
	8,195,005	6,463,065	(1,731,940)	-21.13%
EXPENDITURES				
Salaries	5,844,930	4,655,430	(1,189,500)	-20.35%
Benefits	1,534,525	1,188,595	(345,930)	-22.54%
	7,379,455	5,844,025	(1,535,430)	-20.81%
Travel and training	83,850	66,225	(17,625)	-21.02%
Vehicle allowance, maintenance and repairs	18,200	12,710	(5,490)	-30.16%
Utilities and Fuel	33,364	24,795	(8,569)	-25.68%
Materials and supplies	229,560	164,295	(65,265)	-28.43%
Maintenance and repairs	18,600	13,950	(4,650)	-25.00%
Rents and leases	188,036	155,400	(32,636)	-17.36%
Purchased and contracted services	113,680	83,790	(29,890)	-26.29%
Capital expense	130,260	97,875	(32,385)	-24.86%
	815,550	619,040	(196,510)	-24.10%
	8,195,005	6,463,065	(1,731,940)	-21.13%
TAX LEVY	0	0	0	
Full Time Positions	99.0	102.0	3.0	
Part Time Hours	17,690	17,080	(610.0)	

LEVY BOARDS

2016 OPERATING
BUDGET

Department	2015	2016	\$	%
			Change	Change
	BUDGET	BUDGET	(2015 to 2016)	(2015 to 2016)
REVENUE				
Fees and user charges	676,943	562,500	(114,443)	-16.91%
	676,943	562,500	(114,443)	-16.91%
EXPENDITURES				
Grants to others	18,992,836	19,241,544	248,708	1.31%
	18,992,836	19,241,544	248,708	1.31%
	18,992,836	19,241,544	248,708	1.31%
TAX LEVY	18,315,893	18,679,044	363,151	1.98%

OUTSIDE AGENCIES & GRANTS TO OTHERS

2016 OPERATING BUDGET

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	200,000	200,000	-	
Contribution from own funds	100,000	100,000	-	
	300,000	300,000	-	
EXPENDITURES				
Grants to others:				
POLICE SERVICES BOARD	23,716,705	23,852,153	135,448	0.57%
PHYSICIAN RECRUITMENT	300,000	300,000	-	
LIBRARY BOARD	2,920,770	2,977,015	56,245	1.93%
ART GALLERY OF ALGOMA	175,925	180,785	4,860	2.76%
SSM MUSEUM	175,140	177,540	2,400	1.37%
BUSH PLANE MUSEUM	110,000	110,000	-	
CULTURAL RECOGNITION	1,500	1,500	-	
SAFE COMMUNITIES	40,000	40,000	-	
MISC GRANT - ALGOMA UNIVERSITY	40,000	40,000	-	
MISC GRANT - MEMORIAL EXEMPT	17,000	17,000	-	
MISC GRANT - PEE WEE ARENA	21,000	12,750	(8,250)	-39.29%
MISC GRANT - OTHER SPORTS	10,000	10,000	-	
RED CROSS GRANT	50,000	50,000	-	
MISC GRANT-YOUTH PARTNERSHIP	9,000	-	(9,000)	-100.00%
CULTURAL GRANT-BUDGET	53,900	53,900	-	
ECONOMIC DEVELOPMENT CORPORATION	1,196,965	1,204,165	7,200	0.60%
DESTINY SSM	30,000	30,000	-	
DEVELOPMENT SSM	246,000	246,000	-	
INNOVATION CENTRE	277,890	277,890	-	
TOURIST PROMOTION	168,655	168,656		
EDF BUDGET	500,000	500,000		
Total Grants to others	30,060,450	30,249,354	188,903	0.63%
TAX LEVY	29,760,450	29,949,354	188,903	0.63%

CORPORATE FINANCIALS

2016 OPERATING BUDGET

	2015 BUDGET	2016 BUDGET	\$		%	
			Change	(2015 to 2016)	Change	(2015 to 2016)
REVENUE						
Taxation (excluding levy)	2,538,400	2,627,500	89,100		3.51%	
Payment in Lieu of taxes	4,325,515	4,445,020	119,505		2.76%	
Fees and user charges	17,800,000	12,342,000	(5,458,000)		-30.66%	
Government grants (including OMPF)	16,244,600	15,335,000	(909,600)		-5.60%	
Investment income	4,305,000	4,305,000	0			
Contribution from own funds	105,585	0	(105,585)		-100.00%	
Other income	1,300,000	1,350,000	50,000		3.85%	
Prior year surplus	3,516,847	0	(3,516,847)		-100.00%	
	50,135,947	40,404,520	(9,731,427)		-19.41%	
EXPENDITURES						
Benefits	20,000	20,000	0			
	20,000	20,000	0			
Materials and supplies	360,516	333,050	(27,466)		-7.62%	
Purchased and contracted services	40,000	36,000	(4,000)		-10.00%	
Grants to others	553,260	538,910	(14,350)		-2.59%	
Transfer to own funds	17,341,327	11,020,685	(6,320,642)		-36.45%	
	18,295,103	11,928,645	(6,366,458)		-34.80%	
	18,315,103	11,948,645	(6,366,458)		-34.76%	
TAX LEVY	(31,820,844)	(28,455,875)	3,364,969		-10.57%	

CAPITAL LEVY AND LONG TERM DEBT

2016 OPERATING
BUDGET

	2015 BUDGET	2016 BUDGET	\$	%
			Change (2015 to 2016)	Change (2015 to 2016)
REVENUE				
Fees and user charges	350,000	350,000	0	
	350,000	350,000	0	
EXPENDITURES				
Long term debt	2,230,331	2,230,330	(1)	0.00%
Transfer to own funds	6,269,280	6,242,579	(26,701)	-0.43%
	8,499,611	8,472,909	(26,702)	-0.31%
	8,499,611	8,472,909	(26,702)	-0.31%
TAX LEVY	8,149,611	8,122,909	(26,702)	-0.33%