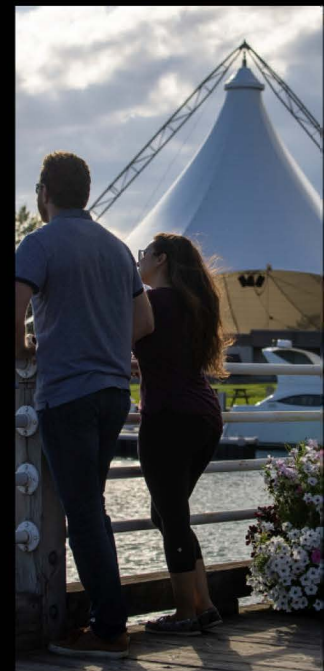
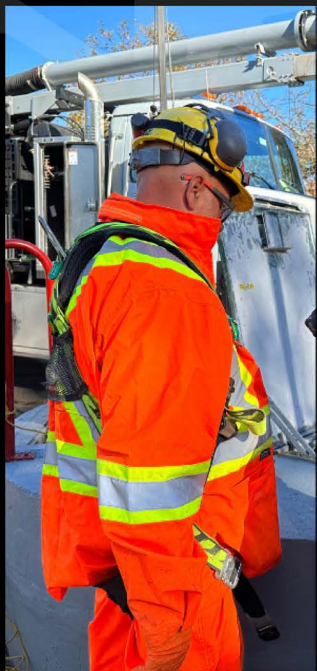


**SAULT STE. MARIE**

# **BUDGET 2024**



[SAULTSTEMARIE.CA/BUDGET](http://SAULTSTEMARIE.CA/BUDGET)

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## Message from CAO Malcolm White

I am pleased to present the 2024 Preliminary Capital and Operating budgets for the Corporation of the City of Sault Ste. Marie. Our community continues to navigate the new realities of the post-pandemic landscape. On a positive note, the community is seeing significant private sector investment in the industrial, commercial and housing sectors. We are poised for a level of growth greater than any point over the last 40 years, unparalleled during my 35 year career with the City, which will bring many opportunities for the community and region.



Staff have developed the 2024 Operating Budget to in a prudent manner, maintaining our level of services while trying to mitigate the impacts of inflation, continued increased commodity prices increases in the cost and acquisition timelines of materials and supplies. On a positive note, we have been able to mitigate the use of pandemic recovery funds and the tax stabilization reserve as revenue sources in the 2023 budget and increased revenue from transit operations and investment income for 2024. Sault Ste. Marie continues to compare favourably to our Northern Ontario comparators, particularly in the level of property taxes and water rates.

The 2024 Capital budget represents \$41.1 million worth of capital investment into infrastructure renewal and upgrades, asset renewal and fleet upgrades (Transit, Public Works and Fire). While continuing to prioritize roads and linear infrastructure, the capital budget addresses other key areas of municipal infrastructure asset renewal and investments in quality of life infrastructure to ensure Sault Ste. Marie becomes a destination of choice for the new workforce and families we are trying to attract.

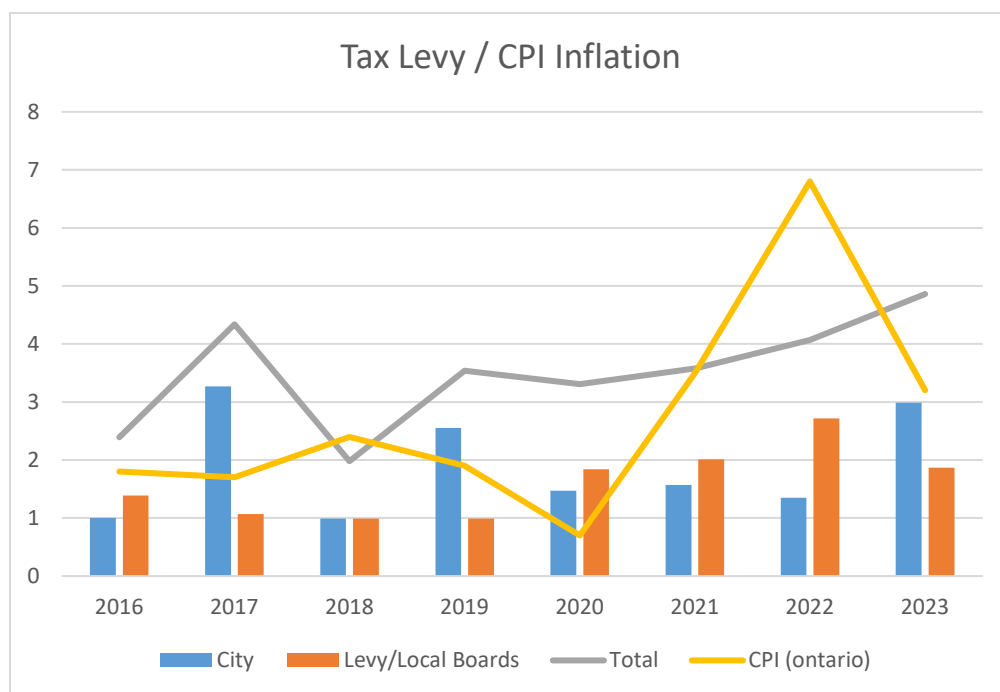
## Chief Financial Officer's Report 2024 Budget

The City of Sault Ste. Marie's annual budget is the culmination of a collaborative process with all City departments. It is based upon maintaining the same level of service as in the previous year and prioritizing capital investments. The process is driven by achieving the priorities voiced by Council throughout the year and the City's strategic plan.

### ECONOMIC OVERVIEW

Economic conditions influence service affordability as well as the competitiveness to attract future growth opportunities to the community. They also provide insight into the municipality's ability to generate revenue relative to the demand for public services.

#### *Inflation*



## Historical Municipal Tax Levy Change

<u>Council Term</u>	<u>Total</u>	<u>Average</u>
2003-2006	23.37%	5.84%
2007-2010	14.24%	3.56%
2011-2014	13.28%	3.32%
2015-2018	10.94%	2.70%
2019-2022	14.51%	3.63%
2023	4.86%	n/a

\*includes levy and local board

The year over year average inflation for Ontario as of September 2023 was 3.2%. In 2022 average annual inflation was 6.8%, with inflation rates the highest seen since the late 1970s/early 1980s.

In 2023, Ontario is seeing the economic momentum start to lose steam. The impact of absorbing Bank of Canada prime rate hikes of 475 basis points since the beginning of 2022, due to aggressive monetary tightening, has decreased consumer spending. The Bank of Canada's focus is on ensuring inflation returns to its 2% target.

A report provided by TD Economics (*Quarterly Economic Forecast: And Now, The Hard Part, September 19, 2023*) states that inflation remains top of mind for Canadians and though substantial progress was made, the "last mile of the journey is likely to be the toughest as it requires a softer labour market and lower wage growth for underlying inflation to cool to 2%." Their baseline forecast reflects unemployment to move from 5.5% currently to 6.7% in the latter half of next year, with modest job losses likely to begin later this year. They project that with soft economic growth and rising unemployment slow progress will continue the decrease in inflation and that may result in the Bank of Canada not hiking rates further.

The Bank of Canada held its prime rate as of October 25, 2023 noting that the global economy is slowing and growth is forecast to moderate. In Canada, they noted that the past interest rate increases are dampening economic activity and relieving price pressure with their indicators suggesting that supply and demand in the economy are "approaching balance".

Forecasts show the economy slowing and thus a decrease in inflation should follow, but it will occur at a slow pace. Many forecasts, including the Bank of Canada, show a return to the 2% target not until the middle of 2025.

Municipal services do not trend with the Consumer Price Index (CPI) inflation as many of the City's costs are driven by factors which differ from general inflation. As a service organization salaries and benefits make up 50% of the total municipal share of the operating budget so contractual agreements will significantly affect municipal inflation.

## Financial Indicators

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

Source: BMA Management Consulting Inc. Municipal Study 2022

### *Financial Position per Capita: Positive*

This measure indicates the affordability of future municipal spending and is represented by the net financial assets (assets less liabilities) per capita. The BMA study shows the average as \$921 and the median \$1,053. The North geographic area average is \$1,526 and the median is \$1,156.

### *Discretionary Reserves as % of Own Source Revenue: Positive*

This measure is a strong indicator of financial stability. It is a critical component of long-term financial planning as a strong ratio enhances flexibility in addressing operating requirements and in permitting temporary funding of capital projects internally. The level required by a municipality varies depending on services. The measure is slightly lower in relation to our comparators.

The Ministry of Municipal Affairs and Housing reviews each municipality's financial health through the use of key financial indicators. The indicator used is Total Reserves and Reserve Funds as a percentage of municipal expenses. The City's level is 20.5% and is considered low risk. The City is still lower though than the average of 45.3%. (2021 FIR data)

The measure will be monitored to ensure a suitable level is maintained. Additional reserve allocations for ongoing capital maintenance and equipment requirements are recommended.

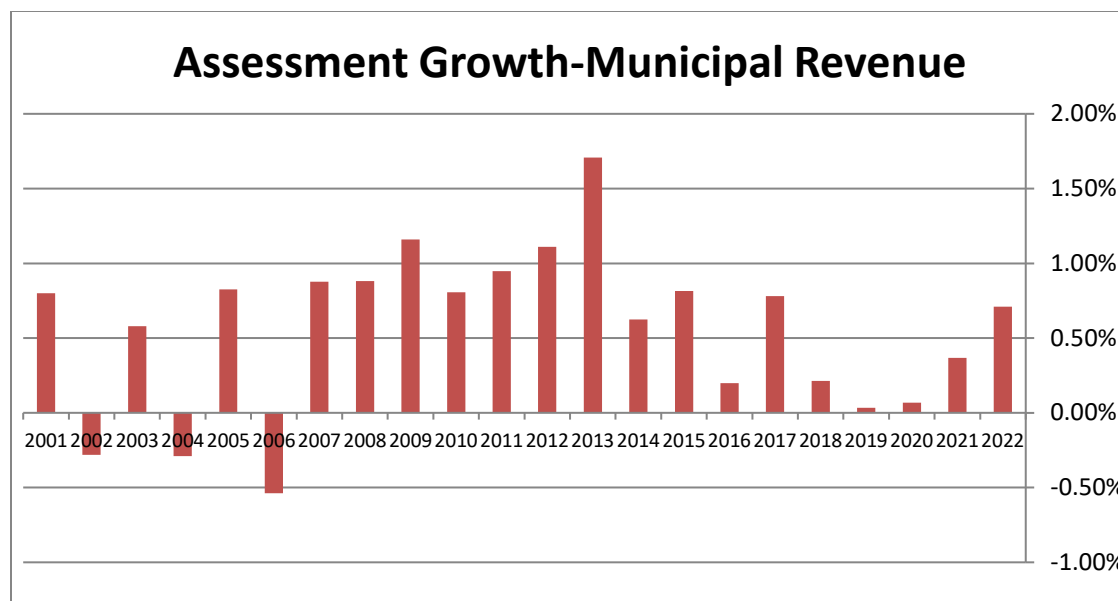
### *Taxes Receivable as % of Taxes Levied: Positive*

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

## Assessment Growth

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

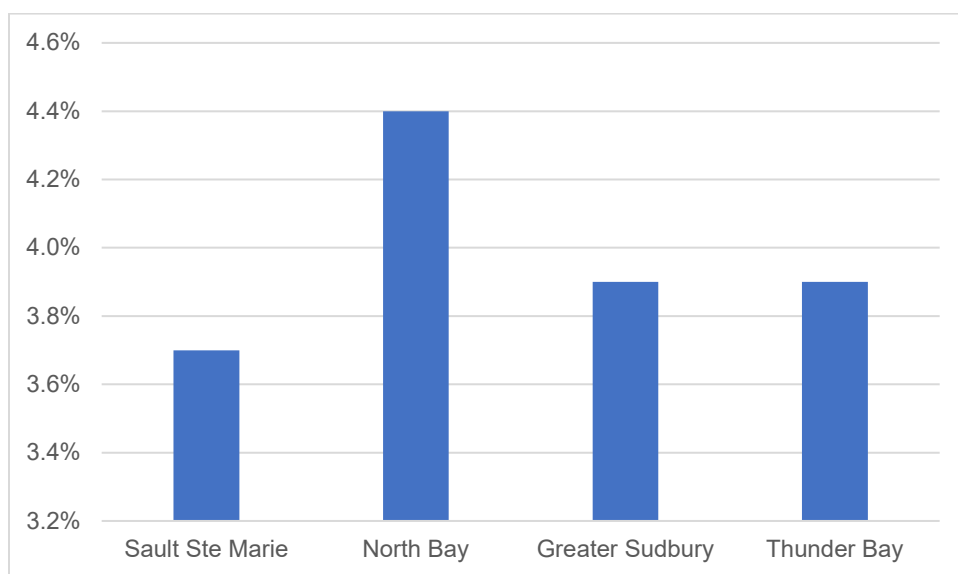
The estimated assessment growth for 2023 is 0.40% (2022 actual: 0.85%). The average assessment growth for ten years is 0.61%, and the five year average is 0.43%. Though the 2023 estimated assessment growth is lower than 2022, it is anticipated to be higher in 2024 and onward with the focus on Ontario’s housing targets and incentives.



Source: <https://opta.reamined.on.ca>

## Tax Burden

The Municipal Tax Burden from the 2022 BMA Study for Sault Ste. Marie and our northern comparators is reflected in the graph below. At the time of this report, the 2023 results have not been released. This comparison ensures that the City is not burdening the residents beyond what they can pay or what is the “norm” in the province. The 2022 BMA study results are consistent with previous years’ in that Sault Ste. Marie has the lowest tax burden amongst our northern comparators. Sault Ste. Marie is the only community of our northern comparators that reflects a total municipal tax burden ranking as low.



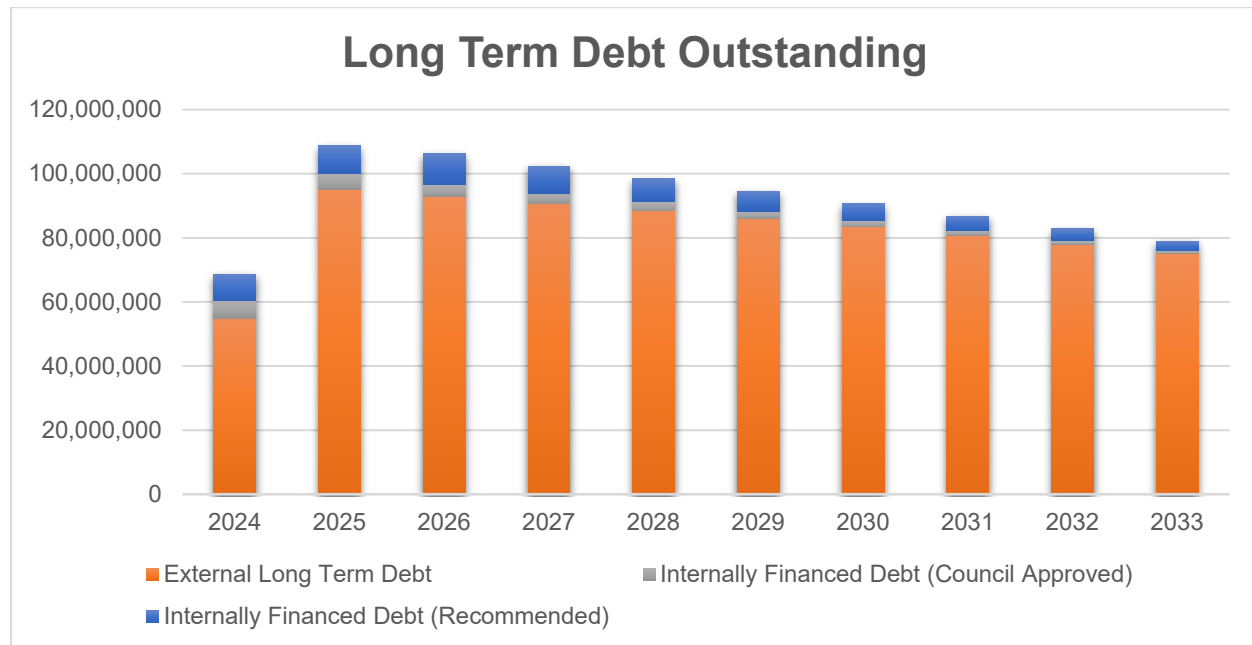
Source: 2022 BMA Study

Affordability, as well as the local economic conditions, provide a general guideline as to what a reasonable municipal levy increase would be for the budget year. Tax policy and rate approvals early 2024 will determine the allocation of the increase to the various tax classes.

The City continues to face economic realities, including cost increases from supply chain challenges, a tight labour market, volatility in fuel costs, increasing capital costs for projects and continued higher levels of inflation. All of these factors put additional pressure on the City’s budget and the revenue needed to support it. The budget in coming years will depend on property tax increases in excess of historical averages unless substantial reallocation or reduction of operating funds for services or reductions in capital investment occurs. Balancing affordability and what the community is willing to pay and the level of service that residents have come to rely on is becoming more difficult to maintain.



## DEBT MANAGEMENT



Current long term debt outstanding and projection of outstanding amounts are reflected above. The forecasted long term debt will peak at \$108.8 million in 2025 with debt servicing of approximately \$9 million.

Major external debt requirements included in the forecast include:

- West End Plant Phase 2 (sanitary rate supported) estimate: \$41.5 million
- BioSolids Management Facility (2/3 sanitary rate supported, 1/3 landfill) estimate: \$40.7 million
- Twin Pad Arena –completion in 2023 actual: \$14.6 million

Internal debt is utilized for projects less than \$5 million. Included in the forecast is \$13.8 million of which 51% is for fleet requirements that can no longer be funded through a Pay As You Go model. Increased investment in the fleet replacement reserves has not been developed sufficiently to maintain the model at this time.

The City’s Debt Management Policy recommends that the debt service limit for internal and external debt be 5% of Own Source Revenue. The estimated debt servicing limit is \$10.3 million. The current remaining available long term debt is approximately \$40 million with minimal additional room until after 2030.

Recent updated estimates and design submissions indicate that the Biosolids Management Facility final projects costs will be much higher than the current budget estimate reflected in the debt forecast. Staff are working with the design team to value manage the project costs down. It is anticipated that the current remaining available debt will be much less than \$40 million.

Potential external debt requirements in the next 5 years that are not included in the forecast include

- New Fire Hall (per Fire Master Plan) \$ 6 million
- Major renovation project at GFL Memorial Gardens \$ 7 million
- Landfill Site Improvements/Expansion \$12 million
- New Police Services Building Unknown

**It is strongly recommended that Council not take on significant additional long term debt until the final requirements the Biosolids and West End Plant Phase 2 sanitary projects are known.**

## Reserves and Reserve Funds

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

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

Reserves play a role in the financing of capital costs and the provision of affordable and stable services to the community. Many of the reserves do not have sufficient annual allocations in the operating budget to satisfy or sustain the asset replacement requirements, in particular for fleet. The Supplementary Requests for 2024 include additional allocations to reserves to address the shortfall.

A long term financial plan is in progress to assess funding options to address an investment strategy for the City's asset management plans, the various approved master plans and the strategic plan objectives, future operational requirements and the impact of growth in the community. The funding strategy will look at levy impacts, use of long term debt and reserve requirements. It is also a key component as the City moves to multi-year budget forecasts.

## CHALLENGES

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

- Existing Municipal Funding Framework Does Not Meet Current Needs

Areas of traditional responsibility, such as public transit and police services, are outpacing the City's ability to deliver the services. Other areas such as wastewater and waste management have become more complex, requiring higher levels of funding. Additional pressure on the property tax levy is also occurring as municipalities take on expanded roles to respond to community issues such as mental health, homelessness and climate change. The current municipal funding model relies on property taxation and constrains the ability to generate revenue to fund the operations and capital infrastructure requirements. To continue to meet these commitments a different level of support from the upper levels of government and changes in the revenue tools are going to be required.

The Federation of Canadian Municipalities adopted a resolution at their 2023 annual conference that states that "Canada needs a modernized fiscal framework for municipalities" (Source: <https://data.fcm.ca/home/fcm-resolutions.htm>).

Many Ontario municipalities are also saying a new fiscal framework is required, which includes long-term, sustainable funding and revenue generation tools. The Big City Mayors' Caucus is advocating for the change to the upper levels of government. (Source: <https://www.cbc.ca/news/canada/kitchener-waterloo/big-city-mayors-advocate-new-fiscal-from-work-provincial-federal-governments>)

Until a change in the framework occurs, the City will struggle to maintain the affordability of property taxes.

- Asset Condition and Infrastructure Deficit Funding:

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

The City's updated asset management plans for core assets approved in 2022 reflects significant infrastructure deficits. There is a risk that assets could further deteriorate or fail resulting in service level reductions. Development of a long term investment strategy, which considers the acceptable level of service and funding requirements, is needed. Additional investment will be required. This will be a continued priority for the next few years.

- Assessment Growth:

The City's assessment growth has been very low in the last several years. There is a growth trend that started in 2022 and with the anticipated incentives to increase housing units in the community coming in 2024, the trend is anticipated to continue in the near term.

The cost to provide services continues to increase at a greater rate than assessment growth and will put additional burden on the assessment base.

The Province has paused the 4-year reassessment cycle, which was slated to be updated for 2021, up to and including 2024 noting that it will provide stability to the taxpayer.

- Increase to Inflation and the Cost of Borrowing:

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

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

- Impact of Climate Change:

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

- Grants from Other Levels of Government

Other provincial and federal funding for various programs and infrastructure renewal greatly assist the City in achieving its priorities as well. There is a risk that this level of funding may not be maintained in future years, placing additional burden on the municipal tax levy or requiring service level adjustments.

## **Next Steps**

Once the Preliminary budget is presented, the budget deliberation process will begin. Budget deliberations are scheduled for December 11 and 12, 2023 at which time the Executive Management Team will present summary budgets for their areas.

Tax Policy, rate options and recommendations will be presented to Council in March/April, 2024 for consideration and approval. Note that the Municipal Property Assessment Corporation re-assessment has again been postponed so 2024 assessments are based upon the 2016 values.

### Financial Options for Council Consideration

The following options are available for council to consider during deliberations

- 1) Increase the City share of the tax levy to equal the 2023 increase of 2.99%. This provides an additional \$1.1 million that may be utilized to address supplementary budget requests.
- 2) Phase out the tax stabilization reserve from 2023 of \$400,000 for fuel as the market is still volatile. Phasing removal of the tax stabilization utilized in 2023 over two years will reduce the impact in 2024 by \$200,000. Note this is a one time savings and should not be utilized for ongoing supplementary budget items.
- 3) If Council approves the supplementary request for the John Rhodes Community Centre, the internal debt servicing can be accommodated from retired debt servicing from the Civic Centre upgrade. This reallocation of previous debt servicing included in the budget results in a \$0 levy impact for 2024.

## Budget Overview

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

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

The 2024 Budget includes a number of pressures, which include:

- Financial pressures as a result of continued inflation
- Increased fuel, utility and insurance costs
- New services, such as operating dollars for the Downtown Plaza and the Manzo Park Splash Pad
- Increased contributions as recommended by key guiding documents (Landfill B&I Plan, Asset Management Plans etc.)

These pressures are offset, partially, by increased revenues such as the Ontario Municipal Partnership Fund and investment income that have increased significantly year over year.

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

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

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

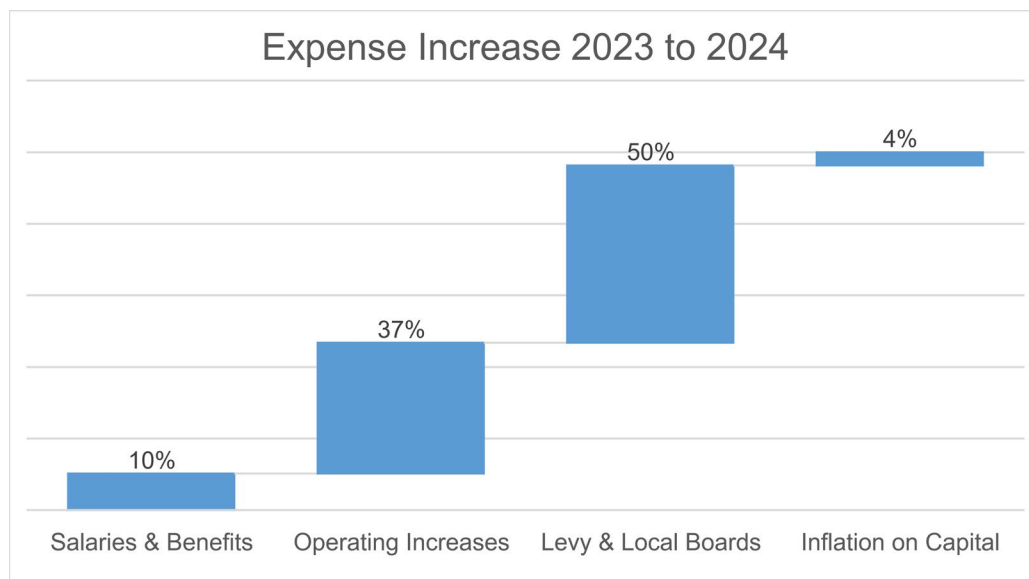
## How the Municipal Tax Levy Is Calculated

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



## Expenses - \$216 MILLION

The 2024 Operating Budget reflects total expenses of \$216 million, as compared to \$202 million in 2023, an increase of 6.7% year over year. The majority of expenditure increases are summarized in the graph below:



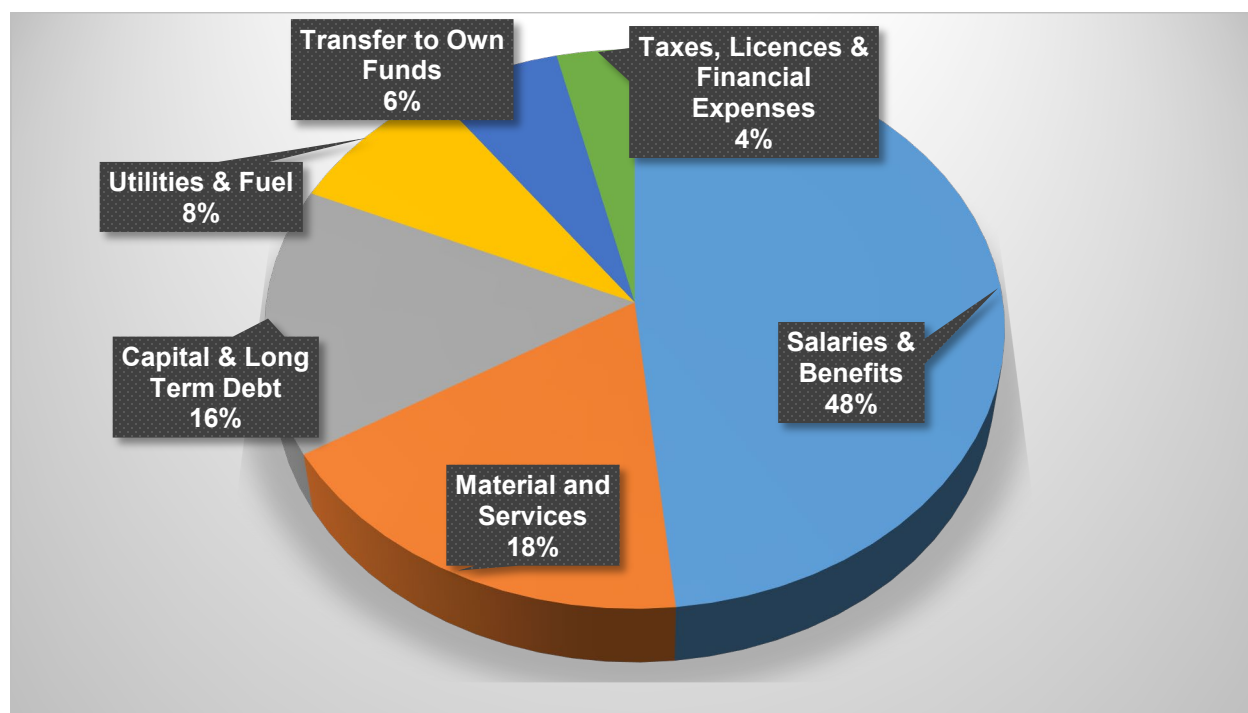


Of the \$13.5 million change in expenses, approximately 50% of the expense increase from 2023 is for Levy & Local Boards. Included in the Local Board category is the Police Services Board, which accounts for 85% of the category's total expenses. Year over year, levy and local boards increased 11.2%. This increase is, predominantly, due to an estimated inflationary increase of 3.5% for the Sault Ste. Marie District Social Services Board and Algoma Public Health and a net increase of 17.1% for the Police Services Board. The Sault Ste. Marie Region Conservation Authority and Library Board reflect relatively small increases on the 2024 net levy.

### Expenses by Type:

The City Services portion of the 2024 Budget reflects 48% for salaries and benefits. As a service organization, staff compensation comprises nearly one-half of the operating portion of the budget. Compensation is governed by contractual agreements and thus rates of pay are budgeted accordingly. Manning levels are based upon the approved employee complement and current service level requirements.

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



## OTHER REVENUE – \$71.7 MILLION

Non-tax revenue, such as user fees, grants from other levels of government, investment income and other miscellaneous income help reduce the amount to be raised through property taxes. Other revenue reflects an increase of \$3.9 million from 2023 which are broken down in the table below.

The increases from the 2023 budget include additional OMPF funding, additional investment income, contributions from reserves as well as non-levy items such as additional sewer surcharge revenue.

Revenue Source	Percentage of Total
Miscellaneous taxation not included in levy	10%
User fees	47%
Government grants	29%
Investment income	9%
Other income and own fund transfers	5%

User fees account for nearly ½ of the total non-tax revenue. These fees help offset the cost of providing services. User fees are set to ensure that full fee recovery is occurring where required and a benchmark level is set for other services where full recovery is not recommended.

Government grants are the next largest source of non-tax revenue. The majority of government grant revenue arises from the Ontario Municipal Partnership Fund (OMPF) unconditional grant, which accounts for approximately 87% of the total. The level of funding received from the OMPF has increased slightly over the last five years. The 2024 allocation increased from \$17.2 million to \$17.9 million. The other significant grant is Provincial Gas Tax (Transit).

## MUNICIPAL LEVY - \$143.9 MILLION

As mentioned previously, the Preliminary 2024 Operating budget identifies a 7.2% levy increase.

This increase is due to the following factors:

<b>Maintaining Services - Significant Changes from 2023</b>	<b>(\$000)</b>
Contractual salary compensation, complement and job class changes and benefits	1,379
Council resolutions (net expense increases):	
Downtown Plaza operations - May 2, 2022	158
Landfill B&I - October 22, 2019	319
Manzo Park Splash Pad - July 11, 2022	118
Fleet Management Improvement Initiatives – January 9, 2023	550
Cost of doing business (expense increases):	2,092
Repairs and maintenance (+\$190K), utilities and natural gas (+\$198K), fuel (+\$135K), capital allocations (+\$494K), insurance (+\$414K), IT software (+\$264K), contractual and operating increases (+\$562K)	
Revenue increases:	(3,134)
User fees (+\$173K), transit revenue (+\$500K), taxation (+\$315K), investment income (+\$1.51M), OMPF (+\$635K)	
Revenue decreases:	1,447
Tax stabilization reserve not used in 2024 (-\$1.3M), Downtown Ambassador (-\$32K), Parking (-\$35K), John Rhodes Pool (-\$30K), Greyhound hockey fees (-\$50K)	
<b>Total</b>	<b>2,929</b>

## Capital Budget

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

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

## Asset Management Planning

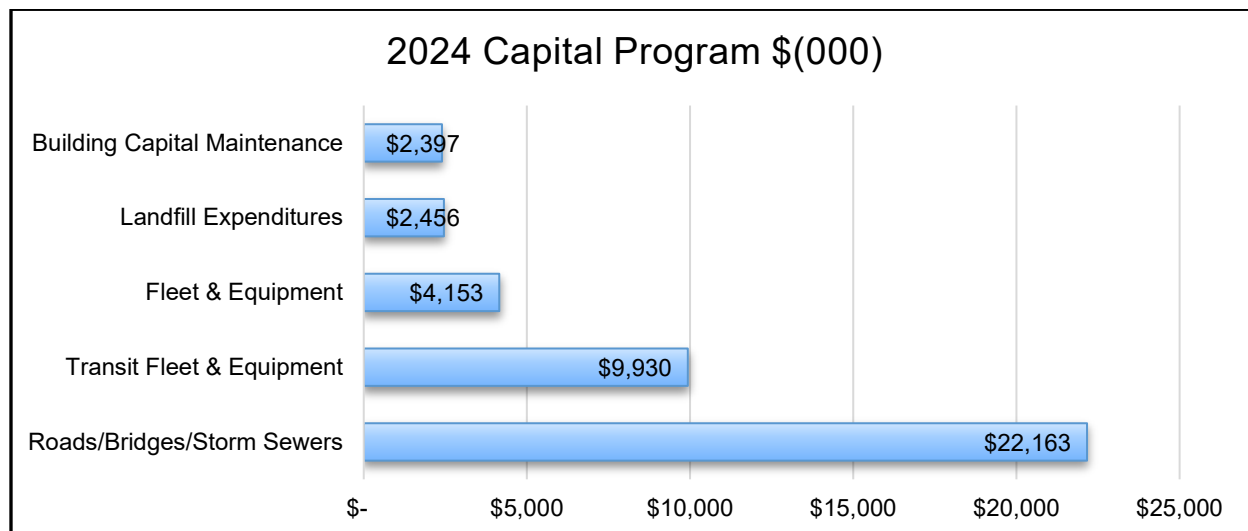
Council was presented Asset Management Plans for core assets earlier this year. The legislated timeline of July 1, 2022 required Asset Management Plans for roads, bridges and culverts, water, wastewater and stormwater management systems. The next deadline is July 1, 2024, which is the date for municipalities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

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

## 2024 Capital Program

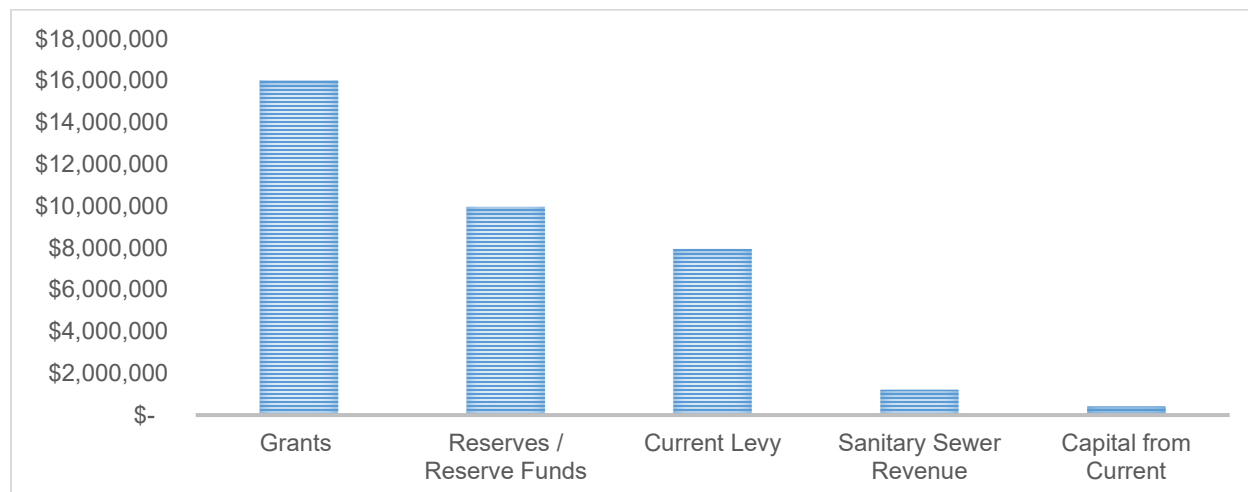
The preliminary 2024 capital program recommends a total investment of \$41.1 million. This is a decrease of \$1 million from the 2023 capital program. The 2023 capital program included a number of initiatives that were time sensitive, therefore recommended to be funded from various city reserves and internal debt. These projects included large culvert replacements and an aerial apparatus. In 2024, these types of projects are subject to funding decisions of Council and will be treated as capital budget amendments rather than included in the preliminary plan.

The 2024 Capital Budget addresses the most critical needs for roads infrastructure and aging assets. Below is a summary of the 2024 capital allocation.



## 2024 Funding Sources

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



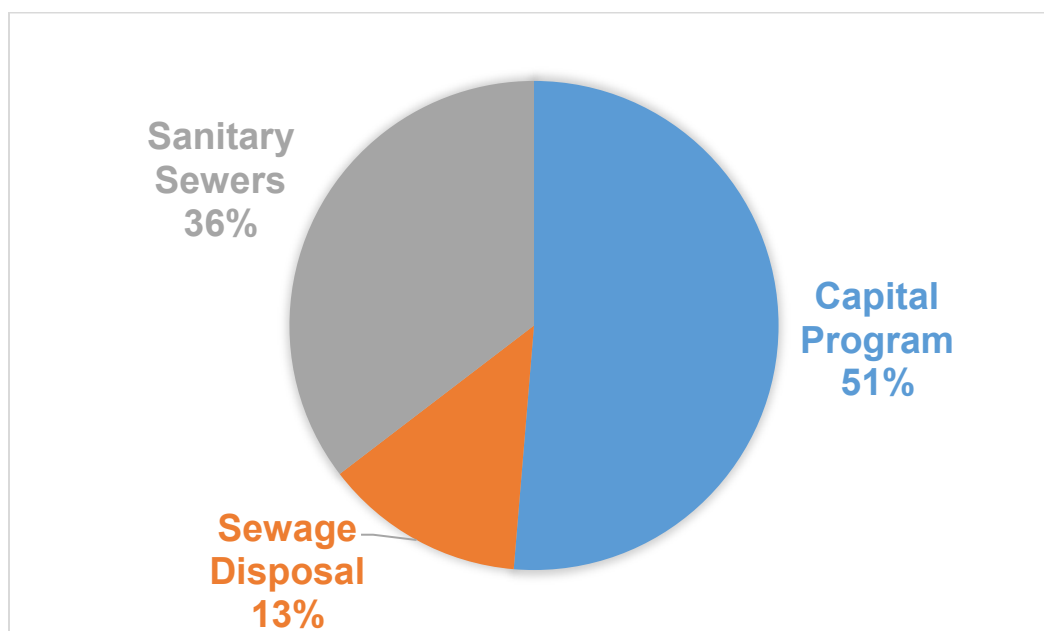
## Sanitary Budget

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

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

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

The City budgets based on the estimated water revenues provided by the Public Utilities Commission of the City of Sault Ste. Marie Financial Plan for Water Supply Services. This plan was updated last in October 2019. Based on this plan, the total water revenues are approximately \$25.2 million for 2024. With the recent direction from Council, the sanitary portion has increased from 70% of water to 80% of water. This then equates to \$18.8 million which will be used to fund Sanitary operating and capital requirements.



This plan currently includes high level estimates for significant projects such as the Biosolids and West End Plant facilities. Staff will continue to address financing requirements as asset management data is obtained as well as updated information related to these two investments. If required, staff will be returning to Council seeking further direction on the sanitary rate structure.

# PRELIMINARY OPERATING BUDGET



# 2024 Budget

## PRELIMINARY CORPORATE SUMMARY

	2023	2024	\$	%
	BUDGET	BUDGET	Change	Change
			(2023 to 2024)	(2023 to 2024)
<b>REVENUE</b>				
Taxation (excluding levy)	2,528,438	2,528,438	0	0.00%
Payment in lieu of taxes	4,573,680	4,888,407	314,727	6.88%
Fees and user charges	30,517,261	34,074,859	3,557,598	11.66%
Government grants (including OMPF)	20,330,845	20,461,215	130,370	0.64%
Investment income	4,780,000	6,289,000	1,509,000	31.57%
Contribution from own funds	2,125,143	608,062	(1,517,081)	-71.39%
Other income	2,962,354	2,839,746	(122,608)	-4.14%
	<b>67,817,721</b>	<b>71,689,727</b>	<b>3,872,006</b>	<b>5.71%</b>
<b>EXPENDITURES</b>				
Salaries	51,624,164	54,829,251	3,205,087	6.21%
Benefits	15,435,563	15,940,283	504,720	3.27%
	<b>67,059,727</b>	<b>70,769,534</b>	<b>3,709,807</b>	<b>5.53%</b>
Travel and training	572,357	604,516	32,159	5.62%
Vehicle allowance, maintenance and repairs	3,765,223	3,818,192	52,969	1.41%
Utilities and fuel	11,715,586	12,311,316	595,730	5.08%
Materials and supplies	6,452,127	6,703,401	251,274	3.89%
Maintenance and repairs	2,737,886	3,363,687	625,801	22.86%
Program expenses	916,195	911,192	(5,003)	-0.55%
Goods for resale	641,171	641,271	100	0.02%
Rents and leases	172,557	172,557	0	0.00%
Taxes and licenses	2,552,803	2,978,736	425,933	16.68%
Financial expenses	2,597,621	2,514,688	(82,933)	-3.19%
Purchased and contracted services	11,060,089	10,416,009	(644,080)	-5.82%
Grants to others	61,384,243	68,116,568	6,732,325	10.97%
Long term debt	1,866,135	1,400,000	(466,135)	-24.98%
Transfer to own funds	28,482,578	30,744,622	2,262,044	7.94%
Capital expense	400,694	406,004	5,310	1.33%
Less: recoverable costs	(255,130)	(255,130)	0	0.00%
	<b>135,062,135</b>	<b>144,847,629</b>	<b>9,785,494</b>	<b>7.25%</b>
	<b>202,121,862</b>	<b>215,617,163</b>	<b>13,495,301</b>	<b>6.68%</b>
<b>TAX LEVY</b>	<b>134,304,141</b>	<b>143,927,436</b>	<b>9,623,295</b>	<b>7.17%</b>

# 2024 Budget

## PRELIMINARY CORPORATE SUMMARY CONTINUED

	2023 Budget	2024 Budget	\$ change from 2023	% change from 2023	Levy Increase
Maintaining Services	89,798,798	93,362,868	3,564,070	3.97%	2.65%
Outside Agencies & Grants to Others	1,890,928	1,891,419	491	.03%	0.00%
OMPF	(17,245,400)	(17,880,500)	(635,100)	3.68%	-0.47%
City Levy	74,444,326	77,373,787	2,929,461	3.94%	2.18%
Local Boards	36,349,925	42,187,334	5,837,409	16.06%	4.35%
Levy Boards	23,509,890	24,366,315	856,425	3.64%	0.64%
Levy & Local Boards	59,859,815	66,553,649	6,693,834	11.18%	4.98%
Total Municipal Levy	134,304,141	143,927,436	9,623,295		7.17%

# 2024 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

	2024			2024	% of	2023	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2023 levy	Net Tax Levy	from 2023	from 2023
MAYORS OFFICE	604,678	80,995	-	685,673		703,059		
COUNCIL SPECIAL FUNDS	-	35,000	-	35,000		35,000		
<b>TOTAL MAYOR &amp; COUNCIL</b>	<b>604,678</b>	<b>115,995</b>	<b>-</b>	<b>720,673</b>	<b>0.5%</b>	<b>738,059</b>	<b>(17,386)</b>	<b>-2.4%</b>
ADMINISTRATION	413,469	22,531	-	436,000		409,995		
<b>TOTAL CAO</b>	<b>413,469</b>	<b>22,531</b>	<b>-</b>	<b>436,000</b>	<b>0.3%</b>	<b>409,995</b>	<b>26,005</b>	<b>6.3%</b>
<b>LEGAL DEPARTMENT</b>								
ADMINISTRATION	1,035,779	49,920	185,037	900,662		828,551		
CITY OWNED LAND	-	16,289	-	16,289		16,409		
INSURANCE	-	2,703,222	-	2,703,222		2,288,978		
POA	659,339	432,759	1,350,000	(257,902)		(300,099)		
<b>TOTAL LEGAL DEPARTMENTAL</b>	<b>1,695,118</b>	<b>3,202,190</b>	<b>1,535,037</b>	<b>3,362,271</b>	<b>2.3%</b>	<b>2,833,839</b>	<b>528,432</b>	<b>18.6%</b>
ADMINISTRATION	833,648	148,251	1,540	980,359		959,488		
HEALTH AND SAFETY	436,205	20,900	-	457,105		458,697		
DISABILITY MANAGEMENT	141,537	117,650	-	259,187		252,447		
TRAINING	-	36,001	-	36,001		36,001		
LEADERSHIP PERFORMANCE	-	22,550	-	22,550		22,550		
RETIREE BENEFITS	765,500	-	-	765,500		745,500		
PROGRAM	-	16,300	-	16,300		18,000		
HEALTH AND SAFETY COMMITTEE	-	34,400	-	34,400		35,200		
DISABLED PREMIUMS	-	-	-	-		3,565		
<b>TOTAL HUMAN RESOURCES</b>	<b>2,176,890</b>	<b>396,052</b>	<b>1,540</b>	<b>2,571,402</b>	<b>1.8%</b>	<b>2,531,448</b>	<b>39,954</b>	<b>1.6%</b>

# 2024 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

	2024			2024	% of	2023	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2023 levy	Net Tax Levy	from 2023	from 2023
<b>TOTAL LEGAL</b>	3,872,008	3,598,242	1,536,577	5,933,673	4.1%	5,365,287	568,386	10.6%
<i>FIRE SERVICES</i>								
ADMINISTRATION	1,562,519	952,909	913,988	1,601,440		1,670,521		
SUPPRESSION	12,065,545	170,040	-	12,235,585		11,690,328		
PREVENTION	854,948	28,400	-	883,348		886,796		
SUPPORT SERVICES	637,135	498,189	-	1,135,324		1,039,059		
COMMUNITY EMERGENCY MANAGEMENT	128,613	13,785	2,000	140,398		133,919		
<b>TOTAL FIRE</b>	15,248,760	1,663,323	915,988	15,996,095	11.2%	15,420,623	575,472	3.7%
<i>CORPORATE SERVICES</i>								
ADMINISTRATION	881,691	129,994	118,793	892,892		823,818		
OFFICE SERVICES	124,139	131,863	-	256,002		213,894		
QUALITY MANAGEMENT	-	6,750	-	6,750		6,750		
ELECTION EXPENSE	-	85,000	-	85,000		85,000		
COUNCIL MEETINGS	-	9,000	-	9,000		9,000		
CULTURAL GRANT - WALK OF FAME	-	2,000	-	2,000		2,000		
RECEPTIONS	-	25,650	-	25,650		25,650		
<b>TOTAL CLERKS</b>	1,005,830	390,257	118,793	1,277,294	0.9%	1,166,112	111,182	9.5%

# 2024 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

	2024			2024	% of	2023	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2023 levy	Net Tax Levy	from 2023	from 2023
ADMINISTRATION	704,357	59,644	-	764,001		720,479		6.0%
ACCOUNTING	1,101,527	20,485	37,716	1,084,296		1,034,675		4.8%
TAX	480,735	43,984	82,000	442,719		423,585		4.5%
PURCHASING	322,748	9,425	-	332,173		308,600		7.6%
FINANCIAL EXPENSE - BANKING	-	30,000	-	30,000		60,000		-50.0%
FINANCIAL FEES	-	112,648	-	112,648		107,345		4.9%
<b>TOTAL FINANCE</b>	<b>2,609,367</b>	<b>276,186</b>	<b>119,716</b>	<b>2,765,837</b>	<b>1.9%</b>	<b>2,654,684</b>	<b>111,153</b>	<b>4.2%</b>
INFORMATION TECHNOLOGY	1,335,533	2,274,716	7,800	3,602,449		3,170,068		13.6%
<b>TOTAL IT</b>	<b>1,335,533</b>	<b>2,274,716</b>	<b>7,800</b>	<b>3,602,449</b>	<b>2.5%</b>	<b>3,170,068</b>	<b>432,381</b>	<b>13.6%</b>
<b>TOTAL CORPORATE SERVICES</b>	<b>4,950,730</b>	<b>2,941,159</b>	<b>246,309</b>	<b>7,645,580</b>	<b>5.3%</b>	<b>6,990,864</b>	<b>654,716</b>	<b>9.4%</b>
<b>PUBLIC WORKS AND ENGINEERING</b>								
ENGINEERING DESIGN	2,142,276	172,639	93,451	2,221,464		2,072,341		
ADMINISTRATION	182,114	37,217	90,661	128,670		117,471		
BUILDING SERVICES	639,859	809,884	-	1,449,743		1,413,054		
BUILDING DIVISION	1,521,351	135,643	1,461,130	195,864		178,062		
ENVIRONMENTAL CLEANUP	-	20,000	-	20,000		20,000		
HYDRANTS	-	1,515,000	-	1,515,000		1,440,000		
STREET LIGHTING	-	1,746,500	-	1,746,500		1,502,500		
SEWAGE DISPOSAL SYSTEM	-	6,483,159	-	6,483,159		5,869,903		
MISCELLANEOUS CONSTRUCTION	-	519,756	-	519,756		502,180		
<b>TOTAL ENGINEERING</b>	<b>4,485,600</b>	<b>11,439,798</b>	<b>1,645,242</b>	<b>14,280,156</b>	<b>10.0%</b>	<b>13,115,511</b>	<b>1,164,645</b>	<b>8.9%</b>

# 2024 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

	2024			2024	% of	2023	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2023 levy	Net Tax Levy	from 2023	from 2023
WORKS: ADMIN/SUPERVISION/ OVERHEAD	3,091,149	420,920	-	3,512,069		3,281,305		
ROADWAYS	1,782,686	2,256,514	54,997	3,984,203		3,665,551		
SIDEWALKS (INCLUDING WINTER CONTROL)	605,866	709,785	-	1,315,651		1,147,274		
WINTER CONTROL ROADWAYS	3,301,204	3,879,108	175,000	7,005,312		6,694,764		
SANITARY SEWERS	1,340,439	1,194,245	40,249	2,494,435		2,362,382		
STORM SEWERS	430,730	305,613	-	736,343		691,920		
TRAFFIC & COMMUNICATIONS	1,053,103	986,793	-	2,039,896		1,932,451		
CARPENTRY	831,484	(5,640)	-	825,844		793,286		
ADMINISTRATION	1,588,461	144,063	-	1,732,524		1,679,322		
BUILDINGS & EQUIPMENT	2,913,974	111,357	-	3,025,331		2,157,855		
PARKS OPERATIONS	2,960,924	1,210,803	-	4,171,727		3,934,623		
WASTE MANAGEMENT	1,817,558	5,050,539	2,229,000	4,639,097		4,278,886		
<b>TOTAL PUBLIC WORKS</b>	<b>21,717,578</b>	<b>16,264,100</b>	<b>2,499,246</b>	<b>35,482,432</b>	<b>24.7%</b>	<b>32,619,619</b>	<b>2,862,813</b>	<b>8.8%</b>
<b>TOTAL PUBLIC WORKS AND ENGINEERING</b>	<b>26,203,178</b>	<b>27,703,898</b>	<b>4,144,488</b>	<b>49,762,588</b>		<b>45,735,130</b>	<b>4,027,458</b>	<b>8.8%</b>
<b>COMMUNITY AND ENTERPRISE SERVICES</b>								
SPORTS ADMINISTRATION	11,021	6,435	-	17,456		17,222		
RECREATION & CULTURE ADMINISTRATION	605,838	22,384	75,741	552,481		523,393		
CANADA DAY	-	20,000	8,000	12,000		12,000		

# 2024 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

	2024			2024	% of	2023	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2023 levy	Net Tax Levy	from 2023	from 2023
MAYORS YOUTH ADVISORY	-	27,500	-	27,500		27,500		
MISCELLANEOUS PROGRAMS	9,047	22,465	-	31,512		31,218		
PARKS & REC ADVISORY COMMITTEE	-	1,465	-	1,465		1,465		
ROBERTA BONDAR PARK	102,222	124,545	18,555	208,212		205,772		
BELLEVUE PARK MARINA	50,383	129,211	187,221	(7,627)		904		
BONDAR MARINA	25,191	88,034	90,670	22,555		27,528		
SENIORS DROP IN CENTRE	352,485	126,123	104,686	373,922		366,614		
NCC 55+ PROGRAMMING	206,470	22,823	62,035	167,258		160,015		
NCC COMMUNITY SPACE	57,014	13,850	13,649	57,215		56,948		
ARTS & CULTURE	106,501	16,560	-	123,061		106,627		
HISTORIC SITES BOARD - OLD STONE HOUSE	357,492	129,000	111,584	374,908		362,082		
LOCKS OPERATIONS	103,962	(61,595)	-	42,367		37,554		
JOHN RHODES COMMUNITY CENTRE	1,802,788	1,489,779	1,521,562	1,771,005		1,652,061		
NORTHERN COMMUNITY CENTRE ARENA	566,422	619,661	900,536	285,547		258,548		
NORTHERN COMMUNITY CENTRE TURF	113,130	185,215	277,451	20,894		23,815		
GFL MEMORIAL GARDENS	1,172,140	1,606,119	1,729,130	1,049,129		921,366		
FACILITY ADMINISTRATION	833,810	50,560	16,000	868,370		815,251		
FACILITIES-SUMMER STUDENTS	34,609	-	-	34,609		33,876		

# 2024 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

	2024			2024	% of	2023	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2023 levy	Net Tax Levy	from 2023	from 2023
GRECO POOL	66,711	19,081	-	85,792		82,611		
MANZO POOL	52,413	121,866	-	174,279		54,142		
DOWNTOWN PLAZA	140,474	155,575	-	296,049		138,333		
DOWNTOWN AMBASSADOR	-	95,913	31,971	63,942		31,971		
MILL MARKET	-	-	-	-		20,000		
MISCELLANEOUS CONCESSIONS	114,524	5,621	91,500	28,645		22,730		
CSD CENTRAL ADMINISTRATION	789,436	32,204	-	821,640		862,971		
TRANSIT	7,710,516	4,819,442	3,328,911	9,201,047		8,418,868		
SCHOOL GUARDS	300,850	3,605	-	304,455		302,735		
HUMANE SOCIETY	-	688,374	-	688,374		656,554		
CEMETERY OPERATIONS	967,127	855,387	1,328,887	493,627		416,913		
PARKING	94,762	489,674	299,636	284,800		211,770		
<b>TOTAL COMMUNITY SERVICES</b>	<b>16,747,338</b>	<b>11,926,876</b>	<b>10,197,725</b>	<b>18,476,489</b>	<b>12.9%</b>	<b>16,861,357</b>	<b>1,615,132</b>	<b>9.6%</b>
PLANNING	927,895	146,998	138,646	936,247		995,184		
ISAP - IMMIGRATION PROGRAM	190,234	49,415	239,649	-		-		
ECONOMIC DEVELOPMENT	728,681	294,647	244,970	778,358		731,678		
TOURISM & COMMUNITY DEVELOPMENT	882,563	901,308	827,823	956,048		946,146		
<b>OTHER COMMUNITY &amp; ENTERPRISE SERVICES</b>	<b>2,729,373</b>	<b>1,392,368</b>	<b>1,451,088</b>	<b>2,670,653</b>	<b>1.9%</b>	<b>2,673,008</b>	<b>(2,355)</b>	<b>-0.1%</b>
<b>COMMUNITY AND ENTERPRISE SERVICES</b>	<b>19,476,711</b>	<b>13,319,244</b>	<b>11,648,813</b>	<b>21,147,142</b>	<b>14.7%</b>	<b>19,534,365</b>	<b>1,612,777</b>	<b>8.3%</b>



# 2024 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

	2024			2024	% of	2023	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2023 levy	Net Tax Levy	from 2023	from 2023
PUBLIC HEALTH OPERATIONS	-	3,015,633	-	3,015,633		2,913,655		
DSSAB LEVY	-	20,740,607	-	20,740,607		20,039,234		
CONSERVATION AUTHORITY	-	610,075	-	610,075		557,001		
<b>TOTAL LEVY BOARDS</b>	<b>-</b>	<b>24,366,315</b>	<b>-</b>	<b>24,366,315</b>	<b>17.0%</b>	<b>23,509,890</b>	<b>856,425</b>	<b>3.6%</b>
POLICE SERVICES BOARD	-	38,956,531	-	38,956,531		33,266,836		
LIBRARY BOARD	-	3,230,803	-	3,230,803		3,083,089		
<b>TOTAL LOCAL BOARDS</b>	<b>-</b>	<b>42,187,334</b>	<b>-</b>	<b>42,187,334</b>	<b>29.4%</b>	<b>36,349,925</b>	<b>5,837,409</b>	<b>16.1%</b>
ART GALLERY OF ALGOMA	-	298,550	-	298,550		298,550		
SSM MUSEUM	-	260,000	-	260,000		260,000		
BUSH PLANE MUSEUM	-	175,000	-	175,000		175,000		
CULTURAL RECOGNITION	-	1,500	-	1,500		1,500		
CRIME STOPPERS	-	25,000	-	25,000		25,000		
MISC GRANT - ALGOMA UNIVERSITY	-	40,000	-	40,000		40,000		
MISC GRANT - PEE WEE ARENA	-	23,979	-	23,979		23,488		
MISC GRANT - OTHER SPORTS	-	5,000	-	5,000		5,000		
RED CROSS GRANT	-	250,000	200,000	50,000		50,000		
CULTURAL GRANTS	-	144,500	-	144,500		144,500		
INNOVATION CENTRE	-	277,890	-	277,890		277,890		
EDF BUDGET	-	500,000	-	500,000		500,000		
PHYSICIAN RECRUITMENT	-	220,000	130,000	90,000		90,000		
<b>TOTAL OUTSIDE AGENCIES &amp; GRANTS TO OTHERS</b>	<b>-</b>	<b>2,221,419</b>	<b>330,000</b>	<b>1,891,419</b>	<b>1.3%</b>	<b>1,890,928</b>	<b>491</b>	<b>0.0%</b>

# 2024 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

	2024			2024	% of	2023	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2023 levy	Net Tax Levy	from 2023	from 2023
TAXATION & CORPORATE FINANCIALS	-	17,864,238	52,867,552	(35,003,314)		(30,699,264)		
CAPITAL LEVY AND LONG TERM DEBT	-	8,843,931	-	8,843,931		9,058,339		
<b>TOTAL CORPORATE FINANCIALS</b>	-	26,708,169	52,867,552	(26,159,383)	-18.2%	(21,640,925)	(4,518,458)	20.9%
<b>TOTAL MUNICIPAL LEVY</b>	<b>70,769,534</b>	<b>144,847,629</b>	<b>71,689,727</b>	<b>143,927,436</b>		<b>134,304,141</b>	<b>9,623,295</b>	<b>7.17%</b>

# 2024 Budget

## MAYOR & COUNCIL

	2023	2024	\$	%
	BUDGET	BUDGET	Change	Change
			(2023 to 2024)	(2023 to 2024)
<b>REVENUE</b>				
<b>EXPENDITURES</b>				
Salaries	497,764	529,844	32,080	6.44%
Benefits	82,524	74,834	(7,690)	-9.32%
	580,288	604,678	24,390	4.20%
Travel and training	20,000	20,000	0	0.00%
Vehicle allowance, maintenance and repairs	35,675	35,675	0	0.00%
Materials and supplies	64,996	23,220	(41,776)	-64.27%
Purchased and contracted services	2,100	2,100	0	0.00%
Grants to others	35,000	35,000	0	0.00%
	157,771	115,995	(41,776)	-26.48%
	738,059	720,673	(17,386)	-2.36%
<b>TAX LEVY</b>	<b>738,059</b>	<b>720,673</b>	<b>(17,386)</b>	<b>-2.36%</b>
Full Time Positions	2.0	2.0	-	
Summer Students	1.0	1.0	-	

CHIEF ADMINISTRATIVE OFFICER

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

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

2024 objectives:

- Finalize and implement 2023-2027 Corporate Strategic Plan
- Transform the CAO office to a digital workplace complete with hardware, software and training
- Complete a comprehensive delegation by-law covering all delegations of Council authority to staff
- Prepare and implement a seamless transition to new leadership in the CAO position

# 2024 Budget

## CAO OFFICE

	2023	2024	\$	%
			Change	Change
	BUDGET	BUDGET	(2023 to 2024)	(2023 to 2024)
<b>REVENUE</b>				
<b>EXPENDITURES</b>				
Salaries	309,986	332,926	22,940	7.40%
Benefits	77,478	80,543	3,065	3.96%
	<b>387,464</b>	<b>413,469</b>	<b>26,005</b>	<b>6.71%</b>
Travel and training	4,260	4,260	0	0.00%
Vehicle allowance, maintenance and repairs	4,500	4,500	0	0.00%
Materials and supplies	13,591	13,591	0	0.00%
Purchased and contracted services	30	30	0	0.00%
Capital expense	150	150	0	0.00%
	<b>22,531</b>	<b>22,531</b>	<b>0</b>	<b>0.00%</b>
	<b>409,995</b>	<b>436,000</b>	<b>26,005</b>	<b>6.34%</b>
<b>TAX LEVY</b>	<b>409,995</b>	<b>436,000</b>	<b>26,005</b>	<b>6.34%</b>
Full Time Positions	2.0	2.0	-	
Summer Students	1.0	1.0	-	

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

### Planning and Enterprise Services Division

Community Development and Enterprise Services (CDES) consists of approximately 177 full-time staff and 242 part-time employees.

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



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

## Community Services Department

### Recreation and Culture Division

Recreation & Culture includes:

1. Seniors Services: Senior Drop-In Centre and the NCC 55+ Programming at the Northern Community Centre
2. Marinas: Roberta Bondar Park & Marina and Bellevue Marina as well as cruise ship & port security
3. Ermatinger-Clergue National Historic Site & Discovery Centre and staff liaison to the Historic Sites Board
4. Recreation: Northern Community Centre, John Rhodes Community Centre Pool, V.E. Greco Pool, Peter G. Manzo Pool
5. Scheduling of sport fields and green space, special events coordination, including Canada Day festivities
6. Locks operations in coordination with Parks Canada



7. Staff liaison to: Cultural Vitality Committee, Historic Sites Board, Municipal Heritage Committee, Parks & Recreation Advisory Committee and Mayor's Youth Advisory Council
8. Implementation of the Parks & Recreation Master Plan, as well as working with community partners on capital projects such as the splash pad and Rosedale Park Revitalization in 2022-2023
9. Downtown Plaza – the facility features an interactive fountain in the summer and an ice-skating feature during the winter months. In addition, there are play structures, a support building (change area with accessible washrooms), a digital screen, stage for performances and mobile units (offering food and retail options). Programming will continue through all four seasons to provide opportunities for activities for the Community in the downtown core.

## *Arenas Division*

Operation of the following facilities:

1. GFL Memorial Gardens
2. John Rhodes Community Centre
3. Northern Community Centre

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

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



## *Transit & Parking Division*

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

## *Cemeteries Division*

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





## Tourism and Community Development



### *Tourism*

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

### *Community Development*

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

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

Community Development Staff are responsible for the following initiatives:

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

## Economic Development

The Economic Development department is working to support the growth of local businesses, assist entrepreneurs in launching new ventures and attracting new businesses to Sault Ste. Marie. The team is divided into two distinct areas: the Business Development Manager is responsible for the Business Retention and Expansion Program focused on existing businesses, and the Manager of Business Attraction is responsible for attracting businesses to the City of Sault Ste. Marie.

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



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

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

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

## Local Immigration Partnership

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

# 2024 Budget

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

	2023 BUDGET	2024 BUDGET	\$	%
			Change (2023 to 2024)	Change (2023 to 2024)
<b>REVENUE</b>				
Fees and user charges	8,681,283	8,879,109	197,826	2.28%
Government grants (including OMPF)	2,123,705	2,123,705	0	0.00%
Contribution from own funds	609,265	519,294	(89,971)	-14.77%
Other income	249,662	126,705	(122,957)	-49.25%
	<b>11,663,915</b>	<b>11,648,813</b>	<b>(15,102)</b>	<b>-0.13%</b>
<b>EXPENDITURES</b>				
Salaries	14,602,863	15,395,392	792,529	5.43%
Benefits	3,879,946	4,081,319	201,373	5.19%
	<b>18,482,809</b>	<b>19,476,711</b>	<b>993,902</b>	<b>5.38%</b>
Travel and training	186,567	190,126	3,559	1.91%
Vehicle allowance, maintenance and repairs	1,090,218	1,119,909	29,691	2.72%
Utilities and fuel	3,870,290	4,055,302	185,012	4.78%
Materials and supplies	1,166,635	1,081,211	(85,424)	-7.32%
Maintenance and repairs	1,344,118	1,421,417	77,299	5.75%
Program expenses	169,540	169,540	0	0.00%
Goods for resale	621,971	622,071	100	0.02%
Rents and leases	90,255	90,255	0	0.00%
Taxes and licenses	173,250	179,970	6,720	3.88%
Financial expenses	97,187	101,187	4,000	4.12%
Purchased and contracted services	2,193,458	2,027,907	(165,551)	-7.55%
Grants to others	66,500	104,500	38,000	57.14%
Transfer to own funds	1,576,913	2,081,270	504,357	31.98%
Capital expense	68,569	74,579	6,010	8.76%
	<b>12,715,471</b>	<b>13,319,244</b>	<b>603,773</b>	<b>4.75%</b>
	<b>31,198,280</b>	<b>32,795,955</b>	<b>1,597,675</b>	<b>5.12%</b>
<b>TAX LEVY</b>	<b>19,534,365</b>	<b>21,147,142</b>	<b>1,612,777</b>	<b>8.26%</b>

# 2024 Budget

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

	2023 BUDGET	2024 BUDGET	\$	%
			Change (2023 to 2024)	Change (2023 to 2024)
Humane Society	656,554	688,374	31,820	4.85%
Local Immigration Partnership	0	0	0	0.00%
Economic Development	731,678	778,358	46,680	6.38%
Tourism and Community Development	946,146	956,048	9,902	1.05%
Planning	995,184	936,247	(58,937)	-5.92%
Parking	211,770	284,800	73,030	34.49%
Cemetery Operations	416,913	493,627	76,714	18.40%
Transit	8,418,868	9,201,047	782,179	9.29%
School Guards	302,735	304,455	1,720	0.57%
Recreation and Culture	1,899,288	1,961,918	62,630	3.30%
Locks Operations	37,554	42,367	4,813	12.82%
Community Centres:				
John Rhodes Community Centre	1,652,061	1,771,005	118,944	7.20%
Northern Community Centre	282,363	306,441	24,078	8.53%
GFL Memorial Gardens	921,366	1,049,129	127,763	13.87%
Downtown Plaza	138,333	296,049	157,716	114.01%
Downtown Ambassador	31,971	63,942	31,971	100.00%
Mill Market	20,000	0	(20,000)	-100.00%
Outdoor Pools/Miscellaneous Concessions	159,483	288,716	129,233	81.03%
Facility Administration	849,127	902,979	53,852	.34%
CSD Administration	862,971	821,640	(41,331)	-4.79%
	19,534,365	21,147,142	1,612,777	8.26%
Full Time Positions	171.0	170.0	(1.0)	
Part Time Hours	151,605.9	158,138.5	6,532.6	
Summer Students	50.0	50.0	-	

## CORPORATE SERVICES

### Clerk's Department

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

#### *Administration*

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

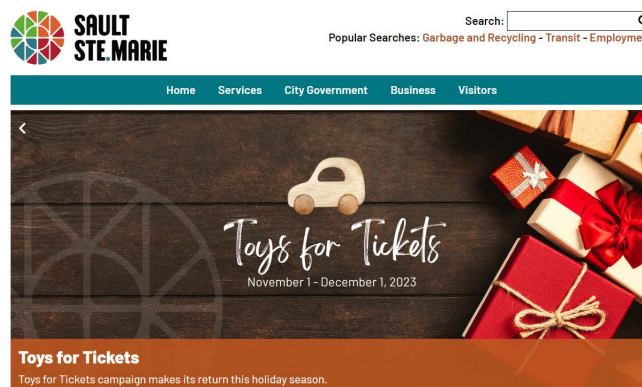


- Council and committee administration
- Vital statistics (cemetery business transactions, issuing of marriage licences, death registrations)
- Administration of lottery and general licensing
- Supporting corporate strategic plan coordination
- Corporate records management
- Municipal election administration

#### *Corporate Communications*

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

- Public and media relations/communications
- Website/social media content management
- Corporate intranet content management



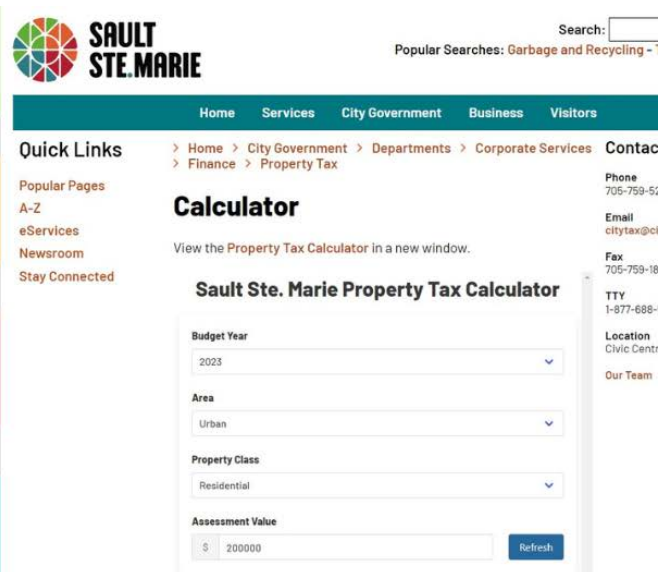
#### *Office Services*

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

## Finance

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

The department consists of four divisions.



### *Administration/Treasury*

- Long-term financial planning focusing on
  - Sustainability in providing/maintaining existing services without increasing taxes or decreasing services
  - Flexibility to change debt or tax burden in meeting financial obligations
  - Vulnerability of dependence on funding sources outside the control of the City
- Financial policy development to ensure transparency and accountability
- Tax policy and tax rate development
- Prepares the annual Financial Statements and Financial Information Return for the Province and all other financial reports for the senior levels of government
- Budget control
- Financial analysis and cash management
- Budget preparation and support for all departments

## *Accounting*

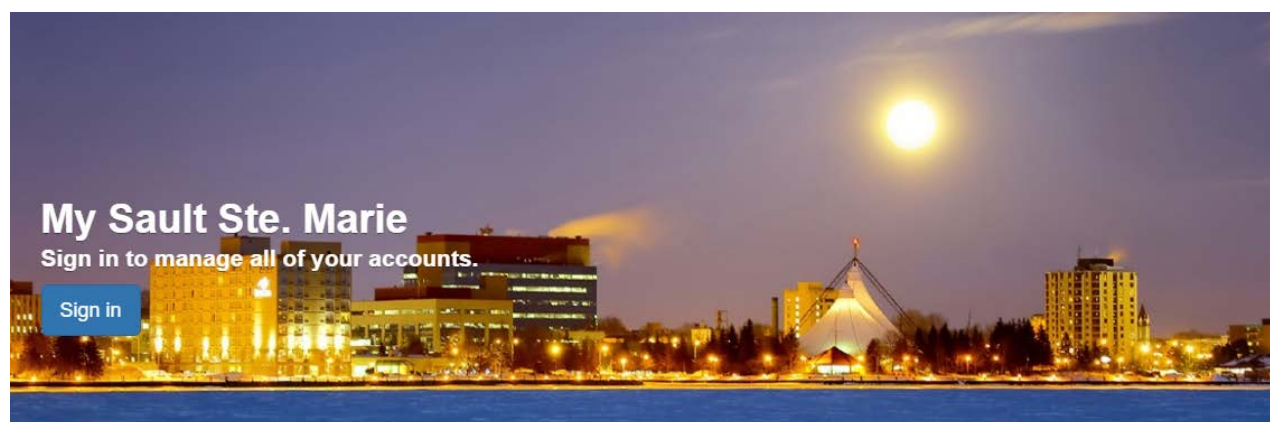
- Provides general accounting services to all City departments in the areas of payroll, general ledger reporting, accounts payable, accounts receivable, HST reporting and accounting support services
- Updates and maintains control over tax receivable systems and is responsible for the central collection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

## *Tax*

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

## *Purchasing*

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



## Information Technology

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

### Innovator

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

### Broker

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

### Integrator

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

### Orchestrator

- Coordinate across service providers, manage solution delivery
- Responsible for application maintenance and development
- Be the data steward for the organization, including ownership of the data architecture
- Data backup and security; network server administration; network infrastructure administration; desktop administration; help desk support; support of all corporate communication and technology, including mobile devices and telephone systems





# 2024 Budget

## CORPORATE SERVICES

	2023	2024	Change	
			\$	%
	BUDGET	BUDGET	(2023 to 2024)	(2023 to 2024)
<b>REVENUE</b>				
Fees and user charges	121,840	126,643	4,803	3.94%
Contribution from own funds	50,000		(50,000)	-100.00%
Other income	119,317	119,666	349	0.29%
	<b>291,157</b>	<b>246,309</b>	<b>(44,848)</b>	<b>-15.40%</b>
<b>EXPENDITURES</b>				
Salaries	3,847,123	3,925,987	78,864	2.05%
Benefits	1,043,257	1,024,743	(18,514)	-1.77%
	<b>4,890,380</b>	<b>4,950,730</b>	<b>60,350</b>	<b>1.23%</b>
Travel and training	19,564	19,564	0	0.00%
Vehicle allowance, maintenance and repairs	620	620	0	0.00%
Materials and supplies	295,519	400,874	105,355	35.65%
Maintenance and repairs	1,004,660	1,523,520	518,860	51.65%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	3,000	3,000	0	0.00%
Financial expenses	60,500	30,500	(30,000)	-49.59%
Purchased and contracted services	795,728	751,031	(44,697)	-5.62%
Grants to others	2,000	2,000	0	0.00%
Transfer to own funds	85,000	85,000	0	0.00%
Capital expense	105,850	105,850	0	0.00%
	<b>2,391,641</b>	<b>2,941,159</b>	<b>549,518</b>	<b>22.98%</b>
	<b>7,282,021</b>	<b>7,891,889</b>	<b>609,868</b>	<b>8.37%</b>
<b>TAX LEVY</b>	<b>6,990,864</b>	<b>7,645,580</b>	<b>654,716</b>	<b>9.37%</b>

# 2024 Budget

## CORPORATE SERVICES

	2023 BUDGET	2024 BUDGET	\$	%
			Change (2023 to 2024)	Change (2023 to 2024)
Information Technology	3,170,068	3,602,449	432,381	13. 4%
Finance Department	2,654,684	2,765,837	111,153	4.19%
Clerk's Department	1,166,112	1,277,294	111,182	9.53%
	6,990,864	7,645,580	654,716	9.37%
Full Time Positions	46.0	45.0	(1.0)	
Part Time Hours	1,170.0	1,170.0	-	
Summer Students	4.0	4.0	-	

## FIRE SERVICES



The Sault Ste. Marie Fire Service enters the 2024 budget process operating in a sustainable, efficient and cost-effective manner. The end goal is to provide proper emergency service response to our community. Fire Services will continue with the implemented cost recoveries as well as third party recoveries for insured perils. In 2024, an update to the Community Risk Assessment and Fire Master Plan will be completed and presented to the Mayor and Council. This will provide a strategic framework for the delivery of fire protection services.

### **Fire Services Overview**

#### *Administration*

This area consists of the Fire Chief, Deputy Fire Chief, Office Supervisor, and Administrative Clerks. The Fire Chief, as described in the Fire Protection and Prevention Act (FPPA) is responsible through the CAO to the Mayor and Council for the delivery of fire protection services. Council ultimately sets the level of service for the municipality, based on local needs and circumstances. Fire Administration oversees and directs the day-to-day operations including current and long-range strategic planning, capital and operational budgets, fleet management, labour relations and policy development.

## FIRE SERVICES

### *Fire Operations*

This area consists of Platoon Chiefs, Captains, Firefighters, Training Officer, Communications Operator and is overseen by the Deputy Fire Chief. There are 80 Firefighters that make up 4 Platoons. Each Platoon consists of 20 staff, with a daily minimum staffing level of 16 on duty at all times. Apparatus are deployed from 4 Fire Stations. Core responses for the Operations include: Fire Suppression, Medical Responses, Auto-extrication and Fire Alarm responses. The Training Officer is responsible for ensuring the service is compliant with standards for training through the Ministry of Labour, Ontario Fire College and the Ontario Fire Marshal.

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

This area is overseen by the Deputy Chief and consists of Fire Prevention Officers, Public Education Officer and the Fire Prevention Planner. The Fire Prevention division ensures the municipality achieves the mandatory compliance of the FPPA. The primary goal is to ensure fire safety for the citizens of our community. This is accomplished through the "Three Lines of Defense": 1) Public Education 2) Fire Safety Standards/Enforcement 3) Emergency Response. The Fire Prevention division prides itself in providing a proactive approach to fire and life safety for our community. The division is mandated to follow up on all complaints and requests as well as, perform comprehensive inspections. In doing so, officers routinely discover Fire Code infractions and issue compliance orders as a result. The primary public education programs are- primary school program, secondary school program, Fire Prevention Week/C.O. Awareness, Project ASAP (Assisting Seniors Awareness Program)

# Open House

**FIRE STATION #2**

**FIRE PREVENTION WEEK**

Learn about fire safety and how your fire service works.

Join us for education, information, fire extinguisher training and an M&M's BBQ.

**Saturday, October 7th, 2023**

11:00 AM - 2:00 PM



Cooking safety starts with YOU.

Pay attention to fire prevention.



NPPA FIRE PREVENTION WEEK

fpw.org



📞 (705) 949 - 3333 EXT. 2246

✉️ FIRE@CITYSSM.ON.CA

📍 363 SECOND LINE WEST

# Open House

**FIRE STATION #3**

**FIRE PREVENTION WEEK**

Learn about fire safety and how your fire service works.

Join us for education, information, fire extinguisher training and an M&M's BBQ.

**Saturday, October 14th, 2023**

11:00 AM - 2:00 PM



Cooking safety starts with YOU.

Pay attention to fire prevention.



NPPA FIRE PREVENTION WEEK

fpw.org



📞 (705) 949 - 3333 EXT. 2246

✉️ FIRE@CITYSSM.ON.CA

📍 100 BENNET BLVD.

## *Community Emergency Management*

Emergency Management has the responsibility of the coordination, development and implementation of prevention, mitigation, preparedness, response and recovery strategies to maximize the safety and resiliency of our residents. The City's Emergency Management Program is constantly adapting to reflect the changing landscape of risk and provide the best service to our citizens. Under the direction of the Community Emergency Management Coordinator (CEMC), it is the responsibility of the municipality to complete the mandatory annual program requirements outlined in the Emergency Management and Civil Protection Act. The Emergency Management Control Group consists of the following members: Chief Administrative Officer, Deputy CAO – Clerk Corporate Services, Deputy CAO- Community Development & Enterprise Services, Deputy CAO- Public Works & Engineering Services, CEMC and Corporate Communications Officer.


## *Support Services*

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

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

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

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



Public Education

Prevention

Inspection

# 2024 Budget

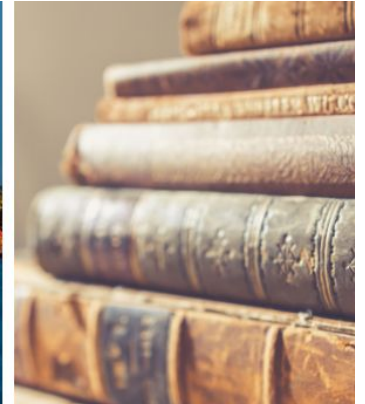
## FIRE SERVICES

	2023	2024	\$	%
	BUDGET	BUDGET	Change	Change
			(2023 to 2024)	(2023 to 2024)
<b>REVENUE</b>				
Fees and user charges	802,615	912,613	109,998	13.70%
Other income	3,375	3,375	0	0.00%
	<u>805,990</u>	<u>915,988</u>	<u>109,998</u>	<u>13.65%</u>
<b>EXPENDITURES</b>				
Salaries	11,304,060	11,828,718	524,658	4.64%
Benefits	3,344,939	3,420,042	75,103	2.25%
	<u>14,648,999</u>	<u>15,248,760</u>	<u>599,761</u>	<u>4.09%</u>
Travel and training	121,220	121,220	0	0.00%
Vehicle allowance, maintenance and repairs	220,100	244,600	24,500	11.13%
Utilities and fuel	337,000	363,000	26,000	7.72%
Materials and supplies	285,920	293,228	7,308	2.56%
Maintenance and repairs	150,319	165,636	15,317	10.19%
Financial expenses	2,500	4,000	1,500	60.00%
Purchased and contracted services	19,300	20,800	1,500	7.77%
Transfer to own funds	380,689	390,273	9,584	2.52%
Capital expense	60,566	60,566	0	0.00%
	<u>1,577,614</u>	<u>1,663,323</u>	<u>85,709</u>	<u>5.43%</u>
	<u>16,226,613</u>	<u>16,912,083</u>	<u>685,470</u>	<u>4.22%</u>
<b>TAX LEVY</b>	15,420,623	15,996,095	575,472	3.73%

# 2024 Budget

## FIRE SERVICES

	2023 BUDGET	2024 BUDGET	\$	%
			Change (2023 to 2024)	Change (2023 to 2024)
Community Emergency Management	133,919	140,398	6,479	4.84%
Administration	1,670,521	1,601,440	(69,081)	-4.14%
Suppression	11,690,328	12,235,585	545,257	4.66%
Prevention	886,796	883,348	(3,448)	-0.39%
Support Services	1,039,059	1,135,324	96,265	9.26%
	15,420,623	15,996,095	575,472	3.73%
Full Time Positions	99.0	99.0	-	
Summer Students	2.0	2.0	-	



### Legal Department

The Legal Department consists of the Legal Division, Provincial Offences Division, and the Human Resources department.

#### **Legal Department**

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

The Legal Department provides a broad range of legal services to all branches of the City's operations. The service is both reactive and proactive and involves not only responding to immediate daily and ongoing needs for legal services and advice but also involves proactive steps to reduce potential liability by identifying possible problem areas. Also, we advise staff on new legislation.

The objectives of the Legal Department in general are:

- To provide legal advice to City Council and City staff;
- To process and draft legal reports to Council and the accompanying by-laws;
- To prepare all by-laws and by-law amendments for the Council agenda;
- To review agreements from outside entities, and to draft initial agreements on new matters;
- To provide legal research and opinions;
- To draft leases, licenses of occupation, easements, and encroachments, and to complete expropriations and real estate transactions;
- To receive and prepare all Freedom of Information requests;
- To process all claims made against the City and liaise with the City's Third Party Adjusters and
- legal counsel in negotiating and administering same;
- To represent the City and give advice with respect to all lawsuits which may be brought on behalf
- of or against the City



- To control and monitor the City's insurance coverage; To sell the City's surplus property;
- To prosecute persons charged with offences contrary to City by-laws and various Provincial
- legislation; and
- To represent the City before various courts and tribunals.

### **Insurance and Risk Management**

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

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

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

On February 28, 2021, the City entered the first year of its current 3-year insurance program with Intact Public Entities and is preparing the information needed for a new RFP for February 2024.



## Provincial Offences Office Administration

In 1998, the Provincial Offences Act (POA) was amended to allow the Attorney General to enter into agreements with municipalities permitting them to undertake the responsibilities of the POA Administration and court support.

The Provincial Offences Act (POA) is a provincial statute that sets out procedures for prosecuting offences, regulations, and Municipal by-laws. The City of Sault Ste. Marie currently carries responsibility for the delivery of administrative, prosecutorial and court support functions for ticket violations/driving offences issued by Police Officers and other various enforcement agencies, as well as Bylaw, Building and Fire charges. This represents approximately 10,000 to 15,000 charges per year. The Algoma catchment area covers an area from east of Thessalon to North of Wawa.

The POA Division is comprised of one Prosecutor, One Court Liaison Supervisor, three Court Administrators, one Court Reporter and one POA Prosecution Clerk. The court typically sits three days a week in Sault Ste. Marie and approximately four times a year in Wawa.

Since the Global pandemic the Ministry of Attorney General has assisted the POA Courts in streamlining and modernizing the POA Court system by allowing both in-person and remote appearances. The hybrid model has also been incorporated to offer more options for defendants, Counsel, and witnesses.

The download of all Part III offences from the Province to the City is pending but has not yet occurred. In order for that step to take place the City and Province need to amend the Memorandum of Understanding (“MOU”) which covered the administration and prosecution of Part I and II Offences originally. Also, because the Sault Ste. Marie POA Office handles all POA offences for the Algoma Catchment area, the City formalized an Agreement with these municipal partners which covers the prosecution and administration of these offences. Prior to the download, the City will need to consult and formalize a new agreement with our municipal partners, including the police agencies involved, and the Crown. Finally, the download will add a significant workload to administration and prosecution.

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## City By-laws

These by-laws are provided for public information only and should not be used in place of certified copies which can be obtained through the City Clerk's Department, Level 4, Civic Centre. Every effort is made to ensure that the by-laws on this web site are accurate and contain the latest amendments; however, the Corporation of the City of Sault Ste. Marie cannot guarantee the accuracy of information provided here.

For more details or assistance regarding City by-laws, please contact the Legal Department at: 705-759-5400

### Phone

705-759-5400

### Fax

705-759-5405

### TTY

1-877-688-5528

### Location

Civic Centre - Level 4

### Our Team

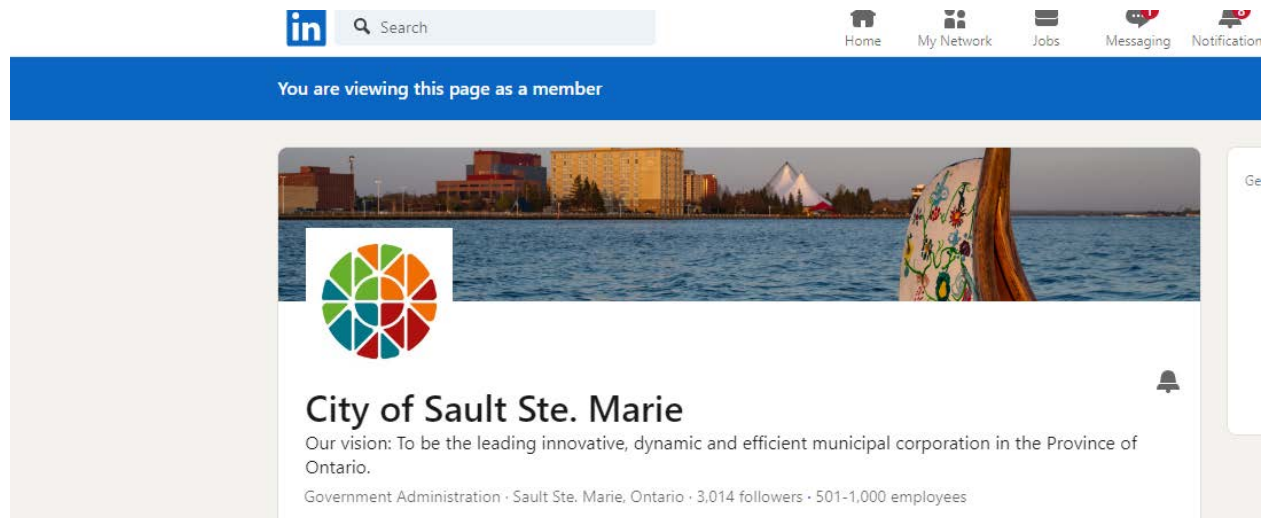
	By-laws	By-law Description
Animals	2019-117	Animal Care and Control

## Human Resources Department

The Human Resources department conducts negotiations and administers six (6) collective agreements directly while providing assistance on up to four (4) others. The Department develops human resource policies and procedures as required and ensures corporate compliance.

### Administration

Human Resources carries out labour relations, recruitment, corporate training programs and seniority administration; maintains employee HR files and manages the job evaluation process. The department is responsible for administration of legislative changes (ESA, OHSA, OLRA, Human Rights) and associated costs of arbitrations, pension/benefit administration costs, etc. Assistance is also provided to various boards (Police and Library) as required.



### Health and Safety

The Health and Safety Division prepares and monitors policies and safety training programs as well as related reporting. A primary focus is on accident prevention. Involved with/ Primary Lead on the acquisition and implementation of a Learning Management System.

## ComfortZone

**Safety Meeting**  
Read this part of the meeting aloud

### How to deal with the shorter winter days

Today's safety meeting discusses how you might feel when you turn your clocks back an hour.

The clocks are going back an hour in most parts of the country, signifying that the shorter daylight hours of winter are upon us. It's no secret that less daylight can affect your mood, your health and your general state of mind.

If you are a person who works evening or late shifts, you know how the lack of daylight hours can affect you. A similar effect can happen to all of us during winter, and especially after the clocks go back an hour. You may find it difficult to concentrate while you

### *Return to Work Management*

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



### *Recruitment and Training*

The Recruitment and Training Coordinator provides various Corporate Training initiatives within existing budgets. This position facilitates talent acquisition across the Corporation in both union and non-union environments. Heavily involved with the acquisition and implementation of a Learning Management System for the Corporation.

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

# 2024 Budget

## LEGAL DEPARTMENT

	2023	2024	\$	%
	BUDGET	BUDGET	Change	Change
			(2023 to 2024)	(2023 to 2024)
<b>REVENUE</b>				
Fees and user charges	1,535,037	1,535,037	0	0.00%
Government grants (including OMPF)	1,540	1,540	0	0.00%
	<b>1,536,577</b>	<b>1,536,577</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENDITURES</b>				
Salaries	2,091,978	2,228,104	136,126	6.51%
Benefits	1,621,950	1,643,904	21,954	1.35%
	<b>3,713,928</b>	<b>3,872,008</b>	<b>158,080</b>	<b>4.26%</b>
Travel and training	106,306	117,706	11,400	10.72%
Vehicle allowance, maintenance and repairs	300	950	650	216.67%
Materials and supplies	116,934	111,766	(5,168)	-4.42%
Maintenance and repairs	5,389	5,389	0	0.00%
Rents and leases	79,302	79,302	0	0.00%
Taxes and licenses	2,289,098	2,703,222	414,124	18.09%
Purchased and contracted services	562,207	551,507	(10,700)	-1.90%
Capital expense	28,400	28,400	0	0.00%
	<b>3,187,936</b>	<b>3,598,242</b>	<b>410,306</b>	<b>12.87%</b>
	<b>6,901,864</b>	<b>7,470,250</b>	<b>568,386</b>	<b>8.24%</b>
<b>TAX LEVY</b>	<b>5,365,287</b>	<b>5,933,673</b>	<b>568,386</b>	<b>10.59%</b>

# 2024 Budget

## LEGAL DEPARTMENT

	2023	2024	\$	%
			Change	Change
	BUDGET	BUDGET	(2023 to 2024)	(2023 to 2024)
Legal Department	844,960	916,951	71,991	8.52%
Insurance	2,288,978	2,703,222	414,244	18.10%
Provincial Offences Act	(300,099)	(257,902)	42,197	-14.06%
Human Resources Department	2,531,448	2,571,402	39,954	1.58%
	5,365,287	5,933,673	568,386	10.59%
Full Time Positions	24.0	24.0	-	
Summer Students	3.0	3.0	-	

## PUBLIC WORKS AND ENGINEERING SERVICES

### Public Works Operations



Public Works is organized into six divisions with the main site located at 128 Sackville Road. The areas of responsibility include 24-hour service, seven days per week during winter control, along with seasonal construction work throughout our summer months. It also encompasses the City Landfill and Household Hazardous Waste Site located on Fifth Line East.



### Administration

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

### **Works**

- The Works Division is responsible for the maintenance of all roadways including sidewalks and underground infrastructure such as sanitary and storm sewers in addition to storm water management ponds.
- During the summer months, maintenance includes pothole patching, curb/sidewalk repairs, ditching, culvert repair, gravel repair, bridge and guide rail repair, litter clean up, lawn restorations, repairs to sanitary and storm systems and residential sewer laterals, pump station maintenance and repairs, along with catch basin and manhole repairs and rebuilds.
- During winter control, our crews focus on snow plowing, snow removal, sanding/salting the roadways and spring time includes our street sweeping program.



### **Buildings and Equipment**

- Mechanics/Welders and Service/Trades people maintain \$16 million in related buildings and infrastructure and service and repair \$36.5 million in equipment.
- PW underwent an extensive Fleet Management Practices review in 2021. The study consisted of four main components: Fleet benchmarking, cost of services, management practices review and a rightsizing study. Areas of improvement were identified which include Fleet Renewal, Garage Services, Fleet Management Information System (FMIS) and Rate Development and Chargeback System.
- In 2022, PW and Mercury have worked together to develop a baseline practical replacement plan for vehicle renewal and capital funding. Business Requirement Documents are being finalized outlining Public Works' Garage Services' functions and will be utilized in the development and implementation of a new Fleet Management Information System (FMIS), if approved by Council in 2024.



## Parks

- Provides care and maintenance of 74 park locations, which include Bellevue Park, Pointe Des Chênes, Clergue and John Rowswell Park.
- Of the 74 neighborhood park locations, 62 sites include playground apparatus. It is the responsibility of Parks staff to inspect and maintain playground equipment in compliance with CSA Standards, monthly.
- Maintains 12 ball fields, 20 soccer fields, 2 football fields, 1 cricket pitch, 2 9-hole disc golf courses and the Bellevue Park Splash Pad.
- Provides care and maintenance to all three sports complexes, which include Strathclair, Queen Elizabeth and Elliott Park.
- During the summer, crews cut nearly 1000 acres of grass every seven working days. The crews also maintain cul-de-sacs, boulevards and vacant City owned land.



- Maintains outdoor sports complexes, tennis and pickleball courts and over 26 km of hub trails including the waterfront boardwalk.
- During winter months, crews maintain City outdoor rinks, Clergue Park Skating Trail and the Art Jennings Speed Skating Oval along with, winter walking trails, toboggan hills and parking lots.
- Forestry is responsible for removing hazardous trees as needed and during weather events, maintaining the health of all City trees, beautifying park settings, tree planting in new subdivisions and parks as well as, maintaining traffic light and sign clearances.
- Horticulture is responsible for propagating and maintaining 216 flowerbeds, 242 hanging plants and 165 planters throughout the City along with maintaining the Bellevue Park and City Hall Horticultural Show Houses.

## Traffic & Communication

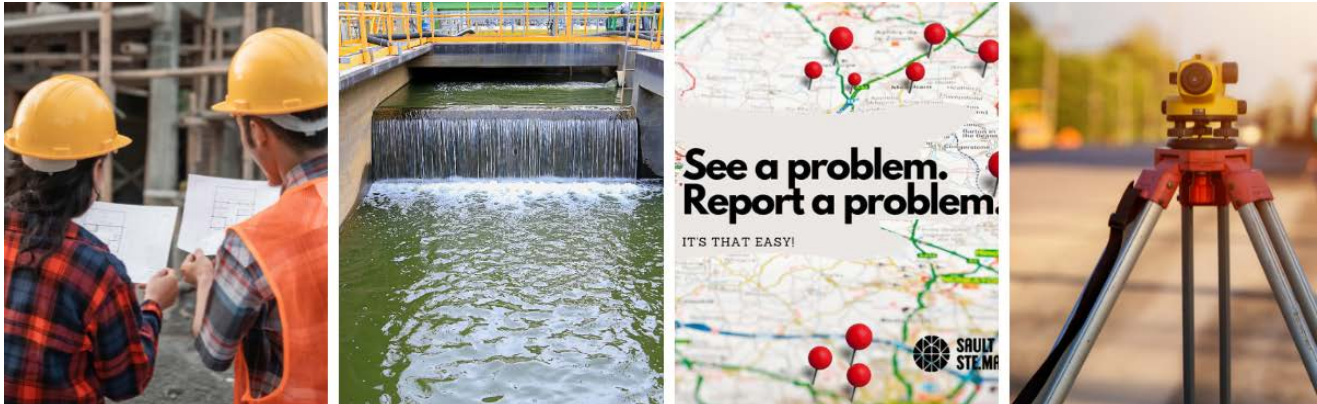
- This area maintains 78 signalized intersections
  - Nine Pedestrian Crossings (PXO's)
  - Two School Zone Warning flashers
  - Five All-Way Stop flashing intersections
  - 32 warning flasher locations
- Approximately 530 km of line painting
- Approximately 80 km of intersection markings
- 22,000+ regulatory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



## Waste Management

- Oversees the environmentally safe disposal of municipal solid waste of approximately 70,000 tonnes annually and the diversion of recyclable and hazardous materials. This includes management of the 84 hectare City owned landfill at Fifth Line East.
- Oversees the municipal leaf and yard waste composting program of approximately 1500 tonnes annually to divert this material from the Landfill.
- Administers the contracts for curbside refuse collection and recycling for approximately 30,000 households weekly.
- Oversees City forces for curbside solid waste refuse collection for approximately 30,000 households weekly. Recycling curbside collection is the responsibility of Circular Materials Ontario and Green For Life (GFL) as of September 30, 2023.
- Oversees the operation and collection of household hazardous waste to divert this material from the landfill.





## Engineering Division

### *Engineering Design & Construction*

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

### *Building Services*

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



### ***Administration***

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

### **BUILDING DIVISION**

- Includes the Chief Building Official, Building Inspectors, Plans Examiners, By-Law Enforcement Officers and support staff.
- Work cooperatively with the industry to ensure all building construction in the community meets provincial building code and municipal zoning by-laws.
- Ensure that all construction meets minimum standards for Health & Safety, Accessibility, Fire & Structural Protection of buildings.
- Accomplishes mandate through:
  - Plans examination and building inspection
  - Interpreting and applying the Ontario Building Code, By-Laws, other regulations as required by applicable law.

### ***By-Law Enforcement***

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

# 2024 Budget

## PUBLIC WORKS

	2023	2024	\$	%
	BUDGET	BUDGET	Change	Change
			(2023 to 2024)	(2023 to 2024)
<b>REVENUE</b>				
Fees and user charges	2,337,007	2,340,246	3,239	0.14%
Government grants (including OMPF)	568,703	64,000	(504,703)	-88.75%
Contribution from own funds	5,000	5,000	0	0.00%
Other income	90,000	90,000	0	0.00%
	<b>3,000,710</b>	<b>2,499,246</b>	<b>(501,464)</b>	<b>-16.71%</b>
<b>EXPENDITURES</b>				
Salaries	15,616,472	17,010,846	1,394,374	8.93%
Benefits	4,505,969	4,706,732	200,763	4.46%
	<b>20,122,441</b>	<b>21,717,578</b>	<b>1,595,137</b>	<b>7.93%</b>
Travel and training	88,990	88,990	0	0.00%
Vehicle allowance, maintenance and repairs	2,383,958	2,381,045	(2,913)	-0.12%
Utilities and fuel	2,249,104	2,314,027	64,923	2.89%
Materials and supplies	3,785,212	4,055,460	270,248	7.14%
Taxes and licenses	90,455	95,544	5,089	5.63%
Financial expenses	5,000	5,000	0	0.00%
Purchased and contracted services	3,369,405	2,342,792	(1,026,613)	-30.47%
Transfer to own funds	3,704,294	5,159,772	1,455,478	39.29%
Capital expense	76,600	76,600	0	0.00%
Less: recoverable costs	(255,130)	(255,130)	0	0.00%
	<b>15,497,888</b>	<b>16,264,100</b>	<b>766,212</b>	<b>4.94%</b>
	<b>35,620,329</b>	<b>37,981,678</b>	<b>2,361,349</b>	<b>6.63%</b>
<b>TAX LEVY</b>	<b>32,619,619</b>	<b>35,482,432</b>	<b>2,862,813</b>	<b>8.78%</b>

# 2024 Budget

## PUBLIC WORKS

	2023 BUDGET	2024 BUDGET	\$	%
			Change (2023 to 2024)	Change (2023 to 2024)
Operations				
Works	3,281,305	3,512,069	230,764	7.03%
Roadways	3,652,860	3,984,203	331,343	9.07%
Sidewalks	1,147,274	1,315,651	168,377	14.68%
Winter Control	6,694,764	7,005,312	310,548	4.64%
Sanitary Sewers	2,321,880	2,494,435	172,555	7.43%
Storm Sewers	691,920	736,343	44,423	6.42%
Traffic & Communications	1,932,451	2,039,896	107,445	5.56%
Carpentry	788,286	825,844	37,558	4.76%
Administration	1,679,322	1,732,524	53,202	3.17%
Buildings & Equipment	2,242,048	3,025,331	783,283	34.94%
Waste Management	4,278,886	4,639,097	360,211	8.42%
Parks	3,908,623	4,171,727	263,104	6.73%
	<b>32,619,619</b>	<b>35,482,432</b>	<b>2,862,813</b>	<b>8.78%</b>
Full Time Positions	219.0	219.0	-	
Summer Students	63.0	63.0	-	

# 2024 Budget

## ENGINEERING

	2023	2024	\$	%
	BUDGET	BUDGET	Change	Change
			(2023 to 2024)	(2023 to 2024)
<b>REVENUE</b>				
Fees and user charges	1,346,540	1,386,753	40,213	2.99%
Government grants (including OMPF)	174,721	174,721	0	0.00%
Contribution from own funds	160,878	83,768	(77,110)	-47.93%
	<b>1,682,139</b>	<b>1,645,242</b>	<b>(36,897)</b>	<b>-2.19%</b>
<b>EXPENDITURES</b>				
Salaries	3,353,918	3,577,434	223,516	6.66%
Benefits	879,500	908,166	28,666	3.26%
	<b>4,233,418</b>	<b>4,485,600</b>	<b>252,182</b>	<b>5.96%</b>
Travel and training	25,450	42,650	17,200	67.58%
Vehicle allowance, maintenance and repairs	29,852	30,893	1,041	3.49%
Utilities and fuel	5,259,192	5,578,987	319,795	6.08%
Materials and supplies	208,955	209,686	731	0.35%
Maintenance and repairs	233,400	247,725	14,325	6.14%
Financial expenses	1,428	1,400	(28)	-1.96%
Purchased and contracted services	4,106,861	4,708,842	601,981	14.66%
Transfer to own funds	638,535	559,756	(78,779)	-12.34%
Capital expense	60,559	59,859	(700)	-1.16%
	<b>10,564,232</b>	<b>11,439,798</b>	<b>875,566</b>	<b>8.29%</b>
	<b>14,797,650</b>	<b>15,925,398</b>	<b>1,127,748</b>	<b>7.62%</b>
<b>TAX LEVY</b>	<b>13,115,511</b>	<b>14,280,156</b>	<b>1,164,645</b>	<b>8.88%</b>

# 2024 Budget

## ENGINEERING

	2023	2024	\$	%
	BUDGET	BUDGET	Change	Change
			(2023 to 2024)	(2023 to 2024)
Building Permit/Inspection	178,062	195,864	17,802	10.00%
Design	2,072,341	2,221,464	149,123	7.20%
Administration	117,471	128,670	11,199	9.53%
Building Services	1,413,054	1,449,743	36,689	2.60%
Hydrants	1,440,000	1,515,000	75,000	5.21%
Street Lighting	1,502,500	1,746,500	244,000	16.24%
Sewage Disposal System	5,869,903	6,483,159	613,256	10.45%
Environmental Clean Up	20,000	20,000	0	0.00%
Miscellaneous Construction	502,180	519,756	17,576	3.50%
	13,115,511	14,280,156	1,164,645	8.88%
Full Time Positions	46.0	46.0	-	
Summer Students	9.0	9.0	-	



# 2024 Budget

## LEVY BOARDS

	2023	2024	\$	%
			Change	Change
	BUDGET	BUDGET	(2023 to 2024)	(2023 to 2024)
<b>REVENUE</b>				
<b>EXPENDITURES</b>				
Grants to others	23,509,890	24,366,315	856,425	3.64%
	23,509,890	24,366,315	856,425	3.64%
	23,509,890	24,366,315	856,425	3.64%
<b>TAX LEVY</b>	<b>23,509,890</b>	<b>24,366,315</b>	<b>856,425</b>	<b>3.64%</b>

# 2024 Budget

## OUTSIDE AGENCIES & GRANTS TO OTHERS

	2023	2024	\$	%
	BUDGET	BUDGET	Change	Change
			(2023 to 2024)	(2023 to 2024)
<b>REVENUE</b>				
Fees and user charges	130,000	130,000	0	0.00%
Government grants (including OMPF)	200,000	200,000	0	0.00%
	<b>330,000</b>	<b>330,000</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENDITURES</b>				
Grants to others				
Police Services Board	33,266,836	38,956,531	5,689,695	17.10%
Library Board	3,003,089	3,150,803	147,714	4.92%
Art Gallery of Algoma	298,550	298,550	0	0.00%
SSM Museum	260,000	260,000	0	0.00%
Bush Plane Museum	175,000	175,000	0	0.00%
Cultural Recognition	1,500	1,500	0	0.00%
Crime Stoppers	25,000	25,000	0	0.00%
Algoma University	40,000	40,000	0	0.00%
Pee Wee Arena	23,488	23,979	491	2.09%
Other Sports	5,000	5,000	0	0.00%
Red Cross Grant	250,000	250,000	0	0.00%
Cultural Grants	144,500	144,500	0	0.00%
Innovation Centre	277,890	277,890	0	0.00%
Physician Recruitment	220,000	220,000	0	0.00%
Transfer to own funds	580,000	580,000	0	0.00%
	<b>38,570,853</b>	<b>44,408,753</b>	<b>5,837,900</b>	<b>15.14%</b>
	<b>38,570,853</b>	<b>44,408,753</b>	<b>5,837,900</b>	<b>15.14%</b>
<b>TAX LEVY</b>	<b>38,240,853</b>	<b>44,078,753</b>	<b>5,837,900</b>	<b>15.27%</b>

# 2024 Budget

## CORPORATE - FINANCIALS

	2023	2024	\$	%
			Change	Change
	BUDGET	BUDGET	(2023 to 2024)	(2023 to 2024)
<b>REVENUE</b>				
Taxation (excluding levy)	2,528,438	2,528,438	0	0.00%
Payment in lieu of taxes	4,573,680	4,888,407	314,727	6.88%
Fees and user charges	15,562,939	18,764,458	3,201,519	20.57%
Government grants (including OMPF)	17,262,176	17,897,249	635,073	3.68%
Investment income	4,780,000	6,289,000	1,509,000	31.57%
Contribution from own funds	1,300,000		(1,300,000)	-100.00%
Other income	2,500,000	2,500,000	0	0.00%
	<b>48,507,233</b>	<b>52,867,552</b>	<b>4,360,319</b>	<b>8.99%</b>
<b>EXPENDITURES</b>				
Materials and supplies	294,365	294,365	0	0.00%
Program expenses	746,655	741,652	(5,003)	-0.67%
Financial expenses	2,431,006	2,372,601	(58,405)	-2.40%
Purchased and contracted services	11,000	11,000	0	0.00%
Transfer to own funds	14,324,943	14,444,620	119,677	0.84%
	<b>17,807,969</b>	<b>17,864,238</b>	<b>56,269</b>	<b>0.32%</b>
	<b>17,807,969</b>	<b>17,864,238</b>	<b>56,269</b>	<b>0.32%</b>
<b>TAX LEVY</b>	<b>(30,699,264)</b>	<b>(35,003,314)</b>	<b>(4,304,050)</b>	<b>14.02%</b>

# 2024 Budget

## CAPITAL LEVY & DEBENTURE DEBT

	2023	2024	\$	%
	BUDGET	BUDGET	Change	Change
			(2023 to 2024)	(2023 to 2024)
<b>REVENUE</b>				
<b>EXPENDITURES</b>				
Long term debt	1,866,135	1,400,000	(466,135)	-24.98%
Transfer to own funds	7,192,204	7,443,931	251,727	3.50%
	9,058,339	8,843,931	(214,408)	-2.37%
	9,058,339	8,843,931	(214,408)	-2.37%
<b>TAX LEVY</b>	<b>9,058,339</b>	<b>8,843,931</b>	<b>(214,408)</b>	<b>-2.37%</b>

# PRELIMINARY CAPITAL BUDGET

# 2024 Budget

## CAPITAL BUDGET SUMMARY 2024

Project Cost	Funding Source							
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other	
<b>PUBLIC WORKS AND ENGINEERING SERVICES</b>								
<i>Roads/Bridges/Storm Sewer</i>								
Queen Street Phase 1								
Stanley Street								
Spruce Street								
Lower Lake Street								
Connecting Link								
Bridges and Aqueducts								
Engineering - 2025								
Various Roads								
Traffic Signal Upgrades								
South Market - Additional								
AM Plan - Phase III								
<b>\$ 21,643,023</b>	<b>\$ 7,443,931</b>		<b>\$ 1,225,000</b>	<b>\$ 200,000</b>	<b>\$ 12,774,092</b>			
			Asset Management Reserve					

# 2024 Budget

## CAPITAL BUDGET SUMMARY 2024

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
<b>PUBLIC WORKS AND ENGINEERING SERVICES</b>							
<i>Miscellaneous Construction</i>							
Rear Yard Drainage							
Bridge Inspection							
Bridge/Aqueduct Rehabilitation							
Other							
Emergency Repairs							
<b>\$ 519,756</b>	<b>\$ 519,756</b>						
<i>Landfill</i>							
Upgrade/Replacement							
<b>\$ 407,040</b>							
Biosolids							
<b>\$ 642,139</b>							
<b>\$ 1,049,179</b>				<b>\$ 1,049,179</b>			
				Waste Disposal Site Reserve			

# 2024 Budget

## CAPITAL BUDGET SUMMARY 2024

Project Cost	Funding Source						Other
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	
<b>PUBLIC WORKS AND ENGINEERING SERVICES</b>							
<i>Landfill Fleet &amp; Equipment</i>							
Refuse Packers	\$ 1,250,000						
40 Yd. Roll-off Containers	\$ 45,000						
Bunker Waste Collection	\$ 50,000						
Flare Stack & Piping	\$ 62,000						
Insulation Repairs							
<b>\$ 1,407,000</b>				<b>\$ 1,407,000</b>			
				Waste Disposal Site Reserve			



# 2024 Budget

## CAPITAL BUDGET SUMMARY 2024

Project Cost	Funding Source						Other
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	
<b>PUBLIC WORKS AND ENGINEERING SERVICES</b>							
<i>Public Works Fleet</i>							
Fleet Mgmt Info System	\$ 105,000			\$ 105,000			
Tandem Axle Street Plow and Sander Combo	\$ 382,000			Asset Management Reserve			
Ashpalt Recycler	\$ 219,000						
Factory Rebuild Trackless	\$ 176,500						
9 Ton Asphalt Spreader	\$ 447,500						
1/2 Ton Pick-up Truck	\$ 86,500						
Loader	\$ 495,000						
Motor Grader	\$ 555,000						
Trackless Mounted Concrete Grinder	\$ 35,000						
Tandem Axle	\$ 621,000						
Parks Refuse Truck	\$ 260,000						
3/4 Ton 4-Door 4x4 Truck	\$ 99,500						
60 Inch Deck Rider Mower	\$ 27,000						
<b>\$ 3,509,000</b>				<b>\$ 3,404,000</b>			
				PWT Equipment Reserve			

# 2024 Budget

## CAPITAL BUDGET SUMMARY 2024

	Project Cost	Funding Source						
		Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
<b>PUBLIC WORKS AND ENGINEERING SERVICES</b>								
<i>Engineering Fleet</i>								
Engineering Vehicles	\$ 55,000				\$ 55,000			
				Engineering Equipment Reserve				
Building Inspection Vehicles	\$ 100,000				\$ 100,000			
				Building Permit Reserve Fund				
	<b>\$ 155,000</b>				<b>\$ 155,000</b>			
<i>Building Capital Maintenance</i>								
Building G - Sprinkler System	\$ 125,000				\$ 125,000			
	<b>\$ 125,000</b>				<b>\$ 125,000</b>			
				Asset Management Reserve				
<b>Total PWES</b>	<b>\$ 28,407,959</b>	<b>\$ 7,963,687</b>	<b>\$ -</b>	<b>\$ 1,225,000</b>	<b>\$ 6,445,179</b>	<b>\$ 12,774,092</b>	<b>\$ -</b>	<b>\$ -</b>

# 2024 Budget

## CAPITAL BUDGET SUMMARY 2024

Project Cost	Funding Source						Other
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	
<b>COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES)</b>							
<i>Transit</i>							
Electric Supervisor Vehicle with Charger	\$ 175,000						
Electrical Upgrades and Charging Unit	\$ 825,000						
Solar Panels for Roof	\$ 3,100,000						
Ticket Vending Machines	\$ 300,000						
Relocation of Downtown Terminal	\$ 5,530,000						
	<b>\$ 9,930,000</b>			\$ 1,170,000	\$ 3,230,000		
				Transit Equipment Reserve			
<i>Equipment</i>							
Bondar Pavilion - Chairs	\$ 58,000	\$ 58,000					
John Rhodes - Electric Ice Resurfacer & Charger	\$ 180,000			\$ 180,000			
				John Rhodes Community Centre Reserve			
Cemetery - Mower, Snow Blower, & Truck	\$ 158,500			\$ 158,500			
				Cemetery Reserve Fund			
	<b>\$ 396,500</b>	\$ 58,000		\$ 338,500			

# 2024 Budget

## CAPITAL BUDGET SUMMARY 2024

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
<b>COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES)</b>							
<i>Building Capital Maintenance</i>							
Bondar Park - Windows,	\$ 73,600			\$ 73,600			
Walls, Doors, Hot Water Tank							
GFL - Foundation Work	\$ 100,000			\$ 100,000			
JRCC - Roof Condensers	\$ 400,000			\$ 400,000			
OSH - Roof	\$ 160,000			\$ 160,000			
Seniors Drop-In - Windows	\$ 25,000			\$ 25,000			
Cemetery Mausoleum G Roof	\$ 75,000			\$ 75,000			
Greco Pool - Windows	\$ 15,000			\$ 15,000			
				Asset Management Reserve			
Cemetery Columbariums	\$ 155,000			\$ 155,000			
				Cemetery Reserve Fund			
Hub Trail Signage	\$ 175,000	\$ 175,000					
Bondar - Cruise Ship Fender	\$ 182,000	\$ 182,000					
JRCC - Design of Interactive	\$ 100,000			\$ 100,000			
Water Play Area				John Rhodes Community Centre Reserve			
<b>\$ 1,460,600</b>		<b>\$ 357,000</b>		<b>\$ 1,103,600</b>		<b>\$ -</b>	

# 2024 Budget

## CAPITAL BUDGET SUMMARY 2024

	Project Cost	Funding Source						
		Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES)								
<i>Other</i>								
Mausoleum Master Plan	\$ 50,000				\$ 50,000			
	\$ 50,000				\$ 50,000			
					Cemetery Reserve Fund			
<b>Total CDES</b>	<b>\$ 11,837,100</b>	<b>\$ -</b>	<b>\$ 415,000</b>	<b>\$ -</b>	<b>\$ 2,662,100</b>	<b>\$ 3,230,000</b>	<b>\$ -</b>	<b>\$ -</b>

# 2024 Budget

## CAPITAL BUDGET SUMMARY 2024

	Project Cost	Funding Source					
		Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt
<b>FIRE SERVICES</b>							
<i>Building Capital Maintenance</i>							
Fire Hall #1 - Replace Carpet	\$ 45,000				\$ 45,000		
Fire Hall #2 - Air Makeup Unit	\$ 22,000				\$ 22,000		
Fire Hall #3 - Air Makeup Unit	\$ 22,000				\$ 22,000		
Fire Hall #4 - HVAC Units	\$ 60,000				\$ 60,000		
	<b>\$ 149,000</b>				<b>\$ 149,000</b>		
					Asset Management Reserve		
<b>Total Fire</b>	<b>\$ 149,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 149,000</b>	<b>\$ -</b>	<b>\$ -</b>

# 2024 Budget

## CAPITAL BUDGET SUMMARY 2024

Project Cost	Funding Source						Other
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	
<b>CORPORATE / OUTSIDE AGENCIES</b>							
<i>Building Capital Maintenance</i>							
Civic Centre - Sprinkler	\$	<b>300,000</b>		\$	300,000		
SSM Library - Chillers	\$	<b>35,000</b>		\$	35,000		
SSM Museum - Air Handling Units, Walls, Chimney	\$	<b>67,000</b>		\$	67,000		
Police - HVAC, Parking Lot	\$	<b>150,000</b>		\$	150,000		
EV Charging Stations - Phased Approach	\$	<b>60,000</b>		\$	60,000		
<b>\$</b>	<b>\$</b>	<b>612,000</b>		<b>\$</b>	<b>612,000</b>		
				Asset Management Reserve			

# 2024 Budget

## CAPITAL BUDGET SUMMARY 2024

Project Cost	Funding Source						
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other

### CORPORATE / OUTSIDE AGENCIES

#### Equipment

Laptops for Election Workers	\$ 92,000				\$ 92,000				
	\$ 92,000				\$ 92,000				

50% Computer Software Reserve / 50% Election Expense Reserve

### Total CORPORATE / OUTSIDE AGENCIES

\$ 704,000	\$ -	\$ -	\$ -	\$ -	\$ 704,000	\$ -	\$ -	\$ -	\$ -
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### TOTAL 2024 CAPITAL BUDGET

\$ 41,098,059	\$ 7,963,687	\$ 415,000	\$ 1,225,000	\$ 9,960,279	\$ 16,004,092	\$ -	\$ -	\$ -	\$ -
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### TOTAL UNFUNDED

\$ 5,530,000	Transit Terminal Relocation
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# 2024 Budget

## CAPITAL PRIORITIZATION 2024

Funded			
Department	Project Description	Total Cost	On-going Costs (Savings)
Corporate	EV Charging Stations - Phased Approach	60,000	-
Engineering	Asset Management - Phase III	200,000	-
CDES - Planning	Update Hub Trail Signage	175,000	-
CDES - Recreation & Culture	Roberta Bondar Pavilion Chairs	58,000	-
CDES - Recreation & Culture	RBP Cruise Ship Fendering - Port of SSM	182,000	-
CDES - Community Centres	JRCC - Electric Ice Resurfacer and Charger	180,000	(4,000)
CDES - Cemetery	Columbarium for Holy Sepulchre Cemetery & New Greenwood Cemetery	155,000	-
CDES - Cemetery	Kubota 4WD mower/snow blower	65,000	-
CDES - Cemetery	3/4 Ton Truck with Plow	93,500	-
CDES - Cemetery	Mausoleum Master Plan	50,000	5,000
CDES - Community Centres	JRCC Roof Replacement	4,000,000	-
CDES - Recreation & Culture	Design of Interactive Water Play Area to replace JR Pool Slide	100,000	-
CDES - Transit	Electrical Charging Station, Solar Panel Project, Electric Transit Vehicle, and Farebox Ticket Vending Machines	4,400,000	-
CDES - Transit	Relocation of Terminal	5,530,000	(105,000)
CS - IT & Clerks	80 Laptops for Election Workers	92,000	-
Engineering	Replace Inspection Vehicle	55,000	-
Engineering - Building Inspection	Two Vehicles	100,000	500
Fire	Replace Pumper Apparatus	1,650,000	-
PW - Waste Management	Landfill Bunker Waste Collection	50,000	-
PW - Waste Management	Flare Stack & Piping Insulation Repairs	62,000	-

# 2024 Budget

## CAPITAL PRIORITIZATION 2024

Unfunded

Department	Project Description	Total Cost	On-going Costs (Savings)
CDES - Recreation & Culture	Esposito Rink Shack Replacement	320,000	-
Engineering	Seawall Rehabilitation	1,000,000	-
Engineering	Implement Automated Speed Enforcement (ASE)	600,000	455,000
CDES - Recreation & Culture	Finn Hill Washrooms & Drinking Fountain	250,000	4,600
CDES - Recreation & Culture	Water Bulk Fill Station Study - Port of SSM	30,000	-
PW - Buildings & Equipment	Seacan Structures	105,000	-
CDES - Recreation & Culture	Fish Cleaning Station at Bellevue Marina	175,000	4,000
CDES - Community Centres	Upgrade Jo Forman Track to a Rubberized Surface	1,700,000	-
Engineering	Culvert Replacement - Second Line West at Leigh's Bay Road	1,050,000	-

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

	2024	2025	2026	2027	2028	Total
Community Development & Enterprise Services	6,307,100	13,611,205	8,857,567	5,523,947	6,149,054	40,448,873
Fire Services	149,000	527,715	173,662	1,248,735	-	2,099,112
Public Works & Engineering Services	28,407,959	28,485,295	29,712,995	28,953,407	28,589,949	144,149,604
Corporate Services	727,000	2,001,198	430,114	335,000	335,000	3,828,312
Outside Agencies	252,000	394,011	-	310,945	-	956,956
<b>Total Capital Requirements</b>	<b>35,843,059</b>	<b>45,019,425</b>	<b>39,174,337</b>	<b>36,372,034</b>	<b>35,074,003</b>	<b>191,482,857</b>

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

	2024	2025	2026	2027	2028	Total
<b>Funding:</b>						
Capital Levy Overall	4,718,931	5,897,718	5,469,666	5,965,427	7,285,485	29,337,226
Capital Levy Urban Only	2,725,000	1,695,092	2,275,000	1,875,471	1,875,471	10,446,034
Capital Levy Miscellaneous Construction	519,756	530,151	540,754	551,569	562,601	2,704,831
Sewer Surcharge	1,225,000	1,042,335	865,000	980,701	515,343	4,628,378
Federal Gas Tax	4,856,092	4,856,092	4,856,092	4,856,092	4,856,092	24,280,460
Reserves	7,120,040	7,286,108	8,462,583	10,240,485	8,985,331	42,094,548
Reserve Funds	463,500	-	140,233	29,668	156,712	790,113
OCIF Funding-formula based funding	4,518,000	4,518,000	4,518,000	2,015,000	2,015,000	17,584,000
Connecting Link (90%)	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Government Grants	3,630,000	3,846,510	5,129,785	3,800,938	3,800,938	20,208,172
Long Term Debt	642,139	7,642,139	642,139	642,139	642,139	10,210,697
Capital from Current	415,000	-	-	-	-	415,000
Infrastructure Maintenance Requirements from reserve	2,009,600	4,645,189	2,772,138	2,273,761	1,262,942	12,963,629
Internally Financed Debt	-	-	-	-	-	-
Funding Available	2,537,178	2,138,894	2,140,644	2,142,430	2,144,251	11,103,396
Funding Shortfall/(excess)	(527,578)	2,506,295	631,494	131,331	(881,309)	1,860,233
Other Unfinanced	-	60,090	502,947	140,782	115,949	819,768
<b>Total Capital Funding Requirements</b>	<b>35,843,059</b>	<b>45,019,425</b>	<b>39,174,337</b>	<b>36,372,034</b>	<b>35,074,003</b>	<b>191,482,857</b>

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### FUNDING AVAILABILITY

	2024	2025	2026	2027	2028	Total
<b>Infrastructure</b>						
Casino Revenue	431,580	431,580	431,580	431,580	431,580	2,157,900
LTD - Debt Reduction	1,167,630	1,167,630	1,167,630	1,167,630	1,167,630	5,838,150
SAH Levy	693,000	693,000	693,000	693,000	693,000	3,465,000
Inflation on Asset Management Reserve	85,799	87,515	89,265	91,051	92,872	446,501
Retired Debt (new)	625,304	225,304	225,304	225,304	225,304	1,526,520
Available Funding	<u>3,003,313</u>	<u>2,605,029</u>	<u>2,606,779</u>	<u>2,608,565</u>	<u>2,610,386</u>	<u>13,434,071</u>
Allocated to LTD Repayment	<u>466,135</u>	<u>466,135</u>	<u>466,135</u>	<u>466,135</u>	<u>466,135</u>	
Net Available	<u>2,537,178</u>	<u>2,138,894</u>	<u>2,140,644</u>	<u>2,142,430</u>	<u>2,144,251</u>	
<b>Capital from Current</b>	<u>415,000</u>	<u>415,000</u>	<u>415,000</u>	<u>415,000</u>	<u>415,000</u>	<u>2,075,000</u>

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### FUNDING AVAILABILITY

	2024	2025	2026	2027	2028	Total
<b>Capital Works-Road/Bridges/Sewers</b>						
Overall Capital	4,718,931	5,897,718	5,469,666	5,965,427	7,285,485	29,337,226
Urban Only Capital	2,725,000	1,695,092	2,275,000	1,875,471	1,875,471	10,446,034
Sewer Surcharge	1,225,000	1,042,335	865,000	980,701	515,343	4,628,378
Miscellaneous Construction	519,756	530,151	540,754	551,569	562,601	2,704,831
OCIF Funding	4,518,000	4,518,000	4,518,000	2,015,000	2,015,000	17,584,000
Connecting Link (90%)	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Federal Gas Tax	4,856,092	4,856,092	4,856,092	4,856,092	4,856,092	24,280,460
Investing in Canada Infrastructure Program: Transit (note 3)	3,230,000	3,446,510	4,729,785	3,800,938	3,800,938	19,008,172
Northern Ontario Resource Development Support	400,000	400,000	400,000	-	-	1,200,000
Available funding	25,192,779	25,385,897	26,654,297	23,045,198	23,910,929	100,278,172

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### FUNDING AVAILABILITY

	2024	2025	2026	2027	2028	Total
<b>Reserves (annual allocation)</b>						
Fire	283,425	289,094	294,875	300,773	306,788	1,474,955
Police	165,000	165,000	165,000	165,000	165,000	825,000
Public Works and Transportation-Works	2,134,360	2,738,047	2,792,808	2,848,664	2,905,638	13,419,517
Public Works and Transportation-Waste Collection	165,000	165,000	165,000	165,000	165,000	825,000
Public Works and Transportation-Railway	55,688	56,802	57,938	59,097	60,278	289,803
CDES-Transit	1,170,000	1,193,400	1,217,268	1,241,613	1,266,446	6,088,727
Engineering Equipment	40,000	40,000	40,000	40,000	40,000	200,000
Landfill (note 1)	2,394,724	2,544,724	2,694,724	2,844,724	2,994,724	13,473,620
Library (note 2)	80,000	80,000	80,000	80,000	80,000	400,000
	<b>6,488,197</b>	<b>7,272,066</b>	<b>7,507,613</b>	<b>7,744,871</b>	<b>7,983,874</b>	<b>36,996,622</b>
Total Funding	35,099,289	35,677,993	37,183,690	33,813,634	34,920,189	152,783,865

### Notes:

1) The Landfill Business and Implementation (B&I) Plan was approved by Council on October 22, 2019. There will be a 10% increase in user fees every five years, in addition to a waste management system annual levy increases. An allowance for capital expenditures has been incorporated into the business plan, and fee/levy structure. Increases to the levy are required each year over a 15 year period, with average annual increases from 2020 to 2035 of 7.45%. The plan was updated in 2021 and will continue to be on an as need basis.

2) The Centennial Branch of the library is a City-owned building. Annual allocation for maintenance.

3) The City's share of eligible costs for Public Transit Infrastructure Funds is 27%. The 2024 Capital Budget requires \$6.7 of City funding towards eligible Transit projects for 2024.

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### ENGINEERING

	2024	2025	2026	2027	2028	Total
<b>Aqueducts and Bridges</b>	1,500,000	1,500,000	1,500,000	1,500,000	-	6,000,000
<b>Roads (Note 3)</b>	19,943,023	19,909,236	19,883,758	17,192,691	19,547,390	96,476,098
<b>Miscellaneous Construction</b>	519,756	530,151	540,754	551,569	562,601	2,704,831
<b>Asset Management Plan - Phase III</b>	200,000	-	-	-	-	200,000
<b>Fleet &amp; Equipment</b>						
Engineering Vehicles	55,000	-	-	166,836	-	221,836
Building Inspection Vehicles	100,000	-	-	-	-	100,000
<b>Total</b>	<b>22,317,779</b>	<b>21,939,387</b>	<b>21,924,512</b>	<b>19,411,096</b>	<b>20,109,991</b>	<b>105,702,766</b>



# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### ENGINEERING

	2024	2025	2026	2027	2028	Total
<b><u>Designated Funding:</u></b>						
Capital Levy Overall	4,718,931	5,897,718	5,469,666	5,965,427	7,285,485	29,337,226
Capital Levy Urban Only	2,725,000	1,695,092	2,275,000	1,875,471	1,875,471	10,446,034
Capital Levy Miscellaneous Construction	519,756	530,151	540,754	551,569	562,601	2,704,831
Sewer Surcharge	1,225,000	1,042,335	865,000	980,701	515,343	4,628,378
Federal Gas Tax	4,856,092	4,856,092	4,856,092	4,856,092	4,856,092	24,280,460
Reserves	255,000	-	-	166,836	-	421,836
Reserve Funds	100,000	-	-	-	-	100,000
OCIF Funding	4,518,000	4,518,000	4,518,000	2,015,000	2,015,000	17,584,000
Connecting Link (90%)	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
NORDS	400,000	400,000	400,000	-	-	1,200,000
<b>Total</b>	<b>22,317,779</b>	<b>21,939,387</b>	<b>21,924,512</b>	<b>19,411,096</b>	<b>20,109,991</b>	<b>105,702,766</b>
<b>Unfinanced</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### ENGINEERING

#### Notes:

- 1) Council has previously approved \$36.7 million for the West End Plant. Construction is underway.
- 2) Council has previously approved \$25.7 million for the BioSolids Management Facility. Costs and recommended solution are being further delineated. It is expected that with the proposed new SSO solution, funding will be 1/3 Landfill Reserve and 2/3 Sanitary Revenue.
- 3) Capital budget for roads is based upon current funding levels and not road assessment requirements. The City currently does not have the funding resources to address all roads that are assessed as immediate priority repair.

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### PUBLIC WORKS

	2024	2025	2026	2027	2028	Total
<b><u>Infrastructure Maintenance</u></b>						
PW Admin	-	114,642	-	47,075	-	161,717
PW Garage A	-	101,285	-	-	-	101,285
PW Lab	-	-	7,045	-	118,933	125,979
PW Storage G	125,000	67,338	20,549	21,060	-	233,947
	<b>125,000</b>	<b>283,265</b>	<b>27,595</b>	<b>68,135</b>	<b>118,933</b>	<b>622,928</b>
Landfill Upgrade/Replacement (Note 1)	-	407,040	4,129,840	5,016,768	4,813,248	14,366,896
Landfill Pump Station	407,040	1,180,416	117,024	-	-	1,704,480
Landfill Biosolids/SSO (Note 1)	642,139	642,139	642,139	642,139	642,139	3,210,697
Landfill Fleet/Equipment (Note 1)	1,407,000	1,295,000	79,076	966,603	-	3,747,680
PWT Works-Fleet/Equipment	3,404,000	2,738,047	2,792,808	2,848,664	2,905,638	14,689,157
PWT Works - FMIS	105,000	-	-	-	-	105,000
<b>Total</b>	<b>6,090,179</b>	<b>6,545,908</b>	<b>7,788,482</b>	<b>9,542,311</b>	<b>8,479,958</b>	<b>38,446,838</b>

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### PUBLIC WORKS

	2024	2025	2026	2027	2028	Total
<b><u>Designated Funding:</u></b>						
Capital Levy Overall						-
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves	5,323,040	5,620,503	7,118,748	8,832,036	7,718,886	34,613,213
Reserve Funds						-
Capital from Current						-
Government Grants						-
Short Term Debt						-
Long Term Debt	642,139	642,139	642,139	642,139	642,139	3,210,697
Other						-
Internally Financed Debt						-
Asset Management Reserve	125,000	283,265	27,595	68,135	118,933	622,928
<b>Total</b>	<b>6,090,179</b>	<b>6,545,908</b>	<b>7,788,482</b>	<b>9,542,311</b>	<b>8,479,958</b>	<b>38,446,838</b>
<b>Unfinanced</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Notes:

1) The Landfill Business and Implementation (B&I) Plan was approved by Council on October 22, 2019. There will be a 10% increase in user fees every five years, in addition to a waste management system annual levy increases. An allowance for capital expenditures has been incorporated into the business plan, and fee/levy structure. Increases to the levy are required each year over a 15 year period, with average annual increases from 2020 to 2035 of 7.45%. The plan was updated in 2021 and will continue to be on an as need basis.

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2024	2025	2026	2027	2028	Total
<b>Infrastructure Maintenance</b>						
<b><u>Community Services</u></b>						
Roberta Bondar Park	73,600	1,488,114	42,273	-	158,142	1,762,129
GFL Memorial Gardens	100,000	7,000,000	2,057,271	-	-	9,157,271
John Rhodes Community Centre	400,000	141,354	-	13,627	-	554,981
Ermatinger Old Stone House	160,000	45,634	23,485	-	28,753	257,872
Seniors Drop-In	25,000	-	45,795	297,318	-	368,113
Greco Pool	15,000	-	-	-	-	15,000
Hub Trail Signage	175,000	-	-	-	-	175,000
RBP Cruise Ship Fendering - Port of SSM	182,000	-	-	-	-	182,000
John Rhodes - Design of Interactive Water Play Area	100,000	-	-	-	-	100,000
	<b>1,230,600</b>	<b>8,675,103</b>	<b>2,168,824</b>	<b>310,945</b>	<b>186,895</b>	<b>12,572,367</b>
<b><u>Transit</u></b>						
Transit Building Capital (Note 1)	-	200,000	200,000	133,333	133,333	666,667

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2024	2025	2026	2027	2028	Total
<b><u>Cemetery</u></b>						
Columbariums for Cremations	155,000	-	-	-	-	155,000
Mausoleum Master Plan	50,000	-	-	-	-	50,000
Cemetery Site	75,000	-	35,227	-	622,113	732,340
	<b>280,000</b>	-	<b>35,227</b>	-	<b>622,113</b>	<b>887,340</b>
<b>Fleet &amp; Equipment:</b>						
Transit (Note 1)	4,400,000	4,500,000	6,250,000	5,050,000	5,050,000	25,250,000
Community Centres	-	236,103	63,283	-	-	299,386
Cemetery	-	-	140,233	29,668	156,712	326,613
Roberta Bondar Pavilion - Chairs	58,000	-	-	-	-	58,000
John Rhodes - Electric Ice Resurfacer and Charger	180,000	-	-	-	-	180,000
Cemetery - Mower, Snow Blower, & Truck	158,500	-	-	-	-	158,500
	<b>4,796,500</b>	<b>4,736,103</b>	<b>6,453,516</b>	<b>5,079,668</b>	<b>5,206,712</b>	<b>26,272,499</b>
<b>Total</b>	<b>6,307,100</b>	<b>13,611,205</b>	<b>8,857,567</b>	<b>5,523,947</b>	<b>6,149,054</b>	<b>40,448,873</b>

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2024	2025	2026	2027	2028	Total
<b><u>Designated Funding:</u></b>						
Capital Levy Overall						-
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves	1,450,000	1,429,503	1,280,551	1,241,613	1,266,446	5,401,667
Reserve Funds	363,500	-	140,233	29,668	156,712	533,401
Capital from Current	415,000	-	-	-	-	415,000
Government Grants	3,230,000	3,446,510	4,729,785	3,800,938	3,800,938	15,207,233
Long Term Debt	-	7,000,000	-	-	-	7,000,000
Other						-
Other - Expired Debt						-
Internally Financed Debt						-
Asset Management Reserve	848,600	1,675,103	2,204,051	310,945	809,008	5,038,699
<b>Total</b>	<b>6,307,100</b>	<b>13,551,115</b>	<b>8,354,620</b>	<b>5,383,165</b>	<b>6,033,104</b>	<b>33,596,001</b>
<b>Unfinanced</b>	<b>-</b>	<b>60,090</b>	<b>502,947</b>	<b>140,782</b>	<b>115,949</b>	<b>6,852,872</b>

#### Notes:

- 1) The first round of Public Transit Infrastructure Funds were announced August 2016, with the City's share being 50% of total eligible costs. The City's share for the new round of funding announced in 2019 is 27%.

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### FIRE SERVICES

	2024	2025	2026	2027	2028	Total
<b>Infrastructure Maintenance:</b>						
Central Fire Station #1	45,000	291,613	-	-	-	336,613
Fire Station #2	22,000	-	110,379	-	-	132,379
Fire Station #3	22,000	-	-	-	-	22,000
Fire Hall #4/EMS Complex	60,000	-	-	1,248,735	-	1,308,735
	<b>149,000</b>	<b>291,613</b>	<b>110,379</b>	<b>1,248,735</b>	-	<b>1,799,726</b>
<b>Fleet/Equipment:</b>	-	<b>236,103</b>	<b>63,283</b>	-	-	<b>299,386</b>
<b>Total</b>	<b>149,000</b>	<b>527,715</b>	<b>173,662</b>	<b>1,248,735</b>	-	<b>2,099,112</b>



# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### FIRE SERVICES

	2024	2025	2026	2027	2028	Total
<b><u>Designated Funding:</u></b>						
Capital Levy Overall						-
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves	-	236,103	63,283	-	-	299,386
Reserve Funds						-
Capital from Current						-
Government Grants						-
Long Term Debt						-
Internally Financed Debt	-	-	-	-	-	-
Asset Management Reserve	149,000	291,613	110,379	1,248,735	-	1,799,726
<b>Total</b>	<b>149,000</b>	<b>527,715</b>	<b>173,662</b>	<b>1,248,735</b>	<b>-</b>	<b>2,099,112</b>
<b>Unfinanced</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Notes:

- 1) The City currently does not have sufficient funding allocated to the Fire Equipment Reserve to cover all of the upcoming equipment replacement costs. It was recommended to fund 2023 fleet requirements with savings as a result of reduced overtime costs. Additional funds may need to be allocated to the Fire Equipment Reserve in order to fund future asset requirements.

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### CORPORATE ADMINISTRATION

	2024	2025	2026	2027	2028	Total
<b>Infrastructure Maintenance:</b>						
Civic Centre	300,000	1,666,198	95,114	-	-	2,061,312
Emergency Repairs/Contingency-all City buildings	275,000	275,000	275,000	275,000	275,000	1,375,000
EV Charging Station - Phased Approach	60,000	60,000	60,000	60,000	60,000	300,000
<b>Equipment:</b>						
Laptops for Election Workers	92,000	-	-	-	-	92,000
<b>Total</b>	<b>727,000</b>	<b>2,001,198</b>	<b>430,114</b>	<b>335,000</b>	<b>335,000</b>	<b>3,828,312</b>

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### CORPORATE ADMINISTRATION

	2024	2025	2026	2027	2028	Total
<b><u>Designated Funding:</u></b>						
Capital Levy Overall						-
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves	92,000	-	-	-	-	92,000
Reserve Funds						-
Capital from Current						-
Government Grants						-
Long Term Debt						-
Other						-
Asset Management Reserve	635,000	2,001,198	430,114	335,000	335,000	3,736,312
<b>Total</b>	<b>727,000</b>	<b>2,001,198</b>	<b>430,114</b>	<b>335,000</b>	<b>335,000</b>	<b>3,828,312</b>
Unfinanced	-	-	-	-	-	-

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### OUTSIDE AGENCIES

	2024	2025	2026	2027	2028	Total
<b><u>Infrastructure Maintenance - Police</u></b>						
Police HQ Building	150,000	54,538	-	35,926	-	240,464
<b><u>Infrastructure Maintenance - Library</u></b>						
Main Branch	35,000	241,526	-	76,807	-	353,334
<b><u>Infrastructure Maintenance - Sault Ste. Marie Museum</u></b>						
Museum Building	67,000	97,946	-	198,212	-	363,158
<b>Total</b>	<b>252,000</b>	<b>394,011</b>	<b>-</b>	<b>310,945</b>	<b>-</b>	<b>956,956</b>

# 2024 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2024 TO 2028

### OUTSIDE AGENCIES

	2024	2025	2026	2027	2028	Total
<b><u>Designated Funding:</u></b>						
Capital Levy Overall						
Capital Levy Urban Only						
Sewer Surcharge						
Federal Gas Tax						
Reserves						
Reserve Funds						
Capital from Current						
Government Grants						
Long Term Debt						
Other						
Asset Management Reserve	252,000	394,011	-	310,945	-	956,956
<b>Total</b>	<b>252,000</b>	<b>394,011</b>	<b>-</b>	<b>310,945</b>	<b>-</b>	<b>956,956</b>
<b>Unfinanced</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# 2024 Budget

## DEBT FOR CAPITAL BUDGET 2024 - LONG-TERM DEBT PROJECTION

<i>Long-Term Debt:</i>	<i>Note 1</i>	<i>Note 2</i>					
	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
External Long Term Debt	54,878,794	95,115,640	92,988,509	90,765,252	88,441,285	86,011,800	83,471,755
Internally Financed Debt (Council Approved)	5,620,036	4,859,587	3,670,395	3,189,291	2,752,443	2,315,595	1,878,747
Incremental Internal Debt (Recommended)	8,131,000	8,838,300	9,553,100	8,417,900	7,282,700	6,147,500	5,335,000
<b>Total Outstanding Debt (Council Approved)</b>	<b>60,498,830</b>	<b>99,975,227</b>	<b>96,658,904</b>	<b>93,954,543</b>	<b>91,193,728</b>	<b>88,327,395</b>	<b>85,350,502</b>
<b>Total Outstanding Debt (Recommended)</b>	<b>68,629,830</b>	<b>108,813,527</b>	<b>106,212,004</b>	<b>102,372,443</b>	<b>98,476,428</b>	<b>94,474,895</b>	<b>90,685,502</b>
<i>Debt Servicing Costs:</i>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Twin Pad	1,327,115	1,327,115	1,327,115	1,327,115	1,327,115	1,327,115	1,327,115
Landfill Reserve/Sanitary Sewer Revenue	2,889,628	5,830,266	5,830,266	5,830,266	5,830,266	5,830,266	5,830,266
Internally Financed Debt (Council Approved)	1,034,186	760,449	542,423	481,104	436,848	436,848	436,848
Internally Financed Debt (Recommended)	1,666,686	1,803,149	1,677,623	1,616,304	1,572,048	1,572,048	1,249,348
<b>Total Debt Servicing Costs (Council Approved)</b>	<b>5,250,928</b>	<b>7,917,830</b>	<b>7,699,803</b>	<b>7,638,485</b>	<b>7,594,229</b>	<b>7,594,229</b>	<b>7,594,229</b>
<b>Total Debt Servicing Costs (Recommended)</b>	<b>5,883,428</b>	<b>8,960,530</b>	<b>8,835,003</b>	<b>8,773,685</b>	<b>8,729,429</b>	<b>8,729,429</b>	<b>8,406,729</b>

### Notes:

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

# **PRELIMINARY SANITARY BUDGET**

# 2024 Budget

## RATE SUPPORTED BUDGET-WASTEWATER OPERATING BUDGET

	2023 Approved Budget	2024 Budget	Increase %
Operations			
Sewage Treatment Plants			
Sewage plant operations (PUC contract)	2,999,903	3,599,884	20%
Utilities and fuel	1,900,000	1,900,000	0%
Purchased services	901,000	901,000	0%
Software support and data management	69,000	82,275	19%
	<u>5,869,903</u>	<u>6,483,159</u>	<u>10%</u>
Public Works Sanitary Sewer Maintenance			
Sewer Rodding/Connection Fees	(38,880)	(40,249)	4%
Salaries and Benefits	1,221,549	1,340,439	10%
Vehicle allowances and expenses	541,874	543,656	0%
Utilities and fuel	41,659	41,659	0%
Materials and supplies	452,495	465,245	3%
Purchased and contracted services	143,685	143,685	0%
	<u>2,362,382</u>	<u>2,494,435</u>	<u>6%</u>
GIS Purchased Services	<u>156,365</u>	<u>156,365</u>	
Long Term Debt Servicing	-		
Total Operational Costs	8,388,650	9,133,959	
Sanitary Sewer Fee	(15,562,939)	(18,764,458)	
Transfer to Reserve Fund	(7,174,289)	(9,630,499)	
Contribution to Capital Account	7,174,289	9,630,499	



# 2024 Budget

## RATE SUPPORTED BUDGET-WASTEWATER 2024 CAPITAL

	2024	2025	2026	2027	2028
Capital-Annual Cash flow					
West End Plant	1,760,147	2,793,312	19,400,544	14,202,499	4,789,350
East End Plant	8,092,007	3,245,235	104,304	-	-
Miscellaneous Capital	879,750	260,100	265,302	270,608	276,020
Emergency Repairs	621,000	633,420	646,088	659,010	672,190
Pumping Stations	624,056	1,000,000	1,020,000	1,040,400	1,061,208
Biosolids Management Facility	13,304,737	11,485,947	3,122,387	-	-
Wastewater Master Plan	434,230	-	-	-	-
Waste Water Treatment Plan Capital Maintenance	1,863,000	1,900,260	1,938,265	1,977,031	2,016,571
Fleet	235,000	250,000	250,000	250,000	250,000
<b>Total</b>	<b>27,813,928</b>	<b>21,568,274</b>	<b>26,746,890</b>	<b>18,399,548</b>	<b>9,065,339</b>

### Designated Funding:

Capital Levy Overall					
Capital Levy Urban Only					
Sewer Surcharge (Excluding Roads Portion)	8,405,500	9,343,709	9,091,016	9,064,105	9,143,047
Federal Gas Tax					
Reserves	9,703,043	3,143,083	-	-	-
Reserve Funds					
Capital from Current					
Government Grants					
Short Term Debt					
Long Term Debt	11,631,803	13,948,539	22,522,931	14,202,499	4,789,350
Debt Servicing	(1,926,418)	(4,867,057)	(4,867,057)	(4,867,057)	(4,867,057)
Internally Financed Debt					
Asset Management Reserve					
<b>Total</b>	<b>27,813,928</b>	<b>21,568,274</b>	<b>26,746,890</b>	<b>18,399,548</b>	<b>9,065,339</b>

# 2024 Budget

## WASTEWATER CAPITAL PROJECT FORECAST

Project Name West End Plant  
 Classification Capital Maintenance

### DETAILS

#### Project Description

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

#### Service Level Impact

Maintain existing service levels.

#### Risks of not funding project

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

### BUDGET

	Total Project Budget	Previous Cash flow Approved	2024	2025	2026	2027	2028	Total
Phase 1	37,785,101	37,719,415	65,686	-	-	-	-	37,785,101
Phase 2			597,331	2,462,592	19,400,544	14,202,499	4,789,350	41,452,316
Electrical	41,452,316	-	110,000	-	-	-	-	110,000
Effluent	1,500,000	182,150	987,130	330,720	-	-	-	1,500,000
<b>Total</b>	<b>80,737,417</b>	<b>37,901,565</b>	<b>1,760,147</b>	<b>2,793,312</b>	<b>19,400,544</b>	<b>14,202,499</b>	<b>4,789,350</b>	<b>80,847,417</b>
<b>Funding Forecast</b>								
Reserve Fund / Other	39,882,432	37,901,565	1,760,147	330,720	-	-	-	39,992,432
Long Term Debt	40,854,985	-	-	2,462,592	19,400,544	14,202,499	4,789,350	40,854,985
<b>Total</b>	<b>80,737,417</b>	<b>37,901,565</b>	<b>1,760,147</b>	<b>2,793,312</b>	<b>19,400,544</b>	<b>14,202,499</b>	<b>4,789,350</b>	<b>80,847,417</b>

# 2024 Budget

## WASTEWATER CAPITAL PROJECT FORECAST

Project Name East End Plant  
 Classification Capital Maintenance

### DETAILS

#### Project Description

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

#### Service Level Impact

Maintain existing service levels.

#### Risks of not funding project

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

### BUDGET

	Total Project Budget	Previous Cash flow Approved	2024	2025	2026	2027	2028	Total
UV	7,246,947	152,640	3,744,768	3,245,235	104,304	-	-	7,246,947
Sludge Mixing	1,141,753	741,714	400,039	-	-	-	-	1,141,753
Settlement	7,000,000	3,052,800	3,947,200	-	-	-	-	7,000,000
<b>Total</b>	<b>15,388,701</b>	<b>3,947,154</b>	<b>8,092,007</b>	<b>3,245,235</b>	<b>104,304</b>	<b>-</b>	<b>-</b>	<b>15,388,701</b>
<b>Funding Forecast</b>								
Reserve Fund / Other	15,388,701	3,947,154	8,092,007	3,245,235	104,304	-	-	15,388,701
Long Term Debt	-	-	-	-	-	-	-	-
<b>Total</b>	<b>15,388,701</b>	<b>3,947,154</b>	<b>8,092,007</b>	<b>3,245,235</b>	<b>104,304</b>	<b>-</b>	<b>-</b>	<b>15,388,701</b>

# 2024 Budget

## WASTEWATER CAPITAL PROJECT FORECAST

Project Name Biosolids Management Facility  
 Classification New Asset

### DETAILS

#### Project Description

The Biosolids Management facility is intended to address the challenge of managing the approximately 10,000 wet tonnes of biosolids from the two wastewater facilities, and 5,000 wet tonnes of source separated organics (SSO). The process will convert the biosolids to a stable dry material that could be used for landfill cover and/or other beneficial uses. The project incorporated the processing of SSO to meet the provincially mandated Food and Organic Waste Policy. The project's objective is also to mitigate odour concerns stemming from the biosolids currently received at the landfill site. Included within the 2024 budget remains the estimate of \$40.7 million which is funded 2/3 from Sanitary and 1/3 from Landfill. While staff are working with the design team to value manage the project costs, recent estimates, based on 60% design, reflect values much higher than \$40.7 million.

#### Service Level Impact

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

#### Risks of not funding project

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

### BUDGET

	Total Project Budget	Previous						Total
		Cash flow Approved	2024	2025	2026	2027	2028	
Facility-Sanitary share only	27,150,834	910,698	11,631,803	11,485,947	3,122,387	-	-	27,150,834
Trailers	1,672,934	-	1,672,934	-	-	-	-	1,672,934
<b>Total</b>	<b>28,823,769</b>	<b>910,698</b>	<b>13,304,737</b>	<b>11,485,947</b>	<b>3,122,387</b>	<b>-</b>	<b>-</b>	<b>28,823,769</b>
<b>Funding Forecast</b>								
Reserve Fund / Other	2,583,632	910,698	1,672,934	-	-	-	-	2,583,632
Long Term Debt	26,240,137	-	11,631,803	11,485,947	3,122,387	-	-	26,240,137
<b>Total</b>	<b>28,823,769</b>	<b>910,698</b>	<b>13,304,737</b>	<b>11,485,947</b>	<b>3,122,387</b>	<b>-</b>	<b>-</b>	<b>28,823,769</b>

# 2024 Budget

## WASTEWATER CAPITAL PROJECT FORECAST

Project Name Pump Stations  
 Classification New Asset

### DETAILS

#### Project Description

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

#### Service Level Impact

Maintain existing service levels.

#### Risks of not funding project

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

### BUDGET

	Total Project Budget	Previous Cash flow Approved	2024	2025	2026	2027	2028	Total
Bonney Street (PW) - approved in 2023	150,000	5,000	145,000	-	-	-	-	150,000
Varsity (PW) - approved in 2023	149,460	147,425	2,035	-	-	-	-	149,460
Fort Creek PS - approved in 2023	117,024	32,563	84,461	-	-	-	-	117,024
Industrial Park PS - approved in 2024	292,560	-	292,560	-	-	-	-	292,560
	Annual Allocation	-	100,000	1,000,000	1,020,000	1,040,400	1,061,208	4,221,608
PS Allowance - approved in 2024								
<b>Total</b>	<b>709,044</b>	<b>184,988</b>	<b>624,056</b>	<b>1,000,000</b>	<b>1,020,000</b>	<b>1,040,400</b>	<b>1,061,208</b>	<b>4,930,652</b>
<b>Funding Forecast</b>								
Reserve Fund / Other	709,044	184,988	624,056	1,000,000	1,020,000	1,040,400	1,061,208	4,930,652
Long Term Debt	-	-	-	-	-	-	-	-
<b>Total</b>	<b>709,044</b>	<b>184,988</b>	<b>624,056</b>	<b>1,000,000</b>	<b>1,020,000</b>	<b>1,040,400</b>	<b>1,061,208</b>	<b>4,930,652</b>

# 2024 Budget

## WASTEWATER CAPITAL PROJECT FORECAST

Project Name PUC Large Capital  
 Classification Capital Maintenance

### DETAILS

#### Project Description

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

### BUDGET

	Total Project Budget	Previous Cash flow Approved	2024	2025	2026	2027	2028	Total
Various Repairs & Maintenance - approved in 2024	1,863,000	-	1,863,000	1,900,260	1,938,265	1,977,031	2,016,571	9,695,127
<b>Total</b>	<b>1,863,000</b>	<b>-</b>	<b>1,863,000</b>	<b>1,900,260</b>	<b>1,938,265</b>	<b>1,977,031</b>	<b>2,016,571</b>	<b>9,695,127</b>
Funding Forecast								
Reserve Fund / Other	1,863,000	-	1,863,000	1,900,260	1,938,265	1,977,031	2,016,571	9,695,127
Long Term Debt								
<b>Total</b>	<b>1,863,000</b>	<b>-</b>	<b>1,863,000</b>	<b>1,900,260</b>	<b>1,938,265</b>	<b>1,977,031</b>	<b>2,016,571</b>	<b>9,695,127</b>

# 2024 Budget

## WASTEWATER CAPITAL PROJECT FORECAST

Project Name  
Classification

Fleet  
Asset Replacement

	BUDGET							
	Total Project Budget	Previous Cash flow Approved	2024	2025	2026	2027	2028	Total
1 Ton Utility Truck w/ Crane - approved in 2024	170,000	-	170,000	-	-	-	-	170,000
1/2 Ton Pick up Truck - approved in 2024	65,000	-	65,000	-	-	-	-	65,000
Forecasted Fleet - 2025	TBD	-	-	250,000	250,000	250,000	250,000	1,000,000
<b>Total</b>	<b>235,000</b>	<b>-</b>	<b>235,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,235,000</b>
Funding Forecast								
Reserve Fund / Other	235,000	-	235,000	250,000	250,000	250,000	250,000	1,235,000
Long Term Debt								
<b>Total</b>	<b>235,000</b>	<b>-</b>	<b>235,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,235,000</b>

# 2024 SUPPLEMENTAL ITEMS



THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
 Supplementary Items to be Approved by Council  
 2024

**Note: This listing is not in priority order.**

#	CATEGORY/DEPARTMENT/EXPLANATION:	ONE TIME COST	TOTAL ON-GOING COST
	<b>Capital Investment Requirements</b>		
1	CDES - John Rhodes roof replacement Capital Cost - \$4,000,000 <b>Recommended</b> to be financed with retired debt servicing (Civic Centre) over 10 years at \$400,000 per year for a net levy impact of zero	-	
2	Fire - Pumper Capital Cost - \$1,650,000 <b>Recommended</b> to be financed (internally) over 20 years at \$82,500 per year		82,500
3	Fire - NG-911 - Computer Aided Dispatch Capital Cost - \$1,500,000 <b>Recommended</b> to be financed (internally) over 10 years at \$150,000 per year		150,000
4	CDES - Parks upgrades to maintain infrastructure and revitalize		300,000
5	PWES - Additional funding for roads capital transportation programs		750,000
	<b>Service Level Changes</b>		
6	CDES - Recreation & Culture - Canada Day fireworks		10,000
7	CDES - Recreation & Culture - Crosswalk painting with designs		18,000
8	CDES - Recreation & Culture - Cultural funding to support arts, culture, and heritage		160,500
9	CDES - Recreation & Culture - Maintenance to graffitied/damaged public art		8,000
10	CDES - Transit - Make the Adventure Bus program permanent		8,000
11	CDES - Recreation & Culture - Extension of the pilot for downtown security patrols		130,000
12	CDES - Community Centres - Entertainment events and shows (Pilot for 2024/25)	150,000	
13	CDES - Tourism and Community Development - Environmental initiatives		50,000
14	CDES - Tourism and Community Development - Physician recruitment marketing		50,000

#	CATEGORY/DEPARTMENT/EXPLANATION:	ONE TIME COST	TOTAL ON-GOING COST
	<b>Complement Changes</b>		
15	CDES - Cemetery - 2 summer student positions		25,191
16	CDES - Community Centres - NCC community programming		55,000
17	CDES - Community Centres - Food & Beverage Assistant position (PT to FT)		
	Cost of FT position		90,731
	Reduction of PT hours		(32,199)
	Offset by sales revenue (not currently budgeted)		(58,532)
	Impact on levy		-
18	CDES - Community Centres - Part-time Food & Beverage positions for NCC & Plaza		
	Cost of PT hours		88,855
	Net revenue (not currently budgeted)		(88,855)
	Impact on levy		-
19	CDES - Recreation & Culture - ECNHS Assistant Curator position (HSB recommendation)		53,948
20	CDES - Recreation & Culture - 3 summer student positions for Bondar Pavilion and Recreation & Culture		33,063
21	CDES - Tourism - RNIP Administrator position		83,675
22	CS - Clerks - 1 summer student position		11,021
23	CS - Clerks - Records and Election Coordinator position		50,896
24	PW - Parks - Maintenance position		84,632
25	Engineering - By-Law Enforcement Officer & Supervisor of Building/By-Law positions		
	Cost of full-time By-Law Officer position		87,235
	Cost of full-time Supervisor, Building/By-Law position		119,835
	Additional operating costs		10,000
	Amount to be funded by the Building Permit Reserve Fund		(157,152)
	Impact on levy		59,918

#	CATEGORY/DEPARTMENT/EXPLANATION:	ONE TIME COST	TOTAL ON-GOING COST
	<b>Outside Agency and Local Boards</b>		
26	Art Gallery of Algoma grant increase		46,500
27	Canadian Bushplane Heritage Centre grant increase		75,000
28	Sault Ste. Marie Museum grant increase		25,000
29	Entomica grant request		132,726
30	Additional funding for Library Board - staffing and security		161,336
		<b>150,000</b>	<b>2,614,906</b>

# **SUPPLEMENTAL ITEM #1**

## ***Capital Investment Requirements***

**CDES - John Rhodes roof replacement**

**Capital Cost - \$4,000,000**

**Recommended to be financed with retired debt servicing (Civic Centre) over 10 years at \$400,000 per year for a net levy impact of zero**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
CAPITAL REQUEST FORM 2024**

This form is to be used to request capital projects not already included in the Asset Management Plan. Please submit request to the Finance Department by August 8, 2023.

**PRIORITIZATION:**

- HIGH           Mandated, legislated, or required by law (including health and safety)
- MEDIUM      Maintaining existing assets
- LOW           Service level enhancement (growth or expansion)

**DEPARTMENT:**

**PROJECT DESCRIPTION/JUSTIFICATION:**

**ESTIMATED COST:** Detailed estimate that breaks down the project costs (i.e. construction, equipment, contingency, consultants, etc.)

**PROJECT COST BY YEAR:**

2024	2025	2026	2027	2028

**FUNDING SOURCES:**

**IF THE PROJECT MAINTAINS AN EXISTING ASSET:**

Risk of failure if the project is not completed in 2024:

- HIGH
- MEDIUM
- LOW

How many years will the asset life be extended?

**IF SERVICE LEVELS ARE IMPACTED:**

- Essential service
- Discretionary service

- New service
- Additional resources to address growth
- Improves quality of life
- Demand for service is declining
- Maintains current level of service
- Changes the way the service is delivered

**ANNUAL OPERATING COST IMPACT:**

--


**RISK OF NOT COMPLETING THE PROJECT IN 2024:**

--

**FINANCE DEPARTMENT ANALYSIS:**

--

**APPROVAL SIGNATURE:**

Department Head	Date
	

# **SUPPLEMENTAL ITEM #2**

## ***Capital Investment Requirements***

**Fire - Pumper**

**Capital Cost - \$1,650,000**

**Recommended to be financed (internally) over 20  
years at \$82,500 per year**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
CAPITAL REQUEST FORM 2024**

This form is to be used to request capital projects not already included in the Asset Management Plan. Please submit request to the Finance Department by August 8, 2023.

**PRIORITIZATION:**

- HIGH           Mandated, legislated, or required by law (including health and safety)
- MEDIUM       Maintaining existing assets
- LOW            Service level enhancement (growth or expansion)

**DEPARTMENT:** Fire Services

**PROJECT DESCRIPTION/JUSTIFICATION:**

Pumper Apparatus Replacement (Pumper 2, Pumper 3 and Pumper 5) as per the Fire Services Capital Replacement Schedule, these units are identical and are required to be replaced in the following years 2024, 2025 and 2026. By procuring three (3) trucks simultaneously, there will be a savings by utilizing the same supplier. The procurement can be structured to plan for associated costs each year, with realized savings by negotiating a 3 truck purchase deal.

Council Approved Fire Master Plan- maintaining current fleet recommendation 41. Laboratories of Canada (ULC) Standard S515 "Automobile Fire Fighting Apparatus," NFPA 1901, the Standard for Automotive Fire Apparatus.

Front Line Fire Apparatus is replaced at 15 years.

**ESTIMATED COST:** Detailed estimate that breaks down the project costs (i.e. construction, equipment, contingency, consultants, etc.)

Estimated costs to replace Fire Pumps are:  
Pump 2 - \$1,650,000  
Pump 3 - \$1,750,000  
Pump 5 - \$1,850,000

**PROJECT COST BY YEAR:**

2024	2025	2026	2027	2028
1,650,000	1,750,000	1,850,000		

**FUNDING SOURCES:**

Fire capital reserves and debt financing



**IF THE PROJECT MAINTAINS AN EXISTING ASSET:**

Risk of failure if the project is not completed in 2024:

- HIGH
- MEDIUM
- LOW

How many years will the asset life be extended? 15 years per unit

**IF SERVICE LEVELS ARE IMPACTED:**

- Essential service
- Discretionary service

- New service
- Additional resources to address growth
- Improves quality of life
- Demand for service is declining
- Maintains current level of service
- Changes the way the service is delivered

**ANNUAL OPERATING COST IMPACT:**

Pump 2 - repair costs - 2021- \$33,314. 2022- \$31,568. 2023 - to date \$21,500.  
 Pump 3 - repair costs - 2021- \$29,951. 2022- \$19,780. 2023 - to date \$17,501.  
 Pump 5 - repair costs- 2021- \$7,219. 2022- \$2,549. 2023 - to date \$10,590.

**RISK OF NOT COMPLETING THE PROJECT IN 2024:**

The applicable ULC and NFPA standards recommend that apparatus should be retired after 15 years of service. At this juncture, the unit may have one or more faults which preclude effective use for emergency service. These deficiencies include:

- a. Inadequate braking system
- b. Slow pick-up and acceleration
- c. Structurally weakened chassis due to constant load bearing and/or overloading
- d. Pump wear
- e. ergonomic hose loader failure, which needs to be repaired (Pump 3) estimated cost is \$100,000.

All of these items listed may cause issues during emergency response which could effect the deployment and operations.

**FINANCE DEPARTMENT ANALYSIS:**

**APPROVAL SIGNATURE:**

Department Head	Date
	Aug. 2, 2023

# **SUPPLEMENTAL ITEM #3**

## ***Capital Investment Requirements***

**Fire - NG-911 - Computer Aided Dispatch**

**Capital Cost - \$1,500,000**

**Recommended to be financed (internally) over 10  
years at \$150,000 per year**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
CAPITAL REQUEST FORM 2024**

This form is to be used to request capital projects not already included in the Asset Management Plan. Please submit request to the Finance Department by August 8, 2023.

**PRIORITIZATION:**

- |        |  |                                     |
|--------|--|-------------------------------------|
| HIGH   | Mandated, legislated, or required by law (including health and safety) | <input checked="" type="checkbox"/> |
| MEDIUM | Maintaining existing assets  | <input type="checkbox"/>            |
| LOW    | Service level enhancement (growth or expansion)                        | <input type="checkbox"/>            |

**DEPARTMENT:** Fire Services

**PROJECT DESCRIPTION/JUSTIFICATION:**

NG 911 compliant Computer Aided Dispatch (CAD) system.  
In order to be compliant with NG 911, Fire Services must ensure that our dispatch system and software is up to date and meets the requirements of the NENA i3 standard. NENA provides various regulations, standards, and committee support for all Next Generation 911 development. NENA's relationship to NG 911 is vital for evolving 911 systems and emergency response services. Our current CAD is not compliant.  
By transitioning to a compliant CAD that is consistent with Police Services, our primary PSAP and Secondary PSAP will be the same. This will ensure seamless 911 for our community. The deadline for NG 911 is March 4, 2025.

**ESTIMATED COST:** Detailed estimate that breaks down the project costs (i.e. construction, equipment, contingency, consultants, etc.)

The cost of a new CAD is \$1,500,000 with a 10% annual fee to operate.

**PROJECT COST BY YEAR:**

2024	2025	2026	2027	2028
1,500,000	150,000	150,000	150,000	150,000

**FUNDING SOURCES:**

This project may be partially offset by the Ontario TP Next Generation 911 2023-2024 grant. The second round of the grant was submitted. Further, as part of the Shared Services RFP between the City and Police Services, Fire and Police Communications will be reviewed by the successful consultant. The results of the review may impact the funding.  
The remaining portions of the associated costs will be debt financed.

**IF THE PROJECT MAINTAINS AN EXISTING ASSET:**

Risk of failure if the project is not completed in 2024:

- HIGH
- MEDIUM
- LOW

How many years will the asset life be extended? 15

**IF SERVICE LEVELS ARE IMPACTED:**

- Essential service
- Discretionary service

- New service
- Additional resources to address growth
- Improves quality of life
- Demand for service is declining
- Maintains current level of service
- Changes the way the service is delivered

**ANNUAL OPERATING COST IMPACT:**

Ongoing increase to the budget for annual operating costs (10%) of total project costs.

**RISK OF NOT COMPLETING THE PROJECT IN 2024:**

The City of Sault Ste. Marie is preparing and planning for the transition to NG 911. If the CAD is not NG 911 compliant there is a high risk that Fire Services dispatch will not function at the deadline of March 4, 2025. Also, as other communities are experiencing the same issues, there is a risk that the current CAD company will see clients transition to alternate CAD systems that are compliant creating an unsuccessful business model. This may effect the service provided to the City as one of a few remaining clients. The transition time to a new CAD is approximately 12 to 18 months. Ultimately, the risk is not being compliant with NG 911/NENA, and therefore the community will not have a properly functioning emergency service dispatch.

**FINANCE DEPARTMENT ANALYSIS:**

**APPROVAL SIGNATURE:**

Department Head	Date

# **SUPPLEMENTAL ITEM #4**

## ***Capital Investment Requirements***

**CDES - Parks upgrades to maintain infrastructure and  
revitalize: \$300,000 on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Parks Upgrades to Maintain Infrastructure and Revitalize

### Overview:

A parks analysis was completed and the long-term replacement/upgrades plan was presented to City Council and accepted. The plan identified 3 parks a year to be upgraded and new equipment/features installed. The request covers, new equipment, installation by the supplier and accessible features. This request has been submitted in 2021, 2022 and 2023 and not supported. Should this request not be supported for 2024 some amenities will need to be removed from existing parks that do not meet required safety standards. The revitalization timeline is also attached for review. The next 2 parks planned for immediate upgrades are Parkland Park and Downy Park.

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

### Current Service Level

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

### Changes to Service Level

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

### Alignment with Strategic Plan

Maintaining existing infrastructure and promote quality of life  
Sootoday Poll: Park Upgrades Among top priorities

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Playground Equipment	On-going	300,000	300,000	300,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	300,000	300,000	300,000
One-time			
Total	300,000	300,000	300,000

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

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

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

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

Departmental  
Approval:



Date: August 2, 2023

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

# **SUPPLEMENTAL ITEM #5**

## ***Capital Investment Requirements***

**PWES - Additional funding for roads capital transportation programs: \$750,000 on-going cost**





## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Engineering

Division: Engineering

Request Name: Transportation Programs

### Overview:

Each year, a portion of the Capital Transportation budget is allocated to road resurfacing. An average of two to three road reconstruction projects are prioritized along with other eligible projects that line up with funding (OCIF, Connecting Link etc.) The amount of funding earmarked for resurfacing strongly correlates to how much funding remains after all other projects are prioritized. Over the years the need to resurface roads has continued to grow and the rising costs of construction has eroded the effectiveness of the program which is confirmed by our Asset Management reports. For many years there has been no increase to the budget.

Further, operational budgets for roads are being stretched to meet the requirements for a new Ontario regulation regarding on-site, excess soil management.

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

### Current Service Level

Service Name	Service Description	Account Number
Excess Soil Regulation		
Miscellaneous Paving Needs		
Traffic Calming Needs		

### Changes to Service Level

### Alignment with Strategic Plan

Funding of capital and operating budgets for roads programs is linked to the infrastructure component of the strategic plan

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Excess Soil Regulation	On-going	125,000	125,000	125,000
Miscellaneous Paving Needs	On-going	500,000	500,000	500,000
Traffic Calming Needs	On-going	25,000	25,000	25,000

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	650,000	650,000	650,000
One-time			
Total	650,000	650,000	650,000

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)
Centracs Traffic Software Expans	100,000		

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

Report to Council October 30, 2023 - Increased Funding Requests for Transportation Programs

Departmental  
Approval:

**Carl Rumiel,**  
**P. Eng.**

Digitally signed by  
Carl Rumiel, P. Eng.  
Date: 2023.10.24  
11:55:56 -04'00'

Date: **October 24, 2023**

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

# **SUPPLEMENTAL ITEM #6**

## ***Service Level Changes***

**CDES - Recreation & Culture - Canada Day fireworks:  
\$10,000 on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services



Division: Recreation and Culture

Request Name: Canada Day

### Overview:

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

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

### Current Service Level

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

### Changes to Service Level

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

### Alignment with Strategic Plan

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

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Canada Day Operations	On-going <input type="checkbox"/>	\$10,000		
	Select Option <input type="checkbox"/>			
	Select Option <input type="checkbox"/>			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)
NA						

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
NA	Select Option <input type="checkbox"/>			
	Select Option <input type="checkbox"/>			
	Select Option <input type="checkbox"/>			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	10,000		
One-time			
Total	10,000	0	0

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)
NA			

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

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

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

Departmental  
Approval:



Date: July 28, 2023

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

# **SUPPLEMENTAL ITEM #7**

## ***Service Level Changes***

**CDES - Recreation & Culture - Crosswalk painting with designs: \$18,000 on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Crosswalk Painting

### Overview:

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

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

### Current Service Level

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

### Changes to Service Level

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

### Alignment with Strategic Plan

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Purchased Services	On-going	18,000	18,000	18,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	18,000	18,000	18,000
One-time			
Total	18,000	18,000	18,000

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Departmental  
Approval:



Date: July 31, 2023



# **SUPPLEMENTAL ITEM #8**

## ***Service Level Changes***

**CDES - Recreation & Culture - Cultural funding to support arts, culture, and heritage: \$160,500 on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Cultural Funding

### Overview:

The City engaged LORD Cultural Resources to prepare a Community Cultural plan. The objectives of the plan are to, foster investment and economic development in Arts, Culture and Heritage; strengthen partnerships to promote cultural vitality in the community and strengthen connectivity amongst those in the creative sectors locally. The Cultural Plan, identified Sault Ste. Marie as having lower than average funding for cultural grants relative to other 'peer' municipalities, and as such, is recommending increase in funding to support arts cultures organizations, events and or activities. A phased in approach has been taken to attain the recommended increased in funding for arts, culture and heritage.

In 2018 the total available funding was \$53,900. The amount available has increased to \$144,500. The additional \$160,500 in annual funding will allow the City to reach the target investment of \$5.00 per capita.

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

### Current Service Level

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

### Changes to Service Level

The Cultural Vitality Committee and former Arts and Culture Action Team developed a funding model to address the various needs of arts, culture and heritage organization in SSM. Funding will be divided into various buckets; Arts and Culture Assistance Program Funding, Public Art and Heritage are being addressed.

### Alignment with Strategic Plan

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

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

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Cultural Funding	On-going	160,500	160,500	160,500
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	160,500	160,500	160,500
One-time			
Total	160,500	160,500	160,500

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Cultural Vitality is one of the 4 pillars of FutureSSM and a strategic priority for the Municipality. A key recommendation from the Community Adjustment Committee was to develop a funding model that supports further develop of cultural facilities, organizations and events. Global communities with strong links between community culture and engagement in the arts, are resilient, healthy communities. Such creative, vibrant and resilient places are attractive to investors in industry, business, and tourism and thus create employment opportunities, expand the tax-base, and generally add real wealth to the community. Because of this, the development of comprehensive Community Cultural Plan was identified as key recommendation in the Community Adjustment Committee Report as a way to increase cultural vitality in Sault Ste. Marie.

Departmental  
Approval:



Date: August 2, 2023

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

# **SUPPLEMENTAL ITEM #9**

## ***Service Level Changes***

**CDES - Recreation & Culture - Maintenance to  
graffitied/damaged public art: \$8,000 on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: **Recreation and Culture**

Request Name: **Public Art Maintenance**

### Overview:

The number of public art pieces in our community is growing. As a result, maintenance and repairs are required in the event that murals or art pieces have been subjected to graffiti or are damaged. In order to address the ongoing maintenance and removal of graffiti in a timely manner an increase to the annual operating budget is being requested to ensure proper ongoing maintenance of the public art.

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

### Current Service Level

Service Name	Service Description	Account Number
Public Art Maintenance	Funding for Maintenance/Repair of Public Art	10-500-5102-6410

### Changes to Service Level

The request will provide funding to address the increase in graffiti and damage to public art pieces in the community.

### Alignment with Strategic Plan

Strategic Plan -Promote, grow and support arts and culture - Cultural Plan Implementation

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Public Art Maintenance	On-going	8,000	8,000	8,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	8,000	8,000	8,000
One-time			
Total	8,000	8,000	8,000

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Departmental  
Approval:



Date: August 2, 2023

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

# **SUPPLEMENTAL ITEM #10**

## ***Service Level Changes***

**CDES - Transit - Make the Adventure Bus program permanent: \$8,000 on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: Transit and Parking Services

Request Name: Adventure Bus

### Overview:

A resolution was brought forth on May 31, 2021 to service outdoor attractions and activities that are not currently accessible by public transit, including Hiawatha Highlands. The pilot ran from Sept to Nov in 2022, and was recommended during 2023 budget discussions to run again from Sept 9 - Nov 5 2023, two times per day, and to be cancelled pending weather. This request will make the seasonal service permanent for 2024 onward.

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

### Current Service Level

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

### Changes to Service Level

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

### Alignment with Strategic Plan

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

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

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



**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Adventure Bus Service	On-going	\$11,000		
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Bus Fee Revenue	On-going	\$3,000		
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	8,000		
One-time			
Total	8,000	0	0

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

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

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

Departmental  
Approval:



Date: August 2, 2023

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

# **SUPPLEMENTAL ITEM #11**

## ***Service Level Changes***

**CDES - Recreation & Culture - Extension of the pilot  
for downtown security patrols: \$130,000 on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: **Community Services**

Request Name: **Downtown Security Patrols**

### Overview:

Extension of the pilot for Downtown Security Patrol. Please find the Council report dated August 28, 2023 attached to this request authorizing \$60,000 for the balance of 2023 with a referral for the full year service to the 2024 budget process. City Council authorized the proceeds to be sourced from the contingency reserve to support in-year implementation of security services for the remainder of 2023.

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

### Current Service Level

Service Name	Service Description	Account Number
Downtown Security Patrols		

### Changes to Service Level

New Service supporting security in the Downtown Area.

An RFP will be issued in late 2023 to provide a confirmed figure for Council to review during December Budget Deliberations to be effective January 1, 2024.

### Alignment with Strategic Plan

This item aligns with the Corporate Strategic Plan in the Quality of Life focus area: Vibrant Downtown Areas – We are striving to create a vibrant and attractive downtown that contributes to the vitality and resiliency of our City. Downtown areas play a central role in defining the character of our City.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Downtown Security Patrols	On-going	\$130,000	\$130,000	\$130,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	130,000	130,000	130,000
One-time			
Total	130,000	130,000	130,000

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Related Council report Attached from August 28, 2023.

Will look to partner with the DTA and Police Services in coordination and funding opportunities to support.

Departmental  
Approval:

Date:

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

# SUPPLEMENTAL ITEM #12

## *Service Level Changes*

**CDES - Community Centres - Entertainment events  
and shows (pilot for 2024/25): \$150,000 one-time cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: Community Arenas & Event Centre

Request Name: Up Front Funding for Entertainment Event and Show Budget

### Overview:

Request for a budget allocation for the procurement of entertainment through delegated authority with a maximum limit of \$150,000 for Community Events and Shows. Current concerts and events require fees to secure entertainment in advance with "B" type acts ranging from \$50,000 to \$500,000. Ability to access funding for a quick turnaround is crucial in securing events. Current process requires Council approval which may delay in procuring acts. These challenges of up front funding and turn around have a direct impact on staffs ability to provide diverse and high-quality entertainment options for our Community. The entertainment industry operates within a highly competitive and dynamic environment. Often, securing talent for specific events requires advanced booking. However, due to budget constraints, there are difficulties in securing talent within the desired time-lines. This can result in limited availability and potential compromises in the quality and variety of entertainment options offered.

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

### Current Service Level

Service Name	Service Description	Account Number
Event Fund	Budget to allocated to purchase shows up front	

### Changes to Service Level

Allocation of a budget of up to \$150,000 for entertainment procurement through delegated authority after extensive review of costs and ability to break-even and generate revenue. An allocated budget will provide the necessary flexibility to secure talent, diversify the entertainment offerings, and create memorable experiences for the community. Our current budget limitations pose a challenge in attracting talent in the price range and in providing a wide range of entertainment experiences. Artists and performers often demand higher fees for their services, and without adequate financial resources, the venue may have to settle for less prominent acts or compromise on the quality of entertainment.

- The ask is a one-time amount with a 2-year pilot.
- There are no additional funds being requested in 2025 as part of the supplementary request. The total ask is \$150,000 of which \$34,400 is being reallocated from the terminated Event Development Fund (net exposure of \$115,600).
- The current reserve being funded from a ticket surcharge has not provided sufficient funding for City led event and this ask is simply providing "seed" money to this reserve.

### Alignment with Strategic Plan

This budget will enable us to enhance the cultural and recreational experiences for our community members and follows the Corporate Strategic Plan Goals:

To promote, encourage and lead economic and social growth within our community through the effective provision of municipal services and the development of community partnerships.

Quality of Life-Vibrant downtown areas

Community Development-Create social and economic activity

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Up front fee ( 2 year pilot)	One-time	\$150,000		
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Ticket Sales - Food and Bev	One-time	\$150,000		
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	0		
One-time			
Total	0	0	0

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Process for Evaluation of Events:

1. Events Manager review of talent and provide break-even analysis for review to SMT  
Director of Community Services review to proceed.
2. Director Community Services reviews, if supported recommend to CFO & Deputy CAO review to proceed. Council to authorize delegated authority up to \$150,000 to CFO and Deputy CAO.
3. Presentation of offer to promoter or agent
4. Council to authorize Delegated authority to Director Community Services to sign contracts upon acceptance.

Event Survey from Database of approx 23,000 past event ticket purchasers attached for reference.

Departmental  
Approval:



Date: Nov. 8, 2023

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

# **SUPPLEMENTAL ITEM #13**

## ***Service Level Changes***

**CDES - Tourism and Community Development -  
Environmental initiatives: \$50,000 on-going cost**





## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: Tourism and Community Development

Request Name: Environmental Initiatives Service Level Request

### Overview:

A dedicated operating budget is required to implement the recommendations defined in the City's GHG Emissions Reduction Plan, as approved by Mayor and Council.

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

### Current Service Level

Service Name	Service Description	Account Number
FutureSSM Purchased Services - consultants	GHG reduction projects	10-115-1130-6550

### Changes to Service Level

Community Development is requesting \$50,000 to support the implementation of corporate GHG emissions reduction projects.

### Alignment with Strategic Plan

The request aligns with the City's Green House Gas Emissions Reduction Plan, and the FutureSSM Community Plan, specifically the goal of Environmental Sustainability.

It also aligns with the letter from the Environmental Sustainability Committee to Mayor and Council, dated September 8th, 2023, requesting consideration for additional funding for GHG reduction projects in the 2024 budget. The request aligns with the recommendations of the City of Sault Ste. Marie's GHG Emissions Reduction Plan.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
GHG & Emissions Reduction	On-going	50,000	50,000	50,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	50,000	50,000	50,000
One-time			
Total	50,000	50,000	50,000

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Departmental  
Approval:



Date: September 19, 2023

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



## SAULT STE. MARIE

2023 September 8

Good day Mayor Shoemaker, Council & City Senior Management,

As the Chair of the City's Environmental Sustainability Committee (ESC), I am writing to follow-up on the letter sent to you in June 2023 urging you to consider a series of short- and long-term priorities as you plan for the 2024 budget cycle. In addition to these priorities, it is a matter of utmost importance that the City allocate funding to support climate action to help operationalize the city's climate action plan by turning our net zero target and strategies into annual delivery plans.

As you approach the budgetary deliberations for the year 2024, we feel it is crucial to prioritize the allocation of funds for climate mitigation initiatives and projects. At present City Departments and local non-profits can apply to the City's Community Development Fund (CDF) Green Initiatives Fund (GIF) which has an annual budget of \$50,000, with any remaining monies going towards tree planting on City lands the following year. Since the fund's inception (2021), the majority (64% or \$109,257.78) has been allocated to City Departments, whereas local non-profits have been allocated 36% (or \$62,518.43). When reviewing requests for funding, ESC members have regularly discussed how these initiatives should not be funded through the GIF, but rather through existing City budgets. As such, the attached Service Level request has been submitted for \$50,000 that will be for solely City Department use on green projects.

The City of Sault Ste. Marie's GHG Reduction Plan was unanimously approved by City Council on December 14, 2020. Despite the approval of the plan, no budget monies were allocated towards its implementation on a corporate level. In addition, despite best efforts, the City of Sault Ste. Marie corporate emissions have increased 10% from 2017 to 2022. A united and aggressive financial corporate commitment and effort from all departments and Council will be required to meet corporate emission reduction targets (10% corporate and 5% community by 2030, and net zero by 2050). Integrating a dedicated corporate GHG reduction allocation into the standard operating budget is necessary to meet the City's GHG reduction target. The urgency of this issue cannot be overstated, and it is imperative that our city, remains at the forefront of responsible climate action.

We respectfully request that City Council diligently assess the significance of climate mitigation and commit the requisite resources within the forthcoming budget. Your leadership in this endeavor has the potential to effect tangible change in the lives of our citizens and the trajectory of our city. We eagerly anticipate learning of the measures our city will undertake to combat climate change and foster a sustainable future.

Sincerely,

*Donna Hilsinger*

**Donna Hilsinger, Chair, ESC Citizen Representative**

**Where you belong.**

CITY OF SAULT STE. MARIE

99 Foster Drive, Sault Ste. Marie ON P6A 5X6 705.759.2500 [info@cityssm.on.ca](mailto:info@cityssm.on.ca) [SaultSteMarie.ca](http://SaultSteMarie.ca)

# **SUPPLEMENTAL ITEM #14**

## ***Service Level Changes***

**CDES - Tourism and Community Development -  
Physician recruitment marketing: \$50,000 on-going  
cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: Tourism and Community Development

Request Name: Physician Recruitment Marketing Request

### Overview:

Community Development Staff (FutureSSM) have been asked to support Physician Recruitment with marketing due to our expertise and to align with our efforts to attract new residents to the community. Staff conducted the following marketing in Canada and overseas on behalf of Physician Recruitment: ads in the British medical journal, Canadian Medical Journal, Journal of Family Medicine (Canada). Digital marketing targeting Ireland, UK, US, and throughout Canada.

To date, staff have utilized grant monies to support Physician Recruitment with marketing efforts, however the grant monies will expire in 2024 and new funds are required to support attraction efforts.

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

### Current Service Level

Service Name	Service Description	Account Number
FutureSSM Advertising & Marketing	Physician Recruitment	10-115-1130-6540

### Changes to Service Level

Community Development is requesting \$50,000 to support Physician Recruitment.

### Alignment with Strategic Plan

The request aligns with the focus of quality of life and attracting new residents to the community. It also aligns with the goal of growing the community to 100,000 as identified in the FutureSSM community plan.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Physician Recruitment	On-going	50,000	50,000	50,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	50,000	50,000	50,000
One-time			
Total	50,000	50,000	50,000

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

. Our current orphaned patient population necessitates the addition of 15 additional family medicine physicians. In addition to family medicine requirements, we are actively recruiting numerous specialist physicians with our most crucial current needs including Anesthesia, General Internal Medicine, Plastic Surgery, Psychiatry, and Obstetrics and Gynecology. The Physician Recruitment & Retention Program current budget of \$4500 for advertising and promotional materials is very restrictive.

See attached memo from Physician Recruitment.

Departmental  
Approval:

Date:

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



September 8, 2023

The Sault Ste. Marie Physician Recruitment and Retention Program has demonstrated remarkable success in attracting and recruiting physicians to our community. Since its inception in 2002, we have welcomed 203 new physicians practicing in our community. However, despite this achievement our recruitment efforts are facing a pressing challenge not unique to our community. Our current orphaned patient population necessitates the addition of 15 additional family medicine physicians. In addition to family medicine requirements, we are actively recruiting numerous specialist physicians with our most crucial current needs including Anesthesia, General Internal Medicine, Plastic Surgery, Psychiatry, and Obstetrics and Gynecology.

The College of Physicians and Surgeons of Ontario (CPSO) has recently changed some requirements for internationally educated physicians. The goal is to quickly respond to these changes by adapting our marketing strategies in order to actively recruit physicians from internationally recognized programs including US trained physicians.

The Ontario government has announced expansion of medical education across the province. NOSM University will see an additional 30 undergraduate medical school spots and 41 postgraduate residency spots over the next five years. With our partnership with NOSM University, we are committed to expanding local medical educational opportunities such as the allocation of residency positions and are looking to attract candidates to these local training opportunities. Residents who train in our community are most likely to stay and practice.

We have an opportunity to highlight our community as a desirable location targeting both medical education and physician practise opportunities. The Physician Recruitment & Retention Program current budget of \$4500 for advertising and promotional materials is very restrictive. The right marketing campaign would aid us in targeting new opportunities in a very competitive environment.

Sincerely,

Carrie Stewart  
Manager, Physician Recruitment & Retention

# **SUPPLEMENTAL ITEM #15**

## ***Complement Changes***

**CDES - Cemetery - Two summer student positions:  
\$25,191 on-going cost**





## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: **Cemeteries**

Request Name: **Cemeteries Summer Student Complement**

### Overview:

We are requesting that the Cemetery summer student complement be returned to 2021 levels. The temporary decrease was made permanent in 2022 which resulted in a loss of 2 students. Request to increase the cemetery summer student complement back to 15 from 13. If the increase is not completed it will have an impact to ground maintenance for grass cutting, grave repair and potential burials.

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

### Current Service Level

Service Name	Service Description	Account Number
Student salaries	Summer student complement	10-400-4300-6015

### Changes to Service Level

This will help to improve the quality of maintenance and grass cutting work on the cemetery grounds.

### Alignment with Strategic Plan

Improve customer service, and contribute to improving the City's image as a good place to work & live.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	On-going			
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)
Student		16 weeks		25,191		

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	25,191		
One-time			
Total	25,191	0	0

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Departmental  
Approval:

Date:

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

# **SUPPLEMENTAL ITEM #16**

## ***Complement Changes***

**CDES - Community Centres - NCC community  
programming: \$55,000 on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Community Programming NCC

### Overview:

A budget request was brought forward (2020 budget year) to develop the NCC Community Space and provide programming in the evenings and on Saturday to youth, teens and families. 1500 to 2000 youth and families were served monthly during spring 2023 while tracking each month. In addition, the March break program saw attendance of 1450 participants over the 5 days. At the time the plans for the new twin pad were underway and during deliberations 50% of the request was granted. The volume of community members utilizing the facility has increased significantly. The request will provide necessary staff to deliver programs and provide site supervision. In order to meet the demand staff are requesting the additional funding to support the original request.

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

### Current Service Level

Service Name	Service Description	Account Number
Program Staffing	Staffing to support programs	10-500-5161-6001

### Changes to Service Level

The additional staff will allow for an increase in programming and supervision on site. The original request included one full-time recreation programmer and a part-time programmer to cover the operational hours and allow for planning, delivery of programs and site supervision.

### Alignment with Strategic Plan

Community Development - Create Social and economic activity - Futures SSM  
Implementation - Youth Initiatives.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	On-going			
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)
Programmer	JC1			62,000	64,000	66,163

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Operating revenue	On-going	7,000	7,000	7,000
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	55,000	57,000	59,163
One-time			
Total	55,000	57,000	59,163

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

The volume of community members using the Northern Community Centre has increased. The community space provides a location for tutoring, access wifi, a place for siblings/families to use while siblings play soccer or hockey. Additional programs can be organized on the turf prior to soccer. In the evenings youth/teen have a space to socialize, do homework, participate in a wide range of programs from arts space, music (open mic nights), movie nights, fitness classes, special events. The additional staff would support PD Day programs and break week programming. In addition, there are a number of benefits to having staff presence in the building during the evening and weekends to provide the necessary supervision.

Departmental  
Approval:



Date: Oct. 13, 2023

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

# **SUPPLEMENTAL ITEM #17**

## ***Complement Changes***

**CDES - Community Centres - Food & Beverage  
Assistant position (PT to FT): zero levy impact**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: Community Centres

Request Name: Food & Beverage Assistant position - from part-time to full-time

### Overview:

To support F&B initiatives and increased Sales of various events - recommended that the current position of F&B Assistant be changed to Full Time Permanent status from Temporary Part Time. This position is imperative for the service delivery for expanded options at the GFL Memorial Gardens as well as supporting the new mobile alcohol unit at the Plaza as well as bar area and concession at the Northern Community Centre.

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

### Current Service Level

Service Name	Service Description	Account Number
Food & Beverage Assistant	Salaries and benefits	10-500-5144-6001

### Changes to Service Level

- In seat Service vs Section Hocking-explore both alternatives of selling
- Add table food service menu form kitchen/add full cocktail selection before/during/ after/ game
- Add Margarita bar to Coffee house to compliment spiked lemonade• Add Hard Ice cream and Milk shake bar to hot dog house south end. • Add Cotton candy machine
- Entire staff re-training seminars and workshops re service techniques up-selling /customer relations
- Enhance product line offerings in Con # 5 to build traffic• Opening of Bumbacco Room with Live Music during and after OHL games-serving F&B reduced menu and alcoholic beverages. • Add 4th specialty coffee machine to Coffee house
- Expanding restaurant seating by 20 seat locations• Grill top cooking station concourse• Possible wine bar• Join one food rebate Buying Group
- Upscale hot dog menu at Hot dog house-Sausage specialty menu• Opening additional VIP Suite by combining boardroom and office for 20+ new seat sales with F&B. • Opening and setup of Twin Pad Concession and 2nd floor servicing area (sales exceeding \$10k tournament weekends)
- Upgrade POS system

### Alignment with Strategic Plan

**Service Delivery:** Delivering excellent and equitable customer service during community programming.

**Quality of Life:** Providing product offerings that contribute to a vibrant downtown area through municipal events.

**Community Development:** Maximize economic development and investment within municipal operated facilities.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)
FT JC 1	Non-union	Permanent	1	90,731		
PT JC 6	Non-union			(32,198)		

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Food and beverage sales	On-going	58,533		
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	0		
One-time			
Total	0	0	0

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

See Business Case attachment. This position is imperative for the service delivery for expanded options at the GFL Memorial Gardens as well as supporting the new mobile alcohol unit at the Plaza as well as bar area and concession at the Northern Community Centre.

Departmental  
Approval:

Date:

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



# **SUPPLEMENTAL ITEM #18**

## ***Complement Changes***

**CDES - Community Centres - Part-time Food &  
Beverage positions for NCC & Plaza: zero levy impact**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: Northern Community Centre & Plaza Mobile Retail F&B Unit

Request Name: F&B Complement-NCC & Plaza Mobile Retail Unit

### Overview:

The new Northern Community Centre that replaces the McMeeken Arena requires F&B staff to generate sales from two arenas within the Centre. There is a main level enhanced concession area and a second floor satellite concession that will be servicing alcoholic products throughout the year.

Main level concession sales will be open during the entire week to service the lunch patrons and evenings for regular association programming. The upstairs concession and bar area will service the area for spectators/participants that will be watching service programming at the arena that include Sault College games and major events.

In addition, the 8'x10' retail mobile unit will provide alcohol for patrons in the lower room of the Plaza in support of the food court adjacent to the SOO MRKT.

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

### Current Service Level

Service Name	Service Description	Account Number
F&B PT positions		10-500-5124-6011 & 10-500-5190-6011

### Changes to Service Level

#### NCC

F&B concession and Bar sales for community programming.

Bar area: Tuesday, Wednesday, Thursday, Friday, Saturday, and Sunday evening from September for duration of season.

(Tuesday to Sunday: 6pm to 10pm)

F&B Canteen (Level 1 Concession) Open during selective hours - 7 days a week.

Weekdays: 11pm-2pm & 5pm-9pm (or later, dependent upon programming of events)

Weekends: 11am-9pm (dependent upon programming of events)

#### Plaza Mobile Retail Unit

Concession and Bar area: Wednesday to Saturday

Weekdays 4pm-9pm (dependent upon programming of events)

Weekend 11am-9pm (dependent upon programming of events)

### Alignment with Strategic Plan

**Service Delivery:** Delivering excellent and equitable customer service during community programming.

**Quality of Life:** Providing product offerings that contribute to a vibrant downtown area through municipal events.

**Community Development:** Maximize economic development and investment within municipal operated facilities.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Cost of good sold	On-going	131,000		
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)
JC 1*2	PT NU			88,855		

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
F&B sales	Select Option	219,855		
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	0		
One-time			
Total	0	0	0

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Departmental  
Approval:

Date:

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

# SUPPLEMENTAL ITEM #19

## *Complement Changes*

**CDES - Recreation & Culture - ECNHS Assistant  
Curator position (HSB recommendation): \$53,948 on-  
going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services



Division: Recreation and Culture

Request Name: Ermatinger Clergue National Historic Site

### Overview:

New Permanent Full Time Assistant Curator position. The year round operations of the ECNHS only has 2 full time staff. Part time and students assist in the operations especially for the peak season (7 days a week + extended hours). The assistant Curator position currently sits on the PT grid at level 7. We received funding in August 2023 for a temporary full time position. We have not been able to fill this position with a qualified curatorial staff due to wage and uncertain work term. Within the current operating budget we have \$25,000 of wages assigned to this position. We are requesting an increase to the operating budget for a Permanent Full Time Assistant Curator position non-union A1 level including MERCS. Wages and MERCS: \$78,948 - current budget allotment \$25,000 = \$53,948 service level change.

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

### Current Service Level

Service Name	Service Description	Account Number
Salaries and benefits		10-550-5550-6001

### Changes to Service Level

The addition of the one full time employee will allow for the staff & HSB to better meet the Provincial Museum Standards, better level of Service to the public and tourists, and to allow for increased supervision with maintenance and integrity of the National Historic Site and it's collections management.

The current 2 full time staff are working 6 days a week during peak seasonal times in order to meet the demands of service level.

This position would also allow an easier transition for succession planning at the site.

Within the next five years all current staff will be retiring.

### Alignment with Strategic Plan

The ECNHS aligns with the Strategic plan in providing quality of life, culture, and customer service.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)
Ass't Curator	A1	Permanent	1	53,948		

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	53,948		
One-time			
Total	53,948	0	0

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

The Historic Sites Board are reviewing the Business Case and Service Level request at the July 12, 2023 meeting.  
The Business Plan has been submitted to B.Lamming.

Departmental  
Approval:

Date:

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

# **SUPPLEMENTAL ITEM #20**

## ***Complement Changes***

**CDES - Recreation & Culture - Three summer student positions for Bondar Pavilion and Recreation & Culture: \$33,063 on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Summer Students

### Overview:

We are requesting that our summer student complement be returned to 2021 levels. The temporary decrease was made permanent in 2022 which resulted in a loss of 2 students at Roberta Bondar Tent and 1 in Recreation and Culture which supports events and activities and projects for all Recreation and Culture areas. This would result in reduced washroom hours and fewer hours dedicated to landscaping, garbage removal and ground maintenance.

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

### Current Service Level

Service Name	Service Description	Account Number
2 summer students	Roberta Bondar Pavilion	10-500-5030-6011
1 summer student	Recreation and Culture	10-500-5010-6011

### Changes to Service Level

Staffing levels returned to 2021 levels for summer students. Each summer student position is for 16 weeks (.34 FTE Equivalent) and supports the seasonal operations and events.

### Alignment with Strategic Plan

The request support the key strategic directions: Service Delivery and Quality of Life: Promote, grow and supports arts and culture.



**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)
Student		16 weeks		33,063		

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	33,063		
One-time			
Total	33,063	0	0

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Currently, Roberta Bondar Pavilion is allocated 4 summer students. The student complement at this location has been 6 students up until summer of 2022 when it was decreased. The site operates 7 days per week and hosts numerous events over the season. The students are required to ensure that service levels are maintained and the site staffed or operations can be impacted.

Departmental  
Approval:

Date:

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

# **SUPPLEMENTAL ITEM #21**

## ***Complement Changes***

**CDES - Tourism - RNIP Administrator position:  
\$83,675 on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Community Development and Enterprise Services

Division: Tourism and Community Development

Request Name: RNIP Administrator Position

### Overview:

RNIP Administrator will assist with the review and process of applications received through the rural and northern immigration program. The position will also provide administrative support, including processing of invoices, expense reports, travel request forms and other duties as required.

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

### Current Service Level

Service Name	Service Description	Account Number
RNIP Administrator	Salaries Full-time	10-500-5181-6001

### Changes to Service Level

### Alignment with Strategic Plan

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	On-going			
	Select Option			
	Select Option			

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

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)
JC 3	Non-union	Permanent	1	83,675		

## Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	83,675		
One-time			
Total	83,675	0	0

## Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Departmental  
Approval:

Date:

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

# **SUPPLEMENTAL ITEM #22**

## ***Complement Changes***

**CS - Clerks - One summer student position: \$11,021  
on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Corporate Service

Division: City Clerk's Office

Request Name: Summer Student Complement Increase

### Overview:

This request is to increase the Clerks student complement from 1 to 2. The complement was reduced for the 2021 budget as a temporary cost savings measure during the pandemic.

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

### Current Service Level

Service Name	Service Description	Account Number
Student Salaries	Clerks Summer Student Complement	10-130-1300-6015

### Changes to Service Level

This will increase the quality and quantity of work done by the City Clerk's Office. It will reduce complaints and wait times by members of the public, funeral homes, and internal staff. The City Clerk's Office processes the highest number of marriage licences during the summer months. During the pandemic the City Clerk's office saw a significant reduction in marriage licences; however, in 2022 the number of licences has rebounded to pre-pandemic status.

### Alignment with Strategic Plan

This request directly aligns with the corporate value "commitment to citizens and community" improving productivity and excellence in customer service. The request also directly aligns with respecting, engaging and valuing employees. Engaging summer students has many benefits for both the employee and the organization.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)
Student		16 weeks		11,021		

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	11,021		
One-time			
Total	11,021	0	0

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Departmental  
Approval:

Date:

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

# **SUPPLEMENTAL ITEM #23**

## ***Complement Changes***

**CS - Clerks - Records and Election Coordinator  
position: \$50,896 on-going cost**





## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Corporate Service

Division: City Clerk's Office

Request Name: Records and Election Coordinator

### Overview:

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

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

### Current Service Level

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

### Changes to Service Level

FOI requests and processing would move from Legal to Clerks;  
Clerk's staff would preform wedding ceremonies and act as witnesses, when necessary;  
Enhanced corporate record management program, including access to publicly available information;  
Corporate Policy Manual would move from Communications to Clerks (as per KPMG recommendation) and be fully updated;  
Election coordination would move from a contract position and be incorporated into a permanent role.

### Alignment with Strategic Plan

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

Corporate values supported include:

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

**Impact Analysis:**

**Incremental Operating Expenditures (detail)**

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

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

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)
JC 3	Management	Permanent	1	102,169	105,234	108,391

**Incremental Operating Revenues (detail)**

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
FOI Fees	On-going	4,000	4,000	4,000
Wedding Ceremony Fees	On-going	31,500	32,130	32,773
Election Staff Budget	On-going	15,773	15,773	15,773

**Net Impact (total)**

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	50,896	53,331	55,845
One-time			
Total	50,896	53,331	55,845

**Capital Requirements**

Description	2024 (\$)	2025 (\$)	2026 (\$)

FOIs are currently being processed by the City’s Solicitor/Prosecutor. Legal has been in preliminary discussions with the Province concerning the download of Part 3 offences under the Provincial Offences Act. It is anticipated that the transition of Part 3 offences will begin in 2024 and the Solicitor/Prosecutor would no longer have capacity to process FOIs. Part 3 matters, are more serious matters, requiring more disclosure obligations and more court appearances, resolution discussions, pre-trial hearings and trial work. As such, FOIs would move to a full-time solicitor to complete, taking up approximately 50% of their time per year, effectively reducing the department’s legal complement by half a full time equivalent. Approval of Clerk’s FTE will remove responsibility for FOI activities from the current legal staff and allow them to pursue purely legal work instead, including an increased volume of building and by-law related matters. Currently the Solicitor/Prosecutor must prioritize FOI work over legal work in order to meet statutory deadlines.

The City will no longer pay \$25,000 annually to the Crown Attorney’s Offices on Part 3 prosecution; however, the overall financial impact of this specific change has not been included at this time. Revenue generated from FOI requests would offset Clerks cost of the position by approximately \$4,000 (staff could recoup \$30 an hour for record searches and preparation time charged out on a 0.25-hour basis). Council permission would be requested to allow Clerk’s staff to perform wedding ceremonies for potential revenue generation of \$31,500 annually (Clerks issues 360 marriage licences a year on average. Based on a municipal survey, it is anticipated that 25% of those ceremonies would be performed by Clerks at a cost of \$350 + HST per ceremony). An additional user fee would be established at \$35 per witness for City staff to act as witnesses to the ceremony. Election Coordinator salary (estimated at \$15,773 annually for 8 month contract in 2026) would be moved from the Election budget to reduce the overall cost of the position to the City. Staff will continue to monitor these trends and will adjust the budget(s) accordingly in future years.

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

Departmental  
Approval:

Date:

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

# SUPPLEMENTAL ITEM #24

## *Complement Changes*

**PW - Parks - Maintenance position: \$84,632 on-going  
cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Public Works

Division: Parks

Request Name: Parks Maintenance Position

### Overview:

As a result of Council approval of the Parks and Recreation Master Plan (report to Council dated November 4, 2019 "Parks Analysis") and the recommended playground revitalization program, we are requesting the addition of one (1) Full Time Parks playground maintenance employee, which will be shared for 1/2 of the year with CDES. CDES has already received approval for 1/2 of an employee complement for the Downtown Plaza. With the approval in principle to replace aged playgrounds over 10 years, in addition to maintaining continuous operations of our new skating trails .Bellevue Splash Pad, new West End Splash Pad and downtown plaza implementation, we will require additional staffing resources to achieve this goal.

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

### Current Service Level

Service Name	Service Description	Account Number
Parks Maintenance Employee	Playground installation Maintenance & Inspection	10-400-4400-6001

### Changes to Service Level

Improvements and additions to City Parks in recent years requires additional staffing resources. One Full Time position to be shared with CDES for 1/2 of the year and PW for the other 1/2 of the year.

### Alignment with Strategic Plan

Maintaining Existing Infrastructure

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)
JC 8	C3	Permanent	1	84,632		

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	84,632		
One-time			
Total	84,632	0	0

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Departmental  
Approval:

Date:

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

# **SUPPLEMENTAL ITEM #25**

## ***Complement Changes***

**Engineering - By-Law Enforcement Officer &  
Supervisor of Building/By-Law positions: \$59,918 on-  
going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Public Works

Division: Building Division

Request Name: By-law Enforcement Officer & Supervisor of Building and By-law (2 Full Time Positions)

### Overview:

Building Division continues to experience high activity in construction. It is projected that construction activity will continue to trend upward over the next three years than in previous years. During the annual Open House Public Meeting, the Industry stakeholders insisted that the Building Division increase its service level to focus more on inspections and increase the frequency of site visits with regards to major projects. Currently the Building Division is finding it difficult to fulfill this request because, as the construction industry continues to grow in our City so does the number of non-compliance matters which require a substantial amount of resources.

Therefore, the Building Division will fund the cost of one full time By-Law Enforcement Officer through the reserve fund. The new By-Law Enforcement compliment of four full time staff will enforce the Ontario Building Code requirements attributed to non-compliance issues. Furthermore, the Building Division is also requesting to increase its service level by one non-union supervisory position, to oversee the daily operations of by-law and building inspections.

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

### Current Service Level

Service Name	Service Description	Account Number
Full Time By-Law Enforcement Officer	JD 10	10-300-3020 & 3022-6001
Full Time Supervisor, Building/By-Law	Non Union	10-300-3020 & 3022-6001

### Changes to Service Level

The wage and benefits cost of \$87,235 for the additional by-law position will not impact the municipal tax levy. The cost for the additional supervisor has been estimated at \$119,835 for wages and benefits.

The impact to the tax levy for 2024 for the supervisor will be a total of \$59,917, as the remainder will be funded from the Building Permit Reserve Fund. There are no capital costs associated with the additional position. Incidental costs such as phone, uniforms and work station will at \$10,000.

### Alignment with Strategic Plan

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Phone, uniform, work station	On-going	10,000		
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)
JC 10	3022-6001	1820	1	87,235		
Non Union	3020-6001	1820	1	119,834		

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	217,069		
One-time			
Total	217,069	0	0

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)
N/A			

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

The hiring of an additional By-Law Enforcement Officer will not only assist with Ontario Building Code on non-compliance matters but will continue to assist and enhance the enforcement of our City's various current and new By-Laws on a full time basis.

The non-union supervisor would review and oversee all daily operations for both By-Law and Building activities to ensure satisfactory work performance and efficiencies. The position will liaison between the Building Division staff and City Councilors, construction industry stakeholders, and the general public.

This new non union position will support the divisions increased work load and responsibilities attributed to the continuing growth in construction activity and the increase in enforcement of existing and new By-Laws.

Please note that the Municipal Tax Levy will only be impacted 50% of the total salary for the cost of the full time Supervisor (non-union position) totaling \$59,917.

Departmental  
Approval:

Date:

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



# **SUPPLEMENTAL ITEM #26**

## ***Outside Agencies***

**Art Gallery of Algoma grant increase: \$46,500 on-going cost**

# **SUPPLEMENTAL ITEM #27**

## ***Outside Agencies***

**Canadian Bushplane Heritage Centre grant increase:  
\$75,000 on-going cost**

# **SUPPLEMENTAL ITEM #28**

## ***Outside Agencies***

**Sault Ste. Marie Museum grant increase: \$25,000 on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Outside Agencies

Division: Recreation and Culture

Request Name: Financial Assistance for Organizations - Increase Request

### Overview:

Each year organizations submit a funding request to the City of Sault Ste. Marie.

Three organizations have requested an increase to their funding.

- Art Gallery of Algoma
- Canadian Bushplane Heritage Centre
- Sault Ste. Marie Museum

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

### Current Service Level

Service Name	Service Description	Account Number
Art Gallery of Algoma	operating increase	10-720-7230-6810
Canadian Bushplane Heritage Centre	operating increase	10-720-7235-6810
Sault Ste. Marie Museum	operating increase	10-720-7232-6810

### Changes to Service Level

Refer to presentation by organizations.

### Alignment with Strategic Plan

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Art Gallery of Algoma -	On-going	46,500	46,500	46,500
Canadian Bushplane Heritage	On-going	75,000	75,000	75,000
Sault Ste. Marie Museum	On-going	25,000	25,000	25,000

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

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)

## Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	146,450	146,450	146,450
One-time			
Total	146,450	146,450	146,450

## Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Agencies will be providing Presentation

Departmental  
Approval:

Date:

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

# **SUPPLEMENTAL ITEM #29**

## ***Outside Agencies***

**Entomica grant request: \$132,726 on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Outside Agencies

Division: Recreation and Culture

Request Name: Financial Assistance for Organizations - Increase Request

### Overview:

Each year organizations submit a funding request to the City of Sault Ste. Marie. Entomica has submitted a request for annual funding.

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

### Current Service Level

Service Name	Service Description	Account Number
Entomica	Annual operating increase	

### Changes to Service Level

Refer to presentation by organization.

### Alignment with Strategic Plan

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Entomica	On-going	132,726	132,726	132,726
	On-going			
	On-going			

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

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)

## Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

## Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	132,726	132,726	132,726
One-time			
Total	132,726	132,726	132,726

## Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Entomica will be providing presentation

Departmental  
Approval:

Date:

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



# **SUPPLEMENTAL ITEM #30**

## ***Local Boards***

**Additional funding for Library Board - staffing and security: \$161,336 on-going cost**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Levy Boards

Division: Public Library

Request Name: Social Services Technician - Public Library

### Overview:

We are submitting a proposal to hire a dedicated social worker at the Sault Ste. Marie Public Library. This role will bridge existing service gaps, offering immediate assistance and crucial referrals for patrons in crisis. Additionally, the social worker will develop and execute community-centric programs, sharing both knowledge and resources. This addition will substantially enhance our Library's service level and community support capacity.

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

### Current Service Level

Service Name	Service Description	Account Number
N/A		

### Changes to Service Level

Without a dedicated social worker on staff, we are limited in our ability to adequately assist and navigate patrons through crises or towards necessary social services. The introduction of this role significantly bridges this service gap. The social worker will be a crucial point of contact and support for patrons, providing immediate assistance and valuable referrals to appropriate agencies and helplines. Furthermore, they will develop and implement programming tailored to the community's needs. The social worker will enhance the capacity of our existing staff through training and knowledge sharing, empowering them to respond more effectively to the diverse and complex needs of our patrons. The increase would be a significant improvement to our service level, ensuring the library can serve as a supportive and informed downtown resource.

### Alignment with Strategic Plan

#### Community Development

- The social worker engages with patrons through programming, and serves as a knowledgeable point of referral for individuals in crisis. This role enhances the library's function as an active participant and facilitator of community partnerships, services, and programs that are responsive to the diverse needs of our community.

#### Quality of Life

- Acting as a supportive resource, the social worker contributes to promoting, growing, and supporting arts and culture, ensuring that individuals from all walks of life can access and participate in cultural & heritage activities. By providing targeted support and referral services for those facing mental health and addictions issues, the position contributes to both vibrant downtown areas and quality of life advantages, fostering a supportive and inclusive atmosphere.

#### Service Delivery

- With the social worker's specialized knowledge and referral skills, the library enhances the City's commitment to deliver excellent and equitable customer service. This addition ensures that patrons receive informed, relevant support, making the Library a more accessible resource for the community.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)
6-4	720	Ongoing	1	82,468	84,729	86,862

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	82,468	84,729	86,862
One-time			
Total	82,468	84,729	86,862

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Please see the attached job description, as well as a spreadsheet providing a detailed breakdown of the salary being requested, calculated using the expected 2024 rates.

Departmental  
Approval:

**Matthew  
MacDonald**  
Digitally signed by  
Matthew MacDonald  
Date: 2023.10.24  
09:43:19 -04'00'

Date: **October 24, 2023**

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



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2023.

Department: Levy Boards

Division: **Public Library**

Request Name: **Security Guard Contract - Public Library**

### Overview:

We are seeking additional funding for a contracted security presence at the James L. McIntyre Centennial Library located at 50 East St. during all hours of operation. This request is in response to concerns raised by both the public and our unionized staff. The increase in criminal and drug-related activity in the downtown area has led to a noticeable decline in public attendance and reluctance to use library services. In addition, it has exerted stress and mental health strain on our staff and volunteers. While there is currently a contract in place for part-time security coverage for 3 hours each Sunday, the security situation necessitates expanding security guard coverage to all operating hours.

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

### Current Service Level

Service Name	Service Description	Account Number
Sunday Security	Static Guards @ JLMCL Sundays (Sep-June)	30-720-7202-6620

### Changes to Service Level

Currently, security at the James L. McIntyre Centennial Library is limited to Sundays between Labour Day and June, with occasional exceptions. Security services are also provided to the Library on-call for some non-emergency situations. With the proposed funding, there would be security present during all operational hours at this location.

The proposed guard, while stationed at the downtown branch, would also handle on-call responsibilities for the North Branch during the day, reducing the costs tied to daytime security calls for all locations.

The security guard will serve in the role of prevention and detection in addition to reaction. The guard's responsibilities will include building access control, incident response, crowd control, information and assistance, inspection of safety and security equipment including alarms, review security footage, patrol of premises, parking lot control, building lock up, and guiding evacuation during emergencies.

Upon funding approval, the library will solicit bids from multiple security firms.

### Alignment with Strategic Plan

#### Community Development

- Supports creating social and economic activity by enhancing safety and providing a safe place for not only library patrons, but an array of services, partnerships, programs, and learning opportunities

#### Quality of Life

- Aligns with promoting, growing, and supporting arts & culture by providing a secure venue for cultural events, partnerships, and public interaction

- Contributes to vibrant downtown areas by ensuring the library continues to be a safe, accessible downtown hub

- Supports promoting quality of life advantages through improved safety and accessibility for all

#### Service Delivery

- Advances delivering excellent and equitable customer service by ensuring safe, welcoming access.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
Contracted Security Guard	On-going	78,868	81,806	84,848
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/ Job Class	Pay Group	Duration	FTE required	2024 (\$)	2025 (\$)	2026 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2024 (\$)	2025 (\$)	2026 (\$)
On-going	78,868	81,806	84,848
One-time			
Total	78,868	81,806	84,848

Capital Requirements

Description	2024 (\$)	2025 (\$)	2026 (\$)

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

Calculations based on operational hours, as well as accompanying documentation supporting the request.

Departmental  
Approval:

**Matthew  
MacDonald**

Digitally signed by  
Matthew MacDonald  
Date: 2023.10.24  
09:41:59 -04'00'

Date: **October 24, 2023**

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