



**SAULT STE. MARIE**

# **Budget 2025**

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# Budget 2025

## A MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

I am pleased to present the 2025 Preliminary Capital and Operating budgets for the Corporation of the City of Sault Ste. Marie.

Our community is experiencing growth in population, housing development, tourism, and commercial development. It is an exciting time for the community and an opportunity to build on this positive momentum. The new Corporate Strategic Plan 2024-2027 provides a framework for the Corporation's focus areas in the coming years.

Staff have developed the 2025 Operating Budget in a prudent manner, maintaining our level of services while trying to mitigate the impacts of cost increases in the acquisition of materials and supplies. Sault Ste. Marie continues to compare favourably to our Northern Ontario comparators, particularly in the level of property taxes. The 2025 Capital budget represents \$44.8 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 is a thriving, safe and inclusive community.



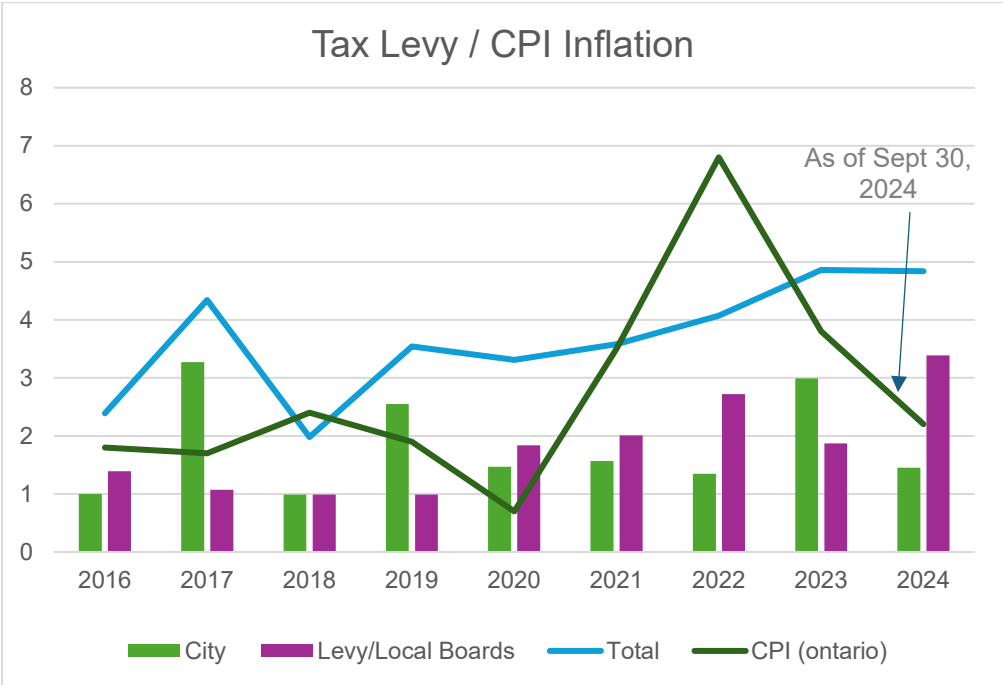
# CHIEF FINANCIAL OFFICER’S REPORT

The City of Sault Ste. Marie’s annual budget is a financial guide on how tax dollars will be spent, balancing maintaining current service levels and minimizing the impact on taxpayers. The City’s decision-making process is informed by various guiding documents, such as the strategic and master plans. It focuses on investments that deliver the community-valued core service, programs, and projects to the residents. This is accomplished through the collaborative process with all City departments, along with the effective use of the City’s financial resources through the development and implementation of financial strategies and the provision of sound financial planning management and advice.

## ECONOMIC OVERVIEW

Economic conditions influence service affordability as well as 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*



As of September 2024, Ontario's Consumer Price Index rose 1.9% year over year. The slowing of the inflation rate was partially due to lower gasoline prices than the previous year. Food prices, though, rose faster than overall inflation.

The average annual inflation in 2023 was 3.8%, a significant decline from the high of 6.8% in 2022. The Bank of Canada, in its July 2024 Monetary Policy Report, expects core inflation to ease gradually and return to the 2% target in the second half of 2025. Current trends are pointing to a quicker return to the target.

The Bank of Canada has reduced its overnight target rate by 125 basis points since the beginning of 2024, with the rate now at 3.75%. The last decrease on October 23, 2024, was significant at 50 basis points. The Bank of Canada expects to continue lowering rates with the pace of cuts dependent on economic data. They now forecast inflation to average 2.12% in 2025.

Other forecasts show consumer spending will remain below trend growth through 2026.

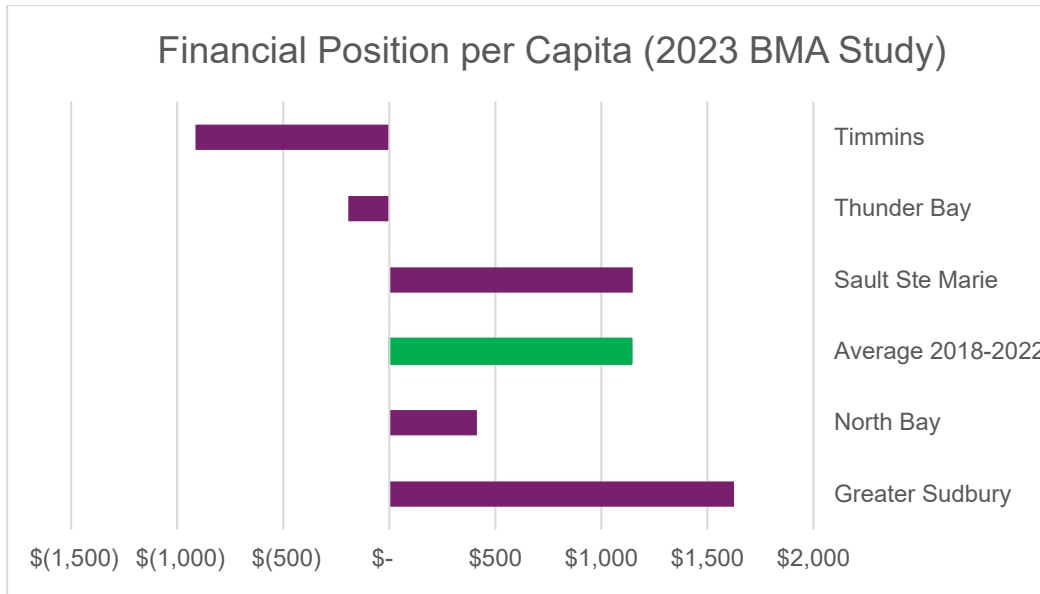
Municipal services do not trend with the Consumer Price Index (CPI) inflation as many of the City's costs are driven by factors that differ from general inflation. As a service organization, salaries and benefits comprise 50% of the total municipal share of the operating budget, so contractual agreements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

*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%
2023-2024	9.70%	4.85%

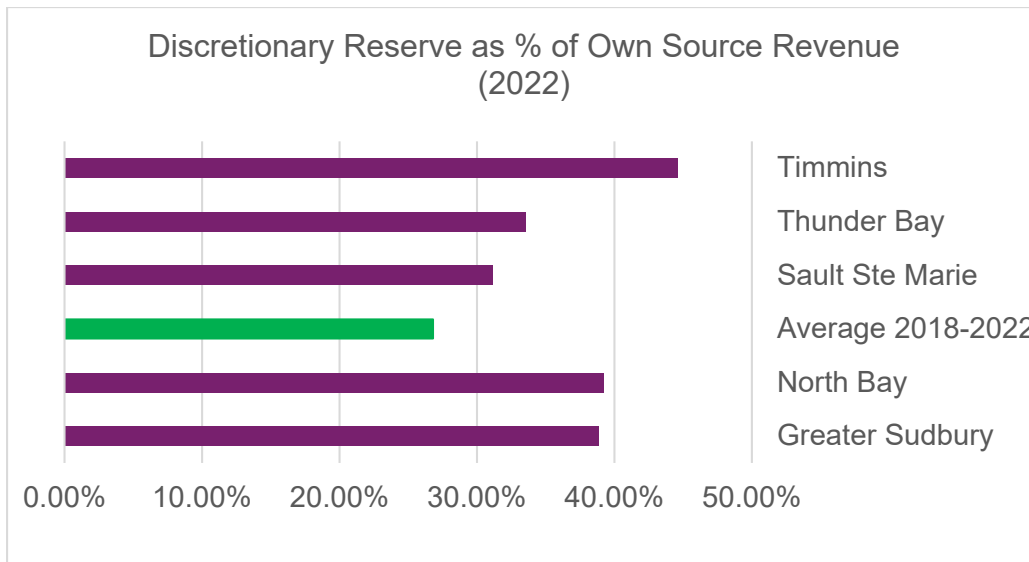
\*includes levy and local board

## FINANCIAL INDICATORS



Source: BMA Management Consulting Inc. Municipal Study 2023

This measure indicates the affordability of future municipal spending and is represented by the net financial assets (assets less liabilities) per capita. Sault Ste. Marie is staying within its 5-year average and is tracking better than the majority of municipal comparators.

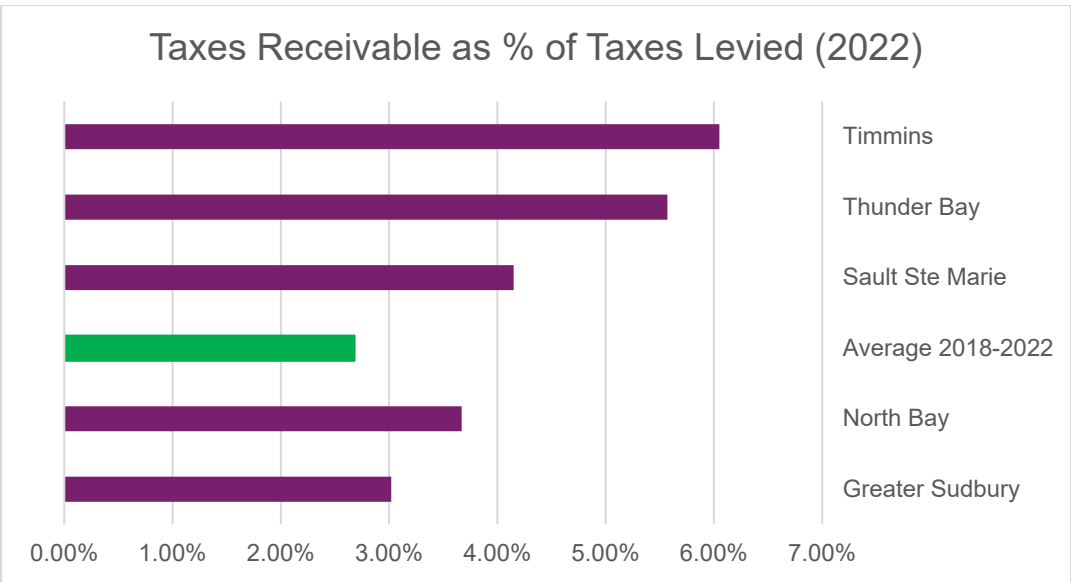


Source: BMA Management Consulting Inc. Municipal Study 2023

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. Sault Ste. Marie is higher than the 5 year average, indicating that the level of reserves is growing.

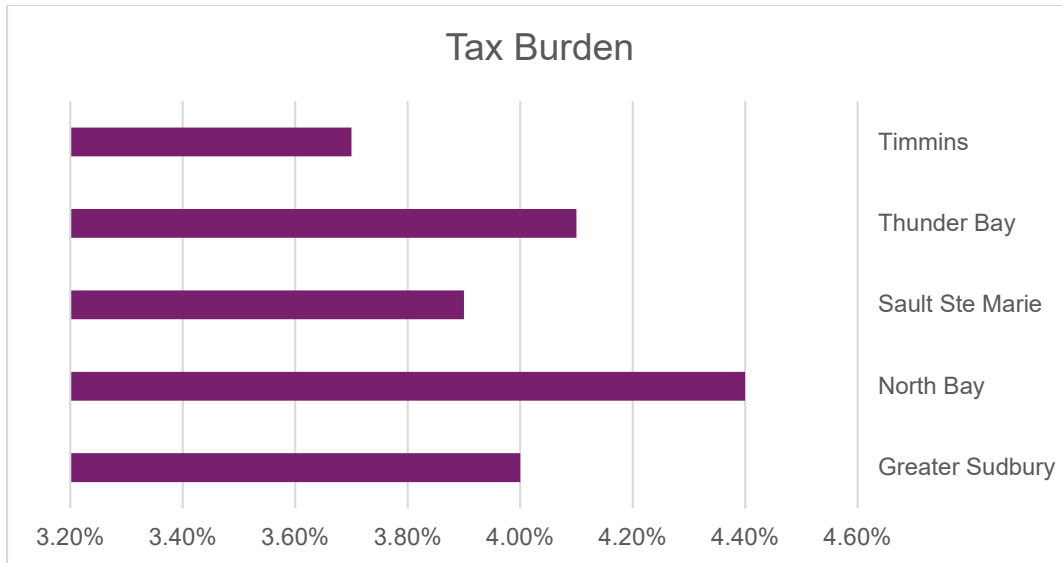
The Ministry of Municipal Affairs and Housing reviews each municipality’s financial health using key financial indicators. The indicator used is Total Reserves and Reserve Funds as a percentage of municipal expenses. The City’s level is 24.3% and is considered low risk. The City is still lower though than the average of 39.0% (2022 FIR data)

The City’s long-term financial plan provides for annual levy increases to continue growing the reserve level and provide sustainable funding levels for future capital requirements. The estimate for the 2025 budget is a 0.5% levy increase, but with other budget pressures, only an inflationary increase was added. The inflationary increase to capital reserves results in approximately a 0.3% levy increase. Future budget forecasts will increase the levy for reserve transfers up to 2% to provide for capital requirements within the 10-year plan.



Source: BMA Management Consulting Inc. Municipal Study 2023

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. Sault Ste. Marie has increased in 2022 over its 5-year average. The 2023 and 2024 taxes receivables are reflecting improvement due to collection efforts and other favourable external factors.

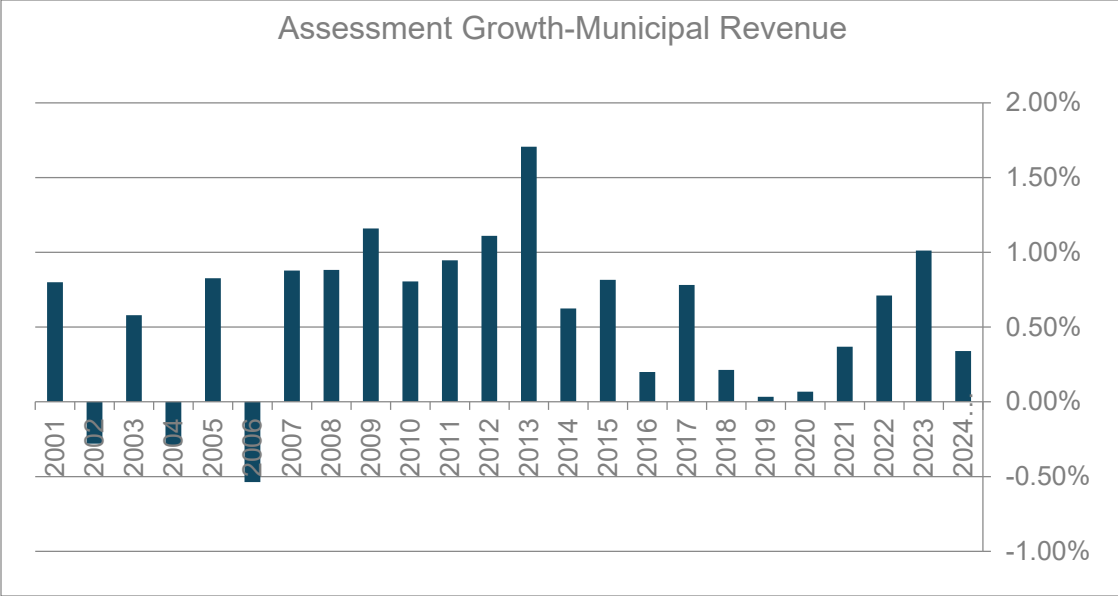


Source: BMA Management Consulting Inc. Municipal Study 2023

The municipal tax burden from the 2023 BMA Study for Sault Ste. Marie and northern comparators are reflected in the graph above. The 2024 results have not been released at the time of this report. This comparison ensures that the City is not burdening the residents beyond what they can pay or the “norm” in the province. The 2023 BMA study results are consistent with previous years in that Sault Ste. Marie has one of the lowest tax burdens amongst our northern comparators. Sault Ste. Marie’s ranking has moved from a “low” ranking to a “mid” ranking and is just slightly below the “high” ranking level.

The high inflation of recent years and lower local income levels have put pressure on the tax burden. The municipal funding model has also not kept up. 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 funding levels. Additional pressure on the property tax levy is also occurring as municipalities take on expanded roles in responding 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 will be required.





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

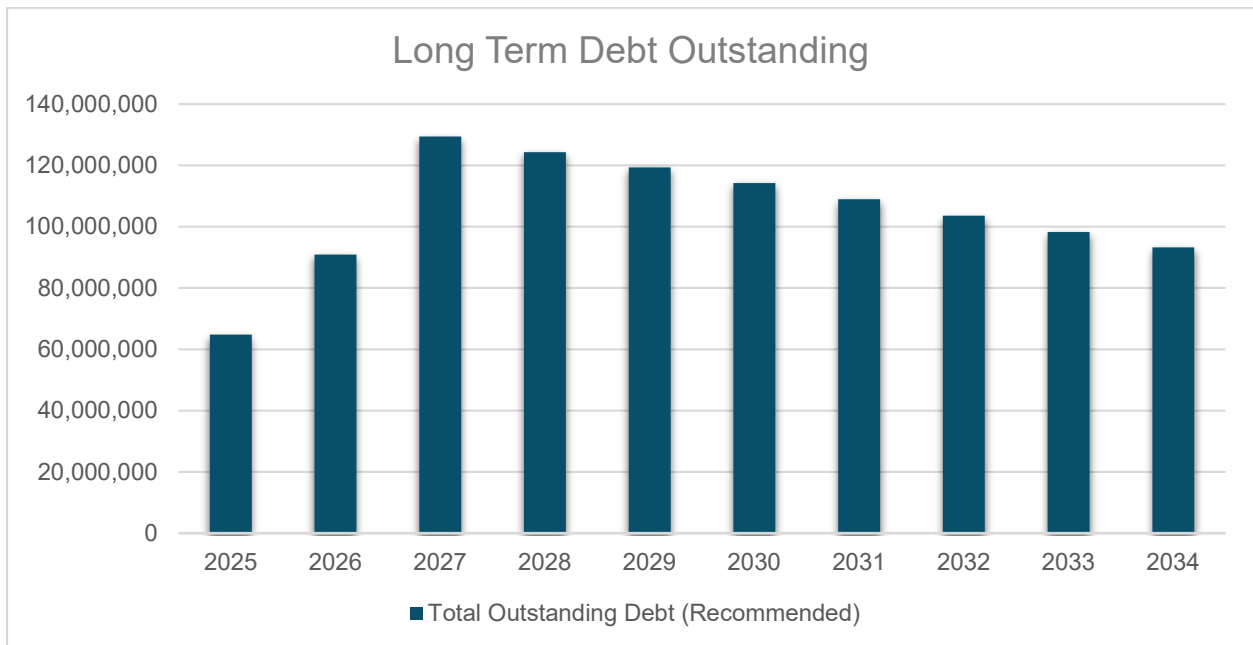
Assessment growth during the year provides additional net tax revenue to the municipality. The growth results from new builds, expansions, assessment corrections, and revisions and is offset by tax write-offs and assessment reductions. It is unrelated to market value changes, which do not translate into growth or loss but only redistribute 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.

Assessment growth as of October 2024 is 0.40% (2023 actual: 0.79%). The average assessment growth for ten years is 0.62%, and the five-year average is 0.43%. Though the 2024 estimated assessment growth is lower than 2023, it is anticipated to be higher in future years with a focus on Ontario’s housing targets and incentives.

The City continues to face economic realities, including cost increases, a tight labour market, volatility in fuel costs, and increasing capital costs for projects. 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.

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 2025 will determine the allocation of the increase to the various tax classes.

## DEBT MANAGEMENT



Current long term debt outstanding and projected requirements are reflected above. The forecasted long term debt will peak at \$129 million in 2027 with debt servicing of \$11 million, which exceeds the current debt servicing limit per the Debt Management Policy of \$10.7 million.

Major external debt requirements included in the forecast include:

- |  |   |
|--|---|
| • West End Plan Phase 2<br>(sanitary rate supported)                             | Estimate: \$42.8 million<br>Debt Required: \$42.8 million |
| • BioSolids Management Facility<br>(80% sanitary rate supported<br>20% landfill) | Estimate: \$56.0 million<br>Debt Required: \$52 million   |
| • Landfill Site Improvements/Expansion   | Estimate: \$12 million<br>Debt Required: \$12 million     |

The current and projected debt for the above-noted projects exceeds the debt servicing limit in 2027 and 2028 slightly. Additional debt servicing room will not be available until after 2033. This is consistent with the debt requirement forecast in the Long Term Financial Plan.

It is strongly recommended that Council not take on significant additional long-term debt. The final estimates for the two major sanitary projects are still uncertain, which will impact long-term debt capacity.

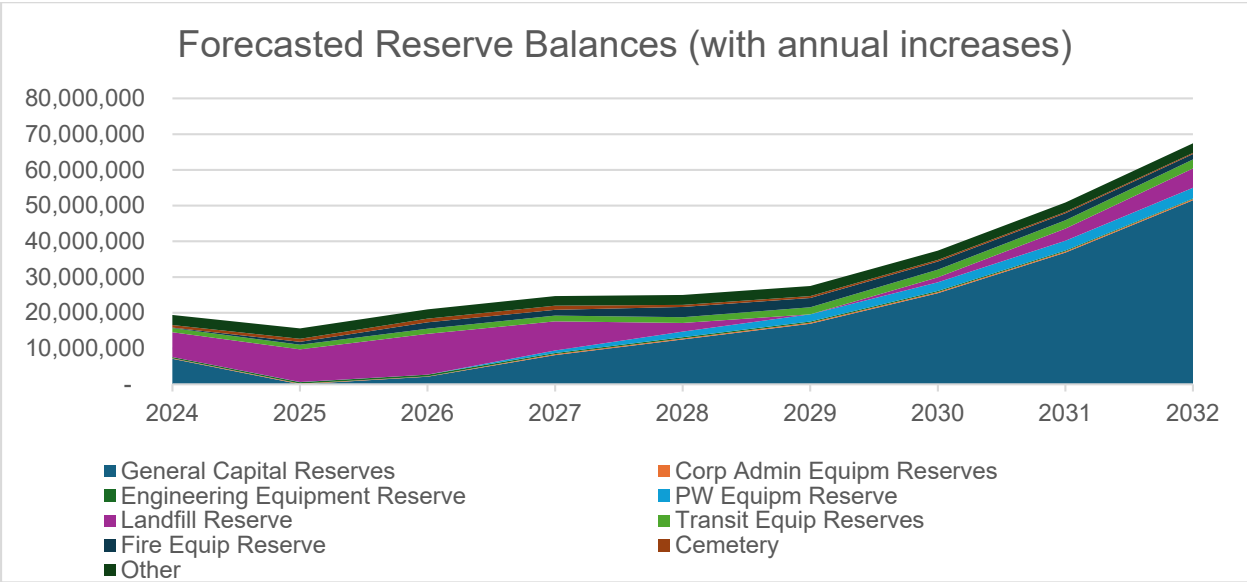
**Reserves and Reserve Funds**

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 financing capital costs and providing affordable and stable services to the community. However, many reserves do not have sufficient annual allocations in the operating budget to satisfy or sustain the asset replacement requirements.

The long term financial plan provides for increases to the reserve annually to obtain a sustainable level to address an investment strategy for the City’s asset management plans and future operational requirements. The chart below reflects the required growth to meet the reserve target level by 2032. Additional reserve transfers added to the levy each year increase from 0.5% in 2025 to 2% in 2027 and onward. With other pressures on the levy in 2025 only inflation was added to the capital reserves, resulting in a levy increase of only 0.3%.



## 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

The current municipal funding model relies on property taxation and constrains the ability to generate revenue to fund the operations and capital infrastructure requirements. Until a change in the framework occurs, the City will struggle to maintain the affordability of property taxes.

- Asset Condition and Infrastructure Deficit Funding

The City's updated asset management plans reflect 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, 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 2025 noting that it will provide stability to the taxpayer. The Province has begun a consultation process for assessment cycle and taxation. At this time there is no update on potential changes or outcomes.

- 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 9th and 10th, 2024.

Tax Policy, rate options and recommendations will be presented to Council in March/April, 2025 for consideration and approval.

## **BUDGET OVERVIEW**

The budget is the City's business plan for the year. It highlights the costs of 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, 2001*, the budget presented to Council is balanced, meaning that the expenditures required to provide services equal the total revenues.

Approximately 66% of the City's budget is funded by property taxes, with the remainder coming from grants from senior levels of government, user fees, and other revenues.

The 2025 Budget includes several pressures, which include:

- Financial pressures as a result of contractual obligations, such as salaries and benefits, and external factors, such as the City's levy and local boards
- Key guiding documents recommend increased contributions (Landfill B&I Plan, Public Works Fleet Initiatives, etc.)
- The impact of inflation and various adjustments in anticipation of 2025 spending

Increased revenues, such as additional user fee revenues from Transit and arenas and additional taxation revenues from Payment in Lieu properties partially offset these pressures.

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

1. Analyze workload requirements by City policies, identifying resource requirements to deliver services
2. Financial information is then prepared per policies, including the newly adopted Long-term Financial Plan, to support preliminary reviews highlighting financial pressures such as contractual obligations and inflationary pressures.
3. Once the Senior Management Team reviews, City Council is provided draft budgets for deliberation and final approval.

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

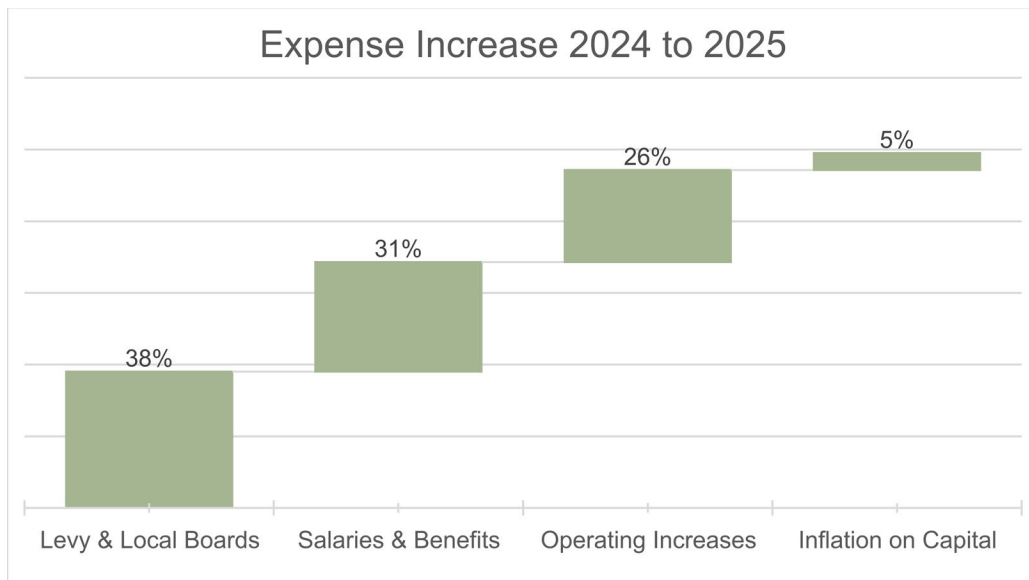
## How the Municipal Tax Levy Is Calculated

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, and less non-tax revenues, such as user fees and government grants.



### Expenses - \$223.3 MILLION

The 2025 Operating Budget reflects total expenses of \$223.3 million compared to \$214.5 million in 2024, an increase of 4.1% year over year. The majority of expenditure increases are summarized in the graph below:

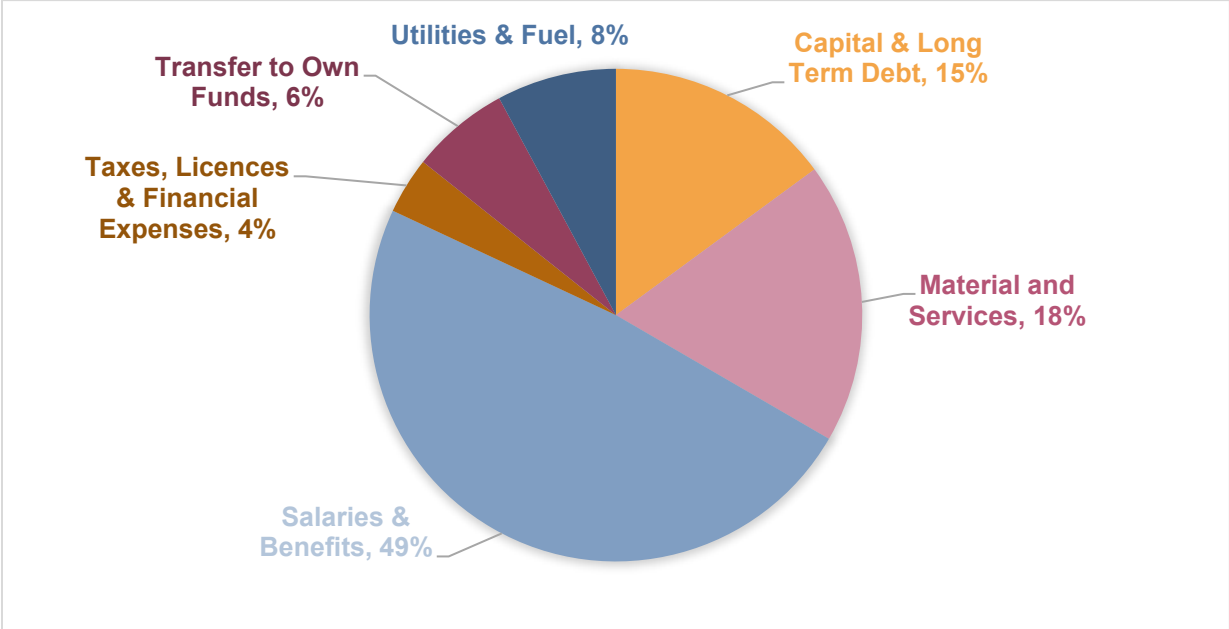


Of the \$8.8 million change in expenses, approximately 38% of the expense increase from 2024 is for Levy & Local Boards. The Local Board category includes the Police Services Board, accounting for 88% of the total expense increase. Year over year, levy and local boards increased 5.3%. This increase is predominantly due to a net increase of 8.2% for the Police Services Board and an estimated inflationary increase of 2% for the Sault Ste. Marie District Social Services Board and Algoma Public Health. The Sault Ste. Marie Region Conservation Authority and Library Board reflect relatively small increases in the 2025 net levy.

**Expenses by Type:**

The City Services portion of the 2025 Budget reflects 49% for salaries and benefits. As a service organization, staff compensation comprises nearly half of the operating portion of the budget. Contractual agreements govern compensation, and thus, pay rates are budgeted accordingly. Staffing levels are based on the approved employee complement and current service level requirements.

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





## OTHER REVENUE – \$75.1 MILLION

Non-tax revenue, such as user fees, grants from other levels of government, investment income, and other miscellaneous income, helps reduce the amount to be raised through property taxes. Other revenue reflects an increase of \$1.4 million from 2024, as represented in the table below.

The changes from the 2024 budget include additional user fee revenue within Community Development and Enterprise Services and additional taxation revenue from Payment in Lieu properties. In 2024, direction was given to fund \$800,000 from the Tax Stabilization Reserve for the 2025 budget. Given the pressures on the tax levy, this revenue remains within other revenues. Staff will return in future years with strategies to remove this amount.

Other Revenue Source	Percentage of Total
Miscellaneous taxation not included in levy	10%
User fees	48%
Government grants	28%
Investment income	8%
Other income and own fund transfers	6%

User fees account for nearly half 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 occurs where required, and a benchmark level is set for other services where full recovery is not recommended.

Government grants are the next most significant source of non-tax revenue. Approximately 87% of government grant revenue arises from the unconditional Ontario Municipal Partnership Fund (OMPF) grant. The level of funding received from the OMPF has increased slightly over the last five years. On October 30, 2024, the Province announced an increase to the OMPF fund of \$100 million over two years. In 2025, the fund will increase by \$50 million. The preliminary budget was finalized prior to receiving the 2025 allocation. The resulting decrease is noted on the Preliminary Corporate Summary. Another significant grant included within this category is Provincial Gas Tax funds, which are used to offset the cost of Transit Services.

## MUNICIPAL LEVY - \$148.2 MILLION

The Preliminary 2025 Operating budget identifies a 3.74% levy increase after adjusting for the recently announced OMPF increase. In June 2024, Council was presented with the City's Long-term Financial Plan. The Plan's first iteration projected a tax levy increase of 5.1%; however, it did not include significant increases from the City's outside boards or financial strategies from the 2024 budget that have impacts in 2025 or increased OMPF allocations.

This increase is due to the following factors:

<b>Maintaining Services - Significant Changes from 2024</b>	<b>(\$000)</b>
Contractual salary compensation, complement, and job class changes, and benefits	2,703
Council resolutions (net expense increases):	
Landfill B&I - October 22, 2019	373
Fleet Management Improvement Initiatives – January 9, 2023	550
Cost of doing business (expense increases):	
Repairs and maintenance (+\$145K), insurance (+\$86K), contractual and operating increases (+\$544K)	775
Revenue increases:	
User fees (+\$461K), taxation (+\$166K)	(627)
Revenue decreases:	
Tax stabilization reserve removed (-\$200K)	200
<b>Total</b>	<b>3,974</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 investments include roads, bridges, wastewater infrastructure, equipment, and vehicles.

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

## **Asset Management Planning**

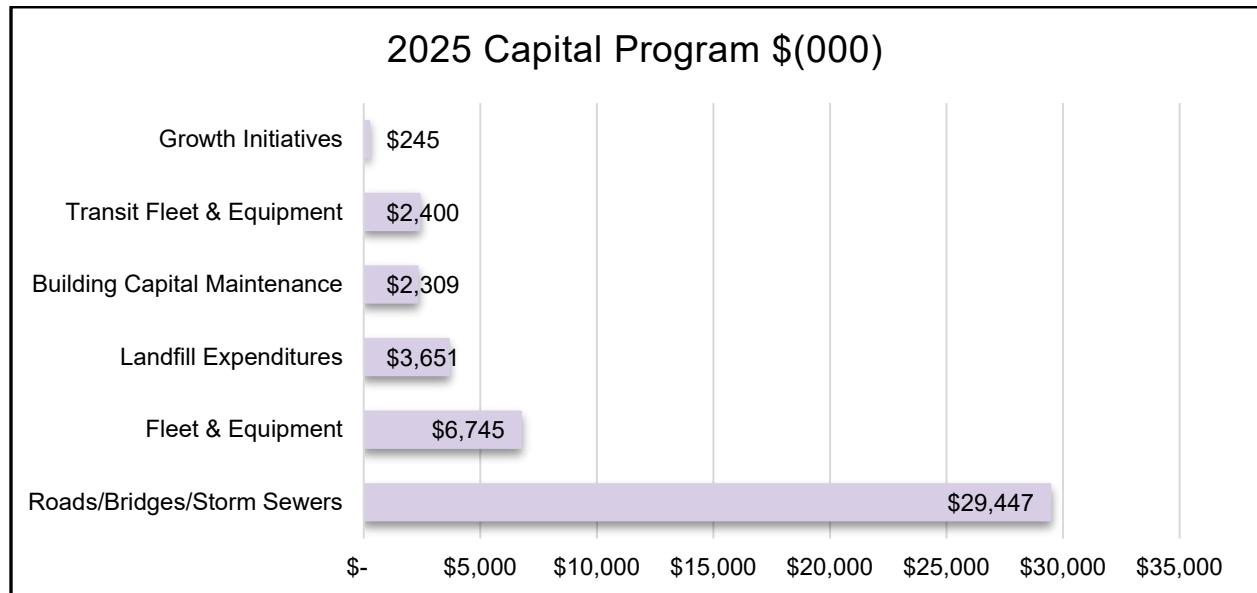
Council was presented Asset Management Plans – Phase 2 for all assets earlier this year. The July 1, 2022, legislated timeline required Asset Management Plans for roads, bridges and culverts, water, wastewater, and stormwater management systems. Following this, Council was presented the second iteration of the Plan, which included all municipal infrastructure assets and identifies current levels of service and the cost of maintaining those levels of service. The final step of this Plan is to present a financing strategy to Council before July 1, 2025. As these plans continue to improve, they will become critical 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 service levels.

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

## **2025 Capital Program**

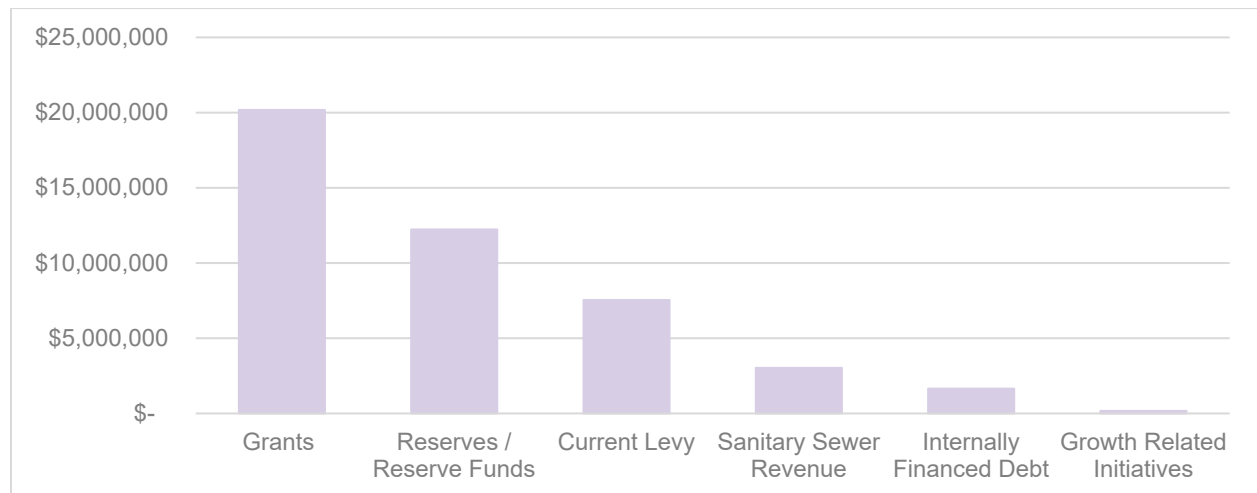
The preliminary 2025 capital program recommends a total investment of \$44.8 million, which is comparable to the 2024 capital program. The 2024 capital program included several time-sensitive initiatives, such as the John Rhodes Roof, Fire Pumper, and CAD system, which were recommended to be funded from various city reserves and internal debt.

The 2025 Capital Budget addresses the most critical needs for road infrastructure and aging assets. Below is a summary of the 2025 capital allocation:



### 2025 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.



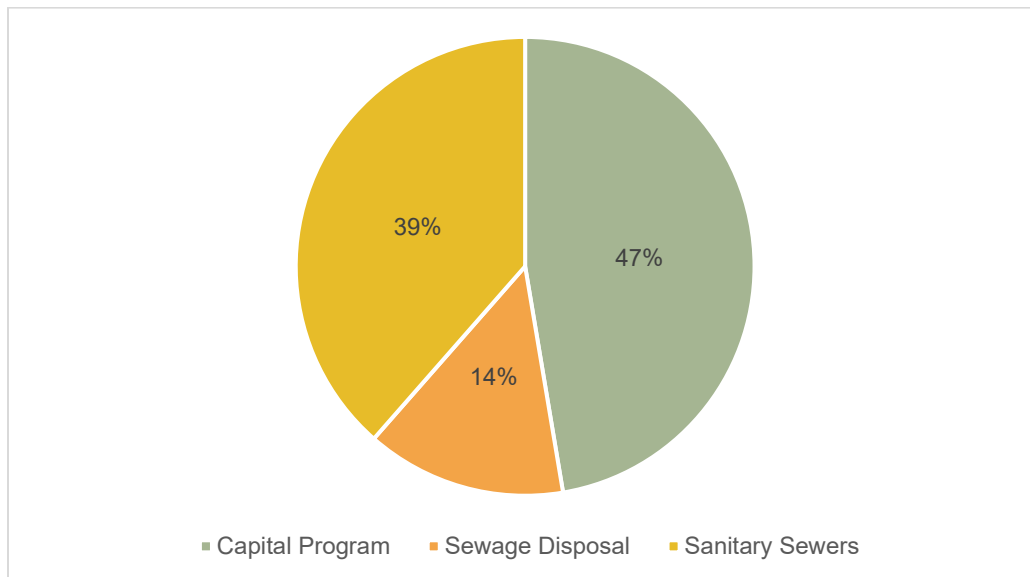
## Sanitary Budget

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, provincial, and municipal regulations and 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 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 are based on the estimated water revenues provided by the Public Utilities Commission of the City of Sault Ste. Marie's Financial Plan for Water Supply Services was updated in October 2019. Based on this Plan, the total water revenues are approximately \$26.5 million for 2025. With the recent direction from Council, the sanitary portion has increased from 70% of water to 80% of water. This equates to \$19.7 million, which will fund Sanitary operating and capital requirements.



This Plan 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 and updated information related to these two investments are obtained. If required, staff will return to Council seeking further direction on the sanitary rate structure.

# **Preliminary Operating Budget 2025**

## PRELIMINARY CORPORATE SUMMARY

	2024	2025	\$	%
	<b>BUDGET</b>	<b>BUDGET</b>	Change (2024 to 2025)	Change (2024 to 2025)
<b>REVENUE</b>				
Taxation (excluding levy)	2,528,438	2,528,438	0	0.00%
Payment in lieu of taxes	4,888,407	5,054,728	166,321	3.40%
Fees and user charges	34,645,433	35,857,581	1,212,148	3.50%
Government grants (including OMPF)	20,697,425	20,697,149	(276)	0.00%
Investment income	6,289,000	6,289,000	0	0.00%
Contribution from own funds	1,766,416	1,604,557	(161,859)	-9.16%
Other income	2,839,746	3,034,622	194,876	6.86%
	<b>73,654,865</b>	<b>75,066,075</b>	<b>1,411,210</b>	<b>1.92%</b>
<b>EXPENDITURES</b>				
Salaries	55,281,452	57,941,382	2,659,930	4.81%
Benefits	16,046,059	16,684,818	638,759	3.98%
	<b>71,327,511</b>	<b>74,626,200</b>	<b>3,298,689</b>	<b>4.62%</b>
Travel and training	554,862	581,623	26,761	4.82%
Vehicle allowance, maintenance and repairs	3,818,192	4,053,785	235,593	6.17%
Utilities and fuel	12,266,830	12,053,512	(213,318)	-1.74%
Materials and supplies	6,763,401	6,994,724	231,323	3.42%
Maintenance and repairs	3,377,187	3,609,852	232,665	6.89%
Program expenses	911,192	1,005,037	93,845	10.30%
Goods for resale	772,271	797,029	24,758	3.21%
Rents and leases	172,557	172,557	0	0.00%
Taxes and licenses	2,978,736	3,064,712	85,976	2.89%
Financial expenses	2,514,688	2,639,701	125,013	4.97%
Purchased and contracted services	10,416,009	11,263,719	847,710	8.14%
Grants to others	66,390,962	69,833,839	3,442,877	5.19%
Long term debt	1,400,000	1,327,115	(72,885)	-5.21%
Transfer to own funds	30,646,480	31,038,011	391,531	1.28%
Capital expense	406,004	418,482	12,478	3.07%
Less: recoverable costs	(255,130)	(187,565)	67,565	-26.48%
	<b>143,134,241</b>	<b>148,666,133</b>	<b>5,531,892</b>	<b>3.86%</b>
	<b>214,461,752</b>	<b>223,292,333</b>	<b>8,830,581</b>	<b>4.12%</b>
<b>TAX LEVY</b>	<b>140,806,887</b>	<b>148,226,258</b>	<b>7,419,371</b>	<b>5.27%</b>
OMPF allocation increase	0	(2,148,000)	(2,148,000)	-1.53%
<b>REVISED TAX LEVY</b>	<b>140,806,887</b>	<b>146,078,258</b>	<b>5,271,371</b>	<b>3.74%</b>

**PRELIMINARY CORPORATE SUMMARY CONTINUED**

	2024 Budget	2025 Budget	\$ change from 2024	% change from 2024	Levy Increase	OMPF Adjusted
Maintaining Services	91,897,925	95,872,419	3,974,494	4.32%	2.82%	2.82%
Outside Agencies & Grants to Others	1,598,529	1,599,059	530	.03%	0.00%	0.00%
OMPF	(17,880,500)	(17,880,500)	-	.00%	0.00%	-1.53%
<b>City Levy</b>	<b>75,615,954</b>	<b>79,590,978</b>	<b>3,975,024</b>	<b>5.26%</b>	<b>2.82%</b>	<b>1.29%</b>
Local Boards	40,396,526	43,464,716	3,068,190	7.60%	2.18%	0.00%
Levy Boards	24,794,407	25,170,564	376,157	1.52%	0.27%	0.00%
<b>Levy &amp; Local Boards</b>	<b>65,190,933</b>	<b>68,635,280</b>	<b>3,444,347</b>	<b>5.28%</b>	<b>2.45%</b>	<b>2.45%</b>
<b>Total Municipal Levy</b>	<b>140,806,887</b>	<b>148,226,258</b>	<b>7,419,371</b>		<b>5.27%</b>	<b>3.74%</b>



**PRELIMINARY DEPARTMENTAL SUMMARY**

	2025			2025	% of	2024	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2025 levy	Net Tax Levy	from 2024	from 2024
MAYORS OFFICE	600,202	80,995	-	681,197		685,673		
COUNCIL SPECIAL FUNDS	-	15,000	-	15,000		15,000		
<b>TOTAL MAYOR &amp; COUNCIL</b>	<b>600,202</b>	<b>95,995</b>	<b>-</b>	<b>696,197</b>	<b>0.5%</b>	<b>700,673</b>	<b>(4,476)</b>	<b>-0.6%</b>
ADMINISTRATION	431,070	22,531	-	453,601		436,000		
<b>TOTAL CAO</b>	<b>431,070</b>	<b>22,531</b>	<b>-</b>	<b>453,601</b>	<b>0.3%</b>	<b>436,000</b>	<b>17,601</b>	<b>4.0%</b>
<i>LEGAL DEPARTMENT</i>								
ADMINISTRATION	1,074,810	49,920	185,837	938,893		900,662		
CITY OWNED LAND	-	16,289	-	16,289		16,289		
INSURANCE	-	2,789,198	-	2,789,198		2,703,222		
POA	681,695	434,015	1,350,000	(234,290)		(257,902)		
<b>LEGAL DEPARTMENTAL</b>	<b>1,756,505</b>	<b>3,289,422</b>	<b>1,535,837</b>	<b>3,510,090</b>	<b>2.4%</b>	<b>3,362,271</b>	<b>147,819</b>	<b>4.4%</b>
ADMINISTRATION	874,834	150,551	1,540	1,023,845		980,359		
HEALTH AND SAFETY	445,649	20,900	-	466,549		457,105		
DISABILTY MANAGEMENT	145,793	117,650	-	263,443		259,187		
TRAINING	-	36,001	-	36,001		36,001		
LEADERSHIP PERFORMANCE	-	22,550	-	22,550		22,550		
RETIREE BENEFITS	765,500	-	-	765,500		765,500		
PROGRAM	-	16,300	-	16,300		16,300		
HEALTH AND SAFETY COMMITTEE	-	34,400	-	34,400		34,400		
<b>HUMAN RESOURCES</b>	<b>2,231,776</b>	<b>398,352</b>	<b>1,540</b>	<b>2,628,588</b>	<b>1.8%</b>	<b>2,571,402</b>	<b>57,186</b>	<b>2.2%</b>
<b>TOTAL LEGAL</b>	<b>3,988,281</b>	<b>3,687,774</b>	<b>1,537,377</b>	<b>6,138,678</b>	<b>4.1%</b>	<b>5,933,673</b>	<b>205,005</b>	<b>3.5%</b>

**PRELIMINARY DEPARTMENTAL SUMMARY**

	2025			2025	% of	2024	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2025 levy	Net Tax Levy	from 2024	from 2024
<b><i>FIRE SERVICES</i></b>								
ADMINISTRATION	1,606,657	956,286	782,694	1,780,249		1,551,786		
SUPPRESSION	13,276,150	170,040	-	13,446,190		12,285,239		
PREVENTION	895,864	35,000	-	930,864		883,348		
SUPPORT SERVICES	657,335	438,489	-	1,095,824		1,135,324		
COMMUNITY EMERGENCY MANAGEMENT	132,481	19,150	2,000	149,631		140,398		
<b>TOTAL FIRE</b>	<b>16,568,487</b>	<b>1,618,965</b>	<b>784,694</b>	<b>17,402,758</b>	<b>11.7%</b>	<b>15,996,095</b>	<b>1,406,663</b>	<b>8.8%</b>
<b><i>CORPORATE SERVICES</i></b>								
ADMINISTRATION	921,986	129,994	121,193	930,787		903,914		
OFFICE SERVICES	127,744	131,863	-	259,607		256,002		
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		
RECEPTIONS	-	25,650	-	25,650		25,650		
<b>CLERKS</b>	<b>1,049,730</b>	<b>388,257</b>	<b>121,193</b>	<b>1,316,794</b>	<b>0.9%</b>	<b>1,288,316</b>	<b>28,478</b>	<b>2.2%</b>
ADMINISTRATION	716,383	59,644	-	776,027		764,001		
ACCOUNTING	1,123,744	20,485	32,595	1,111,634		1,084,296		
TAX	523,638	51,984	130,829	444,793		442,719		
PURCHASING	338,042	9,425	-	347,467		332,173		
FINANCIAL EXPENSE - BANKING	-	30,000	-	30,000		30,000		
FINANCIAL FEES	-	115,904	-	115,904		112,648		
<b>FINANCE</b>	<b>2,701,807</b>	<b>287,442</b>	<b>163,424</b>	<b>2,825,825</b>	<b>1.9%</b>	<b>2,765,837</b>	<b>59,988</b>	<b>2.2%</b>

**PRELIMINARY DEPARTMENTAL SUMMARY**

	2025			2025	% of	2024	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2025 levy	Net Tax Levy	from 2024	from 2024
INFORMATION TECHNOLOGY	1,380,499	2,366,205	157,800	3,588,904		3,452,449		
IT	1,380,499	2,366,205	157,800	3,588,904	2.4%	3,452,449	136,455	4.0%
<b>TOTAL CORPORATE SERVICES</b>	<b>5,132,036</b>	<b>3,041,904</b>	<b>442,417</b>	<b>7,731,523</b>	<b>5.2%</b>	<b>7,506,602</b>	<b>224,921</b>	<b>3.0%</b>
<i>PUBLIC WORKS AND ENGINEERING</i>								
ENGINEERING DESIGN	2,220,924	178,061	93,451	2,305,534		2,221,464		
ADMINISTRATION	188,786	39,400	90,738	137,448		128,670		
BUILDING SERVICES	658,821	878,105	-	1,536,926		1,449,743		
BUILDING DIVISION	1,789,235	156,123	1,676,510	268,848		255,772		
ENVIRONMENTAL CLEANUP	-	20,000	-	20,000		20,000		
HYDRANTS	-	1,600,000	-	1,600,000		1,515,000		
STREET LIGHTING	-	1,595,000	-	1,595,000		1,746,500		
SEWAGE DISPOSAL SYSTEM	-	7,156,085	-	7,156,085		6,483,159		
MISCELLANEOUS CONSTRUCTION	-	530,151	-	530,151		519,756		
ENGINEERING	4,857,766	12,152,925	1,860,699	15,149,992	10.2%	14,340,064	809,928	5.6%
WORKS: ADMIN/SUPVERVISION/ OVERHEAD	3,174,914	427,638	-	3,602,552		3,512,069		
ROADWAYS	1,837,397	2,424,184	56,067	4,205,514		4,061,247		
SIDEWALKS (INCLUDING WINTER CONTROL)	624,634	833,644	-	1,458,278		1,392,695		
WINTER CONTROL ROADWAYS	3,402,986	4,351,753	175,000	7,579,739		7,082,358		
SANITARY SEWERS	1,381,681	1,439,778	41,139	2,780,320		2,571,481		
STORM SEWERS	443,934	334,287	-	778,221		736,343		
TRAFFIC & COMMUNICIATIONS	1,009,391	1,020,907	-	2,030,298		2,039,896		
CARPENTRY	938,418	66,995	-	1,005,413		825,844		
ADMINISTRATION	1,634,402	151,063	-	1,785,465		1,732,524		

**PRELIMINARY DEPARTMENTAL SUMMARY**

	2025			2025	% of	2024	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2025 levy	Net Tax Levy	from 2024	from 2024
BUILDINGS & EQUIPMENT	3,105,399	(534,780)	-	2,570,619		2,446,975		
PARKS OPERATIONS	3,156,268	1,394,223	-	4,550,491		4,248,773		
WASTE MANAGEMENT	1,845,953	5,740,313	2,574,000	5,012,266		4,639,097		
<b>PUBLIC WORKS</b>	<b>22,555,377</b>	<b>17,650,005</b>	<b>2,846,206</b>	<b>37,359,176</b>	<b>25.2%</b>	<b>35,289,302</b>	<b>2,069,874</b>	<b>5.9%</b>
<b>TOTAL PUBLIC WORKS AND ENGINEERING</b>	<b>27,413,143</b>	<b>29,802,930</b>	<b>4,706,905</b>	<b>52,509,168</b>	<b>35.4%</b>	<b>49,629,366</b>	<b>2,879,802</b>	<b>5.8%</b>
<b>COMMUNITY AND ENTERPRISE SERVICES</b>								
SPORTS ADMINISTRATION	12,158	6,435	-	18,593		17,456		
RECREATION & CULTURE ADMINISTRATION	641,882	22,416	77,250	587,048		563,503		
CANADA DAY	-	20,000	8,000	12,000		12,000		
MAYORS YOUTH ADVISORY	-	27,500	-	27,500		27,500		
MISCELLANEOUS PROGRAMS	9,980	22,465	-	32,445		31,512		
PARKS & REC ADVISORY COMMITTEE	-	1,465	-	1,465		1,465		
ROBERTA BONDAR PARK	111,639	140,746	44,850	207,535		230,255		
BELLEVUE PARK MARINA	55,574	132,929	189,653	(1,150)		(7,627)		
BONDAR MARINA	55,574	88,654	86,286	57,942		22,555		
SENIORS DROP IN CENTRE	375,398	144,091	133,273	386,216		373,922		
NCC 55+ PROGRAMMING	198,925	32,081	74,475	156,531		167,258		
NCC COMMUNITY SPACE	62,140	13,850	13,941	62,049		57,215		
ARTS & CULTURE	109,707	24,560	-	134,267		131,061		
HISTORIC SITES BOARD - OLD STONE HOUSE	378,587	129,845	111,821	396,611		374,908		
LOCKS OPERATIONS	101,818	(61,595)	-	40,223		42,367		

**PRELIMINARY DEPARTMENTAL SUMMARY**

	2025			2025	% of	2024	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2025 levy	Net Tax Levy	from 2024	from 2024
JOHN RHODES COMMUNITY CENTRE	1,879,088	1,534,998	1,623,027	1,791,059		1,756,142		
NORTHERN COMMUNITY CENTRE ARENA	640,137	731,304	1,104,595	266,846		285,547		
NORTHERN COMMUNITY CENTRE TURF	109,045	186,121	356,698	(61,532)		20,894		
GFL MEMORIAL GARDENS FACILITY ADMINISTRATION	1,249,785	1,596,808	1,859,387	987,206		984,266		
FACILITIES-SUMMER STUDENTS	850,215	59,530	23,000	886,745		868,370		
GRECO POOL	38,179	-	-	38,179		34,609		
MANZO POOL	101,183	19,392	-	120,575		85,792		
DOWNTOWN PLAZA	107,221	96,481	-	203,702		174,279		
DOWNTOWN AMBASSADOR	166,889	178,575	41,193	304,271		296,049		
MISCELLANEOUS CONCESSIONS	-	95,913	-	95,913		63,942		
CSD CENTRAL ADMINISTRATION	123,478	5,616	71,498	57,596		28,645		
TRANSIT	778,475	32,204	-	810,679		821,640		
SCHOOL GUARDS	7,892,451	4,990,897	3,451,289	9,432,059		9,198,917		
ANIMAL CONTROL - HUMANE SOCIETY	310,172	3,605	-	313,777		304,455		
CEMETERY OPERATIONS	-	688,374	-	688,374		688,374		
PARKING	1,031,814	458,059	1,140,887	348,986		306,817		
<b>COMMUNITY SERVICES</b>	<b>17,491,264</b>	<b>11,868,775</b>	<b>10,752,748</b>	<b>18,607,291</b>	<b>12.6%</b>	<b>18,218,888</b>	<b>388,403</b>	<b>2.1%</b>
PLANNING	960,385	169,498	139,496	990,387		936,247		
ISAP - IMMIGRATION PROGRAM	169,373	49,415	218,788	-		-		
ECONOMIC DEVELOPMENT	741,477	294,647	244,970	791,154		778,358		
TOURISM & COMMUNITY DEVELOPMENT	1,130,482	901,308	936,583	1,095,207		956,048		
<b>OTHER COMMUNITY &amp; ENTERPRISE</b>	<b>3,001,717</b>	<b>1,414,868</b>	<b>1,539,837</b>	<b>2,876,748</b>	<b>1.9%</b>	<b>2,670,653</b>	<b>206,095</b>	<b>7.7%</b>

**PRELIMINARY DEPARTMENTAL SUMMARY**

	2025			2025	% of	2024	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2025 levy	Net Tax Levy	from 2024	from 2024
<b>TOTAL COMMUNITY AND ENTERPRISE SERVICES</b>	20,492,981	13,283,643	12,292,585	21,484,039	14.5%	20,889,541	594,498	2.8%
PUBLIC HEALTH OPERATIONS	-	3,150,245	-	3,150,245		3,088,475		
DSSAB LEVY	-	21,418,147	-	21,418,147		21,123,357		
CONSERVATION AUTHORITY	-	602,172	-	602,172		582,575		
<b>TOTAL LEVY BOARDS</b>	-	25,170,564	-	25,170,564	17.0%	24,794,407	376,157	1.5%
POLICE SERVICES BOARD	-	40,170,897	-	40,170,897		37,129,723		
LIBRARY BOARD	-	3,293,819	-	3,293,819		3,266,803		
<b>TOTAL LOCAL BOARDS</b>	-	43,464,716	-	43,464,716	29.3%	40,396,526	3,068,190	7.6%
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		
MISC GRANT - PEE WEE ARENA	-	24,509	-	24,509		23,979		
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		
EDF BUDGET	-	500,000	-	500,000		500,000		
PHYSICIAN RECRUITMENT	-	270,000	130,000	140,000		140,000		
<b>TOTAL OUTSIDE AGENCIES &amp; GRANTS TO OTHERS</b>	-	1,929,059	330,000	1,599,059	1.1%	1,598,529	530	0.0%

**PRELIMINARY DEPARTMENTAL SUMMARY**

	2025			2025	% of	2024	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2025 levy	Net Tax Levy	from 2024	from 2024
TAXATION & CORPORATE FINANCIALS	-	17,680,135	54,972,097	(37,291,962)		(35,867,468)		
CAPITAL LEVY AND LONG TERM DEBT	-	8,867,917	-	8,867,917		8,792,943		
<b>TOTAL CORPORATE FINANCIALS</b>	-	26,548,052	54,972,097	(28,424,045)	-19.2%	(27,074,525)	(1,349,520)	5.0%
<b>TOTAL MUNICIPAL LEVY</b>	<b>74,626,200</b>	<b>148,666,133</b>	<b>75,066,075</b>	<b>148,226,258</b>		<b>140,806,887</b>	<b>7,419,371</b>	<b>5.27%</b>
OMPF allocation increase	-	-	2,148,000	(2,148,000)			(2,148,000)	-1.53%
<b>REVISED MUNICIPAL LEVY</b>	<b>74,626,200</b>	<b>148,666,133</b>	<b>77,214,075</b>	<b>146,078,258</b>		<b>140,806,887</b>	<b>5,271,371</b>	<b>3.74%</b>

**MAYOR & COUNCIL**

	<b>2024</b>	<b>2025</b>	<b>\$</b>	<b>%</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>Change</b>	<b>Change</b>
			<b>(2024 to 2025)</b>	<b>(2024 to 2025)</b>
<b>REVENUE</b>				
<b>EXPENDITURES</b>				
Salaries	529,844	521,701	(8,143)	-1.54%
Benefits	74,834	78,501	3,667	4.90%
	<u>604,678</u>	<u>600,202</u>	<u>(4,476)</u>	<u>-0.74%</u>
Travel and training	20,000	20,000	-	0.00%
Vehicle allowance, maintenance and repairs	35,675	35,675	-	0.00%
Materials and supplies	23,220	23,220	-	0.00%
Purchased and contracted services	2,100	2,100	-	0.00%
Grants to others	15,000	15,000	-	0.00%
	<u>95,995</u>	<u>95,995</u>	<u>-</u>	<u>0.00%</u>
	<u>700,673</u>	<u>696,197</u>	<u>(4,476)</u>	<u>-0.64%</u>
<b>TAX LEVY</b>	<b>700,673</b>	<b>696,197</b>	<b>(4,476)</b>	<b>-0.64%</b>
Full Time Positions	2.0	2.0	-	
Summer Students	1.0	1.0	-	



# Budget 2025

## 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 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.

Our Corporate Strategic Plan outlines the organization's direction and goals through 2027 and the strategies and actions that will guide the direction and allocation of resources for years to come.

## Strategic Plan

Vision | Mission | Our Narrative | Values

Focus Area 1:

### Community Development

Economic Development • Well-being  
Social Equity • Truth and Reconciliation

Focus Area 2:

### Quality of Life

Work. Life. Balance. • Welcoming  
Vibrant Downtown • Arts and Culture

Focus Area 3:

### Infrastructure

Current Assets • Future Assets  
Environment

Focus Area 4:

### Service Delivery

Customer Service • Develop Employees  
Eliminate Barriers • Community Partnerships

2025 objectives:

- Implementation of Corporate Strategic Plan with associated actions and metrics
- Complete a comprehensive delegation by-law covering all delegations of Council authority to staff
- Advance corporate initiatives for employee engagement, development and training.

**CAO OFFICE**

	<b>2024</b>	<b>2025</b>	<b>\$</b>	<b>%</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>Change</b>	<b>Change</b>
			<b>(2024 to 2025)</b>	<b>(2024 to 2025)</b>
<b>REVENUE</b>				
<b>EXPENDITURES</b>				
Salaries	332,926	347,494	14,568	4.38%
Benefits	80,543	83,576	3,033	3.77%
	<b>413,469</b>	<b>431,070</b>	<b>17,601</b>	<b>4.26%</b>
Travel and training	4,260	4,880	620	14.55%
Vehicle allowance, maintenance and repairs	4,500	5,700	1,200	26.67%
Materials and supplies	13,591	11,775	(1,816)	-13.36%
Purchased and contracted services	30	26	(4)	-13.33%
Capital expense	150	150	-	0.00%
	<b>22,531</b>	<b>22,531</b>	<b>-</b>	<b>0.00%</b>
	<b>436,000</b>	<b>453,601</b>	<b>17,601</b>	<b>4.04%</b>
<b>TAX LEVY</b>	<b>436,000</b>	<b>453,601</b>	<b>17,601</b>	<b>4.04%</b>
Full Time Positions	2.0	2.0	-	
Summer Students	1.0	1.0	-	

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

Community Development and Enterprise Services (CDES) consists of approximately 172 full-time staff and 388 part-time employees.

### Planning and Enterprise Services Division

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

- 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.
- 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.
- 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.



# Budget 2025

## Community Services Department

Recreation & Culture includes:

- Seniors Services: Senior Drop-In Centre and the NCC 55+ Programming at the Northern Community Centre
- Marinas: Roberta Bondar Park & Marina and Bellevue Marina as well as cruise ship & port security
- Ermatinger-Clergue National Historic Site & Discovery Centre and staff liaison to the Historic Sites Board
- Recreation: Northern Community Centre, John Rhodes Community Centre Pool, V.E. Greco Pool, Peter G. Manzo Pool
- Scheduling of sport fields and green space, special events coordination, including Canada Day festivities
- Locks operations in coordination with Parks Canada
- Staff liaison to: Cultural Vitality Committee, Historic Sites Board, Municipal Heritage Committee, Parks & Recreation Advisory Committee and Mayor's Youth Advisory Council
- Implementation of the Parks & Recreation Master Plan, as well as working with community partners on capital projects such as the Manzo splash pad and Park Revitalization such as Parkland and Woodland parks in 2024.



# Budget 2025

## 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.



# Budget 2025

## Transit & Parking Division

Transit provides operations of both conventional buses and para bus service, seven days per week, and manages ten City parking lots, eighty-seven parking meters and twenty-one 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.



# Budget 2025

## 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.

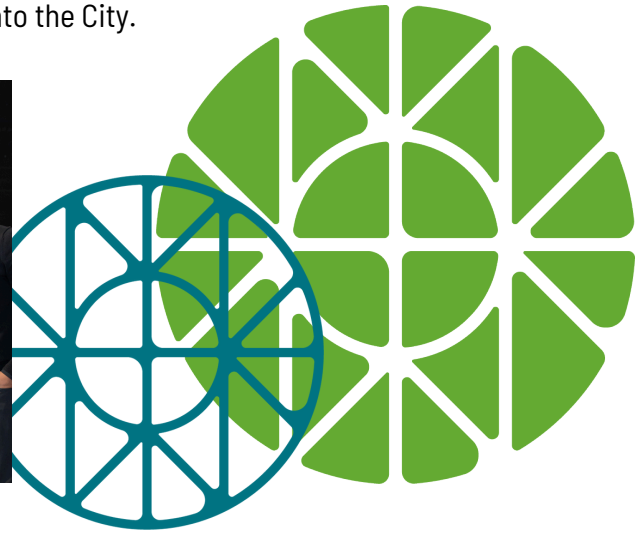
Community Development Staff are responsible for the following initiatives:

- Implementation of the Rural & Northern Immigration Pilot Program
- Indigenous relations, policy renewal and development of internal culturally sensitive practices
- Labour Force Development
- Film and TV attraction efforts
- Community promotion and new resident attraction
- Newcomer support and settlement initiatives
- Implementation of the GHG & Emissions Reduction Plan
- Sustainability initiatives.

# Budget 2025

## 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.



## 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.



**COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES**

	<b>2024</b>	<b>2025</b>	<b>\$</b>	<b>%</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>Change</b>	<b>Change</b>
			<b>(2024 to 2025)</b>	<b>(2024 to 2025)</b>
<b>REVENUE</b>				
Fees and user charges	9,449,683	9,452,356	2,673	0.03%
Government grants (including OMPF)	2,209,915	2,209,639	(276)	-0.01%
Contribution from own funds	519,294	503,888	(15,406)	-2.97%
Other income	126,705	126,702	(3)	0.00%
	<b>12,305,597</b>	<b>12,292,585</b>	<b>(13,012)</b>	<b>-0.11%</b>
<b>EXPENDITURES</b>				
Salaries	15,626,851	16,173,178	546,327	3.50%
Benefits	4,138,899	4,319,803	180,904	4.37%
	<b>19,765,750</b>	<b>20,492,981</b>	<b>727,231</b>	<b>3.68%</b>
Travel and training	190,126	204,117	13,991	7.36%
Vehicle allowance, maintenance and repairs	1,119,909	1,180,091	60,182	5.37%
Utilities and fuel	4,020,946	4,005,233	(15,713)	-0.39%
Materials and supplies	1,081,211	1,109,702	28,491	2.64%
Maintenance and repairs	1,434,917	1,555,106	120,189	8.38%
Program expenses	169,540	169,540	0	0.00%
Goods for resale	753,071	777,829	24,758	3.29%
Rents and leases	90,255	90,255	0	0.00%
Taxes and licenses	179,970	179,970	0	0.00%
Financial expenses	101,187	101,187	0	0.00%
Purchased and contracted services	2,027,907	2,048,207	20,300	1.00%
Grants to others	104,500	104,500	0	0.00%
Transfer to own funds	2,081,270	1,677,326	(403,944)	-19.41%
Capital expense	74,579	80,580	6,001	8.05%
	<b>13,429,388</b>	<b>13,283,643</b>	<b>(145,745)</b>	<b>-1.09%</b>
	<b>33,195,138</b>	<b>33,776,624</b>	<b>581,486</b>	<b>1.75%</b>
<b>TAX LEVY</b>	<b>20,889,541</b>	<b>21,484,039</b>	<b>594,498</b>	<b>2.85%</b>

**COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES**

	2024	2025	\$	%
	BUDGET	BUDGET	Change (2024 to 2025)	Change (2024 to 2025)
Humane Society	688,374	688,374	0	0.00%
Local Immigration Partnership	0	0	0	0.00%
Economic Development	778,358	791,154	12,796	1.64%
Tourism and Community Development	956,048	1,095,207	139,159	14.56%
Planning	936,247	990,387	54,140	5.78%
Parking	254,800	203,581	(51,219)	-20.10%
Cemetery Operations	306,817	348,986	42,169	13.74%
Transit	9,198,917	9,432,059	233,142	2.53%
School Guards	304,455	313,777	9,322	3.06%
Recreation and Culture	2,002,983	2,079,052	76,069	3.80%
Locks Operations	42,367	40,223	(2,144)	-5.06%
Community Centres:				
John Rhodes Community Centre	1,756,142	1,791,059	34,917	1.99%
Northern Community Centre	306,441	205,314	(101,127)	-33.00%
GFL Memorial Gardens	984,266	987,206	2,940	0.30%
Downtown Plaza	296,049	304,271	8,222	2.78%
Downtown Ambassador	63,942	95,913	31,971	50.00%
Outdoor Pools/Miscellaneous Concessions	288,716	381,873	93,157	32.27%
Facility Administration	902,979	924,924	21,945	2.43%
CSD Administration	821,640	810,679	(10,961)	-1.33%
	<u>20,889,541</u>	<u>21,484,039</u>	<u>594,498</u>	<u>2.85%</u>
Full Time Positions	170.0	170.0	-	
Part Time Hours	158,138.5	159,968.5	1,830.0	
Summer Students	56.0	56.0	-	

# Budget 2025

## CORPORATE SERVICES

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.



# Budget 2025

## 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

- Long-term financial planning focusing on financial stability
- Financial policy development to ensure transparency and accountability
- Tax policy 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

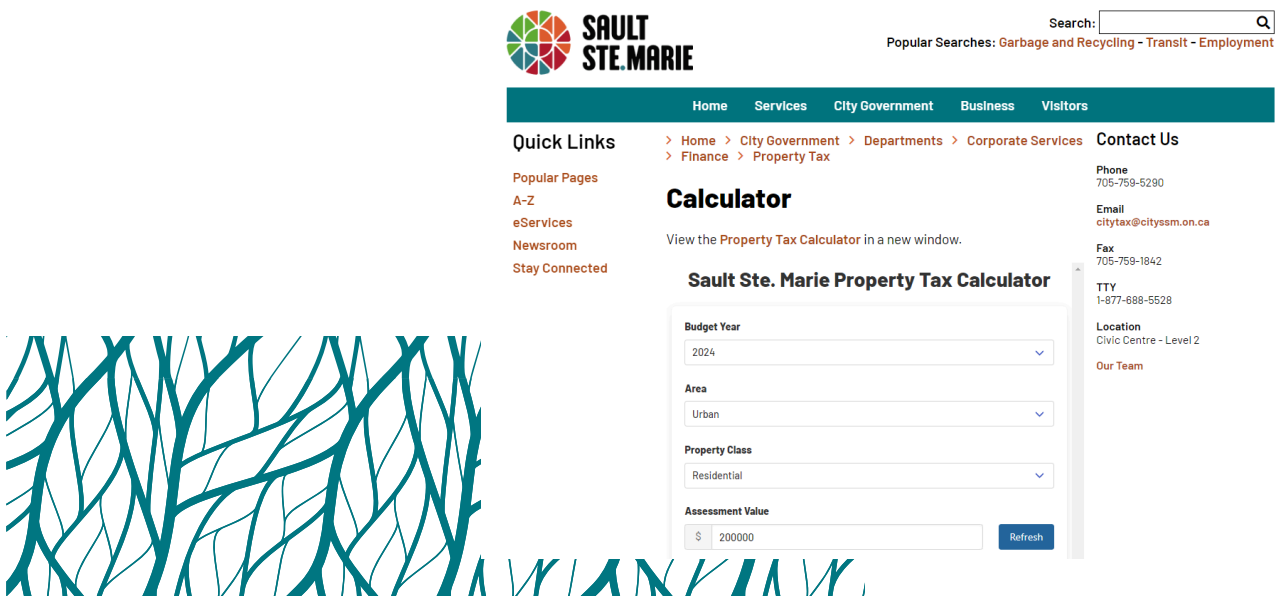
### Accounting

- 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

# Budget 2025

## 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.
- Establishing annual tax rates in accordance with the City's tax policy goals
- Management and processing of new Vacant Home Tax.



The screenshot displays the Sault Ste. Marie City website's 'Calculator' page. The page features a navigation menu with 'Home', 'Services', 'City Government', 'Business', and 'Visitors'. A search bar is located at the top right, with popular searches listed below it: 'Garbage and Recycling - Transit - Employment'. The main content area includes a 'Quick Links' section with 'Popular Pages', 'A-Z', 'eServices', 'Newsroom', and 'Stay Connected'. The 'Calculator' section is titled 'Sault Ste. Marie Property Tax Calculator' and includes a breadcrumb trail: '> Home > City Government > Departments > Corporate Services > Finance > Property Tax'. Below the breadcrumb trail, there is a 'View the Property Tax Calculator in a new window.' link. The calculator form itself has the following fields: 'Budget Year' (set to 2024), 'Area' (set to Urban), 'Property Class' (set to Residential), and 'Assessment Value' (set to \$ 200,000). A 'Refresh' button is located at the bottom right of the form. On the right side of the page, there is a 'Contact Us' section with the following information: Phone: 705-759-5290, Email: citytax@cityssm.on.ca, Fax: 705-759-1842, TTY: 1-877-888-5528, Location: Civic Centre - Level 2, and a link to 'Our Team'.

## Purchasing

- Responsible for corporate purchasing services, administration of the purchasing policy, contract and tendering services.
- Provision of a high level of service to user departments through the establishment and implementation of sound purchasing practices.
- Work with City departments to ensure the proper quality and quantity of requested goods and services are procured within an acceptable timeframe and at the lowest possible ultimate cost.

# Budget 2025

## 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



## CORPORATE SERVICES

	2024	2025	\$	%
	BUDGET	BUDGET	Change (2024 to 2025)	Change (2024 to 2025)
<b>REVENUE</b>				
Fees and user charges	126,643	129,043	2,400	1.90%
Government grants (including OMPF)	150,000	150,000	-	0.00%
Contribution from own funds		48,829	48,829	0.00%
Other income	119,666	114,545	(5,121)	-4.28%
	<b>396,309</b>	<b>442,417</b>	<b>46,108</b>	<b>11.63%</b>
<b>EXPENDITURES</b>				
Salaries	3,935,596	4,082,353	146,757	3.73%
Benefits	1,026,156	1,049,683	23,527	2.29%
	<b>4,961,752</b>	<b>5,132,036</b>	<b>170,284</b>	<b>3.43%</b>
Travel and training	19,564	19,564	-	0.00%
Vehicle allowance, maintenance and repairs	620	620	-	0.00%
Materials and supplies	400,874	427,706	26,832	6.69%
Maintenance and repairs	1,523,520	1,594,697	71,177	4.67%
Goods for resale	19,200	19,200	-	0.00%
Rents and leases	3,000	3,000	-	0.00%
Financial expenses	30,500	30,500	-	0.00%
Purchased and contracted services	751,031	754,487	3,456	0.46%
Grants to others	2,000		(2,000)	-100.00%
Transfer to own funds	85,000	85,000	-	0.00%
Capital expense	105,850	107,130	1,280	1.21%
	<b>2,941,159</b>	<b>3,041,904</b>	<b>100,745</b>	<b>3.43%</b>
	<b>7,902,911</b>	<b>8,173,940</b>	<b>271,029</b>	<b>3.43%</b>
<b>TAX LEVY</b>	<b>7,506,602</b>	<b>7,731,523</b>	<b>224,921</b>	<b>3.00%</b>

**CORPORATE SERVICES**

	<b>2024</b>	<b>2025</b>	<b>\$</b>	<b>%</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>Change</b>	<b>Change</b>
			<b>(2024 to 2025)</b>	<b>(2024 to 2025)</b>
Information Technology	3,452,449	3,588,904	136,455	3.95%
Finance Department	2,765,837	2,825,825	59,988	2.17%
Clerk's Department	1,288,316	1,316,794	28,478	2.21%
	<b>7,506,602</b>	<b>7,731,523</b>	<b>224,921</b>	<b>3.00%</b>
Full Time Positions	45.0	46.0	1.0	
Part Time Hours	1,170.0	1,170.0	-	
Summer Students	5.0	5.0	-	



# Budget 2025

## FIRE SERVICES

The Sault Ste. Marie Fire Service enters the 2025 budget process continuing to provide exceptional service through prevention, education, protection and wellness. Fire Services will finalize the implementation of Next Generation 911 to promote a seamless transition that will ensure that Sault Ste. Marie Fire Services and the Corporation of the City of Sault Ste. Marie provide efficient and effective 9-1-1 communications to the community. In 2025, the updated Community Risk Assessment and Fire Master Plan will be utilized to inform, guide and 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(s), Office Supervisor, and Administrative Clerks. The Fire Chief, as described in the Fire Protection and Prevention Act (FPPA) is responsible through the CAO to the Mayor and Council for the delivery of fire protection services. Council ultimately sets the level of service for the municipality, based on local needs and circumstances. Fire Administration oversees and directs the day-to-day operations including current and long-range strategic planning, capital and operational budgets, fleet management, labour relations and policy development.

#### Fire Operations

This area consists of Platoon Chiefs, Captains, Firefighters, Training Officer, Communications Operator and is overseen by the Deputy Fire Chief. There are 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.



# Budget 2025

## Fire Prevention and Public Education and Emergency Management

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



## Fire Prevention Week

## 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) and support from the Fire Prevention Planner, it is the responsibility of the municipality to complete the mandatory annual program requirements outlined in the Emergency Management and Civil Protection Act. The Emergency Management Program Committee consists of the following members: Chief Administrative Officer, Appointed members of Council, Community Emergency Management Coordinator, Corporate Communications Officer, and the Risk Manager.

# Budget 2025

## 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.



## FIRE SERVICES

	2024	2025	\$	%
	BUDGET	BUDGET	Change	Change
			(2024 to 2025)	(2024 to 2025)
<b>REVENUE</b>				
Fees and user charges	912,613	781,319	(131,294)	-14.39%
Other income	3,375	3,375	-	0.00%
	<u>915,988</u>	<u>784,694</u>	<u>(131,294)</u>	<u>-14.33%</u>
<b>EXPENDITURES</b>				
Salaries	11,877,407	12,916,777	1,039,370	8.75%
Benefits	3,421,007	3,651,710	230,703	6.74%
	<u>15,298,414</u>	<u>16,568,487</u>	<u>1,270,073</u>	<u>8.30%</u>
Travel and training	71,566	82,566	11,000	15.37%
Vehicle allowance, maintenance and repairs	244,600	300,100	55,500	22.69%
Utilities and fuel	363,000	232,310	(130,690)	-36.00%
Materials and supplies	293,228	321,193	27,965	9.54%
Maintenance and repairs	165,636	197,989	32,353	19.53%
Financial expenses	4,000	4,000	-	0.00%
Purchased and contracted services	20,800	24,300	3,500	16.83%
Transfer to own funds	390,273	395,941	5,668	1.45%
Capital expense	60,566	60,566	-	0.00%
	<u>1,613,669</u>	<u>1,618,965</u>	<u>5,296</u>	<u>0.33%</u>
	<u>16,912,083</u>	<u>18,187,452</u>	<u>1,275,369</u>	<u>7.54%</u>
<b>TAX LEVY</b>	<b>15,996,095</b>	<b>17,402,758</b>	<b>1,406,663</b>	<b>8.79%</b>

**FIRE SERVICES**

	<b>2024</b>	<b>2025</b>	<b>\$</b>	<b>%</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>Change</b>	<b>Change</b>
			<b>(2024 to 2025)</b>	<b>(2024 to 2025)</b>
Community Emergency Management	140,398	149,631	9,233	6.58%
Administration	1,551,786	1,780,249	228,463	14.72%
Suppression	12,285,239	13,446,190	1,160,951	9.45%
Prevention	883,348	930,864	47,516	5.38%
Support Services	1,135,324	1,095,824	(39,500)	-3.48%
	<b>15,996,095</b>	<b>17,402,758</b>	<b>1,406,663</b>	<b>8.79%</b>
Full Time Positions	99.0	99.0	-	
Summer Students	2.0	2.0	-	

# Budget 2025

## LEGAL

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

The Legal Department provides a broad range of legal services to all branches of the City's operations. The service involves not only responding to immediate daily and ongoing needs for legal services and advice but also involves the reduction of potential liability by identifying possible problem areas as well as advising staff on new legislation. The Legal Department's responsibilities also include representation at various tribunals and court proceedings, preparing and reviewing all agreements, memoranda of understanding, and by-laws, providing legal opinions as well as opinions with respect to claims and Freedom of Information ("FOI") requests. All by-laws that appear on each Council meeting agenda are also prepared by this department. The department manages the acquisition and sale of properties on behalf of the Municipality as well as preparation and management of leases, licenses of occupation, easements, encroachments, agreements and the administration of the street and lane closing policy.

The objectives of the Legal Department are:

- To provide legal advice to City Council and City staff;
- To process and draft legal reports to Council and the accompanying by-laws;
- To prepare all by-laws for the Council agenda;
- To review agreements from outside entities, and to draft initial agreements on new matters;
- To provide legal research and opinions;
- To draft leases, licenses of occupation, easements, and encroachments, and to complete expropriations and real estate transactions;
- To receive and prepare all Freedom of Information requests;
- To process all claims made against the City and liaise with the City's Third Party Adjusters and legal counsel in negotiating and administering same;
- To represent the City and give advice with respect to all lawsuits which may be brought on behalf of or against the City;
- To control and monitor the City's insurance coverage;
- To sell the City's surplus property;
- To prosecute persons charged with offences contrary to City by-laws and various Provincial legislation; and
- To represent the City before various courts and tribunals.

# Budget 2025

## **INSURANCE AND RISK MANAGEMENT**

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

All Claims against the City, from damage claims to Statements of Claim begin with this area, and the risk manager works with Claims adjusters, the insurers, and other City departments to determine facts so that 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 agreements are being provided and are up to date.

## **PROVINCIAL OFFENCES OFFICE ADMINISTRATION**

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

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

The City of Sault Ste. Marie currently has the responsibility for the delivery of administrative, prosecutorial and court support functions of Part 1 and Part 2 Provincial Offences, as well as Part 3 prosecutions for By-law, Building and Fire Code matters. This represents approximately 15,000 to 18,000 charges a year. The download of all Part 3 offences from the Province to the City has not taken place yet. The City will then be responsible for all administrative and prosecution functions of all Part 3 Offences for the Algoma Catchment area, representing the area slightly east of Thessalon to just north of Wawa. Part 3 offences are more serious and complicated in nature and involve multiple court attendances, the acquisition of Certified Documents for many offences, trials, pre-trials and appeals. The POA office is required to operate the POA courts under the guidelines and regulations of the Ministry of Attorney General.

# Budget 2025

## 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.

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



Summer  
**STUDENT SPOTLIGHT**

Gracee Zagordo  
Summer Student in the  
CAO's Office



SAULT  
STE. MARIE



**Join our team!**  
[saultstemarie.ca/careers](http://saultstemarie.ca/careers)

Full Time  
Manager Transit & Parking  
Municipal Services Engineer

Part Time  
Facility Operator Trainee 1



SAULT  
STE. MARIE



## HUMAN RESOURCES DEPARTMENT

### Health and Safety

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

### Return to Work Management

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

### Recruitment and Training

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

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

Apply now:

## MANAGER PHYSICIAN RECRUITMENT

**Are you:**

- Passionate about Sault Ste. Marie
- A champion for Healthcare
- Wanting to make a difference
- Collaborative and Creative

**View full job description at:**  
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**Please submit your CV to:**  
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 SAULT STE. MARIE  SAULT AREA HOSPITAL HÔPITAL DE SAULT-SAINTE-MARIE  Group Health Centre

**LEGAL DEPARTMENT**

	<b>2024</b>	<b>2025</b>	<b>\$</b>	<b>%</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>Change</b>	<b>Change</b>
			<b>(2024 to 2025)</b>	<b>(2024 to 2025)</b>
<b>REVENUE</b>				
Fees and user charges	1,535,037	1,535,837	800	0.05%
Government grants (including OMPF)	1,540	1,540	0	0.00%
	<u>1,536,577</u>	<u>1,537,377</u>	<u>800</u>	<u>0.05%</u>
<b>EXPENDITURES</b>				
Salaries	2,228,104	2,319,246	91,142	4.09%
Benefits	1,643,904	1,669,035	25,131	1.53%
	<u>3,872,008</u>	<u>3,988,281</u>	<u>116,273</u>	<u>3.00%</u>
Travel and training	117,706	116,856	(850)	-0.72%
Vehicle allowance, maintenance and repairs	950	950	0	0.00%
Materials and supplies	111,766	112,616	850	0.76%
Maintenance and repairs	5,389	5,389	0	0.00%
Rents and leases	79,302	79,302	0	0.00%
Taxes and licenses	2,703,222	2,789,198	85,976	3.18%
Purchased and contracted services	551,507	552,763	1,256	0.23%
Capital expense	28,400	30,700	2,300	8.10%
	<u>3,598,242</u>	<u>3,687,774</u>	<u>89,532</u>	<u>2.49%</u>
	<u>7,470,250</u>	<u>7,676,055</u>	<u>205,805</u>	<u>2.75%</u>
<b>TAX LEVY</b>	<b>5,933,673</b>	<b>6,138,678</b>	<b>205,005</b>	<b>3.45%</b>

**LEGAL DEPARTMENT**

	<b>2024</b>	<b>2025</b>	<b>\$</b>	<b>%</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>Change</b>	<b>Change</b>
			<b>(2024 to 2025)</b>	<b>(2024 to 2025)</b>
Legal Department	916,951	955,182	38,231	4.17%
Insurance	2,703,222	2,789,198	85,976	3.18%
Provincial Offences Act	(257,902)	(234,290)	23,612	-9.16%
Human Resources Department	2,571,402	2,628,588	57,186	2.22%
	<b>5,933,673</b>	<b>6,138,678</b>	<b>205,005</b>	<b>3.45%</b>
Full Time Positions	24.0	24.0	-	
Summer Students	3.0	3.0	-	

# Budget 2025

## PUBLIC WORKS AND ENGINEERING SERVICES

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.



### Public Works Operations

#### Administration

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

#### Works

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

# Budget 2025

## Buildings and Equipment

- Mechanics/Welders and Service/Trades people maintain \$16 million in related buildings and infrastructure and service and repair \$32.6 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.



## Parks

- Provides care and maintenance of 74 park locations, which include Bellevue Park, Pointe Des Chênes, Clergue and John Roswell Park.
- Of the 74 park locations, 62 sites include playground apparatuses. It is the responsibility of Parks staff to inspect and maintain playground equipment in compliance with CSA Standards.
- Maintains 12 ball fields, 20 soccer fields, 2 football fields, 1 cricket pitch, 2 9-hole disc golf courses and the Bellevue Park and Manzo Splash Pad.
- Provides care and maintenance to all three sports complexes, which include Strathclair, Queen Elizabeth and Elliott Park.
- During the summer, crews cut nearly 1000 acres of grass every seven working days. The crews also maintain cul-de-sacs, boulevards and vacant City owned land.
- Maintains outdoor sports complexes, tennis and pickle ball courts and over 26 km of multi-use trails, including the waterfront boardwalk.

# Budget 2025

- During winter months, crews maintain City outdoor rinks, Clergue Park Skating Trail and the Art Jennings Speed Skating Oval. In addition, crews also maintain winter walking trails, toboggan hills and parking lots, including the plazas.
- 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 signal 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 75 signalized intersections:
  1. Pedestrian Crossings (PXO's)
  2. School Zone Warning flashers
  3. All-Way Stop flashing intersections
  4. Warning flasher locations
- Approximately 583 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 1,500 tonnes annually to divert this material from the Landfill.
- Administers the contracts for curbside refuse collection and monitors recycling for approximately 27,000 households weekly.
- Oversees the operation and collection of household hazardous waste to divert this material from the landfill.

# Budget 2025

## Engineering Division

### Engineering Design & Construction

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



### Building Services

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

### Administration

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

# Budget 2025

## 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:
  1. Plans examination and building inspection
  2. Interpreting and applying the Ontario Building Code, By-Laws, other regulations as required by applicable law.



## By-Law Enforcement

- This cost center includes four By-law Enforcement Officers for complaints and inspections.
- To address matters related to property standards, yards By-Law, vacant buildings and municipal by-law enforcement.
- To address complaints directly related to the Ontario Building Code, such as failure to obtain a building permit.
- Participant in the Integrated Municipal Enforcement Team (IMET) for municipal by-law and building code matters.



**PUBLIC WORKS**

	<b>2024</b>	<b>2025</b>	<b>\$</b>	<b>%</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>Change</b>	<b>Change</b>
			<b>(2024 to 2025)</b>	<b>(2024 to 2025)</b>
<b>REVENUE</b>				
Fees and user charges	2,340,246	2,687,206	346,960	14.83%
Government grants (including OMPF)	64,000	64,000	0	0.00%
Contribution from own funds	5,000	5,000	0	0.00%
Other income	90,000	90,000	0	0.00%
	<b>2,499,246</b>	<b>2,846,206</b>	<b>346,960</b>	<b>13.88%</b>
<b>EXPENDITURES</b>				
Salaries	17,010,846	17,698,373	687,527	4.04%
Benefits	4,706,732	4,857,004	150,272	3.19%
	<b>21,717,578</b>	<b>22,555,377</b>	<b>837,799</b>	<b>3.86%</b>
Travel and training	88,990	89,990	1,000	1.12%
Vehicle allowance, maintenance and repairs	2,381,045	2,500,871	119,826	5.03%
Utilities and fuel	2,303,897	2,303,897	0	0.00%
Materials and supplies	4,055,460	4,182,005	126,545	3.12%
Taxes and licenses	95,544	95,544	0	0.00%
Financial expenses	5,000	5,000	0	0.00%
Purchased and contracted services	2,342,792	2,434,793	92,001	3.93%
Transfer to own funds	4,976,772	6,148,870	1,172,098	23.55%
Capital expense	76,600	76,600	0	0.00%
Less: recoverable costs	(255,130)	(187,565)	67,565	-26.48%
	<b>16,070,970</b>	<b>17,650,005</b>	<b>1,579,035</b>	<b>9.83%</b>
	<b>37,788,548</b>	<b>40,205,382</b>	<b>2,416,834</b>	<b>6.40%</b>
<b>TAX LEVY</b>	<b>35,289,302</b>	<b>37,359,176</b>	<b>2,069,874</b>	<b>5.87%</b>

**PUBLIC WORKS**

	<b>2024</b>	<b>2025</b>	<u>\$</u>	<u>%</u>
	<b>BUDGET</b>	<b>BUDGET</b>	Change	Change
			(2024 to 2025)	(2024 to 2025)
Operations				
Works	3,512,069	3,602,552	90,483	2.58%
Roadways	4,061,247	4,205,514	144,267	3.55%
Sidewalks	1,392,695	1,458,278	65,583	4.71%
Winter Control	7,082,358	7,579,739	497,381	7.02%
Sanitary Sewers	2,571,481	2,780,320	208,839	8.12%
Storm Sewers	736,343	778,221	41,878	5.69%
Traffic & Communications	2,039,896	2,030,298	(9,598)	-0.47%
Carpentry	825,844	1,005,413	179,569	21.74%
Administration	1,732,524	1,785,465	52,941	3.06%
Buildings & Equipment	2,446,975	2,570,619	123,644	5.05%
Waste Management	4,639,097	5,012,266	373,169	8.04%
Parks	4,248,773	4,550,491	301,718	7.10%
	<u>35,289,302</u>	<u>37,359,176</u>	<u>2,069,874</u>	<u>5.87%</u>
Full Time Positions	222.0	222.0	-	
Summer Students	63.0	63.0	-	

## ENGINEERING

	2024	2025	\$	%
	BUDGET	BUDGET	Change	Change
			(2024 to 2025)	(2024 to 2025)
<b>REVENUE</b>				
Fees and user charges	1,386,753	1,439,138	52,385	3.78%
Government grants (including OMPF)	174,721	174,721	-	0.00%
Contribution from own funds	242,122	246,840	4,718	1.95%
	<b>1,803,596</b>	<b>1,860,699</b>	<b>57,103</b>	<b>3.17%</b>
<b>EXPENDITURES</b>				
Salaries	3,739,878	3,882,260	142,382	3.81%
Benefits	953,984	975,506	21,522	2.26%
	<b>4,693,862</b>	<b>4,857,766</b>	<b>163,904</b>	<b>3.49%</b>
Travel and training	42,650	43,650	1,000	2.34%
Vehicle allowance, maintenance and repairs	30,893	29,778	(1,115)	-3.61%
Utilities and fuel	5,578,987	5,512,072	(66,915)	-1.20%
Materials and supplies	219,686	240,404	20,718	9.43%
Maintenance and repairs	247,725	256,671	8,946	3.61%
Financial expenses	1,400	1,400	-	0.00%
Purchased and contracted services	4,708,842	5,436,043	727,201	15.44%
Transfer to own funds	559,756	570,151	10,395	1.86%
Capital expense	59,859	62,756	2,897	4.84%
	<b>11,449,798</b>	<b>12,152,925</b>	<b>703,127</b>	<b>6.14%</b>
	<b>16,143,660</b>	<b>17,010,691</b>	<b>867,031</b>	<b>5.37%</b>
<b>TAX LEVY</b>	<b>14,340,064</b>	<b>15,149,992</b>	<b>809,928</b>	<b>5.65%</b>

**ENGINEERING**

	<b>2024</b>	<b>2025</b>	<b>\$</b>	<b>%</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>Change</b>	<b>Change</b>
			<b>(2024 to 2025)</b>	<b>(2024 to 2025)</b>
Building Permit/Inspection	255,772	268,848	13,076	5.11%
Design	2,221,464	2,305,534	84,070	3.78%
Administration	128,670	137,448	8,778	6.82%
Building Services	1,449,743	1,536,926	87,183	6.01%
Hydrants	1,515,000	1,600,000	85,000	5.61%
Street Lighting	1,746,500	1,595,000	(151,500)	-8.67%
Sewage Disposal System	6,483,159	7,156,085	672,926	10.38%
Environmental Clean Up	20,000	20,000	0	0.00%
Miscellaneous Construction	519,756	530,151	10,395	2.00%
	<b>14,340,064</b>	<b>15,149,992</b>	<b>809,928</b>	<b>5.65%</b>
Full Time Positions	48.0	48.0	-	
Summer Students	9.0	9.0	-	

**LEVY BOARDS**

	<b>2024</b>	<b>2025</b>	<b>\$</b>	<b>%</b>
			<u>Change</u>	<u>Change</u>
	<b>BUDGET</b>	<b>BUDGET</b>	<u>(2024 to 2025)</u>	<u>(2024 to 2025)</u>
<b>REVENUE</b>				
<b>EXPENDITURES</b>				
Grants to others	24,794,407	25,170,564	376,157	1.52%
	24,794,407	25,170,564	376,157	1.52%
	24,794,407	25,170,564	376,157	1.52%
<b>TAX LEVY</b>	<b>24,794,407</b>	<b>25,170,564</b>	<b>376,157</b>	<b>1.52%</b>

**OUTSIDE AGENCIES & GRANTS TO OTHERS**

	2024	2025	\$	%
	<b>BUDGET</b>	<b>BUDGET</b>	Change (2024 to 2025)	Change (2024 to 2025)
<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>				
Materials and supplies	270,000	270,000	0	0.00%
Grants to others				
Police Services Board	37,129,723	40,170,897	3,041,174	8.19%
Library Board	3,186,803	3,213,819	27,016	0.85%
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%
Pee Wee Arena	23,979	24,509	530	2.21%
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%
Transfer to own funds	580,000	580,000	0	0.00%
	<b>42,325,055</b>	<b>45,393,775</b>	<b>3,068,720</b>	<b>7.25%</b>
	<b>42,325,055</b>	<b>45,393,775</b>	<b>3,068,720</b>	<b>7.25%</b>
<b>TAX LEVY</b>	<b>41,995,055</b>	<b>45,063,775</b>	<b>3,068,720</b>	<b>7.31%</b>

## CORPORATE - FINANCIALS

	2024	2025	\$	%
	BUDGET	BUDGET	Change (2024 to 2025)	Change (2024 to 2025)
<b>REVENUE</b>				
Taxation (excluding levy)	2,528,438	2,528,438	0	0.00%
Payment in lieu of taxes	4,888,407	5,054,728	166,321	3.40%
Fees and user charges	18,764,458	19,702,682	938,224	5.00%
Government grants (including OMPF)	17,897,249	17,897,249	0	0.00%
Investment income	6,289,000	6,289,000	0	0.00%
Contribution from own funds	1,000,000	800,000	(200,000)	-20.00%
Other income	2,500,000	2,700,000	200,000	8.00%
	<b>53,867,552</b>	<b>54,972,097</b>	<b>1,104,545</b>	<b>2.05%</b>
<b>EXPENDITURES</b>				
Materials and supplies	294,365	296,103	1,738	0.59%
Program expenses	741,652	835,497	93,845	12.65%
Financial expenses	2,372,601	2,497,614	125,013	5.27%
Purchased and contracted services	11,000	11,000	0	0.00%
Transfer to own funds	14,580,466	14,039,921	(540,545)	-3.71%
	<b>18,000,084</b>	<b>17,680,135</b>	<b>(319,949)</b>	<b>-1.78%</b>
	<b>18,000,084</b>	<b>17,680,135</b>	<b>(319,949)</b>	<b>-1.78%</b>
<b>TAX LEVY</b>	<b>(35,867,468)</b>	<b>(37,291,962)</b>	<b>(1,424,494)</b>	<b>3.97%</b>
OMPf allocation increase		(2,148,000)		
<b>REVISED TAX LEVY</b>	<b>(35,867,468)</b>	<b>(39,439,962)</b>	<b>(3,572,494)</b>	<b>9.96%</b>

**CAPITAL LEVY & DEBENTURE DEBT**

	<b>2024</b>	<b>2025</b>	<b>\$</b>	<b>%</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>Change</b>	<b>Change</b>
			<b>(2024 to 2025)</b>	<b>(2024 to 2025)</b>
<b>REVENUE</b>				
<b>EXPENDITURES</b>				
Long term debt	1,400,000	1,327,115	(72,885)	-5.21%
Transfer to own funds	7,392,943	7,540,802	147,859	2.00%
	<b>8,792,943</b>	<b>8,867,917</b>	<b>74,974</b>	<b>0.85%</b>
	<b>8,792,943</b>	<b>8,867,917</b>	<b>74,974</b>	<b>0.85%</b>
<b>TAX LEVY</b>	<b>8,792,943</b>	<b>8,867,917</b>	<b>74,974</b>	<b>0.85%</b>



# **Preliminary Capital Budget 2025**

**CAPITAL BUDGET SUMMARY 2025**

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

**PUBLIC WORKS AND ENGINEERING SERVICES**

*Roads/Bridges/Storm Sewer*

- Peoples Road - Phase 1
- Sackville Road Extension
- East Street
- Great Northern Road
- Bridges and Aqueducts
- Engineering - 2026
- Resurfacing - Various Roads
- Traffic Signal Upgrades

<b>\$ 28,916,715</b>	<b>\$ 7,540,802</b>	<b>\$ 3,030,000</b>		<b>\$ 18,345,913</b>	
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*Miscellaneous Construction*

- Rear Yard Drainage
- Bridge Inspection
- Bridge/ Aqueduct Rehabilitation
- Other
- Emergency Repairs

<b>\$ 530,151</b>			<b>\$ 530,151</b>		
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Miscellaneous Construction Reserve

## CAPITAL BUDGET SUMMARY 2025

	Project Cost	Funding Source				
		Current Levy/Other	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt
<b>PUBLIC WORKS AND ENGINEERING SERVICES</b>						
<i>Landfill</i>						
Landfill Pump Station	\$ 440,000			\$ 440,000		
Landfill Cell Development	\$ 990,000			\$ 990,000		
BioSolids	\$ 2,051,000			\$ 2,051,000		
Waste EA Completion	\$ 100,000			\$ 100,000		
HHW Depot - Replacement of Three Oil Tanks	\$ 30,000			\$ 30,000		
Flare Painting	\$ 40,000			\$ 40,000		
	<b>\$ 3,651,000</b>			<b>\$ 3,651,000</b>		
				Waste Disposal Site Reserve		
<i>Fleet &amp; Equipment</i>						
Landfill Heavy-Duty Fleet & Equipment	\$ 1,960,000			\$ 1,960,000		
				Waste Disposal Site Reserve		
Public Works Heavy Duty Fleet & Equipment	\$ 1,875,000			\$ 1,875,000		
Public Works Medium Duty Fleet & Equipment	\$ 668,000			\$ 668,000		
				PWT Equipment Reserve		
Engineering Light Duty Equipment	\$ 135,000			\$ 135,000		
				Engineering Equipment Reserve/ Building Permit Reserve Fund		
	<b>\$ 4,638,000</b>			<b>\$ 4,638,000</b>		
<i>Building Capital Maintenance</i>						
Buildings A&G - Weather Stripping / Sprinkler	\$ 50,000			\$ 50,000		
	<b>\$ 50,000</b>			<b>\$ 50,000</b>		
				Asset Management Reserve		

**CAPITAL BUDGET SUMMARY 2025**

	<b>Project Cost</b>	<b>Funding Source</b>					Other
		Current Levy/Other	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	
<b>PUBLIC WORKS AND ENGINEERING SERVICES</b>							
<i>Other</i>							
Building A Wash Bay - Pressure Washer	\$ 15,000			\$ 15,000			
				Asset Management Reserve			
Traffic Cameras	\$ 100,000			\$ 100,000			
Traffic - PCMT-8000 Tester	\$ 20,000			\$ 20,000			
				Engineering Equipment Reserve			
	<b>\$ 135,000</b>			<b>\$ 135,000</b>			
<b>Total PW&amp;ES</b>	<b>\$ 37,920,866</b>	<b>\$ 7,540,802</b>	<b>\$ 3,030,000</b>	<b>\$ 9,004,151</b>	<b>\$ 18,345,913</b>	<b>\$ -</b>	<b>\$ -</b>

## CAPITAL BUDGET SUMMARY 2025

Project Cost	Funding Source					
	Current Levy/Other	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
<b>COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES)</b>						
<i>Transit</i>						
Electric 40' Bus	\$ 1,700,000		\$ 453,390	\$ 1,246,610		
Electric Parabus	\$ 600,000		\$ 160,020	\$ 439,980		
Bus Shelters	\$ 100,000		\$ 26,670	\$ 73,330		
	<b>\$ 2,400,000</b>		<b>\$ 640,080</b>	<b>\$ 1,759,920</b>		
Transit Equipment Reserve						
<i>Equipment</i>						
JRCC - Pool Pumps	\$ 60,000		\$ 60,000			
Bondar Marina - Security Gates	\$ 20,000		\$ 20,000			
Asset Management Reserve						
Rocky DiPietro Field - Scoreboard & Upgrades	\$ 75,000		\$ 75,000			
Parks & Recreation Reserve						
Cemetery - Backhoe	\$ 155,000		\$ 155,000			
Cemetery Reserve Fund						
	<b>\$ 310,000</b>		<b>\$ 310,000</b>			
<i>Other</i>						
EV Charger Allocation	\$ 167,475	\$ 167,475				
Strathclair Dog Park - Solar Lighting	\$ 27,500			\$ 27,500		
Additional Dog Park	\$ 50,000		\$ 5,000	\$ 45,000		
	<b>\$ 244,975</b>	<b>\$ 167,475</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ 72,500</b>	<b>\$ -</b>
Growth Related Initiatives			Asset Management Reserve			

## CAPITAL BUDGET SUMMARY 2025

	Project Cost	Funding Source				
		Current Levy/Other	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt
<b>COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES)</b>						
<i>Building Capital Maintenance</i>						
GFL - Parking Lot Lighting	\$ 16,650			\$ 16,650		
				Facilities Maintenance Reserve		
GFL - Suite Level Engineering	\$ 50,000			\$ 50,000		
				GFL Capital Reserve		
GFL - Seating Replacement	\$ 350,000			\$ 350,000		
GFL - Chiller	\$ 100,000			\$ 100,000		
JRCC - Lighting	\$ 175,000			\$ 175,000		
Seniors Drop-In Centre - Windows	\$ 100,000			\$ 100,000		
Bondar Park - Tent Membrane	\$ 55,000			\$ 55,000		
Bondar Park - Windows & Doors	\$ 55,000			\$ 55,000		
Bondar Marina - Flooring	\$ 20,000			\$ 20,000		
Manzo Pool - Windows	\$ 12,000			\$ 12,000		
Manzo - Accessible Washrooms/ Change Area	\$ 60,000			\$ 60,000		
Greco - Accessible Washrooms/ Change Area	\$ 35,000			\$ 35,000		
				Asset Management Reserve		
	<b>\$ 1,028,650</b>			<b>\$ 1,028,650</b>		
<b>Total CDES</b>	<b>\$ 3,983,625</b>	<b>\$ 167,475</b>	<b>\$ -</b>	<b>\$ 1,983,730</b>	<b>\$ 1,832,420</b>	<b>\$ -</b>

## CAPITAL BUDGET SUMMARY 2025

Project Cost	Funding Source					
	Current Levy/Other	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
<b>FIRE SERVICES</b>						
<i>Building Capital Maintenance</i>						
Fire Hall # 1 - Windows	\$ 50,000		\$ 50,000			
Fire Hall # 4 - Air Handling Units	\$ 65,000		\$ 65,000			
Fire Hall # 4 - Lighting	\$ 35,000		\$ 35,000			
Fire Hall # 4 - Fence	\$ 30,000		\$ 30,000			
<b>\$ 180,000</b>			<b>\$ 180,000</b>			
Asset Management Reserve						
<i>Fleet &amp; Equipment</i>						
Pumper	\$ 1,650,000				\$ 1,650,000	
Cascade System	\$ 12,000		\$ 12,000			
<b>\$ 1,662,000</b>			<b>\$ 12,000</b>	<b>\$ -</b>	<b>\$ 1,650,000</b>	
Fire Capital Equipment Reserve						
<b>Total Fire</b>	<b>\$ 1,842,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 192,000</b>	<b>\$ -</b>	<b>\$ 1,650,000</b>

## CAPITAL BUDGET SUMMARY 2025

Project Cost	Funding Source					
	Current Levy/Other	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	Other
<b>CORPORATE / OUTSIDE AGENCIES</b>						
<i>Building Capital Maintenance</i>						
Civic Centre - Sprinkler System	\$ 300,000		\$ 300,000			
Civic Centre	\$ 70,000		\$ 70,000			
Emergency Repair/ Contingency - All City Buildings	\$ 275,000		\$ 275,000			
SSM Museum - Windows	\$ 200,000		\$ 200,000			
Police - HVAC Replacement	\$ 150,000		\$ 150,000			
Police - Parking Lot	\$ 50,000		\$ 50,000			
Library - Pneumatic Controls Study	\$ 5,000		\$ 5,000			
<b>\$ 1,050,000</b>			<b>\$ 1,050,000</b>			
			Asset Management Reserve			
<b>Total Corporate / Outside Agencies</b>	<b>\$ 1,050,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,050,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL 2025 CAPITAL BUDGET</b>	<b>\$ 44,796,491</b>	<b>\$ 7,708,277</b>	<b>\$ 3,030,000</b>	<b>\$ 12,229,881</b>	<b>\$ 20,178,333</b>	<b>\$ 1,650,000</b>
						<b>\$ -</b>



**CAPITAL PRIORITIZATION 2025**

Funded

Department	Project Description	Total Cost	On-going Costs (Savings)
CDES - Recreation & Culture	EV Charger Costing Study	167,475	\$375.76/ charge/ year
CDES - Parks	Addition of Solar Lighting to Strathclair Dog Park	27,500	-
CDES - Recreation & Culture	Additional Dog Park	50,000	-

Unfunded

Department	Project Description	Total Cost	On-going Costs (Savings)
CDES - Community Centres	Jo Foreman Track - Rubber Surface Replacement	1,700,000	-
CDES - Recreation & Culture	Addition of Fish Cleaning Station to Bellevue Marina	174,000	\$4,000/ year

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

	2025	2026	2027	2028	2029	Total
Community Development & Enterprise Services	3,983,625	12,779,051	3,868,392	1,642,871	1,376,033	23,649,972
Fire Services	1,842,000	1,940,000	1,400,000	-	1,467,274	6,649,274
Public Works & Engineering Services	37,920,866	43,954,167	28,180,952	27,474,311	29,646,233	167,176,529
Corporate Services	645,000	710,000	622,110	638,332	1,152,269	3,767,711
Outside Agencies	405,000	163,909	478,362	173,891	350,214	1,571,376
<b>Total Capital Requirements</b>	<b>44,796,491</b>	<b>59,547,127</b>	<b>34,549,816</b>	<b>29,929,405</b>	<b>33,992,023</b>	<b>202,814,862</b>

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

	2025	2026	2027	2028	2029	Total
<b>Funding</b>						
Capital Levy Overall	2,750,802	4,191,618	6,645,450	5,442,359	7,662,406	26,692,634
Capital Levy Urban Only	4,790,000	3,500,000	1,200,000	2,560,000	500,000	12,550,000
Capital Levy Miscellaneous Construction	530,151	562,437	590,897	652,208	645,942	2,981,635
Sewer Surcharge	3,030,000	1,840,000	1,050,000	1,680,000	112,310	7,712,310
Canada Community-Building Fund	4,928,592	4,856,092	4,856,092	4,856,092	4,856,092	24,352,960
Reserves	9,162,730	19,535,072	10,466,910	4,821,662	10,587,341	54,573,716
Reserve Funds	195,000	215,000	-	721,199	223,847	1,355,046
Infrastructure Maintenance Requirements from Reserve	2,342,000	1,405,572	1,615,472	1,147,223	3,071,757	9,582,024
OCIF Funding-formula based funding	6,077,661	4,518,000	2,015,000	2,015,000	2,015,000	16,640,661
Connecting Link (90%)	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Government Grants	6,172,080	7,173,336	109,995	113,662	117,328	13,686,401
Long Term Debt	-	7,000,000	-	-	-	7,000,000
Growth Related Initiatives	167,475	-	-	-	-	167,475
Internally Financed Debt	1,650,000	1,750,000	3,000,000	2,920,000	1,200,000	10,520,000
Funding Available	2,615,963	2,616,989	2,622,779	2,739,203	2,799,191	13,394,125
Funding Shortfall/(excess)	(273,963)	(1,211,417)	(1,007,307)	(1,591,980)	272,566	(3,812,101)
Other Unfinanced	-	-	-	-	-	-
<b>Total Capital Funding Requirements</b>	<b>44,796,491</b>	<b>59,547,127</b>	<b>34,549,816</b>	<b>29,929,405</b>	<b>33,992,023</b>	<b>202,814,862</b>

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

### FUNDING AVAILABILITY

	2025	2026	2027	2028	2029	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	51,293	52,319	53,365	54,433	55,521	266,931
Retired Debt	272,460	272,460	277,204	392,560	451,460	1,666,144
<b>Available Funding</b>	<b>2,615,963</b>	<b>2,616,989</b>	<b>2,622,779</b>	<b>2,739,203</b>	<b>2,799,191</b>	<b>13,394,125</b>
<b>Growth Related Initiatives</b>	<b>167,475</b>	<b>170,825</b>	<b>174,241</b>	<b>177,726</b>	<b>181,280</b>	<b>871,547</b>

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

### FUNDING AVAILABILITY

	2025	2026	2027	2028	2029	Total
<b>Capital Works - Road / Bridges / Sewers</b>						
Overall Capital	2,750,802	4,191,618	6,645,450	5,442,359	7,662,406	26,692,635
Urban Only Capital	4,790,000	3,500,000	1,200,000	2,560,000	500,000	12,550,000
Sewer Surcharge	3,030,000	1,840,000	1,050,000	1,680,000	112,310	7,712,310
OCIF Funding	6,077,661	4,518,000	2,015,000	2,015,000	2,015,000	16,640,661
Connecting Link (90%)	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Canada Community-Building Fund	4,928,592	4,856,092	4,856,092	4,856,092	4,856,092	24,352,960
Northern Ontario Resource Development Support (NORDS)	400,000	-	-	-	-	400,000
Housing-Enabling Water Systems Fund	3,712,160	3,712,160	-	-	-	7,424,320
Building Faster Fund	300,000	-	-	-	-	300,000
Investing in Canada Infrastructure Program: Transit (note 1)	1,759,920	3,461,176	109,995	113,662	117,328	5,562,081
<b>Available funding</b>	<b>30,749,135</b>	<b>29,079,046</b>	<b>18,876,537</b>	<b>19,667,113</b>	<b>18,263,136</b>	<b>116,634,967</b>

#### Notes:

1) The City's share of eligible costs is 27% for Public Transit Infrastructure Funds. The 2025 Capital Budget requires \$640,080 of City funding towards eligible Transit projects for 2025.

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

### FUNDING AVAILABILITY (continued)

	2025	2026	2027	2028	2029	Total
<b>Reserves (annual allocation)</b>						
Miscellaneous Construction	530,151	562,437	590,897	652,208	645,942	2,981,635
Fire	289,093	294,875	300,772	306,788	312,924	1,504,452
Police	165,000	165,000	165,000	165,000	165,000	825,000
Public Works and Transportation-Works	2,557,071	2,608,212	2,660,377	2,713,584	2,767,856	13,307,100
Public Works and Transportation-Waste Collection	165,000	165,000	165,000	165,000	165,000	825,000
Public Works and Transportation-Railway	56,802	57,938	59,097	60,279	61,484	295,600
CDES-Transit	1,193,400	1,217,268	1,241,613	1,266,446	1,291,775	6,210,502
Engineering Equipment	40,000	40,000	40,000	40,000	40,000	200,000
Landfill (note 1)	3,049,498	3,110,488	3,172,698	3,236,152	3,300,875	15,869,710
Library (note 2)	80,000	80,000	80,000	80,000	80,000	400,000
	<u>8,126,015</u>	<u>8,301,218</u>	<u>8,475,454</u>	<u>8,685,456</u>	<u>8,830,855</u>	<u>42,418,998</u>
<b>Total Funding</b>	41,586,088	40,168,078	30,149,011	31,269,497	30,074,463	173,247,137

#### Notes:

1) The Landfill Business and Implementation (B&I) Plan was approved by Council on October 22, 2019. There will be a 20% increase in user fees every five years, in addition to a waste management system levy increase annually. 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 levy increases from 2020 to 2035 of 8.08%. The Plan was updated in 2024 and continues to be updated on an as need basis.

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

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

### ENGINEERING

	2025	2026	2027	2028	2029	Total
<b>Aqueducts and Bridges</b>	1,500,000	1,500,000	1,500,000	1,500,000	-	6,000,000
<b>Roads (Note 1)</b>	27,416,715	24,117,870	17,266,542	18,053,451	18,145,808	105,000,386
<b>Miscellaneous Construction</b>	530,151	562,437	590,897	652,208	645,942	2,981,635
<b><u>Fleet &amp; Equipment</u></b>						
Engineering Vehicles	95,000	-	187,776	-	76,858	359,634
Building Inspection Vehicles	40,000	-	-	-	-	40,000
<b>Total</b>	<b>29,581,866</b>	<b>26,180,307</b>	<b>19,545,215</b>	<b>20,205,659</b>	<b>18,868,608</b>	<b>114,381,655</b>

#### Notes:

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

2) Council has previously approved \$36.7 million for the West End Plant. Construction is underway.

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

### ENGINEERING

	2025	2026	2027	2028	2029	Total
<b><u>Designated Funding</u></b>						
Capital Levy Overall	2,750,802	4,191,618	6,645,450	5,442,359	7,662,406	26,692,635
Capital Levy Urban Only	4,790,000	3,500,000	1,200,000	2,560,000	500,000	12,550,000
Capital Levy Miscellaneous Construction	530,151	562,437	590,897	652,208	645,942	2,981,635
Sewer Surcharge	3,030,000	1,840,000	1,050,000	1,680,000	112,310	7,712,310
Canada Community-Building Fund	4,856,092	4,856,092	4,856,092	4,856,092	4,856,092	24,280,460
Asset Management Reserve	-	-	-	-	-	-
Other Reserves	95,000	-	187,776	-	76,858	359,634
Reserve Funds	40,000	-	-	-	-	40,000
OCIF Funding	6,077,661	4,518,000	2,015,000	2,015,000	2,015,000	16,640,661
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
Housing-Enabling Water Systems Fund	3,712,160	3,712,160	-	-	-	7,424,320
Building Faster Fund	300,000	-	-	-	-	300,000
<b>Total</b>	<b>29,581,866</b>	<b>26,180,307</b>	<b>19,545,215</b>	<b>20,205,659</b>	<b>18,868,608</b>	<b>114,381,655</b>
<b>Unfinanced</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

### PUBLIC WORKS

	2025	2026	2027	2028	2029	Total
<b><u>Infrastructure Maintenance</u></b>						
PW Admin	-	-	55,000	-	725,000	780,000
PW Garage A	50,000	-	-	2,920,000	-	2,970,000
PW Lab	-	10,000	-	-	-	10,000
PW Storage G	-	20,000	20,000	-	-	40,000
	50,000	30,000	75,000	2,920,000	725,000	3,800,000
<b><u>Landfill</u></b>						
Landfill Cell Development	990,000	6,650,000	2,200,000	650,000	6,800,000	17,290,000
Landfill Pump Station	440,000	1,200,000	115,000	-	-	1,755,000
Waste EA Completion	100,000	-	-	-	-	100,000
Landfill BioSolids / SSO (Note 1)	2,051,000	6,000,000	1,800,000	-	-	9,851,000
Landfill Fleet/Equipment (Note 1)	1,960,000	1,300,000	1,800,000	1,000,000	500,000	6,560,000
Landfill Site Maintenance	70,000	-	-	-	-	70,000
PWT Works - Fleet/Equipment	2,543,000	2,593,860	2,645,737	2,698,652	2,752,625	13,233,874
PWT Works - Traffic Equipment	120,000	-	-	-	-	120,000
PWT - Other Equipment	15,000	-	-	-	-	15,000
<b>Total</b>	<b>8,339,000</b>	<b>17,773,860</b>	<b>8,635,737</b>	<b>7,268,652</b>	<b>10,777,625</b>	<b>52,794,874</b>

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

### PUBLIC WORKS

	2025	2026	2027	2028	2029	Total
<b><u>Designated Funding</u></b>						
Capital Levy Overall	-	-	-	-	-	-
Capital Levy Urban Only	-	-	-	-	-	-
Sewer Surcharge	-	-	-	-	-	-
Canada Community-Building Fund	-	-	-	-	-	-
Asset Management Reserve	65,000	30,000	75,000	-	725,000	895,000
Other Reserves	8,274,000	17,743,860	8,560,737	4,348,652	10,052,625	48,979,874
Reserve Funds	-	-	-	-	-	-
Growth Related Initiatives	-	-	-	-	-	-
Government Grants	-	-	-	-	-	-
Short Term Debt	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-
Other	-	-	-	-	-	-
Internally Financed Debt	-	-	-	2,920,000	-	2,920,000
<b>Total</b>	<b>8,339,000</b>	<b>17,773,860</b>	<b>8,635,737</b>	<b>7,268,652</b>	<b>10,777,625</b>	<b>52,794,874</b>
<b>Unfinanced</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Notes:

1) 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. The Landfill Business and Implementation (B&I) Plan was approved by Council on October 22, 2019. There will be a 20% increase in user fees every five years, in addition to a waste management system levy increase annually. 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 levy increases from 2020 to 2035 of 8.08%. The Plan was updated in 2024 and continues to be updated on an as need basis.

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

### COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2025	2026	2027	2028	2029	Total
<b><u>Infrastructure Maintenance</u></b>						
GFL Memorial Gardens	516,650	7,350,000	350,000	350,000	550,000	9,116,650
John Rhodes Community Centre	175,000	150,000	3,000,000	15,000	200,000	3,540,000
Ermatinger Old Stone House	-	25,663	-	35,000	-	60,663
Seniors Drop-In	100,000	50,000	335,000	-	30,000	515,000
Bondar Park	110,000	46,000	-	185,000	22,000	363,000
Bondar Marina	40,000	-	-	-	15,000	55,000
Manzo Pool	72,000	-	-	-	10,000	82,000
Greco Pool	35,000	-	-	-	10,000	45,000
EV Charger Allocation	167,475	-	-	-	-	167,475
Strathclair Dog Park - Solar Lighting	27,500	-	-	-	-	27,500
Additional Dog Park	50,000	-	-	-	-	50,000
	<b>1,293,625</b>	<b>7,621,663</b>	<b>3,685,000</b>	<b>585,000</b>	<b>837,000</b>	<b>14,022,288</b>
<b><u>Transit</u></b>						
Transit Building Capital	-	220,000	150,000	155,000	160,000	685,000
	-	<b>220,000</b>	<b>150,000</b>	<b>155,000</b>	<b>160,000</b>	<b>685,000</b>
<b><u>Cemetery</u></b>						
Cemetery Site	-	-	-	721,199	223,847	945,046
	-	-	-	<b>721,199</b>	<b>223,847</b>	<b>945,046</b>

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

### COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2025	2026	2027	2028	2029	Total
<b><u>Fleet &amp; Equipment</u></b>						
Transit (Note 1)	2,400,000	4,500,000	-	-	-	6,900,000
Community Centres	75,000	222,388	33,392	181,672	155,186	667,638
John Rhodes - Pool Pumps	60,000	-	-	-	-	60,000
Cemetery	155,000	215,000	-	-	-	370,000
	<b>2,690,000</b>	<b>4,937,388</b>	<b>33,392</b>	<b>181,672</b>	<b>155,186</b>	<b>7,997,638</b>
<b>Total</b>	<b>3,906,125</b>	<b>12,779,051</b>	<b>3,868,392</b>	<b>1,642,871</b>	<b>1,376,033</b>	<b>23,572,472</b>

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

### COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2025	2026	2027	2028	2029	Total
<b>Designated Funding</b>						
Capital Levy Overall	-	-	-	-	-	-
Capital Levy Urban Only	-	-	-	-	-	-
Sewer Surcharge	-	-	-	-	-	-
Canada Community-Building Fund	72,500	-	-	-	-	72,500
Asset Management Reserve	1,047,000	621,663	685,000	585,000	837,000	3,775,663
Other Reserves	781,730	1,481,212	73,397	223,011	197,858	2,757,208
Reserve Funds	155,000	215,000	-	721,199	223,847	1,315,046
Growth Related Initiatives	167,475	-	-	-	-	167,475
Government Grants	1,759,920	3,461,176	109,995	113,662	117,328	5,562,081
Long Term Debt	-	7,000,000	-	-	-	7,000,000
Other	-	-	-	-	-	-
Other - Expired Debt	-	-	-	-	-	-
Internally Financed Debt	-	-	3,000,000	-	-	3,000,000
<b>Total</b>	<b>3,983,625</b>	<b>12,779,051</b>	<b>3,868,392</b>	<b>1,642,871</b>	<b>1,376,033</b>	<b>23,649,972</b>
<b>Unfinanced</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</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%.

**FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029**

FIRE SERVICES

	2025	2026	2027	2028	2029	Total
<b><u>Infrastructure Maintenance</u></b>						
Central Fire Station #1	50,000	120,000	1,400,000	-	-	1,570,000
Fire Hall #4/EMS Complex	130,000		-	-	267,274	397,274
	<b>180,000</b>	<b>120,000</b>	<b>1,400,000</b>	<b>-</b>	<b>267,274</b>	<b>1,967,274</b>
<b><u>Fleet/Equipment</u></b>						
Pumper	1,650,000	1,750,000	-	-	-	3,400,000
Cascade System	12,000	-	-	-	-	12,000
Equipment	-	70,000	-	-	1,200,000	1,270,000
	<b>1,662,000</b>	<b>1,820,000</b>	<b>-</b>	<b>-</b>	<b>1,200,000</b>	<b>4,682,000</b>
<b>Total</b>	<b>1,842,000</b>	<b>1,940,000</b>	<b>1,400,000</b>	<b>-</b>	<b>1,467,274</b>	<b>6,649,274</b>

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

### FIRE SERVICES

	2025	2026	2027	2028	2029	Total
<b>Designated Funding</b>						
Capital Levy Overall	-	-	-	-	-	-
Capital Levy Urban Only	-	-	-	-	-	-
Sewer Surcharge	-	-	-	-	-	-
Canada Community-Building Fund	-	-	-	-	-	-
Asset Management Reserve	180,000	120,000	-	-	267,274	567,274
Other Reserves	12,000	70,000	1,400,000	-	-	1,482,000
Reserve Funds	-	-	-	-	-	-
Growth Related Initiatives	-	-	-	-	-	-
Government Grants	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-
Internally Financed Debt	1,650,000	1,750,000	-	-	1,200,000	4,600,000
<b>Total</b>	<b>1,842,000</b>	<b>1,940,000</b>	<b>1,400,000</b>	<b>-</b>	<b>1,467,274</b>	<b>6,649,274</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.

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

### CORPORATE ADMINISTRATION

	2025	2026	2027	2028	2029	Total
<b><u>Infrastructure Maintenance</u></b>						
Civic Centre	370,000	189,500	91,000	96,500	594,600	1,341,600
Emergency Repairs / Contingency-all City buildings	275,000	280,500	286,110	291,832	297,669	1,431,111
<b><u>Equipment</u></b>						
IT Equipment	-	240,000	245,000	250,000	260,000	995,000
<b>Total</b>	<b>645,000</b>	<b>710,000</b>	<b>622,110</b>	<b>638,332</b>	<b>1,152,269</b>	<b>3,767,711</b>

### **Designated Funding**

Capital Levy Overall	-	-	-	-	-	-
Capital Levy Urban Only	-	-	-	-	-	-
Sewer Surcharge	-	-	-	-	-	-
Canada Community-Building Fund	-	-	-	-	-	-
Asset Management Reserve	645,000	470,000	377,110	388,332	892,269	2,772,711
Other Reserves	-	240,000	245,000	250,000	260,000	995,000
Reserve Funds	-	-	-	-	-	-
Growth Related Initiatives	-	-	-	-	-	-
Government Grants	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>645,000</b>	<b>710,000</b>	<b>622,110</b>	<b>638,332</b>	<b>1,152,269</b>	<b>3,767,711</b>

<b>Unfinanced</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
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## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2025 TO 2029

### OUTSIDE AGENCIES

	2025	2026	2027	2028	2029	Total
<b><u>Infrastructure Maintenance</u></b>						
Police HQ Building	200,000	163,909	168,826	173,891	179,108	885,734
Main Branch	5,000	-	86,447	-	84,380	175,827
Museum Building	200,000	-	223,089	-	86,726	509,815
<b>Total</b>	<b>405,000</b>	<b>163,909</b>	<b>478,362</b>	<b>173,891</b>	<b>350,214</b>	<b>1,571,376</b>

### **Designated Funding**

Capital Levy Overall	-	-	-	-	-	-
Capital Levy Urban Only	-	-	-	-	-	-
Sewer Surcharge	-	-	-	-	-	-
Canada Community-Building Fund	-	-	-	-	-	-
Asset Management Reserve	405,000	163,909	478,362	173,891	350,214	1,571,376
Other Reserves	-	-	-	-	-	-
Reserve Funds	-	-	-	-	-	-
Growth Related Initiatives	-	-	-	-	-	-
Government Grants	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-
Other	-	-	-	-	-	-
<b>Total</b>	<b>405,000</b>	<b>163,909</b>	<b>478,362</b>	<b>173,891</b>	<b>350,214</b>	<b>1,571,376</b>

<b>Unfinanced</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
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## DEBT FOR CAPITAL BUDGET 2025 - LONG-TERM DEBT PROJECTION

	<i>Note 1</i>	<i>Note 2</i>					
<i>Long-Term Debt:</i>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>
External Long Term Debt	51,930,880	74,426,116	115,080,795	111,893,445	108,551,782	105,048,312	101,375,177
Internally Financed Debt (Council Approved)	11,224,012	9,859,804	8,495,596	7,097,943	5,985,595	4,873,247	3,760,899
Incremental Internal Debt (Recommended)	1,662,500	6,632,500	5,829,800	5,327,100	4,824,400	4,321,700	3,819,000
<b>Total Outstanding Debt (Council Approved)</b>	<b>63,154,892</b>	<b>84,285,920</b>	<b>123,576,391</b>	<b>118,991,388</b>	<b>114,537,377</b>	<b>109,921,559</b>	<b>105,136,076</b>
<b>Total Outstanding Debt (Recommended)</b>	<b>64,817,392</b>	<b>90,918,420</b>	<b>129,406,191</b>	<b>124,318,488</b>	<b>119,361,777</b>	<b>114,243,259</b>	<b>108,955,076</b>
<i>Debt Servicing Costs:</i>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</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	2,784,570	2,784,570	5,824,174	5,824,174	5,824,174	5,824,174	5,824,174
Landfill - B&I / BioSolids	-	-	1,709,954	1,709,954	1,709,954	1,709,954	1,709,954
Internally Financed Debt (Council Approved)	1,492,524	1,364,208	1,364,208	1,397,653	1,112,348	1,112,348	1,112,348
Internally Financed Debt (Recommended)	1,580,024	1,544,208	2,166,908	1,900,353	1,615,048	1,615,048	1,615,048
<b>Total Debt Servicing Costs (Council Approved)</b>	<b>5,604,209</b>	<b>5,475,893</b>	<b>8,515,496</b>	<b>8,548,942</b>	<b>8,263,636</b>	<b>8,263,636</b>	<b>8,263,636</b>
<b>Total Debt Servicing Costs (Recommended)</b>	<b>5,691,709</b>	<b>5,655,893</b>	<b>11,028,151</b>	<b>10,761,596</b>	<b>10,476,291</b>	<b>10,476,291</b>	<b>10,476,291</b>

### Notes:

- 1) Additional new debt is estimated for 2025 related to the BioSolids Management Facility and West End Plan - Phase 2 for 2027.
- 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 2025**

**RATE SUPPORTED BUDGET-WASTEWATER  
OPERATING BUDGET**

	2024 Approved Budget	2025 Budget	Increase %
Operations			
Sewage Treatment Plants			
Sewage plant operations (PUC contract)	3,599,884	4,117,085	20%
Utilities and fuel	1,900,000	1,900,000	0%
Purchased services	901,000	1,051,000	0%
Software support and data management	82,275	88,000	19%
	<u>6,483,159</u>	<u>7,156,085</u>	<u>10%</u>
Public Works Sanitary Sewer Maintenance			
Sewer Rodding/Connection Fees	(40,249)	(41,139)	4%
Salaries and Benefits	1,340,439	1,381,681	10%
Vehicle allowances and expenses	543,656	690,889	0%
Utilities and fuel	41,659	41,659	0%
Materials and supplies	465,245	501,545	3%
Purchased and contracted services	143,685	205,685	0%
	<u>2,494,435</u>	<u>2,780,320</u>	<u>6%</u>
GIS Purchased Services	156,365	156,365	
Collection Costs	<u>-</u>	<u>280,000</u>	
Long Term Debt Servicing	-	-	
Total Operational Costs	9,133,959	10,372,770	
Sanitary Sewer Fee	(18,764,458)	(19,702,682)	
Transfer to Reserve Fund	(9,630,499)	(9,329,912)	
Contribution to Capital Account	9,630,500	9,329,912	

## RATE SUPPORTED BUDGET-WASTEWATER

### 2025 CAPITAL

	2025	2026	2027	2028	2029
Capital-Annual Cash flow					
West End Plant	346,442	954,509	5,211,309	19,784,470	17,189,149
East End Plant	765,906	2,707,017	148,061	-	-
Miscellaneous Capital	258,750	263,925	269,204	274,588	280,079
Emergency Repairs	633,420	646,088	659,010	672,190	685,634
Pumping Stations	1,074,401	1,020,000	1,040,400	1,061,208	1,082,432
Biosolids Management Facility	1,117,817	24,021,952	7,062,135	-	-
Waste Water Treatment Plan Capital Maintenance	2,550,260	1,938,265	1,977,031	2,016,571	2,056,903
Rate Structure Study	200,000	-	-	-	-
Fleet	-	250,000	250,000	250,000	250,000
<b>Total</b>	<b>6,946,995</b>	<b>31,801,757</b>	<b>16,617,149</b>	<b>24,059,027</b>	<b>21,544,197</b>

### Designated Funding:

Capital Levy Overall					
Capital Levy Urban Only					
Sewer Surcharge (Excluding Roads Portion)	6,299,912	8,267,590	9,880,377	10,120,650	12,470,913
Federal Gas Tax					
Reserves	2,313,837	2,296,785	1,428,411	1,445,751	(1,220,885)
Reserve Funds					
Capital from Current					
Government Grants					
Short Term Debt					
Long Term Debt	1,117,817	24,021,952	11,132,535	18,316,800	16,118,343
Debt Servicing	(2,784,570)	(2,784,570)	(5,824,174)	(5,824,174)	(5,824,174)
Internally Financed Debt					
Asset Management Reserve					
<b>Total</b>	<b>6,946,995</b>	<b>31,801,757</b>	<b>16,617,149</b>	<b>24,059,027</b>	<b>21,544,197</b>

## 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	2025	2026	2027	2028	2029	Total
Phase 1	37,800,823	37,785,101	15,722	-	-	-	-	37,800,823
Phase 2/ Electrical Effluent	49,000,000 1,500,000	707,331 1,169,280	- 330,720	954,509	5,211,309	19,784,470	17,189,149	43,846,768 1,500,000
<b>Total</b>	<b>88,300,823</b>	<b>39,661,712</b>	<b>346,442</b>	<b>954,509</b>	<b>5,211,309</b>	<b>19,784,470</b>	<b>17,189,149</b>	<b>83,147,591</b>
<b>Funding Forecast</b>								
Reserve Fund / Other	49,795,280	39,661,712	346,442	954,509	1,140,909	1,467,670	1,070,806	44,642,049
Long Term Debt	38,505,543				4,070,400	18,316,800	16,118,343	38,505,543
<b>Total</b>	<b>88,300,823</b>	<b>39,661,712</b>	<b>346,442</b>	<b>954,509</b>	<b>5,211,309</b>	<b>19,784,470</b>	<b>17,189,149</b>	<b>83,147,591</b>

## 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	2025	2026	2027	2028	2029	Total
UV	8,047,544	4,426,560	765,906	2,707,017	148,061	-	-	8,047,544
Sludge Mixing	1,141,753	1,141,753	-	-	-	-	-	1,141,753
Settlement	7,000,000	7,000,000	-	-	-	-	-	7,000,000
<b>Total</b>	<b>16,189,297</b>	<b>12,568,313</b>	<b>765,906</b>	<b>2,707,017</b>	<b>148,061</b>	<b>-</b>	<b>-</b>	<b>16,189,297</b>
Funding Forecast								
Reserve Fund / Other	16,189,297	12,568,313	765,906	2,707,017	148,061	-	-	16,189,297
Long Term Debt	-	-	-	-	-	-	-	-
<b>Total</b>	<b>16,189,297</b>	<b>12,568,313</b>	<b>765,906</b>	<b>2,707,017</b>	<b>148,061</b>	<b>-</b>	<b>-</b>	<b>16,189,297</b>

## 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 Cash flow Approved	2025	2026	2027	2028	2029	Total
Facility-Sanitary share only	44,744,405	12,542,501	1,117,817	24,021,952	7,062,135	-	-	44,744,405
Trailers	1,486,598	1,486,598	-	-	-	-	-	1,486,598
<b>Total</b>	<b>46,231,003</b>	<b>14,029,099</b>	<b>1,117,817</b>	<b>24,021,952</b>	<b>7,062,135</b>	<b>-</b>	<b>-</b>	<b>46,231,003</b>
<b>Funding Forecast</b>								
Reserve Fund / Other	14,029,099	14,029,099	-	-	-	-	-	14,029,099
Long Term Debt	32,201,904	-	1,117,817	24,021,952	7,062,135	-	-	32,201,904
<b>Total</b>	<b>46,231,003</b>	<b>14,029,099</b>	<b>1,117,817</b>	<b>24,021,952</b>	<b>7,062,135</b>	<b>-</b>	<b>-</b>	<b>46,231,003</b>



## 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	2025	2026	2027	2028	2029	Total
Bonney Street (PW) - approved in 2023	221,837	150,000	71,837	-	-	-	-	221,837
Varsity (PW) - approved in 2023	152,024	149,460	2,564	-	-	-	-	152,024
Fort Creek PS - approved in 2023	98,195	98,195	-	-	-	-	-	98,195
	Annual Allocation	-	1,000,000	1,020,000	1,040,400	1,061,208	1,082,432	5,204,040
PS Allowance - approved in 2024								
<b>Total</b>	<b>472,056</b>	<b>397,655</b>	<b>1,074,401</b>	<b>1,020,000</b>	<b>1,040,400</b>	<b>1,061,208</b>	<b>1,082,432</b>	<b>5,676,096</b>
<b>Funding Forecast</b>								
Reserve Fund / Other	472,056	397,655	1,074,401	1,020,000	1,040,400	1,061,208	1,082,432	5,676,096
Long Term Debt	-	-	-	-	-	-	-	-
<b>Total</b>	<b>472,056</b>	<b>397,655</b>	<b>1,074,401</b>	<b>1,020,000</b>	<b>1,040,400</b>	<b>1,061,208</b>	<b>1,082,432</b>	<b>5,676,096</b>

## WASTEWATER CAPITAL PROJECT FORECAST

Project Name PUC Large Capital  
 Classification Capital Maintenance

### DETAILS

#### Project Description

Major projects include Improvements to meet TSSA requirements, repairs to the building envelope, and east end plant centrifuge scroll. Ongoing capital maintenance is also required as part of the asset management program for the sites.

The 2025 program includes parts for submersible Flygt mixers, sludge basement pump replacements, flow meter replacements, replace river road pump impeller, secondary clarifier gear box, chemscan unit repair parts, east centrifuge rebuild and scroll, UV bulbs and wipers, unforeseen emergency capital repairs at the East End Plant, network parts or extra services, load banking gensets repair parts, HVAC parts/filters, lighting, vibration testing, unforeseen repairs at the West End Plant, chlorinator and dechlor system repair parts, screw pumps, sludge trailer CVOR, repairing brick walls on the exterior and centrifuging overtime. Included within the 2025 is an additional \$650,000 for TSSA inspection and compliance work which was originally approved at \$1 million in the 2023 Sanitary Budget.

### BUDGET

	Total Project Budget	Previous Cash flow Approved	2025	2026	2027	2028	2029	Total
Various Repairs & Maintenance - approved in 2024	1,863,000	1,863,000	2,550,260	1,938,265	1,977,031	2,016,571	2,056,903	12,402,029
<b>Total</b>	<b>1,863,000</b>	<b>1,863,000</b>	<b>2,550,260</b>	<b>1,938,265</b>	<b>1,977,031</b>	<b>2,016,571</b>	<b>2,056,903</b>	<b>12,402,029</b>
<b>Funding Forecast</b>								
Reserve Fund / Other	1,863,000	1,863,000	2,550,260	1,938,265	1,977,031	2,016,571	2,056,903	12,402,029
Long Term Debt								
<b>Total</b>	<b>1,863,000</b>	<b>1,863,000</b>	<b>2,550,260</b>	<b>1,938,265</b>	<b>1,977,031</b>	<b>2,016,571</b>	<b>2,056,903</b>	<b>12,402,029</b>

**WASTEWATER CAPITAL PROJECT FORECAST**

Project Name Fleet  
 Classification Asset Replacement

**BUDGET**

	Total Project Budget	Previous Cash flow Approved	2025	2026	2027	2028	2029	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>235,000</b>	<b>-</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,235,000</b>
<b>Funding Forecast</b>								
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>235,000</b>	<b>-</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,235,000</b>

# **2025 Service Level Changes**

## Service Level Changes to be Approved by Council

Note: This listing is not in priority order.

#	CATEGORY/DEPARTMENT/EXPLANATION:	ONE TIME COST	TOTAL ON-GOING COST
<b>Capital Investment Requirements</b>			
1	Public Works - AMPS Supported Automated Speed Enforcement Recommended as on-going costs would be offset by incremental revenues. One Time Cost - \$110,000 (Asset Management Reserve) Net Revenue - Approximately \$145,000 Net revenues are anticipated to replenish one-time funding source and eventually enhance the roads/traffic programs resulting in a net levy impact of zero.	\$0	\$0
2	Transit - Capital Allocation To maximize available ICIP funding	130,000	
<b>Service Level Changes</b>			
3	CDES - Recreation & Culture - Arts and Culture Funding		160,500
4	CDES - Recreation & Culture - Downtown Security		200,000
5	CDES - Parks - Parks Upgrades		360,000
6	Public Works - PW Equipment Reserve Increase		450,000
<b>Complement Changes</b>			
<b>Recommended by CAO:</b>			
7	Corporate Services - Clerk's - Records and Election Coordinator Cost of FT Position Annual cost of FOI Software Annual savings of Election Coordinator Position Incremental Revenues for Marriage Ceremonies (currently not budgeted) Impact on Levy		101,276 5,000 (15,000) (31,500) 59,776
8	Corporate Services - IT - Application Support Analyst/ Programmer		132,602
9	Public Works - Maintenance Employee		87,056

## Service Level Changes to be Approved by Council

	<b>Recommended by CAO (continued):</b>	<b>ONE TIME COST</b>	<b>TOTAL ON-GOING COST</b>
10	CDES - Recreation & Culture - Events Assistant		97,084
11	Legal - Clerical Research Assistant		83,983
12	CDES - Tourism - Cultural Industry Coordinator		100,591
	<b>Total Recommended</b>		<b>561,092</b>
13	Corporate Services - Finance - Financial Analyst		116,839
14	Public Works - Three Seasonal Workers from May - September		109,166
15	CDES - Community Centres - NCC Programmer Assistant Cost of FT Position Savings in part-time hours Impact on Levy		90,293 (9,500) 80,793
16	Public Works - Construction Skills Trainer (Supervisor)		113,164
17	Public Works - CVOR License Driver Trainer (Supervisor)		113,164
18	CDES - Recreation & Culture - Assistant Curator		55,000
	<b>Outside Agencies and Local Boards</b>		
19	Library - Part-time Security		46,239
20	Art Gallery of Algoma - Operating Grant Increase		46,450
21	Bushplane Centre - Operating Grant Increase		60,000
22	Sault Ste. Marie Museum - Operating Grant Increase		40,000

# **Service Level Change #1**

## ***Capital Investment Requirements***

### **Public Works**

**AMPS Supported Automated Speed Enforcement**

**Capital Cost - \$110,000**

**Net Revenue - \$145,000 annually**

**Recommended as on-going costs would be offset by incremental revenues and eventually enhance the roads/traffic programs resulting in a net levy impact of zero.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:**

**REQUEST NAME:**

**OVERVIEW:**

- ESSENTIAL**
- DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number

**CHANGES TO SERVICE LEVEL:**

**ALIGNMENT WITH STRATEGIC PLAN:**



**IMPACT ANALYSIS:**

INCREMENTAL OPERATING EXPENDITURES DETAIL:

Description	Duration (on-going or one-time)	Amount

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount

TOTAL NET IMPACT:

Impact	Amount
On-going	
One-time	
Total	

CAPITAL REQUIREMENTS:

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

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**APPROVAL SIGNATURE:**

Department Head	Date

# **Service Level Change #2**

## ***Capital Investment Requirements***

### **Transit**

**One-time capital allocation increase of \$130,000 to maximize available ICIP funding.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** Community Development and Enterprise Services -Transit

**REQUEST NAME:** Transit Capital

**OVERVIEW:**

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

- ESSENTIAL**
- DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Transit Capital	Shortfall of annual ICIP contribution to transfer of own funds	10-400-4100-6760

**CHANGES TO SERVICE LEVEL:**

This service level increase is to ensure the City will continue to fund the Transit Capital equipment funding through ICIP and transfer \$130K to own funds.

**ALIGNMENT WITH STRATEGIC PLAN:**

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

**IMPACT ANALYSIS:**

INCREMENTAL OPERATING EXPENDITURES DETAIL:

Description	Duration (on-going or one-time)	Amount
Capital requirement for Transit	one-time	130,000

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount

TOTAL NET IMPACT:

Impact	Amount
On-going	130,000
One-time	
Total	130,000

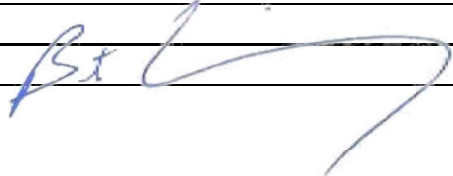
CAPITAL REQUIREMENTS:

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

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

**APPROVAL SIGNATURE:**

Department Head	Date
	07/29/2024

# **Service Level Change #3**

## ***Service Level Changes***

### **CDES - Recreation & Culture**

**Arts and Culture Funding Increase as recommended by the 2019-2024 Community Cultural Plan – on-going cost of \$160,500.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** Community Development and Enterprise Services: Recreation and Culture

**REQUEST NAME:** Arts and Cultural Funding

**OVERVIEW:**

In 2018 the City engaged LORD Cultural Resources to prepare a Community Cultural Plan. The objectives of the plan were 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.

This Cultural Plan identified Sault Ste. Marie as having lower than average funding for cultural grants relative to other 'peer' municipalities, and as such, recommended increased funding to support arts and/or cultural 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 as recommended by the Cultural Plan in annual funding will allow the City to reach the target investment of \$5.00 per capita as recommended by the 2019-2024 Community Culture Plan.

- ESSENTIAL**
- DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Cultural Funding	Increased funding to support arts, culture, and heritage activities, events and organizations	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 organizations in SSM. Funding will be divided into various buckets; Arts and Culture Assistance Program Funding, Public Art, and Heritage.

**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 (on-going or one-time)	Amount
Cultural Funding	Ongoing	160,500

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount

TOTAL NET IMPACT:

Impact	Amount
On-going	160,500
One-time	
Total	160,500

CAPITAL REQUIREMENTS:


Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

Cultural Vitality was identified as one of the 4 pillars of FutureSSM and a strategic priority for the Municipality. A key recommendation from the Community Adjustment Committee was to develop a funding model that supports further development of cultural facilities, organizations and events. Global communities with strong links between community culture and engagement in the arts are resilient and 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.

In 2024, 45 unique applications were received for review by the Cultural Vitality Committee with respect to the Arts and Culture Assistance Program (ACAP) grant funding requests. The full allotment of funds for this program was disbursed (\$104,400) through two intake cycles. As a result, 21 applicants received funding to support their applications. No applications that received funding were granted the full amount that they requested. The total value of unique ACAP funding requests through both intakes was \$347,421.10.

**APPROVAL SIGNATURE:**

Department Head		Date
		07/16/2024

# **Service Level Change #4**

## ***Service Level Changes***

### **CDES - Recreation & Culture**

**Downtown Security – on-going cost of \$200,000.**



**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** Community Services - Recreation and Culture

**REQUEST NAME:** Downtown Security

**OVERVIEW:**

Downtown Security Patrols

Provide year round security Patrols in the downtown. The goal of the foot patrol program is to provide an additional level of safety and security in the downtown area and help to prevent unwanted vandalism and crime. Currently patrols run from 16am-9am, 1 - 3 pm and 6 -10 pm daily. Times would vary based on season and analysis of key times.

One-time funding was provided by DSSAB in 2024.

- ESSENTIAL**
- DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Downtown Security Patrols	Security	10-780-7824-6550

**CHANGES TO SERVICE LEVEL:**

In 2024 DSSAB provided one time funding so support downtown security foot patrols. Recommendation is to continue the service year round.

**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 (on-going or one-time)	Amount
Security	on-going	200,000

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount

TOTAL NET IMPACT:

Impact	Amount
On-going	200,000
One-time	
Total	200,000

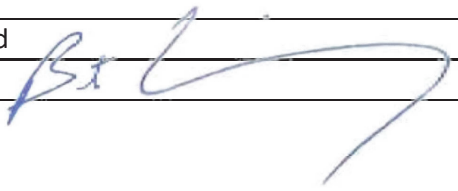
CAPITAL REQUIREMENTS:

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

The following resolution was passed at the Council meeting dated August 28, 2023:  
Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated August 28, 2023 concerning downtown security patrols be received and City Council refer the expense to 2024 budget deliberations. Further, that City Council approve the utilization of up to \$60,000 from the contingency reserve to support in-year implementation of security services for the remainder of 2023.  
The City subsequently launched a six-month pilot program until the end of 2023. The program did not proceed into 2024 due to costs of more than \$105,000. The security pilot was not intended to replace police presence in the downtown; it was implemented only to enhance security. The City was contacted by the District of Sault Ste. Marie Social Services Administration Board (DSSAB) earlier this year notifying the City that they would contribute one-time funding to assist with the Downtown Ambassador Program. These funds are already budgeted in the City budget and staff are recommending that the City pilot a downtown security foot patrol utilizing the funds that are now available.

**APPROVAL SIGNATURE:**

Department Head		Date
		07/29/2024



# **City of Sault Ste Marie - Downtown Patrols**

## **Incident Report**

Period of 06/16/2024 - 09/16/2024

# Downtown Patrol Report

Report Template	Category	AM or PM	Year 2024				Totals
			Month (06) Jun	(07) Jul	(08) Aug	(09) Sep	
DWT - CMHA Report	[N/A]	AM		1	17	4	<b>22</b>
		PM		7	21	12	<b>40</b>
DWT - Contact report	[N/A]	AM	3	9	16	3	<b>31</b>
		PM	1	53	51	16	<b>121</b>
DWT - Police/EMS Report	[N/A]	AM		4	1		<b>5</b>
		PM		2	6		<b>8</b>
Norpro Uniform Request	[N/A]	PM		1			<b>1</b>
<b>Totals</b>			<b>4</b>	<b>77</b>	<b>112</b>	<b>35</b>	<b>228</b>

September 26, 2024

Ms. Virginia McLeod  
Manager, Recreation and Culture  
City of Sault Ste Marie

Dear Virginia:

As the summer starts to ebb into Fall I wanted to take a moment and share some observations with you with the intent of sharing our positive experience.

The City's initiative surrounding both security foot patrols downtown and the Ambassador program have yielded many positive results. Since the advent of the programs earlier in the season we and our customers have noted a significant improvement in the optics in and around our business. Mental health issues and substance abuse are realities in every community. We accept that there is no easy fix but doing nothing was not an option. Having trained, highly visible teams in the downtown core addressing these disaffected persons have had a positive impact for all. My customers and fellow downtown businesses are all appreciative and supportive of this more hands-on, sensitive approach to what are, to put it mildly, very difficult, awkward situations.

There is a direct correlation between downtown revitalization and social consciousness. A perceived safe, clean downtown is a precursor to shoppers returning. With the return of shoppers more businesses are encouraged to open and or expand existing operations and this in turn generates the vital tax revenues that can be applied to creating or expanding additional social services.

We would urge you to use all resources at your disposal to keep this highly successful program going and possibly expanding it.

Sincerely,

Robert J.F. Pryor  
Manager of Operations and Communications

# **Service Level Change #5**

## *Service Level Changes*

### **CDES - Parks**

**Parks Upgrades as recommended by the Parks and Recreation Master Plan – on-going cost of \$360,000.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** CDES - Parks

**REQUEST NAME:** Parks Upgrades

**OVERVIEW:**

A parks analysis was completed and the long-term replacement/upgrades plan was presented to City Council and accepted. The plan identified 3 parks a year to be upgraded and new equipment/features installed. Due to rising costs the funding provided in 2024 allowed for 2 playgrounds to be replaced. The request covers, new equipment, installation by the supplier and accessible features.

We are behind in the implementation plan as we did not receive funding in 2021, 2022 or 2023. Should this request not be supported for 2025 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.

- ESSENTIAL**
- DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Parks annual funding	Annual allocation to parks & rec reserve	10-400-4400-6760

**CHANGES TO SERVICE LEVEL:**

The annual allocation of \$360,000 per year is to upgrade approximately 2 parks per year (playground equipment - \$230k, rubber surfacing and EWF - \$80k, site work and installation - \$30k, pathways/ amenities - \$20k). The parks analysis identified the need for 3 parks per year to be upgraded as current equipment is aging and replacement parts are no longer available. Currently there is no ongoing funding source to support this requirement.

**ALIGNMENT WITH STRATEGIC PLAN:**

This request support the Corporate Strategic Plan: Maintaining existing infrastructure and promote quality of life.

**IMPACT ANALYSIS:**INCREMENTAL OPERATING EXPENDITURES DETAIL:

Description	Duration (on-going or one-time)	Amount
Parks Upgrades annual funding	On-going	360,000

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount

TOTAL NET IMPACT:

Impact	Amount
On-going	360,000
One-time	
Total	360,000

CAPITAL REQUIREMENTS:

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

The Parks and Recreation Master Plan identified playground replacement as a priority in year 1-3 (Action Items PT6 and PT7). SooToday poll in 2023 identified Park Upgrades among top priorities. 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".

**APPROVAL SIGNATURE:**

Department Head	Date
	07/16/2024



# **Service Level Change #6**

## ***Service Level Changes***

### **Public Works**

**Increase to annual allocation to fund the Public Works Equipment Reserve to comply with the equipment replacement plan – on-going cost of \$450,000.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** PUBLIC WORKS - BUILDINGS & EQUIPMENT

**REQUEST NAME:** PW Equipment Reserve Increase

**OVERVIEW:**

Public works is requesting an increase to the PW equipment reserve in the amount of \$550,000 for renewal and replacement of current fleet as identified in the original equipment replacement plan analysis by Mercury Associates, Inc. This amount has been added to the 2025 base budget.

Over the past two years, PW has been able to partially address the backlog of equipment that was well beyond useful life, spending approximately \$3.4 million in both 2023 and 2024.

Mercury Associates, Inc. has updated the PW fleet renewal plan to include electric vehicles for all pick-ups scheduled for replacement and the updated annual spend required for 2025 is \$2.9 million. PW requires an additional \$450,000 to fund the recommended plan of \$2.9 million.

- ESSENTIAL**
- DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
PW Equipment Reserve Funding	Increase to annual allocation	10-400-4018-6760

**CHANGES TO SERVICE LEVEL:**

Mercury Associates, Inc. has updated PW's replacement plan to include the recent fleet upgrades and also incorporate the replacement of light duty vehicles with electric units. The updated model (smooth version) shows a \$2.9 million dollar spend is required for 2025. This spend would increase slightly to \$3 million in 2026. PW will need to remain at this spend for the foreseeable future to continue proper replacement as per industry best practices.

**ALIGNMENT WITH STRATEGIC PLAN:**

Upgraded fleet would allow the City to deliver excellent and equitable customer service to the public.

**IMPACT ANALYSIS:**

**INCREMENTAL OPERATING EXPENDITURES DETAIL:**

Description	Duration (on-going or one-time)	Amount
PW Equipment Reserve Funding	on-going	450,000

**INCREMENTAL SALARIES AND BENEFITS DETAIL:**

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount

**INCREMENTAL OPERATING REVENUES DETAIL:**

Description	Duration (on-going or one-time)	Amount

**TOTAL NET IMPACT:**

Impact	Amount
On-going	450,000
One-time	
Total	450,000


**CAPITAL REQUIREMENTS:**

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

Council Report dated October 21, 2024 "Public Works Fleet Renewal Plan - 2025"

**APPROVAL SIGNATURE:**

Department Head	Date
	10/25/2024

# **Service Level Change #7**

## ***Complement Changes***

### **Corporate Services – Clerk’s**

**Records and Election Coordinator – on-going cost of \$59,776.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** Corporate Services, 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.

- ESSENTIAL**
- DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Election Coordinator	Coordinate Municipal Election (8 month contract)	10-135-1360 cost centre
Corporate Records	Completed by current FTE	10-130-1300 cost centre
Freedom of Information Requests	Completed by current FTE, fees collected by Legal	10-150-1500-5410

**CHANGES TO SERVICE LEVEL:**

FOI requests and processing would move from Legal to Clerks;  
 Clerk's staff would perform 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 (on-going or one-time)	Amount
FOI Software	on-going	5,000
Election Coordinator	on-going	-15,000

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount
JC 3	on-going	1	101,276

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount
Marriage Ceremonies	on-going	31,500

TOTAL NET IMPACT:

Impact	Amount
On-going	59,776
One-time	
Total	59,776

CAPITAL REQUIREMENTS:

Description	Amount

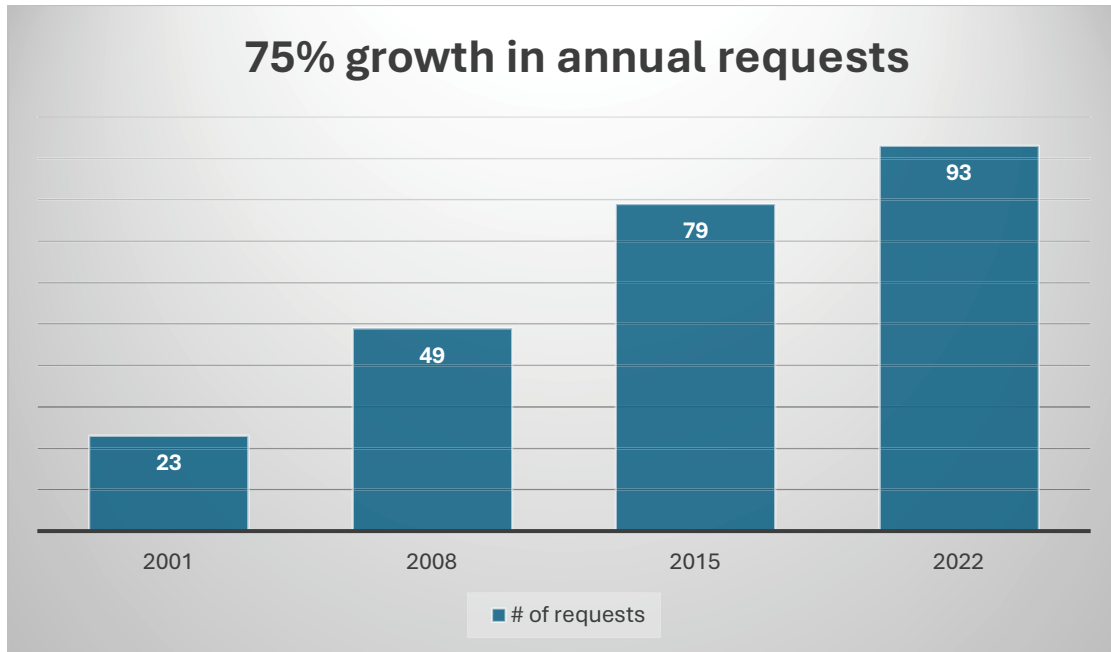
**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

See attached.

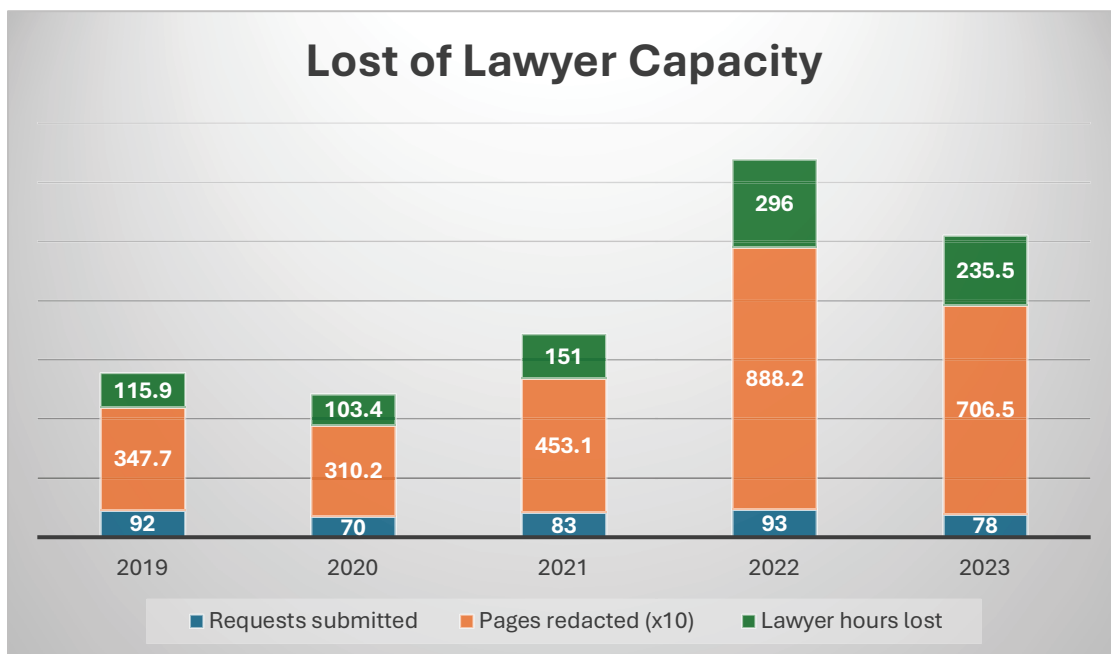
**APPROVAL SIGNATURE:**

Department Head	Date

Freedom of Information (FOI) requests are currently being processed by the City's Solicitor/Prosecutor. FOIs are taking approximately 60% of their time per year, effectively reducing the Legal Department's complement by over half a full-time equivalent. FOI requests are becoming more frequent and more complex. This approach misallocates legal resources to tasks that could be more effectively handled by administrative staff trained in records management and disclosure procedures. By streamlining this process and allowing Clerk's to manage these requests, the City would create approximately \$81,000 worth of efficiency savings, improve response times, and allow Legal to focus on legal matters that require their professional designation.



The trend indicates FOIs were initially intended to be a manageable task with existing resources; however, current numbers no longer support this intention, necessitating a dedicated staffer.



The number of hours spent above does not include time spent on staff instructions, correspondence review, decision rendering, or liaising with customers.

The above trend confirms continued growth in the time required to properly administer FOIs received by the City. A dedicated staff resource who is also responsible for records could create additional efficiencies in the City's response to these requests.

Approval of City Clerk's Office FTE will remove responsibility for FOI activities from the current legal staff to allow them to pursue purely legal work. Currently the Solicitor/Prosecutor must prioritize FOI work over legal work in order to meet statutory deadlines. By assigning FOIs to Clerk's and developing an Administrative Monetary Penalty System supported by Automated Speed Enforcement, the Prosecutor time will be freed up to better fulfill in-house solicitor work, which aligns with internal succession planning. It will also allow the Prosecutor to liaise more closely with various enforcement agencies, primarily by-law officers, to support investigations. In addition to growing the by-law officer complement annually over the last four years, guidance from the Prosecutor will directly impact the success of enforcement and offender deterrence. More charges result in more work for the Prosecutor and more fines for the City to collect as revenue.

Revenue generated from FOI requests would offset Clerk's 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). Reducing the job class from a 6 to a 3 would bring the City closer to a cost recovery model than currently exists.

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 survey of comparable municipalities, it is anticipated that 25% of ceremonies would be performed by Clerks at a cost of \$350 + HST per ceremony). It is worth noting that Prince Township has started to offer marriage solemnization, which may impact the total ceremonies the City will secure. An additional user fee would be established at \$35 for City staff to act as witnesses to the ceremony.

Election Coordinator salary would be moved from the Election budget to reduce the overall cost of the new position to the City. The Election Coordinator salary is estimated at \$15,000 annually (for an 8-month contract in 2026 not including benefits). Staff will continue to monitor these trends and will adjust the budget(s) accordingly in future years.

This position provides 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. The transition of FOIs to the City Clerk's Office will happen over the next two years. The initial focus will be setting up the City Clerk's Office to complete civil marriage ceremonies, including training staff, preparing ceremony scripts, securing an appropriate space, etc. Once this is complete, the Record and Election Coordinator would be hired. This would line up with the beginning of the election planning process. Once the 2026 Municipal Election is complete, FOIs would transition full-time to the City Clerk's Office with Legal providing continued support for any potential appeals to the Information and Privacy Commissioner (IPC).

Overall this service level request will create more capacity in Legal, align succession planning, and create a better return on investment by reducing costs and generating additional revenue.



# **Service Level Change #8**

## ***Complement Changes***

**Corporate Services – Information Technology**

**Application Support Analyst/ Programmer – on-going  
cost of \$132,602.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** Corporate Services / Information Technology

**REQUEST NAME:** Additional Application Support Analyst / Programmer Position

**OVERVIEW:**

The addition of new Application Support Analyst is a strategic investment in the IT division's capacity to meet current demands and support future growth. This role will directly address the staffing shortfall, enhance operational efficiency, and contribute to the successful execution of IT projects and security measures.

In addition, this position will be instrumental to the successfully deploy, optimize and integrate a Human Resources Information System (HRIS) into the current application ecosystem. This position will ensure that the implementation is managed effectively, the system is configured to meet organizational needs, and users are well-trained and supported. By investing in this position, the organization will benefit from a smoother transition, improved system functionality, enhanced overall efficiency and ongoing end-user support.

By investing in this position, the organization will benefit from improved service levels, better risk management, and a stronger alignment of IT capabilities with business objectives.

**ESSENTIAL**

**DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Application Support Analyst / Programmer Position	One (1) FTE	10-140-1415-6001

**CHANGES TO SERVICE LEVEL:**

By investing in this position, the organization will benefit from improved service levels, better risk management, and a stronger alignment of IT capabilities with business objectives.

**ALIGNMENT WITH STRATEGIC PLAN:**

Directly linked to the corporate strategic plan, Service Delivery area - technology that supports innovation and efficiency.

Lined to the Strategic Plan Values - Customer Service driven; employee centred.

Additional staffing levels was one of the key initiatives identified in the council approved 2019 "IT and Digital Strategy".

**IMPACT ANALYSIS:**INCREMENTAL OPERATING EXPENDITURES DETAIL:

Description	Duration (on-going or one-time)	Amount

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount
JC 5, Step 5	on-going	1	132,602

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount

TOTAL NET IMPACT:

Impact	Amount
On-going	132,602
One-time	
Total	132,602

CAPITAL REQUIREMENTS:

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

Resolved the report of the Chief Administrative Officer dated 2019 01 28 concerning Corporate IT and Digital Strategy be received and that the recommendations found in Blackline Consulting's report be referred to 2019 and future year budget deliberations for Council's consideration.

**APPROVAL SIGNATURE:**

Department Head	Date

# **Service Level Change #9**

## ***Complement Changes***

### **Public Works - Parks**

**Parks Maintenance Employee as recommended by the Parks and Recreation Master Plan – on-going cost of \$87,056.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** PUBLIC WORKS - PARKS

**REQUEST NAME:** Parks Maintenance - Additional Employee

**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. 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, Manzo Park Splash Pad and Downtown Plaza, we will require additional staffing resources to maintain optimal levels of service provision.

- ESSENTIAL**  
 **DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Parks Maintenance Employee	Playground installation maintenance and inspection	10-400-4400-6001 plus benefits

**CHANGES TO SERVICE LEVEL:**

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

**ALIGNMENT WITH STRATEGIC PLAN:**

Maintaining Existing Infrastructure, Developing Employees and Continued Service Delivery

**IMPACT ANALYSIS:**

INCREMENTAL OPERATING EXPENDITURES DETAIL:

Description	Duration (on-going or one-time)	Amount

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount
Job Class 8 Pay Group C3 (includes benefit estimate)	Full Time	1	87,056

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount

TOTAL NET IMPACT:

Impact	Amount
On-going	87,056
One-time	
Total	87,056


CAPITAL REQUIREMENTS:

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

2023-2027 Parks and Recreation Master Plan

**APPROVAL SIGNATURE:**

Department Head	Date
	Aug 8 / 29

# **Service Level Change #10**

## ***Complement Changes***

**CDES – Recreation & Culture**

**Events Assistant as recommended by the Parks and Recreation Master Plan – on-going cost of \$97,084.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** Community Development and Enterprise Services/ Recreation and Culture

**REQUEST NAME:** Events Assistant - Recreation and Culture

**OVERVIEW:**

The Parks and Recreation Master Plan identified the need for additional staff to support community events. During community consultation it was reported that the community events were strongly desired by residents, particularly: Free events, licensed events for adults, more culturally relevant events for shifting demographics. Local events play an important role in community development and quality of life. A number of action items were identified which are outlined below:

The total cost of a Full-time programmer is \$97,084.

- ESSENTIAL**  
 **DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Events Assistant	Addition of one FTE	10-500-5010-6001
	MERC and Benefits	various

**CHANGES TO SERVICE LEVEL:**

The additional staff member would provide support to increase the number of community events taking place. Improve advertising and marketing of events and support the growth of winter activities.

**ALIGNMENT WITH STRATEGIC PLAN:**

The Parks and Recreation Master Plan identified a number of action items related to Events.  
 PE23 - Increase promotion and marketing of events  
 PE24 - Work with the Tourism and Community Development Division, Algoma District, and Tourism Sault Ste Marie on tourism-focused events  
 PE25 - Develop winter events that maximize use of winter facilities throughout the City and support the year-round availability of events.  
 PE26 - Provide events designed for adults  
 PE27 - Add an Events Assistant



**IMPACT ANALYSIS:**

INCREMENTAL OPERATING EXPENDITURES DETAIL:

Description	Duration (on-going or one-time)	Amount
NA		

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount
Events Assistant JC2, Step 2	ongoing	1	97,084

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount
NA		

TOTAL NET IMPACT:

Impact	Amount
On-going	97,084
One-time	
Total	97,084

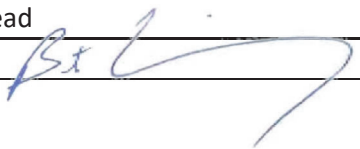
CAPITAL REQUIREMENTS:

Description	Amount
NA	

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

In addition to the action items identified above the Parks and Recreation Master Plan noted the during community consultation it was noted that improved marketing and promotion of events was needed to increase awareness. As well, free events and events to meet the needs of the changing demographics were discussed.

**APPROVAL SIGNATURE:**

Department Head	Date
	07/16/2024

# **Service Level Change #11**

## ***Complement Changes***

### **Legal**

**Clerical Research Assistant – on-going cost of \$83,983.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** Legal Administration

**REQUEST NAME:** Clerical Research Assistant

**OVERVIEW:**

Over the last five years, the work being performed in the legal department has increased both in volume and in type with other departments increasing in complement and work loads, the increase in projects, the addition of industrial property sales to legal's growing volumes. In this period, legal has expanded by one lawyer but the clerical complement has never been increased, and for the last two years has been over capacity. Litigation support is not part of the job duties of the current clerical staff, and there is no-one trained to do such work. As such, simple and precedent legal documents created are done using lawyer time. The department also has no articling student and there is a need for both an increase in clerical support, litigation support and research. The failure to have this support results in lawyers doing the work and taking away from lawyers focusing only on legal work. When attempting to provide coverage for leaves, it is impossible to attract specialized support. In the last two leave absences, we could not recruit anyone to take on a 12 month or 18 month contract in the department, which left the department short handed for months. Being short handed or at capacity results in only urgent or priority work being completed which leaves non-priority work not being reached. As well, no time can be committed to updating data bases and precedents which in turn results in more assistance being needed from the office supervisor and lawyers. During vacations we cannot cover all priority or urgent work.

- ESSENTIAL**
- DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Clerical Staff	To provide clerical and research assistance.	

**CHANGES TO SERVICE LEVEL:**

The request is to add a clerical research assistant to the current complement of three clerical staff.

**ALIGNMENT WITH STRATEGIC PLAN:**

The additional staff is requested to provide better more efficient service on a timely basis to our client. To keep enough staff available to do more than only urgent or priority work. It assists with staff being overwhelmed with work loads and confirms our commitment to work life balance, and healthy work places.

**IMPACT ANALYSIS:**

INCREMENTAL OPERATING EXPENDITURES DETAIL:

Description	Duration (on-going or one-time)	Amount

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount
JC 9 (union) to be reviewed \$35.20 per hour	On-going	1	83,983

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount

TOTAL NET IMPACT:

Impact	Amount
On-going	83,983
One-time	
Total	83,983

CAPITAL REQUIREMENTS:

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

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**APPROVAL SIGNATURE:**

Department Head	Date
	08/09/2024

# **Service Level Change #12**

## ***Complement Changes***

### **CDES - Tourism**

**Cultural Industry Coordinator – on-going cost of \$100,591.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** CDES - Tourism & Community Development

**REQUEST NAME:** Cultural Industry Coordinator

**OVERVIEW:**

The Film, TV & Digital Media Coordinator is responsible for Film and TV production and creative industries attraction. The position also supports productions that are filming in Sault Ste. Marie. The temporary employment contract will expire Feb. 28, 2025.

- ESSENTIAL**
- DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Film, TV & Digital Media Coordinator	The position is responsible for the attraction and support of film productions and cultural industries.	10-500-5182-6001

**CHANGES TO SERVICE LEVEL:**

The Film, TV & Digital Media Coordinator will be a new FTE position.

**ALIGNMENT WITH STRATEGIC PLAN:**

The position aligns with Focus Area 1, of the Corporate Strategic Plan, Community Development, specifically Economic Activity. Furthermore, the position aligns with the FutureSSM Community Plan pillar of Economic Diversification.

**IMPACT ANALYSIS:**

INCREMENTAL OPERATING EXPENDITURES DETAIL:

Description	Duration (on-going or one-time)	Amount
N/A		

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount
Non-union JC 3	on-going	Yes	100,591

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount
N/A		

TOTAL NET IMPACT:

Impact	Amount
On-going	100,591
One-time	
Total	100,591


CAPITAL REQUIREMENTS:

Description	Amount
N/A	

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

On average Film Production contribute approximately \$8 million annually to the local economy. This does not include film infrastructure, such as Rolling Picture and Stardust Studio. Film infrastructure provide permanent full-time employment opportunities in the community and has resulted in investments in the downtown, through improvements to buildings.

**APPROVAL SIGNATURE:**

Department Head	Date
	08/13/2024

# **Service Level Change #13**

## ***Complement Changes***

**Corporate Services - Finance**

**Financial Analyst – on-going cost of \$116,839.**



**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** Financial Services

**REQUEST NAME:** Additional Financial Analyst

**OVERVIEW:**

The current complement within Finance Admin includes a Manager and two financial analysts. These two analysts support the development of the financial statements, Financial Information Return (FIR), budget document, and various other financial reporting and analyses. With the additional growth and complexity of the City's operating and capital budgets, staff are seeking an additional resource to better present financial information to Council in a more expedited timeframe.

- ESSENTIAL
- DISCRETIONARY

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Financial Analyst		10-140-1400-6001

**CHANGES TO SERVICE LEVEL:**

Enhancements that Council will be able to see would include, but not be limited to, better capital reporting, more detailed information within budgets, for example the sanitary and capital budgets, more timely completion of necessary documents such as the City's audited financial statements and provincially legislated FIR. This additional resource would provide capacity and additional analysis to present this information to Council in a timely basis.

**ALIGNMENT WITH STRATEGIC PLAN:**

One of the main values of the Corporate Strategic Plan is accountability and transparency. One of the goals of this position will be to enhance the City's current capital reporting and expedite the finalization of statements and the FIR. If this is approved, additional information will be provided to Council and the public once capital projects are completed as well as status updates when information is available.

**IMPACT ANALYSIS:**

INCREMENTAL OPERATING EXPENDITURES DETAIL:

Description	Duration (on-going or one-time)	Amount
Training, dues, memberships etc.	On-going	5,000

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount
Financial Analyst	On-going	1	111,839

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount

TOTAL NET IMPACT:

Impact	Amount
On-going	116,839
One-time	
Total	116,839

CAPITAL REQUIREMENTS:

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

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**APPROVAL SIGNATURE:**

Department Head	Date
	08/08/2024

# **Service Level Change #14**

## ***Complement Changes***

### **Public Works**

**One seasonal Horticulture employee and two seasonal Parks Grass Cutting/ Trimming employees (May to September) – on-going cost of \$109,166.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** PUBLIC WORKS - PARKS

**REQUEST NAME:** Parks Maintenance - Seasonal Workers

**OVERVIEW:**

- 1 Seasonal Horticulture Employee - with the continued addition of floral/shrub display beds from multiple past re-design projects, along with current and future projects, the on-going summer maintenance demands have increased. The high number of summer students working in Horticulture also require daily safe working guidance and along with on-going work directives, with full time employee vacation time off during summer months, this position will ensure our 7 day Horticulture operations are successful.
- If this seasonal position is not approved, it would impact Horticultural operations during the summer months along with impacts to the beautiful floral/shrub bed displays, along with all flower hanging baskets and portable planters throughout our City.
- 2 Seasonal Parks Grass Cutting/Trimming Employees - with the non-transferring of arena workers over to Parks for the summer months, the priority of spring/summer grass cutting, our sports fields are being impacted from lack of employees to implement our Sports Turf program. Along with full time employee summer vacation allotment, our grass cutting students require daily safe working guidance and along with on-going work directives, these two positions will ensure our Grass Cutting and Field Maintenance programs are successful.
- If these two seasonal positions are not approved, it will continue to impact our spring/summer grass cutting and sports field turf maintenance program, resulting in untimely neighborhood parks grass cutting/trimming and overall sports fields turf conditions impacting our outdoor sporting leagues.

**ESSENTIAL**

**DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Parks Seasonal Workers		10-400-4400-6001 plus benefits

**CHANGES TO SERVICE LEVEL:**

Additional staffing resources are required to maintain City horticulture work, grass cutting and sports field maintenance.

**ALIGNMENT WITH STRATEGIC PLAN:**

Maintaining Existing Infrastructure, Developing Employees and Continued Service Delivery

**IMPACT ANALYSIS:**

INCREMENTAL OPERATING EXPENDITURES DETAIL:

Description	Duration (on-going or one-time)	Amount

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount
Job Class 8 Pay Group C3 (includes benefit estimate)	Part Time - 5 months (May - Sept)	3 seasonal workers	109,166

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount

TOTAL NET IMPACT:

Impact	Amount
On-going	109,166
One-time	
Total	109,166

CAPITAL REQUIREMENTS:

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

**APPROVAL SIGNATURE:**

Department Head	Date
	<i>Aug. 8 / 24</i>

# **Service Level Change #15**

## ***Complement Changes***

### **CDES – Community Centres**

**NCC Programmer Assistant – on-going cost of \$80,793.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** Community Development and Enterprise Services/ Recreation and Culture

**REQUEST NAME:** Community Programming NCC - Programmer Assistant

**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. 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.

The total cost of a Full-time programmer is \$90,293 A total of \$9,500 would be shifted from part-time wages. Request is for \$80,793.

- ESSENTIAL
- DISCRETIONARY

**SERVICE LEVEL DETAILS:**

Name	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:**

The Parks and Recreation Master Plan identified the addition of a full-time Youth Programmer to lead youth outreach and program development. (Action Item: PE7)

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

**IMPACT ANALYSIS:**

INCREMENTAL OPERATING EXPENDITURES DETAIL:

Description	Duration (on-going or one-time)	Amount
N/A		

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount
Programmer Assistant	on-going	1	80,793

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount
N/A		

TOTAL NET IMPACT:

Impact	Amount
On-going	80,793
One-time	
Total	80,793

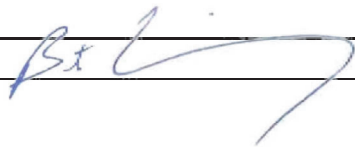
CAPITAL REQUIREMENTS:

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. 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.

**APPROVAL SIGNATURE:**

Department Head		Date
		07/16/2024



# **Service Level Change #16**

## ***Complement Changes***

### **Public Works**

**Construction Skills Trainer – on-going cost of \$113,164.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** PUBLIC WORKS - ADMINISTRATION

**REQUEST NAME:** Construction Skills Trainer (Supervisor)

**OVERVIEW:**

Public Works is requesting to hire a Construction Skills Trainer. Due to a shortage of skilled, experienced labour, PW requires a trainer to assist in getting employees ready to perform multiple tasks in the construction field. Due to existing job market condition (i.e. construction, mines, industry etc.) workers with these skills are rare outside of a municipal environment. We need to ensure training to master these skills such as cement finishing, brick laying, interlocking brick and asphaltting.

**ESSENTIAL**

**DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Training Supervisor	Full Time	10-400-4012-6001 and 6051

**CHANGES TO SERVICE LEVEL:**

Due to increased training requirements and the size of the PW complement, PW needs to hire an additional trainer.  
New employees lack the specific skills related to the construction industry despite having good work ethics and hiring a trainer in this area will assist in preparing employees to perform multiple tasks in the construction field.

**ALIGNMENT WITH STRATEGIC PLAN:**

Continued Service Delivery

**IMPACT ANALYSIS:**

INCREMENTAL OPERATING EXPENDITURES DETAIL:

Description	Duration (on-going or one-time)	Amount

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount
Supervisor/Level 4	on-going (includes benefits)	1	113,164

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount

TOTAL NET IMPACT:


Impact	Amount
On-going	113,164
One-time	
Total	113,164

CAPITAL REQUIREMENTS:

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

**APPROVAL SIGNATURE:**

Department Head 	Date <i>August 16, 2024.</i>
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# **Service Level Change #17**

## ***Complement Changes***

### **Public Works**

**CVOR License Driver Trainer – on-going cost of \$113,164.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** PUBLIC WORKS - ADMINISTRATION

**REQUEST NAME:** CVOR License Driver Trainer (Supervisor)

**OVERVIEW:**

Public Works is requesting to hire a CVOR License Driver Trainer. Candidates that are hired as labourers and mechanics require training to acquire their CVOR licenses. This helps with hiring difficulties and train new employees the way we need them trained. This trainer would also assist in teaching defensive driving and retraining through coaching drives, the skills needed to keep our CVOR violation rates down and helps in lower insurance costs.

- ESSENTIAL**  
 **DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
Training Supervisor	Full Time	10-400-4012-6001 and 6051

**CHANGES TO SERVICE LEVEL:**

Due to increased training requirements and the size of the PW complement, PW needs to hire an additional training supervisor. Many candidates are hired without proper licensing due to lack of available licensed drivers. A trainer in this area will assist with getting labourers licensed and complete driver evaluations of current employees.

**ALIGNMENT WITH STRATEGIC PLAN:**

Continued Service Delivery

**IMPACT ANALYSIS:**

**INCREMENTAL OPERATING EXPENDITURES DETAIL:**

Description	Duration (on-going or one-time)	Amount

**INCREMENTAL SALARIES AND BENEFITS DETAIL:**

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount
Supervisor/Level 4	on-going (includes benefits)	1	113,164

**INCREMENTAL OPERATING REVENUES DETAIL:**

Description	Duration (on-going or one-time)	Amount

**TOTAL NET IMPACT:**

Impact	Amount
On-going	113,164
One-time	
Total	113,164

**CAPITAL REQUIREMENTS:**

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

**APPROVAL SIGNATURE:**

Department Head	Date
	August 16/2024

# **Service Level Change #18**

## ***Complement Changes***

**CDES – Recreation & Culture**

**ECNHS Assistant Curator position (HSB recommendation) – on-going cost of \$55,000.**



## Service Level Change Request

Please submit request to the Finance Department

Department: Community Development and Enterprise Services

Division: Recreation & Culture / ECNHS-HSB

Request Name: Increase in staff level - Assistant Curator

### Overview:

Assistant Curator Position – Currently sits on the PT Grid at level 7  
2023 funded for a temporary full time.  
2024 / 25 FedNor intern approval for a one year contract.  
Requesting position to become Permanent Full Time non-union A1 level  
2023/2024 projects - DIGITAL STRATEGY & Collections Management both reported the need for staffing at ECNHS.  
With only 2 full time staff at ECNHS, and the fact the Site is open year-round, with 7 days a week during June to October, we are requesting an increase of a full-time assistant Curator to support an increase of various events, programs, services, and curatorial duties. When looking towards the future, succession planning, and for Health and Safety reasons, not to mention our obligation of stewards in the preservation of history, we make this recommendation.

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

### Current Service Level

Service Name	Service Description	Account Number
Assistant Curator	Part Time grid - funds being used by a PT Interpreter	10-550-55506011

### Changes to Service Level

\$55,000 with MERCs to the full time salary - 10-550-5550-6001 and benefit lines.

### Alignment with Strategic Plan

Current HSB strategic plan ECNHS (DRAFT report 2024 to 2029) reflects this request.  
Current Digital Strategy report reflects this request.



**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2024 (\$)	2025 (\$)	2026 (\$)
wages	On-going		42,000	
MERCs	On-going		25%	
	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			
One-time			
Total	0	0	0

Capital Requirements

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

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

HSB agenda package June 26, 2024, includes the resolution, supporting the submission of the Supplemental Increase for the 2025 operating budget.

Departmental  
Approval:



Date: June 26, 2024

# **Service Level Change #19**

***Outside Agencies and Local Boards***

**Library**

**Part-time security – on-going cost of \$46,239.**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE  
SERVICE LEVEL CHANGE REQUEST FORM 2025**

Please submit request to the Finance Department by August 9, 2024. Please attach any other relevant information pertaining to this request.

**DEPARTMENT/DIVISION:** Public Library / Levy Boards

**REQUEST NAME:** Part-Time Security - 2025

**OVERVIEW:**

We are seeking additional funding to continue the contracted security presence at the James L. McIntyre Centennial library located at 50 East St. While guard funding for 2024 as provided by Council has been essential in controlling incidents, recent high-profile events have underscored the urgent need to continue coverage when management is not on-site. The effectiveness of the prior year's funding highlights the necessity to ensure the library remains a safe and welcoming space to provide essential services to the community.

- ESSENTIAL**  
 **DISCRETIONARY**

**SERVICE LEVEL DETAILS:**

Name	Description	Account Number
2025 Part-Time Library Security	Covers operating hours at JLMCL outside of 9-5, M-F	30-720-7202-6620

**CHANGES TO SERVICE LEVEL:**

Continuation of prior year's security funding. The guard is stationed at the downtown branch and handles on-call responsibilities for the North Branch during working hours.

The guard serves in the role of prevention and detection, in addition to reaction. The guard's responsibilities include access control, incident response, enforcing bans, performing checks for hazardous items and guiding evacuation during emergencies.

**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.

Service Delivery: Advances delivering excellent and equitable customer service by ensuring welcoming and safe access.

**IMPACT ANALYSIS:**

INCREMENTAL OPERATING EXPENDITURES DETAIL:

Description	Duration (on-going or one-time)	Amount
Contracted Security Guard - 2025	on-going	46,239

INCREMENTAL SALARIES AND BENEFITS DETAIL:

Position/Job Class	Duration (on-going or one-time)	FTE Required	Amount

INCREMENTAL OPERATING REVENUES DETAIL:

Description	Duration (on-going or one-time)	Amount

TOTAL NET IMPACT:

Impact	Amount
On-going	46,239
One-time	
Total	46,239


CAPITAL REQUIREMENTS:

Description	Amount

**OTHER SUPPORTING INFORMATION (I.E. BUSINESS PLAN, COUNCIL RESOLUTION, CALCULATIONS, ETC.)**

Calculations based on operational hours attached.

**APPROVAL SIGNATURE:**

Department Head		Date
		08/09/2024

Sault Ste. Marie Public Library  
 Operational Hours  
 Year 2025  
 Updated 29 July 2024

**Operating Hours**  
*James L. McIntyre Centennial Library*

Regular Operating Hours Jan 1st - June 15th, September 2nd - December 31st				Summer Operating Hours June 16th - September 1st					
Monday	17	to	21	4	Monday	17	to	20	3
Tuesday	17	to	21	4	Tuesday	15	to	18	3
Wednesday	17	to	21	4	Wednesday	15	to	18	3
Thursday	17	to	21	4	Thursday	15	to	18	3
Friday	15	to	18	3	Friday	15	to	18	3
Saturday	9	to	17	8	Saturday	10	to	17	7
Sunday	14	to	17	3	Sunday	Closed			0
Total Hours/Wk				30	Total Hours/Wk				22

**Hours Per Month**  
*Year: 2025*

January	127		
February	116		
March	135		
April	121		
May	131		
June	63	June	47
		July	94
		August	95
September	124		
October	127		
November	123		
December	117		
Total Hours / Year	1184	Total Wk/Year	236
Total Security Hours / Year	1420		
Quoted Hr / Cost	\$ 32.00		
Subtotal	\$ 45,440.00		
Plus HST	\$ 46,239.74		

# **Service Level Change #20**

***Outside Agencies and Local Boards***

**Art Gallery of Algoma**

**Operating grant increase – on-going cost of \$46,450.**

August 26, 2024

Ms. Virginia McLeod  
Manager of Recreation and Culture  
Community Development and Enterprise Services  
705.759.5311  
99 Foster Drive  
Sault Ste. Marie, ON  
P6A 5X6

### **ART GALLERY OF ALGOMA FUNDING REQUEST**

Dear Ms. McLeod:

Please consider this letter a request for operating funding from the City of Sault Ste. Marie for the Art Gallery of Algoma (AGA) in the amount of \$345,000.00 for the 2025 year.

The AGA is grateful for having received an increase in funding for 2023 in the amount of \$17,765 which brings the current annual funding to the amount of \$298,550. The AGA continues to face challenges from inflationary pressure along with its ongoing challenges of an aging building. In addition, the AGA is embarking on a significant new building project. Staffing levels must increase, not only presently in order to support the project, but also in the future to support the new AGA and an adequate organizational structure suited to a professional art gallery to meet the expectations and needs of our community.

For more than a decade, facility issues have been at the forefront of the AGA's operations. The AGA is facing ongoing building issues from the roof leaks and repairs, HVAC replacement and relocation, underground water leaks, lack of adequate permanent art collection storage, lack of office space, lack of general storage, lack of proper visitors' spaces including art studio spaces - and the list goes on. During the last decade, with the help of emergency funding, repairs have been completed to enable the AGA to operate and to continue to sustain its Designation "A" as one of the top-level galleries nationwide, which is of fundamental importance. These re-occurring building issues are adding to the workload of the staff and present a significant negative impact on the exhibitions and programming. However, according to engineers and consultants hired by the Gallery, periodic repairs are not a permanent solution due to inherent issues with the building as a result of its age, building design, and given that the building was built to standards in existence in the 1970s at the time the building was built. For these reasons, the main focus of the AGA Board and staff remains on a new building project. These current issues will continue and progress until the AGA is able to move to a new facility.

In order to pursue a permanent solution to our building issues, the AGA pursued a Feasibility Study Project in the fall of 2022. Funding for the feasibility study has been

received through four grants: CCSF, TEDRF, Tourism SSM and Destination Northern Ontario. This was a significant undertaking, and it involved a lot of staff time and organization. The community consultations were extensive. Consultations with other art galleries across the country were also conducted. Site visits by the consulting team happened and Indigenous consultations also occurred as part of the study. We also conducted geotechnical and hydrological investigations. The study was completed in early 2023 and presented by Diamond Schmitt Architects to City Council on October 30, 2023.

In addition, in 2023 and 2024 the AGA was involved in consultations with Tourism Sault Ste. Marie and their consultants assisting with the Waterfront Development Plan. This project and the AGA new facility are tightly connected as the new building is an integral part of the plans and developments for the redevelopment of Clergue Park. It is very exciting to see the new possibilities and potential for making the downtown area more people friendly, engaging and attractive for the community and tourists alike.

## **EXHIBITIONS AND PROGRAMMING**

Since 2020 and the COVID-19 pandemic, 2023 was the first year that the AGA was open continuously. The AGA saw an increase in the number of visitors, but the visitors' numbers are still not at the pre-pandemic level.

### Gallery 1

On January 6, 2023, a public opening was held for the next exhibition ***Algoma Art Society's 75th Anniversary Exhibition***. We were excited to be part of this important anniversary of the local art society which proves that art has been important for our community for many years. The exhibition closed on February 4, 2023.

In February 2023 ***Annual Members Exhibition: Taking Chances*** was opened. This exhibition is very popular every year and the AGA is very proud of its many talented members. Every year the AGA provides an opportunity for our members to showcase their artwork and celebrate their achievements. This time we had 70 participating artists of all age groups and levels of art experience. The public opening reception and awards presentation was held in person on February 17, 2023; it was very well attended. This exhibition closed on Saturday March 18, 2023.

On March 30, 2023, the exhibition ***First Sign of Spring*** was opened. This exhibition presented a selection of Inuit prints from two northern communities Holman Island and Cape Dorset from the collection of Laurentian University under care by the Art Gallery of Sudbury.

On July 12, 2023, a VIP opening was held for the exhibition of new photographs by Dr. Roberta Bondar. The exhibition was opened by Mayor Shoemaker. ***Patterns & Parallels ~ The Great Imperative to Survive*** is a timely exhibition that highlights the great distances and habitats needed by three endangered or threatened



international migratory birds that are now facing the challenge of climate change—the Lesser Flamingo, the Whooping Crane and the Piping Plover. The exhibition was on display until October 15, 2023.

AGA Members' Exhibition ***Dreams & Desires*** opened on November 2, 2023. This exhibition invited AGA Members to explore their inner world and share their dreams and desires with audiences. It was a wide-open theme that resulted in a great variety of subjects and techniques from realism to abstraction and surrealism. It was very exciting to see what our members created this time for the very popular exhibition! This time we had 90 participating artists of all age groups! This exhibition closed on January 6, 2024.

Following that we presented the exhibition from our permanent collection. The exhibition title was ***Place Reimagined***. It explored the meaning of place from several perspectives such as people, place, and environment.

In April 2024, the AGA presented the theses exhibition of seven graduating students from Algoma University ***Seven: Algoma University Thesis Exhibition*** featuring artwork by seven graduating students.

On May 29, 2024 the touring exhibition from the McMichael Canadian Art Collection ***Cobalt: A Mining Town and the Canadian Imagination*** opened at the AGA. This exhibition is accompanied by the ***Love of Canadian Wilderness*** – Group of Seven from the permanent collection. Both exhibitions are on display until October 12, 2024.

The AGA will present the exhibition ***Confluence***, opening on November 1, 2024. This project is featuring four local artists/storytellers who are depicting the past and present relationship between Indigenous peoples and settlers in Algoma through the symbolism of artwork and storytelling. The exhibition will run until mid-January 2025.

Following that the **members' annual exhibition** will be on display in February-March. **Algoma University** theses exhibition will run in April. The *Harold Feist: Work and Life* exhibition will open in May 2025.

Exciting programs and events are planned for 2025 as it is the 50<sup>th</sup> Anniversary of the incorporation of the AGA! The birthday of the AGA is July 7.

In the fall of 2025, we will present the exhibition ***Ron Shuebrook and Frances Thomas: In Conversation*** presented in partnership with the Woodstock Art Gallery and accompanied with a publication.

## Gallery 2

In January of 2023 the AGA presented ***Indigenous Art from the Permanent Collection*** to meet the demand from schools. A series of workshops was offered to accompany the run of this exhibition.

In April 2023 the AGA presented two exhibitions of graduating students from Algoma University. On April 13, 2023, the exhibition ***espace*** was opened with a public

opening and Artist's Talk by the graduating student Helene Proulx Adams. On April 27, 2023, the graduating exhibition ***This is not a Theses*** by Emma McLeod was opened. Artist's Talk was also presented at the opening.

In May 2023 the exhibition ***Franklin Carmichael: A Reverence for Nature*** was installed. This exhibition featured a gift the AGA received recently of eleven works by the founding member of the Group of Seven Franklin Carmichael and also a selection from the permanent collection of other Group of Seven artists as well as some of their contemporaries and artists who are influenced by them to this day.

Following that exhibition ***Resilience*** was presented from December 2023 to the end of March 2024. This was an exhibition of Indigenous art from the AGA's permanent collection. The exhibition offered the span of different artists and styles from the famous Woodland style to abstract works showing the development of Indigenous art in Canada over several decades. It also featured three local Indigenous artists who are represented in the permanent collection – Janice Toulouse, David Williams and John Laford.

For the summer of 2024 exhibition the ***Fifteen Minutes of Fame?*** was installed. This is the exhibition of black and white photograph by two well-known American photographers Edward Steichen and Larry Fink. Their photographs are on display for the first time since acquired. The exhibition explores the meaning of fame and how it evolved over the last 100 years.

On September 30, 2024, we will open and celebrate the exhibition ***Shihgwauk Kwe – Janice Toulouse***. Janice Toulouse is a senior Ojibwe artist. She was born and raised in Serpent River Ontario. Toulouse is a member of Garden River First Nation, where she currently lives and practices her art.

In November we will present juried travelling exhibition by Northern Ontario artists ***NOAA Traveling Exhibition***, art by members of local art societies including a few members of the Algoma Art Society.

In December 2024, we will celebrate the life of the late local artist ***Christopher Pollari*** with the exhibition and event to honour his art career.

In 2025 a series of exhibitions by local artists and from the permanent collection are planned.

In Gallery 3 is ***Vault on Display***, which is an ongoing rotation of the permanent collection. This exhibition space was converted into Vault on Display because of the lack of storage space and numerous leaks in the storage area. Gallery 3 became an open storage space as the AGA was faced with the challenge of how to protect important, large paintings in its permanent collection. Visible paintings in the first row are rotated on a regular basis so visitors can see different paintings at different times. All paintings stored in this space have images and label information in a binder for people to browse through. We continue to receive very positive comments about the way this space is designed to address the storage issues.

In the Lobby we presented the following exhibitions: **Woodland Art from the Permanent Collection, Winter Wonderland, Asheleigh E. Moorhouse-from the Collection, Norval Morrisseau: Selection from the Permanent Collection.** We will continue to present various selections from the permanent collection in the Lobby throughout the rest of 2024.

### **Virtual Programming**

Since the AGA purchased and installed a new collection database which is purpose designed for art/museum collections the digitization project expanded to include over 5,000 records currently uploaded for the public to search. This is a great way to make AGA's permanent collection accessible to audiences worldwide. In addition, we are finishing translation of all records to French so the database will be fully bilingual. The **French and English Permanent Collection Database** is available under the Collection in the Art Search at [www.artgalleryofalgoma.com](http://www.artgalleryofalgoma.com).

Digital programming also includes an ongoing and steadily growing **Art & Discovery** program where we feature artists in our permanent collection including their short bio, interesting facts and art activities inspired by their artwork.

**Harold Feist: Work and Life** virtual exhibition has been a large project in 2023-24. It is now completed and will be publicly launched in September of 2024.

The AGA continues to present updates on various digital platforms. The AGA website had 31,362 public views; 13,226 unique visits.

AGA YouTube Channel up to date in 2024 features 12 new videos produced in house, 235 videos in total since 2020, 361 subscribers, 6,000 views, and 47K impressions. Some videos are produced for school boards only and are not publicly available.

Facebook page up-to-date reach is 68,200. 460 posts were published in 2024, and the Facebook page has 3,100 followers. Instagram has 2,249 followers and Twitter has 1,670 followers.

### **In Person Programming**

During the **March Break** the AGA provided programming the whole week in partnership with all local organizations in culture. It was successful and well received.

**Art classes** for all age groups were presented throughout 2023 and 2024. Summer Art Classes for children were as popular as always. In total 7 weeks of classes and 14 different themed classes were offered. This year again almost all sessions were sold out! A new series of art classes will resume in September.

The AGA once again celebrated **Slow Art Day** in April and **Earth Day** as well, both international days observed in many countries and art organizations worldwide.

**Artful Yoga** program was presented in June and will be back in September and November for two more sessions.

In July 2023 and 2024 the AGA offered outside family activities during **RotaryFest**. Both years the activities were well attended.

In September and October of 2023, the AGA presented several events during the **Ontario Culture Days Festival**, some outdoors and some inside. Once again, the AGA is one of the ten HUBS in Ontario. As always, the events were well attended. The outdoor events attracted approximately 1,500 people. Part of that was the unveiling and celebration of the outside mural. The mural was unveiled by Mayor Shoemaker and Batchewana First Nation Chief McCoy at the celebration on September 30, 2023. The mural unveiling event received national recognition as part of the Culture Days for the Truth and Reconciliation Day. This year the AGA is planning the exhibition opening on September 30 by well-known local Indigenous artist Janise Toulouse from Garden River. In addition, the AGA will present 12 events during 2024 ONCD Festival. Executive Director of AGA Jasmina Jovanovic continues to serve as the Vice-President of the Ontario Culture Days Board. The Festival runs from September 20 to October 12 in 2024.

In August 2024 the AGA partnered with **Fringe North Festival** and hosted several performances at the gallery by local talent.

In October of 2023, the AGA presented a series of three **Art Talks** by **Honorable Patricia Bovey** who talked about her book *Western Voices in Canadian Art*; **Dr. Roberta Bondar** talked about exhibition of her new photographs that were on display in the exhibition *Patterns & Parallels ~ The Great Imperative to Survive*. In addition, Dr. Bondar gave a talk for students from the ADSB and HSCDSB school boards. The last talk in the fall series was by well-known photographer of nature **Rob Stimpson** who presented his nature photography of Northern Ontario in the footsteps of the Group of Seven.

In October of 2024 the AGA is partnering once again with the **Algoma Fall Festival**. We are working closely to present the *Awesome Music Project* performance featuring the well-known Canadian artists: Rob Carly, and Sarah Slean and Kim Slade. The following day a workshop with the artists will be held in the AGA Ken Danby Studio.

The AGA presented in person and virtual **school tours during** 2023-24 academic year to 2,200 students from the two school boards – ADSB and HSCDSB.

Our in-person number of visitors in 2024 up to date is 7,150. The number of visitors to outside events in 2023 was approximately 2,500.

The AGA membership is growing and currently is at 450 active accounts which is approximately 770 members (some memberships are individual; some are couples and some are families).

## **Other Important Updates**

Our Canada Summer Jobs grant application was successful. The AGA applied for six summer positions and received funding for all of them.

Executive Director of the AGA Jasmina Jovanovic was approached by the Ontario Government to do a presentation about the Group of Seven at the Standing Committee on Heritage, Infrastructure and Cultural Policy of the Legislative Assembly of Ontario on July 11, 2023. This presentation was part of the process to consider Bill 78 being an Act to proclaim July 7 in Ontario as Group of Seven Day.

In September 2023 the Public Programming and Education Coordinator position was hired, funded by NOHFC for one year. This was a significant help with the programs the AGA is able to offer, including school tours.

E-commerce including online class registrations, memberships sales/renewals, donations, and book sales continue to grow.

In conclusion, we would like to place emphasis on the fact that the AGA maintains to operate with great success in spite of the challenges from its aging building which is in dire need of replacement. The completion of the feasibility study was a huge achievement, and the next steps are in progress. We continue the partnership with the City of Sault Ste. Marie to work together on a new facility with our consultants Diamond Schmitt Architects.

Following the pandemic and closures the AGA in 2023-24 in-person programs fully resumed and digital programs continue to develop on many platforms expanding the AGA's reach beyond the city limits.

Funding from the City of Sault Ste. Marie is essential for the operation of the AGA. This funding enables the AGA to continue to provide exhibitions and programming to the community as well as to the visitors to our city. We sincerely hope that the City of Sault Ste. Marie will continue with its generous and necessary support to the AGA. Please do not hesitate to contact the Board President, Mark Lepore, or myself, should you have any questions or comments.

We look forward to our continued collaboration with the City of Sault Ste. Marie.

Sincerely,

Jasmina Jovanovic  
Executive Director, Art Gallery of Algoma  
10 East Street  
Sault Ste. Marie, ON, P6A 3C3  
Tel. 705-297-3769, e-mail [jasmina@artgalleryofalgoma.com](mailto:jasmina@artgalleryofalgoma.com)

CC. Mark A. Lepore, Board President

# **Service Level Change #21**

***Outside Agencies and Local Boards***

**Bushplane Centre**

**Operating grant increase – on-going cost of \$60,000.**

August 30, 2024

Dear Virginia McLeod,

The Canadian Bushplane Heritage Centre (CBHC) would like to extend our profound gratitude for the support we receive from the City of the Sault Ste. Marie. We continue to be rated Sault Ste. Marie's #1 attraction and play a leading role in the city's tourism product. The funds that the City of Sault Ste. Marie supplies help us achieve these results.

Our Schedule C report delves into our stats and the contributions we make to the Sault Ste. Marie tourism economy and local community. We continue to develop new revenue streams, expand programs and education, and deliver on our commitment of being a Community Hub.

This year, we signed a management agreement with Entomica Insectarium. This separate non-profit organization has been supported by the CBHC for 5 years with an in-kind sublease and increasing revenue generation opportunities. The goals of the agreement include:

- Improving operational consistency and financial management processes.
- Establishing Entomica Insectarium as a sustainable non-profit.
- Cost-sharing and collaborative projects between organizations.

While the agreement is only for one year, we expect to extend it in 2025.

Our request this year is based on supporting two non-profit cultural organizations for less than the price of one. Council's approval of our request will provide the financial foundation for the CBHC and Entomica Insectarium to continue to work towards being a world-class museum, and to maintain their joint status as the #1 cultural attraction in Sault Ste. Marie.

Sincerely,



Jamie Hilsinger

**SCHEDULE "C"**

**INTERIM REPORT**

Agency: Canadian Bushplane Heritage Centre (CBHC)

**1. Use of Funds:** Provide a detailed description of the approved use of funds.

The annual funding provided by the City of Sault Ste. Marie supports some wages and increasing operating expenses at the CBHC:

<b>Cost Category</b>	<b>2023</b>	<b>2022</b>	<b>Difference</b>
Wages	\$558,975	\$486,741	15% increase
Utilities (gas, hydro, water)	\$169,000	\$159,674	6% increase
Maintenance	\$32,810	\$37,543	-13% decrease
Total Revenue	\$1,256,743	\$1,184,076	6% increase
Total Expense*	\$1,241,002	\$1,168,319	6% increase

\*Note that 2023 expenses include over \$200,000 in expenses (50% offset by grants) towards a new and functional Archive.

**2. Financial Information:** Have expenditures been in accordance with the agreement and all claims filed to date? **YES**

	<b>YTD August 25, 2024</b>	<b>YTD August 25, 2023</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Number of Visitors-Paid Admissions	19,173	17,334	30,219*	26,242	14,729	3,647	26,415	23,103
Number of Events/Programs	120	92	146	91	9	7	65	53
Number of Visitors-Events/Programs	16,952	11,577	24,978*	18,761	2,507	2,002	18,942	17,167
Number of Virtual Visits (if any, COVID-19)	N/A	N/A	N/A					
Visitors from Outside of Sault Ste. Marie and Location	7,176 43%	5,200	14,963	13,000				
Revenue:								
City Grant	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Other Grants	131,529	197,979	207,448	281,082	137,591	240,884	46,542	46,542
Donations	10,922	10,982	38,453	52,267	30,765	16,953	98,443	51,938



Admissions/Memberships	192,446	181,530	307,995	259,607	89,455	53,718	201,965	184,483
Other (gift shop, programming, client events, memberships, etc.)	470,166	241,760	525,747*	412,120	138,067	86,772	334,961	358,490
Annual Financial Surplus/ Deficit	N/A	N/A	42,741	15,575	29,261			
Number of Educational Programs Delivered	67	25	42	46	2			

**\*Notes about stats:**

- Paid Visitors include paid admissions, fundraising events with paid admission, group tours and membership visits.
- Event/Program Admissions include school programs, seniors and children’s programming, summer camps, outreach, non-admission fundraising events (ie: craft show), use of our facility by other organizations (ie: weekly Alzheimer’s Association gatherings) and client events.
- Other revenue – includes Fundraising activities, client events (Facility Rentals) and gift shop sales. In 2023, Facility Rentals increased by over 50% compared to 2022 and Fundraising Activities increased by over 100%.

\*\*It should be noted that 70% of revenues are generated directly by the CBHC. Additionally, in 2023, the CBHC had a higher provincial grant due to a renovation project for the Archive and a grant supporting children’s and seniors’ programming. Only the programming grant stretched into the first quarter of 2024, making Other Grants number significantly less.

**3. Other Performance Measures:**

- Note any milestones/activities/objectives as set out in the agreement and if they have been completed. Describe the benefits that resulted for the community.**

In 2023/YTD 2024, we have added the following positions to our workforce:

- Program Coordinator
- Collections Coordinator
- Finance Coordinator
- Communications Coordinator

These positions are at the CBHC’s expense. However, the CBHC deems the positions necessary for the following reasons:

- Increased capacity for programming (60% increase in programs delivered YOY) which supports our goal of being a Community Hub. This programming is low-cost or free, providing low-barrier access to activities for families and seniors.
- Improved management of finances – increases in revenues have resulted in a substantial workload for a part-time Finance Manager. By hiring the Finance Coordinator, the CBHC is able to free some of the Manager’s time to do more in-depth data analysis resulting in better financial (particularly expense) management and to better support Entomica’s financial affairs.
- Increased capacity for our Curatorial team is leading to managed and accessible archive of historically relevant documents and artifacts that can help in research activities. In addition, the team developed a 100<sup>th</sup> anniversary self-guided tour for our Smartphone

app which is available in 5 languages (audio and text), meeting not only tourist's needs but newcomer/community needs (1549 visits to the app since launch. July usage tripled compared to same month 2023).

- Improved capacity to write grants and fundraise. Thirty percent of the Collections Coordinator's time is dedicated to grant writing and fundraising.
- Improved ability to communicate with the community and beyond about available programs, events and historical points of interest. We now have over 18,000 subscribers across social media channels and over 3,000 on our mailing list.

The CBHC is providing quality jobs in the community of Sault Ste. Marie to 20 individuals. These human resources are working to build the CBHC into a world-class museum that attracts tens of thousands of tourists and community members annually.

As a result of other funders' support combined with that of the City of Sault Ste. Marie, the CBHC greatly expanded its educational impact in 2024. Already the number of education programs delivered is 50% more than 2023 year-end levels. Educational delivery has received extremely positive feedback from both major school boards, teachers and students.

The CBHC continues to be a strong tourism driver. During tourist season 50-70% of our visitors come from outside Sault Ste. Marie. In 2023, we contributed \$2.7 million to the tourism economy.

In addition to investments in human resources and programming, the CBHC supported Entomica Insectarium in 2023 with \$46,013 in cash revenue generation and in-kind services. Forty percent\* of the CBHC's guests rate Entomica as one of the three top features of the CBHC. Entomica provides value to the guest experience and the greater financial health of both organizations.

In June 2024, the CBHC signed a one-year Management Agreement with Entomica – the CBHC is overseeing daily operations and acting as a consultant in helping Entomica become sustainable. The Management Agreement is new territory for both organizations, hence the shorter term to begin – however, as of this date, both organizations are currently satisfied with the arrangement and see it as an opportunity for collaboration, growth and contribution to the Sault Ste. Marie tourism economy. Examples of collaboration include:

1. Jane Goodall Education Events – 600 students participated in one-day symposiums to learn about climate change and pledge to take action. Entomica partnered with the CBHC on this initiative and together we partnered with other organizations in the area.
2. Agawa Canyon Tour Train Pilot – Entomica/CBHC partnered with the Agawa Canyon Tour Train to create a package with programming to and from the Agawa Canyon. We committed to two dates to test the market and feedback has been excellent. The goal is to pursue funding to support a more involved 2025 project.
3. Human Resource sharing – Entomica is training select CBHC staff to be able to deliver tours in Entomica or support when there are staffing shortages. This initiative should help both organizations bridge staffing issues more effectively.

\*Statistics from 2024 Visitor Survey.

**b. If not, provide and explanation why and how it affected the Project.**

**4. 2025 Funding Request: \$235,000**

**Reason for increase if applicable.**

Since 2021 the CBHC added 7 new full-time positions, which helped our exponential growth – compared to 2019, in 2023, total annual visitors increased by 22% (55197) and annual revenues increased by 53%. Entomica, located in the CBHC building, reaches another 10,416 individuals annually through education and event outreach. Entomica added two permanent employees to its staff roster and continues to increase its revenue generation, but without consistent funding, struggles to find sustainability.

The CBHC and Entomica remain two separate non-profit organizations but we are working as closely as possible. We are requesting funds on behalf of the two organizations. The total amount requested remains well below annual funding of other cultural institutions in Sault Ste. Marie, while we draw in approximately 200-600% more annual visitors. The request for combined funding to support both the CBHC and Entomica equates to less than \$4 per visitor.

<b>Cultural Organization</b>	<b>Annual Municipal Grant</b>	<b>Funding/visitor</b>
CBHC/Entomica Request	\$235,000	\$3.71
Other organizations*	\$280,000 or more	\$18.66-\$35.60

\*Based on 2023 data.

Neither the CBHC nor Entomica are resting on their laurels. As evidenced by the Performance Measures above, we continue to innovate to manage expenses and discover new revenues, while being a valued community partner and educator.

The CBHC is requesting an increase for the following reasons:

1. Offset costs associated with maintaining a Program Coordinator position who plans and delivers seniors’ and children’s programming to the community - \$26,000
2. Offset maintenance costs - While employing a part-time Facilities Manager decreased costs of maintenance and repair by establishing preventative maintenance practices and managing more tasks in-house, there are significant upkeep costs that must be addressed for continued use of the building, including:
  - a. New HVAC required - \$33,000
  - b. Repair and/or replace various heating units that have failed in the main museum hangar and event centre - \$10,000
3. Support wages for one full-time staff member in Entomica Insectarium – \$40,000.

# **Service Level Change #22**

***Outside Agencies and Local Boards***

**Sault Ste. Marie Museum**

**Operating grant increase – on-going cost of \$40,000.**

**SCHEDULE “C”**

**INTERIM REPORT**

Agency: Sault Ste. Marie & 49<sup>th</sup> Field Regiment R.C.A. Historical Society

1. Use of Funds: Provide a detailed description of the approved use of funds.

The City of Sault Ste Marie provides funding dollars to assist in the operating costs of the Sault Ste. Marie Museum, and to allow the Museum to uphold its mandate to collect, preserve, study, and exhibit artifacts and archival materials which illustrate the history of the people and the development of Sault Ste. Marie and surrounding area. This funding also allows for the Sault Ste. Marie Museum to hire and maintain a staff of museum professionals.

2. Financial Information: Have expenditures been in accordance with the agreement and all claims filed to date?     X Yes   No     If not, please provide explanation.

Yes, all expenditures have been in accordance with the agreement.

	YTD 2024	2023	YTD 2023	2022	2021	2020
Number of Visitors- Paid Admissions	6,376	16,263  **With popup space	4200	3556	1713	1157
Number of Events/Programs	85	170	70	50	50	39
Number of Visitors- Events/Programs	4,250	10,112	3500	2921	2334	600
Number of Virtual Visits (if any)				400	500	
Visitors from Outside of Sault Ste. Marie and Location	***	***	***	***	***	
Revenue:						
City Grant	195,000	260,000	195,000	260,000	246,091	246,091
Other Grants	11,768	44,457	139,207	155,420	48,619	80,989

Donations	36,620	11,648	10,000	19,692	22,538	14,800
Admissions/Memberships	11,570	11,077	9200	8296	3841	2598
Other (specify)	19,343	41,485	9000	27,042	21,936	1587
Annual Financial Surplus/ Deficit	N/A	(103,317)	N/A	(20,467)	(12,315)	)
Number of Educational Programs Delivered	36	30	25	20	20	

\*\*\*\* FOR MORE DETAILED VISITOR TRACKING PLEASE SEE ATTACHED FORM – VISITOR STATS 2023 & 2024

3. Other Performance Measures:

- a. Note any milestones/activities/objectives as set out in the agreement and if they have been completed. Describe the benefits that resulted for the community.

None are laid out in the agreement.

- b. If not, provide an explanation why and how it affected the Project.

4. 2023 Funding Request: \$300,000 (Reason for increase if applicable.)

For the 2025 Fiscal Year, the Sault Ste. Marie Museum is asking for an increase in \$40,000 to a total of \$300,000. To meet our targeted goals and drive the growth of the organization this increase is needed. The Museum aims to leverage itself better with its community partners, drive growth in the culture sector, create jobs and bolster tourism to Sault Ste. Marie.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name of Signatory: \_\_\_\_\_ Title: \_\_\_\_\_

I/We have authority to bind the Recipient.