

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

Monday, January 30, 2023

5:45 pm

Council Chambers and Video Conference

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

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Pages

**1. Approve Agenda as Presented**

Mover Councillor L. Dufour

Seconder Councillor C. Gardi

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

**2. Declaration of Pecuniary Interest**

**3. *CAO Presentation***

2 - 7

**4. 2023 Preliminary Budget**

8 - 163

The preliminary Budget is attached for the consideration of Council.

**5. Supplementary Budget Items**

164 - 263

**6. Adjournment**

Mover Councillor L. Vezeau-Allen

Seconder Councillor M. Scott

Resolved that this Council now adjourn.



**SAULT  
STE. MARIE**

# **CAO Presentation**

# **Budget 2023**

# 2022 Corporate Accomplishments

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

# 2022 Corporate Accomplishments cont'd

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

# 2023 Outlook

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

# 2023 Preliminary Budget

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

# 2023 Community Outlook

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

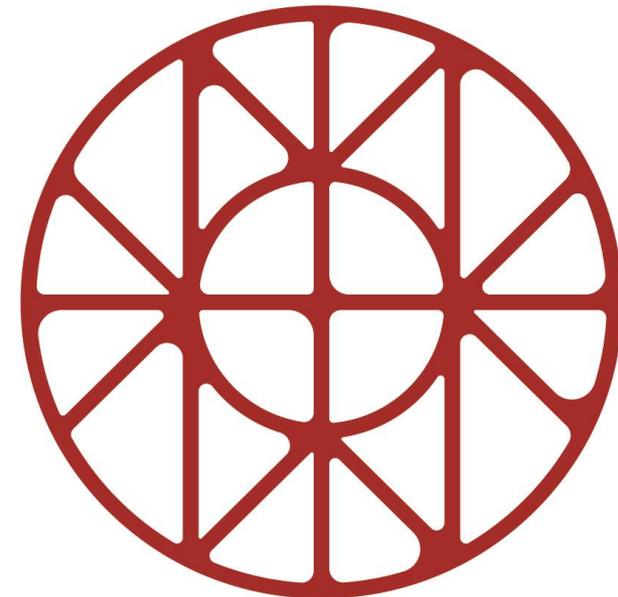


**SAULT  
STE. MARIE**

# **Preliminary Budget**

# Overview

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





# Inflation

Tax Levy / CPI Inflation



# Financial Indicators

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

Source: BMA Management Consulting Inc. Municipal Study 2022



# Tax Levy Change

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

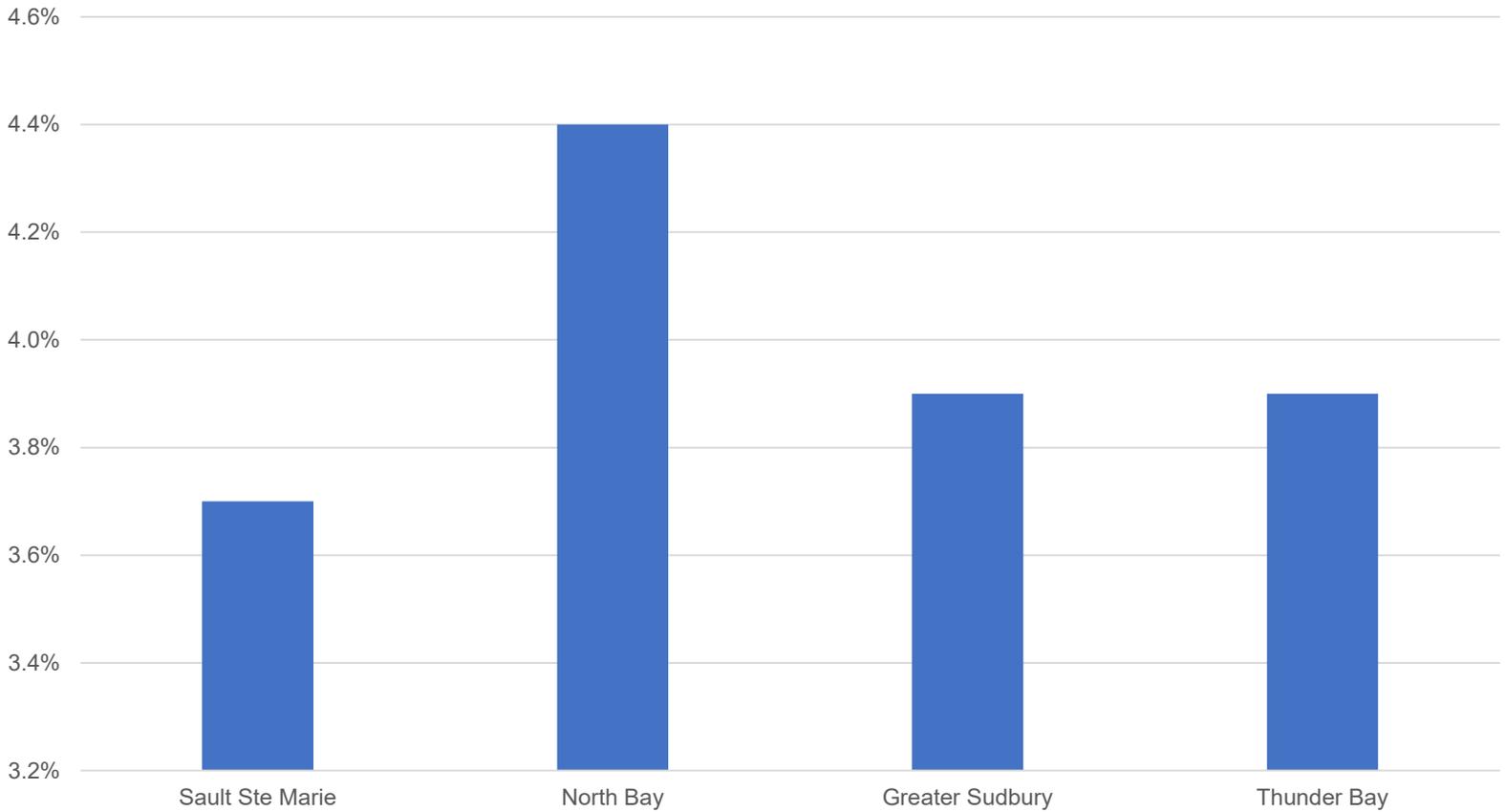
# Levy per Capita

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

Source: BMA Management Consulting Inc. Municipal Study 2022



# Municipal Tax Burden

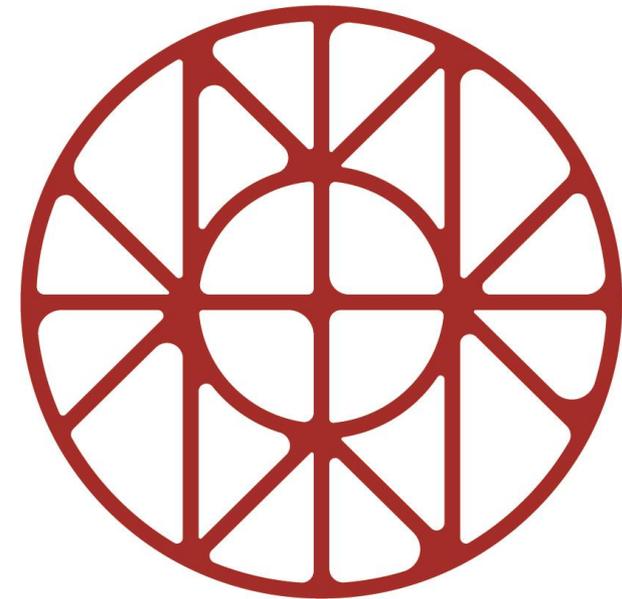


Source: BMA Management Consulting Inc. Municipal Study 2022



# Capital Budget

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



# Recommendations

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

# Challenges

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

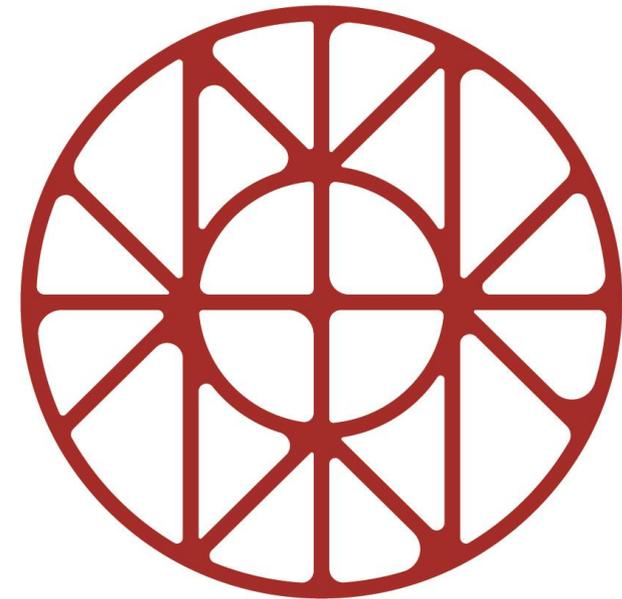


# 2023 Proposed Budget

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

# Budgetary Pressures

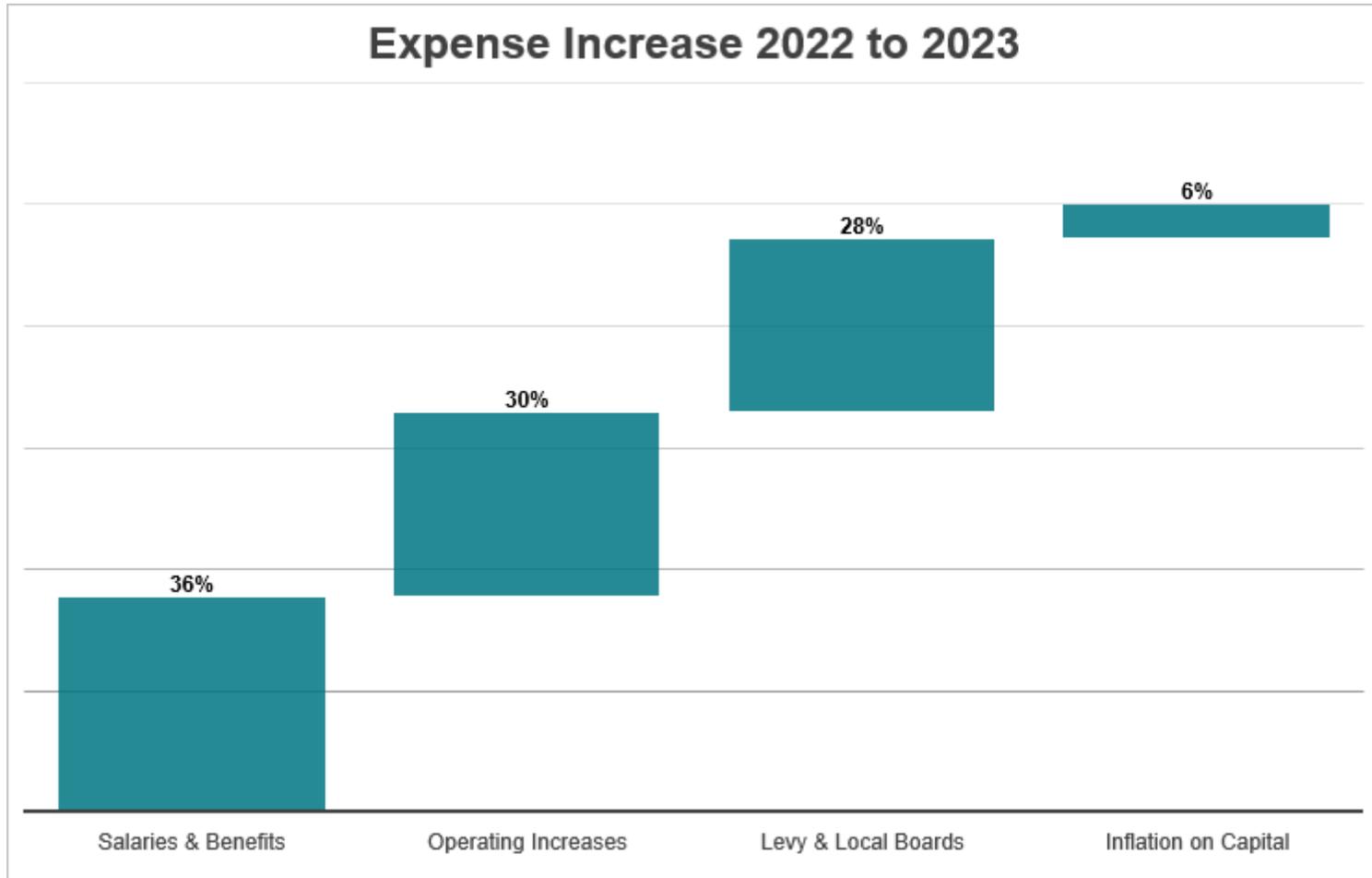
- Contractual increases / inflationary pressures
- Capital investment requirements
- New or enhanced services approved by Council
- Insurance
- Service partners



# Municipal Levy (millions)



# Total Expenses - \$203 million



# Other Revenue

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

# Maintaining Services

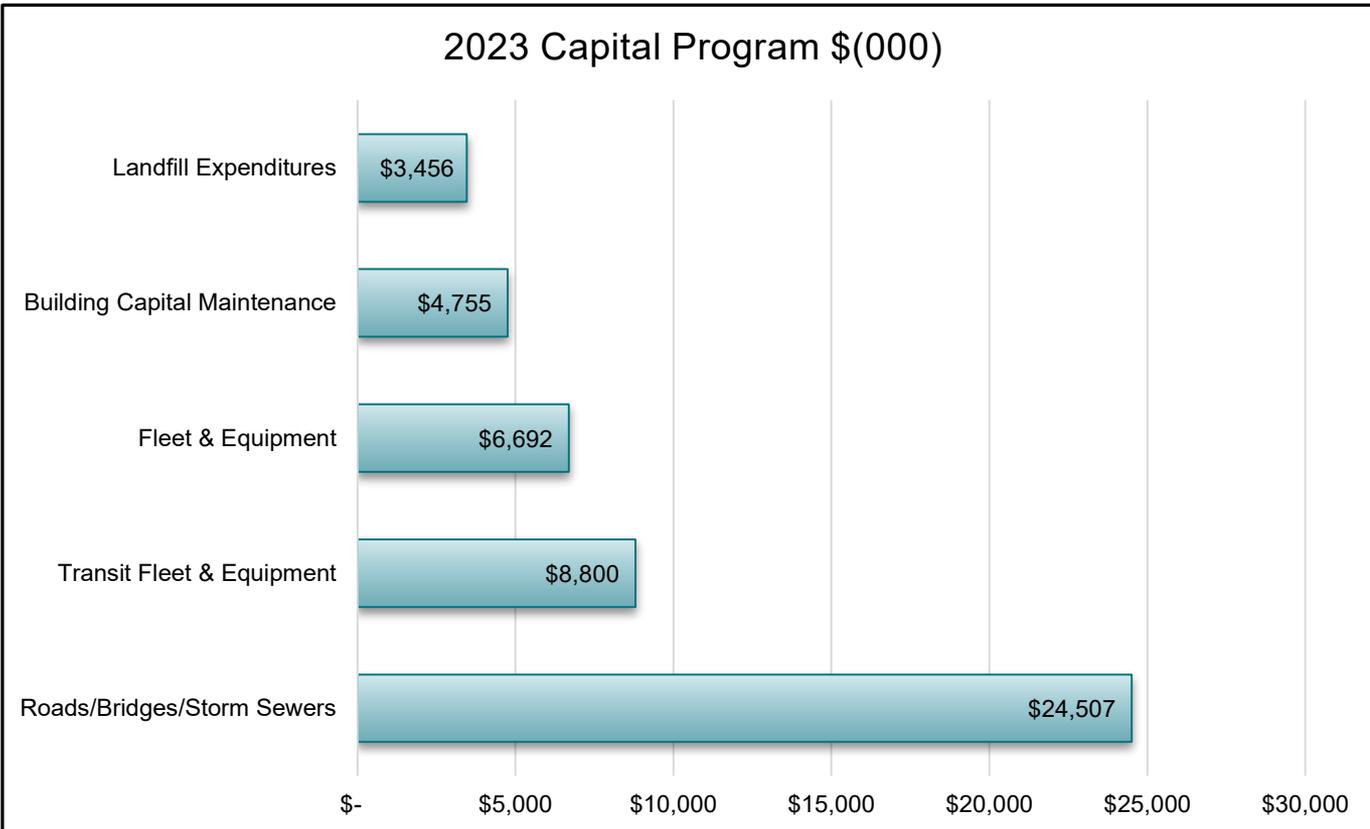
<b>Significant Changes from 2022</b>	<b>(\$000)</b>
Contractual Increases	3,254.1
Council Resolutions	1,313.5
Inflationary Pressures	2,187.3
Revenue Changes	(2,627.2)
Other	31.1
<b>Normal operations</b>	<b>4,158.8</b>
<b>COVID-19 total</b>	<b>900.0</b>
<b>Total</b>	<b>5,058.8</b>

# 2023 Capital Highlights

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

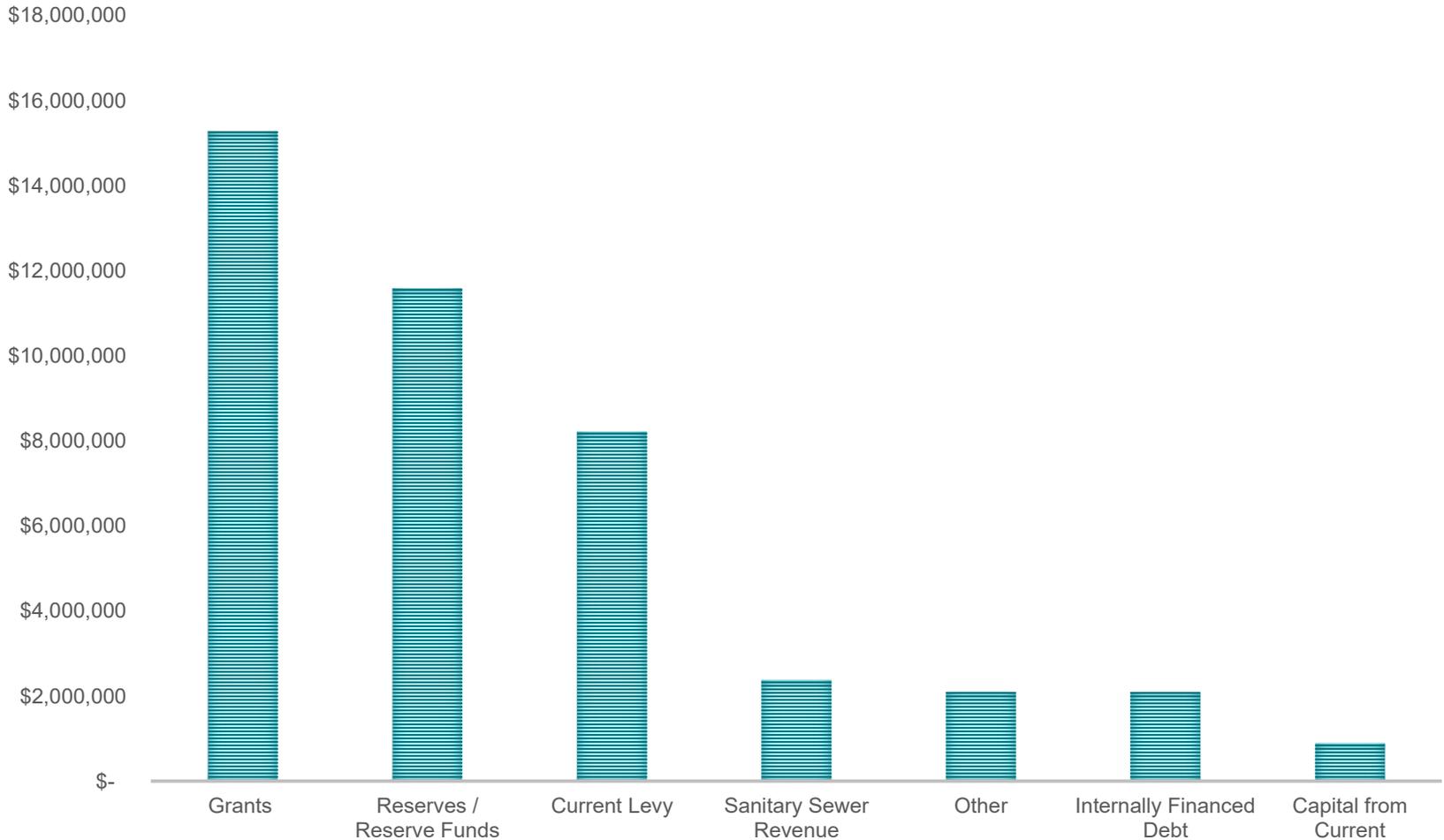


# 2023 Capital Budget





# Capital Funding Sources

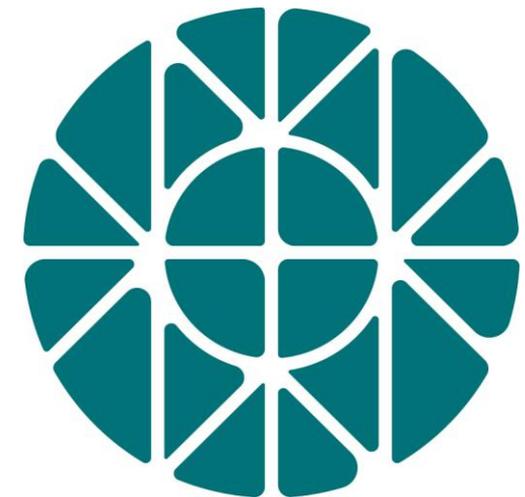


# 2024 Capital Forecast

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

# Supplementary Requests

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

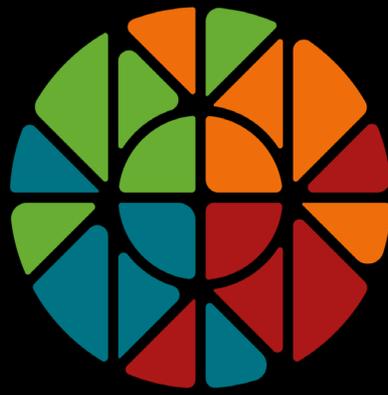


# Sanitary Budget

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

# Next Steps

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



# SAULT STE. MARIE

# Budget 2023



[saultstemarie.ca/budget](http://saultstemarie.ca/budget)

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## Message from CAO Malcolm White



I am pleased to present the 2023 Preliminary Capital and Operating budgets for the Corporation of the City of Sault Ste. Marie. The City and community continue to face many challenges in the post pandemic landscape, including supply chain

shortages, high inflation, workforce recruitment and retention and uncertainty in forecasting for significant material needs (ie fuel).

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

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

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

## Chief Financial Officer's Report 2023 Budget

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

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

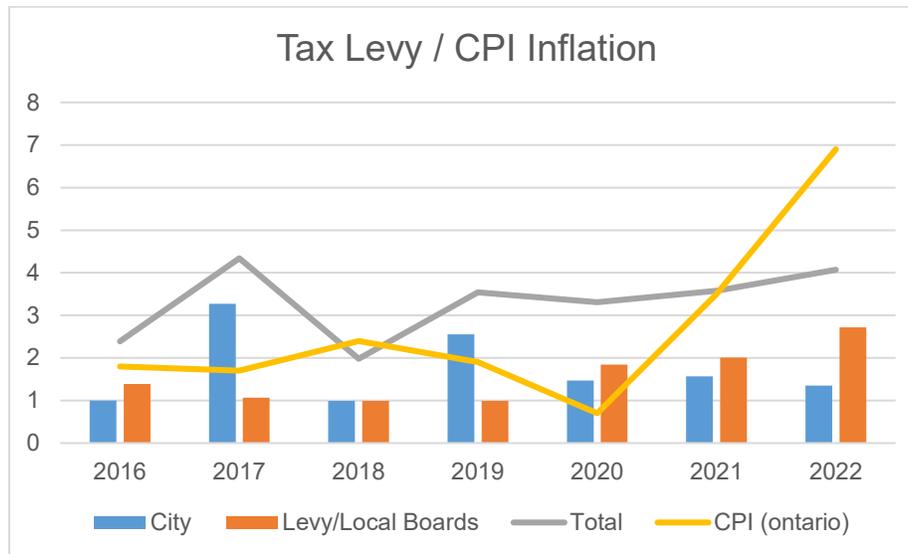
The budget also focuses on investment in our infrastructure requirements utilizing available one-time funds that will not affect the tax levy or require additional external debt.

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

### **Economic Indicators**

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

## Inflation



## Historical Municipal Tax Levy Change

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

\*includes levy and local board

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

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

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

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

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

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

#### *Unconditional Grants*

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

Total OMPF shown in current and 2014 dollars



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

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

### Living Wage

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

[https://www.ontariolivingwage.ca/calculation\\_archive](https://www.ontariolivingwage.ca/calculation_archive)

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

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

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

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

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

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

### **Financial Indicators**

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

Source: BMA Management Consulting Inc. Municipal Study 2022

### **Financial Position per Capita: Positive**

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

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

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

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

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

*Taxes Receivable as % of Taxes Levied: Positive*

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

**MUNICIPAL LEVY - \$135.7 MILLION**

The Preliminary 2023 Operating budget identifies a 5.97% levy increase. This represents the net requirement to provide the same level of service in 2023 as maintained in 2022, estimated COVID-19 recovery financial impacts and levy and local board impacts. The Supplementary Items Summary is provided for Council’s deliberation and consideration. Items approved will increase the preliminary municipal tax levy.

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

	Change 2022 to 2023 \$(000)	Levy Impact
<b>City Departments - Maintaining Services</b>	\$5,058.8	3.94%
<b>Levy and Local Boards</b>	\$2,593.7	2.03%
<b><u>Total Municipal Levy</u></b>	<b><u>\$7,652.5</u></b>	<b>5.97%</b>

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

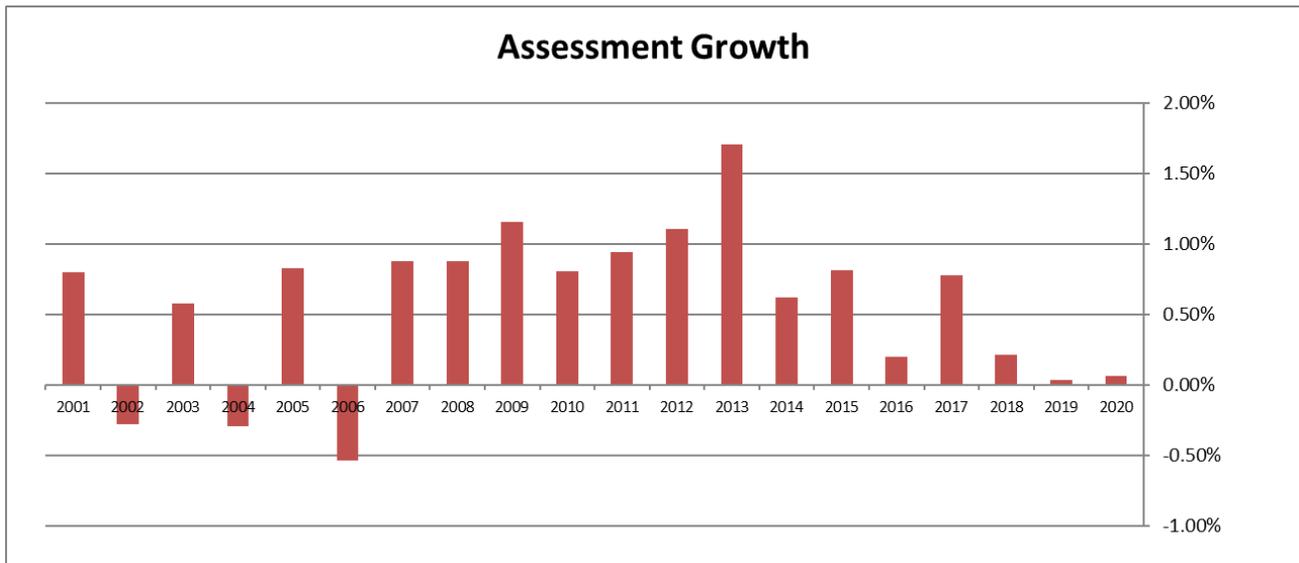
The net municipal levy on a per capita basis indicates the levy required to provide services to the municipality. Differences in service levels, methods of providing the services, demographics and user fee policies, among other factors, will cause varying results between municipalities. The purpose of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

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

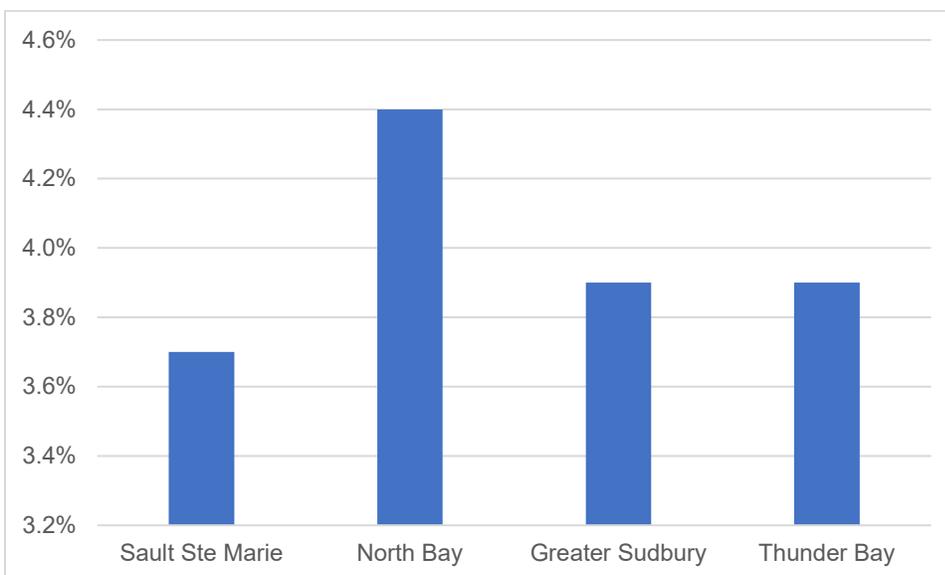
	<u>2022 Levy</u> <u>Per Capita</u>	<u>Ranking</u>
Sault Ste. Marie	\$1,714	Mid
(2021 Levy per Capita)	\$1,641	Mid
Greater Sudbury	\$1,818	Mid
North Bay	\$1,841	High
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<i>*2022 BMA Study</i>		

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

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



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



\*2022 BMA Study

Affordability, as well as the local economic conditions, provide a general guideline as to what a reasonable municipal levy increase would be for the budget year. Tax policy and rate approvals early 2023 will determine the allocation of the increase to the various tax classes.

## **2023 Capital Budget**

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

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

## **LTD projections**

The City has a very low debt burden which makes it less vulnerable to external sources of funding that it cannot control and its exposure to risk. Sault Ste. Marie's total outstanding debt per capita is \$89 versus the 2022 BMA Survey average of \$667.

### *Debt Management Strategy*

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

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

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

### *Debt projection*

Potential future debt requirements in the next 5 years include:

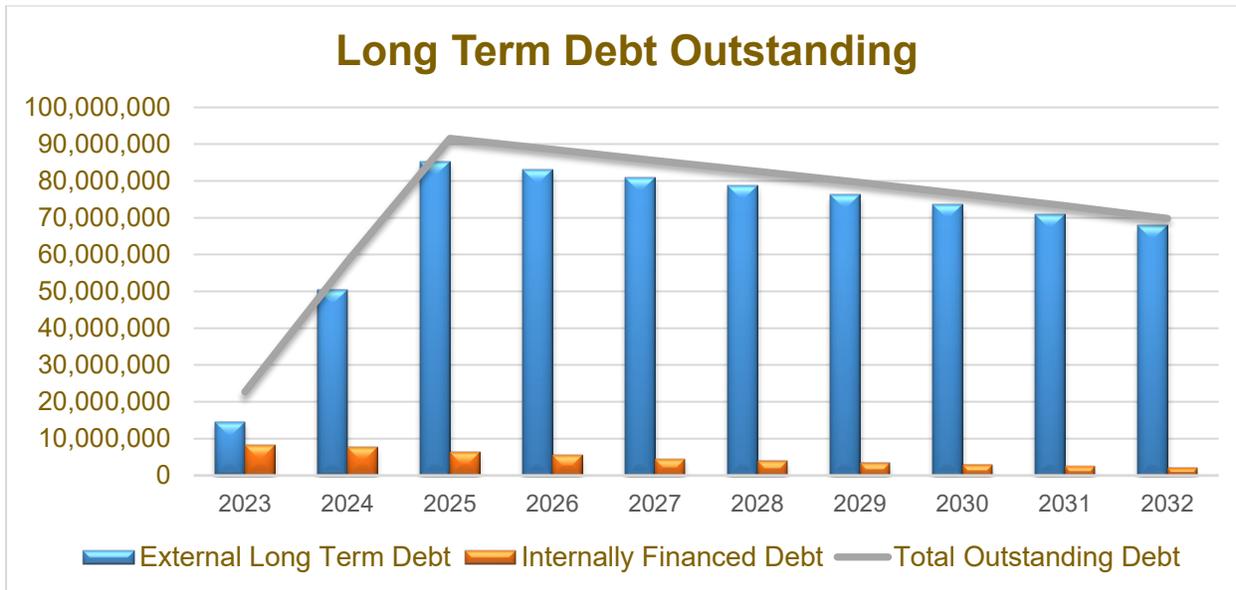
- New Fire Hall (per Fire Master Plan) \$6 million
- Major renovation projects at John Rhodes Community Centre and GFL Memorial Gardens \$12.5 million
- Landfill Site Improvements/Expansion \$12 million

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

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

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

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



#### Recommendations:

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

#### Reserves and Reserve Funds

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

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

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

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

The 2023 Capital Budget and Forecast provides an estimate of future projects. The capital budget does not include the infrastructure deficits from the Asset Management Plans but instead provides a forecast based upon available funds. As the unfunded requirements increase so does the risk of service interruptions or level of provision due to asset failure or poor quality. This risk can be managed with asset management plans and an investment strategy for asset replacement that over time will reduce the risk of asset failure.

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

### **Recommendation**

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

## Challenges

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

- Increase to Inflation and the Cost of Borrowing:

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

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

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

- Assessment Growth:

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

The cost to provide services continues to increase at a greater rate than assessment growth and will put additional burden on the assessment base. Economic diversification and growth will help sustain Sault Ste. Marie's affordability. Other revenue tools should be further investigated to reduce reliance on a stagnant assessment base and to provide a more fair cost of service to the users.

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

- Asset Condition and Infrastructure Deficit Funding:

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

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

- Impact of Climate Change:

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

- Grants from Other Levels of Government

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

### **Next Steps**

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

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

## **Budget Overview**

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

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

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

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

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

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

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

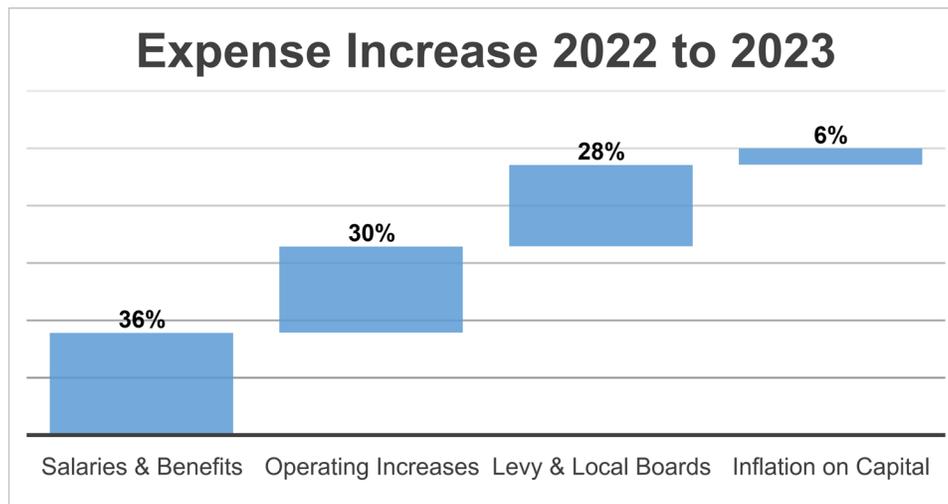
## How the Municipal Tax Levy Is Calculated

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



## Expenses - \$203 MILLION

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

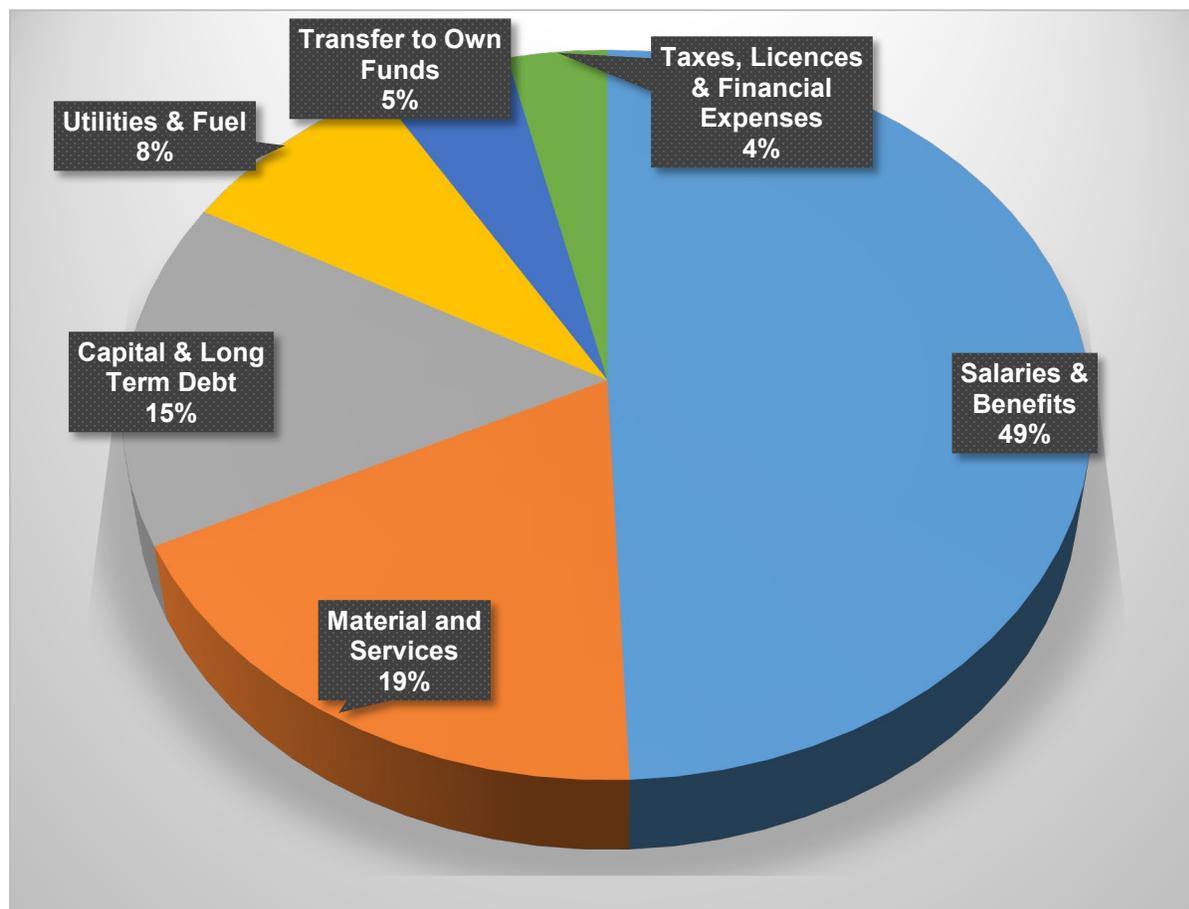


Of the \$11 million change in expenses, approximately 28% of the expense increase from 2022 is for Levy & Local Boards. Included in the Local Board category is the Police Services Board, which accounts for 54% of the category's total expenses. Year over year, levy and local boards increased 4.5%. This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

### Expenses by Type:

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

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



## OTHER REVENUE – \$67.3 MILLION

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

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

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

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

Government grants are the next largest source of non-tax revenue. The majority of government grant revenue arises from the Ontario Municipal Partnership Fund (OMPF) unconditional grant, which accounts for approximately 85% of the total. The level of funding received from the OMPF has increased slightly over the last four years. The 2023 allocation increased from \$16.8 million to \$17.3 million. Other significant grants include the Provincial Gas Tax (Transit) and recycling grants.

## MUNICIPAL LEVY - \$135.7 MILLION

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

This increase is due to the following factors:

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

## **Capital Budget**

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

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

## **Asset Management Planning**

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

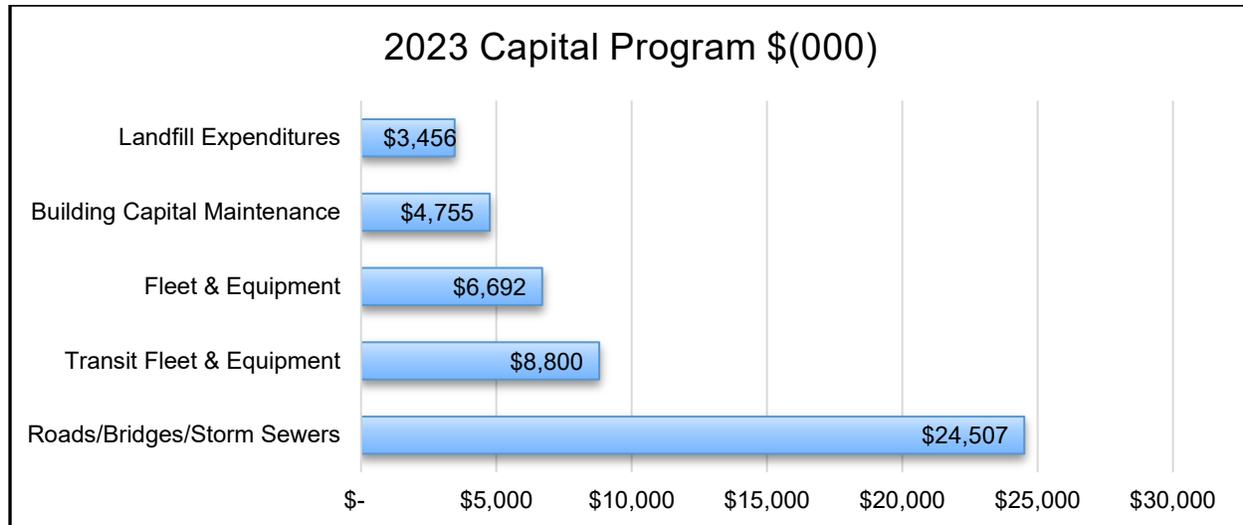
Many of the City's municipal buildings and facilities, such as arenas, pools, fire stations and Civic Centre were constructed over 50 years ago. These assets are now nearing the end of their forecasted useful lives. In order to keep them in a state of good repair, additional maintenance is required as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

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

## **2023 Capital Program**

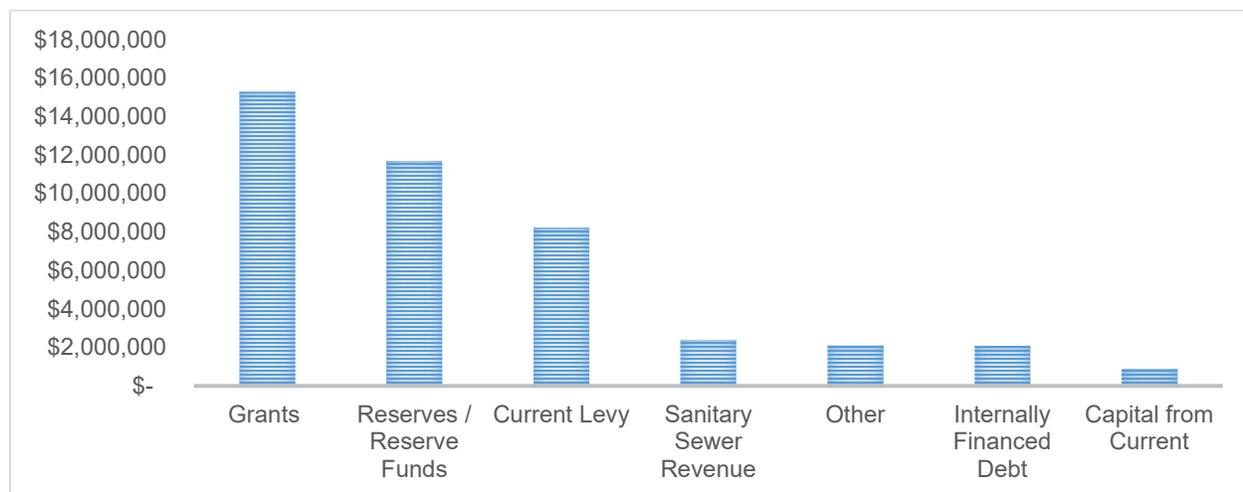
The 2023 capital program recommends a total investment of \$48.2 million. This is an increase of \$9.6 million from the 2022 capital program. This increase is primarily due to additional OCIF and NORDS funding that was not included within the 2022 preliminary budget as well as additional projects recommended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

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



### 2023 Funding Sources

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



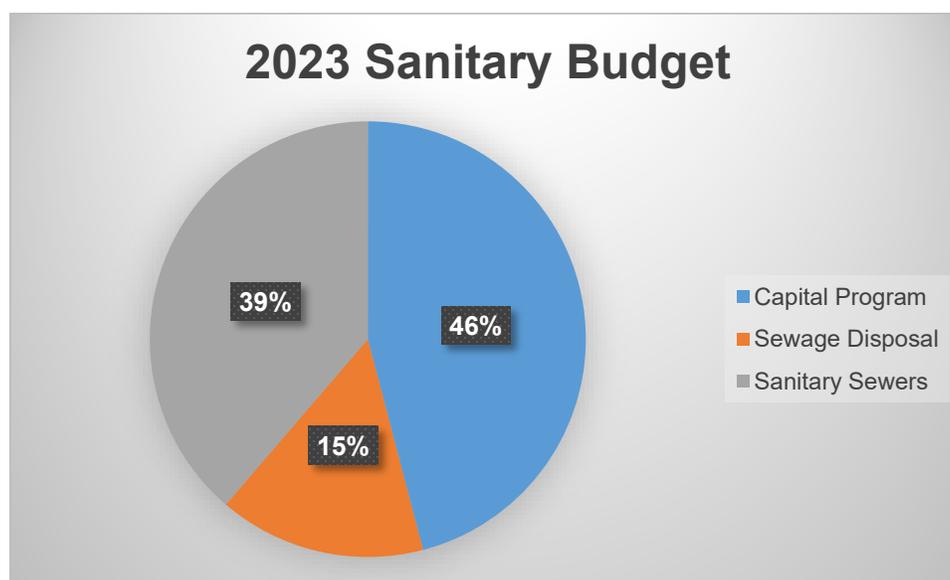
## Sanitary Budget

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

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

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

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



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

# PRELIMINARY OPERATING BUDGET

# 2023 Budget

## PRELIMINARY CORPORATE SUMMARY

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

# 2023 Budget

## PRELIMINARY CORPORATE SUMMARY CONTINUED

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

# 2023 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

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

# 2023 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

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

# 2023 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

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

# 2023 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

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

# 2023 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

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

# 2023 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

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

# 2023 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

	2023			2023	% of	2022	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2023 levy	Net Tax Levy	from 2022	from 2022
<b>COMMUNITY AND ENTERPRISE SERVICES</b>	18,458,152	12,781,824	11,514,316	19,725,660	14.5%	18,424,144	1,301,516	7.1%
PUBLIC HEALTH OPERATIONS	-	2,913,655	-	2,913,655		2,951,725		
DSSAB LEVY	-	20,039,234	-	20,039,234		18,994,536		
CONSERVATION AUTHORITY	-	557,001	-	557,001		560,597		
<b>TOTAL LEVY BOARDS</b>	-	23,509,890	-	23,509,890	17.3%	22,506,858	1,003,032	4.5%
POLICE SERVICES BOARD		33,468,837		33,468,837		32,001,283		
LIBRARY BOARD	-	3,083,089	-	3,083,089		2,959,932		
<b>TOTAL LOCAL BOARDS</b>	-	36,551,926	-	36,551,926	26.9%	34,961,215	1,590,711	4.5%
ART GALLERY OF ALGOMA	-	280,785	-	280,785		280,785		
SSM MUSEUM	-	260,000	-	260,000		260,000		
BUSH PLANE MUSEUM	-	175,000	-	175,000		175,000		
CULTURAL RECOGNITION	-	1,500	-	1,500		1,500		
CRIME STOPPERS	-	25,000	-	25,000		25,000		
MISC GRANT - ALGOMA UNIVERSITY	-	40,000	-	40,000		40,000		
MISC GRANT - PEE WEE ARENA	-	23,488	-	23,488		21,077		
MISC GRANT - OTHER SPORTS	-	5,000	-	5,000		5,000		
RED CROSS GRANT	-	250,000	200,000	50,000		50,000		
CULTURAL GRANTS	-	144,500	-	144,500		144,500		
INNOVATION CENTRE	-	277,890	-	277,890		277,890		
EDF BUDGET	-	500,000	-	500,000		500,000		
PHYSICIAN RECRUITMENT	-	220,000	130,000	90,000		90,000		

# 2023 Budget

## PRELIMINARY DEPARTMENTAL SUMMARY

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

# 2023 Budget

## MAYOR & COUNCIL

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

## CHIEF ADMINISTRATIVE OFFICER



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

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

### 2023 objectives:

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

# 2023 Budget

## CAO OFFICE

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



### **Planning and Enterprise Services Division**

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

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

## Community Services Department

### Recreation and Culture Division



Recreation & Culture includes:

1. Seniors Services: Senior Drop-In Centre and the NCC 55+ Programming at the Northern Community Centre
2. Marinas: Roberta Bondar Park & Marina and Bellevue Marina as well as cruise ship and port security
3. Ermatinger Clergue National Historic Site & Discovery Centre and staff liaison to the Historic Sites Board
4. Recreation: Northern Community Centre, John Rhodes Community Centre Pool, V.E. Greco Pool, Peter G. Manzo Pool
5. Scheduling of sport fields and green space, special events coordination, including Canada Day festivities
6. Locks operations in coordination with Parks Canada
7. Staff liaison to: Cultural Vitality Committee, Historic Sites Board, Municipal Heritage Committee, Parks & Recreation Advisory Committee and Mayor's Youth Advisory Council
8. Implementation of the Parks & Recreation Master Plan, as well as working with community partners on capital projects such as the splash pad and Rosedale Park Revitalization in 2022

### Arenas Division

Operation of the following facilities:

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



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

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

## *Transit & Parking Division*



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

## *Cemeteries Division*

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

## **Tourism and Community Development**

### *Tourism*

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



### *Community Development*

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



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

Community Development Staff are responsible for the following initiatives:

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

## Economic Development

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



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

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

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

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

## Local Immigration Partnership



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

# 2023 Budget

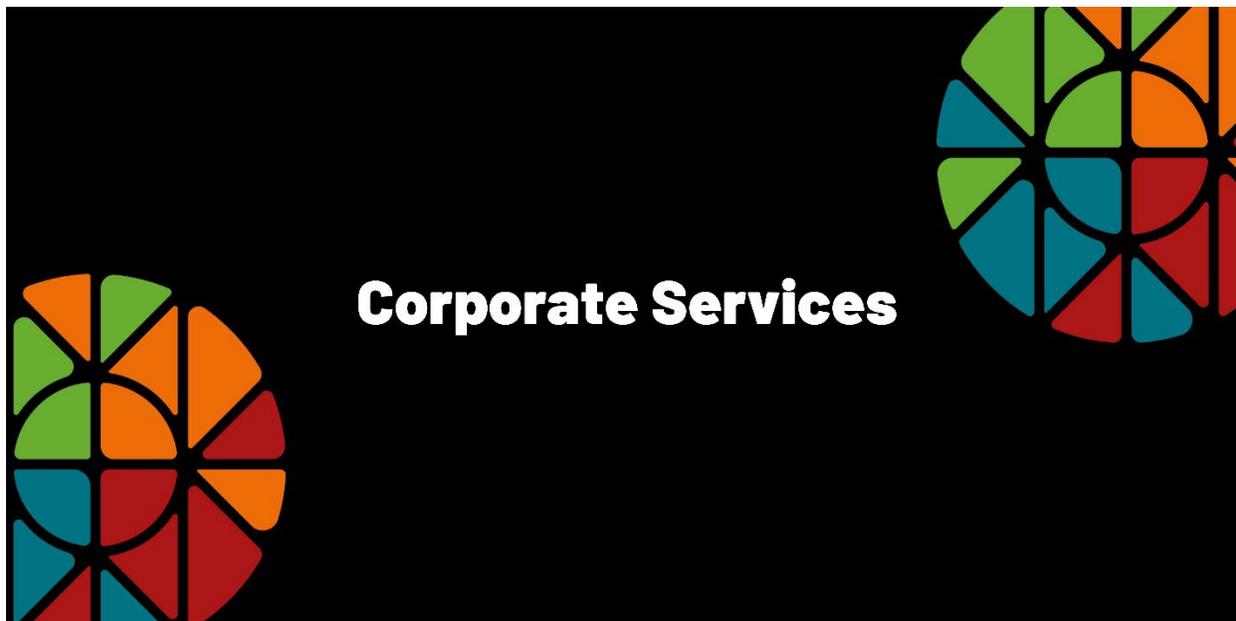
## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

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

# 2023 Budget

## COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

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



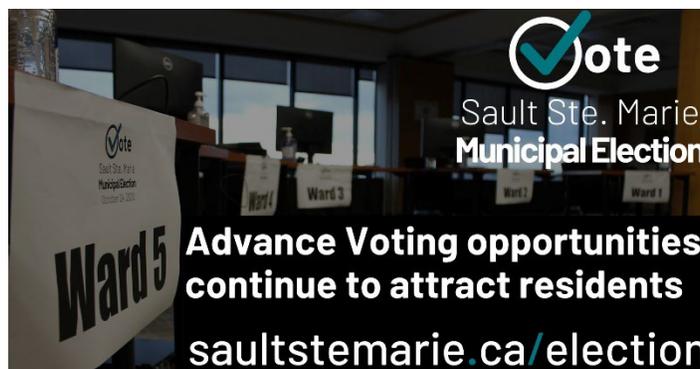
### Clerk's Department

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

#### *Administration*

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

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



## Corporate Communications



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

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

## Office Services

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

## Finance

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



## Budget 2023

The department consists of three divisions.

### Administration

- Long-term financial planning focusing on financial stability
- Financial policy development to ensure transparency and accountability
- Tax policy and tax rate development
- Prepares the annual Financial Statements and Financial Information Return for the Province and all other financial reports for the senior levels of government

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

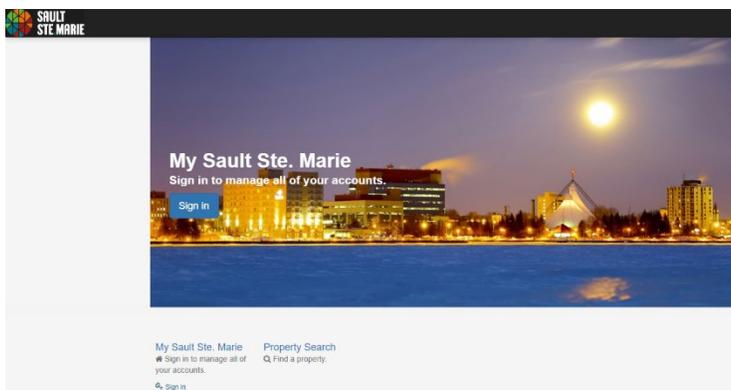
## Accounting

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

## Tax

- Responsible for the billing and collection of property taxes for approximately 29,000 properties. Collection procedures include quarterly tax reminder statements, correspondence, personal contact, and the sale of properties in tax arrears pursuant to the Municipal Act, 2001.

- Tax assessment appeals; assessment base management; tax certificates; commercial/industrial vacancy rebate program; tax assistance programs; charity rebate program; mortgagee tax payment system; and maintaining an up-to-date tax database reflecting all assessment value and ownership changes.



## Purchasing

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

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



## Information Technology

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

### *Innovator*

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



### *Broker*

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

### *Integrator*

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

### *Orchestrator*

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

# 2023 Budget

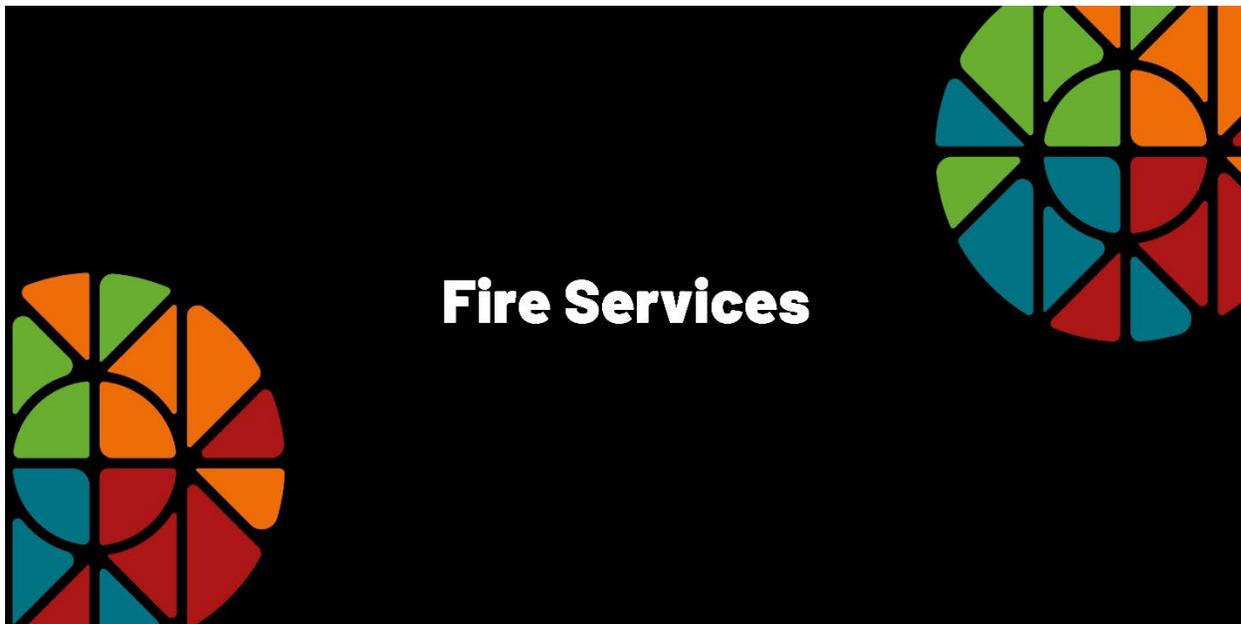
## CORPORATE SERVICES

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

# 2023 Budget

## CORPORATE SERVICES

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



## Fire Services

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



## Fire Services Overview



### *Administration*

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

### *Fire Operations*

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

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



## CITY OF SAULT STE. MARIE EMERGENCY RESPONSE PLAN

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

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

## Community Emergency Management



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

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

### Support Services

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

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

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

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



# 2023 Budget

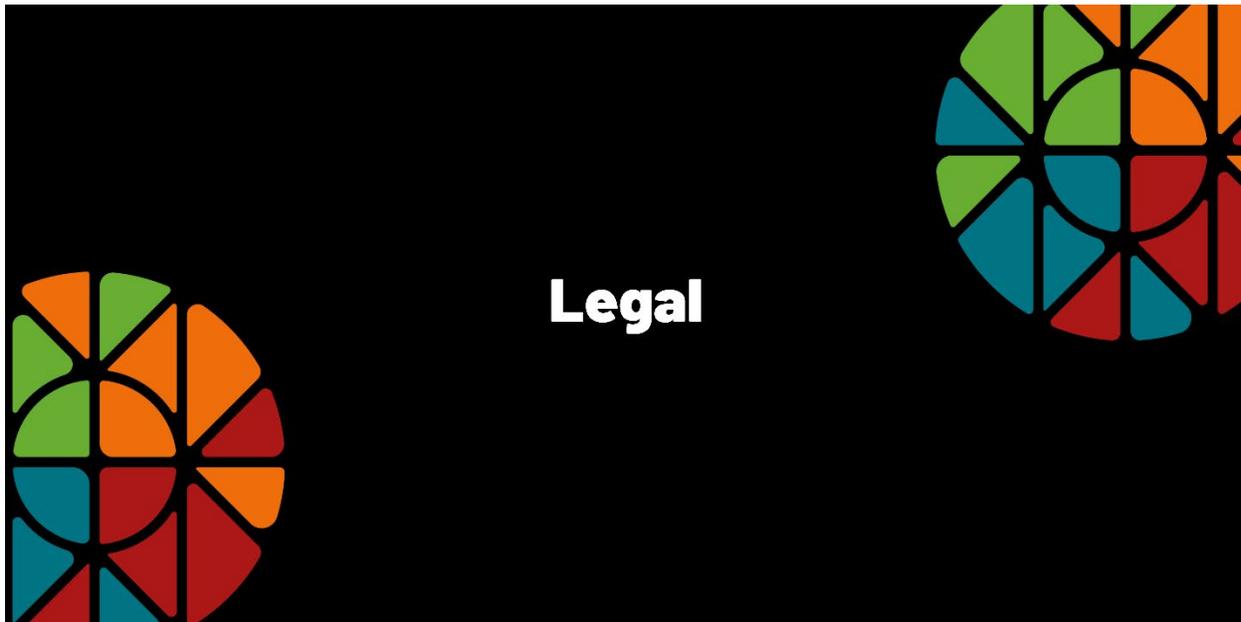
## FIRE SERVICES

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

# 2023 Budget

## FIRE SERVICES

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



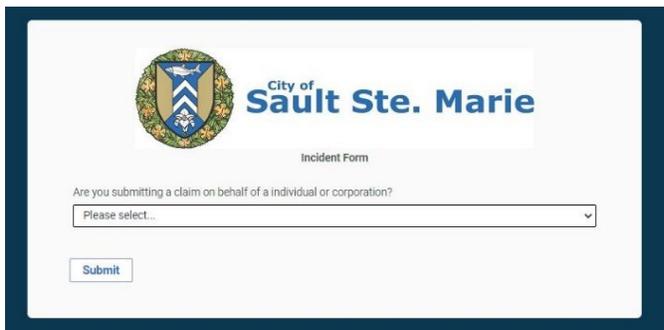
The Legal Department consists of two divisions, Legal and Provincial Offences, and now has the Director of Human Resources position reporting to the City Solicitor.

### **Legal Department**

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



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



The objectives of the Legal Department are:

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

The Corporation of the  
City of Sault Ste. Marie



LEGAL DEPARTMENT

#### PURCHASE REQUEST FOR CITY PROPERTY

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

## Insurance and Risk Management

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

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

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

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

### **Provincial Offences Office Administration**

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

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

The City of Sault Ste. Marie currently has the responsibility for the delivery of administrative, prosecutorial and court support functions of Part I and Part II Provincial Offences, as well as Part III prosecutions for By-law, Building and Fire Code matters. This represents approximately 15,000 to 18,000 charges a year. Part 1 and 3 new matters in 2020 were 6,213, in 2021, 6,314 and in 2022, 3,617 (as of July). The download of all Part III offences from the Province to the City has not taken place yet, however we are advised that the download will happen. The City will then be responsible for all administrative and prosecution functions of all Part III Offences for the Algoma Catchment area, representing the area slightly east of Thessalon to just north of Wawa. Part III offences are more serious and complicated in nature and involve multiple court attendances, the acquisition of Certified Documents for many offences, trials, pre-trials and appeals. The POA office is required to operate the POA courts under the guidelines and regulations of the Ministry of Attorney General.

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

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

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

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

### Ticket Payments - Parking and Provincial Offences

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



Parking Enforcement  
Certificate of Infraction



Provincial Offences  
Offence Notice



Provincial Offences  
Notice of Fine and Due Date

## Human Resources

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

### Administration

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

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

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

# ComfortZone

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

## Safety at work is everyone's responsibility

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

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



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

### Health and Safety

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

### Return to Work Management

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

### Recruitment and Training

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

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

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



# 2023 Budget

## LEGAL DEPARTMENT

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

# 2023 Budget

## LEGAL DEPARTMENT

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



### **Public Works Operations**



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

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

### **Administration**

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

## **Works**

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

## **Buildings and Equipment**

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



## **Parks**

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

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

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



### **Traffic & Communication**

- This area maintains 78 signalized intersections



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

## **Waste Management**

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



## **Engineering Division**

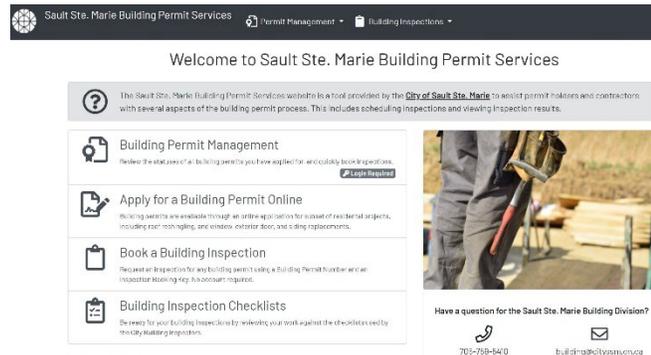
### **Engineering Design & Construction**

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



## Building Services

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



## Administration

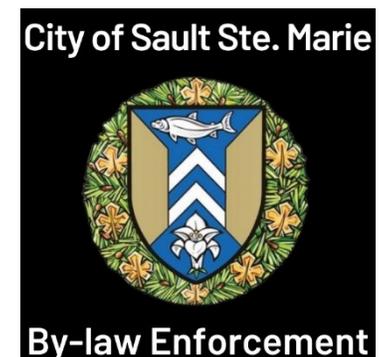
- This cost center includes an Office Supervisor and Administrative Support Clerk and provides all confidential and administrative support for the Engineering and Building Services Division.

## Building Division

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

## By-Law Enforcement

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



# 2023 Budget

## PUBLIC WORKS

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

# 2023 Budget

## PUBLIC WORKS

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

# 2023 Budget

## ENGINEERING

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

# 2023 Budget

## ENGINEERING

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

# 2023 Budget

## LEVY BOARDS

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

# 2023 Budget

## OUTSIDE AGENCIES & GRANTS TO OTHERS

	2022	2023	\$	%
	BUDGET	BUDGET	Change	Change
			(2022 to 2023)	(2022 to 2023)
<b>REVENUE</b>				
Fees and user charges	130,000	130,000	0	0.00%
Government grants (including OMPF)	200,000	200,000	0	0.00%
	<b>330,000</b>	<b>330,000</b>	<b>0</b>	<b>0.00%</b>
<b>EXPENDITURES</b>				
Grants to others				
Police Services Board	32,001,283	33,468,837	1,467,554	4.59%
Library Board	2,879,932	3,003,089	123,157	4.28%
Art Gallery of Algoma	280,785	280,785	0	0.00%
SSM Museum	260,000	260,000	0	0.00%
Bush Plane Museum	175,000	175,000	0	0.00%
Cultural Recognition	1,500	1,500	0	0.00%
Crime Stoppers	25,000	25,000	0	0.00%
Algoma University	40,000	40,000	0	0.00%
Pee Wee Arena	21,077	23,488	2,411	11.44%
Other Sports	5,000	5,000	0	0.00%
Red Cross Grant	250,000	250,000	0	0.00%
Cultural Grants	144,500	144,500	0	0.00%
Innovation Centre	277,890	277,890	0	0.00%
Physician Recruitment	220,000	220,000	0	0.00%
Transfer to own funds	580,000	580,000	0	0.00%
	<b>37,161,967</b>	<b>38,755,089</b>	<b>1,593,122</b>	<b>4.29%</b>
	<b>37,161,967</b>	<b>38,755,089</b>	<b>1,593,122</b>	<b>4.29%</b>
<b>TAX LEVY</b>	<b>36,831,967</b>	<b>38,425,089</b>	<b>1,593,122</b>	<b>4.33%</b>

# 2023 Budget

## CORPORATE - FINANCIALS

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

# 2023 Budget

## CAPITAL LEVY & DEBENTURE DEBT

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

# PRELIMINARY CAPITAL BUDGET

# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

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

# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

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

# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

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

# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

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

# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

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

# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

Project Cost	Funding Source						Other
	Current Levy/Other	Capital from Current	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt	
<b>COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES)</b>							
<i>Transit</i>							
35' Low Floor Diesel Bus	\$ 601,800						
Electric 40' Low Floor Bus	\$ 1,183,200						
Low Floor Parabus	\$ 168,300						
Accessible Vans	\$ 244,800						
5 Transit Bus Shelters	\$ 75,000						
Two Hoists - Transit Garage	\$ 200,000						
Infrastructure Modifications for Electric Buses	\$ 450,000						
Transit Facility Upgrades	\$ 250,000						
Relocate Downtown Terminal	\$ 5,627,328						
	<b>\$ 8,800,428</b>	\$ 266,266		\$ 580,000	\$ 2,326,834		
				Transit Equipment Reserve			
<i>Equipment</i>							
Community Centres - Seating and Spotlights	\$ 100,000			\$ 100,000			
	<b>\$ 100,000</b>	\$ 500,000		\$ 100,000			
				GFL Capital / Parks & Rec Reserve			

# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

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

# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

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

# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

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

# 2023 Budget

## CAPITAL BUDGET SUMMARY 2023

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

**TOTAL UNFUNDED**      \$ 5,627,328 Transit Terminal Relocation

# 2023 Budget

## CAPITAL PRIORITIZATION 2023

### EXISTING ASSETS

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

# 2023 Budget

## CAPITAL PRIORITIZATION 2023

EXISTING ASSETS continued

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

## 2023 CAPITAL PRIORITIZATION RISKS

### Existing Assets

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

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

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

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

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

## Unfunded Capital Projects

### Existing Assets

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

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

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### FUNDING AVAILABILITY

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### FUNDING AVAILABILITY

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### FUNDING AVAILABILITY

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

### Notes:

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

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

3) Connecting Link funding for South Market Black Road North of Tracks not yet approved.

4) New round of Public Transit Infrastructure Funds started in 2019. City's share of eligible costs is 27%. The 2023 Capital Budget requires \$6,473,594 of City funding towards eligible Transit projects for 2023.

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### ENGINEERING

	2023	2024	2025	2026	2027	Total
<b>Infrastructure:</b>						
Aqueducts	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Roads (Note 3)	21,355,072	19,825,543	19,594,198	19,594,198	19,516,613	99,885,625
Miscellaneous Construction	502,180	512,224	522,468	532,917	543,576	2,613,365
Culverts	1,050,000	-	-			1,050,000
<b>Asset Management Plan - Phase II</b>	100,000	-	-	-	-	100,000
<b>Fleet &amp; Equipment</b>						
Engineering Capital Equipment	60,000	-	-	-	166,836	226,836
<b>Total</b>	<b>24,567,252</b>	<b>21,837,767</b>	<b>21,498,910</b>	<b>21,509,360</b>	<b>21,609,269</b>	<b>111,022,558</b>

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### ENGINEERING

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### ENGINEERING

#### Notes:

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### PUBLIC WORKS

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### PUBLIC WORKS

	2023	2024	2025	2026	2027	Total
<b><u>Designated Funding:</u></b>						
Capital Levy Overall						-
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves	6,973,198	13,642,220	11,838,256	8,761,801	6,686,943	47,902,417
Reserve Funds	210,000	-	-	-	-	210,000
Capital from Current						-
Government Grants						-
Long Term Debt	-	5,342,400	5,342,400	1,526,400	-	12,211,200
Asset Management Reserve	177,000	2,676,008	283,265	27,595	68,135	3,232,002
<b>Total</b>	<b>7,360,198</b>	<b>21,660,627</b>	<b>17,463,921</b>	<b>10,315,795</b>	<b>6,755,079</b>	<b>63,555,620</b>
<b>Unfinanced</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Notes:

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

2) The City engaged a Fleet Consultant to conduct a review of the PWT fleet requirements in 2021. Current and future year's requirements in accordance with the report have been included with the 2023 Supplementary Items.

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### FIRE SERVICES

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### FIRE SERVICES

	2023	2024	2025	2026	2027	Total
<b>Designated Funding:</b>						
Capital Levy Overall						-
Capital Levy Urban Only						-
Sewer Surcharge						-
Federal Gas Tax						-
Reserves		12,847	1,801,918		269,382	2,084,148
Reserve Funds						-
Capital from Current	300,000					300,000
Government Grants						-
Long Term Debt						-
Internally Financed Debt	2,100,000					2,100,000
Asset Management Reserve	120,000	331,270	291,613	110,379	1,248,735	2,101,996
<b>Total</b>	<b>2,520,000</b>	<b>344,117</b>	<b>2,093,531</b>	<b>110,379</b>	<b>1,518,118</b>	<b>6,586,144</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 is recommended to fund 2023 fleet requirements with savings as a result of reduced overtime costs.

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### CORPORATE ADMINISTRATION

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### CORPORATE ADMINISTRATION

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### OUTSIDE AGENCIES

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

# 2023 Budget

## FIVE-YEAR CAPITAL BUDGET SUMMARY - 2023 TO 2027

### OUTSIDE AGENCIES

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

# 2023 Budget

## DEBT FOR CAPITAL BUDGET 2023

### LONG-TERM DEBT PROJECTION

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

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

#### Notes:

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

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

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

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

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

These units have been in our fleet for 16 years. Sanders are used extensively during the winter months and are subject to salt corrosion and abrasive sand. It is not considered cost effective to continue to repair these units considering use and age.

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

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

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

This unit has been in our fleet for 17 years. Plows are used extensively during the winter months and are subject to salt corrosion and abrasive sand. It is not considered cost effective to continue to repair this unit considering its use and age.

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

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

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

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

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

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

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

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

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

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

Replacement Detail: Unit #82 - 2010 GMC 1500

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

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

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

Replacement Detail: Unit #702 - 2009 Epoke SKE8

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

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

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

Replacement Detail: Unit #459 - 2008 New Holland W13BTC

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

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

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

Replacement Detail: Unit #32 - 2004 Ford F350

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

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

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

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

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

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

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

Replacement Detail: Unit #86 - 2011 GMC Sierra 1500

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

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

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

Additional Detail: 2018 Chevrolet Tahoe

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

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

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

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

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

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

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

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

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

Item #14: Parks Service/Utility Truck - Replacement

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Replacement Detail: N/A

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

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

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

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

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

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

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

Replacement Detail: Unit #55 - 2007 Freightliner MT 45

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

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

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

Replacement Detail: Unit #82 - 2010 Chevrolet 1500

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

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

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

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

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

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

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

Replacement Detail: Two 25 year old bins.

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

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

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

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

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

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

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

Replacement Detail: Unit #1498 - 2006 Sittler

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

Item #27: D6 Dozer Undercarriage - Rebuild

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

Replacement Detail: N/A

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

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

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

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

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

# PRELIMINARY SANITARY BUDGET

# 2023 Budget

## RATE SUPPORTED BUDGET-WASTEWATER OPERATING BUDGET

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

# 2023 Budget

## RATE SUPPORTED BUDGET-WASTEWATER 2023 CAPITAL

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

### Designated Funding:

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

# 2023 Budget

## WASTEWATER CAPITAL PROJECT FORECAST

Project Name West End Plant  
 Classification Capital Maintenance

### DETAILS

#### Project Description

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

#### Service Level Impact

Maintain existing service levels.

#### Risks of not funding project

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

### BUDGET

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

# 2023 Budget

## WASTEWATER CAPITAL PROJECT FORECAST

Project Name East End Plant  
 Classification Capital Maintenance

### DETAILS

#### Project Description

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

#### Service Level Impact

Maintain existing service levels.

#### Risks of not funding project

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

### BUDGET

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



# 2023 Budget

## WASTEWATER CAPITAL PROJECT FORECAST

Project Name Pump Stations  
 Classification New Asset

### DETAILS

#### Project Description

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

#### Service Level Impact

Maintain existing service levels.

#### Risks of not funding project

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

### BUDGET

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

# 2023 Budget

## WASTEWATER CAPITAL PROJECT FORECAST

Project Name PUC Large Capital  
 Classification Capital Maintenance

### DETAILS

#### Project Description

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

### BUDGET

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

# 2023 Budget

## WASTEWATER CAPITAL PROJECT FORECAST

Project Name  
Classification

Fleet  
Asset Replacement

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

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

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

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

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

# **SUPPLEMENTAL ITEM #1**

## ***Capital Investment Requirements***

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



## Service Level Change Request

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

Department: Public Works

Division: Buildings & Equipment

Request Name: Public Works Equipment Reserve Increase

### Overview:

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

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

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

### Current Service Level

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

### Proposed Changes to Service Level

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

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

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

### Alignment with Strategic Plan

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

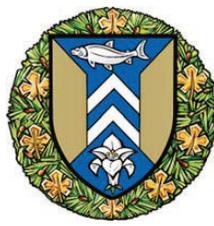
Departmental Approval:

Date:

# **SUPPLEMENTAL ITEM #2**

## ***Capital Investment Requirements***

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



## Service Level Change Request

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

Department: Community Development and Enterprise Services

Division: Transit

Request Name: Transit Capital

### Overview:

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

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

### Current Service Level

Service Name	Service Description	Account Number
Transit Capital	Shortfall of annual ICIP contribution and transfer to own funds	

### Proposed Changes to Service Level

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

### Alignment with Strategic Plan

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

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

Departmental  
Approval:

**Brent  
Lamming**

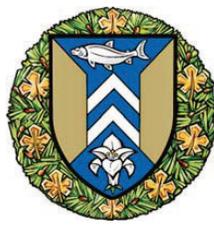
Digitally signed by  
Brent Lamming  
Date: 2022.07.14  
11:28:04 -04'00'

Date: July 14, 2022

# **SUPPLEMENTAL ITEM #3**

## ***Capital Investment Requirements***

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



## Service Level Change Request

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

Department: Public Works

Division: **Engineering**

Request Name: **Miscellaneous Construction Budget - Resurfacing**

### Overview:

Miscellaneous Construction Budget was originally intended for small capital projects. For decades, the majority of the budget has been diverted to resurfacing due to the overwhelming need. The backlog of arterial and collector streets requiring resurfacing is in the \$25-\$30M range and growing. Further, there has been little to no progress on the outstanding list of Miscellaneous Construction projects.

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

### Current Service Level

Service Name	Service Description	Account Number
Miscellaneous Construction	Resurfacing, Small capital projects, EAs, Biennial structural inspection, drainage, etc	10-310-3214-6772

### Proposed Changes to Service Level

The Miscellaneous Construction budget of \$1.3M has not been increased in decades. It covers rear yard drainage, biennial structural inspections, EAs for drainage and traffic related initiatives and comparably small capital projects. The backlog of incomplete projects is in the \$13M range. Without an increase, even for inflation, the effectiveness of this budget has considerable diminished. The majority of the funds are directed to resurfacing.

### Alignment with Strategic Plan

Preservation and replacement of existing infrastructure is linked to the infrastructure and asset-management focus areas of the strategic plan

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Miscellaneous Construction	On-going	500,000	500,000	500,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

The \$1.3M budget is allocated to annual rear-yard drainage, biennial structural inspections for bridges and aqueducts, and surface treatment programs, followed by allocations to upcoming and underfunded Environmental Assessments and bridge/aqueduct repairs. An allowance of \$50,000 is set aside for unforeseen items. The remainder is all allocated to resurfacing. This means that approximately \$700,000 is allocated to resurfacing. It is wholly insufficient and must be supplemented by significant portions of the Capital Transportation (Roads) budget. Without increases, even for inflation, the effectiveness of the resurfacing budget is eroded annually.

Departmental Approval:

**Carl Rumiel,**  
P. Eng.

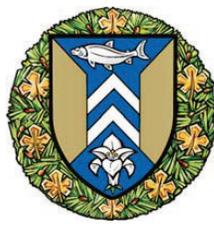
Digitally signed by  
Carl Rumiel, P. Eng.  
Date: 2022.08.05  
14:49:52 -04'00'

Date: August 5, 2022

# **SUPPLEMENTAL ITEM #4**

## ***Capital Investment Requirements***

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



## Service Level Change Request

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

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Parks Upgrades

### Overview:

A parks analysis was completed and the long-term replacement/upgrades plan was presented to City Council and accepted. The plan identified 3 parks a year to be upgraded and new equipment/features installed. The request covers, new equipment, installation by the supplier and accessible features. This is the third year the request has been made in support of the parks revitalization plan. Council supported the Parks Revitalization in principle on May 25, 2020. The 3 parks planned for immediate upgrades were Rosedale Park, Parkland Park and Downy Park (Council report and appendices attached).

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

### Current Service Level

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

### Changes to Service Level

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

### Alignment with Strategic Plan

Maintaining existing infrastructure and promote quality of life

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

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

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

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

Departmental  
Approval:

**Brent  
Lamming**

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

Date: August 3, 2022

# **SUPPLEMENTAL ITEM #5**

## ***Service Level Changes***

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



## Service Level Change Request

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

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Canada Day

### Overview:

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

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

### Current Service Level

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

### Changes to Service Level

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

### Alignment with Strategic Plan

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

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

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

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

Departmental  
Approval:

**Brent  
Lamming**

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

Date: Oct. 14, 2022

# **SUPPLEMENTAL ITEM #6**

## ***Service Level Changes***

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



## Service Level Change Request

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

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Crosswalk Painting

### Overview:

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

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

### Current Service Level

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

### Changes to Service Level

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

### Alignment with Strategic Plan

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

Departmental  
Approval:

**Brent  
Lamming**

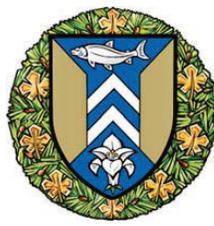
Digitally signed by  
Brent Lamming  
Date: 2022.08.17  
09:53:54 -04'00'

Date: August 17, 2022

# **SUPPLEMENTAL ITEM #7**

## ***Service Level Changes***

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



## Service Level Change Request

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

Department: Community Development and Enterprise Services

Division: Recreation and Culture

Request Name: Cultural Funding

### Overview:

The City has engaged LORD Cultural Resources to prepare a Community Cultural plan. The objective of the plan are to, foster investment and economic development in Arts, Culture and Heritage; strengthen partnerships to promote cultural vitality in the community and strengthen connectivity amongst those in the creative sectors locally. The Cultural Plan, now in the final stages of preparation, has identified that Sault Ste. Marie as having lower than average funding for cultural grants relative to other 'peer' municipalities, and as such, is recommending increase in funding to support arts cultures organizations, events and for activities. A phased in approach will be taken to attain the recommended increased in funding arts, culture and heritage. In addition, in 2018 the Cultural Advisory Board requested an operating increase as the requests for financial assistance received are greater than the funds available for distribution. Moved by: W. Greco Seconded by E. Belair "Resolved that the Cultural Advisory Board request that the funding for Cultural Financial Assistance grants be increased in 2019 to \$75,000 from \$53,900, and that staff prepare the necessary paperwork be approved." In 2020 an increase of \$50,600 was approved, followed by another increase in 2021 of \$40,000. The additional \$160,500 in annual funding will all the City to reach the target investment of \$5.00 per capita.

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

### Current Service Level

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

### Changes to Service Level

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

### Alignment with Strategic Plan

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

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

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

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

Departmental Approval:

**Brent Lamming**

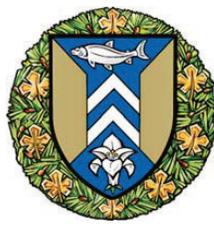
Digitally signed by Brent Lamming  
Date: 2022.08.03 16:00:15 -04'00'

Date: August 3, 2022

# **SUPPLEMENTAL ITEM #8**

## ***Service Level Changes***

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



## Service Level Change Request

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

Department: Community Development and Enterprise Services

Division: Tourism and Community Development

Request Name: Social Equity Fund

### Overview:

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

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

### Current Service Level

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

### Changes to Service Level

The Community Development Fund has four pillars - currently the Social Equity pillar does not have a dedicated funding source. This service level change looks to provide funding for worthwhile projects that meet the criteria established for this fund stream

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

### Alignment with Strategic Plan

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

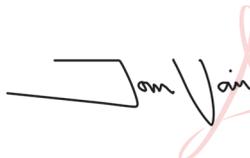
Capital Requirements

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

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

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

Departmental Approval:



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

Date: August 23, 2022

# **SUPPLEMENTAL ITEM #9**

## ***Service Level Changes***

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



## Service Level Change Request

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

Department: Community Development and Enterprise Services

Division: Transit

Request Name: Adventure Bus

### Overview:

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

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

### Current Service Level

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

### Proposed Changes to Service Level

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

### Alignment with Strategic Plan

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

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

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

**Impact Analysis:**

## Incremental Operating Expenditures (detail)

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

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

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

## Incremental Operating Revenues (detail)

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

## Net Impact (total)

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

## Capital Requirements

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

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

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

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

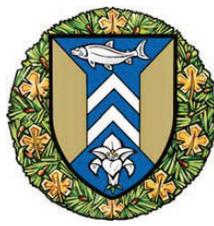
Departmental  
Approval:

Date: July 14, 2022

# SUPPLEMENTAL ITEM #10

## *Service Level Changes*

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



## Service Level Change Request

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

Department: Corporate Service

Division: **Finance**

Request Name: **Long-term Financial Plan (LTFP)**

### Overview:

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

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

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

### Current Service Level

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

### Changes to Service Level

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

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

### Alignment with Strategic Plan

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

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

Departmental  
Approval:

Date:

# **SUPPLEMENTAL ITEM #11**

## ***Service Level Changes***

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



## Service Level Change Request

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

Department: Mayor and City Council

Division: Mayor and City Council

Request Name: Travel budgets

### Overview:

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

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

### Current Service Level

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

### Changes to Service Level

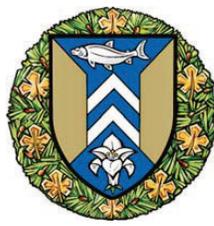
### Alignment with Strategic Plan



# **SUPPLEMENTAL ITEM #12**

## ***Service Level Changes***

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



## Service Level Change Request

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

Department: Community Development and Enterprise Services

Division: **Recreation & Culture**

Request Name: **Downtown Activation Resources**

### Overview:

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

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

### Current Service Level

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

### Changes to Service Level

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

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

### Alignment with Strategic Plan

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	79,678		
One-time			
Total	79.678	0	0

Capital Requirements

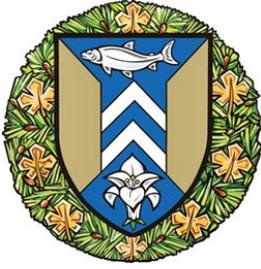
Description	2023 (\$)	2024 (\$)	2025 (\$)

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

December 12, 2022 Council report

Departmental  
Approval:

Date:



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

**C O U N C I L   R E P O R T**

December 12, 2022

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

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**Purpose**

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

**Background**

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

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

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

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

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

**Analysis**

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

1. Plaza

a. Activities

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

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

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

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

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

b. Resources Required

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

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

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

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

## 2. Roberta Bondar Pavilion

### a. Activities

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

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

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

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

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

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

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

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

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

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

b. Resources Required

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

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

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

3. Mill Market

a. Activities

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

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

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

b. Resources Required

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

4. Downtown Association

a. Activities

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

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

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

b. Resources Required

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

5. Rotary

a. Activities

- July

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

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

b. Resources Required

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

6. Ermatinger Clergue National Historic Site

a. Activities

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

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

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

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

- The Festival of Beer
- Queen Street Cruise
- Oktoberfest

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

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

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

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

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

### **Financial Implications**

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

### **Strategic Plan / Policy Impact**

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

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

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

### **Recommendation**

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated November 21, 2022 concerning the Downtown Activation be received.

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

Respectfully submitted,

Tom Vair  
Deputy CAO, Community Development and Enterprise Services  
705.759.5264  
[t.vair@cityssm.on.ca](mailto:t.vair@cityssm.on.ca)

# **SUPPLEMENTAL ITEM #13**

## ***Service Level Changes***

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



## Service Level Change Request

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

Department: Community Development and Enterprise Services

Division: Recreation & Culture

Request Name: Downtown Safety Initiatives

### Overview:

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

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

### Current Service Level

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

### Changes to Service Level

Either Option B or C:

Option B - Ambassador Program Only with Expanded Territory (James Street area)

Ambassador Program with James Street Expansion \$ 201,826

Less BIA Contribution \$ 5,000

Option B Total \$ 196,826

Option C – Current Ambassador Program Only

Ambassador Program Downtown Only \$ 100,913

Less BIA Contribution \$ 5,000

Option C Total \$ 95,913

### Alignment with Strategic Plan

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

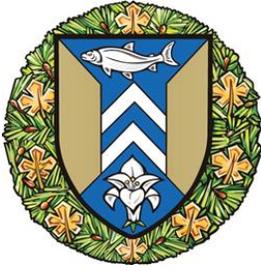
Description	2023 (\$)	2024 (\$)	2025 (\$)

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

December 12, 2022 Council report

Departmental  
Approval:

Date:



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

**COUNCIL REPORT**

December 12, 2022

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

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**Purpose**

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

**Background**

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

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

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

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

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

## **Analysis**

### Ambassador Program Expansion

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

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

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

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

### Downtown Safety Initiatives Pilot Program

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

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

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

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

Downtown Ambassador Program Expansion

December 12, 2022

Page 3.

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

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

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

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

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

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

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

Downtown Ambassador Program Expansion

December 12, 2022

Page 4.

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

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

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

### **Financial Implications**

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

### **Strategic Plan / Policy Impact**

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

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

### **Recommendation**

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated December 12, 2022 concerning an expansion of the Downtown Ambassador program and the Downtown Safety Initiatives be received as information and that the continuation of the Ambassador Program and service level be referred to the 2023 Budget.

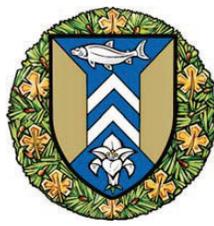
Respectfully submitted,

Tom Vair  
Deputy CAO, Community Development and Enterprise  
Services  
705-759-5264  
[t.vair@cityssm.on.ca](mailto:t.vair@cityssm.on.ca)

# **SUPPLEMENTAL ITEM #14**

## ***Complement Changes***

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



## Service Level Change Request

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

Department: Corporate Service

Division: City Clerk's Office

Request Name: Records, Information, and Elections Coordinator

### Overview:

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

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

### Current Service Level

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

### Changes to Service Level

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

### Alignment with Strategic Plan

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

Corporate values supported include:

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

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

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

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

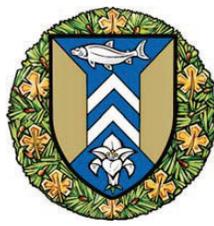
Departmental  
Approval:

Date: August 8, 2022

# **SUPPLEMENTAL ITEM #15**

## ***Complement Changes***

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



## Service Level Change Request

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

Department: Engineering

Division: **Building**

Request Name: **Office Clerk - Full Time Position**

### Overview:

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

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

### Current Service Level

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

### Proposed Changes to Service Level

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

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

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

### Alignment with Strategic Plan

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

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

Departmental Approval:

**Carl Rumiel,**  
P. Eng.

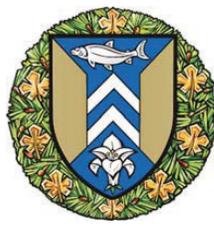
Digitally signed by  
Carl Rumiel, P. Eng.  
Date: 2022.08.05  
14:48:27 -04'00'

Date: August 5, 2022

# **SUPPLEMENTAL ITEM #16**

## ***Complement Changes***

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



## Service Level Change Request

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

Department: Engineering

Division: **Building**

Request Name: **Full time By-Law Enforcement Officer**

### Overview:

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

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

### Current Service Level

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

### Proposed Changes to Service Level

An estimated of cost has been made of \$35,303 for wages and benefits. The majority of incidental costs are covered under the current budget, such as uniform, IT and related items.

### Alignment with Strategic Plan

This request is linked to the Service Delivery component of the Strategic Plan

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Additional Salary	On-going	32260	32905	33563
Benefits	On-going	3043	3104	3166
Miscellaneous	On-going	500	500	500

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

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

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

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

Departmental  
Approval:

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

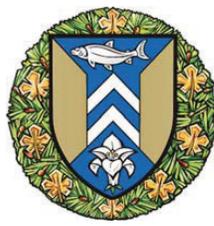
Digitally signed by  
Carl Rumiel, P. Eng.  
Date: 2022.08.05  
14:46:42 -04'00'

Date: **August 5, 2022**

# **SUPPLEMENTAL ITEM #17**

## ***Complement Changes***

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



## Service Level Change Request

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

Department: Engineering

Division: **Building**

Request Name: **Building Inspector - Full Time Position**

### Overview:

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

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

### Current Service Level

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

### Proposed Changes to Service Level

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

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

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

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

### Alignment with Strategic Plan

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

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

Departmental Approval:

**Carl Rumiel,**  
P. Eng.

Digitally signed by  
Carl Rumiel, P. Eng.  
Date: 2022.08.05  
14:46:08 -04'00'

Date: August 5, 2022

# **SUPPLEMENTAL ITEM #18**

## ***Complement Changes***

**Hire four Firefighters: \$0 on-going**



## Service Level Change Request

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

Department: Fire Services

Division: Operations

Request Name: Staff Increase

### Overview:

See attached report to CAO White.

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

### Current Service Level

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

### Proposed Changes to Service Level

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

### Alignment with Strategic Plan

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

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

Departmental Approval:

**Peter Johnson**

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

Date: August 8, 2022

**Sault Ste. Marie  
FIRE SERVICES**

**Fire Chief  
Peter Johnson**



**Division Heads:**

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

July 12, 2022

Brief to the CAO for 2023 Budget

Re: Staff Increase for Suppression  
Updated Community Risk Assessment

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A breakdown of the formula:

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

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

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

Please see attached appendix to breakdown the proposal.

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

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

### **Comprehensive (Community) Risk Assessment/Fire Master Plan Update**

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

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

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

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

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

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

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

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

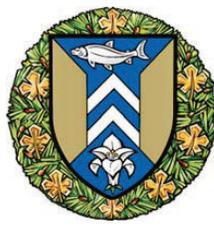
The scope would contain a new/updated CRA and FMP as well as a presentation to the newly elected council outlining the details and any recommendations.

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

# **SUPPLEMENTAL ITEM #19**

## ***Complement Changes***

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



## Service Level Change Request

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

Department: Public Works

Division: Engineering

Request Name: Supervisor of Construction - New Position

### Overview:

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

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

### Current Service Level

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

### Proposed Changes to Service Level

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

### Alignment with Strategic Plan

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

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
JC 4 Salary	On-going <input type="checkbox"/>	73821	75297	76803
Benefits	On-going	23244	23709	24183
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

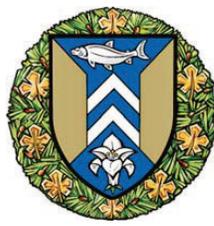
Departmental Approval: **Carl Rumiel, P. Eng.**  
 Digitally signed by Carl Rumiel, P. Eng.  
 Date: 2022.08.05 14:50:42 -04'00'

Date: August 5, 2022

# **SUPPLEMENTAL ITEM #20**

## ***Complement Changes***

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



## Service Level Change Request

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

Department: Public Works

Division: **Parks**

Request Name: **Parks Maintenance Employee (Addition)**

### Overview:

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

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

### Current Service Level

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

### Proposed Changes to Service Level

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

Alignment with Strategic Plan

Maintaining Existing Infrastructure

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

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

Incremental Operating Revenues (detail)

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

Net Impact (total)

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

Capital Requirements

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

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

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

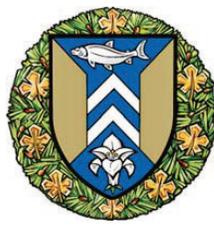
Departmental  
Approval:

Date:

# SUPPLEMENTAL ITEM #21

## *Complement Changes*

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



## Service Level Change Request

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

Department: Public Works

Division: Works - Administration

Request Name: Training Supervisors (2 positions)

### Overview:

Public Works requires two additional Training Supervisors:

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

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

### Current Service Level

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

### Proposed Changes to Service Level

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

- 1) Many candidates are hired without proper licensing due to a lack of available licensed drivers. A trainer in this area will assist with getting labourers licensed and also complete driver evaluations of current employees.
- 2) New hires lack the specific skills related to the construction industry despite having good work ethics and a trainer in this area will assist in preparing candidates to do multiple tasks in the construction field.

### Alignment with Strategic Plan

**Impact Analysis:**

Incremental Operating Expenditures (detail)

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

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)
Supervisor	Level 4	On-going	2	210486	214696	218990

Incremental Operating Revenues (detail)

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

Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	210486	214696	218990
One-time			
Total	210486	214696	218990

Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

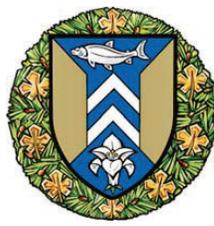
Departmental  
Approval:

Date:

# **SUPPLEMENTAL ITEM #22**

## ***Complement Changes***

**Hire seven Summer Students: \$81,658 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Cemeteries

Request Name: Summer Student Complement Increase

### Overview:

This request is to increase the cemetery student complement to 15, from 13. The complement was reduced several years ago, from 17. This has since resulted in increased public complaints due to work not being done, and/or done in a hurried manner.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Summer Students	Complement Increase	10-400-4300-6015

### Changes to Service Level

This will increase the quality and quantity of grass work done at the cemetery. It will reduce complaints, and improve the appearance of the cemetery grounds.

### Alignment with Strategic Plan

This will improve customer service, and contribute to improving the city's image as a good place to work & live.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Summer Students	On-going	24640	25133	25635
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	24640	25133	25635
One-time			
Total	24640	25133	25635

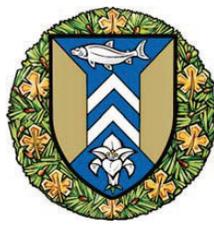
Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

Departmental  
Approval:

Date: **September 21, 2022**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: Recreation and Culture, Community Centres

Request Name: Student staff complement return to pre-covid

### Overview:

The Covid pandemic impacted summer student compliment in the Recreation and Culture and Community Centres divisions. Marina attendants, Community Centres Students and Summer Program Assistants were reduced due to lessened demand/events. For 2023, the return to prior pandemic compliment is required to satisfy normal operations.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Student Salaries	Bondar Marina Attendant Complement	10-500-5050-6015
Student Salaries	Arenas student Complement	10-500-5103-6015
Student Salaries	R&C Summer Events Assitant Complement	10-500-5010-6015

### Proposed Changes to Service Level

These increases will return each area to pre-covid pandemic complement levels to be able to continue the service level expected and required to maintain facilities and events for the public use and attendance.

### Alignment with Strategic Plan

This request aligns with The City's mission and vision through providing municipal services and operating as an efficient corporation through, Infrastructure, Service Delivery, Quality of Life, building a vibrant community.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Marina Student	On-going	24657	25150	25653
Arenas Student	On-going	10787	11003	11223
R&C Student	On-going	10787	11003	11223

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	46231	47156	48099
One-time			
Total	46231		48099

Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

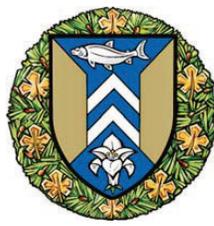
Other supporting information (business plan, Council resolution, calculations, etc.):

Departmental  
Approval:

**Brent  
Lamming**

Digitally signed by  
Brent Lamming  
Date: 2022.11.09  
10:05:33 -05'00'

Date: Nov. 9, 2022



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Corporate Service

Division: City Clerk's Office

Request Name: Summer Student Complement Increase

### Overview:

This request is to increase the Clerks student complement from 1 to 2. The complement was reduced for the 2021 budget as a temporary cost savings measure during the pandemic.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Student Salaries	Clerks Summer Student Complement	10-130-1300-6015

### Changes to Service Level

This will increase the quality and quantity of work done by the City Clerk's Office. It will reduce complaints and wait times by members of the public, funeral homes, and internal staff. The City Clerk's Office processes the highest number of marriage licences during the summer months. During the pandemic the City Clerk's office saw a significant reduction in marriage licences; however, in 2022 the number of licences has rebounded to pre-pandemic status.

### Alignment with Strategic Plan

This request directly aligns with the corporate value "commitment to citizens and community" improving productivity and excellence in customer service. The request also directly aligns with respecting, engaging and valuing employees. Engaging summer students has many benefits for both the employee and the organization.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Student	On-going	10787	11003	11223
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	10787	11003	11223
One-time			
Total	10787	11003	11223

Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

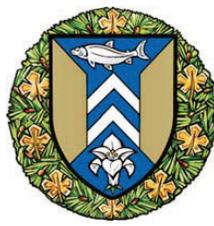
Departmental  
Approval:

Date:

# **SUPPLEMENTAL ITEM #23**

## ***Complement Changes***

**Hire an Aquatic Lead at the John Rhodes Pool:  
\$55,844 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Community Development and Enterprise Services

Division: CSD

Request Name: Aquatic Lead

### Overview:

The increase is to support a full time permanent Lifeguard/Swim Instructor Aquatic Lead at the JRCC Pool to add some constancy and increase the offered programs. Staffing is becoming difficult with the number of options that part-time staff have before them.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
Pool Deck Supervision/Lifeguarding	Lifeguarding and instructing on pool deck	10-500-5012-6001

### Proposed Changes to Service Level

One Supervisory Base would be required to provide consistency in programming and increase the level of customer service while insuring operations continue.

### Alignment with Strategic Plan

To offer affordable recreation to the patrons part of this municipality.

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Aquatics Lead	On-going	55844	56961	58100
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)
Base	NUFT	Permanent	1	55844	56961	58100

Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	55844	56961	58100
One-time			
Total	55844		58100

Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

Council report presented for approval on November 21, 2022.

Departmental  
Approval:

**Brent  
Lamming**

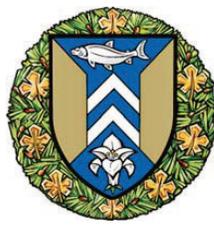
Digitally signed by  
Brent Lamming  
Date: 2022.10.28  
16:13:08 -04'00'

Date: Oct. 28, 2022

# **SUPPLEMENTAL ITEM #24**

## ***Outside Agencies***

**Increase operating grant for the Art Gallery of Algoma:  
\$59,215 on-going**



## Service Level Change Request

Please submit request to the Finance Department by August 8, 2022.

Department: Outside Agencies

Division: Corporate

Request Name: Art Gallery of Algoma (AGA) Grant

### Overview:

Please consider this letter a request for operating funding from the City of Sault Ste. Marie for the Art Gallery of Algoma (AGA) in the amount of \$340,000 for the 2023 year. The AGA has not received an increase in funding since 2016. During the last six years the inflation and the value of a dollar has changed 18.25% so the \$280,785 which was the funding in 2016 is equivalent to \$332,028 in today's dollars. All operational costs have increased since 2016, especially building maintenance considering the aging building and continuous issues with it.

**Service Level Change:** Essential  Discretionary  (Select only one option)

### Current Service Level

Service Name	Service Description	Account Number
AGA	Operating costs	10-720-7230-6810

### Changes to Service Level

### Alignment with Strategic Plan

**Impact Analysis:**

Incremental Operating Expenditures (detail)

Description	Duration	2023(\$)	2024 (\$)	2025(\$)
Operating grant increase	On-going	59,215		
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2023 (\$)	2024 (\$)	2025(\$)

Incremental Operating Revenues (detail)

Description	Duration	2023 (\$)	2024 (\$)	2025 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2023 (\$)	2024 (\$)	2025 (\$)
On-going	59,215		
One-time			
Total	59,215	0	0

Capital Requirements

Description	2023 (\$)	2024 (\$)	2025 (\$)

Other supporting information (business plan, Council resolution, calculations, etc.):

See attached budget request from the AGA.

Departmental  
Approval:

Date:



August 23, 2022

Ms. Virginia McLeod  
Manager of Recreation and Culture  
Community Development and Enterprise Services  
705.759.5311  
[v.mcleod@cityssm.on.ca](mailto:v.mcleod@cityssm.on.ca)  
City of Sault Ste. Marie  
99 Foster Drive  
Sault Ste. Marie, ON  
P6A 5X6

### **ART GALLERY OF ALGOMA FUNDING REQUEST**

Dear Ms. McLeod:

Please consider this letter a request for operating funding from the City of Sault Ste. Marie for the Art Gallery of Algoma (AGA) in the amount of \$340,000.00 for the 2022 year. The AGA has not received an increase in funding since 2016. During the last six years the inflation and the value of a dollar has changed 18.25% so the \$280,785 which was the funding in 2016 is equivalent to \$332,028 in today's dollars. All operational costs have increased since 2016, especially building maintenance considering the aging building and continuous issues with it.

In the 2020 – 2022 years the AGA staff and Board continued to focus on building issues and repairs. In previous years (2017-2018) the building was also the main focus, due to the HVAC replacement and roof repairs project. The entire 2018 year was affected by a major water leak on the east Gallery side wall in the permanent collection storage area. Fortunately, there was no damage to the permanent collection due to the prompt and efficient response of the AGA staff. The re-occurring building issues have had a huge impact on exhibitions and programming for the last several years. It is expected that the impact of building deficiencies will continue to shape the operation of the AGA in the future.

The AGA continues to address building issues as they arise in order to sustain its Designation "A" status, which is of fundamental importance. However, according to engineers and consultants hired by the Gallery, the periodic repairs are not a permanent solution due to inherent issues with the building as a result of its age, building design, and building standards in existence in the 1970s when the building was built. For these reasons, the main focus of the AGA Board and staff remains on a new building project.

In addition, the AGA is hugely affected by the COVID-19 pandemic as everyone else is. In order to minimize the spread of the virus the AGA was closed to the public several times in 2020, 2021 and 2022: March 13, 2020, to July 24, 2020; December 24, 2020, to February 18, 2021; April 2, 2021, to July 30, 2021. The last closure was from December 24, 2021, to February 3, 2022.

On September 15<sup>th</sup> 2021 in Gallery 1 we presented an exhibition produced in partnership with the Art Gallery of Sudbury: *Franklin Carmichael: An Artist's Process*. The AGA was the only other venue presenting this exhibition. This exhibition offered a comprehensive look at Carmichael's work and painting process. The artwork came mostly from the family, so it has not been shown in the past. Carmichael, one of the founding members of the Group of Seven painted in Algoma and on the shores of Lake Superior. This exhibition was closed in December 2021 after a successful run.

In December of 2021 the next exhibition *Unexpected Treasures* was installed. This was an interesting project that involved a number of our members and local artists as we were trying to find out about some artworks in the collection that have been acquired in the early 1980s and not properly recorded. It was very informative to find out more about some of these pieces. During gallery closure in January 2022, we offered virtual tours and art activities inspired by some of the art in this exhibition.

In March we presented the 9<sup>th</sup> *Winter Festival of Art: I Share My Love of ...* Opening was on Zoom on March 10, 2022. There were 67 participating artists of all age groups and level of art experience. Approximately half of the artists participated in the video series that we produced in house to accompany this exhibition.

In April of 2022 we presented in Gallery 1 *Jon Sasaki: Homage*. This exhibition was organized and toured by the McMichael Canadian Art Collection and included large size photographs of the bacterial culture swabbed and grown in Petri dishes from the pallets, brushes and tools used by the Group of Seven artists. In addition, the objects from the McMichael Archives used for swabbing were also on display. The first in person opening was on April 27 and 28; Artist Jon Sasaki was in attendance; Artist's Talk was on April 27. Meet the Artist was on April 28. This exhibition closed on July 9<sup>th</sup>, 2022.

At the same time in Gallery 1 we also presented exhibition *Group of Seven: Everlasting Inspiration* to accompany the *Homage* exhibition. Opening events were also on April 27 and 28, 2022. This exhibition is still currently on display in Gallery 1.

After closing the *Homage* exhibition on July 19<sup>th</sup>, 2022, we opened exhibition *Recent Acquisitions* presenting a selection of artwork acquired in the last few years. Artists include Franklin Carmichael (Group of Seven), Harold Town (Painters 11), Michael Mancuso, Michael Forster, John Laford, John Meredith and more.

Our next exhibition in Gallery 1 will be *Gathering in Honour* opening on Sep. 8, 2022. This is an exhibition of Indigenous art in Woodland style. It will feature never shown works by John Laford, his daughter Lucia Laford, a young emerging local artist, as well as the well-known artists such as Norval Morriseau, Jackson Beardy and more. In person opening and Artist's Talk are planned as well as an extensive programming of workshops will accompany this exhibition. Wall text will be presented in English and Anishinaabe. Translation is done by Barbara Nolan.

We are featuring this exhibition on September 30<sup>th</sup> for the National Truth and Reconciliation Day. The exhibition is presented in partnership with VIBE Arts (Toronto) and Ontario Culture Days (Toronto); it will be featured by Culture Days on September 30<sup>th</sup>. Videos for virtual

promotion of the exhibition and for educational purposes by Lucia Laford are being produced in house.

In Gallery 2 we presented a young, local, emerging artist, Katrina Thibodeau, with her first solo exhibition of portraiture *The Art of Emotions*. The exhibition was on display for extended period of time due to the closures. A short video and the full Artist's talk are still available on AGA YouTube Channel. This exhibition was closed on September 18<sup>th</sup> 2021.

Following this exhibition, a selection of Indigenous art was presented in Gallery 2 for the rest of 2021, until April 2022. The title of this exhibition was *Woodland Art*. It featured the well-known artists such as Norval Morrisseau, Jackson Beardy, John Laford to mention just a few. This exhibition was on display also for extended period of time due to the gallery closure, interest from the public and also unforeseen Covid circumstances with the following exhibition resulting in a delay.

The next exhibition in Gallery 2 was *Within Me* by a local emerging artist Riley Greco. In this exhibition Greco explored and presented various stages of meditation and contemplation about life issues at this moment in time. Meet the Artist event was held on May 19, 2022, in person. It was very well attended. A short video of the exhibition was produced and is available on the AGA YouTube channel.

Following this exhibition, we presented *Every Face Tells a Story; as of July 15, 2022*. This exhibition features a selection of portraits from the permanent collection.

In Gallery 3 is *Vault on Display*, which is an ongoing rotation of permanent collection. This exhibition space was converted into Vault on Display because of the leaks in the storage area. We had to protect the paintings that were stored in the affected area, so the Gallery 3 became an open storage. Paintings in the first row are rotated on a regular basis so visitors can see different paintings at different times. All paintings stored in this space have images and label information in a binder for people to browse through.

In the Lobby we presented the following exhibitions: *Local Artists in the AGA Collection*, February 2022; *Indigenous Art*, May 2022; *Busy Pollinators*, August 2022

### **Virtual Exhibitions and Programming**

*I Share My Love of ...* Students exhibition launched in May 2022;

Additional digital programming includes ongoing and steadily growing *Art & Discovery* program where we feature artists in our permanent collection including their short bio, interesting facts and art activities inspired by their artwork.

Another ongoing digital presentation is *My Daily Inspiration* where people can submit their creations of whatever makes their days more fulfilling.

**School Tours** for *Unexpected Treasures; Woodland Art; Jon Sasaki: Homage; Group of Seven Everlasting Inspiration* were offered digitally. Video tours and art activities for schools were developed but they are not public on YouTube.



Public virtual tours on Zoom for *Unexpected Treasures* exhibition were offered in January 2022, during the last closure.

## **Digital Platforms**

### AGA website from January 1, 2022, to August 14, 2022

27,687 public views

11,146 unique visits

2.4793 average pages per unique visit

### YouTube Channel as of August 14, 2022

37 new videos were produced in house and published in 2022.

Total number of videos produced in house from 2020 to August 2022 is .....

3 videos produced for School Boards which are not public

3 videos are produced and being edited before publishing.

AGA YouTube Channel has:

242 subscribers

11,153 views from January 1, 2022, up to August 14, 2022

Watch time is 691.9

Impressions 77.0K

Average view duration 3:44

### Facebook as of August 14, 2022

2.1 K likes

2.5 K followers

### Twitter as of August 14, 2022

1,702 followers

Instagram has 1945 followers

In comparison to the same time period in 2021 there is a significant growth on all digital platforms.

### In Person Programming

During March Break the AGA provided programming the whole week in partnership with all local organizations in culture. It was successful and well received.



Sault Symphony Concert was held on April 9<sup>th</sup>. This was a partnership, and we already planned the next concert for November 4, 2022.

In person School Tours slowly resumed in May and June of 2022.

Summer Art Classes for children were held in person this year. Different themes were offered for two age groups – one in the mornings and a different one in the afternoons. In total 7 weeks of classes and 14 different themed classes were offered. Our limit was 12 students per class due to health reasons which is 168 students maximum for the duration of the summer classes. We had 155 students in total, several were return students for multiple classes/weeks. Most sessions were sold out.

The first fundraising event was held on August 12. It was a great success. This event was part of the Bees, Blueberries and Art weekend in partnership with the Old Stone House and Entomica.

Our in-person number of visitors in 2022 from January 1 to August 20<sup>th</sup> is 2,689.

Our membership is at 575 which is back to the pre-pandemic levels.

#### Outdoor Events

The AGA participated at the Science North Road Show on June 18 and 19. This was an outdoor event where we offered information about the gallery, current and upcoming exhibitions, and programming. It was well organized and attended.

On July 16<sup>th</sup> the AGA offered outside family activities during RotaryFest. It was a huge success! We partnered with Discover the Canvas which was very popular.

On August 13 the AGA partnered with Entomica and offered various arts and crafts during an afternoon outside the gallery. It was a great success and a great turnout.

Visitors at outside events are approximately 3,000.

#### Tourism

Jasmina Jovanovic was one of the five panelists at the tourism symposium organized by the Ontario Culture Days in Toronto in June 2022. The panel was facilitated by David MacLaughlin Executive Director of

The AGA hosted three tourism writers, two from Canada and one from Germany.

#### Culture Days

As one of the Hubs the AGA and SSM will be featured nationally on September 30<sup>th</sup> for the Truth and Reconciliation Day with the exhibition *Gathering in Honour* and a free workshop Feather Wrapping offered by a local Indigenous artist Lucia Laford. The AGA partnered with VIBE Arts for this programming. The AGA is also partnering with Ontario Indigenous Tourism for the weekend of Sep. 30<sup>th</sup> and Oct. 1<sup>st</sup>. In addition to the in person programming the AGA will be featured with an in house produced video about Woodland Art and significance of Indigenous culture.



Jasmina Jovanovic continues to serve as the Vice President of the Ontario Culture Days Board. In partnership with the Ontario Culture Days (ONCD), we have this year a shared position between the two organizations to assist with the ONCD Festival, marketing and promotion.

### **Other Important Updates**

The permanent collection is now transferred to a new, user-friendly database (Argus). Part of the funding was received from Museums Assistance Collections Management Fund (MAP). Over 4,000 records are now easily searchable on the AGA's website. Behind the scenes work continues and as we develop more records and further information about each artwork the search will provide more information to the users.

Funding for the feasibility study has been received through three grants: CCSF, TEDRF and Destination Northern Ontario. We expect to start work on the feasibility study this fall.

Canada Summer Jobs grant application was successful. The AGA applied for five summer positions and received funding for all of them.

Ontario Trillium Foundation Funding was received for a recovery and rebuilding of organization's ability to provide digital offerings. This funding and the project are spread over 2022 and 2023.

In conclusion, we would like to place emphasis on the fact that the AGA continued to operate with great success in spite of the challenges from the pandemic and the aging building. We embraced digital programming as the best alternative to stay in touch with the community and our audiences during closures. As we slowly resume all aspects of our operation in person, we continue to stay present on every digital platform. Issues with the building remain very serious and we are now ready to proceed with a multicomponent feasibility study which includes all aspects of the future AGA.

The funding from the City of SSM is essential for the operation of the Art Gallery of Algoma (AGA). It enables the AGA to continue to provide exhibitions and programming to the community as well as to the visitors to our city. We sincerely hope that the City of Sault Ste. Marie will continue with its generous and necessary support to the AGA. Please do not hesitate to contact the Board President, Mark Lepore, or myself, should you have any questions or comments.

We look forward to our continuous collaboration with the City of Sault Ste. Marie.

Sincerely,

Jasmina Jovanovic  
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