



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

Monday, December 6, 2021

4:30 pm

Video Conference

Pages

1. Approve Agenda as Presented

Mover Councillor M. Shoemaker

Seconder Councillor P. Christian

Resolved that the Agenda for December 6, 2021 budget meeting as presented be approved.

2. Declaration of Pecuniary Interest

3. Ontario Regulation 284/09

4 - 6

A report of the Manager of Finance is attached for the information of Council.

Mover Councillor M. Shoemaker

Seconder Councillor P. Christian

Resolved that the report of the Manager of Finance dated December 6, 2021 concerning Ontario Regulation 284/09 be approved for the budget year 2022.

4. Sault Ste. Marie Police Service

7 - 10

Chief H. Stevenson

5. Algoma Public Health

11 - 86

Dr. Jennifer Loo

6. Sault Ste. Marie District Social Services Administration Board

Mike Nadeau

6.1. DSSAB Presentation	87 - 91
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7. 2022 Budget	92 - 371
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Mover Councillor M. Shoemaker

Seconder Councillor P. Christian

That City Council now proceed into the Committee of the Whole to consider the following matter referred to it for consideration – 2022 budget deliberations.

7.1. Corporate Services	372 - 389
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7.2. Community Development and Enterprise Services	390 - 406
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7.3. Public Works and Engineering Services	407 - 421
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7.4. Legal Department	422 - 429
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7.5. Fire Services	430 - 438
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7.6. Capital Budget Deliberations	
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7.7. Operating Budget Deliberations	
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7.8. CAO – Budget Addendum	439 - 440
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8. Rise and Report

Mover Councillor D. Hilsinger

Seconder Councillor S. Hollingsworth

Resolved that the Committee of the Whole Council now rise and report on the matter referred to it by City Council – 2022 Budget Deliberations.

Mover Councillor D. Hilsinger

Seconder Councillor S. Hollingsworth

Resolved that the 2022 Operating Budget be approved with the following adjustments:

resulting in an increase in the corporate portion of the municipal levy from 2021 in the amount of

Mover Councillor M. Shoemaker

Seconder Councillor P. Christian

Resolved that the 2022 Capital Budget and financing sources be approved with the following changes:

Mover Councillor D. Hilsinger

Seconder Councillor S. Hollingsworth

Resolved that the 2022 levies and local boards be approved resulting in an increase to the levy and local board portion of the municipal levy from 2021 of 3.18%.

Mover Councillor M. Shoemaker

Seconder Councillor P. Christian

Resolved that the overall 2022 municipal levy (corporate and levy and local boards) of \$..... be approved.

9. By-law 2021-224 (User Fees)

441 - 465

Council Report appeared on the November 29, 2021 Agenda.

Mover Councillor D. Hilsinger

Seconder Councillor S. Hollingsworth

Resolved that By-law 2021-224 being a by-law to establish user fees and service charges be passed in open Council this 6th day of December, 2021.

10. Closed Session

Mover Councillor D. Hilsinger

Seconder Mayor C. Provenzano

Resolved that this Council move into closed session to discuss items concerning items regarding security of property of the municipality and labour relations or employee negotiations;

Further Be It Resolved that should the said closed session be adjourned, the Council may reconvene in closed session to discuss the same matters without the need for a further authorizing resolution.

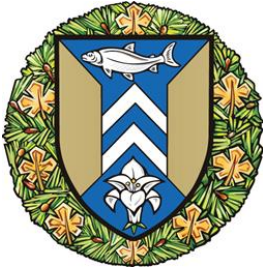
(Municipal Act R.S.O. 2002 – section 239 (2) (a) the security of the property of the municipality or local board; and (d) labour relations or employee negotiations.)

11. Adjournment

Mover Councillor D. Hilsinger

Seconder Councillor S. Hollingsworth

That this Council shall now adjourn.



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

COUNCIL REPORT

December 6, 2021

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Jacob Bruzas, CPA, CA Manager of Finance

DEPARTMENT: Corporate Services

RE: Ontario Regulation 284/09

PURPOSE

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

BACKGROUND

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

ANALYSIS

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

1. Amortization is the asset cost allocated to the periods in which it is used. Under PSAB reporting guidelines, the City's accumulated surplus would be decreased by \$17.3 million. Asset additions, which would increase accumulated net revenue, are estimated at \$38.6 million.
2. The landfill closure and post closure costs are being partially funded through a reserve transfer included in the levy. Future costs will be levied as required. The City has a reserve of approximately \$10.6 million to contribute towards these expenses.
3. Post employment benefits are based upon an actuarial valuation. These costs will fluctuate based upon the average age of city workers. The City operating budget includes the current year actual cost only.

FINANCIAL IMPLICATIONS

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

STRATEGIC PLAN / POLICY IMPACT

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

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Finance, dated December 6, 2021, concerning Ontario Regulation 284/09 be approved for the budget year 2022.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Jacob Bruzas', written over a faint horizontal line.

Jacob Bruzas, CPA, CA
Manager of Finance

attachment

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Ontario Regulation 284/09: Budget Restatement
Year ended December 31, 2022

	<u>\$(000)</u>
Capital Assets and Amortization:	
Estimated Acquisition of Tangible Capital Assets Net of Dispositions	\$ 38,629
Amortization estimate for 2022	<u>(17,300)</u>
Increase to 2022 accumulated net revenue	<u>21,329</u>
Landfill Closure/Post Closure Expenses:	
Increase to Landfill Closure Liability	\$ (389)
Reserve transfer included in budget	<u>1,286</u>
Increase to 2022 accumulated net revenue	<u>897</u>
Post Employment Benefits Expense:	
Decrease to 2022 accumulated net revenue	<u>342</u>
Debenture Principle Repayments	(259)
Net Reserve/Capital Fund Transfers	2,513
Total increase/(decrease) to accumulated net revenue	<u><u>24,821</u></u>



Sault Ste. Marie
POLICE

2022 Budget Presentation

December 6, 2021

Presented To
City Council

Presented By
Chief Hugh E. Stevenson,
M.O.M., Ed.D

Executive Summary

Approved Sault Ste. Marie Police Services Board Budget

- The **Sault Ste. Marie Police Services Board** approved the 2022 budget with a **4.96%** increase over the 2021 budget.
 - Includes:
 - Board approved advanced hiring for confirmed retirements in the following year (5 fte)
 - Board approved increase in special constable complement (2 Part time fte)
 - Civilian part-time staff complement increase to assist in Emergency Communications Centre & other areas as required (3 Part time fte)

- **Vehicle leases** increased by \$377K or 52.5%
 - **Cost of vehicles increased due to COVID and lack of availability**
- **Added 2 trucks** to fleet to assist with K9 succession plan and patrols
- **Legal fees** increased by \$25K or 32.8% due to internal management of absences and requirement for greater legal assistance with return to work
- **Computer equipment** increased \$85K due to requirements subsequent to cyber-attack
- **Photo equipment** increased \$6K to replace out of date/broken cameras for surveillance needs
- **Other Capital Equipment** increased \$218K
 - **Includes NG911** with \$80k increase from 2021
 - Remainder (\$210K) to address **building upgrades/repairs** as a result of Health & Safety complaints as recommended by Joint Health & Safety Committee in conjunction with Ministry of Labor

Additional Costs to Contract (5.2%)

Contract settlement and cost valuations came in after the original board approved budget - increasing from **4.96 %** to **10.16% over 2021** with following additions:

- **PSB Board negotiated Contract settlement** from January 2020-December 2022 resulted in compounded wage increase of **6.14%**
- **Retiree benefits** package increased **23.6%**
- **WSIB chargeback** increased **10.0%**
- **Insurance** increase **11.0%**

Algoma Public Health 2022 Budget Presentation to Sault Ste. Marie

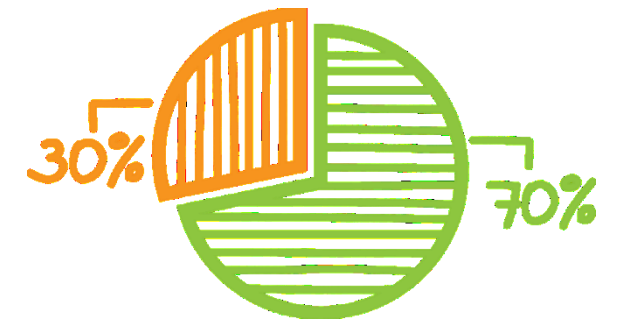
Dr. Jennifer Loo, Medical Officer of Health & CEO

December 6, 2021



Funding of Local Public Health Units in Ontario

- Cost-shared between the province (70%) and Algoma municipalities (30%).
 - Provincial mitigation funding continues to offset the recent change to the funding formula (75/25 to 70/30).
- Unorganized territories are 100% funded by the province.
- Some programs are 100% funded by the province (e.g. seniors' dental).
- One-time extraordinary costs due to COVID-19 pandemic response and COVID-19 immunization are tracked and submitted for provincial reimbursement.



Health Protection and Promotion Act

Payment by obligated municipalities

72 (1) The obligated municipalities in a health unit shall pay,

- (a) the expenses incurred by or on behalf of the board of health of the health unit in the performance of its functions and duties under this or any other Act

Grants

76 The Minister may make grants for the purposes of this Act on such conditions as he or she considers appropriate. 1997, c. 15, s. 5 (2).

2022 Budget: \$19.6 M

Table 1.0: Budget Analysis, 2019 – Recommended 2022

Budget Analysis, 2019-2022							
	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	% Change 2022 vs. 2021 Budget	2022 Budget vs. 2021 Forecast
Revenues Summary							
Province Portion of Jointly Funded Programs	\$7,523,200	\$ 8,703,177	\$8,708,100	\$8,708,100	\$8,708,100	0.00%	0.00%
100% Provincially Funded Programs	3,405,823	2,027,810	3,650,186	5,184,386	5,313,000	45.55%	2.48%
Province Mitigation Fund	-	1,037,800	1,037,800	1,037,800	1,037,800	0.00%	0.00%
Municipal Levies	3,519,703	3,559,232	3,808,378	3,808,378	4,189,216	10.00%	10.00%
Other Recoveries and Fees	688,282	503,127	418,330	418,330	379,075	-9.38%	-9.38%
Total	15,137,008	15,831,146	17,622,794	19,156,994	19,627,191	11.37%	2.45%

- Increase of 2.45% from 2021 (\$470,197)
 - 82% of budget increase due to salaries, wages, and benefits
 - 18% of budget increase due to operating costs
- Supports 15 new FTE positions to sustain the COVID-19 response and restore public health programs to address service backlogs – further details in upcoming slides and full budget report.

Increase to Municipal Levies: 10% (\$380,838)

Table 1.0: Budget Analysis, 2019 – Recommended 2022

Budget Analysis, 2019-2022							
Revenues Summary	2019 Actual	2020 Actual	2021 Budget	2021 Forecast	2022 Budget	% Change	
						2022 vs. 2021 Budget	2022 Budget vs. 2021 Forecast
Province Portion of Jointly Funded Programs	\$7,523,200	\$ 8,703,177	\$8,708,100	\$8,708,100	\$8,708,100	0.00%	0.00%
100% Provincially Funded Programs	3,405,823	2,027,810	3,650,186	5,184,386	5,313,000	45.55%	2.48%
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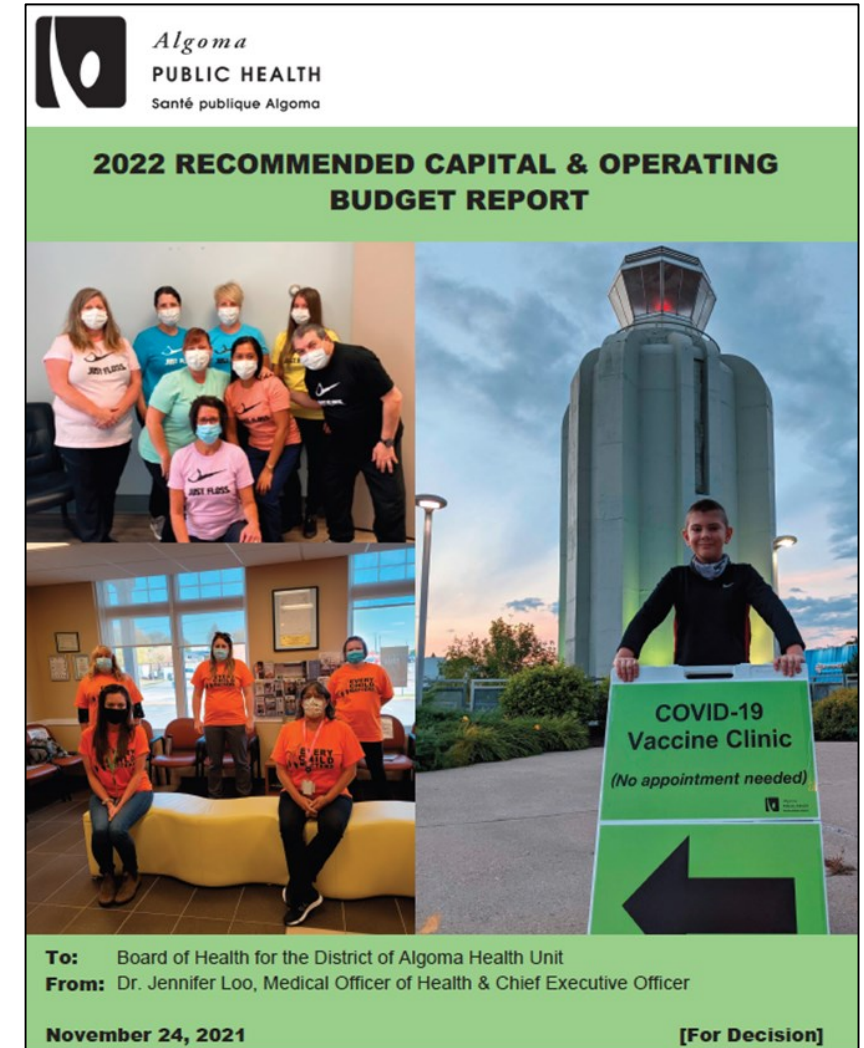
- Public health operations made up about 2.2% (\$2.7M) of Sault Ste. Marie's total municipal levy (\$121 M) in 2021.

Algoma Public Health: Historical Approved Per Capita Rates	
Year	Approved Rate
2018	\$33.63
2019	\$33.80
2020	\$34.18
2021	\$36.57
2022	\$40.23 (Budgeted)

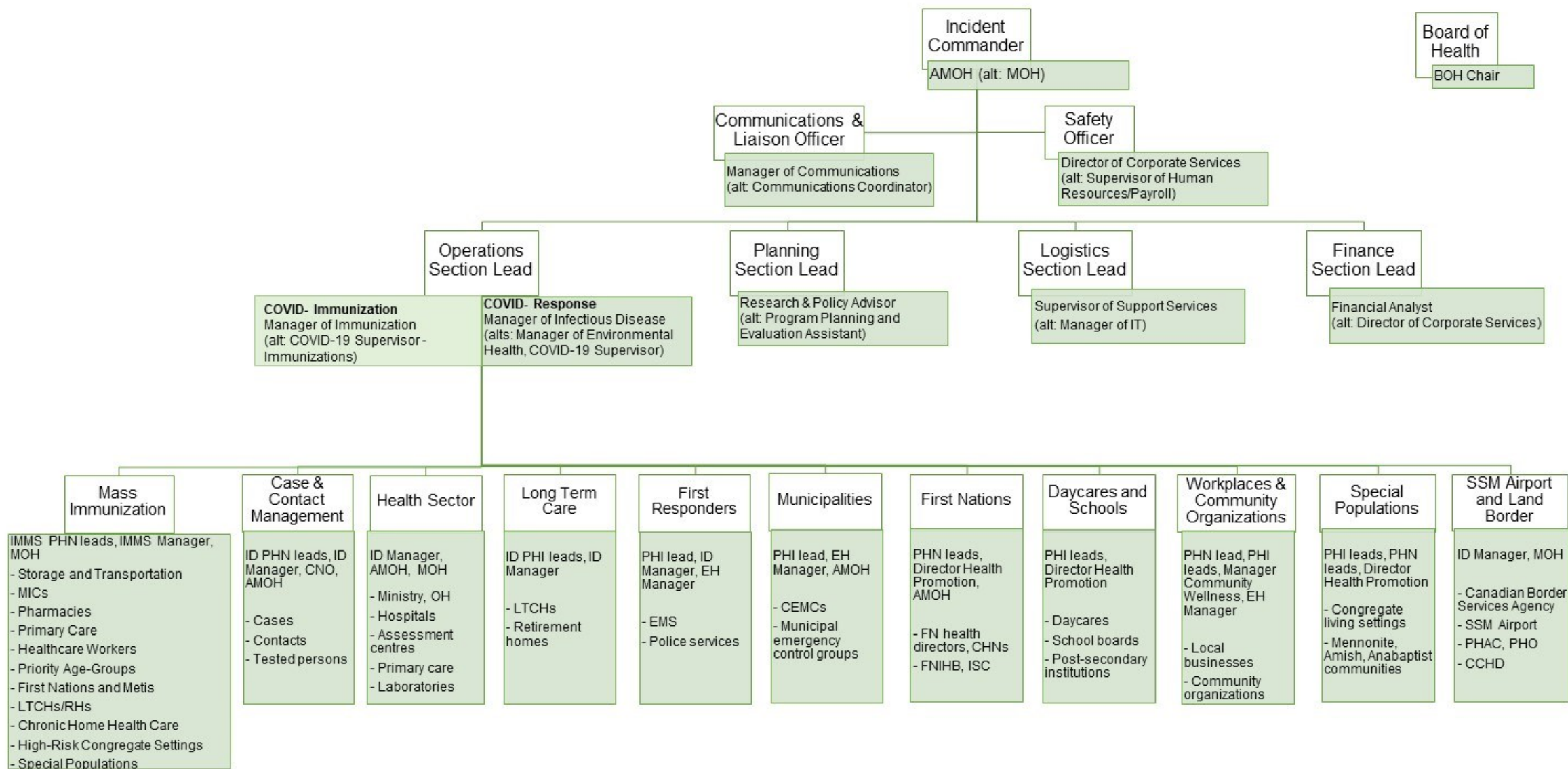
- APH's per capita rate ranks in the middle of northern health units.
- Local public health services in Algoma are projected to cost about **46 cents per person per day**, or \$13.88 per person per month, or \$166.56 per person per year, based on a 2020 census population of 117,840 for the District of Algoma Health Unit, and our recommended 2022 budget of \$19,627,191.

Background to the 2022 Budget

- The **work** of public health throughout 2021
- The **impact** to population health and public health service delivery
- The **cost** – both the financial and health human resource toll



IMS Structure: APH COVID-19 Response

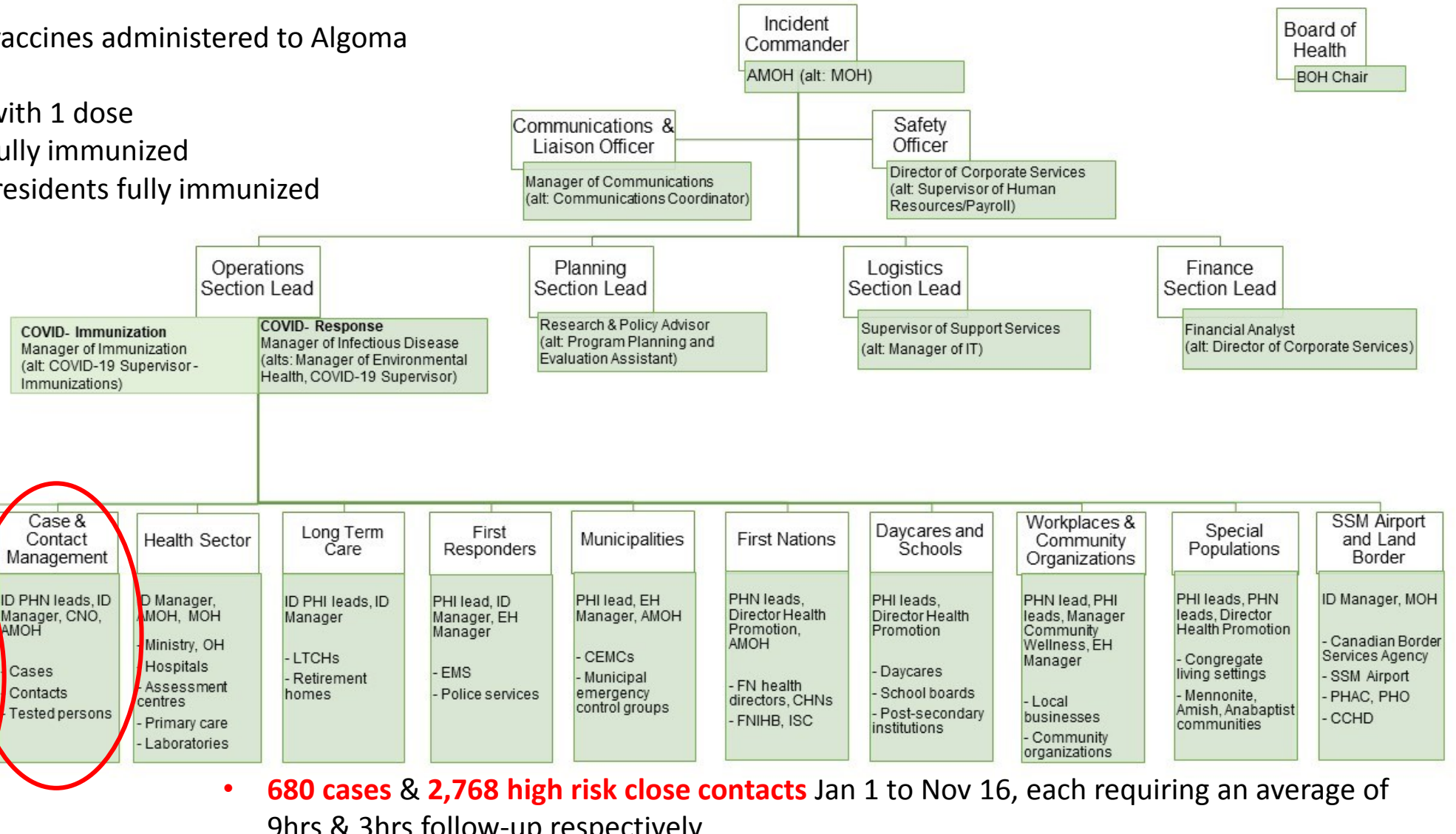


Goal 1: **Minimize serious illness and death**

Goal 2: **Minimize societal disruption** (and preserve health care services)

IMS Structure: APH COVID-19 Response

- **189,000+ doses** of vaccines administered to Algoma residents
- **~83%** residents 5+ with 1 dose
- **~79%** residents 5+ fully immunized
- ~75% total Algoma residents fully immunized
- 470+ vaccine clinics



- **680 cases & 2,768 high risk close contacts** Jan 1 to Nov 16, each requiring an average of 9hrs & 3hrs follow-up respectively
- **24/7** on call availability, with scheduled shifts **7 days/week**

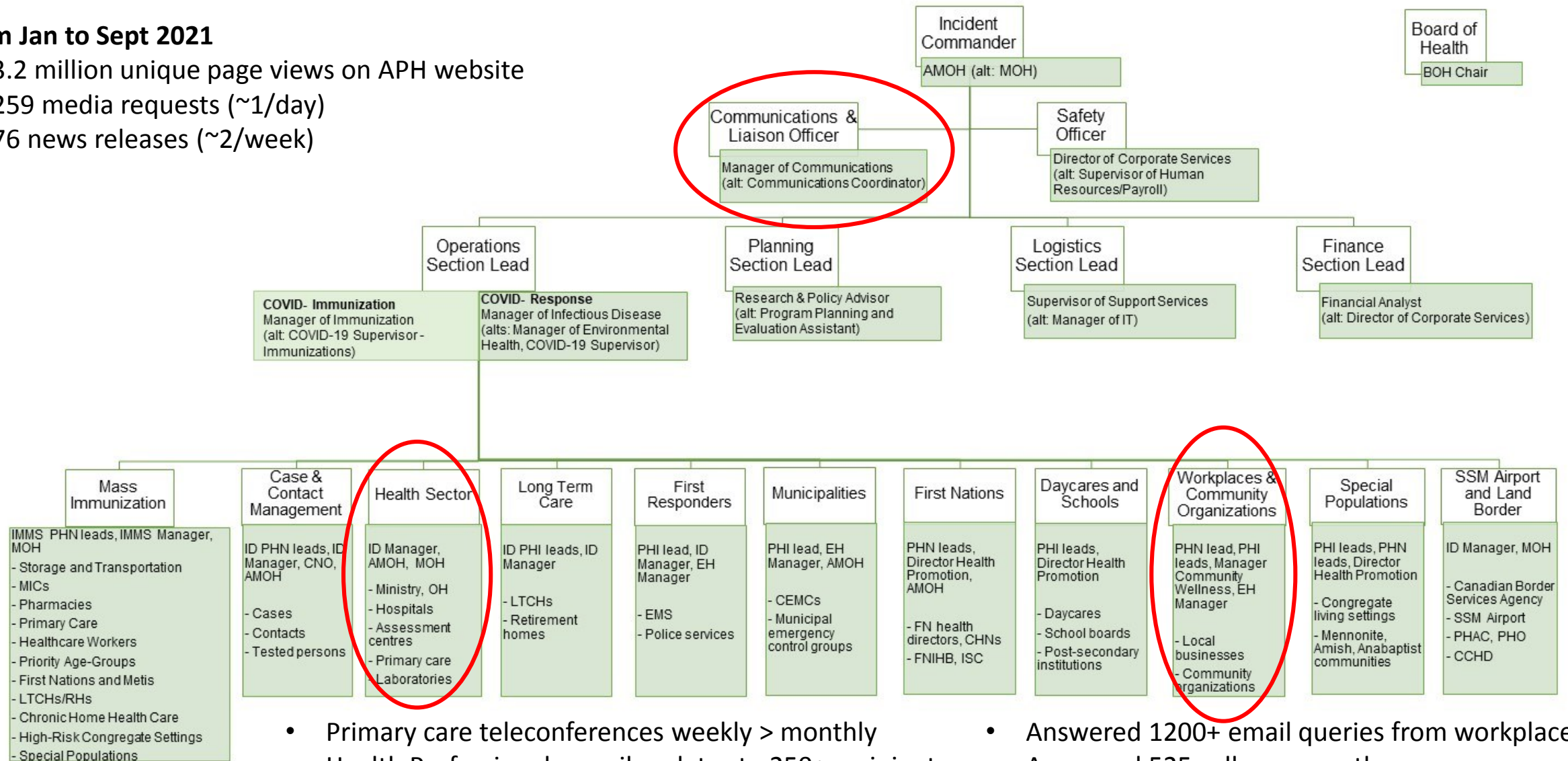
Goal 1: **Minimize serious illness and death**

Goal 2: **Minimize societal disruption** (and preserve health care services)

IMS Structure: APH COVID-19 Response

From Jan to Sept 2021

- 3.2 million unique page views on APH website
- 259 media requests (~1/day)
- 76 news releases (~2/week)



- Primary care teleconferences weekly > monthly
- Health Professionals email updates to 250+ recipients

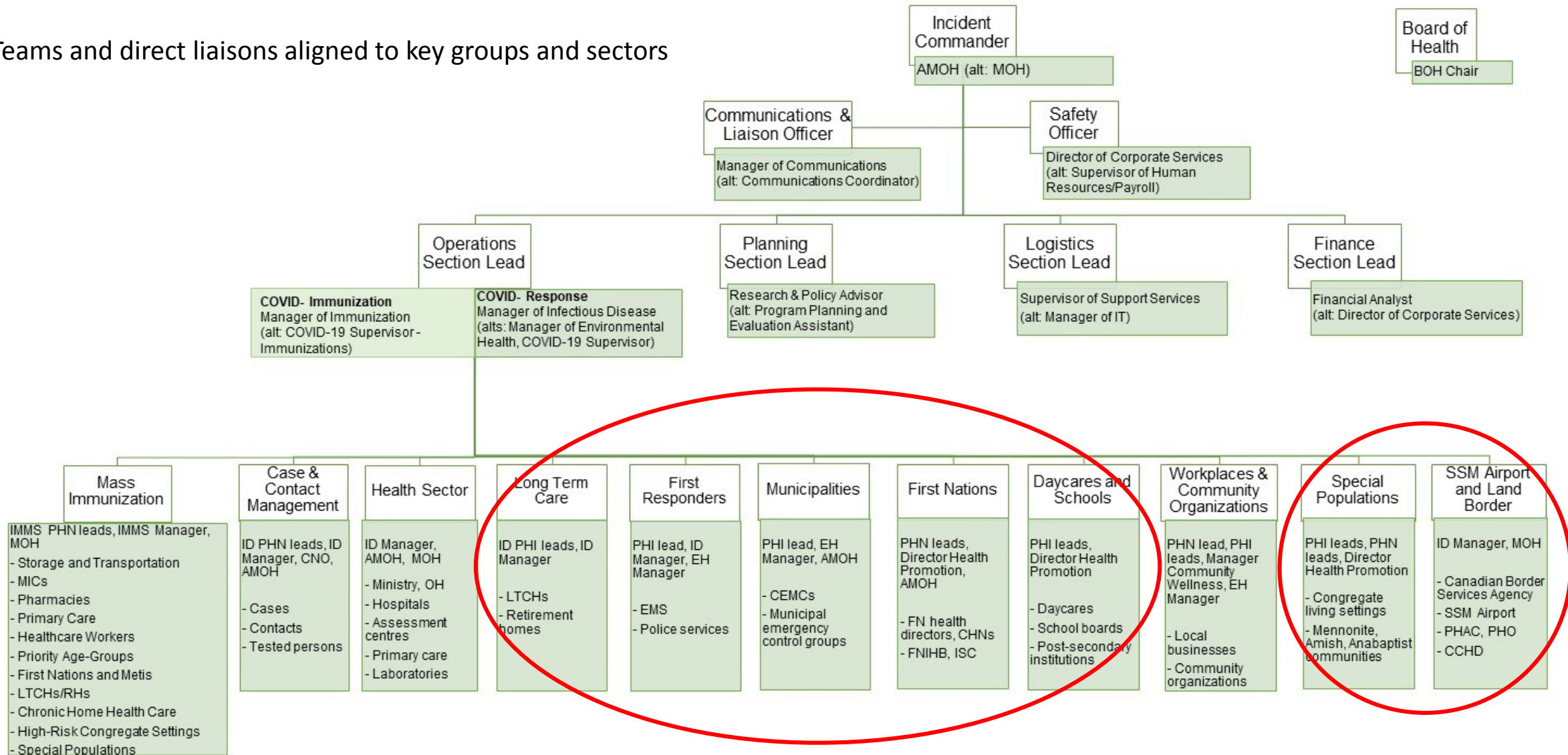
- Answered 1200+ email queries from workplaces
- Answered 525 calls per month
- Conducted over 574 site inspections
- E-blasts to Algoma businesses (2,200+ recipients)

Goal 1: **Minimize serious illness and death**

Goal 2: **Minimize societal disruption** (and preserve health care services)

IMS Structure: APH COVID-19 Response

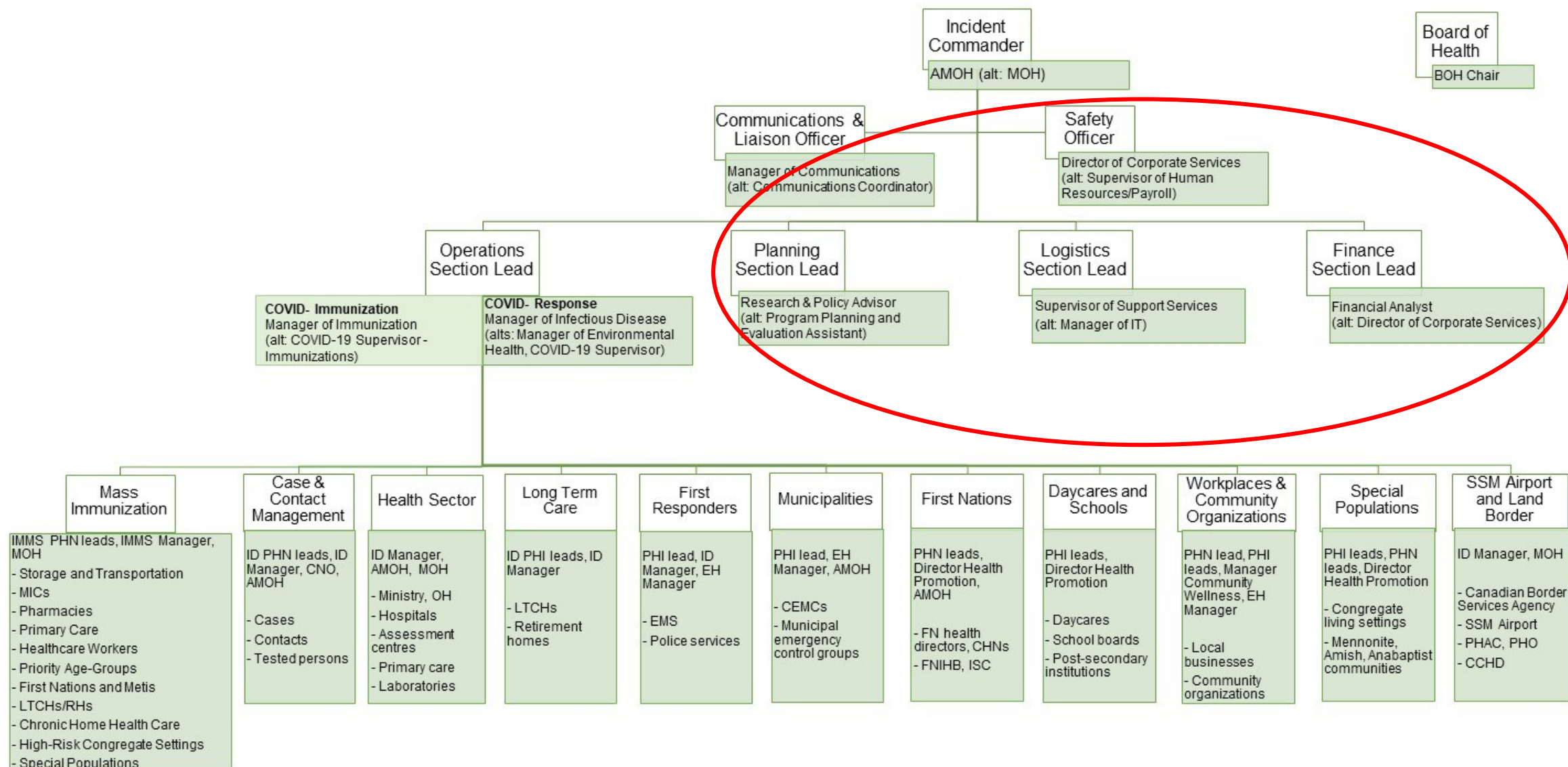
- Teams and direct liaisons aligned to key groups and sectors



Goal 1: Minimize serious illness and death

Goal 2: **Minimize societal disruption** (and preserve health care services)

IMS Structure: APH COVID-19 Response



Goal 1: **Minimize serious illness and death**

Goal 2: **Minimize societal disruption** (and preserve health care services)

The Work of Public Health

- Intense response to COVID-19
- Maintenance of core, high risk public health programs & services

Ontario Seniors
Dental Care Program (OSDCP)

Overdose does not discriminate.

STEP 2

PERSONAL CARE SERVICES

Open at 25% capacity with physical distancing. Services that require the removal of a face mask are not permitted.

ROADMAP TO REOPENING
ONTARIO'S THREE STEP PLAN

Prenatal education

COVID-19 Vaccine Pop-up Clinic

No appointment needed!

The clinic is on Wednesday, September 1st, from 11:00am to 2:00pm

Visit us at the Royal Canadian Legion in **White River** (108 Winnipeg St.)

This clinic is offering first and second doses of the COVID-19 vaccine

This clinic is available to anyone 12+ (Pfizer)

Contact Tracing: How does it Work?

Learn more about what it is, how it works and what the goes into this important process.

National Breastfeeding Week 2021

October 1 - 7

The Impact to Population Health

COVID-19 Prioritization Benefits:

- Serious illness and death has remained limited in Algoma
- Community action to keep transmission low, combined with strong vaccine coverage, has helped to minimize societal disruption

Population Health Impacts:

- Increases in vaccine preventable disease (e.g. chickenpox)
- Increases in sexually transmitted infections (e.g. gonorrhea, chlamydia)
- Increases in opioid-related harms

Status of cases in Algoma

Tested (1)	Confirmed cases (2)	Active cases	Currently hospitalized	Resolved cases (3)	Deceased
185,813	890	270	17	620	9
Updated: November 22, 2021, 9:30 AM					

Immunization Uptake and Coverage in Algoma

Last Updated: 7:15 PM, November 19, 2021

Population coverage

% of total population that has received at least one dose	80.4%
% of total population that are fully vaccinated (received two doses)	77.4%
% of eligible population (12+) that have received at least one dose*	90.2%
% of eligible population (12+) that are fully vaccinated (received two doses)*	86.9%
% of youth population (12-17) that have received at least one dose*	82.3%
% of adult population (18+) that have received at least one dose	90.8%
% of adult population (18+) that have are fully vaccinated (received two doses)	87.6%

Note: based on 2020 projected population

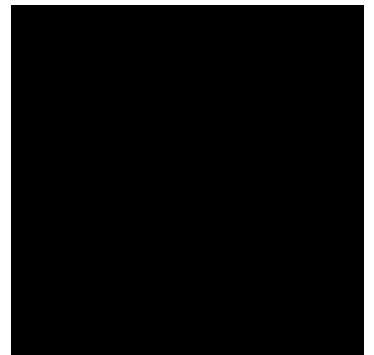
*Current eligibility includes 12+ & anyone born in 2009, the population denominator has been adjusted as of August 23rd to include eligible 11 year olds

The Backlog:

Impacts to public health service delivery

- 1 year waitlist (100+ people) for smoking cessation support
- Suspension of virtual prenatal classes
- Backlog of routine food safety & safe water inspections
- Backlog of 14,200+ doses for school-based immunization
- Backlog of 4,500 infant and childhood vaccines
- 18-month backlog in school dental screenings
- 200+ clients awaiting seniors' dental services

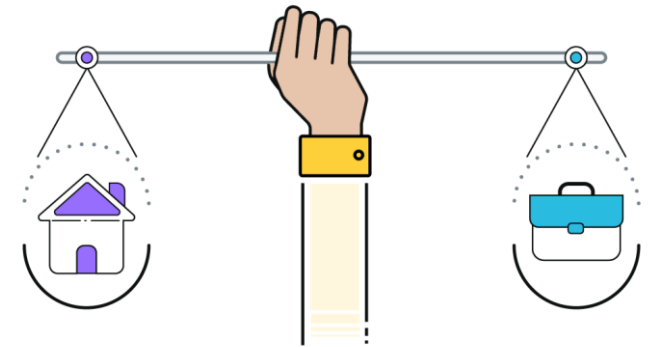
... and more!



The Cost:

Financial & Health Human Resource Toll

- ONA and CUPE employees have worked extra hours in callout, overtime, and lieu.
 - 2020: 71.3% increase in hours compared to 2019.
 - 2021: 166.3% increase in hours compared to 2019.
- Leadership and non-union employees worked 3,427 overtime hours from Jan 1 to Sept 18, 2021 (\$211,745).
- Accrued lieu time and paid vacation time have not been taken.
- Due to recruitment challenges, as of Nov 4, 2021, there are 16.0 FTE that remain vacant (8.86% of workforce).
- Ongoing workload has depleted human capital, and impacted work-life balance and employee health and wellness.



Budget 2022: FTE Analysis

- Salary and wage expenses projected to increase by 2.27% or \$265,513 compared to 2021.
 - 1.5% salary increase for all staff, aligned with collectively bargained increases.
 - Assume that the 16 FTE which are currently vacant will be filled.
- To sustain the COVID-19 response and restore programs to address the backlog of services, 15 new FTE positions were approved by the APH executive to be included in the 2022 budget, which was approved by the Board of Health on November 24, 2021
 - The new positions are reflected as 11.5 FTE in the 2022 budget, as it is recognized that not all of the positions will be filled by January 1, 2022.



Board of Health Advocacy



November 16, 2021

The Honorable Christine Elliott,
Deputy Premier and Minister of Health
christine.elliott@ontario.ca

Dear Minister Elliott:

RE: Request for Annualized IPAC Hub Funding and Increase in Provincial Base Funding for Local Public Health

On October 27, 2021, at a regular meeting of the Board of Health for the Algoma Health Unit, the board approved a resolution requesting that the:

Board of Health for the District of Algoma Public Health write to the Ontario Minister of Health to request that the provincial government commit to increased base funding to local public health units, with particular attention to addressing longstanding public health human resource challenges in the north, such that public health units are able to both continue a robust pandemic response, and restore the delivery of mandated public health services to Ontario citizens.

Motion No.: 2021-92 Moved by: L. Mason Seconded by: E. Pearce

On behalf of the Board of Health for the District of Algoma Health unit, we thank you and your government for your leadership and financial support during the COVID-19 pandemic. We have appreciated the province's announcements to date for 2022, which have included one-time reimbursement to local public health units for extraordinary COVID-19 expenses and one-time mitigation funding to offset the impacts of the cost-sharing formula change to municipalities. We also express gratitude for the recent approval of 2021-2022 one-time funding for the Infection Prevention and Control (IPAC) Hub Program at Algoma Public Health.

I am writing today to request provincial government commitment to (a) annualize IPAC funding for northern PHUs to sustainably support IPAC hubs and (b) increase base funding to local public health units, with particular attention to addressing longstanding public health human resource challenges in the north, to reflect the rising pressures on local public health unit resources. These pressures include:

- The need to routinize COVID-19 response activities, recognizing that COVID-19 will likely become a disease of public health significance and increase baseline public health work going forward;
- Increased wage, benefit, and operational costs due to inflation; and
- Increased demand for health units to restore mandatory programs to pre-pandemic capacity, address the ongoing services, and support population recovery from the COVID-19 pandemic.

Thank You. Questions?





Algoma

PUBLIC HEALTH

Santé publique Algoma

2022 RECOMMENDED PUBLIC HEALTH OPERATING & CAPITAL BUDGET REPORT



To: Finance and Audit Committee

From: Dr. Jennifer Loo, Acting Medical Officer of Health & CEO

November 10, 2021

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[For Discussion & Decision]

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Issue

Approval is being sought for the recommended 2022 Capital & Operating Budget for Algoma Public Health (APH). The draft budget was developed by the Executive Committee and is recommended by the Medical Officer of Health. It is to be reviewed at the November 10, 2021, meeting of the Board of Health Finance & Audit Committee.

Recommended Action

THAT the Finance & Audit Committee approve and recommend to the Board of Health for the District of Algoma Health Unit the 2022 Capital & Operating Budget for Algoma Public Health in the amount of \$19,627,191.

Alignment to the Ontario Public Health Standards (2021)¹

- As part of the *Foundational Standard: Emergency Management*, the board of health shall effectively prepare for emergencies to ensure timely, integrated, safe, and effective response to, and recovery from emergencies with public health impacts.
- As part of the *Organizational Requirements: Good Governance and Management Practices Domain*, the board of health shall ensure that the administration establishes a human resources strategy, which considers the competencies, composition and size of the workforce, as well as community composition, and includes initiatives for the recruitment, retention, professional development, and leadership development of the public health unit workforce.
- As part of the *Organizational Requirements: Fiduciary Requirements Domain*, boards of health are accountable for using ministry funding efficiently and for its intended purpose, and ensuring that resources are used efficiently and in line with local and provincial requirements.
- The board of health shall ensure that administration implements appropriate financial management by ensuring that expenditure forecasts are as accurate as possible.
- To support municipal budget planning, APH attempts to advise contributing municipalities of their respective levies as early as possible.

1. Budget Summary

As context, the 2021 approved budget was \$17,622,795. This included 50% of the requested \$4,108,799 one-time COVID-19 extraordinary costs approved by the province through the amending agreement. The province committed to reimburse APH for further extraordinary COVID-19 expenses that could not be covered by mandatory programs.

It was forecasted as of June 30th that an additional \$1,534,184 would be required to fund these costs in 2021. On November 2, 2021, APH received confirmation from the Ministry of Health that additional one-time funding up to \$1,534,200 will be provided, bringing the total 2021 budget/funding requirements for 2021 to \$19,156,995.

The recommended 2022 budget for public health programs and services is \$19,627,191. This represents an increase of \$470,197 from the 2021-forecast budget.

The Executive Team has worked diligently in the current dynamic fiscal environment to balance pressures and ensure the maintenance and restoration of quality public health programs, as aligned with agency values of excellence, respect, accountability and transparency, and collaboration.²

The recommended budget is the minimum required to maintain COVID-19 response and immunization programming, as is expected by the Ministry of Health, alongside the restoration of public health programs and services as mandated by the *Ontario Public Health Standards*.¹

The breakdown of the recommended 2022 operating budget of \$19,627,191 is provided in **Table 1.0**.

As a comparison of pre-pandemic (2019) to pandemic period budgets (2020, 2021 budget and forecast), a Budget Analysis is provided in **Table 1.0**. Comparisons can be made between the recommended 2022 budget (\$19,627,191) and the 2021-forecast budget (\$19,156,995).

As evident in **Table 1.0** below, and as a result of the province's transition to the cost-sharing funding model of 70% provincially funded and 30% municipal funded for all programs except those 100% provincially funded for 2022, APH's budget recommendation is built on a **10% or \$380,838 increase in the municipal levy**.

The following sections provide details on key 2022 budget factors

Table 1.0: Budget Analysis, 2019 – Recommended 2022

Budget Analysis, 2019-2022							
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Revenues Summary							
Province Portion of Jointly Funded Programs	\$7,523,200	\$ 8,703,177	\$8,708,100	\$8,708,100	\$8,708,100	0.00%	0.00%
100% Provincially Funded Programs	3,405,823	2,027,810	3,650,186	5,184,386	5,313,000	45.55%	2.48%
Province Mitigation Fund	-	1,037,800	1,037,800	1,037,800	1,037,800	0.00%	0.00%
Municipal Levies	3,519,703	3,559,232	3,808,378	3,808,378	4,189,216	10.00%	10.00%
Other Recoveries and Fees	688,282	503,127	418,330	418,330	379,075	-9.38%	-9.38%
Total	15,137,008	15,831,146	17,622,794	19,156,994	19,627,191	11.37%	2.45%
Expenses:							
Salaries and Wages	8,838,252	9,523,270	10,756,869	11,693,436	11,958,949	11.17%	2.27%
Benefits	2,148,254	2,225,203	2,366,269	2,649,011	2,769,515	17.04%	4.55%
Travel	214,809	103,453	172,909	181,640	204,798	18.44%	12.75%
Program	624,709	642,120	1,112,452	1,295,260	1,277,209	14.81%	-1.39%
Equipment	75,417	89,026	102,076	102,076	20,000	-80.41%	-80.41%
Office	84,585	46,451	57,040	57,040	67,400	18.16%	18.16%
Computer Services	768,076	750,708	827,600	842,600	846,600	2.30%	0.47%
Telecommunications	260,123	290,550	371,200	388,700	340,000	-8.41%	-12.53%
Program Promotion	145,489	55,557	158,273	158,273	183,541	15.96%	15.96%
Facilities Leases	172,465	162,414	156,000	156,000	160,000	2.56%	2.56%
Building Maintenance	864,553	711,183	890,365	981,217	1,036,458	16.41%	5.63%
Fees & Insurance	238,689	251,994	290,300	290,300	332,300	14.47%	14.47%
Expense Recoveries	(109,670)	(135,109)	(99,459)	(99,459)	(27,000)	-72.85%	-72.85%
Debt Management (I & P)	460,900	460,900	460,900	460,900	457,421	-0.75%	-0.75%
Total	14,786,651	15,177,719	17,622,795	19,156,995	19,627,191	11.37%	2.45%
Surplus/(Deficit)							
	\$ 350,357	\$ 653,426	\$ 0	\$ 0	\$ 0		

2. 2022 Budget Background

To provide context for the recommended budget and increase in municipal levy, an overview of indicators and comparators, where applicable, is being shared to demonstrate the:

- **Work** of public health throughout 2021, including continued COVID-19 response, COVID-19 immunization, and highest priority core programming maintained as part of risk-based Continuity of Operations Planning (COOP);
- **Impacts** to population health and public health service delivery, as a result of the province-wide prioritization and deployment of program staff to COVID-19 response and immunization efforts (i.e., population health indicators and outcomes, public health service backlogs from suspended programs, implications for COVID-19 recovery); and
- **Cost** of both the work and impact, including financial expenses acquired from COVID-19 response and immunization, as well as implications on health human resources and capital because of vacancies and excess workloads.

The work, impact, and cost collectively demonstrate the value of public health services and programming to Algoma residents and municipalities in helping to achieve pandemic goals and population wellbeing. The summary provided reinforces the minimum financial requirements needed to sustain COVID-19 response and immunization programming, alongside efforts to restore mandatory programs and services and revitalize the public health workforce.

Recovery from the pandemic, as a public health unit and broader community, will take several years and require appropriate resourcing.

2.1 The Work

In April 2020, the Ministry of Health directed boards of health to take all necessary measures to respond to COVID-19 in their catchment areas while continuing to maintain critical public health programs and services as identified in pandemic plans.

Since activation in March 2020, APH has continued to operate within the Incident Management System (IMS) structure, as shown in **Appendix A**, to respond to the COVID-19 pandemic.

The work of APH during the COVID-19 pandemic has focused on two primary goals:

- Minimize serious illness and death, and
- Minimize societal disruption (and preserve health care services).

APH has worked diligently to prevent population-level COVID-19 morbidity and mortality, and preserve health care services and societal function through the enactment of public health measures, case, contact, and outbreak management, risk communications, comprehensive health promotion, enforcement related to the Reopening Ontario Act³, and the coordination of COVID-19 mass immunization across the Algoma district.

Most importantly, APH teams have been working with community partners to take preventative measures against COVID-19 in municipal offices and facilities, long-term care and retirement homes, health facilities, schools and day cares, and a variety of other workplaces.

The work of APH throughout 2021 can be split into three priority areas:

- **COVID-19 response**,
- **COVID-19 immunization**, and
- **Maintenance of high-risk programming**, as outlined by APH's Continuity of Operations Plan (COOP), which gives highest priority to programs that work to decrease health inequities for those who have been most affected by COVID-19.

As an overview of APH's leadership and pandemic response efforts, see **Appendix B**, which describes the most recent work by local public health programs from January to September 2021, unless otherwise specified.

As evidenced through the work of public health throughout 2021 in **Appendix B**, which cannot truly be described in full within this short report, APH has continued to see significant changes and refocusing of provincial and local public health priorities, which has required ongoing and significant reallocation of resources to support the COVID-19 response.

However, APH has consistently stepped up to the challenge, with the support of community partners and residents of Algoma, to achieve pandemic goals.

2.2 The Impacts

2.2.1 The Benefits: Impact of a Robust COVID-19 Response

APH's robust COVID-19 response and maintenance of high-risk programming has had benefit to community health and safety throughout the pandemic. In partnership with municipalities, health sector partners, community organizations, and Algoma residents, the pandemic response goals continue to be met, as follows:

- **Serious illness and death from COVID-19 has remained limited in Algoma.** Since the beginning of the pandemic up to November 4, 2021, as reported in the Public Health Ontario COVID-19 data tool, Algoma's COVID-19-related rates of cases, hospitalizations, and deaths have remained among the lowest of Ontario's public health units:
 - Cumulative rates of confirmed COVID-19 are 470.1 cases per 100,000 population for Algoma, as compared to 4,086.4 cases per 100,000 population for Ontario.
 - Cumulative rates of COVID-19 hospitalizations are 18.7 hospitalizations per 100,000 population for Algoma, as compared to 208.3 hospitalizations per 100,000 population for Ontario.
 - Cumulative rates of COVID-19-related deaths are 6.8 deaths per 100,000 population for Algoma, as compared to 67.2 deaths per 100,000 population for Ontario.
- **Community action to keep transmission low has helped to minimize societal disruption for Algoma citizens.** Outside of province-wide shutdown measures, Algoma's relatively low rates of COVID-19 transmission has allowed the region's schools and businesses to remain open for longer periods, and with fewer restrictions, compared to counterparts in areas with higher transmission.

In addition, many **co-benefits have arose due to the structure of our pandemic response** that will positively influence the future of public health program and service delivery.

Co-benefits have included the:

- Strengthened relationships with sectors of society, including long-term care homes and retirement homes, law enforcement partners, primary care, pharmacies, hospitals, postsecondary institutions, schools – private and public, local businesses, municipalities, Indigenous partners, congregate living settings, boarder officials, Mennonite and Amish communities, etc.
- Strengthened relationships with community oral health service providers (e.g., dentists and denturists) due to the launch of a new program during the pandemic, the Ontario Senior's Dental Care Program (OSDCP), which was one of the only public health initiatives to ramp up during the pandemic period.
- Enhanced internal interprofessional collaboration, by working together in programs and as liaisons with community partners, and enhanced cross-program collaboration and coordination as part of COVID-19 response.

- Development of new knowledge and skills by staff, as part of up training conducted for staff deployed to different programs. This also provided opportunities for enhanced colleague-to-colleague mentorship and knowledge exchange, as well as internal capacity development for future cross-program coverage.
- Large scale and rapid multisector collaboration towards a shared goal, such as vaccination to increase community immunity and protection against COVID-19. Numerous sectors pooled resources, paid and in-kind, to build confidence and access to an important public service. This collaboration across sectors could serve as a model for tackling future community crises.
- Development of a stronger foundation of emergency management in every area of public health and in collaboration with community partners, with many lessons learned that will influence how emergency management and public health plan for emerging threats to health (e.g. climate change emergencies, like increased seasonal flooding events and wildfires).

To resource urgent pandemic response and immunization program needs, APH diverted resources from pre-existing public health services to ensure a timely response to COVID-19 and maintenance of highest risk programming. The required diversion of resources resulted in the scale down or suspension of moderate to low risk public health programs and services for long-periods, similar to other areas of the health sector, which will come at a cost.

2.2.2 The Backlog: Impact of Modified and Suspended Public Health Programs

As of November 2021, APH continues to implement the COOP plan to prioritize program and service offerings to the community in light of finite human resources to deal with the COVID-19 response. Redeployment of human resources to COVID-19 response efforts remains essential to both managing the pandemic while maintaining public health work.

A COOP survey on October 7, 2021 demonstrated that approximately **51.5% of all APH employees remain primarily aligned to COVID-19 response**, while 15% spend roughly half their time on COVID-19 response and half on program work and 33.5% of employees remain dedicated to covering prioritized, highest risk programs and services.

As such, the programming that has been maintained has been modified, and low to moderate risk programs that were suspended remain, with the backlog in services growing.

To demonstrate the impact on programs and services, and backlog of services arising from the suspension and modification of public health programming to sustain local public health's response to COVID-19, an overview of program delivery indicators demonstrating the backlog, as well as note of projects on hold, is detailed in **Appendix C**.

Responding to the backlog of services in addition to new priorities and ministry requirements (i.e., case and contact management during the fourth wave, third doses or booster doses, upcoming approval of COVID-19 vaccine for children aged 5 – 11, vaccine policy and workplace needs, influenza immunization for 2021-2022, etc.) will require **increased capacity and resourcing**.

As identified by the Ministry of Health, the need to resume and maintain key public health programs will **require local integrated planning and resources** to continue the delivery of priority programs, in addition to the expected COVID-19 response and immunization work.

2.2.3 The Burden on Health: Health Consequences of the Pandemic

In addition to the implications of suspended programs and services, the COVID-19 pandemic has also affected the community in significant ways, and the direct and indirect impacts to health and wellbeing are being recognized. These health impacts will likely extend years into the future, highlighting the need for significant post-pandemic recovery support by public health.

For example, despite limited evidence to date, we know that children and youth have been disproportionately impacted by pandemic measures. Reports have demonstrated reduce physical activity, increased screen time, increased food insecurity, and reduced free play and time

outdoors, among other behaviours, which have been associated with negative implications to children's mental health and healthy growth and development.⁴

In Algoma, some of these health implications are already being observed and projected, such as:

- Increases in vaccine preventable diseases (e.g. increase in number of chickenpox cases for 2021 when compared to 2020);
- Increases in sexually transmitted infections (e.g. increase in number of gonorrhoea and chlamydia cases for 2021 when compared to 2020); and
- Increase in substance use related harms, especially opioid-related harms (e.g. increased rate of opioid-related deaths in Algoma from 14.9 per 100,000 people in 2019 to 44.7 per 100,000 people in 2020).⁵

In addition to direct health impacts, backlogs in healthcare services and consults with primary care during the pandemic may result in increased incidence or worsening of preventable chronic diseases.

These are just some of the health behaviours and risk factors for public health and wellbeing that will require added public health assessment, planning, and programming support in 2022 and beyond.

An updated Community Health Profile is needed to assess the health and wellbeing of Algoma, as well as social determinants of health influencing healthy living, to understand the localized impacts of the pandemic. Understanding and measuring the impacts of the COVID-19 pandemic will help to develop and implement strategies that target the needs of Algoma residents.

Intersectoral collaboration, as happened throughout the pandemic, will remain essential to developing programs that support our community as the pandemic continues into the years ahead.

However, in order for local public health to be a strong leader and partner, human resources must be strengthened to allow for catch-up on the backlog of services and the restoration of programming, otherwise, the backlog will become too large to overcome and the health of all will continue to be impacted.

As such, we must build in capacity in 2022 to begin addressing these issues.

The recommended 2022 Operating & Capital Budget reflect this reality and the work to come.

2.3 The Cost

APH's robust COVID-19 response and maintenance of high-risk programming has had benefit to community health and safety throughout the pandemic. However, the work associated with COVID-19 has required an unprecedented quantity of resources, particularly human resources, which has resulted in impacts to health human resources (HRR) and service delivery. Accordingly, APH has had to augment staffing for immunization clinics and COVID response support.

The cost of COVID-19 response and immunization, alongside the maintenance of high-risk programming, includes the cost in:

- **Dollars**, including **monetary expenses related to response and immunization efforts** that are being reported to the Ministry of Health for reimbursement as COVID-19 response and COVID-19 vaccine extraordinary costs;
- **Time**, including the (a) significant number of **extra hours worked** by employees in 2021 when compared to the pre-pandemic period (2019), and (b) accrued **lieu time and paid vacation that remains unused** by eligible employees; and
- **Human resources**, including the successes and challenges of local public health recruitment, retention, and redeployment in 2021.

Because of ongoing recruitment challenges, which are especially common in the northern Ontario health sector, as of November 4, 2021, **16 FTE vacancies remain, representing 8.86% of the workforce**, adding workload for existing staff that would otherwise be completed by the current vacant positions.

As such, the cost in time and human resources will have resounding impact to local public HHR, as the workload and contribution of extra hours worked by employees has **depleted human capital**, and impacted work-life balance and employee health and wellness. This is already being observed through over a dozen employees take unplanned leaves over the course of 2021, which saw employees off work for a range of 1.5 to 15 weeks.

Therefore, the revitalization of the public health workforce, with focus on employee wellness and mental health, alongside a HHR strategy that works to build public health capacity in the north will remain essential.

The cost of COVID-19 response, immunization, and high-risk programming throughout 2021 described in dollars, time, and human resources is detailed in **Appendix D**.

2.4 Strengthening Public Health Human Resources

As supported by the numerous **costs** associated with prioritization of the pandemic response, investment is needed by the Board of Health to strengthen HHR in local public health. In addition, provincial investment for sustainable funding and a pan-northern HHR strategy are needed.

2.4.1 The Value of Staffing Complements

To support the COVID-19 immunization program (e.g., mass immunization clinics, pop-up clinics), as well as additional areas of needed program support, temporary casual registered nurses and registered practical nurses were hired. As of October 22, 2021, 35 casual immunizers are on the roster to pick up available shifts when added human resources are needed. For a summary of casual recruitment, see **Appendix E: Table E1**.

In addition, students, both paid and unpaid, were value-added to APH teams to support COVID-19 response and high-risk programs. Unpaid practicum students contributed 3063.5 hours of support while learning about public health throughout 2021, and paid summer students contributed 12,207 hours of support for COVID-19 response and public health programs.

Together, unpaid and paid students contributed 15,270.5 hours to APH, equivalent to 8.4 FTEs. For a summary of paid and unpaid student contributions, see **Appendix E: Table E2**.

Complement support provided by casual staff and students was critical to maintaining public health capacity and resources during COVID-19 pandemic work. However, it did come at a cost in time and resources for hiring, training, and mentorship for short periods of employment or practicums, and will not providing sustainable capacity or resolve the long-standing HHR issues prevalent across northern Ontario.

2.4.2 FTE Analysis

Salary and wage expenses are projected to increase by 2.27% or \$265,513 compared to the 2021 forecast budget, as shown in **Table 1.0**.

As part of the recommended 2022 budget, salary for all staff demonstrates an increase of 1.5% (\$149,000 year over year). Both CUPE and ONA collective agreements expired in 2021. Collectively bargained salary increases are reflected within the recommended 2022 budget.

Furthermore, as of November 4, 2021, **16 FTE vacancies are outstanding**, demonstrating the challenge with recruitment and retention of highly skilled health professionals in local public health in the north. With recruitment efforts continuing, it is assumed these positions will be filled in 2022.

In addition to filling current vacancies, **15 new FTE positions** were approved by the Executive Committee to be included in the 2022 budget, subject to approval by the Board, to aid in public

health sustaining the COVID-19 response, restoring mandatory programs and services, and responding to current public health pressures.

The new positions are reflected in the 2022 budget as 11.5 FTE, as it is recognized that not all of the positions will be filled by January 1, 2022.

For context on the historic number of FTE for APH, see **Table 2.0**.

Table 2.0: APH FTE Analysis, 2019 – 2022

FTE Analysis Algoma Public Health			
Year	Contract / Temp	Permanent	Total
2019	3	121	124
2020	5	118	123
2021	25	123	148
2022	30	133	163
Notes:			
2021 Contract / Temp Includes funding for 7 FTE COVID 19 School Nurses 6 FTE casual immunizers 5 FTE students			
2022 Contract / Temp Includes funding for 7 FTE COVID 19 School Nurses 3 FTE casual immunizers 3 FTE students			
2022 FTE includes those budgeted. 1 FTE = 1820 hours.			

Compared to budgeted 2021 FTE, the public health FTE count has increased by 15 FTE for the 2022 budget year to ensure adequate, sustainable FTE to routinize COVID-19 response and immunization, as well as restore mandatory public health programs and services.

2.4.3 Health Human Resource Challenges in Northern Ontario: Looking Beyond Budget 2022

As per an Ontario Health memo⁶ on October 8th, as Ontario health systems continue to face many complexities, **HHR continue to be the biggest challenge**, with shortages and ongoing stress affecting all sectors. Layered on the provincial HHR struggle includes the significant and longstanding challenges with recruitment and retention of skilled public health professionals in northern Ontario, similar to the unique HHR challenges of the health care sector in the north.

SARS demonstrated that our **most valuable resource in public health is our HHR** and the high level of expertise that exists at the central and local levels of public health.⁷

Challenges with One-Time Funding in the North

One-time funding provided by the provincial government has been appreciated and critical to supporting COVID-19 response and immunization, as well as other pandemic needs (i.e., school support, infection prevention and control). However, one-time funding has been geared towards curtailing the pandemic, as opposed to annual funding for the hiring of permanent staff to build long-term public health capacity to manage the emergency of today, and prepare for the public health emergencies of tomorrow.⁸

This comes at a detriment to northern Ontario, as when one-time funding is available, retention and recruitment continue to pose significant barriers to fulsome service delivery by public health (i.e., highly skilled professional unlikely to move to the north for, or with the uncertainty of, a 12-18 month contract).

Strengthening Local Public HHR and Building Capacity for the Long-Term

In addition to combatting the COVID-19 pandemic and other public health emergencies (e.g. wildfire evacuations), a strong local public health unit protects health and prevents illness every day.⁹ In order to recover and be truly prepared for future public health crises, strategic, and

sustainable investment for emergency planning and a higher baseline of qualified, permanent public health employees are needed.^{7,9}

Without sustainable, increases to provincial base funding and levies to stabilize and strengthen the local public health workforce for the long-term, with strategies for recruitment and retention that align to northern Ontario, APH will be **unable to sustain the COVID-19 response and immunization program while restoring mandated public health programming to meet the needs of our communities and prepare for future health crises** without further risk of exhausting existing human resources.

Therefore, not only is an increase in levy funding required to strengthen and sustain our local public health workforce, but continued advocacy is required by the Board of Health to ensure (a) sustainable, annual provincial base funding for public health and (b) a comprehensive northern public HHR strategy, to ensure our communities are able to sustain pandemic efforts, restore programming, and confront future public health emergencies.

A more fulsome background on HHR challenges in northern Ontario is provided in **Appendix F**.

2.5 Pandemic Recovery

In June 2021, the COOP committee and Foundations team began weekly meetings to devise a Framework for Recovery, which focused on four pillars:

- **Routinize** COVID-19 work for sustainable prevention, mitigation, preparedness, and response to COVID-19.
- **Restore** mandatory public health programs and services to pre-pandemic levels, considering lessons learned from COVID-19, alignment with *Ontario Public Health Standards*¹, and post-pandemic public health priorities in Algoma.
- **Revitalize** the public health workplace through employee engagement and excellence, focusing on employees' lived experience, lessons learned, employee wellness, and organizational capacity development.
- **Rebuild** and strengthen public health, with a focus on strategic advocacy, policy, and evidence to engage in change at local, provincial, and federal levels.

The internal Recovery Steering Committee met twice to discuss operationalizing the framework, however, 2021 fall pandemic planning and the fourth wave further reduced staff capacity and resources to continue recovery implementation efforts.

As of October 4th, 2021, recovery planning and implementation efforts were paused to sustain COVID-19 response, immunization, and high-risk programming.

Recovery, as a public health agency and community, will be complicated and unpredictable given the potential for COVID-19 transmission to continue beyond 2021 and new public health emergencies to arise. COVID-19 will not go away indefinitely, but instead become a disease of public health significance that will require ongoing attention by public health.

Recovery will be another marathon for public health, to not only to routinize COVID-19 response, but also to effectively restore programming and rebuild public health to face the many new community priorities that have arisen because of the pandemic and inability to sustain all programs and services. The pandemic has and will continue to challenge our communities and the work of public health moving forward.

Recovery considerations have influenced the recommended 2022 budget assumptions.

3. 2022 Budget Financial Assumptions

Given the unknowns, a number of assumptions were required upon which to base the 2022 estimated expenses. These are as follows:

- The Ministry of Health will continue to apply a 70:30 funding formula to jointly funded programs. The province's portion or base provincial funding for these programs is assumed to remain status quo from 2021, with **0% growth in base funding for mandatory programs** and one time mitigation funding of \$1,037,800, which is consistent with approved funding for 2020 and 2021.
- As per the 2021 funding and accountability agreement, the Ministry will continue to support the Northern Ontario Fruit and Vegetable and Indigenous Communities programs at 100%, in addition to Mandatory Programs for Unorganized Territories, MOH/AMOH Compensation Initiative, and the Ontario Senior Dental Care Program (OSDCP).

Of particular note, for the 2022 budget, the Executive Team assumed a \$280,000 increase over 2021 in 100% provincial OSDCP funds to meet program needs in the coming year.

- A 10% municipal levy increase, amounting to increased revenues of \$380,838 over 2021.
- COVID-19 and recovery incremental costs are estimated at \$3,400,000 for 2022. As the ministry has indicated a commitment to fund COVID 19 extraordinary expenses in 2022, it is assumed these costs will be reimbursed by the province. For comparison, 2021 forecasted incremental costs are \$3,588,600, which the Ministry has indicated will be reimbursed.
- To manage the delivery of high-risk program and services and continue the pandemic response there is a need to increase staffing levels by 15 FTE, equating to 11.5 FTE in the 2022 budget as it is recognized that not all of these positions will be filled by January 1, 2022.

Other assumptions related to staffing are as follows:

- On call, standby, and overtime have been included as part of the COVID-19 response and immunization programs (\$180,000). This value is estimated based on 2021 actual and forecasted expenses, as well as assumptions of vacant and new FTE positions to be filled in 2022 as presented herein.
- A vacancy factor of 2% has been incorporated into our overall salaries and wages (\$240,000).
- A 1.5% wage increase for all staff (\$149,000 year over year).
- Fixed non-salary budgeted costs, such as utilities and service contracts, have been estimated based on historical data and assumed inflationary rates with a combined year over year increase of 5.46% over 2021 approved budget.
- Algoma Public Health's debt payment plan will continue to be managed with existing resources.
- COVID-19 has resulted in significant program and service interruptions, resulting in backlogs and impacts to service deliverables for 2022.
- Notwithstanding the need to prioritize programming in the context of the COVID-19 pandemic, the requirements of boards of health remain the same, as articulated in the Health Protection and Promotion Act, related regulations, and the *Ontario Public Health Standards*¹, and related protocols and guidelines.
- There are many unknowns, and APH must have the capacity and competencies to assess and react quickly to evolving needs (e.g., fourth wave, COVID-19 immunization of children ages 5-11 years, expended eligibility for booster doses, etc.), while planning for ongoing and future public health challenges, as part of COVID-19 recovery and rebuilding.

4. 2021 Grant Approval

The 2021 Ministry of Health Program Based Grant approval was received and last revised as of November 2, 2021. The Mandatory Cost-Shared Program base funding allocation remained unchanged at \$8,708,100, as did the 100% provincial funding for Unorganized

Territories/Mandatory Programs in the amount of \$530,400. The 2021 grant allocated 100% funding to the Unorganized Territories/ Indigenous Communities Program (\$98,000), Unorganized Territories/Northern Fruit and Vegetable Program (\$117,400), Ontario Senior Dental Program (\$697,900) and MOH/AMOH compensation initiative, which will be based on the actual status of current MOH and AMOH positions.

5. Reserve Funds

As part of fiscally sound management, the Board of Health has long-established reserve funds for the agency since 2017. Financial reserves are a prudent and expedient way to provide the agency with resources for unforeseen emergencies, known future infrastructure investments and future planned projects that support the mission, vision, and strategic goals of APH.

The reserve funds balance totals \$1.4M, which could support approximately one month of operations.

The COVID-19 pandemic is a public health emergency that has required significant, unforeseen financial and human resourcing, which will continue for several years to sustain response and transition to recovery.

6. Recommended 2022 Budget

6.1 Operating Revenue

The 2022 operating revenues include the Ministry of Health funding for mandatory programs (historically cost shared), Ministry of Health funding for other related programs (historically 100% provincially funded), Ministry of Health Unorganized Territories funding, municipal funding by 21 municipalities, and interest and user fees. The municipal funding is increased by \$380,838. There is no change in Unorganized Territories funding or in interest revenue.

6.1.1 Provincial

Pursuant to section 76 of the Health Protection & Promotion Act, the Minister may make grants for the purposes of this Act on such conditions as he or she considers appropriate.¹⁰

6.1.2 Municipal

Pursuant to section 72 of the Health Protection & Promotion Act, obligated municipalities in a health unit shall pay,

- (a) The expenses incurred by or on behalf of the board of health of the health unit in the performance of its functions and duties under the HPPA or any other act; and*
- (b) The expenses incurred by or on behalf of the MOH of the board of health in the performance of his or her functions and duties under the HPPA or any other Act.¹⁰*

As part of the recommended 2022 Operating & Capital Budget, the Executive Team is recommending a 10% overall increase in the levy from obligated municipalities. The proposed increase reflects inherent inflationary pressures in addition to incremental costs associated with the COVID-19 pandemic and the restoration of mandated public health programs and services. This equates to a 10% or \$380,838 increase in revenues apportioned among the 21 municipalities within Algoma.

For context, the Board of Health has experienced the historical growth shown in **Table 3.0** from 2012 – 2022 (recommended) with respect to the municipal levy.

Algoma Public Health: Historical Approved Levy Increase	
Year	Levy Increase
2012	2.00%
2013	1.00%
2014	2.00%
2015	4.16%
2016	4.50%
2017	2.50%
2018	0.50%
2019	0.50%
2020	1.12%
2021	7.00%
2022	10.00% (Budgeted)

The approved levies from 2018 to 2021 apportioned among the 21 municipalities within Algoma, and comparison to the recommended levy for 2022 are detailed in **Appendix G: Table G1**.

When compared to total municipal revenues, for municipal budgets accessed from 2018 to 2020, municipalities in the Algoma District have traditionally **spent less than 1.5% of revenues on public health levies**. See **Appendix G: Table G2** for an overview of public health operations levy as percentage of municipal revenue, 2018 to 2020.

As evidenced through ‘the work,’ or programs and services provided by public health in 2021 as described in **Appendix B**, municipalities and social sectors across Algoma have received robust support for effective COVID-19 response, health protection, health promotion, and disease prevention among residents.

Value for Money: Per Capita Rate

When looking at the value for public health, as of 2021, the cost per capita in the Algoma District for public health services and programs was **\$35.58/person, when converted to 2018 MPAC (or \$36.57 when using 2016 Census)**. Health Units within the province either use the most recent Census or MPAC population figures when calculating the per capita rate.

When compared to northern health units, as of 2021, APH's per capita rate ranks in the middle when using MPAC figures. Northern health unit per capita rates ranged from \$28.65/person to \$51.65/person in 2021, for those PHUs that responded to an APH inquiry on per capita rates conducted in fall 2021.

For context, the Board of Health has experienced the historical growth shown in **Table 4.0** from 2018 – 2022 (recommended) with respect to the rate of public health per capita.

Algoma Public Health: Historical Approved Per Capita Rates	
Year	Approved Rate
2018	\$33.63
2019	\$33.80
2020	\$34.18
2021	\$36.57
2022	\$40.23 (Budgeted)

The recommended 10% levy increase for 2022 correlates to a per capita rate of \$40.23/person, which continues to rank in the middle of northern health units.

Therefore, when reviewing the cost of public health per capital, alongside the work by public health in 2021 and projected work to restore programs and support community health and

wellbeing, the 21 municipalities within Algoma **continue to receive exceptional value for local public health programs and services.**

Levy Explained According to Full Time Equivalent Needs

To sustain the COVID-19 response and restore programs to address the backlog of services, **15 new FTE positions were approved by the Executive Committee** to be included in the 2022 budget, subject to approval by the Board, to aid in public health restoration of programs and services and support current public health pressures.

The new positions are reflected as 11.5 FTE in the 2022 budget, as it is recognized that not all of the positions will be filled by January 1, 2022.

Table 5.0: 2022 Recommended Municipal Levy Impact on FTE Positions Funded

Municipal Levy Impact on FTE Positions Funded	
Levy Scenario	FTE Funded
10% (\$380,838)	Allows for 100% of FTE required (15 FTE) to meet the expected needs required to sustain COVID-19 pandemic work and restore mandatory programs and services.
5% (\$190,419)	Equates to a reduction of 2 FTE. This would result in 13 new FTE, which is less than what is required to sustain COVID-19 pandemic work and restore mandatory programs and services.
0% (\$0)	Equates to a reduction of 4 or 5 FTE. This would result in 10-11 new FTE, which is significantly less than what is required to sustain COVID-19 pandemic work and restore mandatory programs and services.

6.2 Expenditures

As compared to the 2021 forecast, the 2.45% overall budget increase is comprised of the following:

Salary cost increase	1.39%
Benefit cost increase	0.63%
Operating cost increase	0.43%
Overall Increase	2.45%

In other words, of the 2.45% or \$470,196 increase in the 2022 budget, salaries and benefits represent about 82% of the increase (1.39% and 0.63% respectively of the 2.45% increase), while operating cost increases make up about 18% of the overall increase (0.43% of the 2.45% increase).

6.2.1 Salary and Benefit Changes

The 2022 expenditure comparisons with 2021 were made using the 2021 forecasted values (see **Table 1.0**). As compared with 2021, the salary and benefit budget lines reflect an increase of 2.27% and an increase of 4.55%, respectively:

- **Salary:** As compared to 2021, salaries show an increase of \$265,513 or 2.27%. This amount includes a nominal annual increase, staff movement along salary grid, and the reinvestment of staffing complement as outlined in section 2.4.2: FTE Analysis.

- **Benefits:** As compared to 2021, benefits show an increase of \$120,504 or 4.55%. Historical utilization is factored heavily in the projection of the rate increases, in addition to the normal market increases.

6.2.2 Operating Expenditure Changes

As compared with the restated 2021 budget or 2021 forecast, the 2022 recommended budget reflects an overall increase of 2.45% (\$470,197). Expenditure lines with significant changes are detailed below, following the order of appearance in the budget summary:

- **Travel:** The increase in travel relates to the expectation that as COVID-19 restrictions are lifted, staff will return to pre-pandemic levels of travel within the Algoma district.

Note: The 2022 recommended budget is a 4.7% decrease from pre-pandemic levels in 2019.

- **Program expenses:** The increase in program expenses is largely due to program demands for COVID-19 response and immunization.

Note: The 2022 recommended budget is consistent with 2021 forecast at a nominal 1.39% decrease.

- **Equipment:** The decrease in equipment expenses related to computer hardware requirements estimated for 2022. In 2020 and 2021, APH had significant expenses tied to this expenditure line due to increase in number of staff and hardware required to support community COVID-19 vaccine clinics. Current equipment inventory is considered adequate and requirements for 2022 are estimated to be nominal.
- **Office:** The decrease to office expenses in 2020 and 2021 was due to majority of staff working from home, and therefore a decrease in purchasing of office supplies and need for photocopying materials. The projected increase for 2022 is due to the expectation that we will gradually re-introduce a return-to-workplace program. Forecasted expenditures remain significantly lower than pre-pandemic levels.
- **Program promotion:** The increase in program promotion is due to several contributing factors including increased recruitment costs associated with current high vacancy rate, increased media costs associated with ongoing efforts associated with the COVID-19 pandemic, as well as increased professional development fees expected based on increased staff and back log of programming.
- **Building maintenance:** The increase in building maintenance relates to increased security and janitorial requirements related to the COVID-19 pandemic for APH facilities and external clinic sites.
- **Fees and insurance:** The increase in fees and insurance is due to increased general liability and property coverage, as well as the addition of a cyber-risk protection policy.
- **Expense recoveries:** Expense recoveries are administrative allocations from community health programs to public health programs. An example includes public health charging a community health program for administrative services support.

To more accurately reflect the work public health is supporting with respect to community health programs, management is ensuring adequate administrative charges for community health programs, in line with the Board's strategy to ensure it is accountable for the dollars it receives and spends, by not subsidizing community health programs. The decrease in expense recoveries for 2022 is due to the divestment of the Community Mental Health/Alcohol Drug Assessment program as of April 1, 2021.

7. Capital Budget

In accordance with APH's 2018-2030 Capital Asset Funding Plan (**Appendix H**), the 2022 budget includes the following expenditures:



- Upgrade of core network infrastructure that is no longer under warranty and at risk of failure (\$60,000).

Note: Core network infrastructure includes the network switches that connect all APH computers together. When the network switch is down, APH computers are unable to operate.

8. Conclusions

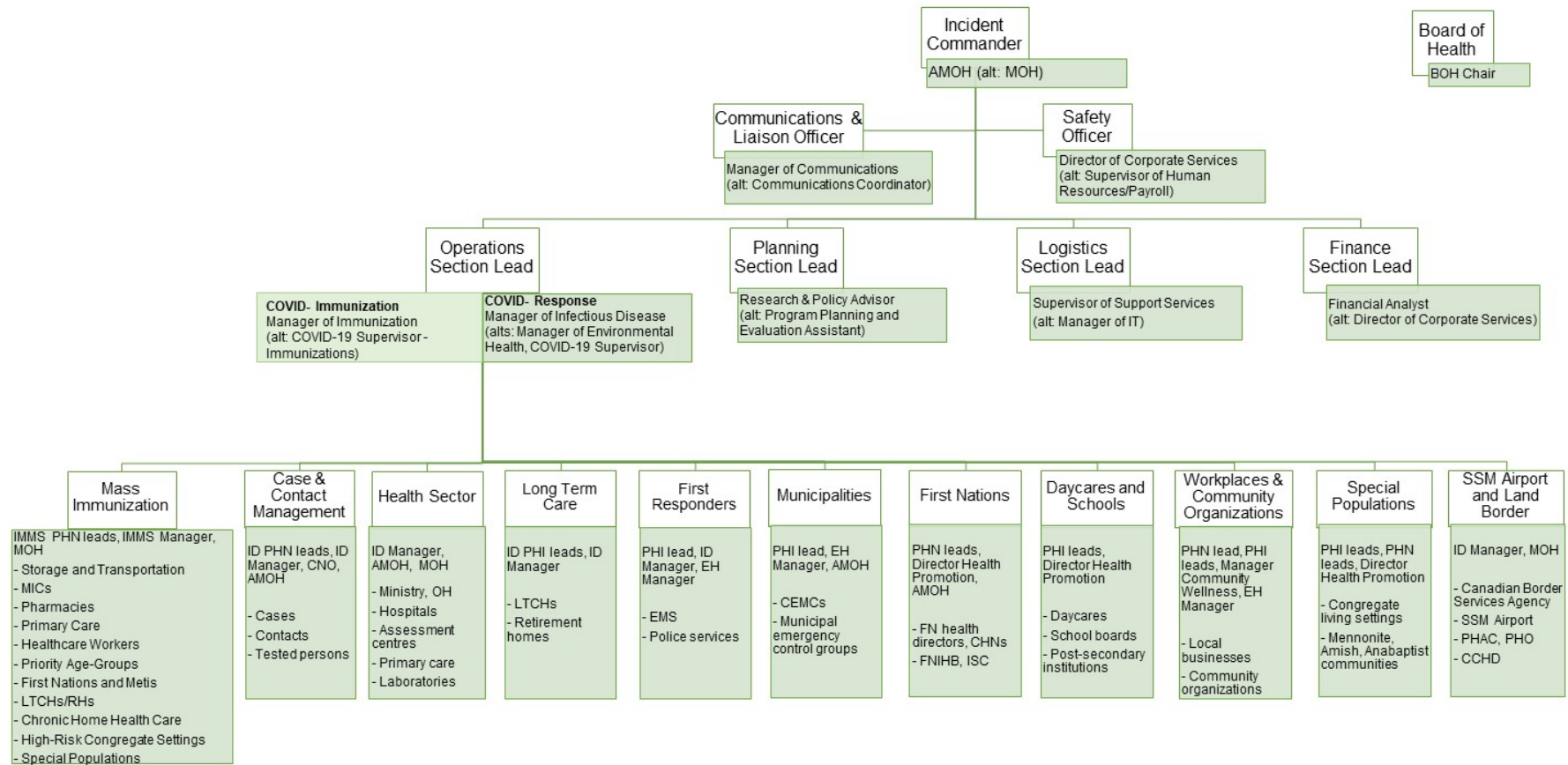
The recommended 2022 budget for public health programs and services is \$19,627,191 representing an increase of \$470,197 over 2021 anticipated funding. At only 2.45% increase over previous, the recommended budget is the minimum required to maintain COVID-19 response and immunization programming, as is expected by the Ministry of Health, alongside the restoration of public health programs and services as mandated by the *Ontario Public Health Standards*.¹

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Appendix A – Incident Management System (IMS) Structure

IMS Structure: APH COVID-19 Response



Goal 1: **Minimize serious illness and death**

Goal 2: **Minimize societal disruption** (and preserve health care services)

Appendix B – The Work of Public Health

As an overview of APH's leadership and pandemic response efforts, this appendix describe the most recent work by local public health programs from January to September 2021, unless otherwise specified.

COVID-19 Response

Case and Contact Management

At the core of the pandemic response has been emergency management, alongside health protection programming in infection prevention and control (IPAC), and in case, contact, and outbreak management.

From January – October 28, 2021, as documented in the *Public Health Case and Contact Management (CCM) program*, APH responded to:

- **456 positive cases of COVID-19** among Algoma residents and non-Algoma residents who were temporarily in Algoma, including contact tracing and monitoring of self-isolation for all cases, with an average of 4.2 contacts per case. As a comparison, 73 new cases were followed in 2020, with an average of 4.0 contacts per case.

For perspective on the workload in fall 2021 during the fourth wave of the pandemic – with the reopening of the province and increased vaccination, meaning more mobility and activities, the average number of **close contacts has risen to 6.8 per case**, resulting in significantly more contact tracing and monitoring of self-isolation. The 'fourth wave' was defined as July 1, 2021 to October 28th, 2021, when the data was extracted.

- **1922 high-risk contacts of positive cases** have been contacted and monitored, with contacts reached within 24 hours 93% of the time and within 48 hours 95% of the time. As a comparison, 188 high-risk contacts were followed in 2020.
- **23 outbreaks where APH was the primary health unit**, with an average duration of 19 days per outbreak, which included outbreaks taking place in long-term care homes, workplaces, events, schools, and childcare facilities. As a comparison, only three outbreaks took place in 2020.

A new confirmed case of COVID-19 can be (a) simple, with limited travel history and only a few household contacts, or (b) complex, involving multiple workplaces, schools, day cares or extended friends and family, broadening the need for testing, isolation, and follow-up.

Depending on outbreak type and location, additional public health teams (i.e. school health program for schools) and a multi-partner approach is used with stakeholders ranging from hospitals, congregate living settings, and school boards, to local businesses or various provincial ministries.

On average, each person with confirmed COVID-19 infection takes up to 9 hours follow-up, with each of the cases' high-risk close contacts taking 3 hours and low risk exposure contacts about 1.5 hours of follow-up. Throughout the pandemic period, APH frontline staff and management have worked to **accommodate the demands 24/7, with scheduled shifts 7 days a week and added after hours for support in the evenings**. APH has redeployed staff internally and hired additional temporary staff with one-time funding to support case, contact and outbreak management.

Public Health Consultation & Pandemic Communications to Algoma Stakeholders and General Public

The COVID-19 phone line team responds to all incoming COVID-19 related inquiries, including those related to general COVID-19 information, guidelines, COVID-19 exposure notifications, travel guidance, changing public health measures, screening, testing, vaccinations, and more.

From January to September 2021, **public health staff fielded approximately 41,860 calls** to phone lines dedicated to response, infection control, workplace support, and immunization.

Call Volume Snapshot:

- From January to September 2021, the COVID-19 general phone line dedicated to answering questions about self-isolation, travel, symptoms, testing, and COVID-19 related inquiries, averaged **2932 calls per month**.

The calls to this line have nearly doubled compared to 2020, when the average number of calls per month was 1244. This increase in calls aligns to the increased number of cases and close-contacts identified in 2021.

- From March to September 2021, the COVID-19 line for healthcare providers averaged **611 calls per month**, fielding practitioner questions related to COVID-19 and immunizations.
- From April to September 2021, the COVID-19 vaccine phone line has averaged **948 calls per month**. Services offered through this phone line include provision of vaccine receipts to people without access to the internet, and validation of vaccine information for people who received COVID-19 immunization out of Ontario or Canada.

This high number of calls aligns to the implementation of the Ontario proof of vaccination program as of September 22nd, 2021, which requires residents of Algoma to have a copy of their vaccine certificate when accessing certain highest risk establishments.

The COVID-19 phone line team also helps clients affected by COVID-19 by finding lodging for isolation, transportation, groceries, essential goods, methadone support, nicotine replacement therapy, and mobile testing across Algoma. This added public health coordination of services ensured priority populations and those impacted by COVID-19 had wraparound support while in isolation, and was done through the partnership of many agencies (e.g., United Way, Red Cross, SSM & District Social Services, Emergency Medical Services, police, etc.).

In addition to direct phone support, communications via online and print media ramped up throughout 2021 to share messaging on situational awareness of the current epidemiology, communicate risk and strategies for prevention and risk mitigation, evolving COVID-19 regulations and legal requirements at the federal, provincial, and local levels, and COVID-19 vaccine eligibility and access.

In addition to program-specific messaging explained throughout this report, through online platforms from January to September 2021, APH:

- Had **3.2 million unique page views on the website (www.algomapublichealth.com)**, with an average of 1:55 minutes spent on the webpage selected.

For comparison, in 2020, the website received 1.9 million unique page views, and 2019, the website received 198,500 unique page views. This demonstrates the significant increase in use of local public health for credible and relevant COVID-19 information in 2021.

- Received **259 media requests**, with the majority responded to within the same day or week.
- Issued **76 news releases** or public services announcements.
- Published **1096 Facebook (@AlgomaHealth) posts**, averaging 4 per day. APH has 13,500 followers. People engaged with the APH Facebook page 443,173 times, through clicks or stories created.

- Remained active on Twitter, Instagram, and TikTok with posts circulated on COVID-19 risk mitigation strategies and building vaccine confidence. On APH's Tiktok, which launched in June 2021 to target youth and young adults, 27 videos were posted with 58,435 views.
- Developed a resource for health sector partners to help build COVID-19 vaccine confidence in point-of-care vaccine communications with their clients.

Concerning communication specific to primary care partners, to date the medical officer of health has hosted **27 primary care provider teleconferences** with health partners across Algoma, as an opportunity to provide updates and answer questions. In addition, **27 health professional e-mail updates** were sent to Algoma health providers, via an e-mail list of over 250 recipients.

Public health communication, through online, print, and live media has been vital to ensuring partners and residents of Algoma have the information they needed at all times to make informed-decisions to reduce their risk of COVID-19 and protect themselves and others.

Enforcement and Outbreak Prevention and Response

During the pandemic, health protection work was reprioritized based on public health risk. Pandemic response activity took precedence, and lower risk programming such as food handler training and certain routine inspections were deprioritized. As part of the response, the environmental health team:

- Followed-up on COVID-19-related concerns (e.g., physical distancing, masking, proof of vaccine, and premise compliance with legislation), and worked with enforcement partners (e.g. by-law officers, Alcohol and Gaming Commission of Ontario, Ministry of Labour, first responders) to discuss legislation and ensure consistent approaches to progressive enforcement.
- Conducted workplace inspections for COVID-19 protocols and alignment to the Reopening Ontario Act¹, and provided education and IPAC support, especially during outbreaks. In very rare instances of non-compliance involving high-risk to the community, legal consultation and special orders were required.
- Liaised with public health labs to discuss testing and shipping, while providing education.
- Liaised with primary care and long-term care and retirement homes to provide education, manage outbreaks, interpret and optimize testing and testing protocols, support the implementation of IPAC measures, and address health and safety concerns.
- Liaised with social services and congregate care settings, by conducting on-site IPAC inspections, identifying IPAC procedures, and implementing control measures to mitigate risk of COVID-19 transmission in highest-risk settings.
- Collaborated with day cares and post-secondary institutions, alongside the school health team, to lead outbreak scenarios, gather class/cohort lists, inform policies, and determine testing and isolation requirements.
- Responded to COVID-19-related workplace outbreaks, by collating contact lists, conducting inspections, implementing control measures, and conducting daily follow-up for 10-14 days after declaring an outbreak.

The team has responded to 10 workplace outbreaks from January to September 2021, compared to 4 in 2020.

Interpreting ever-changing legislation and guidance related to COVID-19 has been a significant part of the environmental health work, to help partners understand and implement requirements for COVID-19 risk mitigation and response that aligned to the Reopening Ontario Act¹.

Health Promotion and Prevention in Community Workplaces

The healthy workplaces team includes a mix of public health inspectors, nurses, and environmental assistants that support Algoma workplaces and community organizations. During the pandemic, this interdisciplinary public health collaboration has:

- Answered over 1200 general inquiry e-mails from Algoma workplaces since the beginning of the pandemic.
- Responded to an average of **525 calls per month** on the dedicated healthy workplaces phone line from January to September 2021. When compared to 2020, the volume of calls has increased from the average of 450 calls per month.
- Conducted **574 site inspections** following up on COVID-19 related complaints since 2020.
- Provided education, interpreted legislation, supported workplace policy creation, and provided evidence-informed recommendations on COVID-19 protocols.
- Sent 33 e-blasts to Algoma businesses (2224 recipients) from January to September 2021, to advise of updates such as regulatory changes and new IPAC guidance.
- Developed a workplace toolkit to help Algoma workplaces develop effective COVID-19 prevention policies and safety plans.

The healthy workplace team has been pivotal to fielding questions and providing guidance related to **keeping the places where we work and play safe** during the pandemic.

Supporting Safety and Wellness in Schools

The school health team has:

- Aligned a school health nurse to each school in the Algoma district. School staff have the ability to contact their designated school health nurse at any time to discuss matters of health and COVID-19 safety within the school.
- Developed a dedicated school health phone line and email group to provide rapid-response to real-time COVID-19 related inquiries.
- Coordinated bi-weekly meetings with senior officials from all four school boards to support the development and/or implementation of COVID-19 health, safety, and operational guidance.
- Participated in meetings with school staff and community groups (e.g. parent council).
- Collaborated with boards to produce joint communications to address changes in guidance or reminders related to risk mitigation and COVID-19 school safety (e.g. communications related to daily screening, testing, physical distancing, staying home when sick, participating in sports safely, staying safe during holidays or school breaks, the importance of vaccination, etc.).
- Coordinated and participated in weekly internal school health program incident management planning meetings and semi-weekly school health nurse meetings.

As a snapshot of the work to date, prior to the start of the 2021-2022 school year:

- 87% of all tracked school focused nurses' interactions were COVID-19 related;
- 152 interactions occurred through the School Health COVID-19 Support phone line and e-mail;
- 527 interactions occurred through individual school health nurse phones and e-mail addresses;
- In COVID-19 related interactions, the school health nurses most frequently worked with Principals and Board/School Administrators; and
- From the topics outlined in the School Health Guideline², infectious disease prevention was the topic most frequently addressed, followed by immunizations and mental health promotion.

While continuing to provide COVID-19 response support, the school health team is also preparing to work with the school-aged population and their families to support credible vaccine information sharing and access upon Health Canada approval of a COVID-19 vaccine for children 5-11 years.

A program highlight report on the role of the School Health COVID-19 Support team was provided to the Board of Health in October 2021 (see [Board Package](#)).

Advancing Health Equity in the Pandemic Response

Health equity has been at the forefront of the COVID-19 response, recognizing that the pandemic has had an effect on the health and social wellbeing of many Algoma residents, especially priority populations.

Prior to the pandemic, health equity activities focused on understanding priority populations and building relationships to address inequities (e.g. poverty). The pandemic required focused attention and collaboration with those most vulnerable, to ensure this population was protected. Work specific to priority populations in 2021 has included:

- **Partnership with Indigenous Communities and Stakeholders (First Nations and Metis):**
 - Aligned an APH Indigenous Liaison to support First Nations pandemic response plans and align mass immunization efforts with Indigenous values and preferences.
 - Connected routinely with eight First Nation Communities, the Indigenous Friendship Centre, Metis Nation of Ontario, and First Nations & Inuit Health Branch to share the local COVID-19 situation and provincial guidance, as well as COVID-19 response and immunization supports.
 - Worked in partnership with First Nations partners to co-develop processes that supported relationship building and reduce inequities during the vaccine rollout.
 - Provided support and education on COVID-19 guidelines, IPAC, testing, vaccination rollout, and healthy workplace policy development.
 - Engaged in over 200 meetings with First Nation and Metis health directors, partners and working groups to support COVID-19 response and immunization programming, in addition to Public Health Indigenous Engagement Network and Indigenous Public Health Council meetings.
 - Responded to over 2700 e-mails and 390 phone calls to share information, education, and resources with partners.
 - Attended 10 meetings to provide vaccine confidence resources and support to the Mental Health Youth Hub.
- **Partnership with Anabaptist Communities: Mennonite and Amish:**
 - Conducted 65 visits with Mennonite families and communities, and 23 visits with Amish families and communities, to share COVID-19, vaccination, and health promotion and protection information.
 - Provided support for quarantine and testing compliance, and proactive education for compliance of businesses with the Reopening Ontario Act¹ and border requirements.
 - Engaged in 48 meetings with North Shores Health Network, and meetings with the Public Health Agency of Canada and partners, regarding Mennonite and Amish border crossing.
- **Support for the Algoma Treatment and Remand Centre:**
 - Liaised and followed-up for IPAC support and immunization.
- **Support for the setup of a Safe Voluntary Isolation Site Program:**
 - Worked with the Sault Ste. Marie District Social Services Board (SSM-DSSAB) and Public Health Agency of Canada funding to make rooms available for isolation. These spaces were to

support the homeless population and individuals unable to isolate alone, as recommended by APH as part of case and contact management.

- Provided ongoing operator guidance on public health measures, mobile testing options, and vaccine access.
- **Support for the delivery of goods and services:**
 - With Harvest Algoma, Red Cross, and SSM-DSSAB, supported the set-up and access of services for those isolating as per public health recommendation (e.g., non-perishable food delivery, transportation to testing, etc.).

Health equity will remain at the forefront of the COVID-19 response, recognizing that the pandemic has affected the health and wellbeing of Algoma residents, especially priority populations.

Internal & External Engagement in Emergency Preparedness and Response

APH, as member of the local and regional structures for health-sector emergency management, works to coordinate health system preparedness for emergencies like the COVID-19 pandemic. APH has been the lead agency in the COVID-19 pandemic response, ensuring communication with municipal emergency response members across the district. Internal, external, and colliding emergency management has continued throughout 2021.

Internal Emergency Preparedness and Response

In 2018, APH's emergency management team updated the agency's emergency response plan, which has guided two large-scale responses, including the APH Cyberattack in 2019, and the COVID-19 pandemic. The emergency response plan has provided a guideline for emergency response and has ensured a coordinated response by all programs in public health.

Upon activating the IMS structure in 2020 (see **Appendix A**), incident action plans were developed and routine pandemic meetings were scheduled. The incident action plan outlined the goals and objectives for each of our stakeholder groups and leads aligned, and provided an opportunity for teams to share key updates for each core segment of the IMS structure.

Since APH remains in IMS at the time of writing, numerous internal meetings for COVID-19 response coordination have continued from January – October 2021, including:

- 38 Continuity of Operations Plan (COOP) meetings to continuously assess staffing allocation, resources, and prioritization of programming;
- 28 COVID-19 Response leadership meetings, to assess alignment of human resources, program pressures, and needs; and
- 38 IMS Incident Action Planning meetings with all staff involved in COVID-19 response and immunization.

This summary does not include the countless internal team-specific touchpoints and external meetings that have been attended for a consistent and robust response to the pandemic. For example, APH staff have attended ministry, northern public health unit, partner, and sector-specific meetings on COVID-19 response and vaccination throughout 2021.

External Emergency Preparedness and Response

Emergency management as part of pandemic response has included many external meetings with municipal emergency control groups and municipal community emergency management coordinators (CEMCs). The focus of municipal meetings has included developing systems to support vulnerable and isolating persons, coordinating follow-up and enforcement for legislation under the Reopening Ontario Act¹, and maintaining communication with the broader community.

As a snapshot of the emergency management work in 2021, APH:

- Maintained a public health inspector assigned the Emergency Management portfolio, as a routine point of contact for inquiries and concerns.

- Participated in emergency response training provided to North Shores and Spanish.
- Provided routine notifications to local CEMCs concerning public service announcements, ministry updates, changes in guidance, etc. via e-mail.
- Responded to an average of 10 calls from municipalities per week.
- Participated in weekly WebEx meetings with Emergency management Ontario (EMO) for updates from the provincial emergency operations centre, in addition to biannual EMO sector meeting where APH presented response updates.
- Engaged in six municipal emergencies meetings per week at the start of the year, which later transitioned to e-mail or phone.
- Responded to over **200 municipal e-mails** per week, depending on provincial direction and guidance, to discuss regulation compliance, concern with venue access, council meeting concerns, newsletter information, complains for non-compliance, and vaccine policy needs.
- Hosted weekly teleconferences with all municipalities to provide opportunities for feedback on prevention and mitigation efforts taken, before moving to as-needed virtual support.
- Developed and sent 31 e-blasts to Community Emergency Management contacts (49 recipients).
- Created and distributed nine Community COVID-19 vaccine bulletins, with three each for Central and East Algoma, North Algoma, and Sault Ste. Marie and Area, to provide legislation guidance, vaccine clinic information, and public health updates.

Despite the COVID-19 response using most of APH's resources over the course of 2021, it was evident that non-pandemic emergencies continue regardless of the status of the pandemic.

Wildfire Evacuation in a Pandemic: Managing Multiple Emergencies

In summer 2021, northern Ontario communities experienced wildfires, requiring the evacuation of 100 individuals from Spirit First Nations to Sault Ste. Marie. APH, as part of Sault Ste. Marie's Emergency Operations Centre, mobilized with partners to ensure the health and safety of evacuees, while continuing the COVID-19 response. Daily meetings with health system partners were required to ensure a coordinated response and that basic needs of evacuees were met.

As a contribution, APH deployed two public health inspectors to work on-site at the host facility daily, to ensure appropriate IPAC measures were in place, assess risk, provide education, and deliver harm reduction and public health supplies (i.e., toothbrushes, personal protective equipment (PPE), sanitizer, condoms, and Naloxone). Communications on air quality were also amplified to alert Algoma communities of the risks to health from wildfire smoke exposure, especially among vulnerable populations, and strategies for risk mitigation.

APH teams provided approximately 185 hours of labour (\$10,800) over a two-week period, along with upwards of \$150 in PPE. This significant use of human resources for a short-term event illustrated how quickly APH resource needs could escalate if faced with many emergencies in one year, or multiple emergencies occurring simultaneously.

This critical work also demonstrated the value of emergency management and strategic coordination of public health resources, as well as the essential role of partnerships, to respond to multiple crises.

Without the engagement and support of Algoma's 21 municipalities, partners, and residents, many provincial and local public health measures would not have been successfully implemented or helped to achieve pandemic goals. We have been **in this together** since the beginning.

COVID-19 Immunization

In December 2020, Health Canada approved both Pfizer (Comirnaty) and Moderna (Spikevax) COVID-19 vaccines. The first National Advisory Committee on Immunization (NACI) recommendations report followed these approvals on December 12, 2020, approving Pfizer for ages 16 and up. By March 2021, Health Canada had extended approval to two more COVID-19 vaccines, including AstraZeneca (Vaxzevria) and Janssen.

On **January 27th, 2021, the first COVID-19 vaccine in Algoma was administered** in long-term care, and from this point forward, local public health, in unprecedented partnership with primary care, pharmacies, Indigenous health departments, and additional community health partners began robust immunization efforts to achieve high rates of COVID-19 vaccine protection in Algoma at rapid speed.

A presentation on the COVID-19 Immunization plan was shared with the Board of Health in January 27, 2021, the same day as the first dose was administered (see [Board Package](#)). Since that day, eligibility has continued to expand to include all adults and youth 12-17 for both first and second doses.

Within the context of the vaccine rollout, local public health has led the coordination of the vaccine rollout in Algoma, by working with partners, planning, managing operations (e.g., storage and transportation, security, administration, documentation and tracking, monitoring and reporting, and evaluation) and facilitating vaccine communication.

As a snapshot of COVID-19 vaccination efforts from January – September 2021:

- 81.4% of the eligible population (12+ and born in 2009) in Algoma received two doses of COVID-19 vaccine, and 87.3% received at least one dose, as per the September 29, 2021 COVax Report.
- 172,270 doses of COVID-19 vaccine were administered at Algoma vaccine events to individuals regardless of residence, of which APH has either hosted, coordinated, administered vaccine, supplied vaccine, or supported in some capacity (COVax, Oct. 4).
- 469 vaccine clinics (> 10 doses administered) occurred through GFL mass immunization clinics, district mass immunization clinics, and pop-up clinics in Algoma. Pop-up clinics were strategically set-up in Algoma areas to enhance access to vaccine by populations with lower vaccine uptake or facing health inequities.
- 156 internal Immunization Incident Action Planning meetings with all staff involved in COVID-19 vaccination planning and implementation were held.
- 136 Community Vaccine Planning sub-region meetings were held, with weekly to biweekly meetings held for primary care, pharmacy, Indigenous health sector, hospital, and municipal partners in Sault Ste. Marie & Area, Elliot Lake & Area, Central & East Algoma, and North Algoma.

In addition, public health nurses and the medical officer of health or associate medical officer of health have conducted numerous consultations on adverse effects following immunization. Over the course of the year, PHNs responded to over 1650 emails from vaccine partners, answered or participated in over 700 calls, and attended over 50 meetings with external partners (e.g., retirement homes, long-term care homes, family health teams, etc.).

To boost vaccine confidence in Algoma, in addition to online communications, vaccine communication, APH:

- Attended 20 Vaccine support council meetings to provide APH vaccine updates and identify opportunities for partnership with the Chamber of Commerce and business community on vaccine confidence building (i.e., PUC transportation, Business-sponsored clinic meals, etc.).
- Published 12 Google Ads to promote vaccine confidence and pop-up clinics in Algoma, which resulted in 3.1 million impressions and 10,335 clicks.
- Developed and disseminated 250 “Be There for This” vaccine confidence campaign posters, 250 vaccination posters for 12-17 year olds with tear off sheets, and 250 posters for social services and the Algoma District. In addition, 300 copies of #StopTheSpread messaging were posted to mailboxes.
- Created 51 unique pop-up clinic promotion packages, and for a targeted clinic, mailed 3,274 mail outs for the Tenaris pop-up vaccination clinic.
- Hosted eight vaccine town halls with allied health partners to boost vaccine confidence.
- Coordinated and streamed one live town hall on YouTube for youth 12-17 years to ask and have vaccine questions answered.

- Created 16 internal and 5 external ads to promote vaccine confidence on buses.
- Collaborated with five businesses to give testimonials encouraging vaccination.
- Worked with David Amber (Hockey Night in Canada) and John Dean (Soo Greyhounds) to help build vaccine confidence.
- Participated in a Northern Ontario Junior Hockey League campaign encouraging vaccination.

APH teams have remained available to all community partners for vaccine questions, guidance, and support resources, responding to calls, e-mails, media requests, and public inquiries via phone and e-mail. In addition, internal teams have submitted countless Ministry of Health reporting and planning templates, which required strategic planning, vaccine allocation, and forecasting, necessitating involvement by many for quick planning and turnaround to the Ministry, often within 24 hours to 1 week, which was prioritized over additional pandemic efforts.

As of November 8, **86.0% of eligible residents (12+ and anyone born in 2009) in Algoma have received two doses and are fully vaccinated**, and 89.7% of eligible residents have received at least one dose. Including first, second, and third/booster doses, 181,193 doses have been administered across all vaccine channels to Algoma residents.

As we look ahead, third dose eligibility has been announced for Ontarians meeting special population criteria on August 17th, and continues to expand with booster doses being offered to highest risk populations with waning immunity over time. In addition, Health Canada approval of a safe and effective COVID-19 vaccine for children 5 to 11 years is expected in winter 2021, which will enable 7600 Algoma residents aged 5-11 years old to receive a COVID vaccine series.

With ongoing efforts to administer first and second doses to unvaccinated persons to reach the Ontario target of **90% of the eligible population being fully vaccinated**, ongoing expansion of eligibility for booster doses, and upcoming vaccination of children, the COVID-19 vaccination program will remain a pillar of effective COVID-19 response for a long while.

Knowledge Translation and Exchange

Work within the COVID-19 response and immunization programs has required the interpretation, communication, implementation, and at times enforcement of ever-changing guidelines, reference documents, legislation, emergency orders, letters of instruction, and advisory board recommendations.

As a few examples of the volume of guidance changes and need to keep up to speed, to ensure public health alignment with protocols and public awareness, since the start of the pandemic until November 4, 2021, there have been:

- 548 Situation Reports outlining the situation in Ontario (COVID-19 cases, deaths, outbreaks, etc.).
- 13 versions of the Management of Cases and Contacts of COVID-19 in Ontario³ document.
- 22 updates to the National Advisory Committee on Immunization recommendation on the use of COVID-19 vaccines report.⁴
- 3 versions of the Proof of Vaccination Guidance for Businesses and Organizations under the Reopening Ontario Act.⁵

The rapid evolution of evidence and information guiding practice, and changes in guidance, has added to the public health workload and required strategic messaging to ensure coordination with partners and the broader community.

Highest-Risk Core Public Health Programs and Services

In addition to COVID-19 focused work, the Continuity of Operations Plan (COOP) detailed APH's prioritization of programs and services, with highest priority given to programs that worked to decrease health inequities for those who have been most affected by COVID-19.

Programs and services designated as high priority have been managed with modifications to accommodate public health measures (i.e., virtual delivery) and limited capacity available with the deployment of staff to COVID-19 response.

In 2021, the following high-risk programming was maintained, at modified or reduced capacity⁶:

- **Infectious and Communicable Diseases:** APH continued to respond to ongoing cases of diseases of public health significance, or reportable diseases. Treatment, testing, and counselling of cases and contacts has continued despite staffing challenges. In addition, ongoing support was for facility outbreak management, in addition to IPAC work in settings, was provided, such as that for personal service premises. Thirty-three e-blasts were also sent to personal service settings (277 recipients). Quarterly reporting of Diseases of Public Health Significance to identify disease rates in Algoma vs. Ontario has also continued.

A program highlight report on Infection Prevention and Control during and outside of the pandemic in Algoma was shared with the Board of Health in March 2021 (see [Board Package](#)).

- **Food Safety:** Environmental health inspectors continued to conduct routine food safety inspections of high, medium, and low risk premises to keep all patrons safe from food borne illnesses. The inspectors also followed-up on complaints, bringing establishments into compliance with the food safety regulations, while assessing the risk and providing education.
- **Safe Water:** APH continued to deliver safe water program services, with an objective to minimize all water borne illnesses. These services include working with Ministry of Environment, Conservation and Parks (MECP), PUC, and municipalities to ensure safe potable water was provided to all users. Inspectors also issued boil water advisories and orders as necessary, as well as provided education. Despite working at reduced capacity, the safe water program also inspected recreational facilities for compliance with the safe water regulations.
- **Tobacco Enforcement:** Staff continued to follow up on smoking-related complaints across the district, using progressive enforcement as a first approach. This team also conducted tobacco product display and promotion inspections to ensure premises were complying with the Smoke Free Ontario Act.
- **Healthy Environments:** APH continued the development of a climate change vulnerability and adaptation assessment in partnership with 6 northern health units who formed a Northern Climate Change and Health Collaborative in response to funding from Health Canada's *HealthADAPT* program.⁷ A climate perceptions engagement phase was conducted in spring 2020, including 19 interviews with 26 district-wide community representatives to discuss extreme weather and impacts to health and wellbeing in Algoma.

APH wrote a climate change and health blog for Clean North, and provided a presentation to Sault Climate Hub. In addition, APH provided letters of support for community partner initiatives working to enhance physical activity and healthy active transportation.

A presentation on climate change work to date was shared with the Board of Health in March 2021 (see [Board Package](#)).

- **Vaccine Preventable Diseases:** APH continued to offer routine immunization clinics, primarily to those without a primary care provider. Services were modified to accommodate a limited number of clients due to COVID restrictions/precautions, and limited staff capacity due to deployment. When compared to pre-COVID volume of clients served, APH clinics saw approximately 30% of pre-pandemic clients per month, resulting in less clients able to access public health immunization services during the pandemic period. Immunization coverage in school-age children reporting has continued.
- **Community Safety and Wellbeing (CSWB) Plans:** APH provided consultation support to municipalities developing CSWB plans to mitigate immediate social risks that lead to crime and negatively impact community wellbeing and quality of life.⁸

The Central Algoma, Sault Ste. Marie, Elliot Lake, North Shores, and Township of Macdonald, Meredith and Aberdeen Additional and the Township of Laird plans were reviewed, and an evidence-informed briefing note was created for Sault Ste. Marie to provide recommendations for upstream strategies to address downtown crime.

- **Substance Use and Harm Reduction:** Tobacco cessation services transitioned to virtual with a reduced caseload, and APH continued to support community initiatives to reduce smoking, including support to Algoma University to become a smoke-free campus, effective September 1, 2021.

In addition, harm reduction services, such as the Needle Exchange Program (NEP) and naloxone distribution remained a priority, alongside opioid surveillance and reporting (21 reports to date) and education on language to reduce stigma related to substance use. The APH team also continued to meet with the Sault Ste. Marie and Area Drug Strategy Committee and produce opioid surveillance bulletins (8 to date).

As a snapshot of service use, from January to September 26, 2021, there were 3,877 visits to the NEP for harm reduction supplies and support services. It is projected that there will be 4,790 visits by the end of 2021, which compares to 4430 in 2020 and 4641 in 2019 (pre-pandemic).

A comprehensive overview of substance use and harm reduction services provided throughout 2021 was presented during the October 2021 Board of Health meeting (see [Board Package](#)).

- **Healthy Sexuality:** APH continued to provide sexual health services, including our sexual health information line, which averaged 13 calls per day, reaching a maximum of 32 calls in one day. In addition, APH has continued to provide low cost/no cost birth control with advertised drop-in hours, and accommodated appointments.
- **Healthy Babies Healthy Children:** APH continued to contact consenting individuals within 48 hours of discharge from hospital after the birth of their baby, at reduced capacity. This contact enabled APH to screen for risk, provide information, and support families welcoming their new baby. This service also included breastfeeding support and guidance, and referrals to community supports as needed. In addition, APH continued to provide the Blended Model Home visiting program through virtual and in person appointments. Despite reduced capacity, the team supported 92 families.
- **Prenatal and Parenting Classes:** APH used virtual means to provide prenatal and parenting classes, and collaborated with community partners to reach those in need. During the pandemic, 23 sessions of Triple P were offered, as well as three Nobody's Perfect sessions. However, virtual classes were suspended in fall 2021 due to COVID-19 surge support needed as part of the fourth wave. Clients are being directed to an online option called InJoy. Since January 2021, 247 clients accessed the classes, with 26.7% completing the course.
- **Breastfeeding:** Breastfeeding surveillance continued until June 2021, before being paused due to limited capacity in the program. APH connected to mothers at the 48-hour contact by consent. Breastfeeding information was offered prenatally and post-partum over virtual platforms or in person appointment as requested.
- **Canada Prenatal Nutrition Program (CPNP) and Community Action Program for Children (CAPC):** APH continued to provide the CPNP and CAPC programs virtually to support the health of pregnant women, new mothers and their babies who face challenges that put their health at risk. From March 31, 2021 to September 24, 2021, 204 pregnant individuals accessed the program.
- **Parent Child Information Line (PCIL):** APH expanded hours of the PCIL for individuals to access a public health nurse Monday to Friday 9:00am-4:00pm for information, support and referrals to community agencies. Calls received ranged from approximately seven per day, reaching a maximum of 30 days in one day.
- **Oral Health:** The Ontario Seniors Dental Care Program (OSDCP) was the focus of the Oral Health team throughout the pandemic. APH's SSM onsite dental clinic briefly closed during the first provincial stay at home order (early 2020), but has remained open for treatment services ever since.

A program highlight report on the OSDCP was provided to the Board of Health in May 2021 (see [Board Package](#)), which was further explained in a presentation provided in September 2021 (see [Board Package](#)).

- **Preschool Speech and Language Services (PSLS), Infant Child Development Program (ICDP), and the Infant Hearing Program (IHP):** These programs were able to transition to virtual service delivery in March 2020. PSLs and ICDP carried their caseloads into the virtual setting; only seeing clients in-person when provincial stay at home orders were lifted and when deemed clinically necessary. IHP had a brief pause during the first provincial stay at home order, but has resumed regular service delivery ever since.
- **Health Equity:** Alongside equity-focused COVID-19 response and immunization efforts, through strengthened partnership with Mennonite and Amish communities for pandemic response, a district PHN and PHI have continued to support a travelling clinic to provide public health education and resources to willing families and community members.

In addition, internally, staff members revitalized the Indigenous Engagement Working Group to regroup on meaningful ways to work towards Truth & Reconciliation. This work started with the revision of the APH Land Acknowledgement, which was approved by the Board of Health in September 2021 (see [Board Package](#)).

Foundational Supports

Robust and intensive support has been provided by foundational teams, including communications, epidemiologic and data, evidence, planning and evaluation, and corporate supports, including human resource, clerical, health and safety, information technology, logistics and finance for all programs and response services.

The foundations support team was the glue holding the critical components of COVID-19 response, immunization, and highest risk programming together, by:

- Ensuring the public remained informed about COVID-19 risk, cases, risk mitigation measures, guidelines and policies, and vaccine information;
- Conducting epidemiologic surveillance on COVID-19 in our community and beyond, through routine COVID-19 indicator (i.e., data on cases, contacts, testing, vaccination, variants of concern, school absenteeism, etc.) reporting, monitoring, and sharing to inform the public health pandemic response;
- Reviewing evidence and supporting the dissemination and communication of vaccine science and risk mitigation research;
- Supporting the planning and coordination of internal immunization and response activities;
- Evaluating public health processes and efforts, and collating public survey feedback to inform practice;
- Booking appointments, fielding public questions, and ensuring appropriate staffing and scheduling for clinics;
- Ensuring the appropriate, high functioning technology for public health to work in office and remote to serve the community and keep everyone safe;
- Enhancing telephone and on-line booking systems to provide optimal service for clients;
- Hiring qualified, skilled professionals to join the public health workforce at rapid speed, and ensuring employees had the resources needed to work safely;
- Successfully negotiating two collective agreements;
- Maintaining health and safety of staff and clients, both in-office, at home, and in the field at pop-up and community clinics; and **most critically, and as related to our budget;**
- **Ensuring the efficiency and fiscal responsibility of public health, by managing finite resources without requiring the use of reserve funds or additional loans.**

Appendix B References:

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Appendix C – The Backlog of Public Health Services

The backlog of public health services and program work due to the province-wide prioritization of the COVID-19 pandemic response and immunization is provided below by public health program.

Community Wellness and School Health Program

Due to the deployment of staff to COVID-19 response and phone lines, and development of the COVID-19 school support team, the Community Wellness and School Health program backlogs include:

- Waitlist of 105 persons for smoking cessation support, as of October 31, 2021, which amounts to a 1-year waiting period. Due to the length of the waitlist, clients currently seen are being prioritized based on risk (i.e., currently pregnant, recent heart attack, etc.).
- Pause of the comprehensive tobacco communications campaign (cessation and prevention) intended to launch in 2020.
- Suspended youth engagement work that was focused on smoking prevention, as well as efforts to prevent and address vaping among youth and young adults.
- Delay in compiling a local opioid situational assessment to better identify needs, services, and gaps.
- Incomplete climate change vulnerability and adaptation assessment requiring completion to inform emergency management and adaptation strategies for future climate-related events and impacts.
- Suspension of programs related to healthy eating active living, mental health promotion, falls prevention, road safety, vision screening, and healthy environment indicator development, requiring revisiting.
- Pause on the comprehensive school health promotion approach, due to COVID-19 school response prioritization. There is a need to collaborate with students, parents, and educators to promote health and wellbeing of school-age children, provide education and resources, support implementation of healthy school policies, and promote leadership and engagement, while supporting students to develop healthy coping skills and habits.

Environmental Health Program

Environmental health diverted resources to focus on pandemic response activities, which resulted in modified routine program work and reduced premise inspections. Prior to the pandemic, inspectors strived to complete 95-100% of inspections in each program area. As of September 2021, program inspection completion rates remain significantly reduced when compared to 2019 (pre-pandemic):

- 53% completion rate for food safety inspections in 2021, as compared to 98% in 2019.
- 34% safe drinking water system inspections in 2021, as compared to 96% in 2019.
- 56% of recreational water (pool inspections) in 2021, as compared to 100% in 2019.
- 25% of personal service setting inspections in 2021, as compared to 90% in 2019.

In addition, APH did not offer any Safe Food Handling courses in 2020 or 2021. For comparison, 41 courses offered in 2019 that certified 1137 individuals.

Catch-up to increase inspection completion rates and corresponding education, guidance and support is needed to return to pre-pandemic rates and ensure health protection.

Healthy Growth and Development

Due to the deployment of resources, programming and services provided by Healthy Growth and Development staff were at reduced capacity, resulting in:

- A waitlist of 74 families for Healthy Babies Healthy Children home visits, with referrals addressed in 2021 based on highest risk. In fall 2021, the waitlist was suspended due to COVID-19 surge support needed, and clients have been referred to community supports.
- Suspension of virtual prenatal classes in fall 2021, which will require in-person resumption when safe to do so, as online classes resulted in low uptake by community members.
- Pause on in-person visits to Garden River Wellness Centre, which need to resume enhancing virtual supports that have continued through the HBHC worker at the wellness centre.
- Suspension of healthy sexuality promotion activities, with only one outreach initiative at Sault College supported in 2021. Addressing this backlog in education and promotion is needed, as an increase in sexually transmitted infections from 2020 to 2021 is projected in Algoma.
- Backlog in the linking of procedures to agency policies, and potential for the need to develop new policies before work can stably move forward.

As an overview of the Healthy Growth and Development program, and goals for recovery, a program highlight report was shared with the Board of Health in April 2021 (see [Board Package](#)).

Immunization Program

Due to prioritization of the COVID-19 vaccine rollout, tuberculosis testing, vaccination promotion, and assessment of records and students missing Immunization of School Pupils Act vaccines have been suspend. In addition, the annual influenza rollout has been modified, with increased reliance on primary care and pharmacy partners, and reduced public health-led clinics to sustain COVID-related programs.

COVID-19 disrupted both in-person learning and routine well-child visits for many individuals over the course of the pandemic; therefore, many children have fallen behind on receiving recommended vaccines per the publically funded immunization schedules for Ontario.

At this time, the immunization program is experiencing:

- A school-based immunization backlog of 14,200 doses of vaccine to complete grade 7 catch-up along with 3370 doses required among newly eligible grade 7 students this fall 2021. Grade 7 immunizations included Meningococcal, HPV, and Hepatitis B vaccines.
- A backlog of 4500 infant and childhood vaccines to complete, which include Tdap-IPV, MMRV, Var, MMR, Men-C-C, Pneu-C-13, and DTaP-IPV-Hib vaccines.
- A backlog of 3000 adolescent tetanus, diphtheria, and pertussis (Tdap) catch-up doses.
- Delayed review and updating of medical directives, policies, procedures, and other program work, such as immunization records, due to COVID-19 immunization prioritization.

To address the backlog, as of November 2021, the immunization program has begun offering school vaccine catch-up clinics for current grade 7 students as well as students who missed their immunizations.

Oral Health Program

Due to the deployment of staff to COVID-19 response and public health measures suspending in-person services for periods during the pandemic, the oral health program has experienced a:

- 15-month backlog in Healthy Smiles Ontario preventative clinics for low-income children aged 0-17. Clinics resumed in June 2021, however have reduced throughput due to clinic sharing with OSDCP.
- 18-month backlog in school dental screenings and service delivery, which may result in worse oral health conditions than pre-pandemic state, causing a growth in post-screening notification and follow-ups to be conducted.

- 18-month backlog in the Healthy Smiles Ontario and Essential Services Stream. As a result, few children that qualified for the program have been lost to follow-up and will be difficult to bring back into clinic for re-assessment, leaving oral health status unknown.
- 18-month backlog in the Children's Oral Health Initiative with Garden River, where children receive screenings and fluoride varnish. The relationship with Garden River was paused, due to suspension of services during the pandemic and staff-turnover requiring new connections to be developed.

In addition, 200+ clients are awaiting services, specifically treatment plans with a dentist, as part of the OSDCP. OSDCP clinics were paused for a total of 5 months during the pandemic.

To address the backlog, the oral health program is resuming partnership with Garden River, and intends to re-enter the schools for oral health screening in January 2022, using a health equity approach to prioritization by visiting the highest risk areas in Algoma first.

Infectious Disease

Due to the focus of the infectious disease team on case, contact, and outbreak management, and limited staffing for routine public health work, there has been:

- Reduced case management of sexually transmitted infections, with APH communication to health partners being limited and work with stakeholders in providing health care somewhat prevented due to COVID-19 response.
- Limited to no health promotion and communication efforts to influence health behaviours in regards to sexual practices and injection drug use practices.
- Reduced screening and testing of clients at APH, without any outreach services provided, such as HIV Point-of-Care conducted for priority populations.
- Reduced frequency in assessment and reporting of latent tuberculosis infections, as compared to the pre-pandemic period, due to reduced testing.
- Delayed STI surveillance, trends, and analysis.

To address the backlog and attempt to redirect staff support to sexual health and infectious disease areas of the program, a new staffing schedule is being trialled in fall 2021, being mindful that reduced staff aligned to COVID-19 response may strain case and contact management.

Foundations: Population Health Assessment, Evidence-Informed Practice, Health Equity, Emergency Management, & Communications

Due to the foundations team providing support for COVID-19 response and immunization programs, several projects were paused, requiring revisiting and catch-up, including:

- Annual reporting for 2019 to 2021, to highlight the work of public health and impacts to population health and wellbeing.
- Updating of the Algoma Community Health Profile previously completed in 2018 to identify public health issues and priority populations for public health action.
- Creation, reporting and monitoring of indicators for assessing process and outcomes of public health programs and services (e.g., school health, healthy environments, injury prevention).
- Revisiting Bridges out of Poverty, a poverty cultural awareness program that was suspended during the pandemic.
- Updating and surveillance reporting on Influenza Season Vaccination and Healthy Growth and Development program indicators, alongside other data and indicator reporting to assess the health status of Algoma and underpin the targeted planning of program and services (i.e. Cancer Care Ontario data).

- Revisiting three partially structured rapid reviews (evidence) for informing best practices put on hold, including community interventions for reducing falls, reducing intentional injuries, and enhancing mental health promotion across the lifespan.
- Revisit of past public health promotion, messaging, and resources to be updated and support new program communication requirements, as well as launch the paused tobacco communications campaign to align with post-pandemic learning and community assessments.
- Reactivating public health pandemic recovery planning, as well as updating emergency management plans to reflect pandemic lessons learned, strategies, and processes for future crises.

In addition, due to prioritized work, routine updating and review of program indicators and client health reports has been modified or suspended. In addition, addressing technology or system errors outside of prioritized needs related to COVID has been minimal. Delayed electronic record entries or updating poses risk for errors or delay in immunizations. Resources will be needed to review, revise, and update program indicators, electronic records, and reporting processes, as well as to assess the quality of reports to ensure meaningful and accurate data to inform public health practice, programs, and services.

These are a brief overview of the many, but not all, impacts to both public health in Algoma and service delivery at the program-level from the prioritization of COVID-19 pandemic work.

Agency-Wide Backlogs

Evidence, Data, Planning, and Evaluation

In addition to program-specific backlogs, numerous situational, needs, and program assessment, literature review, planning, and evaluation supports are needed for the development and implementation of efficient, effective, and equitable population health programs and services that have been put on hold.

Foundational work to evaluate and review the evidence for pandemic lessons learned and best practices in a post-pandemic time will require resourcing to inform the restoration of programs and services. Similarly, Annual Service Plans and Standard Implementation Plans, alongside program work plans, have been paused, requiring review and re-alignment to public health needs in Algoma. A review of the data to identify public health needs and priorities, recognizing that the health of our population has changed during the pandemic, is a much-needed starting step.

Finally, an evaluation of public health programs and services provided during the pandemic is needed to inform and enhance future public health emergency response and programming. The first part of the APH Covid-19 pandemic response evaluation was presented to the Board of Health in February 2021 (see [Board Package](#)), before further evaluation was paused to support vaccine planning and communications.

Lessons learned throughout the pandemic, identification of new population health priorities, and evidence-informed innovations in public health practice will enhance the landscape of public health programs to better service communities beyond COVID-19, however, will require time and resourcing.

Collaboration and Partnerships

Despite numerous strengthened partnerships and relationships within the pandemic response, it has been challenging for staff to remain part of non-COVID working groups and collaborative tables (e.g., food security, child services, poverty round tables, healthy communities, etc.), recognizing that some agencies did suspended meetings during the pandemic period.

The many committees, advisory boards, advocacy groups, etc. to which APH was an active partner will require revisiting and reinvested effort by APH to come to speed and re-identify the role of public health in supporting partners to navigate important community priorities.

Appendix D – The Cost of COVID-19 Pandemic Work

The Cost in Dollars

Despite significant pressures, APH remained fiscally responsible through the COVID-19 pandemic. To date, APH has not required the use of reserve funds or borrowed dollars.

As of September 2021, the financial impact of COVID-19 response efforts have totalled 64,558 labour hours (\$3,347,575) and COVID-19 immunization efforts have totalled 46,411 labour hours (\$2,084,697). This excludes material resource costs, and third party health service costs paid by APH for COVID-19 response and immunization programming. Month-by-month COVID-19 response and immunization labour expenses are shown in **Table D1**.

Table D1: Monthly COVID-19 Response and Immunization Labour & Third Party Costs, 2021

COVID-19 Response and Immunization Labour & Third Party Costs					
COVID-19 Response			COVID-19 Immunization		
Month (2021)	Hours	APH Labour Cost	Hours	APH Labour Cost	3rd Party Health Services
Jan	6,310	340,894	1,259	75,125	0
Feb	7,060	342,892	2,081	166,318	0
Mar	8,100	359,817	5,562	203,397	0
Apr	7,601	454,941	4,844	224,404	63,163
May	7,338	400,642	6,056	275,344	61,299
Jun	8,479	470,916	9,301	423,354	62,843
Jul	6,258	299,482	7,329	270,897	101,523
Aug	6,191	256,509	5,390	262,129	83,277
Sep	7,221	421,482	4,589	183,729	39,947
Oct					
Nov					
Dec					
Total	64,558	3,347,575	46,411	2,084,697	412,052

Note: As of November 4, 2021, August and September 3rd party costs are estimations, as some reimbursements are still underway.

These labour costs are being reported to the Ministry of Health for reimbursement as COVID-19 extraordinary and COVID-19 vaccine program extraordinary costs. This includes one-time funding requests for extraordinary costs incurred or expected to be incurred over and above the board of health's existing funding and budget for the period of January – December 2021.

As is further explained below, although one-time funding for COVID-19 response and immunization supports the staffing and resource needs at present, it does not help APH hire highly qualified professionals to support ongoing public health needs in the longer term, especially those related to public health backlogs related to COVID-19 and rising priorities (e.g., childhood immunization, mental health and addictions, oral health services).

The Cost in Time

Staffing strategies for the COVID-19 response include the redeployment of staff from home programs, cross training of staff to cover various roles and responsibilities, shuffling of work schedules, modification of highest risk public health programming, deferment of routine public health work, and the suspension of public health programs and projects.

To sustain the COVID-19 response, immunization, and highest-risk programming, and the associated volume of work with existing staff, employees worked a significant amount of extra hours.

In addition, because of ongoing recruitment challenges, which are especially common in the northern Ontario health sector, as of November 4, 2021, **16 FTE vacancies remain, representing 8.86% of the**

workforce, adding workload for existing staff that would otherwise be completed by the current vacant positions.

To demonstrate the volume of extra hours worked, the 2021 and 2020 extra hours worked were compared to the 2019 extra hours worked, which represents a pre-pandemic workload.

As a summary of extra hours worked from January 1 – September 18, 2021:

- ONA and CUPE employees worked 5063.5 extra hours (\$239,056.00) in callout, overtime, and lieu time combined, marking a **166.3% increase** in hours compared to 2019. In contrast to 2020, ONA and CUPE employees marked a 71.3% increase in hours compared to 2019.
- Leadership and non-union employees worked 3427 overtime hours (\$211,745.00). Total hours and costs relating to 2019 and 2020 were not tracked.

Extra hours worked and paid from payroll for 2021 (callout, overtime, and lieu) have exceeded those for 2019 (pre-pandemic) where comparators were available. With a growing workload for the remainder of 2021, extra hours will likely continue to be accumulated by employees.

In addition, due to workload and priorities, and the outstanding dedication of APH employees to work to keep our communities safe and healthy in 2021:

- **Accrued lieu time by staff has not been taken.** Collectively, ONA and CUPE group members' lieu time accrued to be paid out was 2287.5 hours (estimated combined cost of \$97,319), as of September 18, 2021.
- **Paid vacation time also remains unused.** Collectively, among the 145 employees eligible for accumulated paid vacation time, a combined total of **142 weeks remain unused**, as of November 3, 2021.

As a comparator, in 2020, 179 employees had 4221 hours of vacation remaining at end of year. The increase in employees in 2020 was due to the departed Canadian Mental Health Association employees.

When comparing 2021 to 2020 or 2019 (pre-pandemic), it is evident that the extra hours worked by employees has increased, and the used vacation time decreased. The impact - workload and contribution of additional hours worked by staff has **depleted human capital**, and impacted work-life balance and employee health and wellness.

At a high-level, APH saw over a dozen employees take unplanned leaves over the course of 2021, which saw staff off work for a range of 1.5 to 15 weeks.

The Cost in Human Resources

Managing high-risk mandated public health services (e.g. health protection work), balancing a health equity approach through regular programming, and responding to COVID-19 has proven to be a great challenge for the public health workforce.¹

As noted in the May 2021 Board of Health *Workforce Update*, the demands of the pandemic response and roll-out of COVID-19 vaccine have had a significant impact on the human resources needed to deliver public health programs, with many employees deployed to assist with the COVID-19 response.

A snapshot of 2021 HHR and the impact to human resources, key indicators and comparators are shared below, including those for recruitment, retention, and redeployment.

Recruitment in 2021

From January – October 2021, 69 postings were posted, representing 147 vacancies (27 permanent, 120 temporary) across the agency. Of these posted positions, 115 were filled and 32 remain unfilled (26 temporary and 6 permanent). Seven positions have also been reposted due to a lack of qualified candidates (1 permanent and 6 temporary).

Challenges to recruitment in public health have included:

- Unknowns associated with and undesirability of temporary, time-limited positions among highly skilled public health professionals.
- Competition for health human resources across district and beyond.
- Lack of qualified candidates with certifications or skill level required for specific postings.

Challenges to recruitment in Algoma, leaving **32 positions remaining unfilled in 2021** as of end of October, is an underpinning factor to the volume of extra hours worked by existing staff. It is also a testament to the limitations of one-time funded positions (temporary positions), and reinforces the ongoing need for a comprehensive HHR strategy that addresses the unique barriers in northern Ontario.

Retention in 2021

To shed light on retention of employees throughout 2021, an overview of staff departures is provided in **Table D2**. Implementation of the human resources information system in 2019 has limited the capture of complete human resource data for comparison to prior years.

As of November 3, 2021, APH saw a decrease in employee departures not related to retirements or the end of placements or practicums, when compared to 2020.

Table D2: Employee Departures from Algoma Public Health, 2020-2021

Employee Departures from Algoma Public Health, 2020-2021		
Year		
Employee Status	2020	2021*
Permanent, Full Time	6	5
Temporary, Full-Time	3	0
Total	9	5
Note: Employee departures include those that resulted for reasons outside of retirement or end of student placements/practicums. The table excludes any Community Mental Health/Alcohol Drug Assessment Program employee departures for 2020 or 2021, as this program was divested as of April 1, 2021. *As of October 2021, there were also 10 casual employee departures. This count has been excluded from the table, as there were no casual employees in 2020 and therefore no comparator.		

The reasons for departure of permanent staff from APH, broadly, have included moving out of district, personal reasons, or transition to better employment opportunities.

Across the public health sector, because of increased workload and demands placed on public health systems and personnel, public health agencies have seen a staggered departure of personnel, and many staff left exhausted.² Consequently, the loss of permanent, full-time, experienced public health practitioners has resulted in lost expertise and challenges to find qualified, skilled replacements.²

Revitalization of the public health workforce, with focus on employee wellness and mental health, alongside an HHR strategy that works to build public health capacity in the north remains essential.

Redeployment and Training Implications

As of October 7, approximately **51.5% of all APH employees remain primarily aligned to COVID-19 response and immunization**, while 15% spend roughly half their time on COVID-19 response and half on program work and 33.5% of employees remain dedicated to covering prioritized, highest risk programs and services. This snapshot of staff allocation to COVID-related work demonstrates the ongoing redeployment of staff to COVID-19 response and immunization efforts amid the fourth wave.

Managing Redeployment and a Shuffling Workforce

To manage the health workforce effectively, with increasing demands and limited health human resources, significant time and resources have been required to plan and support the redeployment of staff, which has required position matching, training, and managing of operations and movement of human resources.

Generally, the redeployment of staff has required up training to support COVID-19 work and non-COVID work in different programs. The mentorship and training for redeployed staff required both time and resources. At times, rotational coverage meant that there was no known timeline for how long deployed staff would stay within a specific program. In addition, time was required by redeployed or partially redeployed staff to stay up-to-date on COVID-19 response and immunization evidence and guidance changes, taking additional time away from conducting potential routine program work.

Impacts of Immediate Deployment upon Hiring

Due to urgent demands placed by the COVID-19 pandemic, over the last year, several new FTE positions were immediately deployed as of the position start date to fulfil needs (i.e., Financial Analyst deployed to support COVID-19 vaccine inventory and allocations; Human Resource Coordinator deployed to hire specific to COVID-19 needs, etc.). Few new hires have yet to work within their originally aligned (or “home”) public health program. This will result in program training needs, which will take time and resources prior to employees being able to return to routine work at full capacity.

Impacts of Agency-Wide Redeployment

The redeployment of staff to COVID-19 response and immunization for long periods will come at a cost in both time and resources to support internal training, professional development, and knowledge sharing to effectively return to routine public health work, which will exceed the capacity of few core staff that have remained aligned to highest risk programming during the pandemic.

In addition, due to workload demands, limited number of employees were able to partake in professional education. Refreshing of knowledge and skills, as well as opportunities to catch up on new evidence and resources related to mandated public health programs, will require time and support, and will be necessary to ensuring best practices and effective programs and services are delivered in Algoma.

Appendix D References:

1. Public Health Ontario. (2020). *Addressing health inequities within the COVID-19 public health response*. Retrieved from <https://www.publichealthontario.ca/-/media/documents/ncov/he/2020/12/covid-19-environmental-scan-addressing-health-inequities.pdf?la=en>
2. Queen, et al. (2021). Threats, resignations and 100 new laws: Why public health is in crisis. *New York Times*. Retrieved from <https://www.nytimes.com/2021/10/18/us/coronavirus-public-health.html>

Appendix E – Human Resource Indicators

Table E1: 2021 Casual Immunizer Recruitment Summary (as of October 31, 2021)

Casual Immunizer Recruitment Summary (as of October 31, 2021)							
Immunizer Sub-Area	Interviewed	Verbally Offered	Signed Acceptance	Onboarded	Resigned	Transferred within APH	Current Number of Immunizers
SSM	46	45	45	43	11	1	31
East Algoma	6	5	5	4	0	0	4
North Algoma	0	0	0	0	0	0	0
Total	52	50	50	47	11	1	35
Note: As of October 2021, APH saw 10 casual employee departures not related to retirement or the end of a work period. This excludes 1 individual counted in the 11 resignations, as the individual resigned before starting work and was therefore not an active employee.							

Table E2: Summary of Unpaid Student Placement and Paid Summer Student Hours, 2021

Summary of Unpaid Student Placement and Paid Summer Student Hours, 2021					
Educational Facility Affiliation	Program	# Students	Timeline		Hours
			From	To	
Sault College	BScN	4	January 12, 2021	February 24, 2021	288
Northern Ontario School of Medicine	Public Health & Preventive Medicine	1	January 18, 2021	January 29, 2021	70
Saskatchewan Polytechnic School of Nursing	Collaborative Nurse Practitioner Program	1	January 25, 2021	March 5, 2021	16
Sault College	BScN	2	March 2, 2021	April 17, 2021	144
Northern Ontario School of Medicine	Public Health & Preventive Medicine	1	March 8, 2021	April 2, 2021	126
Northern Ontario School of Medicine	Northern Ontario Dietetics Internship Program	1	March 22, 2021	April 16, 2021	126
Northern Ontario School of Medicine	Public Health & Preventive Medicine	1	April 19, 2021	June 30, 2021	385
Northern Ontario School of Medicine	Speech Language Pathology	1	July 5, 2021	August 30, 2021	280
Canadian Career Centre	Medical Office Administration Program	1	August 23, 2021	September 23, 2021	142
Sault College	BScN	3	September 29, 2021	December 3, 2021	600
Sault College	BScN	2	September 29, 2021	December 3, 2021	400
Northern Ontario School of Medicine	Public Health & Preventive Medicine	1	October 12, 2021	December 31, 2021	346.5
Northern Ontario School of Medicine	Public Health & Preventive Medicine	1	November 29, 2021	December 31, 2021	140
Total Unpaid Student Placement Hours					3063.5
Paid Summer Student Contributions: In addition to unpaid student placements, APH hired 28 FTE Summer Students. By the end of August 2021, 23 students remained (3 resigned). The average work-term duration was 3.05 months. The total PAID hours contributed to APH by summer students was 12,207 hours .					

Appendix F – Health Human Resource Challenges

As per an Ontario Health memo¹ on October 8th, as Ontario health systems continue to face many complexities, **HHR continue to be the biggest challenge**, with shortages and ongoing stress affecting all sectors. Layered on the provincial HHR struggle includes the significant and longstanding challenges with recruitment and retention of skilled public health professionals in northern Ontario, similar to the unique HHR challenges of the health care sector in the north.

Looking Back before Looking Forward: SARS and HHR

SARS demonstrated that our most valuable resource in public health is our HHR and the high level of expertise that exists at the central and local levels of public health.² It was also recognized that without the right, highly skilled professionals in public health, no reason or resource would result in successfully tackling a future public health crisis.²

As a recommendation from the SARS commission, it was identified that **overall public health capacity and HHR must be strengthened**, which requires enhanced budget and opportunities for specialized training.^{2,3} Recruitment and retention was also noted as a challenge, with skilled public health professionals having remained of short supply in more rural, remote, and northern regions, like Algoma.³

Despite recruitment and retention issues being identified in reports, and again articulated in the Capacity Review Commission in 2005, it is unclear how widely recommendations have been enacted.⁴ Based on the experience of local public health, gaps remain in the extent of the HHR strategy needed, especially when considering the unique challenges in the north.

Challenges with One-Time Funding in the North

One-time funding provided by the provincial government has been appreciated and critical to supporting COVID-19 response and immunization, as well as other pandemic needs (i.e., school support, IPAC). However, one-time funding has been geared towards curtailing the pandemic, as opposed to annual funding for the hiring of permanent staff to build long-term public health capacity to manage the emergency of today, and prepare for the public health emergencies of tomorrow.⁵

This comes at a detriment to northern Ontario, as when one-time funding is available, retention and recruitment continue to pose significant barriers to fulsome service delivery by public health (i.e., highly skilled professional unlikely to move to the north for, or with the uncertainty of, a 12-18 month contract).

Stable and predictable funding that meets the rising demands of public health⁶, as well as early notification of public health funding in the fiscal year by the province, is needed to effectively strategize for HHR, recruit skilled professionals to the north, and deliver effective programs and services. In addition, strategic investments must ensure that public health resources are not depleted during a crisis, to avoid a backlog and allow for the continued provision of mandated and important services.⁶

Strengthening Local Public HHR and Building Capacity for the Long-Term

As outlined by the Ontario Medical Association, “public health preserves and defends the health of the entire community.”^{6, p. 39} In addition to combatting the COVID-19 pandemic and other public health emergencies (e.g. wildfire evacuations), a strong local public health unit protects health and prevents illness every day.⁶ In order to recover and be truly prepared for future public health crises, strategic, and sustainable investment for emergency planning and a higher baseline of qualified, permanent public health employees are needed.^{2,6}

As per previous recommendations from post SARS-1 commission, there is **need for attention and resourcing of a public health human resource and capacity building strategy, alongside funding**.^{2,3}

The COVID-19 pandemic has demonstrated the instrumental role that local public health agencies play in preventing and mitigating the spread of infectious diseases. Now, more than ever, our communities need a robust public health unit to not only respond to the threat of newly emerging infectious diseases,

but also help the population recover from the many collateral harms that have resulted throughout the pandemic response (e.g., increase in opioid overdose deaths, children's mental health).

As evidenced by the human resource indicators, it has been challenging to sustainably resource the COVID-19 response and fill existing vacancies in Algoma, which will have implications for addressing the backlog and work that is to come.

Pressure from recruitment challenges have also been compounded by staff leaves, both planned and unplanned, where teams are working understaffed due to both outstanding vacancies and unfilled temporary coverage positions. For example, the oral health program has had recruitment challenges for a temporary Dental Health Educator leaving a vacancy, which will overlap with an unfilled temporary position for a planned leave, reducing the team by two staff during the pandemic when extra program support is required.

Without sustainable, increases to provincial base funding and levies to stabilize and strengthen the local public health workforce for the long-term, with strategies for recruitment and retention that align to northern Ontario, APH will be **unable to sustain the COVID-19 response and immunization program while restoring mandated public health programming to meet the needs of our communities and prepare for future health crises** without further risk of exhausting existing human resources.

As was flagged post-SARS in 2003, HHR issues within public health may be a critical factor in whether mandatory and essential programs and services get delivered where they are needed most,⁷ which includes northern Ontario where health inequities are routinely exacerbated when compared to Ontario as a whole, pre- and post-pandemic.

In addition, for recruitment and retention, a northern-specific HHR strategy will need to not only consider financial resources to recruit and retain highly skilled professionals, but also provide the necessary resources for ongoing training and specialized skill development for public health.⁸

Therefore, not only is an increase in levy funding required to strengthen and sustain our local public health workforce, but continued advocacy is required on the part of the Board of Health to ensure (a) sustainable, annual provincial base funding for public health and (b) a comprehensive northern public health human resource strategy, to ensure our communities are able to sustain pandemic efforts, restore programming, and equip to confront future public health emergencies.

Appendix F References:

1. Ontario Health. (2021, October). Refreshed recommendations on optimizing care. *Memo*. Internal document.
2. The SARS Commission. (2004). SARS and public health in Ontario. Retrieved from http://www.archives.gov.on.ca/en/e_records/sars/report/v4.html
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Appendix G – Municipal Levy Context and Comparators

Table G1: Historical Municipal Levy as Compared to Recommended 2022 Levy, 2018 – Recommended 2022

Historical Municipal Levy as Compared to Proposed 2022 Levy																
2022 Municipal Levy	POP 2016 Census *	2018 Approved Rate	2018 Approved Levy	2019 Approved Rate	2019 Approved Levy	2020 Approved Rate	2020 Approved Levy	2020 Approved Rate (after Refund)	2020 Approved Levy (after Refund)*	2021 Approved Rate	2021 Approved Levy	2022 Proposed Rate	2022 Proposed Levy	Appointment of Costs	Proposed Net Increase	APH Levy as a Percentage of Municipality Revenue
CITIES																
Sault Ste. Marie	73,368	33.63	2,467,640	33.80	2,479,978	36.38	2,669,377	34.18	2,507,836	36.57	2,683,386	40.23	2,951,725	70.46%	268,339	1.1%
Elliot Lake	10,741	33.63	361,260	33.80	363,066	36.38	390,795	34.18	367,146	36.57	392,852	40.23	432,137	10.32%	39,285	1.0%
TOWNS																
Blind River	3,472	33.63	116,776	33.80	117,360	36.38	126,324	34.18	118,679	36.57	126,986	40.23	139,685	3.33%	12,699	0.8%
Bruce Mines	582	33.63	19,575	33.80	19,673	36.38	21,175	34.18	19,894	36.57	21,286	40.23	23,415	0.56%	2,129	1.1%
Thessalon	1,286	33.63	43,253	33.80	43,469	36.38	46,789	34.18	43,958	36.57	47,034	40.23	51,737	1.24%	4,703	0.8%
VILLAGES/MUNICIPALITY																
Hilton Beach	171	33.63	5,751	33.80	5,780	36.38	6,222	34.18	5,845	36.57	6,254	40.23	6,879	0.16%	625	0.4%
Huron Shores	1,664	33.63	55,967	33.80	56,246	36.38	60,542	34.18	56,878	36.57	60,859	40.23	66,945	1.60%	6,086	1.0%
TOWNSHIPS																
Dubreuilville	613	33.63	20,617	33.80	20,721	36.38	22,303	34.18	20,953	36.57	22,420	40.23	24,662	0.59%	2,242	0.8%
Jocelyn	313	33.63	10,527	33.80	10,580	36.38	11,388	34.18	10,699	36.57	11,448	40.23	12,593	0.30%	1,145	0.9%
Johnson	751	33.63	25,259	33.80	25,385	36.38	27,324	34.18	25,670	36.57	27,467	40.23	30,214	0.72%	2,747	1.0%
Hilton	307	33.63	10,326	33.80	10,377	36.38	11,170	34.18	10,494	36.57	11,228	40.23	12,351	0.29%	1,123	0.5%
Laird	1,047	33.63	35,215	33.80	35,391	36.38	38,094	34.18	35,788	36.57	38,293	40.23	42,122	1.01%	3,829	1.5%
MacDonald, Meredith and Aberdeen Add'l	1,609	33.63	54,117	33.80	54,387	36.38	58,541	34.18	54,998	36.57	58,848	40.23	64,733	1.55%	5,885	1.4%
Wawa (formerly Michipicoten)	2,905	33.63	97,706	33.80	98,195	36.38	105,694	34.18	99,298	36.57	106,247	40.23	116,872	2.79%	10,625	0.7%
The North Shore	497	33.63	16,716	33.80	16,800	36.38	18,083	34.18	16,988	36.57	18,177	40.23	19,995	0.48%	1,818	1.0%
Plummer Add'l	660	33.63	22,198	33.80	22,309	36.38	24,013	34.18	22,560	36.57	24,139	40.23	26,553	0.63%	2,414	1.0%
Prince	1,010	33.63	33,970	33.80	34,140	36.38	36,747	34.18	34,524	36.57	36,940	40.23	40,634	0.97%	3,694	1.3%
St. Joseph	1,240	33.63	41,706	33.80	41,914	36.38	45,116	34.18	42,385	36.57	45,352	40.23	49,887	1.19%	4,535	0.9%
Spanish	712	33.63	23,947	33.80	24,067	36.38	25,905	34.18	24,337	36.57	26,041	40.23	28,645	0.68%	2,604	0.9%
Tarbutt & Tarbutt Add'l	534	33.63	17,960	33.80	18,050	36.38	19,429	34.18	18,253	36.57	19,531	40.23	21,484	0.51%	1,953	1.2%
White River	645	33.63	21,694	33.80	21,802	36.38	23,467	34.18	22,047	36.57	23,590	40.23	25,949	0.62%	2,359	0.5%
Total	104,127		3,502,180		3,519,691		3,788,497		3,559,232		3,808,378		4,189,216	100%	380,838	
YOY % Increase			0.50%		0.50%		7.64%		1.12%		7.00%		10.00%			
Notes:																
* Statistics Canada. (2019). Census profile, 2016 census. Retrieved from https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E																

Table G2: Historical Summary of Public Health Operation Levy as a Percentage of Total Municipal Revenue, 2018-2020

Historical Summary of Public Health Opeartion Levy as a Percentage of Total Municipal Revenue									
Municipality in Algoma	2018			2019			2020		
	Revenue	APH Levy	% of Revenue	Revenue	APH Levy	% of Revenue	Revenue	APH Levy	% of Revenue
Sault Ste. Marie	220,478,150	2,467,640	1.12%	223,958,181	2,479,978	1.11%	223,695,257	2,507,836	1.12%
Elliot Lake	28,640,893	361,260	1.26%	34,932,009	363,066	1.04%	30,233,990	367,146	1.21%
Blind River	14,754,730	116,776	0.79%	15,272,946	117,360	0.77%	14,410,020	118,679	0.82%
Bruce Mines	1,860,485	19,575	1.05%		19,673			19,894	
Thessalon	3,651,521	43,253	1.18%	5,248,570	43,469	0.83%		43,958	
Hilton Beach	1,241,653	5,751	0.46%	1,352,298	5,780	0.43%	1,272,492	5,845	0.46%
Huron Shores	5,159,738	55,967	1.08%	5,853,991	56,246	0.96%		56,878	
Dubreuilville	2,144,895	20,617	0.96%		20,721		2,608,033	20,953	0.80%
Jocelyn		10,527		1,478,837	10,580	0.72%	1,202,628	10,699	0.89%
Johnson		25,259			25,385		2,676,415	25,670	0.96%
Hilton	1,241,653	10,326	0.83%	1,251,147	10,377	0.83%		10,494	
Laird	1,943,020	35,215	1.81%	2,405,974	35,391	1.47%		35,788	
MacDonald, Meredith and Aberdeen Add'l		54,117			54,387		3,810,097	54,998	1.44%
Wawa (formerly Michipicoten)	14,500,604	97,706	0.67%	15,037,081	98,195	0.65%	15,702,279	99,298	0.63%
The North Shore	2,227,792	16,716	0.75%	2,608,263	16,800	0.64%	1,650,604	16,988	1.03%
Plummer Add'l	2,181,911	22,198	1.02%	2,211,538	22,309	1.01%	2,228,641	22,560	1.01%
Prince	2,449,106	33,970	1.39%	2,531,646	34,140	1.35%	2,640,533	34,524	1.31%
St. Joseph	3,731,178	41,706	1.12%	4,559,434	41,914	0.92%		42,385	
Spanish	7,374,511	23,947	0.32%	7,677,947	24,067	0.31%	2,653,732	24,337	0.92%
Tarbutt & Tarbutt Add'l	1,413,751	17,960	1.27%	1,646,944	18,050	1.10%	1,586,826	18,253	1.15%
White River	4,089,556	21,694	0.53%		21,802			22,047	

Municipal Revenue Sources (as available online):

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Appendix H – 2018-2030 APH Capital Asset Funding Plan

See PDF document attached.

2018 - 2030 Capital Asset Funding Plan



Algoma
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APPENDIX 5

Algoma Public Health 2018 - 2030 Capital Asset Funding Plan

2018 - 2030 Capital Asset Funding Plan

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2018 - 2030 Capital Asset Funding Plan

Purpose:

The Board of Health for the District of Algoma (the Board) has undertaken the development of a Capital Asset Funding Plan (the Plan). The purpose of the Plan is to provide visibility to the Board with respect to capital asset needs. The Capital Asset Plan, in conjunction with APH's Reserve Fund Policy, will allow the Board of Health to set long-term financial goals.

As part of the Ontario Public Health Standards, "the board of health shall maintain a capital funding plan, which includes policies and procedures to ensure that funding for capital projects is appropriately managed and reported". As APH owns and operates a facility in Sault Ste. Marie, there is a need to plan for and appropriately fund the cost of major ongoing repairs and maintenance associated with the facility. In addition, APH leases several facilities which may require leasehold improvements. By maintaining adequate Reserves, APH will be able to offset the need to obtain alternate sources of financing.

Operating Budget versus Capital Asset Plan:

The Operating Budget captures the projected incoming revenues and outgoing expenses that will be incurred on a daily basis for the operating year.

The Capital Asset Plan is a blueprint to identify potential capital expenditures and to develop a method in which to finance the associated expenditure. Capital expenditures are cost incurred for physical goods that will be used for more than one year.

The development of the Capital Asset Funding Plan serves as a risk management tool as it minimizes having large unforeseen budget increases in the future as a result of capital needs.

In addition, the Capital Asset Funding Plan will help the Board with contribution and withdrawal decisions to the Reserve Fund. Reserves can only be generated through unrestricted operating surpluses. As any unspent provincial dollars must be returned to the Ministry, the only mechanism to generate surplus dollars is through the Municipal levy. Maintaining adequate Reserves reduces the need for the Board of Health to further levy obligated municipalities within the district to cover unexpected expenses incurred by the board of health.

The Capital Asset Funding Plan was developed around the Building Conditions Assessment (the Assessment) that was completed on behalf of the Ministry of

2018 - 2030 Capital Asset Funding Plan

Community and Social Services (the Ministry). The Assessment was conducted on November 20, 2015 with a final report received on February 20th, 2018. This Assessment report, specifically the Capital Reserve Expenditure schedule serves as the foundation of APH's Capital Asset Funding Plan over a 20 year period. In addition, the Assessment will help with Reserve Fund contribution decisions.

The Capital Asset Plan is a fluid document. The timing of planned expenditures may be moved up or pushed back depending on the situation.

Types of Capital Assets:

In addition to the specific capital building needs, APH management included items related to Computer Equipment; Furniture and Equipment; Vehicles; and Leasehold Improvements (as APH leases office space within the District). These categories mirror those referenced in APH's Financial Statements which are amortized over a period of time.

Computer Equipment/Furniture/Vehicles

Investing in Computer Equipment, Furniture, and Vehicles is required to allow APH employees to provide services within the District of Algoma. Keeping staff well-equipped improves efficiencies while improving program outcomes.

Facilities – Maintenance, Repair and Replacement

APH owns and leases space. As a result, it is necessary to make improvements to the property (capital or leasehold improvements). As the owner of the facility located at 294 Willow Avenue in Sault Ste. Marie, APH is responsible for repairs and maintenance of the facility. Anticipating what repairs or improvements may be necessary, researching and estimating the related costs, determining the target amount needed and the approximate timing of the expenditure are all part of the capital budgeting process, along with developing funding strategies.

Types of Financing Options Available to the Board of Health:

Depending on the nature and the associated cost of the expenditure, there are different financing options available to the Board of Health. Three examples include:

2018 - 2030 Capital Asset Funding Plan

Operating Dollar Financing – can be used if APH is operating in a surplus position in any given year and the associated cost of the expenditure will still allow the Board to remain on target with respect to their annual operating budget. The nature of the expenditure would have to be admissible under the terms of the Ministry Accountability Agreement. Use of operating dollars for capital expenditures helps to minimize the amount of dollars that may have to be returned to the Ministry within any given year.

Reserve Financing – can be used if APH determines that the use of operating dollars is not feasible (i.e. cost of the expenditure would negatively impact the annual Operating Budget or the type of expenditure is inadmissible under the terms of the Ministry Accountability Agreement). The advantages of Reserve Financing are it minimizes the amount of debt the Board would otherwise incur and/or reduces the Levy that municipalities would have to contribute.

Debt Financing – can be used when the expenditure is large in scale such that operating dollars and Reserves would not support it.

Regardless of whether the expenditure is capital or operating in nature, APH's Procurement Policy 02-04-030 and Reserve Fund Policy 02-05-065 must be adhered to. As such, management may make capital expenditures with operating or reserve dollars provided the expenditure is within the Board approved spending limits as noted within each of the respective policies. Any debt financing would typically require Board approval.

**ALGOMA PUBLIC HEALTH
CAPITAL ASSET PLAN**

Item	Actual Expenditure		Forecasted Expenditure											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Computer Equipment														
Network Servers		4,000			200,000							200,000		400,000
Telephone System	150,000								150,000					150,000
Network Infrastructure		10,000	40,000		60,000									100,000
Polycom Video Conference System				28,000				28,000						56,000
Backup Data Storage		29,000									30,000			30,000
Computers	25,000	50,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	275,000
Furniture and Equipment														
Vaccine Refrigerators	29,000	14,500	7,000				7,000				7,000			21,000
Digital Sign	21,000													
Vehicle														
Truck (land control)						50,000								50,000
Leasehold Improvements														
Blind River Office		5,000												
Generator		30,000												
Elliot Lake Office					7,000									7,000
Wawa Office			5,000											5,000
Owned Facility:														
294 Willow Avenue Building, Sault Ste. Marie														
Municipal/Utility Services														
Water Supply														
Sanitary Supply														
Storm Sewer														
Gas Utility														
Hydro Utility														
Other Municipal/Utility Services														
Site Finishes														
Passenger Vehicle Parking Area - Pavement and Curbing							26,600							26,600
Roadways - Pavement and Curbing							17,500							17,500
Walkways, Sidewalks and Exterior stairs														
Exterior Light Standards														
Soft Landscaping and Picnic Facilities														
Signage														
Retaining walls and other Site Improvements														
Site Drainage														
Parking Gates														
Other Site Finishes														
Structural														
Building Substructure, including foundations and basement walls														
Building Superstructure														
Interior Stairs														
Roof Construction														
Other Structural														
Building Exterior														
Foundation Wall														
Cladding System														
Exterior Sealants and Caulking														
Entrances and Doors														
Windows Including Frames														
Parapets and Canopies														
Loading Dock														
Other Building Exterior														
Roof														
Roof Assembly (waterproofing membrane and roof surface)					165,000									165,000
Flashing														
Roof Drainage (eaves troughs/downspouts, roof drains)														
Chimneys/Boiler Stacks														
Skylights and other Roof Openings														
Roof venting, if any														
Other Roof														
Building Interior														
Interior Partitions and Doors														
Flooring														
Ceiling				60,000									60,000	120,000
Wall Finishes (Paint, Trim Baseboards, etc.)				45,000									45,000	90,000
Washroom Fixtures and Accessories (Towel dispensers, hand dryers, soap dispensers, change tables, partitions, etc.)														
Presence of Mould														
Other Building Interior														
Mechanical and HVAC														
Heating, Ventilating and Air Conditioning Systems							122,000							122,000
Building Automation Systems, if any														
Ductwork, if any														
Vertical Transportation Devices, if any														
Other Mechanical and HVAC														
Plumbing														
Plumbing fixtures														
Domestic water distribution														

**ALGOMA PUBLIC HEALTH
CAPITAL ASSET PLAN**

Item	Actual Expenditure		Forecasted Expenditure											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
Sanitary waster														
Rainwater drainage														
Water Fountain														
Electric														
Primary Feed and Main Switchgear														
Main Transformers														
Step-down Transformers														
Emergency Power Source or Generator														
Distribution Systems and Panels														
Interior Lighting														
Exterior Lighting (Building-Mounted)														
Automated Lighting Control System														
Other Electrical														
Fire Protection and Life Safety Systems														
Water Reservoir, if any														
Sprinkler and/or Standpipe System, if any														
Fire Extinguishers														
Fire Pumps, if any														
Fire Alarm System and Voice Communication Systems, if any														
Smoke and Heat Detectors and Carbon Monoxide Detectors, as applicable														
Emergency Lighting and Exit Signage														
Security System														
Fire/Emergency Plans														
Fire Separations (visual inspection and inclusion of info that is readily available)														
Automatic door closers														
Other Fire Protection and Life Safety Systems														
Hazardous Materials														
Asbestos														
PCB's														
Other Hazardous Materials														
Subtotal	225,000	142,500	77,000	158,000	457,000	75,000	198,100	53,000	175,000	25,000	62,000	225,000	130,000	1,635,100
Contingency (10%)	22,500	14,250	7,700	15,800	45,700	7,500	19,810	5,300	17,500	2,500	6,200	22,500	13,000	163,510
Subtotal Including Contingency	247,500	156,750	84,700	173,800	502,700	82,500	217,910	58,300	192,500	27,500	68,200	247,500	143,000	1,798,610
Escalation Allowance	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	-
Escalation Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Estimate Financial Projections	247,500	156,750	84,700	173,800	502,700	82,500	217,910	58,300	192,500	27,500	68,200	247,500	143,000	1,798,610

Total Net Sq. Ft. of Owned Facility	74,000
Year Built	2011
Age (yrs.)	9
Reserve Term (yrs.)	20

NOTES:
 1) Contingency of 10% has been carried to cover unforeseen items & cost increases.
 2) Cost in 2017 dollars with no provision for escalation.
 3) HST is excluded.

November 16, 2021

The Honorable Christine Elliott,
Deputy Premier and Minister of Health
christine.elliott@ontario.ca

Dear Minister Elliott:

RE: Request for Annualized IPAC Hub Funding and Increase in Provincial Base Funding for Local Public Health

On October 27, 2021, at a regular meeting of the Board of Health for the Algoma Health Unit, the board approved a resolution requesting that the:

Board of Health for the District of Algoma Public Health write to the Ontario Minister of Health to request that the provincial government **commit to increased base funding to local public health units, with particular attention to addressing longstanding public health human resource challenges in the north**, such that public health units are able to both continue a robust pandemic response, and restore the delivery of mandated public health services to Ontario citizens.

Motion No.: 2021-92 Moved by: L. Mason Seconded by: E. Pearce

On behalf of the Board of Health for the District of Algoma Health unit, we thank you and your government for your leadership and financial support during the COVID-19 pandemic. We have appreciated the province's announcements to date for 2022, which have included one-time reimbursement to local public health units for extraordinary COVID-19 expenses and one-time mitigation funding to offset the impacts of the cost-sharing formula change to municipalities. We also express gratitude for the recent approval of 2021-2022 one-time funding for the Infection Prevention and Control (IPAC) Hub Program at Algoma Public Health.

I am writing today to request provincial government commitment to **(a) annualize IPAC funding for northern PHUs to sustainably support IPAC hubs and (b) increase base funding to local public health units, with particular attention to addressing longstanding public health human resource challenges in the north**, to reflect the rising pressures on local public health unit resources. These pressures include:

- The need to routinize COVID-19 response activities, recognizing that COVID-19 will likely become a disease of public health significance and increase baseline public health work going forward;
- Increased wage, benefit, and operational costs due to inflation; and
- Increased demand for health units to restore mandatory programs to pre-pandemic capacity, address the backlog of services, and support population recovery from the COVID-19 pandemic.

Since the start of the COVID-19 pandemic, Algoma Public Health (APH) has provided a robust pandemic response to prevent and mitigate the spread of COVID-19. To date, APH has (a) managed 613 confirmed cases of COVID-19

Blind River
P.O. Box 194
9B Lawton Street
Blind River, ON P0R 1B0
Tel: 705-356-2551
TF: 1 (888) 356-2551
Fax: 705-356-2494

Elliot Lake
ELNOS Building
302-31 Nova Scotia Walk
Elliot Lake, ON P5A 1Y9
Tel: 705-848-2314
TF: 1 (877) 748-2314
Fax: 705-848-1911

Sault Ste. Marie
294 Willow Avenue
Sault Ste. Marie, ON P6B 0A9
Tel: 705-942-4646
TF: 1 (866) 892-0172
Fax: 705-759-1534

Wawa
18 Ganley Street
Wawa, ON P0S 1K0
Tel: 705-856-7208
TF: 1 (888) 211-8074
Fax: 705-856-1752

in Algoma residents and non-Algoma residents temporarily in Algoma, 2506 high-risk close contacts of cases, and 30 COVID-19 related outbreaks, (b) fielded numerous community concerns regarding infection prevention and control and enforcement for COVID-19 measures, and (c) responded to over 42,000 COVID-related inquiries through our dedicated COVID-19 phone lines. Moreover, APH has coordinated COVID-19 mass immunization across the district, with **86.0% of eligible residents (12+) in Algoma now fully vaccinated** (as of November 8, 2021). Local public health knowledge, responsiveness, and partnerships have allowed for a flexible, equitable, and tailored pandemic response in Algoma that has strengthened our ability to achieve pandemic goals as a community.

However, to resource urgent pandemic response and immunization program needs, APH has diverted resources from moderate to low risk public health services to ensure a timely response to COVID-19 and maintenance of high-risk programming. Similar to other areas of the health sector, this has resulted in significant service **backlogs that unless addressed in the short-term and resourced appropriately, will continue to grow and result in negative community health impacts**. For perspective, the backlog of services includes, but is not limited to:

- 105 individuals on the waitlist for smoking cessation, which is equivalent to a 1-year waiting period.
- 14, 200 doses of vaccine to complete grade 7 catch-up along with 3370 doses required among newly eligible grade seven students.
- A 45 % reduction in food safety inspections completed in 2021, as compared to 2019 (pre-pandemic).
- An 18-month backlog in school dental screening and oral health preventative clinics for children.

As a local public health unit, if we do not start to catchup on the backlog of services and restore programming, the backlog will become too large to overcome.

Limitation of One-Time IPAC Hub Program Funding

As of October 19, 2021, APH received the 2021-2022 updated funding letter with one-time funding to continue the IPAC Hub program. One-time funding provided by the provincial government has been invaluable in supporting immediate IPAC needs in community based congregate living settings in Algoma. However, to date, these needs have been addressed by the existing staff complement, as the one-time nature of the IPAC funding has limited our ability to hire skilled, qualified professionals to support this work in the north. Therefore, as further detailed below, to ensure **sustainable resourcing and commitment to IPAC Hub support**, we are asking that the province commit to annual IPAC Hub Program funding for northern PHUs.

Need to Strengthen and Stabilize Public Health Human Resources

Ontario health systems continue to face many complexities, **with health human resources (HHR) being the biggest challenge**. Layered on the provincial HHR struggle includes the significant and longstanding challenges with recruitment and retention of skilled public health professionals in northern Ontario, similar to the unique HHR challenges of the health care sector in the north.

SARS demonstrated that our **most valuable resource in public health is our HHR** and the high level of expertise that exists at the central and local levels of public health.¹ In addition, as per recommendations from the post-SARS commission, there is need for attention and resourcing of a **public HHR and capacity building strategy**, alongside funding.¹

Prior to COVID-19, local public health agencies had received only one increase to base funding in the past five years. Despite this, several new programs were introduced to the *Ontario Public Health Standards*. In addition,

¹The SARS Commission. (2004). SARS and public health in Ontario. Retrieved from http://www.archives.gov.on.ca/en/e_records/sars/report/v4.html

inflation, wage, benefit, and operating costs continued to increase. This means that we were **under-resourced to respond to an infectious disease emergency and implement routine public health priorities prior to the pandemic**, and will remain under-resourced to sustain response, program restoration, and recovery on the go forward unless base funding increases to match public health pressures.

To date, one-time funding has been geared towards curtailing the pandemic, as opposed to annual funding for the hiring of permanent staff to build long-term public health capacity to manage the emergency of today, and prepare for the public health emergencies of tomorrow. This comes at a detriment to northern Ontario, as when one-time funding is available, retention and recruitment continue to pose barriers to fulsome service delivery by public health (i.e., highly skilled professionals unlikely to move to the north for, or with the uncertainty of, a 4-month IPAC position contract).

One-time funding is inadequate to sustainably recruit, hire, and retain skilled, qualified public health professionals in northern Ontario to provide a robust pandemic response, and simultaneously fulfil a provincial mandate of providing core public health programs and services.

Without sustainable increases to provincial base funding, alongside municipal funding support to stabilize and strengthen the local public health workforce for the long-term, with strategies for recruitment and retention that align to northern Ontario, **local public health will be unable to sustain the COVID-19 response and immunization program while restoring mandated public health programming** to meet the needs of our communities and prepare for future health crises without further risk of exhausting existing human resources.

The COVID-19 pandemic has demonstrated the instrumental role that local public health agencies play in preventing and mitigating the spread of infectious diseases. Now, more than ever, communities need a robust public health system to not only respond to the threat of newly emerging infectious diseases, but also help the population recover from the many collateral harms that have resulted throughout the pandemic response (e.g., increase in opioid overdose deaths, children's mental health).

For the above reasons, the Board of Health of Algoma Health Unit urges the provincial government to **commit to (a) annualized IPAC Hub funding and (b) increase base funding to local health units, with particular attention to addressing longstanding public health human resource challenges in the north**, such that public health units are able to both continue pandemic response and restore mandatory public health services to Ontario citizens.

Thank you for considering this urgent matter.
Sincerely,



Mayor Sally Hagman
Chair, Board of Health

Cc: The Hon. Doug Ford, Premier
The Hon. Ross Romano, MPP Sault Ste. Marie
Michael Mantha, MPP Algoma-Manitoulin
Terry Sheehan, MP, Sault Ste. Marie
Carol Hughes, MP Algoma-Manitoulin-Kapuskasing
Dr. Kieran Moore, Ontario Chief Medical Officer of Health
Dr. Charles Gardner, Chair, Council of Medical Officers of Health
Association of Municipalities of Ontario
Ontario Boards of Health
Loretta Ryan, Association of Local Public Health Agencies



Social Services | Services Sociaux
Zhawenimi-Anokiitaagewin
Sault Ste. Marie District

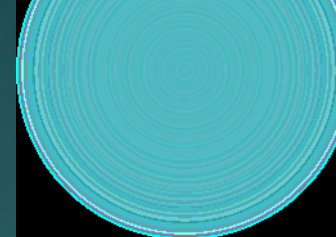
2022 Consolidated Operating Budget

PREPARED FOR CITY OF SAULT STE. MARIE CITY COUNCIL

DECEMBER 6, 2021

Municipal Levy Breakdown –

5 Year Analysis



	Total	City SSM	Prince	TWOMO
2021	\$20,838,428 <i>Increase – 1.60%</i>	\$18,418,497	\$395,962	\$2,023,969
2020	\$20,510,747 <i>Increase – 0.55%</i>	\$18,145,858	\$389,704	\$1,975,185
2019	\$20,398,968 <i>Increase – 1.42%</i>	\$18,046,967	\$387,580	\$1,964,421
2018	\$20,114,090 <i>Increase – 1.75%</i>	\$17,821,083	\$382,168	\$1,910,839
2017	\$19,768,885 <i>Increase – 1.39%</i>	\$17,515,885	\$375,609	\$1,878,044

Consolidated Summary

2022 Budget — as presented October 21, 2021



Divisional Summary	Expenditures	Revenue	Municipal Levy
<i>Ontario Works, Housing Services & Early Years Services</i>	63,012,813	45,642,709	17,370,104
% Increase (decrease)			3.81%
<i>Paramedic Services – Land Ambulance & GRFN</i>	11,644,250	6,343,245	5,301,005
% Increase (decrease)			26.32%
<i>Interest & Other Income</i>	NIL	125,715	(125,715)
% Increase (decrease)			(39.68%)
GRAND TOTAL	74,657,063	52,111,669	22,545,394
% Increase (decrease)			8.19%

Consolidated Summary

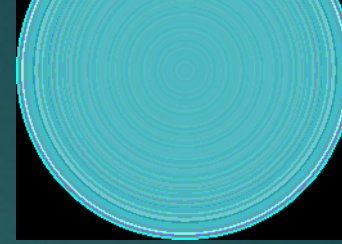
2022 Budget — Revised after board accepting all options



Divisional Summary	Expenditures	Revenue	Municipal Levy
<i>Ontario Works, Housing Services & Early Years Services</i>	62,352,955	45,642,709	16,710,246
% Increase (decrease)			(0.13%)
<i>Paramedic Services – Land Ambulance & GRFN</i>	11,249,997	6,343,245	4,906,752
% Increase (decrease)			18.12%
<i>Interest & Other Income</i>	NIL	125,715	(125,715)
% Increase (decrease)			(39.68%)
GRAND TOTAL	73,652,952	52,111,669	21,491,283
% Increase (decrease)			3.11%

ILLUSTRATION ONLY

(without 24 Hour Truck Addition)



Divisional Summary	Expenditures	Revenue	Municipal Levy
GRAND TOTAL	73,602,952	52,111,669	21,491,283
% Increase (decrease)			3.11%
Less: Excluding 24 Hour	(1,476,894)	(692,550)	(784,344)
REVISED GRAND TOTAL	72,126,058	51,419,119	20,706,939
% Increase (decrease)			(0.32%)



SAULT STE.MARIE

Budget 2022

**Building our community,
together**

saultstemarie.ca/budget

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Chief Financial Officer's Report

2022 Budget

Municipalities are always challenged with keeping affordable services for those who live and work in their communities while at the same time balancing the standard of services residents have come to rely on. The City of Sault Ste. Marie (the “City”) began 2021 with a budget that incorporated pandemic impacts in most departments. It was clear that operations would seriously be impacted still in 2021, but also hopeful of normal operations returning by the second half of the year. The City of Sault Ste. Marie was in a fortunate financial position in that the Tax Stabilization Reserve could be utilized for the extraordinary pandemic costs of \$1.9 million. Subsequent to the 2021 budget approval the Province announced further Safe Restart Agreement funding for Transit and COVID-19 Recovery Funding for other operating impacts. The Tax Stabilization Reserve will still be required to manage 2021 pandemic impacts, but to a lesser extent than originally estimated. Financial planning and policies put in place over past years by Council and staff will help the community weather the pandemic without a lot of undue stress on the taxpayer.

While many of the City facilities have re-opened in 2021 and capacity limits are reduced or eliminated, it is estimated that there will still be a financial impact in 2022, mainly relating to Transit revenue, pandemic protocols and screening requirements. On October 22, 2021, the Province released “A Plan to Safely Re-Open Ontario and Manage COVID-19 for the Long-Term. The 2022 operating budget is based upon this plan, which anticipates a slow, incremental lift of all remaining public health and workplace safety measures by March 28, 2022. As such, the budget incorporates pandemic impacts to the end of the first quarter of 2022.

The preliminary budget does not include any Provincial funding for the pandemic at this time as there has not been any indication to date of additional funding for 2022. A recommendation has not been provided to utilize the Tax Stabilization Reserve for 2022. The purpose of the Tax Stabilization Reserve is to mitigate unforeseen levy implications. The use of the reserve requires a plan so that it is not relied upon for future budgets. It is hoped that additional funding will be provided in 2022 as was in 2021 by the upper levels of government. It is anticipated that 2022 will bring stabilized services and normal operations in the majority of areas. There is sufficient availability in the Tax Stabilization Reserve should Council direct its use for the first quarter pandemic financial impacts.

Economic Indicators

The global pandemic has affected all the local, provincial, federal and global economic predictions. 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

The 2021 Provincial Fall Statement released on November 4, 2021 provides some insight into Ontario's economic outlook and hopes for economic recovery. Ontario's employment growth for 2020 was shown as -4.8% (negative) and projected to rise to 4.3% in 2021 and 3.3% in 2022. Ontario's real GDP declined by 5.1% in 2020 and but is project to rise in 2021 by 4.3% and 4.5% in 2022.

Locally, Stats Canada Labour Force Survey reflects Sault Ste. Marie's unemployment rate for October, 2021 at 7.5%, down from 9.3% in September. Growing the local economy post-pandemic becomes more important. From a local standpoint, investments in the community to assist in the recovery are of upmost importance.

Financial Indicators

		2019	2018	Change	Sudbury	Thunder Bay	North Bay	Timmins
Financial Position per Capita	✓	1178	1137	+	1,243	(1,010)	702	(1201)
Discretionary Reserves as % of own source revenue	✓	23%	26%	+	26%	27%	32%	36%
Debt Service Ratio	✓	1.1%	1.4%	-	2.4%	3.1%	6.7%	0.0%
Debt to Total Reserve	✓	0.2	0.3	-	0.5	1.6	1.1	1.4
Taxes Receivable as % of Taxes Levied	✓	1.8%	3.5%	-	2.8%	4.7%	4.0%	10.3%

Source: BMA Management Consulting Inc. Municipal Study 2020

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 for the North as \$747 and the median as \$990.

Discretionary Reserves as % of Own Source Revenue: Caution

This measure is a strong indicator of financial stability. It is a critical component of long-term financial planning as a strong ratio enhances flexibility in addressing operating requirements and in permitting temporary funding of capital projects internally. The level required by a municipality varies depending on services. A caution is provided to indicate that the measure is slightly lower in relation to our comparators. From a local perspective, it trends more to the positive as long term debt requirements are low and the current level does provide the ability to fund debt internally when required. The measure will be monitored ongoing to ensure a suitable level is maintained. COVID-19 challenges and the use of the Tax Stabilization Reserve in 2021 will reduce this ratio and likely as well for comparator municipalities. Additional reserve allocations for ongoing capital maintenance and equipment requirements are recommended and are included in the 2022 Supplementary requests for Council deliberation.

Debt Service Ratio: Positive

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

Debt to Total Reserve: Positive

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

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. Interest and penalties have been waived by Council in 2020 and 2021 to assist taxpayers. It is anticipated that the receivable balance will further decline by year end once the deferral is expired. Staff have been, and will continue, to work with taxpayers to assist in payment arrangements.

2022 Operating Budget

How the Municipal Tax Levy Is Calculated

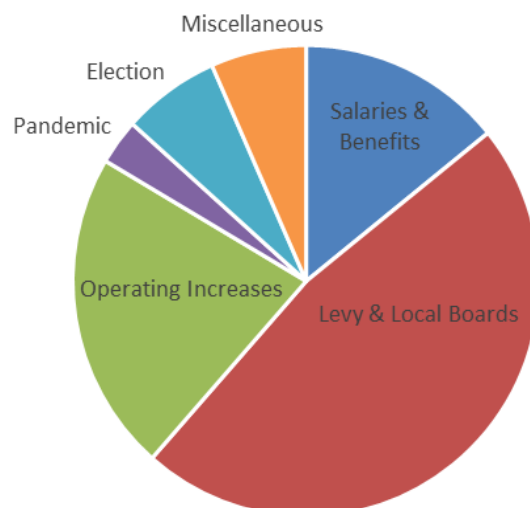
The municipal tax levy is the amount required to be raised by taxes to cover the City's total expenses, including Levy and Local Board requirements, less non-tax revenues, such as user fees and government grants.



EXPENSES - \$191.9 MILLION

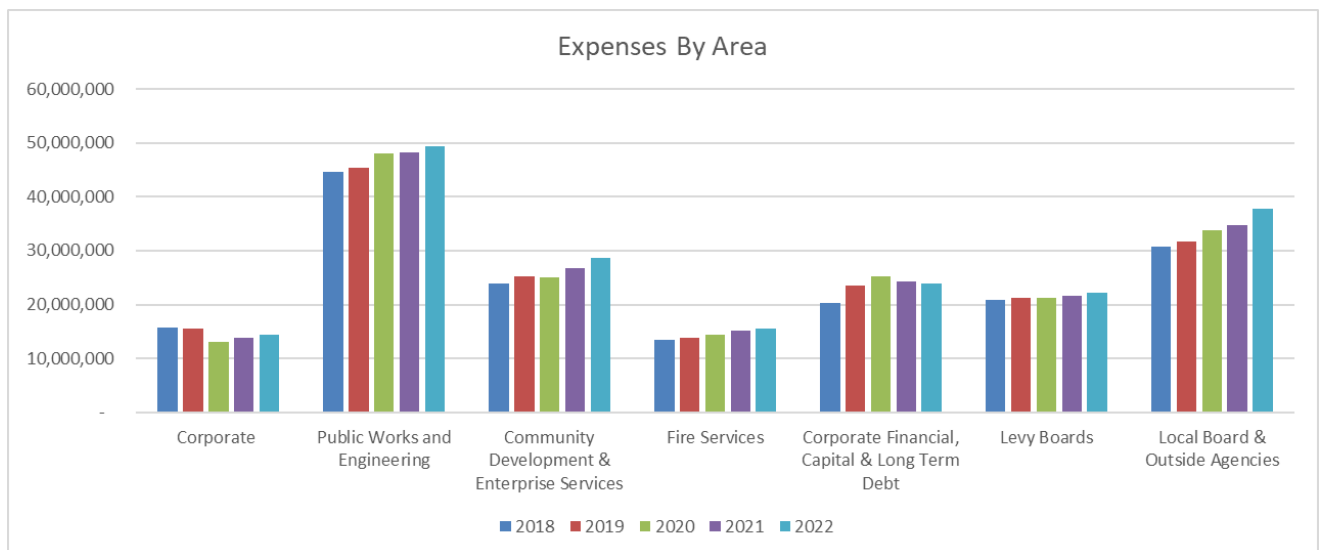
The 2022 Operating Budget reflects total expenses of \$191.9 million, as compared to \$184.5 million in 2021, an increase of 4.0% year over year. Key expense changes include:

Expense Increase 2021 to 2022



Approximately 50% of the expense increase from 2021 is for Levy & Local Boards. Included in the Local Board category is the Police Services Board, which accounts for 92% of the category's total expenses. Year over year, levy and local boards increased 6.5%, mainly due to a 10.2% increase in the Police Services Board for union contract settlement relating to multiple years being incorporated. The Preliminary Budget reflects Algoma Public Health and the Sault Ste. Marie District Social Services Board levy at an estimated 2% inflationary increase as actual levies have not yet been received. The Conservation Authority is the actual amount levied for 2022.

The expenditure trend since 2018 reflects where investments have been made. The increase in Community Development and Enterprise Services reflects the Future SSM program investment and the move of Economic Development and Tourism to City Departments. Public Works and Engineering is the most significant investment by the City and shows a 10.8% increase from 2018 to 2022, which averages to 2.2% per year, or approximately the amount of inflation annually. Levy Boards have increased 1.2% on average per year. Local Boards and Outside Agencies have increased 4.5% on average per year.

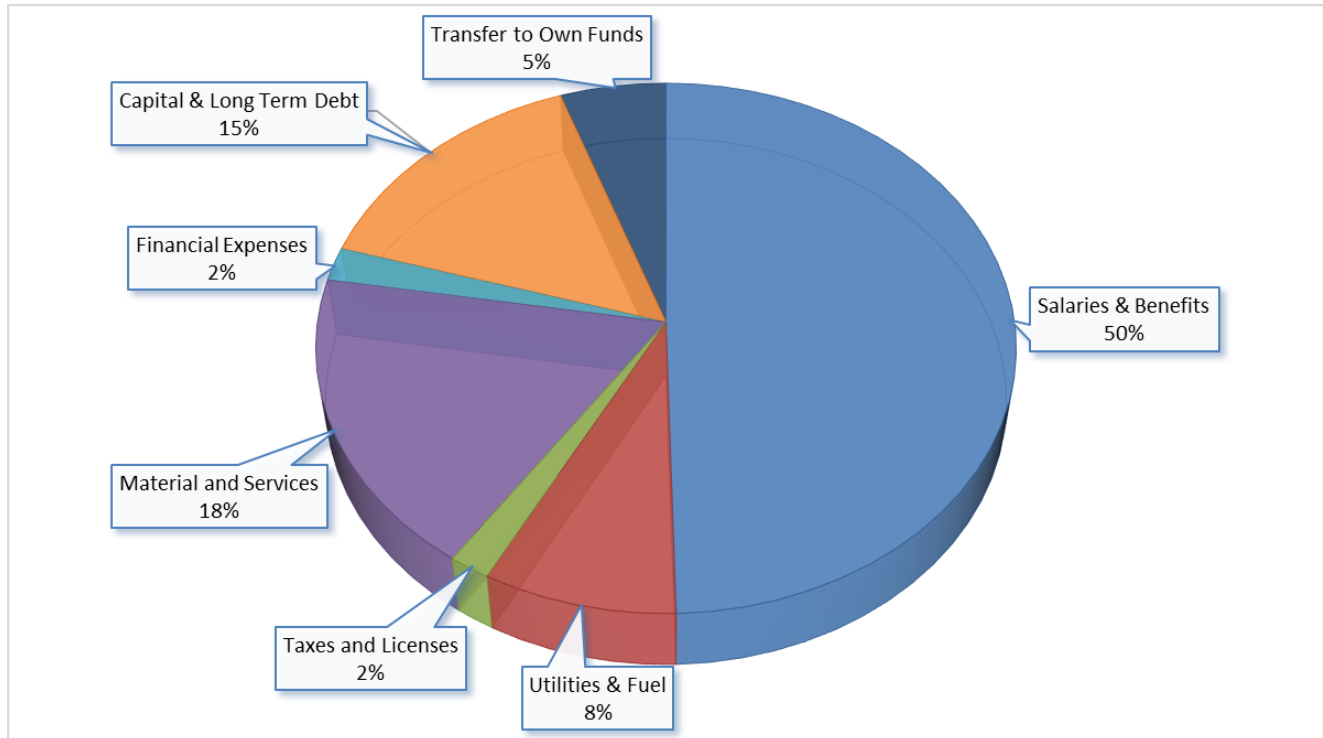


Fire Services excludes EMS costs in 2018 and 2019.

Expenses by Type:

The City Services portion of the 2022 Budget reflects 50% for salaries and benefits. As a service organization staff compensation comprises one half of the City Services portion of the budget. Compensation is governed by contractual agreements and thus rates of pay are not controllable by the departments. The department budget levels reflect rates in effect for the last contract. Manning levels are based upon the approved employee complement and current service level requirements.

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



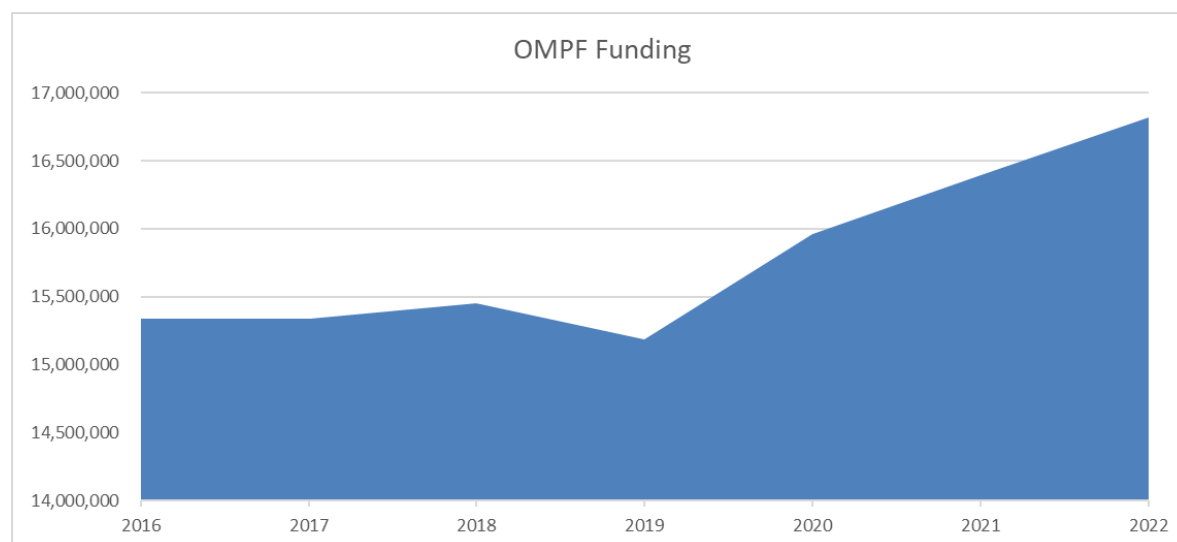
OTHER REVENUE – \$63.0 MILLION

Other revenue reflects an increase of \$1.6 million from 2021. The 2021 budget included the use of the Tax Stabilization Reserve in the amount of \$1.9 million to address pandemic financial impacts. No amount has been included for the 2022 pandemic impacts. In 2022 Fees and User Charges and Other Income are anticipated to experience an economic recovery and increase by almost \$3.0 million from 2021.

Non-tax revenue, such as user fees, grants from other levels of government, investment

Revenue Source	Percentage of total
Miscellaneous taxation not included in levy	11%
User fees	46%
Government Grants	31%
Investment Income	7%
Other Income and own fund transfers	5%

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



Government grants are the next largest 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 86% of the total. The level of funding received from the OMPF has increased slightly over the last three fiscal years.

For 2022, the provincial government maintained the overall structure of the OMPF and the program envelope at the same level as 2021. Other significant grants include the Provincial Gas Tax (Transit) and recycling grants.

MUNICIPAL LEVY - \$128.9 MILLION

The Preliminary 2022 Operating budget identifies a 4.72% levy increase. This represents the net requirement to provide the same level of service in 2022 as maintained in 2021, estimated COVID-19 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 2021 to 2022 \$(000)	Levy Impact
City Departments-Maintaining Services	\$1,787.2	1.46%
COVID-19 impact	\$ 944.7	0.76%
(see breakdown following)		
Ontario Municipal Partnership Grant	\$ (426.5)	(0.35)%
CITY IMPACT – including COVID-19	\$2,305.4	1.87%
<u>CITY IMPACT- without COVID-19</u>	<u>\$1,360.7</u>	<u>1.11%</u>
Levy and Local Boards	\$3,503.6	2.85%
INCREASE FROM PRIOR YEAR-including COVID-19	\$5,809.0	4.72%
INCREASE FROM PRIOR YEAR -without COVID-19 impact	\$4,864.3	3.96%

Changes to Maintaining Services Year over Year

Maintaining Services – Significant Changes from 2021	\$(000)
Contractual salary compensation, complement and job class changes and benefits	899.6
Council Resolutions:	
Change in Landfill Business and Implementation Plan (October 22, 2019)	284.7
Downtown Plaza project-new operating costs of \$265,000 prorated for projected opening (September 27,2021)	41.7
Third Party Parabus Transit Service (March 8, 2021)	30.0
Tabulator Voting Solution-one time operating increase for 2022 election (October 12, 2021)	40.0
Cost of Business: 2% inflationary increase to maintenance & repairs, capital allocations +267.8k Includes: Insurance +299.0k, IT software licensing +57.0k, Pavement marking for new bike lanes +40.0k, hydrant rental +48.0k, Fuel & Utilities +\$200.4 , contractual increases	1,508.8
Contingency: assessment/tax changes, salary/benefit contractual obligations, other	(935.3)
User fee increases	(105.7)
Other	23.4
Normal operations	\$1,787.2
COVID-19 impact	
Community Centres	132.9
Transit and Parking	706.3
Other area costs (revenue reductions, additional security, screening etc.)	105.5
COVID-19 total	\$944.7
Total	\$2,731.9

Municipal Tax Levy Increase

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

Current Term:

2019	3.54%	
2020	3.31%	
2021	3.59%	3.48%

*includes levy and local board

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

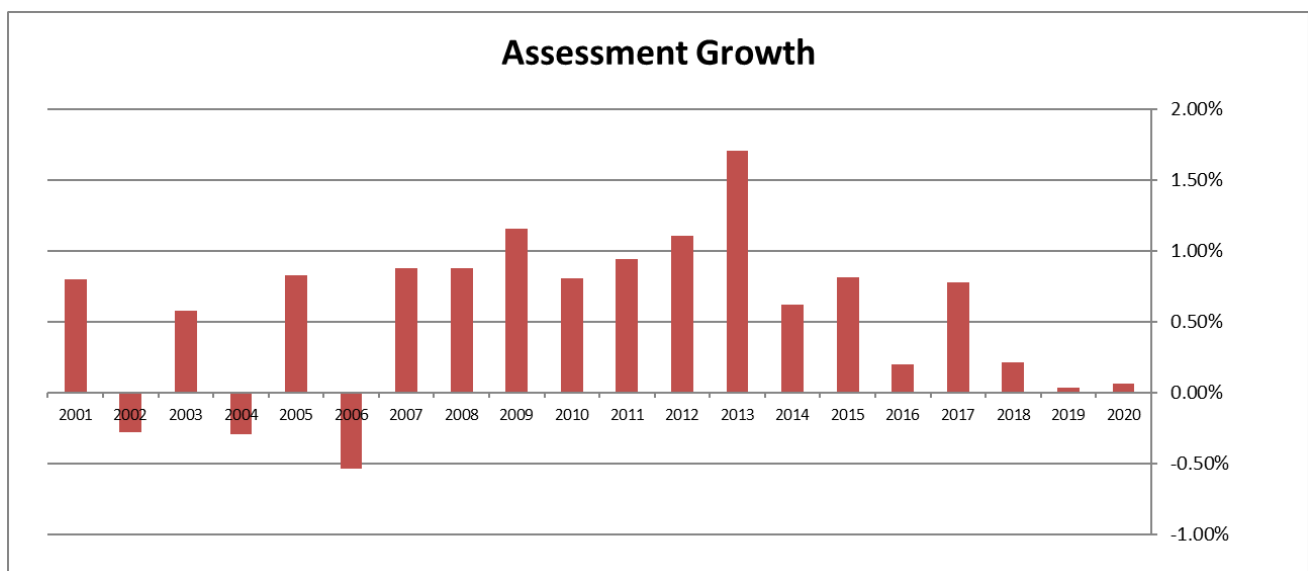
Sault Ste. Marie is the lowest levy per Capital amongst the Northern comparators. The mid-range is from \$1,525 to \$1,727. Greater Sudbury, the second lowest of the comparators, is close to the high-range, whereas Sault Ste. Marie is on the lower end.

	2020 Levy	
	<u>Per Capita</u>	<u>Ranking</u>
Sault Ste. Marie	\$1,586	Mid
2021 Levy per Capita	\$1,637	(Estimate)
Greater Sudbury	\$1,707	Mid
North Bay	\$1,765	High
Thunder Bay	\$1,783	High

*2020 BMA Study (2021 BMA Study not published as of release of preliminary budget)

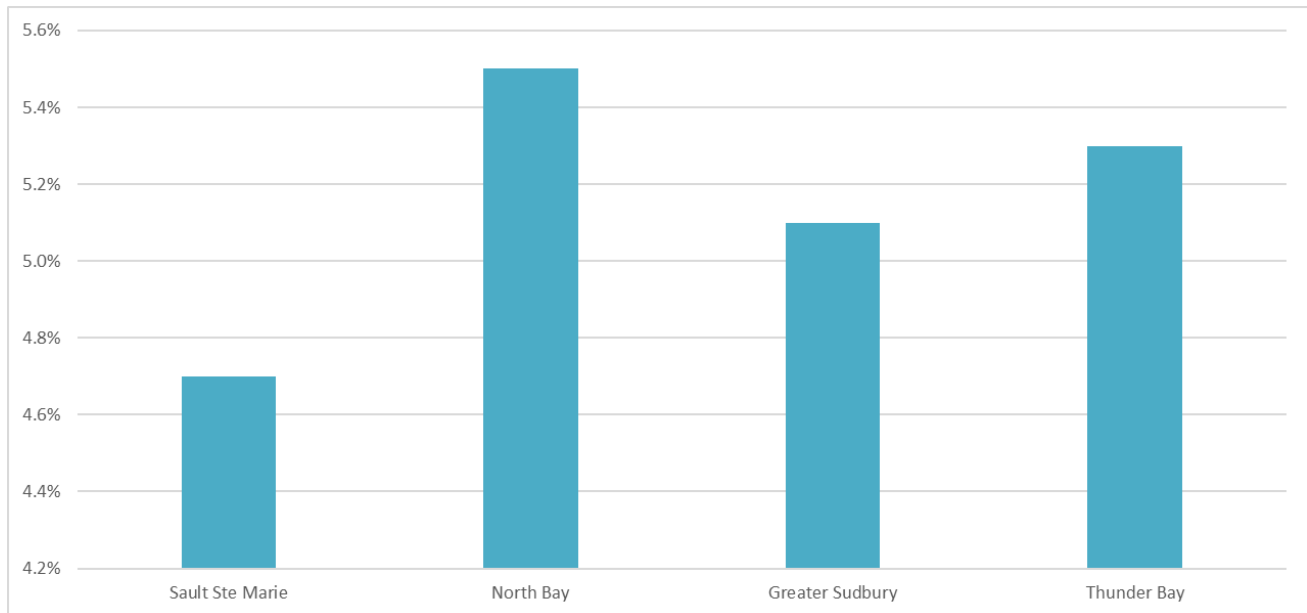
Assessment growth during the year provides additional net tax revenue to the municipality. The growth is the result of new builds, expansions, assessment corrections and revisions offset by tax write-offs and assessment reductions. It is not related to market value changes, which do not translate into 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 2021 is 0.10%. Overall, the trend for assessment growth is not significant in the near term and will not provide any substantial revenues to support additional service requirements in the budget.



The Municipal Tax Burden from the 2020 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 2020 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. The total municipal burden as a percentage of household income ranking is mid due to the lower average household income for the community which is estimated as \$87,926 for 2020 versus Sudbury at \$103,783.

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 2021 will determine the allocation of the increase to the various tax classes.



2022 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.

2022 Capital Investment

The 2022 Capital Budget seeks approval of a total of \$38.7 million of investment. Current operating budget allocations are not sufficient to fund the recommended 2022 capital requirements. Included in the Supplementary Requests for Council deliberation and approval for the 2022 Operating Budget are investments that are required for ongoing capital maintenance and equipment to ensure that the service levels may be maintained.

Retired debt servicing has been reallocated to the Asset Management Reserve, starting in 2021, to be used to support future long term debt servicing requirements or for other capital requirements. The approval of the Northern Community Centre Twin Pad Expansion on May 31, 2021 included \$14.5 million in long term debt. Estimated debt servicing for this project for 2022 is \$300,000, assuming a fall 2022 completion. Projected debt servicing for a full year is estimated at \$1.2 million.

There is \$450,000 of retired uncommitted debt servicing which has been transferred to the Transit capital allocation to partially provide for the ongoing \$1.0 million annual City funding required to leverage the Investing in Canada Infrastructure Program for public transit which provides 73% of eligible costs.

Uncommitted retired debt servicing from 2021 for \$260,000 is recommended in the capital budget to replace Fire fleet vehicles that were not replaced in 2021 and postponed due to insufficient funding available. There currently is still insufficient funding for ongoing fire vehicle and equipment replacement and a supplementary request is included for Council's consideration.

Key Investments:

Transportation - 62% of total investment

- Various road reconstruction and resurfacing
- Transit fleet replacement

Protection – 3% of total investment

- Fire fleet replacement

Corporate – 3% of total investment

- Civic Centre major maintenance, IT and corporate equipment

Recreation and Culture – 8% of total investment

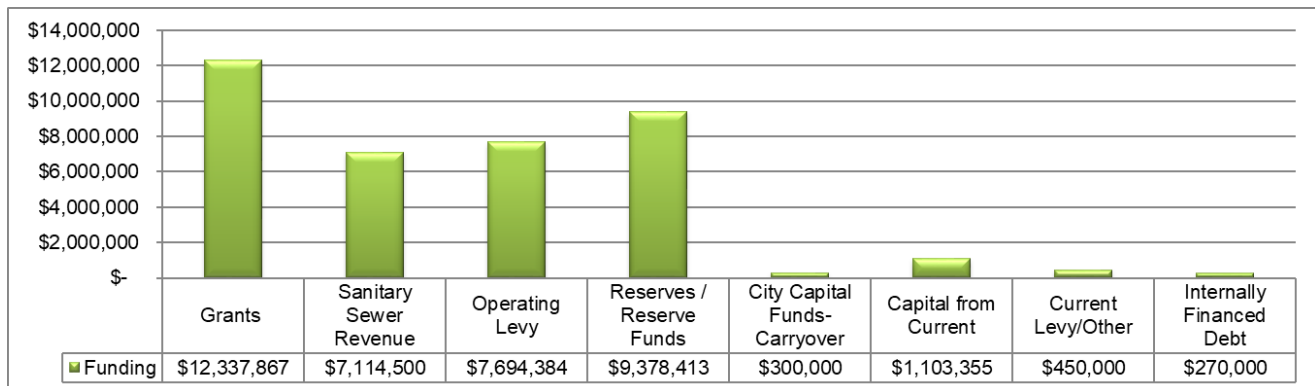
- Cemetery Mausoleum
- Seniors Drop-In Centre parking lot upgrade
- Various building major capital maintenance

Environmental – 24% of total investment

- Landfill site upgrades/expansion
- Pump Stations and Waste Water Treatment Plant Capital maintenance

2022 Funding Sources

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



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 \$112 versus the 2019 BMA Survey average of \$732.

Debt projection

Internal debt capacity is within the recommended range. The 2022 Capital Budget includes an additional \$270,000 for the John Rhodes Community Centre Full Heat Recovery project. The debt will be serviced with the operational savings that will be realized from the project.

New long term debt added in 2022 includes \$14.5 million for the Northern Community Centre Twin Pad Expansion project. Annual debt servicing is estimated at \$1.2 million upon project completion.

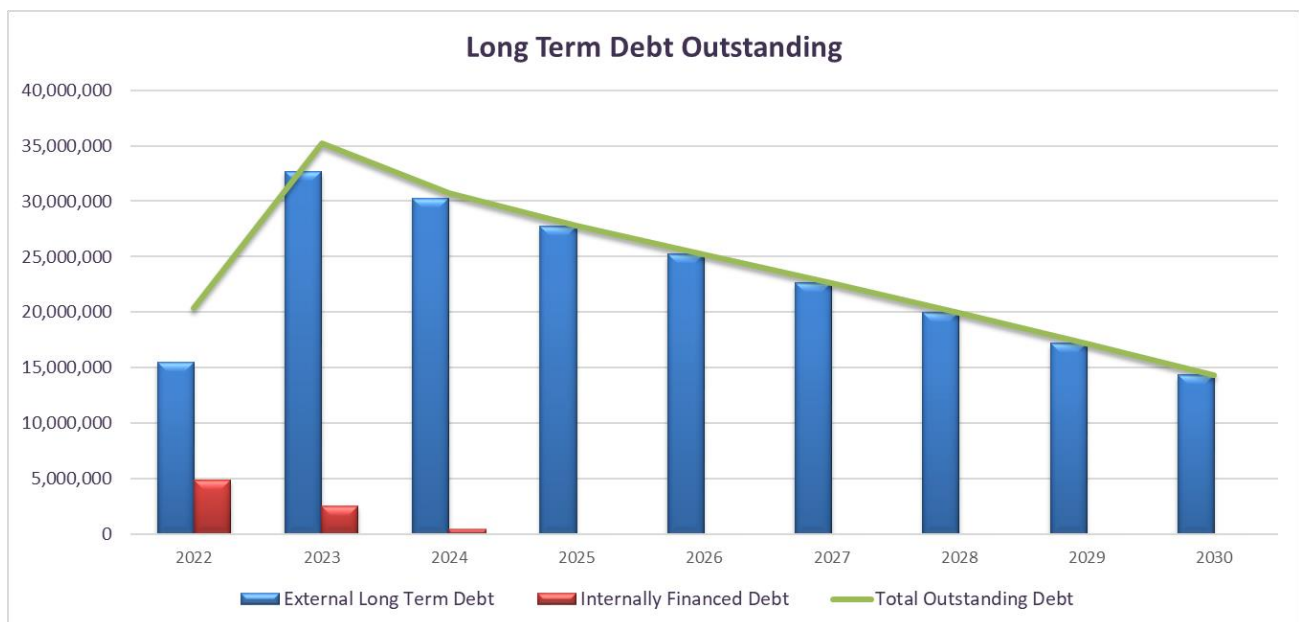
External debt capacity allows for an additional \$45-90 million incremental debt depending on annual debt servicing costs.

Potential future debt requirements in the next 5 years include:

- Sanitary Capital – West End Plant & BioSolids project \$18 million **
- New Fire Hall (per Fire Master Plan) \$ 6 million
- Major renovation projects at John Rhodes Community Centre and GFL Memorial Gardens \$12.5 million
- Corporate Fleet replacement one time catchup \$15 million
- Landfill Site Improvements/Expansion \$12 million **

** Dedicated funding sources provide for debt servicing and should not require levy additions

Current long term debt outstanding and projection of outstanding amounts are reflected below. Forecasted long term debt requirements for the approved West End Plant and BioSolids projects are included.



The Capital Budget is an important element of the City's Asset Management Plan. It shows where investments will be made to maintain the City's overall assets. The 2022 Capital Budget and Forecast provides an estimate of future projects and potential investment shortfalls. The unmet need increases the risk of service interruptions or level of provision due to asset failure or poor quality. This risk can be managed with asset management plans and an investment strategy for asset replacement that over time will reduce the risk of asset failure.

Challenges

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

- Assessment Growth: As noted, the City's assessment growth is very low and is not projected to make any significant gains in the near term. The cost to provide services continues to increase and will put additional burden on the assessment base. Economic diversification and growth will help sustain Sault Ste. Marie's affordability. 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 Funding Deficit: As noted in the 2015 asset management plan, many assets were in fair to poor condition. Investment resources have been limited, it is unlikely that this assessment has changed. There is risk that assets could further deteriorate or fail resulting in service level reductions. The update of the Asset Management Plan condition of asset information, along with the business profile development and service review should provide a guide to assist in the development of a long term investment strategy. This will be a continued priority for the next few years.
- Provincial Funding: The 2022 Ontario Municipal Partnership Fund (OMPF) increased by \$4326,500 over 2021. This increase helps offset the growing costs of providing services without assessment growth. For 2022, the Province maintained the funding pool to maintain a stable funding source for municipalities. The Province is reviewing the OMPF criteria which in turn may impact the funding model. The general direction is to return the OMPF back to its original intent of assisting northern and rural municipalities with more challenging fiscal circumstances.

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

Next Steps

Once the Preliminary budget is presented, the budget deliberation process will begin. Budget deliberations are scheduled for December 6 and 7, 2021 at which time the Executive Management Team will present summary budgets for their areas. Tax Policy, rate options and recommendations will be presented to Council in March/April, 2022 for consideration and approval.

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.



2022 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.

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

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

Planning and Enterprise Services Division



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

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

Community Services Department

Recreation and Culture Division

Recreation & Culture includes:

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



8. Implementation of the Parks & Recreation Master Plan, as well as working with community partners on capital projects such as the splash pad in 2020

Arenas Division



Operation of the following facilities:

1. GFL Memorial Gardens
2. John Rhodes Community Centre
3. W.J. McMeeken Centre

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

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

Transit & Parking Division

Transit provides operations of both conventional buses and para bus service, seven days per week, and manages ten City parking lots, 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



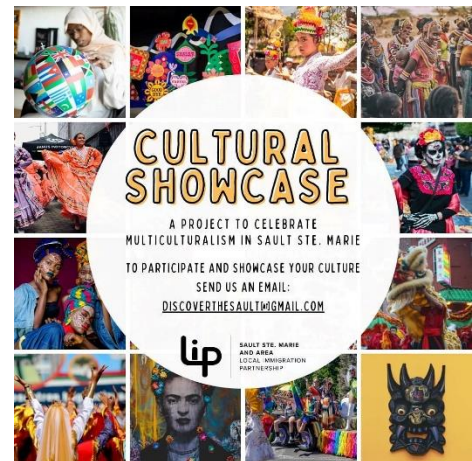
The Tourism staff are working proactively to advance the tourism sector in Sault Ste. Marie working closely with the Tourism SSM Board and tourism sector stakeholders. Community Development is focused on advancing the four pillars of community development identified in the FutureSSM strategy: Cultural Vitality, Economic Growth and Diversity, Environmental Sustainability and Social Equity. The FutureSSM project team has transitioned with permanent positions established for the Director, Tourism and Community Development, Arts and Culture Coordinator and Labour Force Development Coordinator. The City continues to fund a portion of the Social Equity Coordinator role which has transitioned to Social Services.

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

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.



CORPORATE SERVICES

CLERK'S DEPARTMENT



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

Administration

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

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

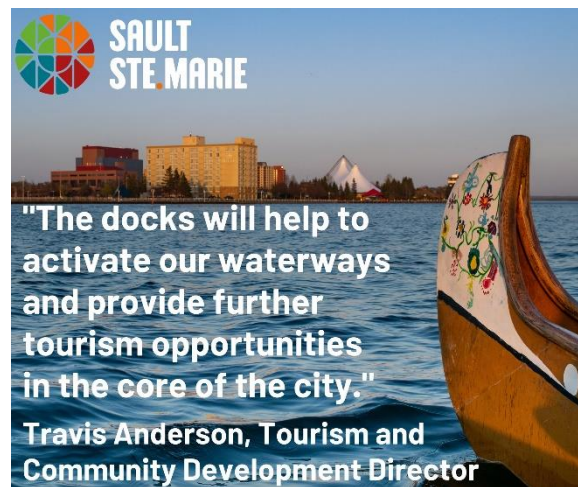
Corporate Communications

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. The department

consists of three divisions.

Administration

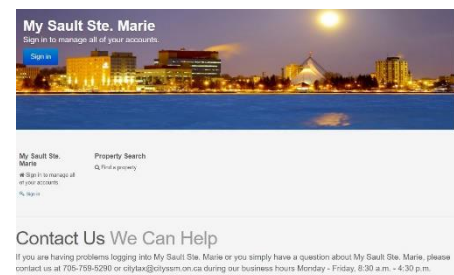
- Long-term financial planning focusing on financial stability
- Financial policy development to ensure transparency and accountability
- Tax policy and tax rate development
- Prepares the annual Financial Statements and Financial Information Return for the Province and all other financial reports for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

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.

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.

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

FIRE SERVICES



The Sault Ste. Marie Fire Service enters the 2022 budget process operating in a sustainable, efficient and effective manner. The Fire Service through Council direction & 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.

FIRE SERVICES OVERVIEW

- Administration- Fire Chief, Deputy Fire Chief, Office Supervisor & Administrative Clerks. The Fire Chief, as described in the Fire Protection and Prevention Act (FPPA) is responsible through the CAO to the Mayor and Council for the delivery of fire protection services. Council ultimately sets the level of service for the municipality, based on local needs & circumstances.
- Fire Operations- Consists of Platoon Chiefs, Captains, Firefighters, Training Officer & Communications Operator. Overseen by the Deputy Fire Chief. There are 76 Firefighters that make up 4 Platoons. Apparatus are deployed from 4 Fire Stations. Core responses for the Operations: Fire Suppression, Medical Responses, Auto-extrication and Fire Alarm responses. The Training Officer is responsible for ensuring compliancy to standards for training through the Ministry of Labor, Ontario Fire College and the Ontario Fire Marshall.
- Fire Prevention and Public Education and Emergency Management is overseen by Deputy Chief and consists of Fire Prevention Officers, Public Education Officer and Community Emergency Management Coordinator (CEMC). 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 CEMC coordinates and develops the City’s Emergency Plan.
- Support Services is overseen by the Assistant Chief of Support Service and consists of Mechanical Officer and Mechanics.





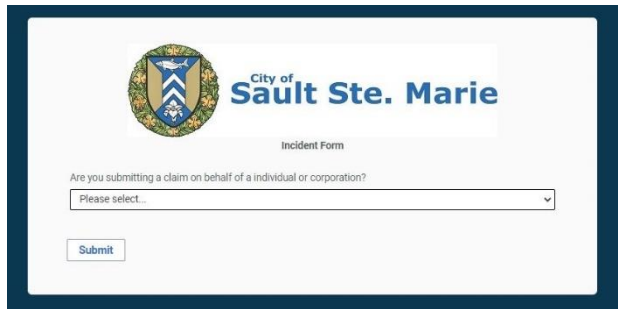
- Maintaining front-line apparatus for emergency response is the primary objective of the Division. Overseeing the purchasing, preventative maintenance and repairs to equipment is also a core function. Asset and infrastructure management are also part of the division responsibilities.

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

LEGAL DEPARTMENT

A screenshot of the City of Sault Ste. Marie Incident Form. The header features the City of Sault Ste. Marie logo and name. Below the header, the text "Incident Form" is displayed. A question asks, "Are you submitting a claim on behalf of a individual or corporation?" with a dropdown menu labeled "Please select...". A "Submit" button is located at the bottom left of the form area.

The Legal Department consists of two divisions, Legal and Provincial Offences.

Legal Department

The Legal Department consists of two lawyers, the City Solicitor, and the Assistant City Solicitor/Senior Litigation Counsel, a department Supervisor, Risk

Manager and three (3) Clerical Staff. The Prosecutor currently provides assistance in this department as well.

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 ongoing needs for legal services and advice but also involves the reduction of potential liability by identifying possible problem areas and responding to new legislation. In 2020-2021 it also included providing advice on the COVID-19 pandemic legislation, and its amendments. 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 assistance and advice to City Council and City staff;
- To process and draft reports/by-laws, agreements, opinions, leases, licenses of occupation, FOI requests, easements, encroachments, expropriations and real estate transactions;
- To process all claims made against the City and liaise with the City's Third Party Adjusters and legal counsel in negotiating and administering same;
- To represent the City and give advice with respect to all lawsuits which may be brought on behalf of or against the City;
- To control and monitor the City's insurance coverage;
- To sell the City's surplus property;
- To prosecute persons charged with offences contrary to City by-laws and various Provincial legislation; and
- To represent the City before various courts and tribunals.

Insurance and Risk Management

Responsible for all types of 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.

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 2022).

The department has been without a Risk Manager for 7 months in 2021 with the work being done by the lawyers and staff in the Legal Department.

Provincial Offences Office Administration

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

The City of Sault Ste. Marie currently has the responsibility for the delivery of administrative, prosecutorial and court support functions of Part 1 and Part 2 Provincial Offences, as well as Part 3 prosecutions for By-law, Building and Fire Code matters. This represents approximately 15,000 to 18,000 charges a year. Part 1 and 3 new matters in 2019 were 8,541, in 2020, 6,213 and in 2021, 6,314 (as of September). The download of all Part 3 offences from the Province to the City has not taken place yet, likely due to the pandemic, however we are advised that the download will happen. The City will then be responsible for all administrative and prosecution functions of all Part 3 Offences for the Algoma Catchment area, representing the area slightly east of Thessalon to just north of Wawa. Part 3 offences are more serious and complicated in nature and involve multiple court attendances, the acquisition of Certified Documents for many offences, trials, pre-trials and appeals. The POA office is required to operate the POA courts under the guidelines and regulations of the Ministry of Attorney General.



Due to the COVID-19 pandemic, the court closed on March 16, 2020 and remained so until September 2020, where it opened in a limited capacity for resolutions and guilty pleas. In July of 2021, online trials for Part 1 matters resumed. Currently, only guilty pleas, resolutions, and trials for Part 1 matters are taking place. The court anticipates resuming again in January 2022 with the setting of Part 3 trials both in the absence of defendants and if contested. There will be a large backlog to clear by way of trial and continued resolution.

In 2021, the City's prosecutor dealt with 546 Part 1 trials, 17 Part 2 trials and served 159 Part 3 charges under the Building Code, Fire Code, Property Standards and other municipal by-laws. There are currently 231 Part 3 charges from 2021 and previous years that are still before the Court. It is anticipated that approximately 450 Highway Traffic Act Part 3 Information (charges) handled currently by the Crown's office are pending.

One Service Level Change Requests Required for 2022

Due to the increased volume of work in the legal department, we have asked for an additional lawyer in order to meet service level requirements. Most of the information supporting this ask has already been provided to Council at the November 15, 2021 Council meeting.

The Operating Request is being made for an additional lawyer in Legal so we can conclude work and maintain proper service in the legal department.

PUBLIC WORKS AND ENGINEERING SERVICES

PW OPERATIONS



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

Administration

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

Works

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

Buildings and Equipment

- Maintains \$16 million in related buildings and infrastructure.
- Service and repair of \$38.5 million in equipment.

Parks

- Provides the care and maintenance of 6 major parks, 75 neighborhood parks, all outdoor sports complexes, 26km hub trail/waterfront boardwalk, outdoor rinks/skating trail, and the forestry, and horticulture areas.

Traffic & Communication

- Maintains 78 signalized intersections
 - 5 PXO's
 - 7 School Zone Warning flashers
 - 6 All-Way Stop flashing intersections
 - 25 warning flasher locations
- Approximately 530 km of line painting
- Approximately 80,000 m of intersection markings
- 22,000+ signs
- This Division also manages the Carpentry Area
- Construction and maintenance of city facilities and properties





Waste Management

- Oversees the environmentally safe disposal and recycling of approximately 70,000 tonnes of municipal waste annually and also oversees the Municipal Leaf and Yard Waste Composting Program.
- Administers the contracts for refuse collection, recycling and household hazardous waste.

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.

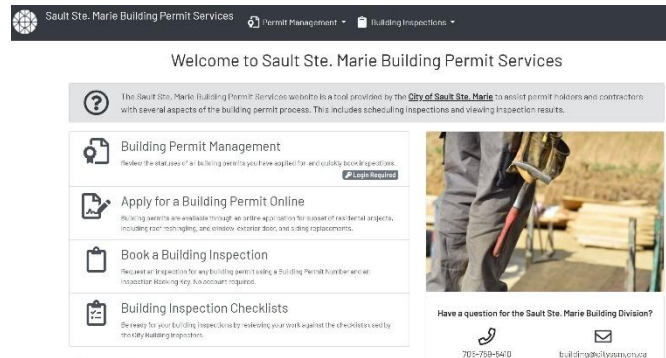
Administration

- 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, Inspectors, Plans Examiners and support staff.
- Work cooperatively with the Industry to ensure all building construction in community meets provincial building code.
- Ensure that all construction meets minimum standards for Safety, Health, Accessibility, Fire & Structural Protection of buildings, Resource Conservation, Environmental Integrity, and Conservation of Buildings.
- 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 By-law Enforcement Inspectors for complaints and inspections;
- Addresses matters related to property standards, vacant buildings and municipal by-law enforcement;
- Participant in the Integrated Municipal Enforcement Team (IMET) for municipal by-law and building code matters.



SAULT STE.MARIE

Preliminary Operating Budget

PRELIMINARY CORPORATE SUMMARY

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Taxation (excluding levy)	2,178,438	2,178,438	0	0.00%
Payment in Lieu of taxes	4,480,756	4,501,741	20,985	0.47%
Fees and user charges	27,034,116	28,924,536	1,890,420	6.99%
Government grants (including OMPF)	19,331,719	19,443,963	112,244	0.58%
Investment income	4,320,000	4,320,000	0	0.00%
Contribution from own funds	2,198,023	752,454	(1,445,569)	-65.77%
Other income	1,848,455	2,889,987	1,041,532	56.35%
	61,391,507	63,011,119	1,619,612	2.64%
EXPENDITURES				
Salaries	49,736,099	50,880,763	1,144,664	2.30%
Benefits	14,367,459	14,454,371	86,912	0.60%
	64,103,558	65,335,133	1,231,575	1.92%
Travel and training	589,683	593,499	3,816	0.65%
Election	0	39,500	39,500	0.00%
Vehicle allowance, maintenance and repairs	3,158,485	3,570,669	412,184	13.05%
Utilities and Fuel	10,431,938	10,880,633	448,695	4.30%
Materials and supplies	5,442,758	5,304,184	(138,574)	-2.55%
Maintenance and repairs	2,429,143	2,632,590	203,447	8.38%
Program expenses	575,458	933,328	357,870	62.19%
Goods for resale	489,160	556,996	67,836	13.87%
Rents and leases	164,557	307,557	143,000	86.90%
Taxes and licenses	2,023,010	2,311,660	288,650	14.27%
Financial expenses	2,710,039	2,699,071	(10,968)	-0.40%
Purchased and contracted services	10,408,958	10,359,103	(49,855)	-0.48%
Grants to others	55,613,863	59,117,480	3,503,617	6.30%
Long term debt	1,795,301	1,502,314	(292,987)	-16.32%
Transfer to own funds	24,395,400	25,650,324	1,254,924	5.14%
Capital expense	350,101	350,993	892	0.25%
Less: recoverable costs	(220,130)	(255,130)	(35,000)	15.90%
	120,357,724	126,554,772	6,197,048	5.15%
	184,461,282	191,889,906	7,428,624	4.03%
TAX LEVY	123,069,775	128,878,786	5,809,011	4.72%

PRELIMINARY CORPORATE SUMMARY CONTINUED

	2021 Budget	2022 Budget	\$ change from 2021	% change from 2021	Levy Increase
Mayor & Council	749,356	750,874	1,518	.20%	
Chief Administrative Officer	408,063	413,395	5,332	1.31%	
Corporate Services	8,634,060	8,718,061	84,001	.97%	
Community and Enterprise Services	17,447,283	18,294,018	846,735	4.85%	
Public Works and Engineering	43,955,275	44,936,051	980,776	2.23%	
Legal	1,921,446	2,216,400	294,954	15.35%	
Fire	14,985,114	15,263,910	278,796	1.86%	
Corporate Financials/Capital/Long Term Debt	(4,614,820)	(4,375,038)	239,782	5.20%	
Maintaining Services	83,485,777	86,217,671	2,731,894	3.27%	2.22%
Outside Agencies & Grants to Others	1,856,843	1,856,843	-	.00%	0.00%
OMPF	(16,395,500)	(16,822,000)	(426,500)	(2.60%)	-0.35%
City Levy	68,947,120	71,252,514	2,305,394	3.34%	1.87%
Local Boards	32,469,326	35,528,816	3,059,490	9.42%	2.49%
Levy Boards	21,653,329	22,097,456	444,127	2.05%	0.36%
Levy & Local Boards	54,122,655	57,626,272	3,503,617	6.47%	2.85%
Total Municipal Levy	123,069,775	128,878,786	5,809,011		4.72%

PRELIMINARY DEPARTMENTAL SUMMARY

	2022			2022	% of	2021	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2022 levy	Net Tax Levy	from 2021	from 2021
MAYORS OFFICE	561,689	154,185		715,874		714,356		
COUNCIL SPECIAL FUNDS		35,000		35,000		35,000		
TOTAL MAYOR & COUNCIL	561,689	189,185	-	750,874	0.6%	749,356	1,518	0.2%
ADMINISTRATION	390,335	23,060		413,395		408,063		
TOTAL CAO	390,335	23,060	-	413,395	0.3%	408,063	5,332	1.3%
LEGAL DEPARTMENT								
ADMINISTRATION	824,673	52,995	420,434	457,234		446,257		
CITY OWNED LAND		16,290		16,290		16,290		
INSURANCE		2,052,835		2,052,835		1,753,185		
POA	586,282	453,759	1,350,000	(309,959)		(294,286)		
TOTAL LEGAL	1,410,955	2,575,879	1,770,434	2,216,400	1.7%	1,921,446	294,954	15.4%
FIRE SERVICES								
ADMINISTRATION	1,707,557	908,572	251,438	2,364,690		2,236,404		
SUPPRESSION	10,939,193	61,380		11,000,573		10,892,494		
PREVENTION	840,385	28,400		868,785		856,500		
SUPPORT SERVICES	554,994	207,029		762,023		745,169		

PRELIMINARY DEPARTMENTAL SUMMARY

	2022			2022	% of	2021	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2022 levy	Net Tax Levy	from 2021	from 2021
COMMUNITY EMERGENCY MANAGEMENT	113,053	13,785	2,000	124,838		124,547		
	14,155,182	1,219,166	253,438	15,120,910		14,855,114		1.8%
EMS - WSIB	143,000			143,000		130,000		10.0%
TOTAL FIRE	14,298,182	1,219,166	253,438	15,263,910	11.8%	14,985,114	278,796	1.9%
<i>CORPORATE SERVICES</i>								
ADMINISTRATION	710,436	143,120	1,540	852,016		842,801		
HEALTH AND SAFETY	131,124	24,550		155,674		154,066		
DISABILITY MANAGEMENT	131,123	118,370		249,493		247,886		
CORPORATE RECRUITMENT & TRAINING		66,000		66,000		66,000		
LEADERSHIP PERFORMANCE		22,550		22,550		22,550		
RETIREE BENEFITS	745,500			745,500		745,500		
EMPLOYEE ASSISTANCE PROGRAM		18,000		18,000		18,000		
HEALTH AND SAFETY COMMITTEE		37,200		37,200		37,200		
DISABLED PREMIUMS	3,565			3,565		3,565		
TOTAL HUMAN RESOURCES	1,721,748	429,790	1,540	2,149,998	1.7%	2,137,568	12,430	0.6%
ADMINISTRATION	812,036	85,294	111,236	786,094		791,322		
OFFICE SERVICES	108,667	88,310		196,977		200,647		
QUALITY MANAGEMENT		6,750		6,750		31,750		

PRELIMINARY DEPARTMENTAL SUMMARY

	2022			2022	% of	2021	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2022 levy	Net Tax Levy	from 2021	from 2021
ELECTION EXPENSE	181,000	276,000	342,000	115,000		75,000		
COUNCIL MEETINGS		9,000		9,000		9,000		
CULTURAL GRANT - WALK OF FAME		2,000		2,000		2,000		
RECEPTIONS		25,650		25,650		25,650		
TOTAL CLERKS	1,101,703	493,004	453,236	1,141,471	0.9%	1,135,369	6,102	0.5%
ADMINISTRATION	689,673	70,688		760,361		718,090		5.9%
ACCOUNTING	1,052,309	33,570	37,532	1,048,347		1,032,050		1.6%
TAX	433,370	50,430	82,000	401,800		460,708		-12.8%
PURCHASING	306,683	9,905		316,588		312,387		1.3%
FINANCIAL EXPENSE - BANKING		60,250		60,250		60,250		0.0%
FINANCIAL FEES		98,753		98,753		98,572		0.2%
TOTAL FINANCE	2,482,035	323,596	119,532	2,686,099	2.1%	2,682,057	4,042	0.2%
INFORMATION TECHNOLOGY	1,436,448	1,311,845	7,800	2,740,493		2,679,066		2.3%
TOTAL IT	1,436,448	1,311,845	7,800	2,740,493	2.1%	2,679,066	61,427	2.3%
TOTAL CORPORATE SERVICES	6,741,934	2,558,235	582,108	8,718,061	6.8%	8,634,060	84,001	1.0%
PUBLIC WORKS AND ENGINEERING								
ENGINEERING DESIGN	1,931,156	171,550		2,102,706		2,076,882		
ADMINISTRATION	169,666	42,512	40,208	171,970		170,818		

PRELIMINARY DEPARTMENTAL SUMMARY

	2022			2022	% of	2021	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2022 levy	Net Tax Levy	from 2021	from 2021
BUILDING SERVICES	593,414	795,120		1,388,534		1,390,358		
BUILDING DIVISION	1,213,639	191,272	1,256,251	148,660		202,055		
ENVIRONMENTAL CLEANUP		20,000		20,000		20,000		
HYDRANTS		1,365,000		1,365,000		1,317,000		
STREET LIGHTING		1,915,780		1,915,780		1,915,780		
SEWAGE DISPOSAL SYSTEM		5,663,205		5,663,205		5,463,520		
MISCELLANEOUS CONSTRUCTION		1,326,000		1,326,000		1,300,000		
TOTAL ENGINEERING	3,907,875	11,490,439	1,296,459	14,101,855	10.9%	13,856,413	245,442	1.8%
WORKS:								
ADMIN/SUPERVISION/OVERHEAD	3,092,940	88,920		3,181,860		3,166,933		
ROADWAYS	1,630,127	1,824,678	50,342	3,404,463		3,336,940		
SIDEWALKS	554,508	459,160		1,013,668		957,944		
WINTER CONTROL ROADWAYS	3,019,457	3,654,364	175,000	6,498,821		6,555,721		
SANITARY SEWERS	1,052,330	1,047,663	37,874	2,062,119		2,007,040		
STORM SEWERS	335,867	286,622		622,489		618,984		
TRAFFIC & COMMUNICIATIONS	889,078	888,722		1,777,800		1,693,599		
CARPENTRY	779,782	(98,740)		681,042		747,403		
ADMINISTRATION	1,554,192	144,430		1,698,622		1,672,085		
BUILDINGS & EQUIPMENT	2,722,993	(479,359)		2,243,634		2,210,177		
PARKS OPERATIONS	2,684,484	982,982		3,667,466		3,434,523		
WASTE MANAGEMENT	1,809,028	5,078,452	2,905,269	3,982,211		3,697,513		
TOTAL PUBLIC WORKS	20,124,787	13,877,894	3,168,486	30,834,195	23.9%	30,098,862	735,333	2.4%
TOTAL PUBLIC WORKS AND ENGINEERING	24,032,662	25,368,333	4,464,945	44,936,050		43,955,275	980,775	2.2%

PRELIMINARY DEPARTMENTAL SUMMARY

	2022			2022	% of	2021	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2022 levy	Net Tax Levy	from 2021	from 2021
COMMUNITY AND ENTERPRISE SERVICES								
SPORTS ADMINISTRATION	9,206	6,435		15,641		14,979		
RECREATION & CULTURE								
ADMINISTRATION	565,696	22,342	65,279	522,759		504,359		
CANADA DAY		20,000	9,500	10,500		10,500		
MAYORS YOUTH ADVISORY		27,500		27,500		27,500		
MISCELLANEOUS PROGRAMS	8,345	19,210		27,555		27,396		
PARKS & REC ADVISORY								
COMMITTEE		1,465		1,465		1,665		
ROBERTA BONDAR PARK	86,318	124,545	17,800	193,063		169,905		
BELLEVUE PARK MARINA	42,084	126,505	166,800	1,789		(2,982)		
BONDAR MARINA	21,042	83,983	88,064	16,961		16,896		
LOCKS OPERATIONS	91,746	(61,425)		30,321		28,263		
SENIORS DROP IN CENTRE	322,326	127,019	80,700	368,645		328,240		
NCC 55+ PROGRAMMING	179,416	28,125	57,400	150,141		137,710		
NCC COMMUNITY SPACE	41,558	18,600	3,500	56,658		54,361		
ARTS & CULTURE	98,317	16,560		114,877		-		
HISTORIC SITES BOARD - OLD								
STONE HOUSE	316,809	128,637	106,739	338,707		332,442		
JOHN RHODES COMMUNITY								
CENTRE	1,716,615	1,618,207	1,539,703	1,795,119		1,718,765		
FACILITIY ADMINISTRATION	778,094	50,525	26,747	801,872		793,250		
FACILITIES-SUMMER STUDENTS	27,618			27,618		25,632		
GRECO POOL	61,250	15,016		76,266		74,505		

PRELIMINARY DEPARTMENTAL SUMMARY

	2022			2022	% of	2021	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2022 levy	Net Tax Levy	from 2021	from 2021
MANZO POOL	40,739	11,120		51,859		50,632		
MCMECKEN CENTRE	169,676	189,816	149,321	210,171		192,735		
GFL MEMORIAL GARDENS	992,727	1,530,424	1,771,296	751,855		922,968		
NORTHERN COMMUNITY CENTRE	119,020	181,400	254,392	46,028		44,580		
DOWNTOWN PLAZA		41,667		41,667		-		
MISCELLANEOUS CONCESSIONS	102,291	5,621	93,000	14,912		15,034		
CSD CENTRAL ADMINISTRATION	733,086	113,970		847,056		837,133		
TRANSIT	7,398,314	3,761,011	3,201,482	7,957,843		7,279,960		
SCHOOL GUARDS	287,724	3,605		291,329		294,233		
ANIMAL CONTROL - HUMANE SOCIETY		622,327		622,327		600,122		
CEMETERY OPERATIONS	887,381	682,968	1,491,384	78,965		53,874		
PARKING	85,060	457,265	331,757	210,568		209,523		
TOTAL COMMUNITY SERVICES	15,182,458	9,974,443	9,454,864	15,702,037	12.2%	14,764,180	937,857	6.4%
PLANNING	995,465	152,907	127,442	1,020,930		1,024,281		
FUTURE SSM	333,210	311,429	315,454	329,185		444,656		
ISAP-IMMIGRATION PROGRAM	173,386	66,587	239,973	-		-		
ECONOMIC DEVELOPMENT	680,749	308,647	261,637	727,759		711,750		
TOURISM & COMMUNITY DEVELOPMENT	514,108	50,000	50,000	514,108		502,416		
OTHER COMMUNITY & ENTERPRISE	2,696,918	889,570	994,506	2,591,982	2.0%	2,683,103	(91,121)	-3.4%
COMMUNITY AND ENTERPRISE SERVICES	17,879,376	10,864,013	10,449,370	18,294,019	14.2%	17,447,283	846,736	4.9%

PRELIMINARY DEPARTMENTAL SUMMARY

	2022			2022	% of	2021	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2022 levy	Net Tax Levy	from 2021	from 2021
PUBLIC HEALTH OPERATIONS		2,749,992		2,749,992		2,696,071		
DSSAB LEVY		18,786,867		18,786,867		18,418,497		
CONSERVATION AUTHORITY		560,597		560,597		538,761		
TOTAL LEVY BOARDS	-	22,097,456	-	22,097,456	17.1%	21,653,329	444,127	2.1%
POLICE SERVICES BOARD	-	32,574,018	-	32,574,018		29,570,897		
LIBRARY BOARD		2,954,798		2,954,798		2,898,429		
TOTAL LOCAL BOARDS	-	35,528,816	-	35,528,816	27.6%	32,469,326	3,059,490	9.4%
ART GALLERY OF ALGOMA		280,785		280,785		280,785		
SSM MUSEUM		246,091		246,091		246,091		
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		21,077		21,077		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		
CDF BUDGET		500,000		500,000		500,000		
PHYSICIAN RECRUITMENT		220,000	130,000	90,000		90,000		
TOTAL OUTSIDE AGENCIES & GRANTS TO OTHERS	-	2,186,843	330,000	1,856,843	1.4%	1,856,843	-	0.0%

PRELIMINARY DEPARTMENTAL SUMMARY

	2022			2022	% of	2021	\$ change	% change
	Salary/ Benefits	Other Expense	Revenue	Net Tax Levy	2022 levy	Net Tax Levy	from 2021	from 2021
TAXATION & CORPORATE FINANCIALS	20,000	16,073,088	45,160,824	(29,067,737)		(28,699,135)		
CAPITAL LEVY AND LONG TERM DEBT		7,870,698	-	7,870,698		7,688,815		
TOTAL CORPORATE FINANCIALS	20,000	23,943,786	45,160,824	(21,197,038)	-16.4%	(21,010,320)	(186,718)	0.9%
TOTAL MUNICIPAL LEVY	65,335,133	126,554,772	63,011,119	128,878,786		123,069,775	5,809,011	4.72%



SAULT STE.MARIE

Departmental Budgets

MAYOR & COUNCIL

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	487,354	490,477	3,123	0.64%
Benefits	72,817	71,211	(1,606)	-2.20%
	560,171	561,689	1,518	0.27%
Travel and training	53,500	53,500	0	0.00%
Vehicle allowance, maintenance and repairs	35,675	35,675	0	0.00%
Materials and supplies	62,910	62,910	0	0.00%
Purchased and contracted services	2,100	2,100	0	0.00%
Grants to others	35,000	35,000	0	0.00%
	189,185	189,185	0	0.00%
	749,356	750,874	1,518	0.20%
TAX LEVY	749,356	750,874	1,518	0.20%

MAYOR'S OFFICE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	487,354	490,477	3,123	0.64%
Benefits	72,817	71,211	(1,606)	-2.20%
	560,171	561,689	1,518	0.27%
Travel and training	53,500	53,500	0	0.00%
Vehicle allowance, maintenance and repairs	35,675	35,675	0	0.00%
Materials and supplies	62,910	62,910	0	0.00%
Purchased and contracted services	2,100	2,100	0	0.00%
	154,185	154,185	0	0.00%
	714,356	715,874	1,518	0.21%
TAX LEVY	714,356	715,874	1,518	0.21%
Full Time Positions	2.0	2.0	-	
Part Time Hours	610.0	610.0	-	

COUNCIL SPECIAL FUNDS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Purchased and contracted services	35,000	35,000	0	0.00%
	35,000	35,000	0	0.00%
	35,000	35,000	0	0.00%
TAX LEVY	35,000	35,000	0	0.00%

CAO OFFICE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	312,248	317,771	5,523	1.77%
Benefits	72,755	72,564	(191)	-0.26%
	385,003	390,335	5,332	1.39%
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	14,120	0	0.00%
Purchased and contracted services	30	30	0	0.00%
Capital expense	150	150	0	0.00%
	23,060	23,060	0	0.00%
	408,063	413,395	5,332	1.31%
TAX LEVY	408,063	413,395	5,332	1.31%
Full Time Positions	2.0	2.0	-	
Part Time Hours	610.0	610.0	-	

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	6,841,922	8,184,515	1,342,593	19.62%
Government grants	2,018,792	1,666,196	(352,596)	-17.47%
Contribution from own funds	278,715	465,454	186,739	67.00%
Other income	111,920	133,205	21,285	19.02%
	<u>9,251,349</u>	<u>10,449,370</u>	<u>1,198,021</u>	<u>12.95%</u>
EXPENDITURES				
Salaries	13,867,870	14,349,895	482,025	3.48%
Benefits	3,476,393	3,529,481	53,088	1.53%
	<u>17,344,263</u>	<u>17,879,376</u>	<u>535,113</u>	<u>3.09%</u>
Travel and training	137,327	115,507	(21,820)	-15.89%
Vehicle allowance, maintenance and repairs	987,560	1,044,745	57,185	5.79%
Utilities and Fuel	3,093,438	3,182,436	88,998	2.88%
Materials and supplies	894,030	932,001	37,971	4.25%
Maintenance and repairs	1,229,787	1,314,039	84,252	6.85%
Program expenses	102,470	169,540	67,070	65.45%
Goods for resale	469,960	537,796	67,836	14.43%
Rents and leases	82,255	90,255	8,000	9.73%
Taxes and licenses	172,250	173,250	1,000	0.58%
Financial expenses	110,515	99,287	(11,228)	-10.16%
Purchased and contracted services	1,731,620	1,664,692	(66,928)	-3.87%
Grants to others	66,500	66,500	0	0.00%
Transfer to own funds	218,040	1,413,196	1,195,156	548.14%
Capital expense	58,617	60,769	2,152	3.67%
	<u>9,354,369</u>	<u>10,864,013</u>	<u>1,509,644</u>	<u>16.14%</u>
	<u>26,698,632</u>	<u>28,743,389</u>	<u>2,044,757</u>	<u>7.66%</u>
TAX LEVY	17,447,283	18,294,019	846,736	4.85%

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - LOCAL IMMIGRATION PROGRAM

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Government grants	244,545	239,973	(4,572)	-1.87%
	244,545	239,973	(4,572)	-1.87%
EXPENDITURES				
Salaries	146,199	135,728	(10,471)	-7.16%
Benefits	41,591	37,659	(3,932)	-9.45%
	187,790	173,386	(14,404)	-7.67%
Travel and training	2,800	5,000	2,200	78.57%
Materials and supplies	46,955	38,587	(8,368)	-17.82%
Purchased and contracted services	7,000	23,000	16,000	228.57%
	56,755	66,587	9,832	17.32%
	244,545	239,973	(4,572)	-1.87%
TAX LEVY	0	0	0	0.00%
Full Time Positions	2.3	2.0	(0.3)	
Part Time Hours	-	-	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - HUMANE SOCIETY

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Purchased and contracted services	600,122	622,327	22,205	3.70%
	600,122	622,327	22,205	3.70%
	600,122	622,327	22,205	3.70%
TAX LEVY	600,122	622,327	22,205	3.70%

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - ECONOMIC DEVELOPMENT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Government grants	190,167	190,167	0	0.00%
Other income	57,470	71,470	14,000	24.36%
	<u>247,637</u>	<u>261,637</u>	<u>14,000</u>	<u>5.65%</u>
EXPENDITURES				
Salaries	533,925	542,580	8,655	1.62%
Benefits	138,815	138,169	(646)	-0.47%
	<u>672,740</u>	<u>680,749</u>	<u>8,009</u>	<u>1.19%</u>
Travel and training	53,527	53,527	0	0.00%
Materials and supplies	113,115	113,115	0	0.00%
Rents and leases	72,005	80,005	8,000	11.11%
Purchased and contracted services	48,000	62,000	14,000	29.17%
	<u>286,647</u>	<u>308,647</u>	<u>22,000</u>	<u>7.67%</u>
	<u>959,387</u>	<u>989,396</u>	<u>30,009</u>	<u>3.13%</u>
TAX LEVY	711,750	727,759	16,009	2.25%
Full Time Positions	6.0	6.0	-	
Part Time Hours	-	-	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - TOURISM AND COMMUNITY DEVELOPMENT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Government grants	350,733		(350,733)	-100.00%
Contribution from own funds	178,715	365,454	186,739	104.49%
	<u>529,448</u>	<u>365,454</u>	<u>(163,994)</u>	<u>-30.97%</u>
EXPENDITURES				
Salaries	702,251	671,474	(30,777)	-4.38%
Benefits	184,388	175,844	(8,544)	-4.63%
	<u>886,639</u>	<u>847,318</u>	<u>(39,321)</u>	<u>-4.43%</u>
Travel and training	27,910		(27,910)	-100.00%
Materials and supplies	9,772	7,882	(1,890)	-19.34%
Purchased and contracted services	502,199	303,547	(198,652)	-39.56%
Grants to others	50,000	50,000	0	0.00%
	<u>589,881</u>	<u>361,429</u>	<u>(228,452)</u>	<u>-38.73%</u>
	<u>1,476,520</u>	<u>1,208,747</u>	<u>(267,773)</u>	<u>-18.14%</u>
TAX LEVY	947,072	843,293	(103,779)	-10.96%
Full Time Positions	8.6	8.0	(0.6)	
Part Time Hours	-	-	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - PLANNING

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	117,822	119,762	1,940	1.65%
Other income		7,680	7,680	0.00%
	<u>117,822</u>	<u>127,442</u>	<u>9,620</u>	<u>8.16%</u>
EXPENDITURES				
Salaries	790,700	798,609	7,909	1.00%
Benefits	198,496	196,856	(1,640)	-0.83%
	<u>989,196</u>	<u>995,465</u>	<u>6,269</u>	<u>0.63%</u>
Travel and training	8,165	8,165	0	0.00%
Vehicle allowance, maintenance and repairs	300	300	0	0.00%
Materials and supplies	110,970	110,970	0	0.00%
Purchased and contracted services	31,350	31,350	0	0.00%
Capital expense	2,122	2,122	0	0.00%
	<u>152,907</u>	<u>152,907</u>	<u>0</u>	<u>0.00%</u>
	<u>1,142,103</u>	<u>1,148,372</u>	<u>6,269</u>	<u>0.55%</u>
TAX LEVY	1,024,281	1,020,930	(3,351)	-0.33%
Full Time Positions	9.0	9.0	-	
Part Time Hours	610.0	610.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - PARKING

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	331,729	331,757	28	0.01%
	<u>331,729</u>	<u>331,757</u>	<u>28</u>	<u>0.01%</u>
EXPENDITURES				
Salaries	68,256	69,150	894	1.31%
Benefits	15,731	15,910	179	1.14%
	<u>83,987</u>	<u>85,060</u>	<u>1,073</u>	<u>1.28%</u>
Utilities and Fuel	6,294	6,294	0	0.00%
Materials and supplies	19,900	18,900	(1,000)	-5.03%
Maintenance and repairs	114,150	115,150	1,000	0.88%
Taxes and licenses	37,545	37,545	0	0.00%
Financial expenses	2,225	2,225	0	0.00%
Purchased and contracted services	235,151	235,151	0	0.00%
Transfer to own funds	40,000	40,000	0	0.00%
Capital expense	2,000	2,000	0	0.00%
	<u>457,265</u>	<u>457,265</u>	<u>0</u>	<u>0.00%</u>
	<u>541,252</u>	<u>542,325</u>	<u>1,073</u>	<u>0.20%</u>
TAX LEVY	209,523	210,568	1,045	0.50%
Full Time Positions	1.0	1.0	-	
Part Time Hours	1,220.0	1,220.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - CEMETERY OPERATIONS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	988,675	1,388,675	400,000	40.46%
Government grants	0	2,709	2,709	0.00%
Contribution from own funds	100,000	100,000	0	0.00%
	<u>1,088,675</u>	<u>1,491,384</u>	<u>402,709</u>	<u>36.99%</u>
EXPENDITURES				
Salaries	703,105	716,233	13,128	1.87%
Benefits	168,871	171,148	2,277	1.35%
	<u>871,976</u>	<u>887,381</u>	<u>15,405</u>	<u>1.77%</u>
Travel and training	2,000	2,000	0	0.00%
Vehicle allowance, maintenance and repairs	50,000	51,000	1,000	2.00%
Utilities and Fuel	83,497	91,159	7,662	9.18%
Materials and supplies	72,431	73,251	820	1.13%
Financial expenses	0	2,851	2,851	0.00%
Purchased and contracted services	62,645	62,707	62	0.10%
Transfer to own funds	0	400,000	400,000	0.00%
	<u>270,573</u>	<u>682,968</u>	<u>412,395</u>	<u>152.42%</u>
	<u>1,142,549</u>	<u>1,570,349</u>	<u>427,800</u>	<u>37.44%</u>
TAX LEVY				
	53,874	78,965	25,091	46.57%
Full Time Positions	9.0	9.0	-	
Part Time Hours	7,930.0	7,930.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - TRANSIT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	2,008,455	2,071,315	62,860	3.13%
Government grants	1,129,167	1,129,167	0	0.00%
Other income	1,000	1,000	0	0.00%
	<u>3,138,622</u>	<u>3,201,482</u>	<u>62,860</u>	<u>2.00%</u>
Salaries	5,502,402	5,605,114	102,712	1.87%
Benefits	1,758,504	1,793,200	34,696	1.97%
	<u>7,260,906</u>	<u>7,398,314</u>	<u>137,408</u>	<u>1.89%</u>
Travel and training	22,045	22,045	0	0.00%
Vehicle allowance, maintenance and repairs	932,185	988,125	55,940	6.00%
Utilities and Fuel	1,389,929	1,418,000	28,071	2.02%
Materials and supplies	197,070	182,570	(14,500)	-7.36%
Maintenance and repairs	283,997	359,195	75,198	26.48%
Taxes and licenses	133,965	134,965	1,000	0.75%
Financial expenses	4,250	4,250	0	0.00%
Purchased and contracted services	52,915	57,915	5,000	9.45%
Transfer to own funds	131,300	583,926	452,626	344.73%
Capital expense	10,020	10,020	0	0.00%
	<u>3,157,676</u>	<u>3,761,011</u>	<u>603,335</u>	<u>19.11%</u>
	<u>10,418,582</u>	<u>11,159,325</u>	<u>740,743</u>	<u>7.11%</u>
TAX LEVY	7,279,960	7,957,843	677,883	9.31%
Full Time Positions	88.6	88.6	-	
Part Time Hours	610.0	610.0	-	
Note: FTE calculation is based on service hours				

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - SCHOOL GUARDS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	262,493	262,493	0	0.00%
Benefits	28,135	25,231	(2,904)	-10.32%
	290,628	287,724	(2,904)	-1.00%
Vehicle allowance, maintenance and repairs	1,200	1,200	0	0.00%
Materials and supplies	2,405	2,405	0	0.00%
	3,605	3,605	0	0.00%
	294,233	291,329	(2,904)	-0.99%
TAX LEVY	294,233	291,329	(2,904)	-0.99%
Full Time Positions	-	-	-	
Part Time Hours	16,918.0	16,918.0	-	
Note: FTE calculation is based on service hours				

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - SPORTS ADMINISTRATION

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	7,840	8,428	588	7.50%
Benefits	704	778	74	10.50%
	8,544	9,206	662	7.75%
Materials and supplies	1,860	1,860	0	0.00%
Capital expense	4,575	4,575	0	0.00%
	6,435	6,435	0	0.00%
	14,979	15,641	662	4.42%
TAX LEVY	14,979	15,641	662	4.42%
Full Time Positions	-	-	-	
Part Time Hours	610.0	610.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - RECREATION AND CULTURE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	73,982	65,279	(8,703)	-11.76%
	<u>73,982</u>	<u>65,279</u>	<u>(8,703)</u>	<u>-11.76%</u>
EXPENDITURES				
Salaries	455,657	464,946	9,289	2.04%
Benefits	100,542	100,750	208	0.21%
	<u>556,199</u>	<u>565,696</u>	<u>9,497</u>	<u>1.71%</u>
Travel and training	3,780	4,330	550	14.55%
Vehicle allowance, maintenance and repairs	1,060	650	(410)	-38.68%
Utilities and Fuel	400	460	60	15.00%
Materials and supplies	4,262	4,262	0	0.00%
Purchased and contracted services	5,400	5,400	0	0.00%
Transfer to own funds	7,240	7,240	0	0.00%
	<u>22,142</u>	<u>22,342</u>	<u>200</u>	<u>0.90%</u>
	<u>578,341</u>	<u>588,038</u>	<u>9,697</u>	<u>1.68%</u>
TAX LEVY				
	504,359	522,759	18,400	3.65%
Full Time Positions	4.0	4.0	-	
Part Time Hours	5,404.0	5,404.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - CANADA DAY

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Other income	9,500	9,500	0	0.00%
	9,500	9,500	0	0.00%
EXPENDITURES				
Materials and supplies	20,000	20,000	0	0.00%
	20,000	20,000	0	0.00%
	20,000	20,000	0	0.00%
TAX LEVY	10,500	10,500	0	0.00%

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - MAYOR'S YOUTH ADVISORY COMMITTEE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Materials and supplies	27,500	27,500	0	0.00%
	27,500	27,500	0	0.00%
	27,500	27,500	0	0.00%
TAX LEVY	27,500	27,500	0	0.00%

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - MISCELLANEOUS PROGRAMS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	7,511	7,639	128	1.71%
Benefits	675	705	30	4.46%
	8,186	8,345	159	1.94%
Materials and supplies	3,510	3,510	0	0.00%
Purchased and contracted services	11,200	11,200	0	0.00%
Grants to others	4,500	4,500	0	0.00%
	19,210	19,210	0	0.00%
	27,396	27,555	159	0.58%
TAX LEVY	27,396	27,555	159	0.58%
Full Time Positions	-	-	-	
Part Time Hours	441.0	441.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - PARKS & RECREATION ADVISORY COMMITTEE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Materials and supplies	1,665	1,465	(200)	-12.01%
	1,665	1,465	(200)	-12.01%
	1,665	1,465	(200)	-12.01%
TAX LEVY	1,665	1,465	(200)	-12.01%

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - ROBERTA BONDAR PARK

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	20,591	17,800	(2,791)	-13.55%
	20,591	17,800	(2,791)	-13.55%
EXPENDITURES				
Salaries	74,786	79,025	4,239	5.67%
Benefits	6,715	7,294	579	8.62%
	81,501	86,318	4,817	5.91%
Utilities and Fuel	12,740	12,740	0	0.00%
Materials and supplies	10,525	8,355	(2,170)	-20.62%
Goods for resale	2,650	500	(2,150)	-81.13%
Purchased and contracted services	80,380	100,050	19,670	24.47%
Capital expense	2,700	2,900	200	7.41%
	108,995	124,545	15,550	14.27%
	190,496	210,863	20,367	10.69%
TAX LEVY	169,905	193,063	23,158	13.63%
Full Time Positions	-	-	-	
Part Time Hours	5,430.0	5,430.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - BELLEVUE PARK MARINA

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	167,975	166,800	(1,175)	-0.70%
	167,975	166,800	(1,175)	-0.70%
EXPENDITURES				
Salaries	35,840	38,528	2,688	7.50%
Benefits	3,218	3,556	338	10.51%
	39,058	42,084	3,026	7.75%
Vehicle allowance, maintenance and repairs	75	75	0	0.00%
Utilities and Fuel	16,475	16,475	0	0.00%
Materials and supplies	3,930	3,930	0	0.00%
Maintenance and repairs	26,630	30,200	3,570	13.41%
Goods for resale	68,450	65,450	(3,000)	-4.38%
Rents and leases	2,000	2,000	0	0.00%
Taxes and licenses	275	275	0	0.00%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	4,600	4,600	0	0.00%
Capital expense	1,500	1,500	0	0.00%
	125,935	126,505	570	0.45%
	164,993	168,589	3,596	2.18%
TAX LEVY				
	(2,982)	1,789	4,771	-160.00%
Full Time Positions	-	-	-	
Part Time Hours	2,720.0	2,720.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - BONDAR MARINA

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	83,034	86,164	3,130	3.77%
Other income	1,900	1,900	0	0.00%
	<u>84,934</u>	<u>88,064</u>	<u>3,130</u>	<u>3.69%</u>
EXPENDITURES				
Salaries	17,920	19,264	1,344	7.50%
Benefits	1,609	1,778	169	10.51%
	<u>19,529</u>	<u>21,042</u>	<u>1,513</u>	<u>7.75%</u>
Utilities and Fuel	14,623	16,085	1,462	10.00%
Materials and supplies	3,519	3,519	0	0.00%
Maintenance and repairs	12,080	12,300	220	1.82%
Goods for resale	41,550	41,000	(550)	-1.32%
Taxes and licenses	465	465	0	0.00%
Financial expenses	2,015	2,015	0	0.00%
Purchased and contracted services	7,549	7,599	50	0.66%
Capital expense	500	1,000	500	100.00%
	<u>82,301</u>	<u>83,983</u>	<u>1,682</u>	<u>2.04%</u>
	<u>101,830</u>	<u>105,025</u>	<u>3,195</u>	<u>3.14%</u>
TAX LEVY	16,896	16,961	65	0.39%
Full Time Positions	-	-	-	
Part Time Hours	1,360.0	1,360.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - SENIORS DROP IN CENTRE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	73,294	38,000	(35,294)	-48.15%
Government grants	42,700	42,700	0	0.00%
	<u>115,994</u>	<u>80,700</u>	<u>(35,294)</u>	<u>-30.43%</u>
EXPENDITURES				
Salaries	270,030	275,450	5,420	2.01%
Benefits	46,405	46,877	472	1.02%
	<u>316,435</u>	<u>322,326</u>	<u>5,891</u>	<u>1.86%</u>
Vehicle allowance, maintenance and repairs	300	400	100	33.33%
Utilities and Fuel	28,844	27,450	(1,394)	-4.83%
Materials and supplies	52,875	52,869	(6)	-0.01%
Maintenance and repairs	30,280	30,800	520	1.72%
Rents and leases	8,250	8,250	0	0.00%
Financial expenses	1,250	1,250	0	0.00%
Purchased and contracted services	4,000	4,000	0	0.00%
Capital expense	2,000	2,000	0	0.00%
	<u>127,799</u>	<u>127,019</u>	<u>(780)</u>	<u>-0.61%</u>
	<u>444,234</u>	<u>449,345</u>	<u>5,111</u>	<u>1.15%</u>
TAX LEVY	328,240	368,645	40,405	12.31%
Full Time Positions	1.7	1.7	-	
Part Time Hours	8,370.0	8,370.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - NCC 55+ PROGRAMMING

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	23,600	14,700	(8,900)	-37.71%
Government grants	42,700	42,700	0	0.00%
	<u>66,300</u>	<u>57,400</u>	<u>(8,900)</u>	<u>-13.42%</u>
EXPENDITURES				
Salaries	144,240	147,522	3,282	2.28%
Benefits	31,705	31,893	188	0.59%
	<u>175,945</u>	<u>179,416</u>	<u>3,471</u>	<u>1.97%</u>
Materials and supplies	20,600	20,600	0	0.00%
Maintenance and repairs	4,040	4,100	60	1.49%
Financial expenses	325	325	0	0.00%
Purchased and contracted services	600	600	0	0.00%
Capital expense	2,500	2,500	0	0.00%
	<u>28,065</u>	<u>28,125</u>	<u>60</u>	<u>0.21%</u>
	<u>204,010</u>	<u>207,541</u>	<u>3,531</u>	<u>1.73%</u>
TAX LEVY	137,710	150,141	12,431	9.03%
Full Time Positions	1.3	1.3	-	
Part Time Hours	2,593.0	2,593.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - NCC COMMUNITY SPACE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	5,000	3,500	(1,500)	-30.00%
	<u>5,000</u>	<u>3,500</u>	<u>(1,500)</u>	<u>-30.00%</u>
EXPENDITURES				
Salaries	37,403	38,047	644	1.72%
Benefits	3,358	3,512	154	4.58%
	<u>40,761</u>	<u>41,558</u>	<u>797</u>	<u>1.96%</u>
Travel and training	1,200	1,200	0	0.00%
Vehicle allowance, maintenance and repairs	500	500	0	0.00%
Materials and supplies	9,900	10,400	500	5.05%
Goods for resale	0	750	750	0.00%
Purchased and contracted services	4,000	2,750	(1,250)	-31.25%
Capital expense	3,000	3,000	0	0.00%
	<u>18,600</u>	<u>18,600</u>	<u>0</u>	<u>0.00%</u>
	<u>59,361</u>	<u>60,158</u>	<u>797</u>	<u>1.34%</u>
TAX LEVY	54,361	56,658	2,297	4.23%
Full Time Positions	-	-	-	
Part Time Hours	1,752.4	1,752.4	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - ARTS & CULTURE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	0	77,410	77,410	0.00%
Benefits	0	20,907	20,907	0.00%
	0	98,317	98,317	0.00%
Travel and training	0	1,440	1,440	0.00%
Vehicle allowance, maintenance and repairs	0	800	800	0.00%
Materials and supplies	0	10,120	10,120	0.00%
Purchased and contracted services	0	4,200	4,200	0.00%
	0	16,560	16,560	0.00%
	0	114,877	114,877	0.00%
TAX LEVY	0	114,877	114,877	0.00%
Full Time Positions	-	1.0	1.0	
Part Time Hours	-	-	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - HISTORIC SITES BOARD

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	105,967	87,959	(18,008)	-16.99%
Government grants	18,780	18,780	0	0.00%
	<u>124,747</u>	<u>106,739</u>	<u>(18,008)</u>	<u>-14.44%</u>
EXPENDITURES				
Salaries	273,669	263,759	(9,910)	-3.62%
Benefits	52,585	53,050	465	0.88%
	<u>326,254</u>	<u>316,809</u>	<u>(9,445)</u>	<u>-2.90%</u>
Travel and training	4,400	4,400	0	0.00%
Vehicle allowance, maintenance and repairs	100	100	0	0.00%
Utilities and Fuel	32,918	35,270	2,352	7.15%
Materials and supplies	41,035	36,535	(4,500)	-10.97%
Maintenance and repairs	19,670	19,670	0	0.00%
Goods for resale	9,000	9,000	0	0.00%
Financial expenses	1,900	1,750	(150)	-7.89%
Purchased and contracted services	9,912	9,912	0	0.00%
Grants to others	12,000	12,000	0	0.00%
	<u>130,935</u>	<u>128,637</u>	<u>(2,298)</u>	<u>-1.76%</u>
	<u>457,189</u>	<u>445,446</u>	<u>(11,743)</u>	<u>-2.57%</u>
TAX LEVY				
	332,442	338,707	6,265	1.88%
Full Time Positions	2.0	2.0	-	
Part Time Hours	7,070.0	7,070.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - LOCKS OPERATIONS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	74,941	77,256	2,315	3.09%
Benefits	14,627	14,490	(137)	-0.94%
	89,568	91,746	2,178	2.43%
Materials and supplies	(62,505)	(62,625)	(120)	0.19%
Capital expense	1,200	1,200	0	0.00%
	(61,305)	(61,425)	(120)	0.20%
	28,263	30,321	2,058	7.28%
TAX LEVY	28,263	30,321	2,058	7.28%
Full Time Positions	0.8	0.8	-	
Part Time Hours	1,850.0	1,850.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - JOHN RHODES COMMUNITY CENTRE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	1,063,438	1,528,324	464,886	43.72%
Other income	12,000	11,379	(621)	-5.17%
	<u>1,075,438</u>	<u>1,539,703</u>	<u>464,265</u>	<u>43.17%</u>
EXPENDITURES				
Salaries	1,332,679	1,508,741	176,062	13.21%
Benefits	204,154	207,875	3,721	1.82%
	<u>1,536,833</u>	<u>1,716,615</u>	<u>179,782</u>	<u>11.70%</u>
Travel and training	1,700	3,700	2,000	117.65%
Vehicle allowance, maintenance and repairs	380	410	30	7.89%
Utilities and Fuel	805,515	812,295	6,780	0.84%
Materials and supplies	50,555	45,095	(5,460)	-10.80%
Maintenance and repairs	321,610	302,449	(19,161)	-5.96%
Program expenses	120	165	45	37.53%
Goods for resale	44,460	52,238	7,778	17.49%
Financial expenses	24,000	22,050	(1,950)	-8.13%
Purchased and contracted services	3,130	23,955	20,825	665.34%
Transfer to own funds		350,000	350,000	0.00%
Capital expense	5,900	5,850	(50)	-0.85%
	<u>1,257,370</u>	<u>1,618,207</u>	<u>360,837</u>	<u>28.70%</u>
	<u>2,794,203</u>	<u>3,334,823</u>	<u>540,620</u>	<u>19.35%</u>
TAX LEVY	1,718,765	1,795,119	76,354	4.44%
Full Time Positions	7.0	7.0	-	
Part Time Hours	50,720.0	50,720.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - MCMEEKEN CENTRE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	142,826	148,421	5,595	3.92%
Other income	900	900	0	0.00%
	143,726	149,321	5,595	3.89%
EXPENDITURES				
Salaries	138,495	146,261	7,766	5.61%
Benefits	23,131	23,415	284	1.23%
	161,626	169,676	8,050	4.98%
Utilities and Fuel	85,900	86,500	600	0.70%
Materials and supplies	1,165	1,515	350	30.04%
Maintenance and repairs	82,270	82,300	30	0.04%
Goods for resale	1,200	3,266	2,066	172.17%
Financial expenses	2,000	2,310	310	15.50%
Purchased and contracted services	2,300	13,925	11,625	505.43%
	174,835	189,816	14,981	8.57%
	336,461	359,492	23,031	6.85%
TAX LEVY	192,735	210,171	17,436	9.05%
Full Time Positions	1.0	1.0	-	
Part Time Hours	3,390.0	3,390.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - GFL MEMORIAL GARDENS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	1,308,921	1,741,920	432,999	33.08%
Other income	29,150	29,376	226	0.77%
	<u>1,338,071</u>	<u>1,771,296</u>	<u>433,225</u>	<u>32.38%</u>
EXPENDITURES				
Salaries	826,646	894,094	67,448	8.16%
Benefits	96,158	98,632	2,474	2.57%
	<u>922,804</u>	<u>992,727</u>	<u>69,923</u>	<u>7.58%</u>
Vehicle allowance, maintenance and repairs		75	75	0.00%
Utilities and Fuel	488,500	516,241	27,741	5.68%
Materials and supplies	56,318	68,745	12,427	22.07%
Maintenance and repairs	276,240	297,000	20,760	7.52%
Program expenses	102,350	169,375	67,025	65.49%
Goods for resale	264,500	321,550	57,050	21.57%
Financial expenses	63,000	51,571	(11,429)	-18.14%
Purchased and contracted services	47,327	67,565	20,238	42.76%
Transfer to own funds	20,000	20,000	0	0.00%
Capital expense	20,000	18,302	(1,698)	-8.49%
	<u>1,338,235</u>	<u>1,530,424</u>	<u>192,189</u>	<u>14.36%</u>
	<u>2,261,039</u>	<u>2,523,151</u>	<u>262,112</u>	<u>11.59%</u>
TAX LEVY	922,968	751,855	(171,113)	-18.54%
Full Time Positions	2.0	2.0	-	
Part Time Hours	42,719.0	42,719.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - NORTHERN COMMUNITY CENTRE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	222,863	254,392	31,529	14.15%
	<u>222,863</u>	<u>254,392</u>	<u>31,529</u>	<u>14.15%</u>
EXPENDITURES				
Salaries	85,743	102,842	17,099	19.94%
Benefits	15,843	16,178	335	2.12%
	<u>101,586</u>	<u>119,020</u>	<u>17,434</u>	<u>17.16%</u>
Utilities and Fuel	117,207	131,950	14,743	12.58%
Materials and supplies	1,900	2,200	300	15.79%
Maintenance and repairs	40,700	41,500	800	1.97%
Financial expenses	3,050	3,050	0	0.00%
Purchased and contracted services	3,000	2,700	(300)	-10.00%
	<u>165,857</u>	<u>181,400</u>	<u>15,543</u>	<u>9.37%</u>
	<u>267,443</u>	<u>300,420</u>	<u>32,977</u>	<u>12.33%</u>
TAX LEVY	44,580	46,028	1,448	3.25%
Full Time Positions	0.8	0.8	-	
Part Time Hours	1,575.0	1,575.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - DOWNTOWN PLAZA

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Materials and supplies	0	41,667	41,667	0.00%
	0	41,667	41,667	0.00%
	0	41,667	41,667	0.00%
TAX LEVY	0	41,667	41,667	0.00%

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - MISCELLANEOUS CONCESSION

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	83,500	93,000	9,500	11.38%
	<u>83,500</u>	<u>93,000</u>	<u>9,500</u>	<u>11.38%</u>
EXPENDITURES				
Salaries	92,289	93,648	1,359	1.47%
Benefits	8,287	8,644	357	4.30%
	<u>100,576</u>	<u>102,291</u>	<u>1,715</u>	<u>1.71%</u>
Materials and supplies	(43,482)	(39,971)	3,511	-8.07%
Goods for resale	38,150	44,042	5,892	15.44%
Financial expenses		-360	(360)	0.00%
Purchased and contracted services	1,790	1,910	120	6.70%
Transfer to own funds	1500		(1,500)	-100.00%
	<u>(2,042)</u>	<u>5,621</u>	<u>7,663</u>	<u>-375.27%</u>
	<u>98,534</u>	<u>107,912</u>	<u>9,378</u>	<u>9.52%</u>
TAX LEVY	15,034	14,912	(122)	-0.81%
Full Time Positions	-	-	-	
Part Time Hours	5,744.5	5,744.5	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - FACILITIES - SUMMER STUDENTS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	23,520	25,284	1,764	7.50%
Benefits	2,112	2,334	222	10.50%
	25,632	27,618	1,986	7.75%
	25,632	27,618	1,986	7.75%
TAX LEVY	25,632	27,618	1,986	7.75%
Full Time Positions	-	-	-	
Part Time Hours	1,830.0	1,830.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - FACILITY ADMINISTRATION

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	20,250	26,747	6,497	32.08%
	20,250	26,747	6,497	32.08%
EXPENDITURES				
Salaries	609,027	618,945	9,918	1.63%
Benefits	156,973	159,149	2,176	1.39%
	766,000	778,094	12,094	1.58%
Travel and training	800	700	(100)	-12.50%
Vehicle allowance, maintenance and repairs	1,300	950	(350)	-26.92%
Materials and supplies	13,700	19,240	5,540	40.44%
Maintenance and repairs	7,400	8,375	975	13.18%
Purchased and contracted services	6,300	5,730	(570)	-9.05%
Transfer to own funds	18,000	12,030	(5,970)	-33.17%
Capital expense	0	3,500	3,500	0.00%
	47,500	50,525	3,025	6.37%
	813,500	828,619	15,119	1.86%
TAX LEVY				
	793,250	801,872	8,622	1.09%
Full Time Positions	7.0	7.0	-	
Part Time Hours	-	-	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - GRECO POOL

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	52,615	53,481	866	1.65%
Benefits	7,554	7,769	215	2.84%
	60,169	61,250	1,081	1.80%
Utilities and Fuel	6,996	7,556	560	8.00%
Materials and supplies	2,160	2,160	0	0.00%
Maintenance and repairs	5,180	5,300	120	2.32%
	14,336	15,016	680	4.74%
	74,505	76,266	1,761	2.36%
TAX LEVY	74,505	76,266	1,761	2.36%
Full Time Positions	0.3	0.3	-	
Part Time Hours	2,084.0	2,084.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - MANZO POOL

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	34,137	34,703	566	1.66%
Benefits	5,895	6,036	141	2.39%
	40,032	40,739	707	1.77%
Utilities and Fuel	3,600	3,960	360	10.00%
Materials and supplies	1,460	1,460	0	0.00%
Maintenance and repairs	5,540	5,700	160	2.89%
	10,600	11,120	520	4.91%
	50,632	51,859	1,227	2.42%
TAX LEVY	50,632	51,859	1,227	2.42%
Full Time Positions	0.3	0.3	-	
Part Time Hours	1,025.0	1,025.0	-	

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES - CSD ADMINISTRATION

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	563,551	573,242	9,691	1.72%
Benefits	159,612	159,844	232	0.15%
	723,163	733,086	9,923	1.37%
Travel and training	9,000	9,000	0	0.00%
Vehicle allowance, maintenance and repairs	160	160	0	0.00%
Materials and supplies	98,960	99,910	950	0.96%
Financial expenses	4,500	4,000	(500)	-11.11%
Purchased and contracted services	750	600	(150)	-20.00%
Capital expense	600	300	(300)	-50.00%
	113,970	113,970	0	0.00%
	837,133	847,056	9,923	1.19%
TAX LEVY	837,133	847,056	9,923	1.19%
Full Time Positions	6.0	6.0	-	
Part Time Hours	695.0	695.0	-	

CORPORATE SERVICES

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	131,891	119,786	(12,105)	-9.18%
Government grants	1,540	1,540	0	0.00%
Contribution from own funds		282,000	282,000	0.00%
Other income	118,535	178,782	60,247	50.83%
	<u>251,966</u>	<u>582,108</u>	<u>330,142</u>	<u>131.03%</u>
EXPENDITURES				
Salaries	4,555,085	4,820,699	265,614	5.83%
Benefits	1,918,204	1,921,235	3,031	0.16%
	<u>6,473,289</u>	<u>6,741,934</u>	<u>268,645</u>	<u>4.15%</u>
Travel and training	135,195	135,534	339	0.25%
Election		39,500	39,500	0.00%
Vehicle allowance, maintenance and repairs	1,190	1,170	(20)	-1.68%
Materials and supplies	79,607	111,698	32,091	40.31%
Maintenance and repairs	859,537	942,192	82,655	9.62%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	3,000	138,000	135,000	4500.00%
Financial expenses	60,750	60,750	0	0.00%
Purchased and contracted services	1,051,508	984,441	(67,067)	-6.38%
Grants to others	2,000	2,000	0	0.00%
Transfer to own funds	75,000		(75,000)	-100.00%
Capital expense	125,750	123,750	(2,000)	-1.59%
	<u>2,412,737</u>	<u>2,558,235</u>	<u>145,498</u>	<u>6.03%</u>
	<u>8,886,026</u>	<u>9,300,169</u>	<u>414,143</u>	<u>4.66%</u>
TAX LEVY	8,634,060	8,718,061	84,001	0.97%

CORPORATE SERVICES - INFORMATION TECHNOLOGY DEPARTMENT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	18,250	7,800	(10,450)	-57.26%
	<u>18,250</u>	<u>7,800</u>	<u>(10,450)</u>	<u>-57.26%</u>
EXPENDITURES				
Salaries	1,140,290	1,156,083	15,793	1.39%
Benefits	281,154	280,365	(789)	-0.28%
	<u>1,421,444</u>	<u>1,436,448</u>	<u>15,004</u>	<u>1.06%</u>
Travel and training	450	450	0	0.00%
Vehicle allowance, maintenance and repairs	350	350	0	0.00%
Materials and supplies	(129,103)	(150,423)	(21,320)	16.51%
Maintenance and repairs	854,612	937,362	82,750	9.68%
Purchased and contracted services	459,563	434,106	(25,457)	-5.54%
Capital expense	90,000	90,000	0	0.00%
	<u>1,275,872</u>	<u>1,311,845</u>	<u>35,973</u>	<u>2.82%</u>
	<u>2,697,316</u>	<u>2,748,293</u>	<u>50,977</u>	<u>1.89%</u>
TAX LEVY	2,679,066	2,740,493	61,427	2.29%
Full Time Positions	11.0	11.0	-	
Part Time Hours	1,220.0	1,220.0	-	

CORPORATE SERVICES - FINANCE DEPARTMENT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	1,000	1,000	0	0.00%
Other income	118,285	118,532	247	0.21%
	<u>119,285</u>	<u>119,532</u>	<u>247</u>	<u>0.21%</u>
EXPENDITURES				
Salaries	1,909,697	1,954,401	44,704	2.34%
Benefits	503,229	527,634	24,405	4.85%
	<u>2,412,926</u>	<u>2,482,035</u>	<u>69,109</u>	<u>2.86%</u>
Travel and training	13,800	13,800	0	0.00%
Materials and supplies	77,001	78,001	1,000	1.30%
Maintenance and repairs	850	850	0	0.00%
Financial expenses	60,250	60,250	0	0.00%
Purchased and contracted services	221,415	156,595	(64,820)	-29.28%
Capital expense	15,100	14,100	(1,000)	-6.62%
	<u>388,416</u>	<u>323,596</u>	<u>(64,820)</u>	<u>-16.69%</u>
	<u>2,801,342</u>	<u>2,805,631</u>	<u>4,289</u>	<u>0.15%</u>
TAX LEVY	2,682,057	2,686,099	4,042	0.15%

CORPORATE SERVICES - FINANCE - ACCOUNTING

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	1,000	1,000	0	0.00%
Other income	36,285	36,532	247	0.68%
	<u>37,285</u>	<u>37,532</u>	<u>247</u>	<u>0.66%</u>
EXPENDITURES				
Salaries	822,506	836,677	14,171	1.72%
Benefits	213,259	215,632	2,373	1.11%
	<u>1,035,765</u>	<u>1,052,309</u>	<u>16,544</u>	<u>1.60%</u>
Materials and supplies	28,220	29,220	1,000	3.54%
Maintenance and repairs	850	850	0	0.00%
Capital expense	4,500	3,500	(1,000)	-22.22%
	<u>33,570</u>	<u>33,570</u>	<u>0</u>	<u>0.00%</u>
	<u>1,069,335</u>	<u>1,085,879</u>	<u>16,544</u>	<u>1.55%</u>
TAX LEVY	1,032,050	1,048,347	16,297	1.58%
Full Time Positions	13.0	13.0	-	
Part Time Hours	610.0	610.0	-	

CORPORATE SERVICES - FINANCE - TAX

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Other income	82,000	82,000	0	0.00%
	<u>82,000</u>	<u>82,000</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	337,691	343,268	5,577	1.65%
Benefits	89,587	90,102	515	0.57%
	<u>427,278</u>	<u>433,370</u>	<u>6,092</u>	<u>1.43%</u>
Materials and supplies	21,930	21,930	0	0.00%
Purchased and contracted services	91,900	26,900	(65,000)	-70.73%
Capital expense	1,600	1,600	0	0.00%
	<u>115,430</u>	<u>50,430</u>	<u>(65,000)</u>	<u>-56.31%</u>
	<u>542,708</u>	<u>483,800</u>	<u>(58,908)</u>	<u>-10.85%</u>
TAX LEVY	460,708	401,800	(58,908)	-12.79%
Full Time Positions	5.0	5.0	-	
Part Time Hours	-	-	-	

CORPORATE SERVICES - FINANCE - PURCHASING

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	241,484	245,467	3,983	1.65%
Benefits	60,998	61,216	218	0.36%
	302,482	306,683	4,201	1.39%
Materials and supplies	7,970	7,970	0	0.00%
Purchased and contracted services	935	935	0	0.00%
Capital expense	1,000	1,000	0	0.00%
	9,905	9,905	0	0.00%
	312,387	316,588	4,201	1.34%
TAX LEVY	312,387	316,588	4,201	1.34%
Full Time Positions	3.0	3.0	-	
Part Time Hours	-	-	-	

CORPORATE SERVICES - FINANCE - ADMIN

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	508,016	528,989	20,973	4.13%
Benefits	139,385	160,684	21,299	15.28%
	647,401	689,673	42,272	6.53%
Travel and training	13,800	13,800	0	0.00%
Materials and supplies	18,881	18,881	0	0.00%
Purchased and contracted services	30,008	30,008	0	0.00%
Capital expense	8,000	8,000	0	0.00%
	70,689	70,688	0	0.00%
	718,090	760,361	42,272	5.89%
TAX LEVY	718,090	760,361	42,272	5.89%
Full Time Positions	4.0	5.0	1.0	
Part Time Hours	1,300.0	-	(1,300.0)	

CORPORATE SERVICES - FINANCE - OTHER

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Financial expenses	60,250	60,250	0	0.00%
Purchased and contracted services	98,572	98,753	181	0.18%
	158,822	159,003	181	0.11%
	158,822	159,003	181	0.11%
TAX LEVY	158,822	159,003	181	0.11%

CORPORATE SERVICES - FINANCIAL EXPENSE - BANKNG

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Financial expenses	60,250	60,250	0	0.00%
	60,250	60,250	0	0.00%
	60,250	60,250	0	0.00%
TAX LEVY	60,250	60,250	0	0.00%

CORPORATE SERVICES - FINANCIAL FEES

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Purchased and contracted services	98,572	98,753	181	0.18%
	98,572	98,753	181	0.18%
	98,572	98,753	181	0.18%
TAX LEVY	98,572	98,753	181	0.18%

CORPORATE SERVICES - CLERK'S DEPARTMENT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	112,641	110,986	(1,655)	-1.47%
Contribution from own funds		282,000	282,000	0
Other income	250	60,250	60,000	24000.00%
	<u>112,891</u>	<u>453,236</u>	<u>340,345</u>	<u>301.48%</u>
EXPENDITURES				
Salaries	744,295	936,619	192,324	25.84%
Benefits	185,306	165,084	(20,222)	-10.91%
	<u>929,601</u>	<u>1,101,703</u>	<u>172,102</u>	<u>18.51%</u>
Travel and training	6,595	7,314	719	10.90%
Election		39,500	39,500	0.00%
Vehicle allowance, maintenance and repairs	290	270	(20)	-6.90%
Materials and supplies	89,759	144,170	54,411	60.62%
Maintenance and repairs	975	880	(95)	-9.74%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	3,000	138,000	135,000	4500.00%
Financial expenses	500	500	0	0.00%
Purchased and contracted services	119,090	139,920	20,830	17.49%
Grants to others	2,000	2,000	0	0.00%
Transfer to own funds	75,000		(75,000)	-100.00%
Capital expense	2,250	1,250	(1,000)	-44.44%
	<u>318,659</u>	<u>493,004</u>	<u>174,345</u>	<u>54.71%</u>
	<u>1,248,260</u>	<u>1,594,707</u>	<u>346,447</u>	<u>27.75%</u>
TAX LEVY	1,135,369	1,141,471	6,102	0.54%

CORPORATE SERVICES - CLERK'S - ADMINISTRATION

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	112,641	110,986	(1,655)	-1.47%
Other income	250	250	0	0.00%
	<u>112,891</u>	<u>111,236</u>	<u>(1,655)</u>	<u>-1.47%</u>
EXPENDITURES				
Salaries	651,056	661,431	10,375	1.59%
Benefits	166,208	150,604	(15,604)	-9.39%
	<u>817,264</u>	<u>812,036</u>	<u>(5,228)</u>	<u>-0.64%</u>
Travel and training	6,595	7,314	719	10.90%
Materials and supplies	51,459	50,000	(1,459)	-2.84%
Maintenance and repairs	125	30	(95)	-76.00%
Goods for resale	19,200	19,200	0	0.00%
Financial expenses	500	500	0	0.00%
Purchased and contracted services	7,320	7,000	(320)	-4.37%
Capital expense	1,750	1,250	(500)	-28.57%
	<u>86,949</u>	<u>85,294</u>	<u>(1,655)</u>	<u>-1.90%</u>
	<u>904,213</u>	<u>897,330</u>	<u>(6,883)</u>	<u>-0.76%</u>
TAX LEVY	791,322	786,094	(5,228)	-0.66%
Full Time Positions	8.0	8.0	-	
Part Time Hours	709.0	709.0	-	

CORPORATE SERVICES - CLERK'S - OFFICE SERVICES

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	93,239	94,188	949	1.02%
Benefits	19,098	14,479	(4,619)	-24.18%
	112,337	108,667	(3,670)	-3.27%
Vehicle allowance, maintenance and repairs	290	270	(20)	-6.90%
Materials and supplies	1,150	1,020	(130)	-11.30%
Maintenance and repairs	850	850	0	0.00%
Rents and leases	3,000	3,000	0	0.00%
Purchased and contracted services	82,520	83,170	650	0.79%
Capital expense	500	0	(500)	-100.00%
	88,310	88,310	0	0.00%
	200,647	196,977	(3,670)	-1.83%
TAX LEVY	200,647	196,977	(3,670)	-1.83%
Full Time Positions	1.0	1.0	-	
Part Time Hours	1,170.0	1,170.0	-	

CORPORATE SERVICES - CLERK'S - QUALITY MANAGEMENT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Materials and supplies	2,500	2,500	0	0.00%
Purchased and contracted services	29,250	4,250	(25,000)	-85.47%
	31,750	6,750	(25,000)	-78.74%
	31,750	6,750	(25,000)	-78.74%
TAX LEVY	31,750	6,750	(25,000)	-78.74%

CORPORATE SERVICES - CLERK'S - OTHER

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Contribution from own funds		282,000	282,000	0.00%
Other income		60,000	60,000	0.00%
	0	342,000	342,000	0.00%
EXPENDITURES				
Salaries		181,000	181,000	0.00%
	0	181,000	181,000	0.00%
Election		39,500	39,500	0.00%
Materials and supplies	34,650	90,650	56,000	161.62%
Rents and leases		135,000	135,000	0.00%
Purchased and contracted services		45,500	45,500	0.00%
Grants to others	2,000	2,000	0	0.00%
Transfer to own funds	75,000		(75,000)	-100.00%
	111,650	312,650	201,000	180.03%
	111,650	493,650	382,000	342.14%
TAX LEVY	111,650	151,650	40,000	35.83%

CORPORATE SERVICES - CLERK'S - COUNCIL MEETINGS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Materials and supplies	9,000	9,000	0	0.00%
	9,000	9,000	0	0.00%
	9,000	9,000	0	0.00%
TAX LEVY	9,000	9,000	0	0.00%

CORPORATE SERVICES - CLERK'S - ELECTION EXPENSE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Contribution from own funds	0	282,000	282,000	0.00%
Other income	0	60,000	60,000	0.00%
	0	342,000	342,000	0.00%
EXPENDITURES				
Salaries	0	181,000	181,000	0.00%
	0	181,000	181,000	0.00%
Election	0	39,500	39,500	0.00%
Materials and supplies	0	56,000	56,000	0.00%
Rents and leases	0	135,000	135,000	0.00%
Purchased and contracted services	0	45,500	45,500	0.00%
Transfer to own funds	75,000	0	(75,000)	-100.00%
	75,000	276,000	201,000	268.00%
	75,000	457,000	382,000	509.33%
TAX LEVY	75,000	115,000	40,000	53.33%

CORPORATE SERVICES - CLERK'S - WALK OF FAME GRANT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Grants to others	2,000	2,000	0	0.00%
	2,000	2,000	0	0.00%
	2,000	2,000	0	0.00%
TAX LEVY	2,000	2,000	0	0.00%

CORPORATE SERVICES - CLERK'S - RECEPTIONS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Materials and supplies	25,650	25,650	0	0.00%
	25,650	25,650	0	0.00%
	25,650	25,650	0	0.00%
TAX LEVY	25,650	25,650	0	0.00%

CORPORATE SERVICES - HUMAN RESOURCES DEPARTMENT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Government grants	1,540	1,540	0	0.00%
	<u>1,540</u>	<u>1,540</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	760,803	773,596	12,793	1.68%
Benefits	948,515	948,152	(363)	-0.04%
	<u>1,709,318</u>	<u>1,721,748</u>	<u>12,430</u>	<u>0.73%</u>
Travel and training	114,350	113,970	(380)	-0.33%
Vehicle allowance, maintenance and repairs	550	550	0	0.00%
Materials and supplies	41,950	39,950	(2,000)	-4.77%
Maintenance and repairs	3,100	3,100	0	0.00%
Purchased and contracted services	251,440	253,820	2,380	0.95%
Capital expense	18,400	18,400	0	0.00%
	<u>429,790</u>	<u>429,790</u>	<u>0</u>	<u>0.00%</u>
	<u>2,139,108</u>	<u>2,151,538</u>	<u>12,430</u>	<u>0.58%</u>
TAX LEVY	2,137,568	2,149,998	12,430	0.58%

CORPORATE SERVICES - HUMAN RESOURCES - ADMIN

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Government grants	1,540	1,540	0	0.00%
	<u>1,540</u>	<u>1,540</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	554,143	563,586	9,443	1.70%
Benefits	147,078	146,850	(228)	-0.16%
	<u>701,221</u>	<u>710,436</u>	<u>9,215</u>	<u>1.31%</u>
Travel and training	14,800	14,420	(380)	-2.57%
Materials and supplies	27,500	25,500	(2,000)	-7.27%
Purchased and contracted services	99,620	102,000	2,380	2.39%
Capital expense	1,200	1,200	0	0.00%
	<u>143,120</u>	<u>143,120</u>	<u>0</u>	<u>0.00%</u>
	<u>844,341</u>	<u>853,556</u>	<u>9,215</u>	<u>1.09%</u>
TAX LEVY	842,801	852,016	9,215	1.09%
Full Time Positions	6.0	6.0	-	
Part Time Hours	610.0	610.0	-	

CORPORATE SERVICES - HR - HEALTH & SAFETY

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	103,330	105,005	1,675	1.62%
Benefits	26,186	26,119	(67)	-0.26%
	129,516	131,124	1,608	1.24%
Travel and training	21,000	21,000	0	0.00%
Vehicle allowance, maintenance and repairs	300	300	0	0.00%
Materials and supplies	150	150	0	0.00%
Maintenance and repairs	3,100	3,100	0	0.00%
	24,550	24,550	0	0.00%
	154,066	155,674	1,608	1.04%
TAX LEVY	154,066	155,674	1,608	1.04%
Full Time Positions	1.0	1.0	-	
Part Time Hours	-	-	-	

CORPORATE SERVICES - HR - DISABILTY MANAGEMENT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	103,330	105,005	1,675	1.62%
Benefits	26,186	26,119	(67)	-0.26%
	129,516	131,123	1,607	1.24%
Vehicle allowance, maintenance and repairs	250	250	0	0.00%
Materials and supplies	4,300	4,300	0	0.00%
Purchased and contracted services	113,820	113,820	0	0.00%
	118,370	118,370	0	0.00%
	247,886	249,493	1,607	0.65%
TAX LEVY	247,886	249,493	1,607	0.65%
Full Time Positions	1.0	1.0	-	
Part Time Hours	-	-	-	

CORPORATE SERVICES - HR - CORPORATE RECRUITMENT & TRAINING

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Travel and training	66,000	66,000	0	0.00%
	66,000	66,000	0	0.00%
	66,000	66,000	0	0.00%
TAX LEVY	66,000	66,000	0	0.00%

CORPORATE SERVICES - HR - RETIREE BENEFITS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Benefits	745,500	745,500	0	0.00%
	745,500	745,500	0	0.00%
	745,500	745,500	0	0.00%
TAX LEVY	745,500	745,500	0	0.00%

CORPORATE SERVICES - HR - EMPLOYEE ASSISTANCE PROGRAM

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Purchased and contracted services	18,000	18,000	0	0.00%
	18,000	18,000	0	0.00%
	18,000	18,000	0	0.00%
TAX LEVY	18,000	18,000	0	0.00%

CORPORATE SERVICES - HR - DISABLED PREMIUMS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Benefits	3,565	3,565	0	0.00%
	3,565	3,565	0	0.00%
	3,565	3,565	0	0.00%
TAX LEVY	3,565	3,565	0	0.00%

CORPORATE SERVICES - HR - LEADERSHIP PERFORMANCE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Travel and training	2,550	2,550	0	0.00%
Purchased and contracted services	20,000	20,000	0	0.00%
	22,550	22,550	0	0.00%
	22,550	22,550	0	0.00%
TAX LEVY	22,550	22,550	0	0.00%

CORPORATE SERVICES - HR - GENERAL HEALTH & SAFETY

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Travel and training	10,000	10,000	0	0.00%
Materials and supplies	10,000	10,000	0	0.00%
Capital expense	17,200	17,200	0	0.00%
	37,200	37,200	0	0.00%
	37,200	37,200	0	0.00%
TAX LEVY	37,200	37,200	0	0.00%

FIRE SERVICES

	2021	2022	\$	%
	BUDGET	BUDGET	Change (2021 to 2022)	Change (2021 to 2022)
REVENUE				
Fees and user charges	250,438	250,438	0	0.00%
Other income	3,000	3,000	0	0.00%
	<u>253,438</u>	<u>253,438</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	10,745,671	10,833,854	88,183	0.82%
Benefits	3,322,916	3,464,328	141,412	4.26%
	<u>14,068,587</u>	<u>14,298,182</u>	<u>229,595</u>	<u>1.63%</u>
Travel and training	116,220	141,220	25,000	21.51%
Vehicle allowance, maintenance and repairs	162,440	162,440	0	0.00%
Utilities and Fuel	249,100	249,100	0	0.00%
Materials and supplies	119,200	129,200	10,000	8.39%
Maintenance and repairs	135,709	143,789	8,080	5.95%
Financial expenses	2,500	2,500	0	0.00%
Purchased and contracted services	18,200	18,200	0	0.00%
Transfer to own funds	306,030	312,151	6,121	2.00%
Capital expense	60,566	60,566	0	0.00%
	<u>1,169,965</u>	<u>1,219,166</u>	<u>49,201</u>	<u>4.21%</u>
	<u>15,238,552</u>	<u>15,517,348</u>	<u>278,796</u>	<u>1.83%</u>
TAX LEVY	14,985,114	15,263,910	278,796	1.86%

FIRE - MUNICIPAL EMERGENCY PLANNING

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Other income	2,000	2,000	0	0.00%
	<u>2,000</u>	<u>2,000</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	89,329	89,329	0	0.00%
Benefits	23,433	23,724	291	1.24%
	<u>112,762</u>	<u>113,053</u>	<u>291</u>	<u>0.26%</u>
Travel and training	2,000	2,000	0	0.00%
Vehicle allowance, maintenance and repairs	100	100	0	0.00%
Materials and supplies	8,685	8,685	0	0.00%
Purchased and contracted services	3,000	3,000	0	0.00%
	<u>13,785</u>	<u>13,785</u>	<u>0</u>	<u>0.00%</u>
	<u>126,547</u>	<u>126,838</u>	<u>291</u>	<u>0.23%</u>
TAX LEVY	124,547	124,838	291	0.23%
Full Time Positions	1.0	1.0	-	
Part Time Hours	-	-	-	

FIRE - ADMINISTRATION

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	250,438	250,438	0	0.00%
Other income	1,000	1,000	0	0.00%
	<u>251,438</u>	<u>251,438</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	737,586	749,271	11,685	1.58%
Benefits	884,885	958,285	73,400	8.29%
	<u>1,622,471</u>	<u>1,707,557</u>	<u>85,086</u>	<u>5.24%</u>
Travel and training	114,220	139,220	25,000	21.89%
Utilities and Fuel	175,100	175,100	0	0.00%
Materials and supplies	88,435	98,435	10,000	11.31%
Maintenance and repairs	117,320	119,400	2,080	1.77%
Financial expenses	2,500	2,500	0	0.00%
Purchased and contracted services	1,200	1,200	0	0.00%
Transfer to own funds	306,030	312,151	6,121	2.00%
Capital expense	60,566	60,566	0	0.00%
	<u>865,371</u>	<u>908,572</u>	<u>43,201</u>	<u>4.99%</u>
	<u>2,487,842</u>	<u>2,616,128</u>	<u>128,286</u>	<u>5.16%</u>
TAX LEVY	2,236,404	2,364,690	128,286	5.74%
Full Time Positions	7.0	7.0	-	
Part Time Hours	-	-	-	

FIRE - SUPPRESSION

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	8,810,773	8,871,479	60,706	0.69%
Benefits	2,020,341	2,067,714	47,373	2.34%
	10,831,114	10,939,193	108,079	1.00%
Materials and supplies	61,380	61,380	0	0.00%
	61,380	61,380	0	0.00%
	10,892,494	11,000,573	108,079	0.99%
TAX LEVY	10,892,494	11,000,573	108,079	0.99%
Full Time Positions	77.0	77.0	-	
Part Time Hours	-	-	-	

FIRE - PREVENTION

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	669,214	677,818	8,604	1.29%
Benefits	158,886	162,567	3,681	2.32%
	828,100	840,385	12,285	1.48%
Materials and supplies	14,400	14,400	0	0.00%
Purchased and contracted services	14,000	14,000	0	0.00%
	28,400	28,400	0	0.00%
	856,500	868,785	12,285	1.43%
TAX LEVY	856,500	868,785	12,285	1.43%
Full Time Positions	6.0	6.0	-	
Part Time Hours	-	-	-	

FIRE - SUPPORT SERVICES

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	438,769	445,956	7,187	1.64%
Benefits	105,371	109,038	3,667	3.48%
	544,140	554,994	10,854	1.99%
Vehicle allowance, maintenance and repairs	162,340	162,340	0	0.00%
Utilities and Fuel	74,000	74,000	0	0.00%
Materials and supplies	(53,700)	(53,700)	0	0.00%
Maintenance and repairs	18,389	24,389	6,000	32.63%
	201,029	207,029	6,000	2.98%
	745,169	762,023	16,854	2.26%
TAX LEVY	745,169	762,023	16,854	2.26%
Full Time Positions	4.0	4.0	-	
Part Time Hours	1,220.0	1,220.0	-	

FIRE - OTHER (EMS WSIB)

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Benefits	130,000	143,000	13,000	10.00%
	130,000	143,000	13,000	10.00%
	130,000	143,000	13,000	10.00%
TAX LEVY	130,000	143,000	13,000	10.00%

LEGAL DEPARTMENT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	1,770,434	1,770,434	0	0.00%
	<u>1,770,434</u>	<u>1,770,434</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	1,112,443	1,127,446	15,003	1.35%
Benefits	284,197	283,508	(689)	-0.24%
	<u>1,396,640</u>	<u>1,410,955</u>	<u>14,315</u>	<u>1.02%</u>
Travel and training	25,335	25,335	0	0.00%
Materials and supplies	79,730	79,730	0	0.00%
Maintenance and repairs	2,170	2,170	0	0.00%
Rents and leases	79,302	79,302	0	0.00%
Taxes and licenses	1,753,305	2,052,955	299,650	17.09%
Purchased and contracted services	347,398	328,387	(19,011)	-5.47%
Capital expense	8,000	8,000	0	0.00%
	<u>2,295,240</u>	<u>2,575,879</u>	<u>280,639</u>	<u>12.23%</u>
	<u>3,691,880</u>	<u>3,986,834</u>	<u>294,954</u>	<u>7.99%</u>
TAX LEVY	1,921,446	2,216,400	294,954	15.35%

LEGAL - ADMINISTRATION

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	420,434	420,434	0	0.00%
	<u>420,434</u>	<u>420,434</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	650,768	661,889	11,121	1.71%
Benefits	162,928	162,784	(144)	-0.09%
	<u>813,696</u>	<u>824,673</u>	<u>10,977</u>	<u>1.35%</u>
Travel and training	11,000	11,000	0	0.00%
Materials and supplies	27,445	27,445	0	0.00%
Purchased and contracted services	12,050	12,050	0	0.00%
Capital expense	2,500	2,500	0	0.00%
	<u>52,995</u>	<u>52,995</u>	<u>0</u>	<u>0.00%</u>
	<u>866,691</u>	<u>877,668</u>	<u>10,977</u>	<u>1.27%</u>
TAX LEVY	446,257	457,234	10,977	2.46%
Full Time Positions	7.0	7.0	-	
Part Time Hours	610.0	610.0	-	

LEGAL - CITY OWNED LAND

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Maintenance and repairs	2,170	2,170	0	0.00%
Rents and leases	14,000	14,000	0	0.00%
Taxes and licenses	120	120	0	0.00%
	16,290	16,290	0	0.00%
	16,290	16,290	0	0.00%
TAX LEVY	16,290	16,290	0	0.00%

LEGAL - INSURANCE

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Taxes and licenses	1,753,185	2,052,835	299,650	17.09%
	1,753,185	2,052,835	299,650	17.09%
	1,753,185	2,052,835	299,650	17.09%
TAX LEVY	1,753,185	2,052,835	299,650	17.09%

LEGAL - PROVINCIAL OFFENCES ACT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	1,350,000	1,350,000	0	0.00%
	<u>1,350,000</u>	<u>1,350,000</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	461,675	465,557	3,882	0.84%
Benefits	121,269	120,725	(544)	-0.45%
	<u>582,944</u>	<u>586,282</u>	<u>3,338</u>	<u>0.57%</u>
Travel and training	14,335	14,335	0	0.00%
Materials and supplies	52,285	52,285	0	0.00%
Rents and leases	65,302	65,302	0	0.00%
Purchased and contracted services	335,348	316,337	(19,011)	-5.67%
Capital expense	5,500	5,500	0	0.00%
	<u>472,770</u>	<u>453,759</u>	<u>(19,011)</u>	<u>-4.02%</u>
	<u>1,055,714</u>	<u>1,040,041</u>	<u>(15,673)</u>	<u>-1.48%</u>
TAX LEVY	(294,286)	(309,959)	(15,673)	5.33%
Full Time Positions	7.0	7.0	-	
Part Time Hours	610.0	610.0	-	

PUBLIC WORKS AND ENGINEERING

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	3,443,387	3,647,516	204,129	5.93%
Government grants	698,769	737,429	38,660	5.53%
Contribution from own funds	5,000	5,000	0	0.00%
Other income	75,000	75,000	0	0.00%
	<u>4,222,156</u>	<u>4,464,945</u>	<u>242,789</u>	<u>5.75%</u>
EXPENDITURES				
Salaries	18,655,428	18,940,620	285,192	1.53%
Benefits	5,200,177	5,092,042	(108,135)	-2.08%
	<u>23,855,605</u>	<u>24,032,662</u>	<u>177,057</u>	<u>0.74%</u>
Travel and training	117,846	118,143	297	0.25%
Vehicle allowance, maintenance and repairs	1,967,120	2,322,139	355,019	18.05%
Utilities and Fuel	7,089,400	7,449,097	359,697	5.07%
Materials and supplies	3,663,105	3,453,647	(209,458)	-5.72%
Maintenance and repairs	201,940	230,400	28,460	14.09%
Taxes and licenses	97,455	85,455	(12,000)	-12.31%
Financial expenses	5,518	5,528	10	0.19%
Purchased and contracted services	7,247,102	7,350,253	103,151	1.42%
Transfer to own funds	4,055,452	4,511,042	455,590	11.23%
Capital expense	97,018	97,758	740	0.76%
Less: recoverable costs	(220,130)	(255,130)	(35,000)	15.90%
	<u>24,321,826</u>	<u>25,368,333</u>	<u>1,046,507</u>	<u>4.30%</u>
	<u>48,177,431</u>	<u>49,400,995</u>	<u>1,223,564</u>	<u>2.54%</u>
TAX LEVY	43,955,275	44,936,050	980,775	2.23%

PUBLIC WORKS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	2,226,181	2,383,217	157,036	7.05%
Government grants	668,769	705,269	36,500	5.46%
Contribution from own funds	5,000	5,000	0	0.00%
Other income	75,000	75,000	0	0.00%
	<u>2,974,950</u>	<u>3,168,486</u>	<u>193,536</u>	<u>6.51%</u>
EXPENDITURES				
Salaries	15,555,454	15,788,568	233,114	1.50%
Benefits	4,430,910	4,336,218	(94,692)	-2.14%
	<u>19,986,364</u>	<u>20,124,787</u>	<u>138,423</u>	<u>0.69%</u>
Travel and training	88,990	88,990	0	0.00%
Vehicle allowance, maintenance and repairs	1,937,520	2,291,040	353,520	18.25%
Utilities and Fuel	1,626,188	1,851,410	225,222	13.85%
Materials and supplies	3,437,858	3,226,353	(211,505)	-6.15%
Taxes and licenses	97,455	85,455	(12,000)	-12.31%
Financial expenses	5,000	5,000	0	0.00%
Purchased and contracted services	3,422,794	3,451,589	28,795	0.84%
Transfer to own funds	2,645,173	3,086,587	441,414	16.69%
Capital expense	46,600	46,600	0	0.00%
Less: recoverable costs	(220,130)	(255,130)	(35,000)	15.90%
	<u>13,087,448</u>	<u>13,877,894</u>	<u>790,446</u>	<u>6.04%</u>
	<u>33,073,812</u>	<u>34,002,680</u>	<u>928,868</u>	<u>2.81%</u>
TAX LEVY	30,098,862	30,834,195	735,333	2.44%

PUBLIC WORKS - OPERATIONS (ADMINISTRATION/SUPERVISION/OVERHEAD)

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	2,456,445	2,484,356	27,911	1.14%
Benefits	621,568	608,584	(12,984)	-2.09%
	3,078,013	3,092,940	14,927	0.48%
Travel and training	33,920	33,920	0	0.00%
Vehicle allowance, maintenance and repairs	55,000	55,000	0	0.00%
	88,920	88,920	0	0.00%
	3,166,933	3,181,860	14,927	0.47%
TAX LEVY	3,166,933	3,181,860	14,927	0.47%
Full Time Positions (all Works)	116.0	116.0	-	
Part Time Hours	6,100.0	6,100.0	-	

PUBLIC WORKS - ROADWAYS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	50,342	50,342	0	0.00%
	50,342	50,342	0	0.00%
EXPENDITURES				
Salaries	1,272,114	1,298,423	26,309	2.07%
Benefits	339,657	331,704	(7,953)	-2.34%
	1,611,771	1,630,127	18,356	1.14%
Vehicle allowance, maintenance and repairs	845,200	845,200	0	0.00%
Materials and supplies	897,144	919,644	22,500	2.51%
Purchased and contracted services	11,500	11,500	0	0.00%
Transfer to own funds	26,667	53,334	26,667	100.00%
Less: recoverable costs	(5,000)	(5,000)	0	0.00%
	1,775,511	1,824,678	49,167	2.77%
	3,387,282	3,454,805	67,523	1.99%
TAX LEVY	3,336,940	3,404,463	67,523	2.02%

PUBLIC WORKS - SIDEWALKS (INCLUDING WINTER CONTROL)

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	432,725	441,675	8,950	2.07%
Benefits	115,539	112,833	(2,706)	-2.34%
	548,264	554,508	6,244	1.14%
Vehicle allowance, maintenance and repairs	328,090	375,910	47,820	14.58%
Materials and supplies	80,740	82,400	1,660	2.06%
Purchased and contracted services	850	850	0	0.00%
	409,680	459,160	49,480	12.08%
	957,944	1,013,668	55,724	5.82%
TAX LEVY	957,944	1,013,668	55,724	5.82%

PUBLIC WORKS - WINTER CONTROL - ROADWAYS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	67,965	175,000	107,035	157.49%
	<u>67,965</u>	<u>175,000</u>	<u>107,035</u>	<u>157.49%</u>
EXPENDITURES				
Salaries	2,356,315	2,405,048	48,733	2.07%
Benefits	629,142	614,409	(14,733)	-2.34%
	<u>2,985,457</u>	<u>3,019,457</u>	<u>34,000</u>	<u>1.14%</u>
Vehicle allowance, maintenance and repairs	2,439,234	2,807,334	368,100	15.09%
Materials and supplies	1,233,495	922,030	(311,465)	-25.25%
Purchased and contracted services	5,500	0	(5,500)	-100.00%
Less: recoverable costs	(40,000)	(75,000)	(35,000)	87.50%
	<u>3,638,229</u>	<u>3,654,364</u>	<u>16,135</u>	<u>0.44%</u>
	<u>6,623,686</u>	<u>6,673,821</u>	<u>50,135</u>	<u>0.76%</u>
TAX LEVY	6,555,721	6,498,821	(56,900)	-0.87%

PUBLIC WORKS - SANITARY SEWERS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	37,874	37,874	0	0.00%
	<u>37,874</u>	<u>37,874</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	821,907	838,204	16,297	1.98%
Benefits	219,443	214,125	(5,318)	-2.42%
	<u>1,041,350</u>	<u>1,052,330</u>	<u>10,980</u>	<u>1.05%</u>
Travel and training	20,000	20,000	0	0.00%
Vehicle allowance, maintenance and repairs	403,210	434,309	31,099	7.71%
Utilities and Fuel	41,659	41,659	0	0.00%
Materials and supplies	390,195	403,195	13,000	3.33%
Purchased and contracted services	148,500	148,500	0	0.00%
	<u>1,003,564</u>	<u>1,047,663</u>	<u>44,099</u>	<u>4.39%</u>
	<u>2,044,914</u>	<u>2,099,993</u>	<u>55,079</u>	<u>2.69%</u>
TAX LEVY	2,007,040	2,062,119	55,079	2.74%

PUBLIC WORKS - STORM SEWERS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	262,324	267,525	5,201	1.98%
Benefits	70,038	68,341	(1,697)	-2.42%
	332,362	335,867	3,505	1.05%
Vehicle allowance, maintenance and repairs	178,850	175,350	(3,500)	-1.96%
Utilities and Fuel	920	920	0	0.00%
Materials and supplies	103,330	103,330	0	0.00%
Purchased and contracted services	3,522	7,022	3,500	99.38%
	286,622	286,622	0	0.00%
	618,984	622,489	3,505	0.57%
TAX LEVY	618,984	622,489	3,505	0.57%

PUBLIC WORKS - TRAFFIC & COMMUNICIATIONS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	702,495	714,285	11,790	1.68%
Benefits	178,382	174,793	(3,589)	-2.01%
	880,877	889,078	8,201	0.93%
Travel and training	5,000	5,000	0	0.00%
Vehicle allowance, maintenance and repairs	107,440	107,440	0	0.00%
Utilities and Fuel	50,272	50,272	0	0.00%
Materials and supplies	122,910	162,910	40,000	32.54%
Taxes and licenses	45,000	33,000	(12,000)	-26.67%
Purchased and contracted services	388,000	435,000	47,000	12.11%
Transfer to own funds	50,000	51,000	1,000	2.00%
Capital expense	44,100	44,100	0	0.00%
	812,722	888,722	76,000	9.35%
	1,693,599	1,777,800	84,201	4.97%
TAX LEVY	1,693,599	1,777,800	84,201	4.97%
Full Time Positions	9.0	9.0	-	
Part Time Hours	-	-	-	

PUBLIC WORKS - CARPENTRY

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	673,955	626,303	(47,652)	-7.07%
Benefits	172,608	153,479	(19,129)	-11.08%
	846,563	779,782	(66,781)	-7.89%
Travel and training	500	500	0	0.00%
Vehicle allowance, maintenance and repairs	15,490	15,490	0	0.00%
Materials and supplies	19,980	20,400	420	2.10%
Less: recoverable costs	(135,130)	(135,130)	0	0.00%
	(99,160)	(98,740)	420	-0.42%
	747,403	681,042	(66,361)	-8.88%
TAX LEVY	747,403	681,042	(66,361)	-8.88%
Full Time Positions	8.0	8.0	-	
Part Time Hours	-	-	-	

PUBLIC WORKS - ADMINISTRATION

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	861,058	873,761	12,703	1.48%
Benefits	680,597	680,431	(166)	-0.02%
	1,541,655	1,554,192	12,537	0.81%
Travel and training	4,500	4,500	0	0.00%
Vehicle allowance, maintenance and repairs	14,700	14,700	0	0.00%
Materials and supplies	87,130	101,130	14,000	16.07%
Purchased and contracted services	21,600	21,600	0	0.00%
Capital expense	2,500	2,500	0	0.00%
	130,430	144,430	14,000	10.73%
	1,672,085	1,698,622	26,537	1.59%
TAX LEVY	1,672,085	1,698,622	26,537	1.59%
Full Time Positions	9.0	9.0	-	
Part Time Hours	-	-	-	

PUBLIC WORKS - BUILDINGS & EQUIPMENT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	2,151,085	2,186,342	35,257	1.64%
Benefits	551,226	536,651	(14,575)	-2.64%
	2,702,311	2,722,993	20,682	0.77%
Travel and training	12,600	12,600	0	0.00%
Vehicle allowance, maintenance and repairs	(3,737,135)	(3,868,883)	(131,748)	3.53%
Utilities and Fuel	1,419,201	1,530,519	111,318	7.84%
Materials and supplies	157,010	160,200	3,190	2.03%
Purchased and contracted services	155,422	155,422	0	0.00%
Transfer to own funds	1,500,768	1,530,783	30,015	2.00%
	(492,134)	(479,359)	12,775	-2.60%
	2,210,177	2,243,634	33,457	1.51%
TAX LEVY	2,210,177	2,243,634	33,457	1.51%
Full Time Positions	31.0	31.0	-	
Part Time Hours	-	-	-	

PUBLIC WORKS - WASTE MANAGEMENT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	2,070,000	2,120,000	50,000	2.42%
Government grants	668,769	705,269	36,500	5.46%
Contribution from own funds	5,000	5,000	0	0.00%
Other income	75,000	75,000	0	0.00%
	2,818,769	2,905,269	86,500	3.07%
EXPENDITURES				
Salaries	1,423,855	1,448,286	24,431	1.72%
Benefits	367,206	360,742	(6,464)	-1.76%
	1,791,061	1,809,028	17,967	1.00%
Travel and training	3,000	3,000	0	0.00%
Vehicle allowance, maintenance and repairs	985,671	985,671	0	0.00%
Utilities and Fuel	47,817	51,721	3,904	8.16%
Materials and supplies	76,000	76,000	0	0.00%
Taxes and licenses	52,455	52,455	0	0.00%
Financial expenses	5,000	5,000	0	0.00%
Purchased and contracted services	2,487,540	2,453,135	(34,405)	-1.38%
Transfer to own funds	1,067,738	1,451,470	383,732	35.94%
	4,725,221	5,078,452	353,231	7.48%
	6,516,282	6,887,480	371,198	5.70%
TAX LEVY	3,697,513	3,982,211	284,698	7.70%
Full Time Positions	20.0	20.0	-	
Part Time Hours	610.0	610.0	-	

PUBLIC WORKS - PARKS OPERATIONS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	2,141,176	2,204,360	63,184	2.95%
Benefits	485,504	480,125	(5,380)	-1.11%
	2,626,680	2,684,484	57,804	2.20%
Travel and training	9,470	9,470	0	0.00%
Vehicle allowance, maintenance and repairs	301,770	343,519	41,749	13.83%
Utilities and Fuel	66,319	176,319	110,000	165.86%
Materials and supplies	269,924	275,114	5,190	1.92%
Purchased and contracted services	200,360	218,560	18,200	9.08%
Less: recoverable costs	(40,000)	(40,000)	0	0.00%
	807,843	982,982	175,139	21.68%
	3,434,523	3,667,466	232,943	6.78%
TAX LEVY	3,434,523	3,667,466	232,943	6.78%
Full Time Positions	25.0	25.0	-	
Part Time Hours	31,720.0	31,720.0	-	

ENGINEERING

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	1,217,206	1,264,299	47,093	3.87%
Government grants	30,000	32,160	2,160	7.20%
	<u>1,247,206</u>	<u>1,296,459</u>	<u>49,253</u>	<u>3.95%</u>
EXPENDITURES				
Salaries	3,099,974	3,152,051	52,077	1.68%
Benefits	769,267	755,824	(13,443)	-1.75%
	<u>3,869,241</u>	<u>3,907,875</u>	<u>38,634</u>	<u>1.00%</u>
Travel and training	28,856	29,153	297	1.03%
Vehicle allowance, maintenance and repairs	29,600	31,099	1,499	5.06%
Utilities and Fuel	5,463,212	5,597,687	134,475	2.46%
Materials and supplies	225,247	227,294	2,047	0.91%
Maintenance and repairs	201,940	230,400	28,460	14.09%
Financial expenses	518	528	10	2.00%
Purchased and contracted services	3,824,308	3,898,664	74,356	1.94%
Transfer to own funds	1,410,279	1,424,455	14,176	1.01%
Capital expense	50,418	51,158	740	1.47%
	<u>11,234,378</u>	<u>11,490,439</u>	<u>256,061</u>	<u>2.28%</u>
	<u>15,103,619</u>	<u>15,398,314</u>	<u>294,695</u>	<u>1.95%</u>
TAX LEVY	13,856,413	14,101,855	245,442	1.77%

ENGINEERING - BUILDING INSPECTION

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	1,207,198	1,237,091	29,893	2.48%
Government grants	0	890	890	0.00%
	<u>1,207,198</u>	<u>1,237,981</u>	<u>30,783</u>	<u>2.55%</u>
EXPENDITURES				
Salaries	762,189	775,432	13,243	1.74%
Benefits	185,267	177,424	(7,843)	-4.23%
	<u>947,456</u>	<u>952,856</u>	<u>5,400</u>	<u>0.57%</u>
Travel and training	14,856	15,153	297	2.00%
Vehicle allowance, maintenance and repairs	11,010	11,230	220	2.00%
Utilities and Fuel	7,270	7,415	145	2.00%
Materials and supplies	71,316	72,742	1,426	2.00%
Financial expenses	518	528	10	2.00%
Transfer to own funds	70,279	58,455	(11,824)	-16.82%
Capital expense	7,018	7,158	140	2.00%
	<u>182,267</u>	<u>172,683</u>	<u>(9,584)</u>	<u>-5.26%</u>
	<u>1,129,723</u>	<u>1,125,539</u>	<u>(4,184)</u>	<u>-0.37%</u>
TAX LEVY	(77,475)	(112,442)	(34,967)	45.13%
Full Time Positions	10.0	10.0	-	
Part Time Hours	610.0	610.0	-	

ENGINEERING - BY-LAW ENFORCEMENT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	0	17,000	17,000	0.00%
Government grants	0	1,270	1,270	0.00%
	0	18,270	18,270	0.00%
EXPENDITURES				
Salaries	209,827	211,070	1,243	0.59%
Benefits	51,114	49,712	(1,402)	-2.74%
	260,941	260,783	(158)	-0.06%
Travel and training	2,000	2,000	0	0.00%
Vehicle allowance, maintenance and repairs	3,010	4,289	1,279	42.49%
Utilities and Fuel	4,000	2,000	(2,000)	-50.00%
Materials and supplies	8,179	8,300	121	1.48%
Capital expense	1,400	2,000	600	42.86%
	18,589	18,589	0	0.00%
	279,530	279,372	(158)	-0.06%
TAX LEVY	279,530	261,102	(18,428)	-6.59%
Full Time Positions	3.0	3.0	-	
Part Time Hours	610.0	610.0	-	

ENGINEERING - DESIGN

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	1,544,752	1,572,786	28,034	1.81%
Benefits	360,580	358,371	(2,209)	-0.61%
	1,905,332	1,931,157	25,825	1.36%
Vehicle allowance, maintenance and repairs	15,480	15,480	0	0.00%
Utilities and Fuel	13,500	13,500	0	0.00%
Materials and supplies	36,070	36,070	0	0.00%
Purchased and contracted services	30,000	30,000	0	0.00%
Transfer to own funds	40,000	40,000	0	0.00%
Capital expense	36,500	36,500	0	0.00%
	171,550	171,550	0	0.00%
	2,076,882	2,102,707	25,825	1.24%
TAX LEVY	2,076,882	2,102,707	25,825	1.24%
Full Time Positions	18.0	18.0	-	
Part Time Hours	3,050.0	3,050.0	-	

ENGINEERING - ADMINISTRATION

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	10,008	10,208	200	2.00%
Government grants	30,000	30,000	0	0.00%
	40,008	40,208	200	0.50%
EXPENDITURES				
Salaries	123,891	126,402	2,511	2.03%
Benefits	44,423	43,265	(1,158)	-2.61%
	168,314	169,666	1,352	0.80%
Travel and training	12,000	12,000	0	0.00%
Vehicle allowance, maintenance and repairs	100	100	0	0.00%
Materials and supplies	26,812	26,812	0	0.00%
Purchased and contracted services	100	100	0	0.00%
Capital expense	3,500	3,500	0	0.00%
	42,512	42,512	0	0.00%
	210,826	212,178	1,352	0.64%
TAX LEVY	170,818	171,970	1,152	0.67%
Full Time Positions	2.0	2.0	-	
Part Time Hours	610.0	610.0	-	

ENGINEERING - BUILDING SERVICES

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Salaries	459,315	466,361	7,046	1.53%
Benefits	127,883	127,053	(830)	-0.65%
	587,198	593,414	6,216	1.06%
Utilities and Fuel	393,992	393,992	0	0.00%
Materials and supplies	47,870	47,370	(500)	-1.04%
Maintenance and repairs	161,940	176,400	14,460	8.93%
Purchased and contracted services	197,358	175,358	(22,000)	-11.15%
Capital expense	2,000	2,000	0	0.00%
	803,160	795,120	(8,040)	-1.00%
	1,390,358	1,388,534	(1,824)	-0.13%
TAX LEVY	1,390,358	1,388,534	(1,824)	-0.13%
Full Time Positions	9.0	9.0	-	
Part Time Hours	610.0	610.0	-	

ENGINEERING - HYDRANTS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Utilities and Fuel	1,317,000	1,365,000	48,000	3.64%
	1,317,000	1,365,000	48,000	3.64%
	1,317,000	1,365,000	48,000	3.64%
TAX LEVY	1,317,000	1,365,000	48,000	3.64%

ENGINEERING - STREET LIGHTING

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Utilities and Fuel	1,915,780	1,915,780	0	0.00%
	1,915,780	1,915,780	0	0.00%
	1,915,780	1,915,780	0	0.00%
TAX LEVY	1,915,780	1,915,780	0	0.00%

ENGINEERING - SEWAGE DISPOSAL SYSTEM

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Utilities and Fuel	1,811,670	1,900,000	88,330	4.88%
Materials and supplies	35,000	36,000	1,000	2.86%
Maintenance and repairs	40,000	54,000	14,000	35.00%
Purchased and contracted services	3,576,850	3,673,205	96,355	2.69%
	5,463,520	5,663,205	199,685	3.65%
	5,463,520	5,663,205	199,685	3.65%
TAX LEVY	5,463,520	5,663,205	199,685	3.65%

ENGINEERING - ENVIRONMENTAL CLEANUP

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Purchased and contracted services	20,000	20,000	0	0.00%
	20,000	20,000	0	0.00%
	20,000	20,000	0	0.00%
TAX LEVY	20,000	20,000	0	0.00%

ENGINEERING - MISCELLANEOUS CONSTRUCTION

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Transfer to own funds	1,300,000	1,326,000	26,000	2.00%
	1,300,000	1,326,000	26,000	2.00%
	1,300,000	1,326,000	26,000	2.00%
TAX LEVY	1,300,000	1,326,000	26,000	2.00%

LEVY BOARDS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
EXPENDITURES				
Grants to others	21,653,329	22,097,456	444,127	2.05%
	21,653,329	22,097,456	444,127	2.05%
	21,653,329	22,097,456	444,127	2.05%
TAX LEVY	21,653,329	22,097,456	444,127	2.05%

OUTSIDE AGENCIES & GRANTS TO OTHERS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	130,000	130,000	0	0.00%
Government grants	200,000	200,000	0	0.00%
	<u>330,000</u>	<u>330,000</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Materials and supplies	220,000	220,000	0	0.00%
Grants to others				
Police Services Board	29,570,897	32,574,018	3,003,121	10.16%
Library Board	2,818,429	2,874,798	56,369	2.00%
Art Gallery of Algoma	280,785	280,785	0	0.00%
SSM Museum	246,091	246,091	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	21,077	0	0.00%
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%
Economic Diversification Project	500,000	500,000	0	0.00%
Physician Recruitment	220,000	220,000	0	0.00%
Transfer to own funds	580,000	580,000	0	0.00%
	<u>35,376,169</u>	<u>38,435,659</u>	<u>3,059,490</u>	<u>8.65%</u>
	<u>35,376,169</u>	<u>38,435,659</u>	<u>3,059,490</u>	<u>8.65%</u>
TAX LEVY	35,046,169	38,105,659	3,059,490	8.73%

CORPORATE - FINANCIALS

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Taxation (excluding levy)	2,178,438	2,178,438	0	0.00%
Payment in Lieu of taxes	4,480,756	4,501,741	20,985	0.47%
Fees and user charges	14,116,044	14,821,847	705,803	5.00%
Government grants (including OMPF)	16,412,618	16,838,798	426,180	2.60%
Investment income	4,320,000	4,320,000	0	0.00%
Contribution from own funds	1,914,308		(1,914,308)	-100.00%
Other income	1,540,000	2,500,000	960,000	62.34%
	<u>44,962,164</u>	<u>45,160,824</u>	<u>198,660</u>	<u>0.44%</u>
EXPENDITURES				
Benefits	20,000	20,000	0	0.00%
	<u>20,000</u>	<u>20,000</u>	<u>0</u>	<u>0.00%</u>
Materials and supplies	310,056	300,878	(9,178)	-2.96%
Program expenses	472,988	763,788	290,800	61.48%
Financial expenses	2,530,756	2,531,006	250	0.01%
Purchased and contracted services	11,000	11,000	0	0.00%
Grants to others	865	865	0	0.00%
Transfer to own funds	12,917,364	12,465,550	(451,814)	-3.50%
	<u>16,243,029</u>	<u>16,073,088</u>	<u>(169,942)</u>	<u>-1.05%</u>
	<u>16,263,029</u>	<u>16,093,088</u>	<u>(169,942)</u>	<u>-1.04%</u>
TAX LEVY	(28,699,135)	(29,067,737)	(368,602)	1.28%

CAPITAL LEVY & DEBENTURE DEBT

	2021	2022	\$	%
			Change	Change
	BUDGET	BUDGET	(2021 to 2022)	(2021 to 2022)
REVENUE				
Fees and user charges	350,000		(350,000)	-100.00%
	350,000	0	(350,000)	-100.00%
EXPENDITURES				
Long term debt	1,795,301	1,502,314	(292,987)	-16.32%
Transfer to own funds	6,243,514	6,368,384	124,870	2.00%
	8,038,815	7,870,698	(168,117)	-2.09%
	8,038,815	7,870,698	(168,117)	-2.09%
TAX LEVY	7,688,815	7,870,698	181,883	2.37%



SAULT STE.MARIE

Capital Budget

CAPITAL BUDGET SUMMARY 2022

Project Cost	Funding Source					
	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants Internally Financed Debt
PUBLIC WORKS AND ENGINEERING SERVICES						
Roads/Bridges/Storm Sewer						
Cedar Street						
Dufferin Street						
Angelina Avenue						
Bloor Street West						
Southmarket Storm Sewer						
Connecting Link Trunk/ Black Road						
Bridges and Aqueducts						
P-Patch Access Road						
Engineering - 2023						
Various Roads						
\$ 16,203,606	\$ 6,368,384			\$ 916,000		\$ 8,919,222

CAPITAL BUDGET SUMMARY 2022

		Funding Source					
	Project Cost	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants Internally Financed Debt
PUBLIC WORKS AND ENGINEERING SERVICES							
<i>Miscellaneous Construction</i>							
Asphalt/Surface Treatment	\$ 851,000						
Rear Yard Drainage	\$ 65,000						
Bridge Inspection	\$ 60,000						
Bridge/Aqueduct Rehabilitation	\$ 300,000						
Other	\$ 300,000						
Emergency Repairs	\$ 50,000						
	\$ 1,626,000	\$ 1,326,000		\$ 300,000			
<i>Sanitary Sewer</i>							
West End Plant and MPS	\$ 1,250,000						
East End Plant	\$ 2,000,000						
Miscellaneous Capital	\$ 240,000						
Emergency Repairs	\$ 600,000						
Pumping Stations	\$ 28,500						
Waste Water Treatment Plant	\$ 1,700,000						
Capital Maintenance							
Fleet	\$ 380,000						
	\$ 6,198,500				\$ 6,198,500		

CAPITAL BUDGET SUMMARY 2022

	Funding Source							
	Project Cost	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt
PUBLIC WORKS AND ENGINEERING SERVICES								
Landfill								
Upgrade/Replacement	\$ 2,516,250					\$ 2,516,250		
BioSolids Management Facility	\$ 219,332					\$ 219,332		
	\$ 2,735,582					\$ 2,735,582		
Waste Disposal Site Reserve								
Landfill Fleet & Equipment								
Refuse Packer Retrofits								
40-yard Roll-off Containers								
	\$ 325,000					\$ 325,000		
Waste Disposal Site Reserve								
Other								
East and West Entry Security Gates	\$ 45,000					\$ 45,000		
Pointe Des Chenes Pressure Tank	\$ 75,000					\$ 75,000		
Esposito Rink Structure	\$ 80,000		\$ 79,865			\$ 135		
Asset Management Reserve								
New Inspection Vehicle	\$ 40,000					\$ 40,000		
Engineering Equipment Reserve								
	\$ 240,000		\$ 79,865			\$ 160,135		

CAPITAL BUDGET SUMMARY 2022

	Funding Source							
	Project Cost	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt
PUBLIC WORKS AND ENGINEERING SERVICES								
Public Works Fleet								
Tandem Axle Street Sander								
Factory Rebuild Trackless Unit								
2-Ton Asphalt Hot Box								
Two 1-Ton Dump Trucks								
Truck Mounted 45' Reach Bucket								
Tandem Axle Drop Bed Trailer								
Backhoe 440 Cat								
Loader Mounted Snow Blade								
Trackless Mounted Boom Mower								
Triple Deck Riding Mower								
60" Front Deck Riding Mower								
	\$ 1,384,831					\$ 1,384,831		
						PWT Equipment Reserve		
Total PWES	\$ 28,713,519	\$ 7,694,384	\$ 79,865	\$ 300,000	\$ 7,114,500	\$ 4,605,548	\$ 8,919,222	\$ -

CAPITAL BUDGET SUMMARY 2022

	Funding Source							
	Project Cost	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt
COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES)								
Transit								
Electric buses								
Para buses								
Transit supervisor vehicle								
Bus shelters								
Charging station								
EV infrastructure Design								
Bus wash								
Sound barrier								
Snow Removal								
	\$ 4,662,000	\$ 450,000	\$ 553,355			\$ 240,000	\$ 3,418,645	
Fleet & Equipment								
Cemetery - 3/4 Ton truck	\$ 55,000					\$ 55,000		
						Cemetery Reserve Fund		
	\$ 55,000					\$ 55,000		
Growth Projects								
Downtown plaza	\$ 500,000		\$ 500,000					

CAPITAL BUDGET SUMMARY 2022

	Funding Source							
	Project Cost	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt
COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES (CDES)								
Building Capital Maintenance								
Seniors Drop-In - parking lot	\$ 420,000					\$ 420,000		
						Senior's Centre Reserve		
Cemetery Mausoleum	\$ 1,100,000					\$ 1,100,000		
						Cemetery Reserve Fund		
JRCC - heat recovery	\$ 300,000					\$ 30,000		\$ 270,000
						CDF-Environmental Sustainability		
Roberta Bondar Park - sound system	\$ 28,000					\$ 28,000		
GFL Memorial Gardens - stairs	\$ 252,000					\$ 252,000		
JRCC Pool - tile replacement	\$ 60,000					\$ 60,000		
Seniors Drop-In - roof	\$ 20,000					\$ 20,000		
Cemetery Site - chimney	\$ 35,000					\$ 35,000		
Ermatinger Old Stone House - exterior windows	\$ 110,000					\$ 110,000		
Outdoor field lighting	\$ 193,000					\$ 193,000		
						Asset Management Reserve		
	\$ 2,518,000					\$ 2,248,000		\$ 270,000
Total CDES	\$ 7,735,000	\$ 450,000	\$ 1,053,355	\$ -	\$ -	\$ 2,543,000	\$ 3,418,645	\$ 270,000

CAPITAL BUDGET SUMMARY 2022

	Funding Source													
	Project Cost	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt						
FIRE SERVICES														
Building Capital Maintenance														
Fire Station #2 floor/ wall seam	\$	5,000												
Fire Station #3 floor/ wall seam	\$	5,000												
Washrooms	\$	185,000												
	\$	195,000				\$	195,000							
Asset Management Reserve														
Fleet & Equipment														
Digital Radio Communication System	\$	550,000				\$	550,000							
Fire Equipment Reserve														
Replace Platoon Chiefs Vehicle	\$	65,000				\$	65,000							
Replace 4 Fire Prevention Cars	\$	130,000				\$	130,000							
Replace UT1 Pick-up Truck	\$	65,000				\$	65,000							
	\$	810,000				\$	810,000							
Asset Management Reserve														
Total FIRE	\$	1,005,000	\$	-	\$	-	\$	-	\$	1,005,000	\$	-	\$	-

CAPITAL BUDGET SUMMARY 2022

	Funding Source													
	Project Cost	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt						
CORPORATE / OUTSIDE AGENCIES														
<i>Building Capital Maintenance</i>														
Civic Centre - Front entrance project	\$	475,000				\$	475,000							
							Asset Management Reserve							
Civic Centre - Carpet replacement	\$	250,000				\$	250,000							
							Facilities Maintenance Reserve							
IT Upgrades	\$	85,000				\$	85,000							
							Computer Software Reserve							
Emergency Repairs/ Contingency- all City buildings	\$	275,000				\$	275,000							
							Asset Management Reserve							
Police Heat Generating Systems	\$	25,000				\$	25,000							
							Asset Management Reserve							
Library - Main Branch - exterior walls	\$	65,000				\$	65,000							
							Library Capital Reserve							
	\$	1,175,000				\$	1,175,000							
Total CORPORATE / OUTSIDE AGENCIES	\$	1,175,000	\$	-	\$	-	\$	-	\$	1,175,000	\$	-	\$	-

CAPITAL BUDGET SUMMARY 2022

	Funding Source							
	Project Cost	Current Levy/Other	Capital from Current	City Capital Funds - Carryover	Sanitary Sewer	Reserves & Reserve Funds	Grants	Internally Financed Debt
TOTAL 2021 CAPITAL BUDGET	\$ 38,628,519	\$ 8,144,384	\$ 1,133,220	\$ 300,000	\$ 7,114,500	\$ 9,328,548	\$ 12,337,867	\$ 270,000

CAPITAL PRIORITIZATION 2022

EXISTING ASSETS

Rank	Department	Project Description	Total Cost
1	CS - IT	IT Upgrade	85,000
2	CD&ES - Transit	Electric buses, Para buses, transit supervisor vehicle, bus shelters, charging station, EV infrastructure Design, bus wash, sound barrier, snow removal equipment.	4,662,000
3	CD&ES - Community Centres	JRCC full heat recovery	300,000
4	Fire	Digital radio request - encryption	550,000
5	PW&ES - Parks	Pointe Des Chenes - Pressure Tank	75,000
6	PW&ES - Engineering	Purchase of new inspection vehicle	40,000
7	PW&ES - Building Services	Carpet replacement Civic Centre	250,000
8	CD&ES - Cemetery	Replacement of 3/4 Ton truck - sanding and plowing	55,000
9	Fire	Platoon Chief Vehicle Replacement	65,000
10	Fire	Replacement of (4) Fire Prevention Vehicles	130,000
11	Fire	UTI Replacement replaces (1) 2004 Chevrolet 1 ton pick up	65,000
12	CD&ES - Cemetery	New Mausoleum	1,100,000
13	PW&ES - Parks	Esposito Rink Structure	80,000

GROWTH ASSETS

1	CD&ES - Planning	Downtown plaza	500,000
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2022 CAPITAL PRIORITIZATION RISKS

Existing Assets

Rank	Department	Description	Risk of Not Completing Project in 2022	Score
1	CS - IT	IT Upgrade	Without the proper Disaster Recovery infrastructure, the City's overall resilience and ability to salvage operations after an incident could be at risk.	3.85
2	CD&ES - Transit	Electric buses, Para buses, transit supervisor vehicle, bus shelters, charging station, EV infrastructure Design, bus wash, sound barrier, snow removal	- Interruption of service delivery. - Noise concerns at the Transit Depot will provide disruptions to neighbours and will impact the overall area for tourism. - Risk of delay in snow removal & sanding for transit terminal. - Risk of buses not being washed on a daily basis. - In ground fuel tank is at the end of its life, replace with above ground. - The City would forego 73.33% in funding available for these capital projects if not completed.	3.29
3	CD&ES - Community Centres	JRCC Full Heat Recovery	- Diminishing air quality and increased natural gas emissions. This project would result in an estimated 206 GHG reduction annually. - Increased water usage to heat the pools. - Estimated seven year payback at \$43,000 saved annually.	3.19
4	Fire	Digital Radio Communication System Encryption	Confidentiality of calls are at risk.	3.18
5	PW&ES - Parks	Pointe Des Chenes - Pressure Tank at Water Treatment Facility at Pointe Des Chenes Day Park	The City would be unable to open the day park washroom facilities to the public. With the addition of the disc golf course, beach volleyball courts and weekend Transit service, water facilities are essential.	3.08
6	PW&ES - Engineering	Purchase of new inspection vehicle	Field staff may not have access to a vehicle for field work.	3.08
7	Engineering – Building Services	Carpet replacement Civic Centre	Carpets are deteriorating. Torn and/or lifted carpeting could create hazards.	2.63

2022 CAPITAL PRIORITIZATION RISKS

Rank	Department	Description	Risk of Not Completing Project in 2022	Score
8	CD&ES - Cemetery	3/4 Ton truck - sanding and plowing - Replacement	Risk of service interruptions and increased repair costs.	2.38
9	Fire	Platoon Chief Vehicle Replacement	The costs of maintaining the current vehicle will increase. The asset risks breaching the Council-approved Fire Master Plan for maintaining current fleet.	3.08
10	Fire	Replacement of (4) Fire Prevention Vehicles	The costs of maintaining the current vehicle will increase. The asset risks breaching the Council-approved Fire Master Plan for maintaining current fleet.	2.92
11	Fire	Replacement of (1) UTI 2004 Chevrolet 1 ton pick up	The costs of maintaining the current vehicle will increase. The asset risks breaching the Council-approved Fire Master Plan for maintaining current fleet.	2.88
12	CD&ES - Cemetery	New Mausoleum	Public demand for a new mausoleum will not be met and there will be continued low inventory of crypts. The last build sold out in 2 days.	2.25
13	PW&ES – Parks	Esposito Rink Structure	Due to the age and recent professional building inspection, the rink shack is at risk of failure if not replaced or major upgrades invested.	3.09

Growth Projects

Rank	Department	Description	Risk of Not Completing Project in 2022	Score
1	CD&ES - Planning	Downtown plaza	The timing of project completion in 2022 is important to assist with downtown revitalization and support for many of our downtown businesses hit hard by the pandemic.	N/A

2022 CAPITAL PRIORITIZATION RISKS

The items listed below ranked lower on the priority list.

Existing Assets

Rank	Department	Description	Risk of Not Completing Project in 2022	Score
14	PW&ES - Parks	Pointe Des Chenes - Picnic Shelter	Since the collapse of the old structure, there has not been a shelter to protect the public from inclement weather and extreme heat.	3.47
15	PW&ES – Parks	Anna McCrear Rink Structure	Due to the age and continuing deterioration of the structure, the rink shack is at risk of failure if not replaced or major upgrades invested.	3.05
16	PW&ES - Engineering	Two Pedestrian Cross-overs - Pine at Pleasant and Carmen at Albert	The demand for more pedestrian cross overs will continue to increase.	2.95
17	PW&ES – Traffic	Traffic Monitoring System – Expanded use of Centracs System	Expansion of current system will be limited and not used to its fullest extent. Continued difficulty in addressing concerns/complaints.	2.93
18	PW&ES - Parks	Finn Hill Washrooms	There will continue to be no public washroom access in the vicinity of the toboggan hill or hub trail.	2.67
19	CD&ES - Recreation and Culture	Bellevue Marina A Dock	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. In 2021 approximately 90% of seasonal capacity achieved with 10% available for transients.	2.65
20	CD&ES	Norgoma Decommissioning	Risk of Marina cancelling the storage contract and ongoing daily storage fees are being incurred.	2.65
21	CD&ES - Recreation and Culture	Bellevue Marina Fuel Dock	Without a fuel dock the marina would be unable to provide fuel services to marina customers and seasonal tenants.	2.64
22	CD&ES - Recreation and Culture	JRCC Slide Replacement	- Only one Senior staff member remains that has the appropriate certification to inspect the existing slide. When the staff member retires a technician will need to come in regularly from out of town to perform inspections. - The City has applied for an Ontario Trillium Grant, which if successful, would provide funding of \$220,000 requiring a City contribution of \$55,000.	2.53

2022 CAPITAL PRIORITIZATION RISKS

Rank	Department	Description	Risk of Not Completing Project in 2022	Score
23	CD&ES - Recreation and Culture	ECNHS Fencing	Fencing is deteriorating. Further hazards of wiring and rotting could lead to H&S risks.	2.47
24	CD&ES - Community Centres	JRCC Upgrade of Hockey-Oval-Skating-Football Rooms	Impact to service delivery experience and available amenities within the change room area space.	2.22
25	CD&ES - Cemetery	Half Ton Truck Replacement	Increased maintenance costs to existing vehicle.	2.21
26	CD&ES – Community Services	Municipal App	Opportunity to improve service level to citizen's forgone.	2.18
27	CD&ES - Community Centres	GFL Spectator Seating for Floor – 200 Chairs	Risk of not enough seating for Concert on Ice Floor.	2.09
28	CD&ES - Cemetery	New Kubota Riding Mower	Service interruptions if existing unit requires repairs.	2.07
29	CD&ES - Recreation and Culture	JRCC Pool Starting Blocks	This will allow the city/swim club to have better quality meets with up to standard starting blocks. Existing blocks are 19 years old missing new features that are now standard like the track start.	2.06
30	CD&ES - Recreation and Culture	Bondar Marina Railing Extension	Continued risk for accident to occur with general public gaining access to the docks falling between the dock and into the water, increased theft/damage to transient and seasonal vessels.	1.49

Growth Projects

Rank	Department	Description	Risk of Not Completing Project in 2022	Score
2	CD&ES - Recreation and Culture	Fish Cleaning Stations	Risk of debris entering local waterways.	N/A
3	CD&ES	Promenade	The City has applied for a Federal grant (Canada Community Revitalization Fund) in the amount of \$500,000 on the \$700,000 project (\$200,000 City Share required if successful).	N/A

2022 CAPITAL PRIORITIZATION RISKS

Rank	Department	Description	Risk of Not Completing Project in 2022	Score
4	CD&ES - Recreation and Culture	St. Mary's River Heritage Walk	• Council established a Committee to study opportunities along the City's waterfront for a St. Mary's River Heritage Walk to celebrate and raise awareness among residents and visitors. The funds would be used to purchase a tour with "On this Spot" which is being used by other community partners. Additional interpretative panels would also be installed.	N/A
5	CD&ES - Recreation and Culture	Splash Pad – West End of Community	• Request of Council to review potential West end locations. Action item from meeting dated Nov. 15, 2021 referring to budget with Manzo Park being the recommended location.	N/A
6	CD&ES - Recreation and Culture	Active Transportation Projects – Hub Trail	• The existing intersection at Bay Street and Huron Street makes the Hub Trail experience within the Machine Shop/ Gateway district confusing for users and can be daunting for less experienced cyclists.	N/A

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

	2022	2023	2024	2025	2026	Total
Community Development & Enterprise Services	7,735,000	8,670,618	13,094,323	7,035,326	6,389,598	42,924,866
Fire Services	1,005,000	2,250,000	1,652,731	1,639,269	105,859	6,652,859
Public Works & Engineering Services	28,713,519	34,765,069	54,302,102	39,957,820	27,119,049	184,857,559
Corporate Services	1,085,000	375,000	375,000	1,772,000	356,000	3,963,000
Outside Agencies	90,000	-	29,226	336,745	-	455,970
Total Capital Requirements	38,628,519	46,060,687	69,453,381	50,741,161	33,970,507	238,854,255

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

	2022	2023	2024	2025	2026	Total
<u>Funding:</u>						
Capital Levy Overall	4,590,686	4,590,686	4,447,447	4,465,816	4,663,515	22,758,152
Capital Levy Urban Only	1,777,698	1,777,698	1,721,994	1,777,698	1,854,581	8,909,668
Capital Levy Miscellaneous Construction	1,326,000	1,326,000	1,326,000	1,326,000	1,326,000	6,630,000
Sewer Surcharge	7,114,500	6,087,000	22,758,512	12,361,040	5,456,681	53,777,734
Federal Gas Tax	4,653,755	4,856,092	4,856,092	4,856,092	4,856,092	24,078,123
Reserves	5,615,413	11,178,695	3,800,847	7,884,746	4,059,560	32,539,261
Reserve Funds	1,155,000	123,683	84,082	-	216,060	1,578,825
OCIF Funding-formula based funding	2,015,467	2,015,467	2,015,467	2,015,467	2,015,467	10,077,335
Connecting Link (90%)	2,250,000	3,000,000	3,000,000	3,000,000	3,000,000	14,250,000
Government Grants	3,418,645	3,401,001	4,022,927	3,837,861	3,001,776	17,682,208
Long Term Debt	-	-	13,000,000	-	-	13,000,000
Capital from Current	1,133,220	500,000	472,068	-	-	2,105,288
Other	1,150,000	450,000	450,000	450,000	450,000	2,950,000
Internally Financed Debt	270,000	-	-	-	-	270,000
Infrastructure Maintenance Requirements from reserve	2,158,135	4,216,192	5,665,167	6,954,543	2,562,959	21,556,996
Funding Available	2,749,448	1,900,783	1,900,783	1,900,783	1,900,783	10,352,580
Funding Shortfall/(excess)	(591,313)	2,315,409	3,764,384	5,053,760	662,176	11,204,416
Other unfinanced	-	2,538,173	1,832,778	1,811,897	507,815	6,690,665
Total Capital Funding	38,628,519	46,060,687	69,453,381	50,741,161	33,970,507	238,854,255

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

FUNDING AVAILABILITY

	2022	2023	2024	2025	2026	Total
Infrastructure						
Casino revenue	431,580	431,580	431,580	431,580	431,580	2,157,900
LTD - debt reduction	1,167,630	1,167,630	1,167,630	1,167,630	1,167,630	5,838,150
SAH levy	693,000	693,000	693,000	693,000	693,000	3,465,000
Retired debt (new)	1,673,371	1,724,706	1,724,706	1,724,706	1,724,706	8,572,195
Available funding	3,965,581	4,016,916	4,016,916	4,016,916	4,016,916	20,033,245
Allocated to Transit Capital	450,000	450,000	450,000	450,000	450,000	
Allocated to LTD repayment	766,133	1,666,133	1,666,133	1,666,133	1,666,133	
Net Available	2,749,448	1,900,783	1,900,783	1,900,783	1,900,783	
Capital from Current	1,133,220	1,133,220	1,133,220	1,133,220	1,133,220	5,666,100

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

FUNDING AVAILABILITY

	2022	2023	2024	2025	2026	Total
Capital Works-Road/Bridges/Sewers						
Overall Capital	4,590,686	4,590,686	4,590,686	4,590,686	4,590,686	22,953,432
Urban Only Capital	1,777,698	1,777,698	1,777,698	1,777,698	1,777,698	8,888,489
Sewer Surcharge	7,114,500	6,087,000	22,758,512	12,361,040	5,456,681	53,777,734
Miscellaneous Construction	1,626,000	1,326,000	1,326,000	1,326,000	1,326,000	6,930,000
OCIF Funding	2,015,467	2,015,467	2,015,467	2,015,467	2,015,467	10,077,335
Connecting Link (90%) (Note 3)	2,250,000	3,000,000	3,000,000	3,000,000	3,000,000	14,250,000
Federal Gas Tax	4,653,755	4,856,092	4,856,092	4,856,092	4,856,092	24,078,123
Investing in Canada Infrastructure Program: Transit (Note 4)	3,418,645	3,401,001	4,022,927	3,837,861	3,001,776	17,682,208
Short Term Debt	-	-	-	-	-	-
Long Term Debt	-	-	13,000,000	-	-	13,000,000
Available funding	27,446,751	27,053,944	57,347,382	33,764,845	26,024,400	176,759,657

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

FUNDING AVAILABILITY

	2022	2023	2024	2025	2026	Total
Reserves (annual allocation)						
Fire	312,151	312,151	312,151	312,151	312,151	1,560,755
Police	165,000	165,000	165,000	165,000	165,001	825,001
Public Works and Transportation-Works	1,412,527	1,412,527	1,412,527	1,412,527	1,412,527	7,062,633
Public Works and Transportation-Waste Collection	118,257	118,257	118,257	118,257	118,257	591,284
Public Works and Transportation-Railway	51,000	51,000	51,000	51,000	51,000	255,000
CDES-Transit	133,926	133,926	133,926	133,926	133,926	669,630
Engineering Equipment	40,000	40,000	40,000	40,000	40,000	200,000
Landfill (Note 1)	1,451,470	1,601,470	1,751,470	1,901,470	2,051,470	8,757,350
Library (Note 2)	80,000	80,000	80,000	80,000	80,000	400,000
	3,764,330	3,914,330	4,064,330	4,214,330	4,364,331	20,321,653
Total Funding	36,309,882	36,118,410	66,561,848	43,129,311	35,538,868	222,780,655

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 levy increases from 2020 to 2035 of 7.45%.
- 2) The James L. McIntyre Centennial Library 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 2022 Capital Budget requires \$1,243,355 of City funding towards eligible Transit projects for 2022.

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

ENGINEERING

	2022	2023	2024	2025	2026	Total
Infrastructure-Large Wastewater:						
West End Plant and MPS (Note 1)	1,250,000	955,000	16,197,500	8,271,500	1,000,000	27,674,000
East End Plant	2,000,000	550,000	565,000	575,000	585,000	4,275,000
Miscellaneous Capital	240,000	250,000	255,000	260,000	265,000	1,270,000
Emergency Repairs	600,000	600,000	600,000	600,000	600,000	3,000,000
Pumping Stations	28,500	907,000	565,000	683,000	585,000	2,768,500
BioSolids Management Facility (Note 2)	-	-	-	-	-	-
SCADA	-	100,000	100,000	100,000	100,000	400,000
Waste Water Treatment Plant Capital Maintenance	1,700,000	1,700,000	1,735,000	1,770,000	1,805,400	8,710,400
Infrastructure- Aqueducts	1,500,000	2,250,000	1,500,000	1,500,000	1,500,000	8,250,000
Infrastructure-Bridges	-	-	2,000,000	-	-	2,000,000
Infrastructure-Roads (Note 3)	14,703,606	15,014,943	15,225,000	14,615,073	14,889,656	74,448,278
Infrastructure-Miscellaneous Construction	1,626,000	1,326,000	1,326,000	1,326,000	1,326,000	6,930,000
Fleet & Equipment						
Sanitary Sewer	380,000	-	57,012	101,540	516,281	1,054,834
Engineering Capital Equipment	40,000	105,900	372,200	89,560	61,450	669,110
Total	24,068,106	23,758,843	40,497,712	29,891,673	23,233,787	141,450,122

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

ENGINEERING

	2022	2023	2024	2025	2026	Total
<u>Designated Funding:</u>						
Capital Levy Overall	4,590,686	4,590,686	4,447,447	4,465,816	4,663,515	22,758,152
Capital Levy Urban Only	1,777,698	1,777,698	1,721,994	1,777,698	1,854,581	8,909,668
Capital Levy Miscellaneous Construction	1,326,000	1,326,000	1,326,000	1,326,000	1,326,000	6,630,000
Sewer Surcharge	7,114,500	6,087,000	22,758,512	12,361,040	5,456,681	53,777,734
Federal Gas Tax	4,653,755	4,856,092	4,856,092	4,856,092	4,856,092	24,078,123
Reserves	40,000	105,900	372,200	89,560	61,450	669,110
Reserve Funds	-	-	-	-	-	-
OCIF Funding	2,015,467	2,015,467	2,015,467	2,015,467	2,015,467	10,077,335
Connecting Link (90%) (Note 4)	2,250,000	3,000,000	3,000,000	3,000,000	3,000,000	14,250,000
City Capital Funds-Carryover	300,000	-	-	-	-	300,000
Long Term Debt	-	-	-	-	-	-
Other Govt Grants	-	-	-	-	-	-
Internally Financed Debt	-	-	-	-	-	-
Total	24,068,106	23,758,843	40,497,712	29,891,674	23,233,787	141,450,122
Unfinanced	-	-	-	-	-	-

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

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 1/3rd 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.

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

PUBLIC WORKS

	2022	2023	2024	2025	2026	Total
<u>Infrastructure Maintenance</u>						
Administration Building	-	-	205,662	113,720	-	319,382
Garage Building A	-	284,185	2,581,484	2,567,875	100,471	5,534,016
Carpentry Shop Building B	-	133,171	6,495	6,495	-	146,160
Storage Garage G	-	-	66,028	66,797	19,708	152,533
PW Lab	-	-	-	-	6,757	6,757
East and West Entry Security Gates	45,000	-	-	-	-	45,000
Pointe Des Chenes	75,000	-	-	-	-	75,000
Esposito Rink Structure	80,000	-	-	-	-	80,000
	200,000	417,356	2,859,669	2,754,887	126,937	6,358,850
Landfill Upgrade/Replacement (Note 1)	2,516,250	4,702,913	4,798,871	4,581,323	1,329,173	17,928,531
Landfill BioSolids/SSO (Note 1)	219,332	4,448,645	4,380,312	1,194,192	-	10,242,481
Landfill Fleet/Equipment (Note 1)	325,000	24,784	353,012	123,218	1,016,625	1,842,639
						-
PWT Works-Fleet/Equipment (Note 2)	1,384,831	1,412,527	1,412,527	1,412,527	1,412,527	7,034,937
Total	4,645,413	11,006,225	13,804,390	10,066,147	3,885,262	43,407,438

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

PUBLIC WORKS

	2022	2023	2024	2025	2026	Total
<u>Designated Funding:</u>						
Capital Levy Overall	-	-	-	-	-	-
Capital Levy Urban Only	-	-	-	-	-	-
Sewer Surcharge	-	-	-	-	-	-
Federal Gas Tax	-	-	-	-	-	-
Reserves	4,445,413	10,588,869	2,944,721	7,311,260	3,758,325	29,048,588
Reserve Funds	-	-	-	-	-	-
Capital from Current	79,865	-	-	-	-	79,865
Government Grants	-	-	-	-	-	-
Short Term Debt	-	-	-	-	-	-
Long Term Debt	-	-	8,000,000	-	-	8,000,000
Asset Management Reserve	120,135	417,356	2,859,669	2,754,887	126,937	6,278,985
Total	4,645,413	11,006,225	13,804,390	10,066,147	3,885,262	43,407,438
Unfinanced	-	-	-	-	-	-

Notes:

1) The Landfill Business and Implementation (B&I) Plan was approved by Council on October 22, 2019. There will be a 10% increase in user fees every five years, in addition to a waste management system levy increase annually. An allowance for capital expenditures has been incorporated into the business plan, and fee/levy structure. Increases to the levy are required each year over a 15 year period, with average annual levy increases from 2020 to 2035 of 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 2022 Supplementary Items.

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2022	2023	2024	2025	2026	Total
Infrastructure Maintenance						
<u>Community Services</u>						
Roberta Bondar Park	28,000	144,324	-	1,476,156	40,542	1,689,022
GFL Memorial Gardens	252,000	-	5,815,836	-	1,973,037	8,040,873
John Rhodes Community Centre	360,000	2,546,899	181,849	140,218	-	3,228,966
Northern Community Centre	-	5,306	411,324	-	-	416,630
Ermatinger Old Stone House	110,000	5,306	-	45,267	22,523	183,097
Seniors Drop-In	440,000	-	44,380	-	43,920	528,300
Outdoor Field Lighting	193,000	-	-	-	-	193,000
	1,383,000	2,701,836	6,453,389	1,661,642	2,080,022	14,279,888
<u>Transit</u>						
Transit Building Capital (Note 1)	-	2,150,000	500,000	75,000	50,000	2,775,000
	-	2,150,000	500,000	75,000	50,000	2,775,000
<u>Cemetery</u>						
Cemetery Mausoleum	1,100,000	-	33,000	-	30,000	1,163,000
Cemetery Site	35,000	722,000	608,000	33,000	-	1,398,000
	1,135,000	722,000	641,000	33,000	30,000	2,561,000

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2022	2023	2024	2025	2026	Total
Growth Projects:						
Plaza and market (Note 2)	500,000	500,000	472,068	-	-	1,472,068
	500,000	500,000	472,068	-	-	1,472,068
Fleet & Equipment:						
Transit (Note 1)	4,662,000	2,473,100	4,976,784	5,158,685	4,043,516	21,314,085
Community Centres	-	-	-	107,000	-	107,000
Cemetery	55,000	123,683	51,082	-	186,060	415,825
	4,717,000	2,596,783	5,027,866	5,265,685	4,229,576	21,836,910
Total	7,735,000	8,670,618	13,094,323	7,035,326	6,389,598	42,924,866

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

	2022	2023	2024	2025	2026	Total
<u>Designated Funding:</u>						
Capital Levy Overall	-	-	-	-	-	-
Capital Levy Urban Only	-	-	-	-	-	-
Sewer Surcharge	-	-	-	-	-	-
Federal Gas Tax	-	-	-	-	-	-
Reserves-Other	580,000	133,926	133,926	133,926	133,926	1,115,704
Reserve Funds	1,155,000	123,683	84,082	-	216,060	1,578,825
Capital from Current	1,053,355	500,000	472,068	-	-	2,025,423
Government Grants	3,418,645	3,401,001	4,022,927	3,837,861	3,001,776	17,682,208
Long Term Debt	-	-	5,000,000	-	-	5,000,000
Other - Operations	450,000	450,000	450,000	450,000	450,000	2,250,000
Internally Financed Debt	270,000	-	-	-	-	270,000
Asset Management Reserve	808,000	3,423,836	2,061,389	1,801,642	2,080,022	10,174,888
Total	7,735,000	8,032,445	12,224,391	6,223,429	5,881,784	40,097,048
Unfinanced (City portion of ICIP)	-	638,173	869,931	811,898	507,815	2,827,818

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES

Notes:

1) Significant capital expenditures continue with support through the ICIP program. Historical City Share of the costs are as follows:

City Funding:

2017	300,000
2018	1,472,500
2019	1,127,250
2020	1,240,650
2021	1,301,496
2022	1,243,355
	<u>6,685,251</u>

2) Last update provided to Council on September 27, 2021 :

Total Project Cost	<u>8,447,068</u>
City Share	<u>6,993,068</u>

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

FIRE SERVICES

	2022	2023	2024	2025	2026	Total
Infrastructure Maintenance:						
Central Fire Station #1	-	-	-	289,269	-	289,269
Fire Station #2	5,000	-	35,720	-	105,859	146,580
Fire Station #3	5,000	-	107,161	-	-	112,161
Fire Hall #4/EMS Complex	-	-	197,003	-	-	197,003
Washrooms	185,000	-	-	-	-	185,000
	195,000	-	339,884	289,269	105,859	930,012
Fleet/Equipment:						
	810,000	2,250,000	1,312,847	1,350,000	-	5,722,847
	810,000	2,250,000	1,312,847	1,350,000	-	5,722,847
Total	1,005,000	2,250,000	1,652,731	1,639,269	105,859	6,652,859

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

FIRE SERVICES

	2022	2023	2024	2025	2026	Total
<u>Designated Funding:</u>						
Capital Levy Overall	-	-	-	-	-	-
Capital Levy Urban Only	-	-	-	-	-	-
Sewer Surcharge	-	-	-	-	-	-
Federal Gas Tax	-	-	-	-	-	-
Reserves	550,000	350,000	350,000	350,000	105,859	1,705,859
Reserve Funds	-	-	-	-	-	-
Capital from Current	-	-	-	-	-	-
Government Grants	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-
Internally Financed Debt	-	-	-	-	-	-
Asset Management Reserve	455,000	-	339,884	289,269	-	1,084,153
Total	1,005,000	350,000	689,884	639,269	105,859	2,790,012
Unfinanced	-	1,900,000	962,847	1,000,000	-	3,862,847

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

CORPORATE ADMINISTRATION

	2022	2023	2024	2025	2026	Total
Infrastructure Maintenance:						
Civic Centre - Front Entrance Project	475,000	-	-	-	-	475,000
Civic Centre - Other	-	100,000	100,000	1,497,000	81,000	1,778,000
Civic Centre - Carpet replacement	250,000	-	-	-	-	250,000
Emergency Repairs/Contingency-all City buildings	275,000	275,000	275,000	275,000	275,000	1,375,000
Equipment:						
IT Upgrade	85,000	-	-	-	-	85,000
Total	1,085,000	375,000	375,000	1,772,000	356,000	3,963,000

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

CORPORATE ADMINISTRATION

	2022	2023	2024	2025	2026	Total
<u>Designated Funding:</u>						
Capital Levy Overall	-	-	-	-	-	-
Capital Levy Urban Only	-	-	-	-	-	-
Sewer Surcharge	-	-	-	-	-	-
Federal Gas Tax	-	-	-	-	-	-
Reserves	335,000	-	-	-	-	335,000
Reserve Funds	-	-	-	-	-	-
Capital from Current	-	-	-	-	-	-
Government Grants	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-
Other	-	-	-	-	-	-
Asset Management Reserve	750,000	375,000	375,000	1,772,000	356,000	3,628,000
Total	1,085,000	375,000	375,000	1,772,000	356,000	3,963,000
Unfinanced	-	-	-	-	-	-

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

OUTSIDE AGENCIES

	2022	2023	2024	2025	2026	Total
<u>Police</u>						
Heat Generating Systems	25,000	-	-	-	-	25,000
<u>Infrastructure Maintenance-Library</u>						
Main Branch	65,000	-	-	239,586	-	304,586
<u>Infrastructure Maintenance -Sault Ste. Marie Museum</u>						
Museum Building	-	-	29,226	97,159	-	126,385
Total	408,000	512,796	-	29,226	336,745	1,286,767

FIVE-YEAR CAPITAL BUDGET SUMMARY - 2022 TO 2026

OUTSIDE AGENCIES

	2022	2023	2024	2025	2026	Total
<u>Designated Funding:</u>						
Capital Levy Overall	-	-	-	-	-	-
Capital Levy Urban Only	-	-	-	-	-	-
Sewer Surcharge	-	-	-	-	-	-
Federal Gas Tax	-	-	-	-	-	-
Reserves	65,000	-	-	-	-	65,000
Reserve Funds	-	-	-	-	-	-
Capital from Current	-	-	-	-	-	-
Government Grants	-	-	-	-	-	-
Long Term Debt	-	-	-	-	-	-
Other	-	-	-	-	-	-
Asset Management Reserve	25,000	-	29,226	336,745	-	390,970
Total	90,000	-	29,226	336,745	-	455,970
Unfinanced	-	-	-	-	-	-

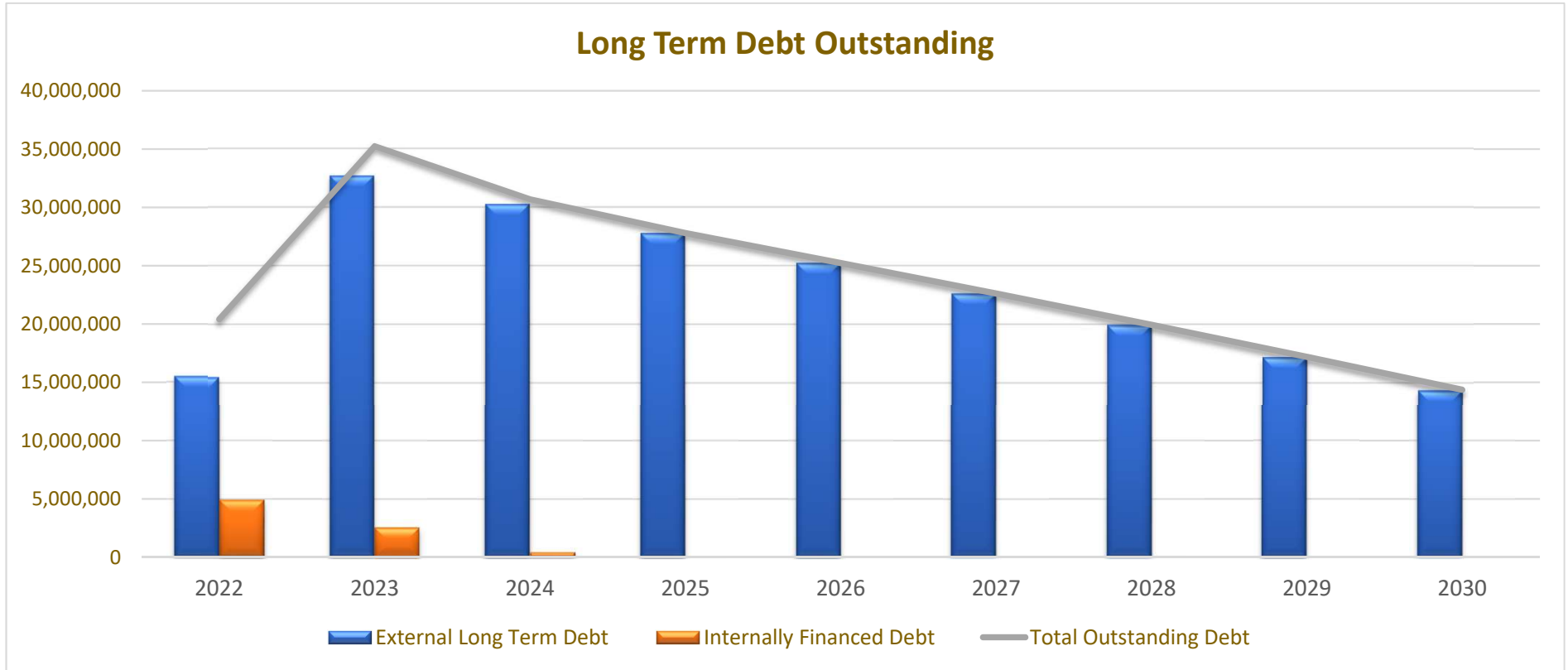
DEBT FOR CAPITAL BUDGET 2022

LONG-TERM DEBT PROJECTION

	<i>** See Note 1</i>	<i>** See Note 2</i>						
<i>Long-term Debt:</i>	2022	2023	2024	2025	2026	2027	2028	2029
External Long Term Debt	15,489,940	32,688,476	30,269,809	27,787,619	25,240,237	22,625,950	19,943,001	17,189,586
Internally Financed Debt	4,920,350	2,561,386	442,240	-	-	-	-	-
Total Outstanding Debt	20,410,290	35,249,862	30,712,049	27,787,619	25,240,237	22,625,950	19,943,001	17,189,586
<i>Debt Servicing Costs:</i>	2022	2023	2024	2025	2026	2027	2028	2029
Included in levy	53,963							
Twin Pad	300,000	1,177,862	1,177,862	1,177,862	1,177,862	1,177,862	1,177,862	1,177,862
Landfill Reserve/Sanitary Sewer Revenue			2,071,564	2,071,564	2,071,564	2,071,564	2,071,564	2,071,564
Internally Financed Debt	2,600,278	1,958,964	1,725,421	442,240	-	-	-	-
Total Debt Servicing Costs	2,954,241	3,136,826	4,974,847	3,691,666	3,249,426	3,249,426	3,249,426	3,249,426

Notes:

- 1) The external long term debt for 2022 includes the NOHFC Industrial Land Servicing Loan, which is paid down through 50% of the net proceeds of related land sales, and new debt for the Twin Pad Arena.
- 2) Additional new debt is estimated for 2023 related to the West End Sewage Plant and BioSolids Management Facility.
- 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.



PWT Works-Fleet/Equipment

Item #1	Description Detail:	One (1) Tandem Street Sander	Status
	Public Works has eight tandem axle street sanders. These units sand City streets during winter maintenance operations and are also used as haul vehicles during the construction season.		Replacement
	Replacement Detail:	Unit #254 - 2006 Tandem Dump Sander	
	This unit has been in our fleet for 14 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 this unit considering its use.		
Item #2	Description Detail:	One (1) Municipal Sidewalk Trackless Tractor Rebuild c/w attachments	Status
	Public Works has twelve (12) Trackless Municipal tractors. They are used for winter sidewalk clearing and sanding, spring sweeping, summer and fall roadside grass cutting.		Rebuild
	Rebuild Detail:	Unit #634- 2007 Trackless c/w units #1177 & #1185 trackless blades, unit #974 trackless blower, unit #1207 trackless broom.	
	This unit has been in our fleet for 14 years. Due to amount of use and conditions, a rebuild is cost effective at this age.		
Item #3	Description Detail:	One (1) 2 Ton Asphalt Hot Box	Status
	Public Works has six (6) asphalt hot boxes used for year round pothole repair.		Replacement
	Replacement Detail:	Unit #937 - 2012 Spaulding Hot Patcher	
	This unit has been in the fleet for 10 years. It is no longer cost effective to repair.		

PWT Works-Fleet/Equipment

Item #4	Description Detail:	Two (2) 4 Door 1 Ton Dump Trucks	Status
	Public Works has twenty four (24) 1 tons. The units are used year round as crew, equipment and material haulers.		Replacement
	Replacement Detail:	Unit #38 - 2004 Ford 1 ton 2 door dump. Unit #27 - 2002 Chev 1 ton 4 door dump	
	These units are no longer cost effective to repair.		
Item #5	Description Detail:	One (1) 45' Boom Bucket Truck	Status
	Public Works has one bucket truck used by the Traffic Department to maintain traffic lights. The current unit is a van mounted boom bucket of limited capability.		Replacement
	Replacement Detail:	Unit #108 2011 Ford E350 Skyvan	
	This unit has been in our fleet for 11 years and is cost effective to replace.		
Item #6	Description Detail:	One (1) Tandem Axle Trailer	Status
	Public Works has 16 Tandem axle utility trailers used to transport various tools and materials .		Addition
	Replacement Detail:	N/A	
	A new tandem axle drop bed trailer will allow safe loading and unloading of low clearance equipment.		
Item #7	Description Detail:	One (1) 430 Cat Backhoe	Status
	Public Works currently has three (3) Backhoe loaders. These units are used during winter control and construction seasons.		Replacement
	Replacement Detail:	Unit #413 2008 Case Backhoe	
	This unit has been in the fleet for 13 years and is cost effective to replace. Replace with (1) 2020 Cat 430 at end of 5 year seasonal rental.		

PWT Works-Fleet/Equipment

Item #8	Description Detail:	One (1) Loader Mounted Snow Blade	Status
	Public Works has one loader mounted snow blade used to clear snow on City owned parking lots during the winter control season.		Addition
	Replacement Detail:	N/A	
	The current unit requires continuous repairs and will be kept in fleet as a backup unit.		
Item #9	Description Detail:	One (1) Trackless Vehicle Mounted Boom Flail	Status
	Public Works has one (1) large loader attached boom flail and one (1) compact, trackless vehicle attached boom flail used to maintain grass growth along shoulders and ditches.		Replacement
	Replacement Detail:	Unit #1213 2005 Trackless boom flail mower	
	This unit has been in the fleet since 2005 and is cost effective to replace.		
Item #10	Description Detail:	One (1) Triple Deck Riding Mower	Status
	Public Works, Parks Dept. has two (2) triple deck riding mowers used to maintain City parks and sports fields.		Replacement
	Replacement Detail:	Unit #641 - 2017 Jacobson Riding Mower	
	This unit has been unreliable and prone to breakdown with costly repairs and is cost effective to replace.		
Item #11	Description Detail:	One (1) 60 inch Front Deck Riding Mower	Status
	Public Works currently has twelve (12) 60" deck riding mowers used to maintain City parks and green spaces.		Replacement
	Replacement Detail:	Unit #652 - 2007 Kubota F2880E	
	This unit has been part of the fleet for 12 years and is cost effective to replace.		

PWT Works-Fleet/Equipment

Item #12	Description Detail:	One (1) Utility Step Van	Status
	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
	Replacement Detail:	Unit #55 - 2007 Freightliner MT 45	
	This unit has been in the fleet for 14 years and is cost effective to replace.		
Item #13	Description Detail:	One (1) Utility Truck with Crane	Status
	Public Works Sewer Dept., currently has two (2) crane mounted utility trucks used to maintain sanitary pump stations and perform sanitary lateral inspections.		Addition
	Replacement Detail:	2011 Ford 1 ton extended cab w/crane.	
	This unit will be rolled into the fleet as used as a mechanic service vehicle.		
Item #14	Description Detail:	One (1) Portable 100kw Generator	Status
	Public Works Sewer Dept., currently has four (4) 30kw generators to backup power at pumping stations. Recent station upgrades require a higher output generator.		Addition
	Replacement Detail:	N/A	
	\$50,000 from approved 2021 capital will be used towards the purchase of this unit.		
Item #15	Description Detail:	Two (2) Refuse Packer Retrofits	Status
	City Landfill has seven (7) refuse packers. Five (5) of which are equipped with a Labrie packing system and Two (2) of the five (5) are equipped with auto arms. Two (2) units supplied by another manufacturer are causing issues with respect to downtime, reliability and cost of repairs. A retrofit of a Labrie packer and autoarm system will extend life, increase reliability and reduce maintenance costs.		Retrofit
	Replacement Detail:	N/A	

PWT Works-Fleet/Equipment

Item #16	Description Detail:	Two (2) 40 Yard Roll-Off Containers	Status
	City Landfill has thirteen (13) roll-off containers.		Replacement
	Replacement Detail:	Two 25 year-old bins.	
	These units have been on site for 25 years and are beyond repair.		



SAULT STE.MARIE

Supplemental List

Note: This listing is not in priority order.

CATEGORY/DEPARTMENT/EXPLANATION:	ONE TIME COST	TOTAL ON-GOING COST	NOTES:
Capital Investment Requirements			
CD&ES - Recreation and Culture - Park upgrades as part of the parks analysis approved by Council (5-year playground replacement strategy).		150,000	Parks Master Plan approved by Council 2019 11 04. Capital requirements to implement plan provided to Council 2020 05 25 with 2021 Budget request of \$150,000 annually, which was not approved. 2021 Capital Budget provided \$85,000 for Anna Marinelli Park upgrades.
CD&ES - Transit - To cover the City's share of ICIP (Investing in Canada Infrastructure Program - Transit Stream) funding.		550,000	2021 Budget request \$1 million (\$500,000 2021 & 2022) not approved. 2022 Budget \$450,000 ongoing transferred from retired debt servicing available. 2022 Capital Budget utilizes vast majority of Capital from Current balance which limits other capital priorities to be addressed.
Engineering - To increase the Capital Works/Miscellaneous Construction budget. The backlog of arterial and collector streets requiring resurfacing is high and growing		500,000	2021 Budget request \$1 million for capital works/miscellaneous construction not approved.
Fire - To increase the reserve to replace aging fleet based on the replacement schedule.		150,000 to 1,100,000	2021 Budget request \$300,000 not approved.
PW - Fleet- Annual increase requested in 2020 Budget upon completion of fleet study		250,000	2021 10 25 Council Resolution
PW - Traffic - Replace traffic cabinets that are beyond their useful lives. 49 traffic control cabinets have been out in the field for 15+ years. 35 of those cabinets are over 25 years old. The life expectancy of these cabinets is 15 years.		200,000	2021 Budget request \$245,000 not approved
Service Level Changes			
CD&ES - Recreation and Culture - Labour and material costs associated with the design/print and installation of traffic control wraps (artwork).		15,000	\$40,000 approved in 2021 Budget for Public Art Installation. Additional funds would be required to provide this program. Would be covered in #14 if approved for support to arts, culture & heritage
CD&ES - Recreation and Culture - Funding to Implement Community Cultural plan to support arts, culture, and heritage in SSM.		160,500	\$40,000 approved in 2021 Budget of requested \$87,000.
CD&ES - Transit - Adventure Bus Pilot Program	31,175		2021 08 09 Council Resolution
CD&ES - Transit - Pointe des Chenes Summer Service		11,000	2021 10 12 Council Resolution
CD&ES - Tourism & Community Development- Complement increase: Sustainability Coordinator from contract to permanent position		98,108	Complement increase: Sustainability Coordinator from contract to permanent position
CD&ES - Tourism & Community Development- Provide funding for the Social Equity Program stream of the Community Development Fund. At present, there is no annual funding source for the Social Equity Program stream.		25,000	
Engineering - Building Permit/Inspection - Complement increase: Increased demand for enforcement of property standards, additional staffing is required		49,500	2021 09 27 Council Resolution
PW - Carpentry - No budget exists for City Property Maintenance (fencing/securing sites)		40,000	

CATEGORY/DEPARTMENT/EXPLANATION:	ONE TIME COST	TOTAL ON-GOING COST	NOTES:
PW - Complement Increase: One full-time position for an apprentice in the trades area.		74,934	2021 Budget request \$73,700 for one additional electrical apprentice approved.
PW - Parks - One full-time position for a Parks Playground Maintenance Person for additional maintenance required for skating trails, Splash Pad, Downtown Plaza, potential West End Splash Pad and parks revitalization program		75,001	
PW - Parks - Reopening and operation of Mike Zuke Park outdoor rink	15,000	55,000	2021 05 11 Council Resolution
PW - Fleet- Phase 2 of fleet study-streamlining work processes	100,000		2021 10 25 Council Resolution
PW - Fleet- Phase 2 of fleet study-replacement plan advisory services	30,000		2021 10 25 Council Resolution
Legal - Complement increase: Internal efficiency issue, volume of work has expanded		130,250	2021 Budget request \$127,590 not approved
HR- Complement increase: continuing need to enhance and better address Return to Work initiatives		70,405	2019 Budget request \$60,170 not approved
Outside Agency and Local Boards			
SSM Museum:			
Salaries and benefits \$9,000			
Operating 4,909		13,909	
Library:			
To increase salaries and benefits based on contractual requirements for 2021 salary increases not approved in levy: \$13,945			City increased Library Board grant by 2% inflation for 2022 salary and benefit contractual obligations, insurance increase, and contractual rent increase. Remainder to be deliberated by Council.
Binding cost increase 8,000			
US exchange on software 7,000			
Part-time security 30,000			
Other operating inflationary increase 28,184		87,129	
	176,175	2,555,736	



SAULT STE.MARIE

Supplemental Items

SUPPLEMENTAL ITEM #1

CD&ES - Recreation and Culture - Park upgrades as part of the parks analysis approved by Council (5-year playground replacement strategy).



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

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 over a 5 year period to be upgraded. The next round of parks to be completed will be brought forward at a later date. Park upgrades are referred to the budget process. A recent survey conducted by Sootoday is attached ranking strong support for upgrade of play features in existing parks. Also attached is a timeline of Park Revitalization (Next 3 prioritized based on approved criteria are Rosedale Park, Parkland Park and Downy Park).

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

Current Service Level

Service Name	Service Description	Account Number
Parks upgrades/ equipment	Equipment Replacement	10-400-4400

Proposed Changes to Service Level

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

Alignment with Strategic Plan

This items ties into the focus areas; Quality of Life & Infrastructure - Maintaining Existing Infrastructure.

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
Parks Equipment	On-going	150000		
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	150000	150000	150000
One-time			
Total	150000	300000	150000

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

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

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

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

Departmental
Approval:

Date: July 28, 2021

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

POLL: Hub trail expansion, park upgrades among top priorities for local poll respondents

about an hour ago By: SooToday Staff



John Rowswell Hub Trail at Fort Creek Conservation Area, James Hopkin/SooToday

Between biking, tennis, exploring local trails, skating and playing at the park, there is certainly no shortage of things to do in Sault Ste. Marie, regardless of the season.

But with summer fast approaching comes greater use of the city's outdoor amenities, particularly among families as kids finish up school and yearn to soak up the sun. As we enter our second COVID-impacted summer here in the Sault, it is likely that the community will be itching to get out of the house and fill their days with fun activities.

6/4/2021

POLL: Hub trail expansion, park upgrades among top priorities for local poll respondents - Sault Ste. Marie News

This got us wondering which recreational infrastructure Saultites would like to see the city make improvements or upgrades to.

So, SooToday decided to ask its readers, what recreation infrastructure do you think the City of SSM should invest in?

The breakdown was as follows:

- 810 (34 per cent) voted expand the hub trail
- 668 (28 per cent) voted upgrade play features in existing parks
- 320 (14 per cent) voted other
- 174 (seven per cent of) voted more outdoor rinks
- 132 (six per cent) voted pickle ball courts
- 120 (five per cent) voted beach volleyball courts
- 72 (three per cent) voted skateboard parks
- 70 (three per cent) voted tennis courts

We also asked our poll respondents to post in the comment section if they would like to see improvements made to something that wasn't included on the list. Here are some of the contenders pitched by local respondents:

- A lift at Finn Hill
- Getting Pointe Des Chenes campground operational again
- Outdoor workout equipment
- Splash pads/Water play features/more outdoor pools
- Indoor/outdoor family play structure, climbing centre
- Campgrounds
- More activities for seniors (bocce, fishing events)
- Boat lock tour improvements
- More indoor walking paths
- Waterfront features/vendors

A total of 2,366 local votes were cast in the poll. This poll had a 1.99 per cent margin of error, 19 times out of 20.

SooToday's polling system allows for the capture of relevant local data and gives us the ability to detect and prevent fraudulent votes, as well as detect and prevent robots and filter out non-local duplicate votes.

Trending in Local News

<https://www.sootoday.com/local-news/poll-hub-trail-expansion-park-upgrades-among-top-priorities-for-local-poll-respondents-3827647>

2/4



Poll Results

What recreation infrastructure do you think the City of SSM should invest in?

Tennis courts 102 votes 3.00 %

Pickle ball courts 206 votes 6.06 %

Expand the Hub Trail 1149 votes 33.82 %

Beach volleyball courts 180 votes 5.30 %

Upgrade play features in existing parks 910 votes 26.79 %

More outdoor rinks 275 votes 8.10 %

Skateboard parks 115 votes 3.39 %

Other (leave your suggestions in the comments) 460 votes 13.54 %

Total votes: 3397

Added: May 26, 2021 9:10 AM

The SooToday.com poll is a sampling of public opinion intended solely to allow our readers to express themselves on issues of the day. Its findings may not be representative of the general population of Sault Ste. Marie or other areas.

Comments (64)

SUPPLEMENTAL ITEM #2

CD&ES - Transit - To cover the City's share of ICIP (Investing in Canada Infrastructure Program - Transit Stream) funding.



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Community Development and Enterprise Services

Division: Transit

Request Name: Transit ongoing Capital to utilize ICIP Funding

Overview:

This is the ongoing \$1 million 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

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

Alignment with Strategic Plan

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

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
Capital requirement for Transit	On-going	\$1,000,000	\$1,000,000	\$1,000,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	\$1,000,000	\$1,000,000	\$1,000,000
One-time			
Total	NaN	NaN	NaN

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)
Capital requirement for Transit	\$1,000,000	\$1,000,000	\$1,000,000

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

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

 Departmental
Approval:



Date: June 22, 2021

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

Appendix A - 2nd Submission to ICIP 2022-2026					
Revised 2022	No.	Cost per unit	Total Cost	City's Share	City Annual Total
Electric Bus 40 foot to replace 40'	1	\$ 1,150,000	\$ 1,150,000	\$ 306,705	
Replace 40' bus with 33' bus	1	\$ 565,000	\$ 565,000	\$ 150,686	
Passenger Accessible (Vans) for On-Demand (include AVL & Cam)	6	\$ 120,000	\$ 720,000	\$ 192,024	
Replace Para Bus with Low Floor Unit	1	\$ 150,000	\$ 150,000	\$ 40,005	
Replace Bus Wash	1	\$ 450,000	\$ 450,000	\$ 120,015	
Add new hoist for garage (to support EV Bus)	3	\$ 100,000	\$ 300,000	\$ 80,010	
New coin sorting and wrapping Machine	2	\$ 30,000	\$ 60,000	\$ 16,002	
New Transit vehicle (larger full size unit)	1	\$ 75,000	\$ 75,000	\$ 20,003	
New Trackless with attachments or Suitable Replacement	1	\$ 200,000	\$ 200,000	\$ 53,340	
Transit Shelters installed	0	\$ 10,500	\$ -	\$ -	
Fueling Station	1	\$ 500,000	\$ 500,000	\$ 133,350	
Building and Equipment Renovations-AM	1	\$ 150,000	\$ 150,000	\$ 40,005	
EV Charging Station	1	\$ 150,000	\$ 150,000	\$ 40,005	
EV Electrical Infrastructure 111 Huron St	1	\$ 25,000	\$ 25,000	\$ 6,668	
EV Bus Tools	1	\$ 10,000	\$ 10,000	\$ 2,667	
Security Cameras	6	\$ 2,000	\$ 12,000	\$ 3,200	
Replace Fencing at 111 Huron St.	1	\$ 100,000	\$ 100,000	\$ 26,670	
EV Charging Engineering Design	1	\$ 75,000	\$ 75,000	\$ 20,003	
					\$ 1,251,356
Revised 2023	No.	Cost per unit	Total Cost	City's Share	
Electric Bus 40 foot to replace 40'	1	\$ 1,173,000	\$ 1,173,000	\$ 312,839	
Replace 40' or 33' Bus	1	\$ 576,300	\$ 576,300	\$ 153,699	
Replace one Para Bus with Low Floor Unit	1	\$ 153,000	\$ 153,000	\$ 40,805	
Passenger Accessible (Vans) for On-Demand	2	\$ 122,400	\$ 244,800	\$ 65,288	
Add new hoist for garage (to support EV Bus)	2	\$ 100,000	\$ 200,000	\$ 53,340	
Add Transit Shelters installed	5	\$ 15,000	\$ 75,000	\$ 20,003	
Solar Panel Project For Roof 111 Huron	1	\$ 1,650,000	\$ 1,650,000	\$ 440,055	
Building and Equipment Renovations-AM	1	\$ 450,000	\$ 450,000	\$ 120,015	
EV Bus Tools	1	\$ 10,200	\$ 10,200	\$ 2,720	
Camera Wifi System (loads instantaneously vs download)	1	\$ 50,000	\$ 50,000	\$ 13,335	
					\$ 1,222,099
Revised 2024	No.	Cost per unit	Total Cost	City's Share	
Electric/Fuel Cell Bus 40 foot to replace 40' or 33'	3	\$ 1,196,460	\$ 3,589,380	\$ 957,288	
Replace 40' buses with 33' buses (electric)	0	\$ 1,000,000	\$ -	\$ -	
Replace Para Bus with Electric Low Floor Unit	1	\$ 325,000	\$ 325,000	\$ 86,678	
EV Charging Station-Parabus Unit	1	\$ 50,000	\$ 50,000	\$ 13,335	
Passenger Accessible (Electric Vans) for On-Demand	2	\$ 250,000	\$ 500,000	\$ 133,350	
EV Charging Station-Vans	1	\$ 50,000	\$ 50,000	\$ 13,335	
Add Transit Shelters installed	0	\$ 15,300	\$ -	\$ -	
Building and Equipment Renovations	1	\$ 500,000	\$ 500,000	\$ 133,350	
EV Charging Station-MultiCharge 500kw Unit	1	\$ 350,000	\$ 350,000	\$ 93,345	
EV Bus Tools	1	\$ 10,404	\$ 10,404	\$ 2,775	
Replace Transit Vehicle	1	\$ 76,500	\$ 76,500	\$ 20,403	
					\$ 1,453,857
Revised 2025	No.	Cost per unit	Total Cost	City's Share	
Electric/Fuel Cell Bus 40 foot to replace 40' or 33'	3	\$ 1,220,389	\$ 3,661,168	\$ 976,433	
Replace 40' buses with 33' buses (electric)	0	\$ 1,020,000	\$ -	\$ -	
Replace Para Bus with Electric Low Floor Unit	3	\$ 331,500	\$ 994,500	\$ 265,233	
Electric Community Buses	1	\$ 414,375	\$ 414,375	\$ 110,514	
Add Transit Shelters installed	5	\$ 15,606	\$ 78,030	\$ 20,811	
Building and Equipment Renovations	1	\$ 75,000	\$ 75,000	\$ 20,003	
EV Charging Station-MultiCharge Unit	0	\$ 150,000	\$ -	\$ -	
EV Bus Tools	1	\$ 10,612	\$ 10,612	\$ 2,830	
					\$ 1,395,824
Revised 2026	No.	Cost per unit	Total Cost	City's Share	
Electric/Fuel Cell Bus 40 foot to replace 40' or 33'	2	\$ 1,244,797	\$ 2,489,594	\$ 663,975	
Passenger Accessible (Vans) for On-Demand	1	\$ 255,000	\$ 255,000	\$ 68,009	
Replace Para Bus with Electric Low Floor Unit	2	\$ 338,130	\$ 676,260	\$ 180,359	
Electric Community Buses	1	\$ 422,663	\$ 422,663	\$ 112,724	
Add new hoist for garage (to support EV Bus)	2	\$ 100,000	\$ 200,000	\$ 53,340	
Add Transit Shelters installed	0	\$ 15,000	\$ -	\$ -	
Building and Equipment Renovations	1	\$ 50,000	\$ 50,000	\$ 13,335	
Expanded Electric or Fuel Cell Hydrogen Fleet	0	\$ 3,000,000	\$ -	\$ -	
					\$ 1,091,741
Total Cost 2022-2026			\$ 24,052,785		
Total Projected City Spend 2022-2026					\$ 6,414,878
Total Capital Expenditures over 8 years 2019-2026			\$ 37,577,785	\$ 9,871,995	
Investing in Canada Infrastructure Program: Public Transit		Federal	Provincial	Municipal	Total
Sault Ste Marie Allocation		\$ 17,413,757	\$ 14,510,013	\$ 11,610,622	\$ 43,534,392
		40.00%	33.33%	26.67%	100.00%
City at 26.67%			\$ 43,534,392	\$ 11,610,622	
Left to Spend-Not utilized			\$ 5,956,607	\$ 1,738,627	

SUPPLEMENTAL ITEM #3

Engineering - To increase the Capital Works/Miscellaneous Construction budget. The backlog of arterial and collector streets requiring resurfacing is high and growing



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

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 inspections, 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 considerably 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	2022(\$)	2023 (\$)	2024(\$)
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	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	500,000	500,000	500,000
One-time			
Total	500	1000	500

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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:

**Don
Elliott**

Digitally signed
by Don Elliott
Date: 2021.07.29
11:46:48 -04'00'

Date:

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

SUPPLEMENTAL ITEM #4

Fire - To increase the reserve to replace aging fleet based on the replacement schedule.



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Fire Services

Division: Operations

Request Name: Transfer of Reserves

Overview:

Fire Services currently transfers \$303,000 for Apparatus, Vehicle and Equipment replacements annually. Through the capital budget process Fire Services has determined the future Fire Apparatus and equipment purchases (Tanker, Aerial, Rescue Truck as well as every 5 years the Bunker Gear must be replaced) will well exceed the Fire Capital Reserve funding. Therefore it is necessary to increase the operating expenses transfer to the Fire Capital Reserves. This will assist in funding the legislated purchases over the year 8-10 years.

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

Current Service Level

Service Name	Service Description	Account Number
Transfer to Reserve	Fire Equipment and Fire Apparatus	10-200-2000-6760

Proposed Changes to Service Level

Alignment with Strategic Plan

The request supports the Service Delivery component of the 2021-2021 Corporate Strategic Plan as this equipment is essential to deliver excellent and equitable service to the community.

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
	Select Option			
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going			
One-time			
Total	0	0	0

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)
Apparatus, Vehicle & Equipment	150,000 - 1,100,000		

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

Council approved Fire Master Plan - maintaining current fleet - recommendation 41 abides by the Fire Underwriters Survey (FUS) standard for acceptance of apparatus and Fleet Replacement Schedule state: replacement of front-line apparatus 12-15 years.
Underwriters Laboratory Canada (ULC) Standard S515 Automobile Fire Fighting Apparatus and NFPA 1901, Standard for Automotive Fire Apparatus.

Departmental
Approval:

Date:

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

SUPPLEMENTAL ITEM #5

PW - Fleet- Annual increase requested in 2020 Budget upon completion of fleet study



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Public Works

Division: Buildings & Equipment

Request Name: Public Works Equipment Reserve Increase

Overview:

Public Works is requesting an increase to the equipment reserve in the amount of \$250,000 as outlined in the Council report "Public Works - Fleet Services Review" dated October 25, 2021 and also in accordance with the Council resolution dated March 4, 2019 that directs staff to include a \$250,000 increase to the Public Works equipment reserve in 2020, 2021 and 2022 pending a Fleet Services Program Review which was completed in 2021 by Mercury Associates, Inc.

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 33 percent of PW vehicles will exceed their recommended age in 2022.
An increase in the annual equipment reserve will be a start to catching up on the backlog of vehicles that are due for replacement.
Further capital investment will be required in future years to tackle the backlog estimated at \$10.5 million dollars.

Alignment with Strategic Plan

Infrastructure - Asset Management

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
PW Equipment Reserve	On-going	\$250,000		
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	\$250000		
One-time			
Total	250000		

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

March 4 2019 Council Resolution - Public Works Fleet

October 25 2021 Council Report - Public Works Fleet Services Review

Departmental
Approval:


Date:

Oct. 29, 2021

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

SUPPLEMENTAL ITEM #6

PW - Traffic - Replace traffic cabinets that are beyond their useful lives. 49 traffic control cabinets have been out in the field for 15+ years. 35 of those cabinets are over 25 years old. The life expectancy of these cabinets is 15 years.



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Public Works

Division: Traffic

Request Name: Replace Traffic Cabinets and Overhead Flashers

Overview:

49 of our traffic control cabinets have been in the field for over 18 years. Over half of these cabinets are more than 25 years old. Life expectancy is 15 years. This would be a multi year project to replace these cabinets to ensure proper functionality. Additional internal components will be required to maintain existing equipment and continued testing assistance is required.

Replace overhead red and yellow flashing lights at stopped controlled intersections and other locations. All of these units are well past their life expectancy and need to be replaced.

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

Current Service Level

Service Name	Service Description	Account Number
Replace traffic equipment	Replacement of traffic cabinets and overhead flashers	10-400-4004-8261

Proposed Changes to Service Level

Traffic cabinets and overhead flashers have surpassed their life expectancy. There is currently no funding or reserve established for the replacement of traffic equipment. Approval of this request would expedite the traffic equipment replacement program and designate funding for annual traffic equipment replacement.

Alignment with Strategic Plan

Infrastructure - Maintaining Existing Infrastructure

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
Control Cabinets	On-going	\$175,000	\$175,000	\$175,000
Overhead Flashers	On-going	\$25,000	\$25,000	\$25,000
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	\$200,000	\$200,000	\$200,000
One-time			
Total	\$200,000	\$200,000	\$200,000

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

Departmental
Approval:



Date: August 6, 2021

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

SUPPLEMENTAL ITEM #7

CD&ES - Recreation and Culture - Labour and material costs associated with the design/print and installation of traffic control wraps (artwork).



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Select Option

Division: Recreation and Culture

Request Name: Traffic Control Box Wraps

Overview:

Budget request for the labour and material costs associated with the design/print and installation of traffic control wraps (artwork).

Estimate of \$15,000 will allow for 6 boxes to be wrapped annually.

City does not have resources to perform this work // more cost effective to contract this work out. Artwork is being designed by Sault College students and a selection committee assesses submissions for suitability (PW, CDES).

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

Current Service Level

Service Name	Service Description	Account Number
Contracted Services	Traffic Control Box Wraps	Arts and Culture GL codes to be created

Proposed Changes to Service Level

The traffic wrap program began in 2015 where the City reached out to local artists. Recently a partnership was formed with Sault College graphic design program and embedded into their annual curriculum. Students work on creating designs, submitting them to a review committee and obtain valuable feedback.

Alignment with Strategic Plan

This request aligns with strategic plan:

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

Community Culture Plan - Goal #5 Youth - Develop greater engagement with Sault Ste. Marie's youth through arts, culture and heritage

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
Contracted Services	On-going	\$15,000	\$15,000	\$15,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	\$15,000	\$15,000	\$15,000
One-time			
Total	15	30	15

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

Departmental
Approval:



Date: July 28, 2021

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

SUPPLEMENTAL ITEM #8

CD&ES - Recreation and Culture - Funding to Implement Community Cultural plan to support arts, culture, and heritage in SSM.



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

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 \$63,900, 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	

Proposed 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; Festivals and Events, diversity in Arts and Culture, local arts and cultural organizations, Community art partnership programs and cultural attraction, and Heritage are being addressed.

Alignment with Strategic Plan

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

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	2022(\$)	2023 (\$)	2024(\$)
Increase 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	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	160500	160500	160500
One-time			
Total	160500	321000	160500

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

Date: August 11, 2021

Approval: Cultural Vitality Committee

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

SUPPLEMENTAL ITEM #9

CD&ES - Transit - Adventure Bus Pilot Program



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

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. If approved, a pilot will run in 2022. If this pilot is successful, budget will be required to continue this additional service on an ongoing basis. See Council report from August 9, 2021.

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

Current Service Level

Service Name	Service Description	Account Number
Adventure Bus pilot	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. Weekend service would commence Sunday January 2, 2022 and cease June 19, 2022 including statutory holidays where Transit regularly runs.

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	2022(\$)	2023 (\$)	2024(\$)
Adventure Bus Service	On-going	\$34,000	\$34,000	\$34,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
Bus fee revenue	On-going	\$3,000	\$3,000	\$3,000
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	\$31,000	\$31,000	\$31,000
One-time			
Total	31	65	31

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

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

Departmental
Approval:

Signature



Date: July 15, 2021

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

SUPPLEMENTAL ITEM #10

CD&ES - Transit - Pointe des Chenes Summer Service



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Community Development and Enterprise Services

Division: Transit

Request Name: Pointe des Chenes Summer Service

Overview:

Council approved a pilot for service to Pointe des Chenes throughout the summer on weekends and holidays in which Transit runs for 2021. If this pilot is successful, budget will be required to continue this additional service on an ongoing basis.

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

Current Service Level

Service Name	Service Description	Account Number
Pointe des Chenes pilot	Increase of Transit service to transport passengers to Pointe des Chenes during the summer	

Proposed Changes to Service Level

Add a service to Pointe des Chenes over the summer months, weekends and holidays in which Transit runs. This would run from late June to early September and would provide access to Pointe des Chenes for the community as there is currently a lack of services to this location.

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	2022(\$)	2023 (\$)	2024(\$)
Service to Pointe des Chenes	On-going	\$17,400	\$17,400	\$17,400
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
Bus fee revenue	On-going	\$1,400	\$1,400	\$1,400
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	\$16,000	\$16,000	\$16,000
One-time			
Total	16	33.4	16

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

March 29, 2021 Council Report - Pointe des Chenes Transit (Pilot project).

Departmental
Approval:



Date: July 15, 2022

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

SUPPLEMENTAL ITEM #11

CD&ES - Tourism & Community Development- Complement increase: Sustainability Coordinator from contract to permanent position



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Community Development and Enterprise Services

Division: Tourism & Community Development

Request Name: Sustainability Coordinator

Overview:

We are seeking funding to transition Emily Cormier (Sustainability Coordinator) from a contract position, to a permanent full-time position. Emily Cormier has been in the position since June 2018. The Sustainability Coordinator is critical to implementation of the Greenhouse Gas Emissions Reduction Plan (approved by Council December 14, 2020). The Sustainability Coordinator will also be responsible for the following activities:

1. Lead sustainability initiatives across the organization, including, but not limited to implementation of the GHG reduction Plan, active transportation initiatives, biodiversity initiatives and energy reporting.
2. Lead the integration of climate change and GHG reduction policies and strategies in City documents.
3. Coordinate information, and act as a liaison, between various orders of government (i.e. Region of initiatives undertaken by the local government to reduce emissions in the community).
4. Educate municipal employees on sustainability and help develop internal programs implement sustainability initiatives.
5. Conduct research to determine municipal best practices as it pertains to sustainability initiatives and to gather information to guide decision making processes.
6. Lead provincial and federal energy reporting.
7. Research, propose, and implement operational and institutional changes required to implement recommendations from the GHG emissions reduction plan and ensure long-term impacts for the municipality.
8. Administration and coordination of the municipal environmental sustainability committee.
9. Other sustainability focused projects and activities, as directed.

It should be noted, that there is currently no other staff supporting these activities. As such, if the position is not extended implementation of the GHG Emissions Reduction Plan and other sustainability initiatives will be significantly delayed or halted in some cases.

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

Current Service Level

Service Name	Service Description	Account Number
Sustainability Coordinator	Additional Staff to support implementation of GHG reduction plan.	10-115-1130-6001 SALARIES FULL TIME

Proposed Changes to Service Level

The position will result in one additional staff member.

Alignment with Strategic Plan

The position aligns with the value of Environmental Stewardship set out in the strategic plan. It also aligns with the focus area of Quality of Life, namely Environment.

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
Additional FTE	On-going	\$98,108	\$98,108	\$98,108
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)
Job Class 3	CDES	Ongoing	Yes	\$98,108	\$98,108	\$98,108

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	On-going			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	\$98,108	\$98,108	\$98,108
One-time			
Total	98,108	196,216	98,108

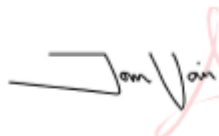
Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

December 2020 Mayor & Council approved the GHG emission reduction plan by way of resolution. The Sustainability Coordinator position is responsible for the implementation of that plan.

Departmental
Approval:



Digitally signed
by Tom Vair
Date: 2021.11.02
10:38:41 -04'00'

Date: November 2, 2021

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

SUPPLEMENTAL ITEM #12

CD&ES - Tourism & Community Development- Provide funding for the Social Equity Program stream of the Community Development Fund. At present, there is no annual funding source for the Social Equity Program stream.



Operating Increase Request

For contractual and/or regulated changes to operating budget. Changes to staffing should not be requested on this form. CAO and Human Resource approval is required for all staffing changes. Please submit request to the Finance Department by August 6, 2021. Please attach any other relevant information pertaining to this request.

Department: Community Development and Enterprise Services

Division: Tourism & Community Development

Request Name: Tom Vair

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.

Contractual ☐ Regulated ☐ (Only select one option)

Incremental Operating Expenditures (detail)

Description	Account Number	Duration	2022 \$
Social Equity Fund	n/a new item	On-going	\$25,000
		On-going	
		Select Option	

Other supporting information:

[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: 2021.08.18 14:32:07
+04'00'

Date: August 18, 2021

SUPPLEMENTAL ITEM #13

Engineering - Building Permit/Inspection - Complement increase: Increased demand for enforcement of property standards, additional staffing is required



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Engineering

Division: Building

Request Name: Part time By-Law Enforcement Officer

Overview:

Considerable focus by Council and staff on the enforcement of property standards for derelict buildings and properties has increased the demand for this role in the Building Division. Workload is such that there is a need; at least in the near term to retain the services of a part-time third Officer

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

Current Service Level

Service Name	Service Description	Account Number
By-Law Enforcement Officer	By-Law Enforcement - Part Time	1 0-300-3022-6001

Proposed Changes to Service Level

An estimate of costs has been made which includes \$45,100 for wages and benefits, and \$4,400 for items such as mileage, clothing, 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	2022(\$)	2023 (\$)	2024(\$)
Salary	On-going	34,100	37,000	40,700
Benefits	On-going	11,000	12,100	13,310
Miscellaneous	On-going	4,400	4,800	5,300

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)
JC 10	3022-6001	847 hours	.5	45,100	49,100	54,010

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
15% Administration Fee	On-going			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	45,100	49,100	54,010
One-time			
Total	45.1	83.2	54.01

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

At the July 13, 2020 meeting of Council, Council approved the recommendation of the By-Law Enforcement Task Force, including the following: "Request an operating increase in the 2021 budget for a part-time By-law Enforcement Officer". The request in the 2021 budget was not approved. This will be the second request under this recommendation.

Departmental
Approval:

**Don
Elliott**

Digitally signed
by Don Elliott
Date: 2021.08.03
11:45:46 -04'00'

Date:

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

SUPPLEMENTAL ITEM #14

PW - Carpentry - No budget exists for City Property Maintenance (fencing/securing sites)



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Public Works

Division: Carpentry

Request Name: City Asset/Infrastructure Maintenance

Overview:

No budget exists to assist with the maintenance of City property for items such as fencing, securing sites and general risk management items that occur during daily operations. This budget would be used to fund these types of expenditures.

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

Current Service Level

Service Name	Service Description	Account Number
City Property Maintenance	City Property Maintenance	10-400-4016-6370

Proposed Changes to Service Level

Establish a budget under Carpentry to fund material costs associated with the maintenance of City property.

Alignment with Strategic Plan

Infrastructure - Maintaining Existing Infrastructure

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
Material costs	On-going	\$40,000	\$40,000	\$40,000
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	\$40,000	\$40,000	\$40,000
One-time			
Total	\$40,000	\$40,000	\$40,000

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

Departmental
Approval:



Date: August 6, 2021

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

SUPPLEMENTAL ITEM #15

PW - Complement Increase: One full-time position for an apprentice in the trades area.



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Public Works

Division: Works

Request Name: Public Works Third Apprentice Position

Overview:

This request is to add the third apprentice position to the Public Works apprenticeship program as supported by Council during the 2019 budget deliberations. Funding was approved for 1 HVAC apprentice in 2020 and 1 Electrical apprentice in 2021. Public Works is requesting approval for funding for the third apprentice position (trades area) in 2022.

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

Current Service Level

Service Name	Service Description	Account Number
Apprenticeship Position	Trades Apprentice	TBD full time salaries
		TBD benefits

Proposed Changes to Service Level

Public Works complement would increase by 1 with the approval of an additional apprentice in 2022.

Alignment with Strategic Plan

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

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
	Select Option			
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)
Apprentice	B3	Full Time	1	\$74,934	\$76,433	\$77,962

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	\$74,934	\$76,433	\$77,962
One-time			
Total	\$74,934	\$76,433	\$77,962

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

Calculation based on 2021 salary projection plus 2%.

Departmental

Approval:

Date: August 6, 2021

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

SUPPLEMENTAL ITEM #16

PW - Parks - One full-time position for a Parks Playground Maintenance Person for additional maintenance required for skating trails, Splash Pad, Downtown Plaza, potential West End Splash Pad and parks revitalization program.



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Public Works

Division: Parks

Request Name: Parks Maintenance Employee

Overview:

As a result of Council approval of the Parks and Recreation Master Plan, (report to Council dated November 4, 2019 "Parks Analysis") and the recommended playground revitalization program, we are requesting the addition of one 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 proposed 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 and inspection	10-400-4400-6001
		10-400-4400-6051

Proposed Changes to Service Level

The addition of one full time Parks playground maintenance employee. This position would be assisting the current playground maintenance department with the increased workload.

Alignment with Strategic Plan

Maintaining existing infrastructure

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
	Select Option			
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)
Job Class 8	C3	Full Time	1	\$75,001	\$76,501	\$78,031

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	\$75,001	\$76,501	\$78,031
One-time			
Total	\$75,001	\$76,501	\$78,031

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

Parks and Recreation Master Plan - Parks Analysis November 4, 2019

Departmental
Approval:



Date: August 6, 2021

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

SUPPLEMENTAL ITEM #17

PW - Parks - Reopening and operation of Mike Zuke Park outdoor rink.



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Public Works

Division: Parks

Request Name: Re-Opening of Outdoor Rink - Mike Zuke Park

Overview:

Council has directed Staff to include the reopening and operation of a community outdoor rink at Mike Zuke Park in the 2022 budget for Council's consideration. Sault Ste. Marie has a long and storied history of hockey throughout the community and in the past year the importance of outdoor activities, for both physical and mental health, has increased due to the ongoing COVID 19 pandemic. There is an increased demand for access to these activities across the city, specifically for an outdoor rink in Ward 5. (As per Council Resolution dated May 11, 2021).

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

Current Service Level

Service Name	Service Description	Account Number
Outdoor Rinks	Boards and equipment	10-400-4400-6370
	Trailer rental, equipment, security	10-400-4400-6490
	Utilities	10-400-4400-6252

Proposed Changes to Service Level

Re-opening of outdoor rink at Mike Zuke Park.

Alignment with Strategic Plan

Quality of Life and Community Development - Creating social and economic activity

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
Boards and equipment	One-time	\$15,000		
Trailer, equip, security, utilities	On-going	\$55,000		
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	55000		
One-time	15000		
Total	70000		0

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

Susan - Do you think this is where the \$15,000 belongs for the boards and equipment?

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

Council resolution May 11, 2021 - Re-opening of Outdoor Rink at Mike Zuke Park

Departmental

Approval:



Date:

Oct. 29, 2021

May 10, 2021 Council Minutes

Councillor M. Scott	X		
Results	11	0	0

Carried

8. Unfinished Business, Notice of Motions and Resolutions Placed on Agenda by Members of Council

8.1 Re-opening of Outdoor Rink – Mike Zuke Park

Moved by: Councillor M. Scott

Seconded by: Councillor M. Shoemaker

Whereas Sault Ste. Marie has a long and storied history of hockey throughout the community; and

Whereas in the past year the importance of outdoor activities, for both physical and mental health, has increased due to the ongoing COVID 19 pandemic; and

Whereas there is an increased demand for access to these activities across the city, specifically for an outdoor rink in Ward 5; and

Whereas the legacy of one of Sault Ste. Marie's most selfless individuals should continue to be honoured in a way that is most fitting

Now Therefore Be It Resolved that Council direct Staff to include the reopening and operation of a community outdoor rink at Mike Zuke Park in the 2022 budget for Council's consideration.

	For	Against	Absent
Mayor C. Provenzano	X		
Councillor P. Christian	X		
Councillor S. Hollingsworth	X		
Councillor L. Dufour	X		
Councillor L. Vezeau-Allen	X		
Councillor D. Hilsinger	X		
Councillor M. Shoemaker	X		
Councillor M. Bruni	X		
Councillor R. Niro	X		
	15		

May 10, 2021 Council Minutes

Councillor C. Gardi	X		
Councillor M. Scott	X		
Results	11	0	0

Carried

9. **Committee of the Whole for the Purpose of Such Matters as are Referred to it by the Council by Resolution**

10. **Adoption of Report of the Committee of the Whole**

11. **Consideration and Passing of By-laws**

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

Resolved that all By-laws under item 11 of the Agenda under date May 10, 2021 be approved.

Carried

- 11.1 **By-laws before Council to be passed which do not require more than a simple majority**

- 11.1.1 **By-law 2021-85 (Finance) Appointment KPMG Auditor**

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

Resolved that By-law 2021-85 being a by-law to to appoint the firm of KPMG LLP as municipal auditor to provide External Audit Services as required by the City of Sault Ste. Marie be passed in open Council this 10th day of May, 2021.

Carried

- 11.1.2 **By-law 2021-86 (Agreement) Insurance Non-Accumulation of Limits**

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

Resolved that By-law 2021-86 being a by-law to authorize the execution of the Agreement between the City and Intact Insurance Company for the Non-Accumulation of Limits be passed in open Council this 10th day of May, 2021.

Carried

- 11.1.3 **By-law 2021-87 (Agreement) Indemnity Transit**

Moved by: Councillor M. Bruni

Seconded by: Councillor D. Hilsinger

SUPPLEMENTAL ITEM #18

PW - Fleet- Phase 2 of fleet study-streamlining work processes.



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Public Works

Division: Buildings & Equipment

Request Name: Fleet Consultant Services

Overview:

Public Works is requesting funding in the amount of \$100,000 for Mercury Associates, Inc. to focus on streamlining work processes and procedures (garage services) with the intent of framing the future mode of operation. This is a recommendation outlined in the Public Works Fleet Services Review final report completed by Mercury Associates, Inc.

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

Current Service Level

Service Name	Service Description	Account Number
Fleet Consulting Services	Fleet Consulting Services	10-400-4018-6760

Proposed Changes to Service Level

In 2022, it is recommended that a focus be to document and streamline the work processes that exist in this area (fleet garage services) to form the basis of the request for proposal in subsequent years for an upgraded or new FMIS system. Mercury estimates \$100,000 for consulting fees to work on streamlining these processes.

It is recommended that Mercury work with internal staff and the Fleet Management Committee to accomplish this based on the rationale that it should be compatible with the overall study and recommendations made by this company.

As per Council Report - Public Works Fleet Services Review October 25 2021

Alignment with Strategic Plan

Infrastructure - Asset Management

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
Fleet Consulting Services	One-time	\$100,000		
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going			
One-time	\$130000		
Total	130000		

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

October 25 2021 Council Report - Public Works Fleet Services Review

Departmental
Approval:


Date:

Oct 29, 2021

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

SUPPLEMENTAL ITEM #19

PW - Fleet- Phase 2 of fleet study-replacement plan advisory services.



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Public Works

Division: Buildings & Equipment

Request Name: Fleet Consultant Services

Overview:

Public Works is requesting funding in the amount of \$30,000 for Mercury Associates, Inc. for advisory services on the development of a multi-year practical fleet replacement plan.

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

Current Service Level

Service Name	Service Description	Account Number
Fleet Consulting Services	Fleet Consulting Services	10-400-4018-6760

Proposed Changes to Service Level

It is proposed that Public Works Staff in cooperation with Finance, develop a detailed multi-year practical fleet replacement plan. It is recommended that Mercury Associates, Inc. be engaged to provide the advisory service to Staff for the plan's development as this plan shall be based off of the inventory and right-sizing recommendations made by Mercury with an upset limit of that work being \$30,000.

As per Council Report - Public Works Fleet Services Review October 25 2021

Alignment with Strategic Plan

Infrastructure - Asset Management

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
Fleet Consulting Services	One-time	\$30,000		
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going			
One-time	\$30000		
Total	30000		

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

October 25 2021 Council Report - Public Works Fleet Services Review

Departmental

Approval:



Date:

Oct. 29, 2021

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

SUPPLEMENTAL ITEM #20

Legal - Complement increase: Internal efficiency issue, volume of work has expanded.



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Legal Department

Division: Legal

Request Name: Additional salary for new lawyer in Legal Department

Overview:

The legal department is requesting to increase its complement of lawyers in the legal department from 2 lawyers to 3. Over the last few years the volume of work has continually increased. The City has expanded in other ways, which flows additional work to Legal without legal's complement increasing. We are dealing with more agreements, property matters, as well as the increase in property standards issues. The current two lawyers have also had more hearing and litigation work as well, and are assisting Police Services on additional matters as well. The department at this point can focus on new and urgent matters only.

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

Current Service Level

Service Name	Service Description	Account Number
Legal	Provide Legal Advice to City Council and Departments	10-150-1500-6001

Proposed Changes to Service Level

An addition of one lawyer.

Alignment with Strategic Plan

An internal efficiency issue rather than a Strategic Plan pillar.

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
Salary for new lawyer	On-going	\$131,323	\$131,323	\$131,323
	Select Option	(at step 5)		
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)
Solicitor JC6	M1	ongoing	1	\$131,323	\$131,323	\$131,323

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	On-going	\$131,323	131,323	131,323
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going			
One-time			
Total	0	131.323	0

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)
Computer work station or laptop	\$980.00	\$0	\$0
Cell phone purchase and \$25 m	\$780.00	\$300	\$300
Microsoft yearly licence (IT cost)	\$300	\$300	\$300

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

Departmental
Approval:



Date: August 5, 2021

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

SUPPLEMENTAL ITEM #21

HR- Complement increase: continuing need to enhance and better address Return to Work initiatives.



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Corporate Service

Division: Human Resources

Request Name: Peter Niro

Overview:

This request is a continuing need to enhance and better address Return to Work initiatives, attendance management and HR upcoming project needs that will require the time of existing team staff ie., HRIS , Wellness etc. The RTW portfolio has and will continue to experience increases to mental health disorders and will require additional resources.

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

Current Service Level

Service Name	Service Description	Account Number
Return to Work Coordinator	one FTE	10-120-1215-6001

Proposed Changes to Service Level

As above, enhance and support expanded Return to Work initiatives and case management. Assist with cross training amongst team to prepare for HRIS, Wellness initiatives and increased mental health absence management.

Enhance Corporate-wide attendance management program supports.

Conduct Job Description and Physical Demands Analysis for current positions that do not have such.

Alignment with Strategic Plan

Respect and Value Employees by improving overall well-being of staff and offering enhances related services.

Innovation and Productivity - HRIS to streamline HR data and functions.

Service Delivery - improve and expand HR services

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
	Select Option			
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)
JC 1	M2	ongoing	1	70,405	73,590	76,812

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	70405	73590	76812
One-time			
Total	70405	73590	76812

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

Position is currently utilized as per CAO approval and has begun contributing to the aforementioned projects/service areas. We would like to continue with this improved service level.

This request has been a consistent ask for several years.

Note: Benefits included in estimate at 25.96%.

Departmental

Approval:

Peter Niro

Date: August 6, 2021

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

SUPPLEMENTAL ITEM #22

Outside Agencies: SSM Museum - To increase SSM Museum's grant to aid in fulfilling its mandate of preserving history and culture in SSM



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Outside Agencies

Division: Sault Ste. Marie Museum

Request Name: Financial Assistance Grants

Overview:

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

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

Current Service Level

Service Name	Service Description	Account Number
SSM Museum	Preserve history & Culture in SSM	10-720-7232-6810

Proposed Changes to Service Level

Alignment with Strategic Plan

Strategic Focus Area - Service Delivery - To prevent a decrease in the Museum's service levels to continue delivering excellent customer service to the citizens of Sault Ste. Marie.

Impact Analysis:

Incremental Operating Expenditures (detail)

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
Grants to others	On-going	13,909		
	Select Option			
	Select Option			

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	13,909		
One-time			
Total	13,909	0	0

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

See attached budget request from the SSM Museum.

Departmental

Date:

Approval:

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

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

August 26, 2021

Dear Mr. Bruzas;

On behalf of the Sault Ste. Marie & 49th Field Regiment RCA Historical Society, operating the Sault Ste. Marie Museum, please consider this our written request for funding for the 2022 Fiscal Year, as stipulated by the 2021 Budget Requisition deadline.

For the 2022 Fiscal Year, the Sault Ste. Marie Museum would like to request a total of \$260,000 with an increase of \$13,909. Of this increase the Sault Ste. Marie Museum would like to allocate \$9000.00 for Staffing/Wages and \$4909 for Operating.

This funding allocation will allow for the Sault Ste. Marie Museum to continue to employ both emerging and established professionals within the Museum sector. The funding will also support the Museum's ability to continue to develop and deliver quality outreach programming to the community of Sault Ste. Marie such as The Jamestown Project and a Social Prescription Pilot Project with Algoma University Student Union. This will allow for the Museum to continue to accept, store and care for increased community donations of collections (Sault Ste. Marie Police Force, Bon Soo Winter Carnival, Royal Canadian Legion, Ontario Finish Rest Home Historical Society). The Sault Ste. Marie Museum is also aiming to allow for a continued Artist in Residency Program to support the connection of arts and culture within the community.

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

Sincerely,



Will Hollingshead

Executive Director and Chief Curator

Sault Ste. Marie Museum

705 759 7278

william@saultmuseum.ca

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

2021 Sault Ste Marie Museum Budget

Revenue	2021 Projected	2020
Grants		
Municipal	\$ 246,091.00	\$ 246,091.00
Provincial		
CMOG	\$ 30,815.00	\$ 24,093.00
Sault Community Career Centre	\$ 3,420.00	\$ 7,140.00
Federal		
CSJ	\$ 18,036.00	\$ 15,021.00
MAP Emergency Funding		\$ 40,639.00
USW Funding	\$ 8,400.00	
Membership	\$ 1,600.00	\$ 1,545.00
Admissions	\$ 3,000.00	\$ 2,408.00
Donations (Boards of Education & Donation Box & Donations)	\$ 20,000.00	\$ 10,500.00
Rental/Services	\$ 1,200.00	\$ 1,532.00
Events & Activities	\$ 4,600.00	\$ 4,561.00
Fundraising	\$ 1,200.00	\$ 771.00
Giftshop	\$ 4,000.00	\$ 3,122.25
Research	\$ 500.00	\$ 215.00
Interp & Education	\$ 1,000.00	\$ 704.00
	<u>\$ 343,862.00</u>	<u>\$ 358,342.25</u>
Expenses		
Staff Wages	\$ 200,000.00	\$ 194,697.00
Building & Equipment Maintenance	\$ 16,500.00	\$ 12,000.00
Janitorial/Kitchen	\$ 3,000.00	\$ 3,000.00
Curatorial/Conservation	\$ 5,000.00	\$ 14,660.00
Exhibits	\$ 2,000.00	\$ 986.49
In House Events	\$ 3,000.00	\$ 3,058.00
Grounds	\$ 2,500.00	\$ 1,980.00
Elevator	\$ 3,500.00	\$ 2,896.00
Utilities	\$ 65,000.00	\$ 58,208.00
Telephone/Internet	\$ 3,000.00	\$ 2,915.00
Marketing/Advertising	\$ 4,000.00	\$ 3,880.00
Audit	\$ 3,800.00	\$ 4,093.00
Membership/Subscriptions	\$ 900.00	\$ 741.00
Office		
Computer	\$ 2,500.00	\$ 2,456.00
Security	\$ 1,000.00	\$ 460.00
Office Supplies	\$ 1,200.00	\$ 984.00
Misc (Admin/Postage)	\$ 100.00	\$ 50.00
Interpretation and Education		
Facilitator Fees	\$ 1,000.00	\$ 1,000.00
Department Supplies		\$ 1,000.00
	<u>\$ 318,000.00</u>	<u>\$ 309,064.49</u>
SUPRLUS/DEFECIT	\$ 25,862.00	\$ 49,277.76

SUPPLEMENTAL ITEM #23

Library - To increase salaries and benefits based on contractual requirements, binding cost increase, US exchange on software, part-time security and other operating inflationary increases.



Service Level Change Request

Please submit request to the Finance Department by August 6, 2021.

Department: Outside Agencies

Division: Public Library

Request Name: Operational Budget Additional Request

Overview:

Requesting additional funds to meet contractual wage increases as well as additional operating expenses as follows:

Salary increases not approved in levy	\$13,945
Binding cost increase	8,000
US exchange on software	7,000
Part-time security	30,000
Other operating inflationary increase	28,184
Total increase	\$87,129

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

Current Service Level

Service Name	Service Description	Account Number

Proposed Changes to Service Level

Prevent decrease in service levels provided to the community by maintaining:

- staffing levels to operate two (2) library locations; and
- a sufficient Collections budget to meet the reading and information needs of our community.

Adding security services to improve the safety and security of the public and staff.

Alignment with Strategic Plan

Strategic Focus Area: Service Delivery - To prevent a decrease in service levels to continue delivering excellent customer service to the citizens of Sault Ste. Marie.

Strategic Focus Area: Quality of Life - Continue to promote the quality of life advantages to the citizens of Sault Ste. Marie with the diversified services being offered; continue to promote and support the arts and culture in the City's cultural corridor; and contribute to the vibrant and attractive downtown area of the City.

Impact Analysis:**Incremental Operating Expenditures (detail)**

Description	Duration	2022(\$)	2023 (\$)	2024(\$)
Salaries and Benefits	On-going	13,945		
Binding & US exchange	One-time	15,000		
Part-time security & other	One-time	58,184		

Incremental FTE requirements (detail) Benefit % included in estimate

Position/Job Class	Pay Group	Duration	FTE required	2022 (\$)	2023 (\$)	2024 (\$)

Incremental Operating Revenues (detail)

Description	Duration	2022 (\$)	2023 (\$)	2024 (\$)
	Select Option			
	Select Option			
	Select Option			

Net Impact (total)

Net Impact	2022 (\$)	2023 (\$)	2024 (\$)
On-going	87,129		
One-time			
Total	87,129	13,945	0

Capital Requirements

Description	2022 (\$)	2023 (\$)	2024 (\$)

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

Contractual Agreements:

Agreement between The Sault Ste. Marie Public Library Board and Local No. 67 Canadian Union of Public Employees - Library Group; February 11, 2019 to January 31, 2023.

Agreement between The Sault Ste. Marie Public Library Board and The Canadian Union of Public Employees and its Local No. 67, Library Part-time Group; Expiring January 31, 2023.

Departmental
Approval:

**Matthew
MacDonald**

Digitally signed by
Matthew MacDonald
Date: 2021.11.17
14:06:21 -05'00'

Date: **November 17, 2021**

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



**SAULT
STE. MARIE**

Corporate Services

Budget 2022

Corporate Services

Type of Service: Internal and External

Organizational Units Providing Service: Clerks, Finance, Human Resources, Information Technology

Services:

- Oversight of Corporate records
- Corporate secretary to City Council and Committees, ensuring all proceedings, resolutions and decisions are recorded, documented and certified
- Develop communications strategies to inform and engage the community
- Financial leadership, planning, advice, guidance(policies) and reporting to internal and external stakeholders
- Transactional services relating to accounts payable, accounts receivable, general ledger, banking, payroll and tangible capital assets
- Purchase of goods and services and compliance with Procurement Policies and Procedures By-law
- Provision of all human resource services to all Service Areas, including labour relations, occupational health and safety, recruitment, pension and benefits and compensation management & recognition
- Planning, management and support of Corporate information technology, including hardware, software, network, enterprise and business applications and information security



2022 Operating Budget Summary (\$000)

	2021	2022	\$ Change	% Change
Revenue	252.0	582.1	330.1	131.0%
Salaries & Benefits	7,418.5	7,694.0	275.5	3.7%
Other Expenses	2,625.0	2,770.5	145.5	5.5%
Tax Levy	9,791.5	9,882.4	90.9	0.9%



**SAULT
STE. MARIE**

Clerk's Department

Key Initiatives in 2021

Clerks:

- Policy development and implementation (alternative voting methods, local improvement policy, procedure by-law review underway, record retention policy review, etc.)
- Council report writing & workflow training
- Comprehensive review – boards & committees
- Implementation of strategic plan measurement tool underway
- Implementation of cemetery management software underway
- Implementation of lottery licensing software

Looking Forward to 2022...

Clerks:

- 2022 municipal election (introducing tabulators, vote by mail)
- Voter engagement
- Policy development (compliments / complaints, accountability / transparency, etc.)
- Enhanced audio-visual in Council Chambers
- Code of Conduct review
- Implementation of general licensing program



**SAULT
STE. MARIE**

Finance Department

Key Initiatives in 2021

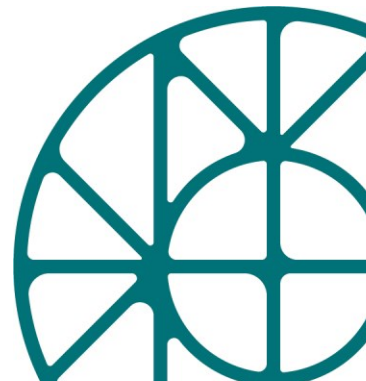
Finance:

- Update of the Procurement Policy and Procedures By-law
- Assessment Based management transition to in house virtually complete
 - Resulting in a \$65,000 reduction in consultant annual budget
- Implementation of new budget software started

Looking Forward to 2022...

Finance:

- Completion of new budget software implementation
 - Phase 2-Capital Budget
- Update of Tax Collection policy and procedures





**SAULT
STE. MARIE**

Human Resources Department

Key Initiatives in 2021

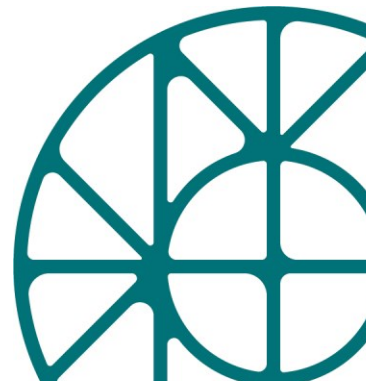
Human Resources:

- Significant effort in all areas of Human Resources in co-ordinating corporate pandemic responses
- Wellness & Mental Health initiatives in response to pandemic
- Defense of Labourers/Carpenters Section 133 Constitutional challenge through the OLRB

Looking Forward to 2022...

Human Resources:

- RFP third party providers (WSIB appeals; non-occupational sick leave adjudicator)
- Consultation with I.T. on HRIS acquisition project
- Continued pandemic response (incl. wellness, etc.).



Supplementary Requests

- Addition of 1 FTE to assist the Return to Work Coordinator
 - Due to increased complexity in WSIB cases and sick leave management additional resource is required to maintain basic level of service
 - Utilization of third party providers (WSIB appeals, non-occupational sick leave require increased corporate support)



**SAULT
STE. MARIE**

Information Technology Department

Key Initiatives in 2021

- First Phase of the Office 365 Mobile Workforce Deployment
 - Microsoft Office 365 Licensing
 - Microsoft Office 365 Azure AD
 - Microsoft Office 365 Email Migration and Deployment with Multifactor Authentication
- Upgraded I.T's Data Centre
- Implemented an Automated Security Awareness Program
- Implemented a Corporate Wide On-Line Learning Management System (LMS)
- Covid-19 Daily Screening Tool and Key FOB Security and Tracking System
- Questica Budgeting System Configuration and Implementation
- Contractor Prequalification System
- Established a Mobile Work-From-Home I.T. Infrastructure
- Corporate Rollout of Virtual Zoom Meetings

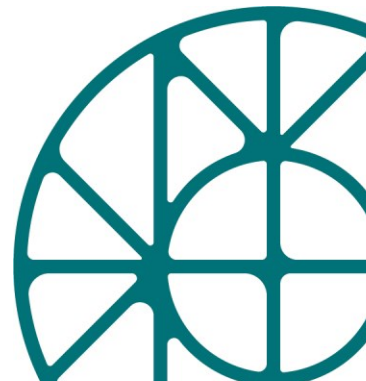
Looking Forward to 2022...

- Second Phase of the Office 365 Mobile Workforce Deployment
 - Microsoft Teams (Assessment, Governance, Adoption, Change Management, Security)
 - Microsoft One Drive (Assessment, Governance, Adoption, Change Management, Security)
- Deploying Questica Budgeting System
- Upgrading City's Payroll System to a SaaS Cloud Solution
- Deploying Envisio Strategic Planning Software Solution
- Upgrade the City's IP Network Bandwidth & Infrastructure

Recommended Capital Requests

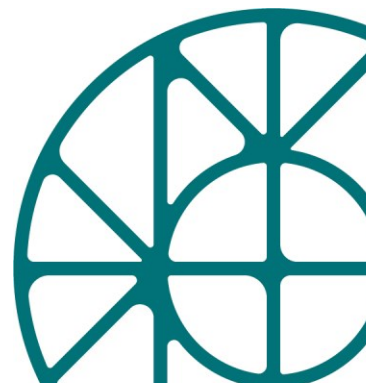
Information Technology

- City's data center server and storage upgrades.





Questions





**SAULT
STE. MARIE**

Community Development and Enterprise Services

Community Development and Enterprise Services

Type of Service: Internal and External

Organizational Units Providing Service: Community Services, Planning, Community Development

Services:

- Cemeteries
- Community Arenas
- Economic Development
- FutureSSM
- Local Immigration Partnership
- Planning
- Recreation and Culture
- Tourism
- Transit and Parking

2022 Operating Budget Summary (\$000)

	2021	2022	\$ Change	% Change
Revenue	\$9,251,349	\$10,449,371	\$1,198,022	12.95%
Salaries & Benefits	\$17,344,263	\$17,879,376	\$535,113	3.09%
Other Expenses	\$9,354,369	\$10,864,013	\$1,509,644	16.14%
Tax Levy	\$17,447,283	\$18,294,018	\$846,735	4.85%

- Increase in Revenue from user fees as we return to normal service levels and from anticipated Mausoleum sales. Levy impact due in part to anticipated continuation of lower transit ridership and transfer of Arena Capital Surcharge to pay for long term debt from Corporate to CDES.

Key Initiatives for 2022

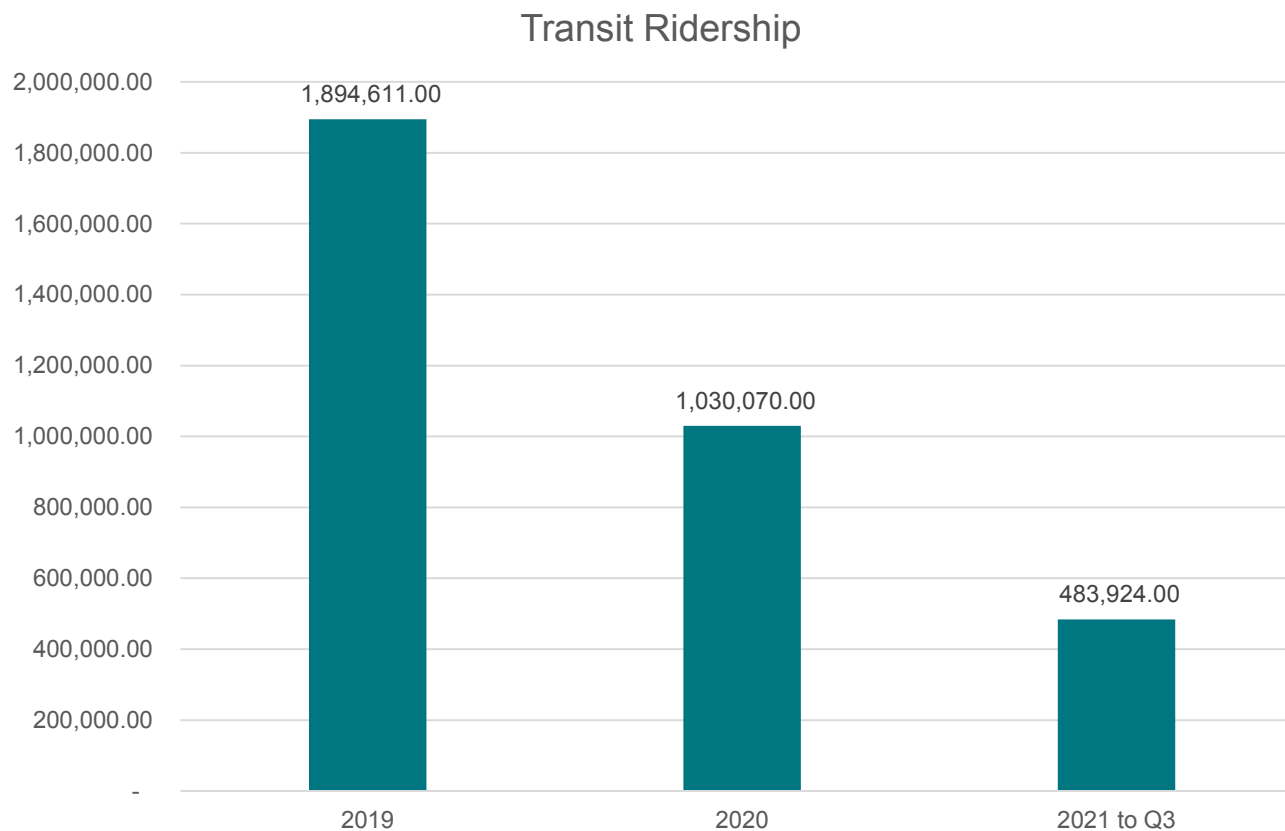
- Construct Downtown plaza
- Finalize construction of Twin Pad Arena
- Continue Transit infrastructure improvements including Huron Street terminal
- Finalize Official Plan for Council and Provincial approval
- Support business growth through Economic Development and Tourism staff and initiatives
- Undertake community promotion and worker attraction campaign
- Continue Rural and Northern Immigration Pilot Program
- Implement Community Culture Plan
- Park revitalization
- Advance Indigenous relationships
- Implement GHG Reduction Plan 2020 – 2030
- Continue newcomer support activities

Key Performance Indicators

- Although positive trends are being experienced in 2021 compared to 2020, Covid-19 impact continues to affect KPI's across almost all CDES areas

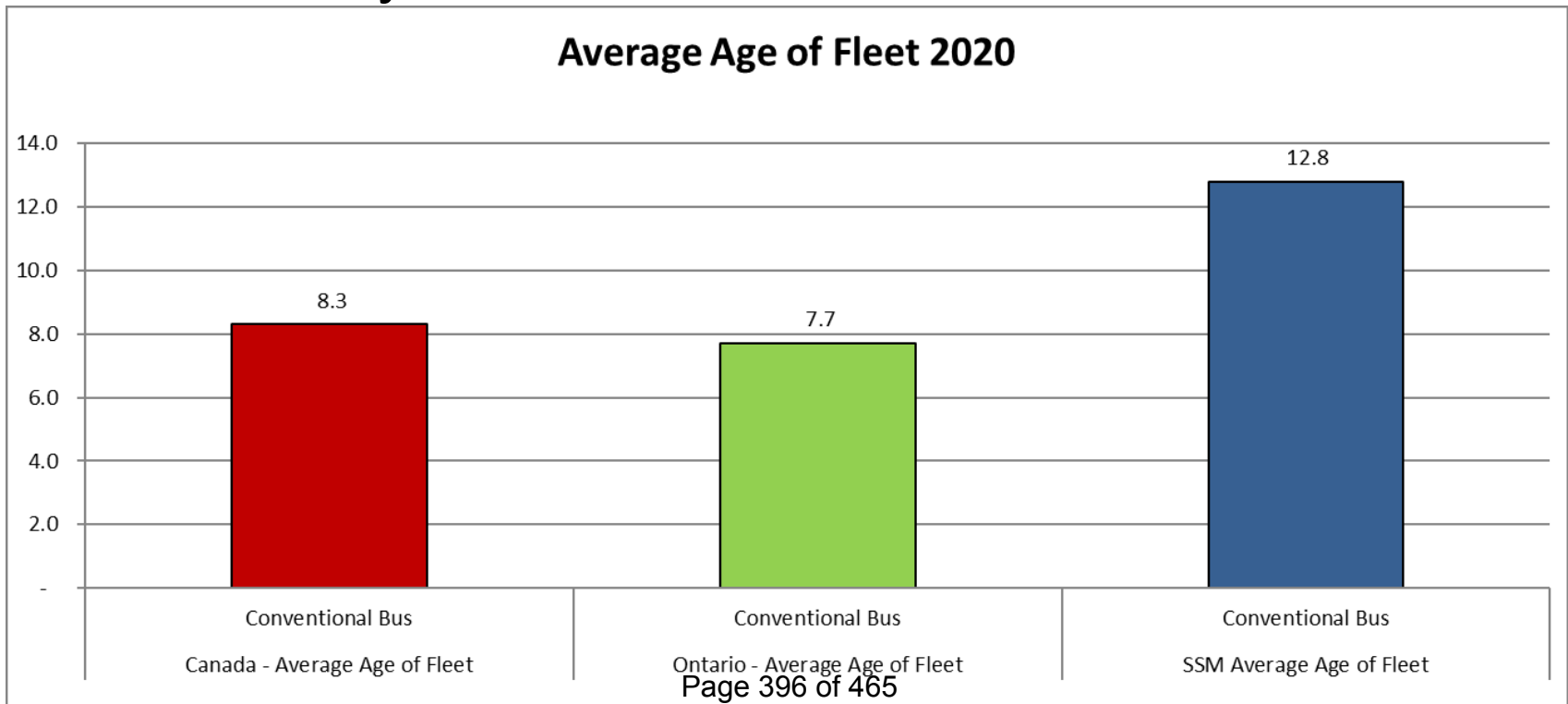


KPI – Transit Ridership

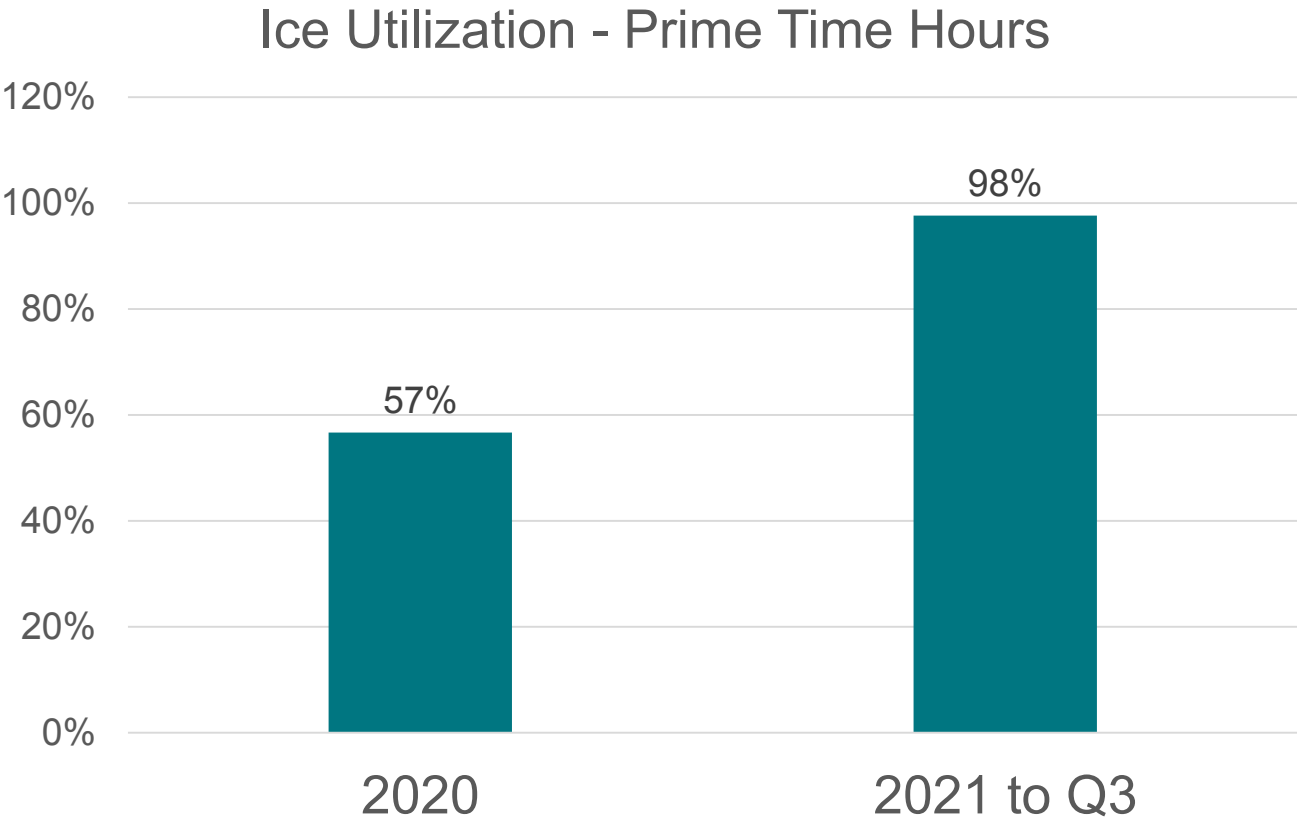


Transit – Average Age of Fleet

- Making headway in addressing Transit fleet
– 4 new conventional; 2 para buses and 1 community bus in 2021

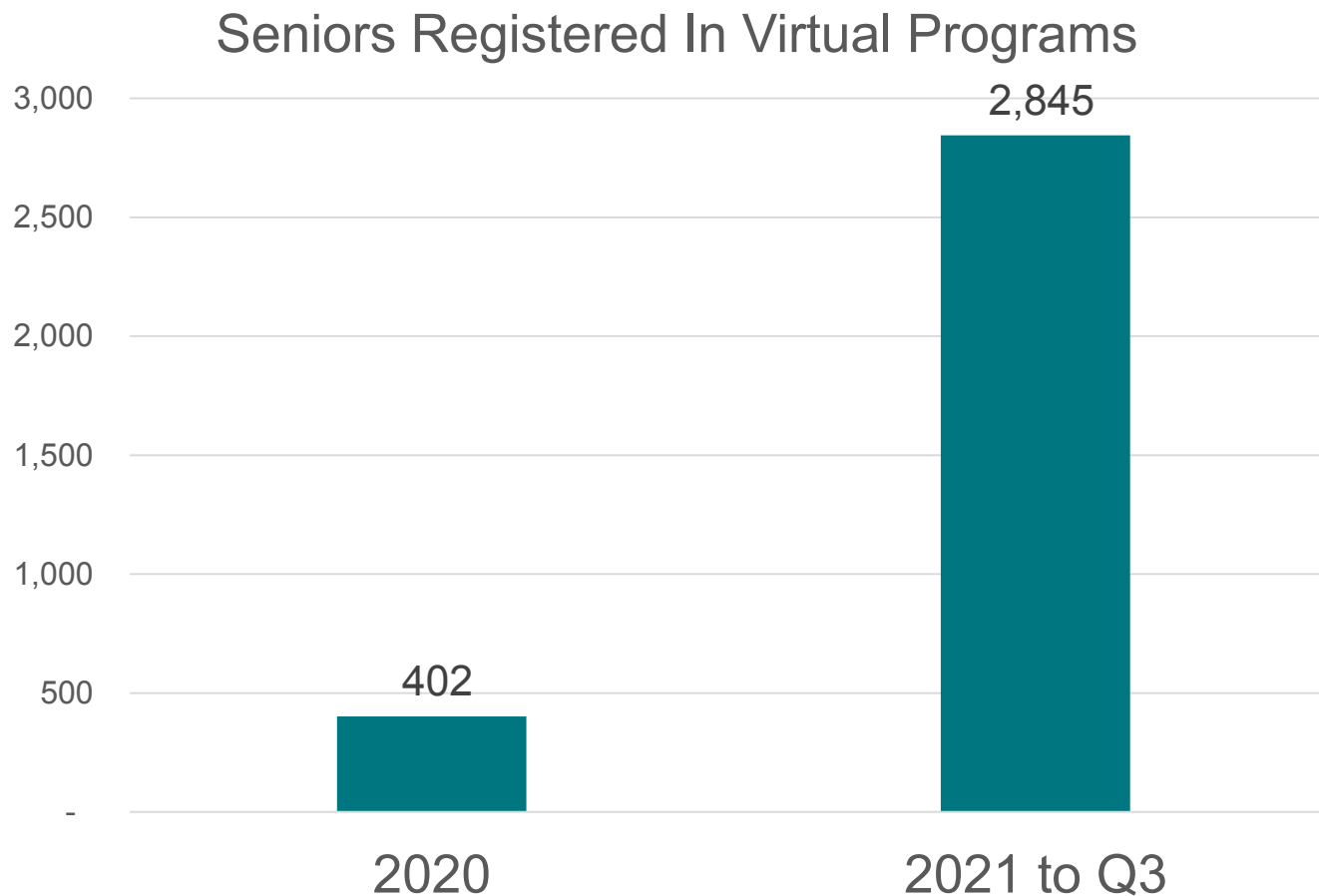


KPI – Ice Utilization



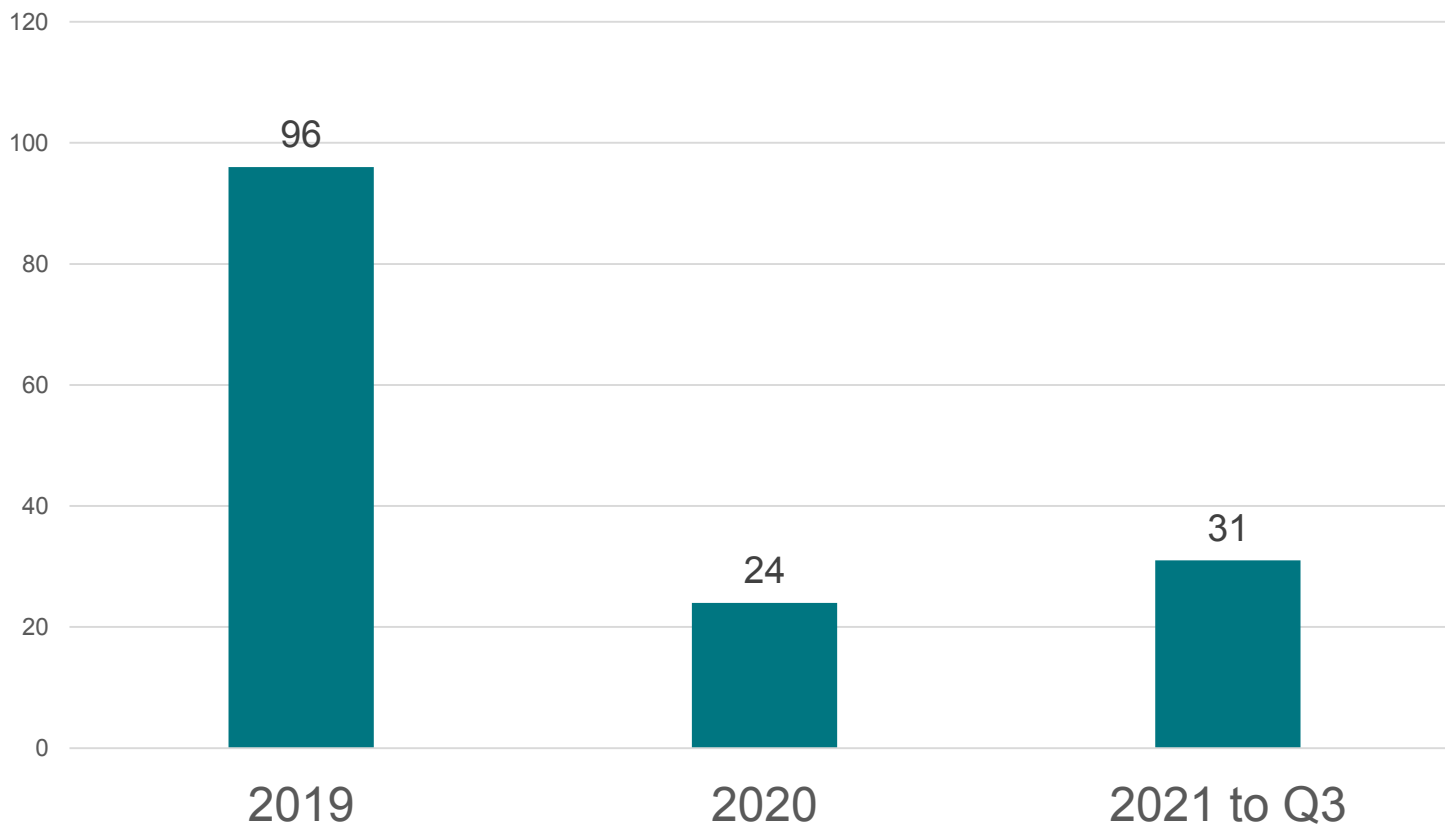


KPI – Seniors Virtual Programs

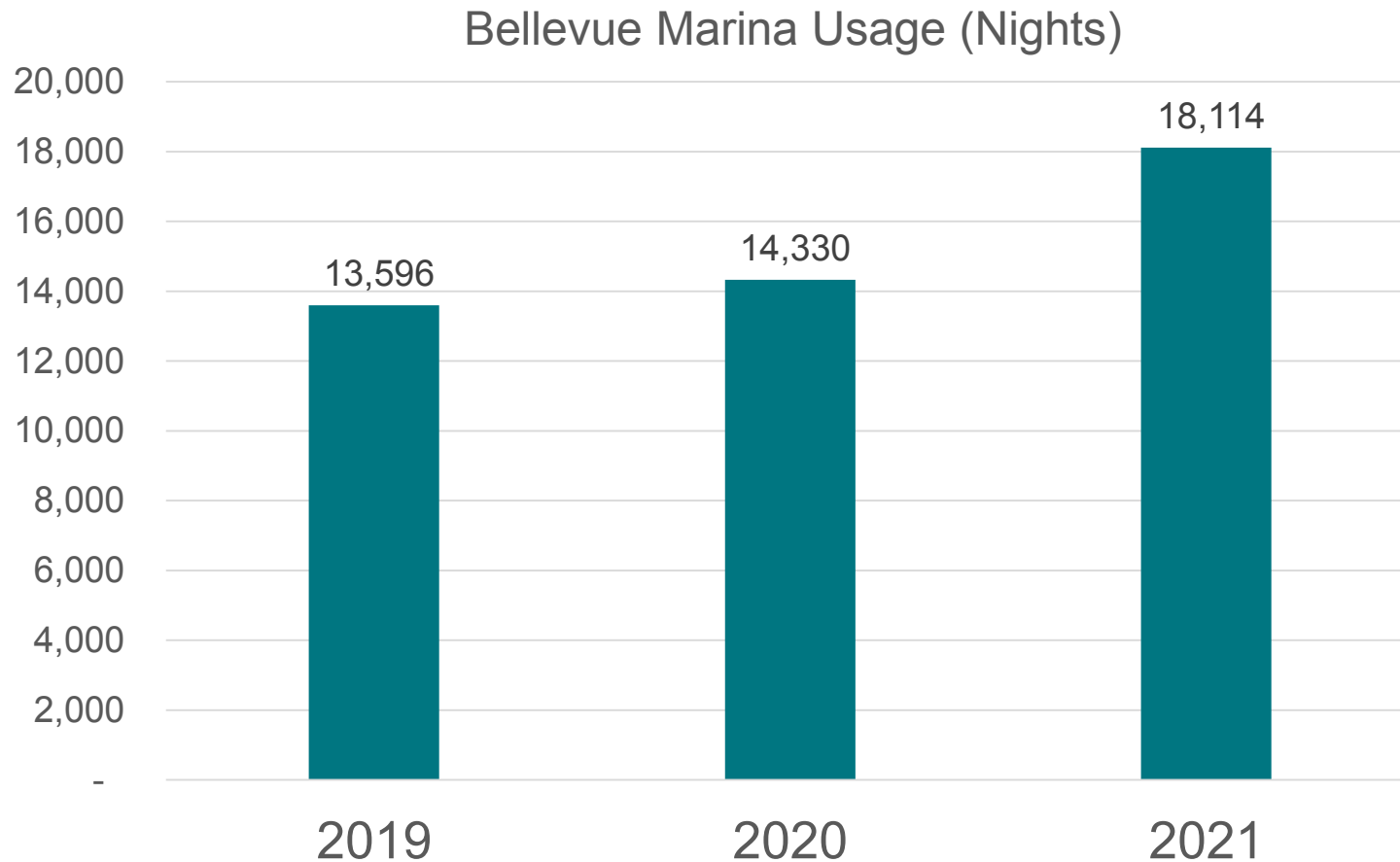


KPI – Bondar Tent

Bondar Tent Events

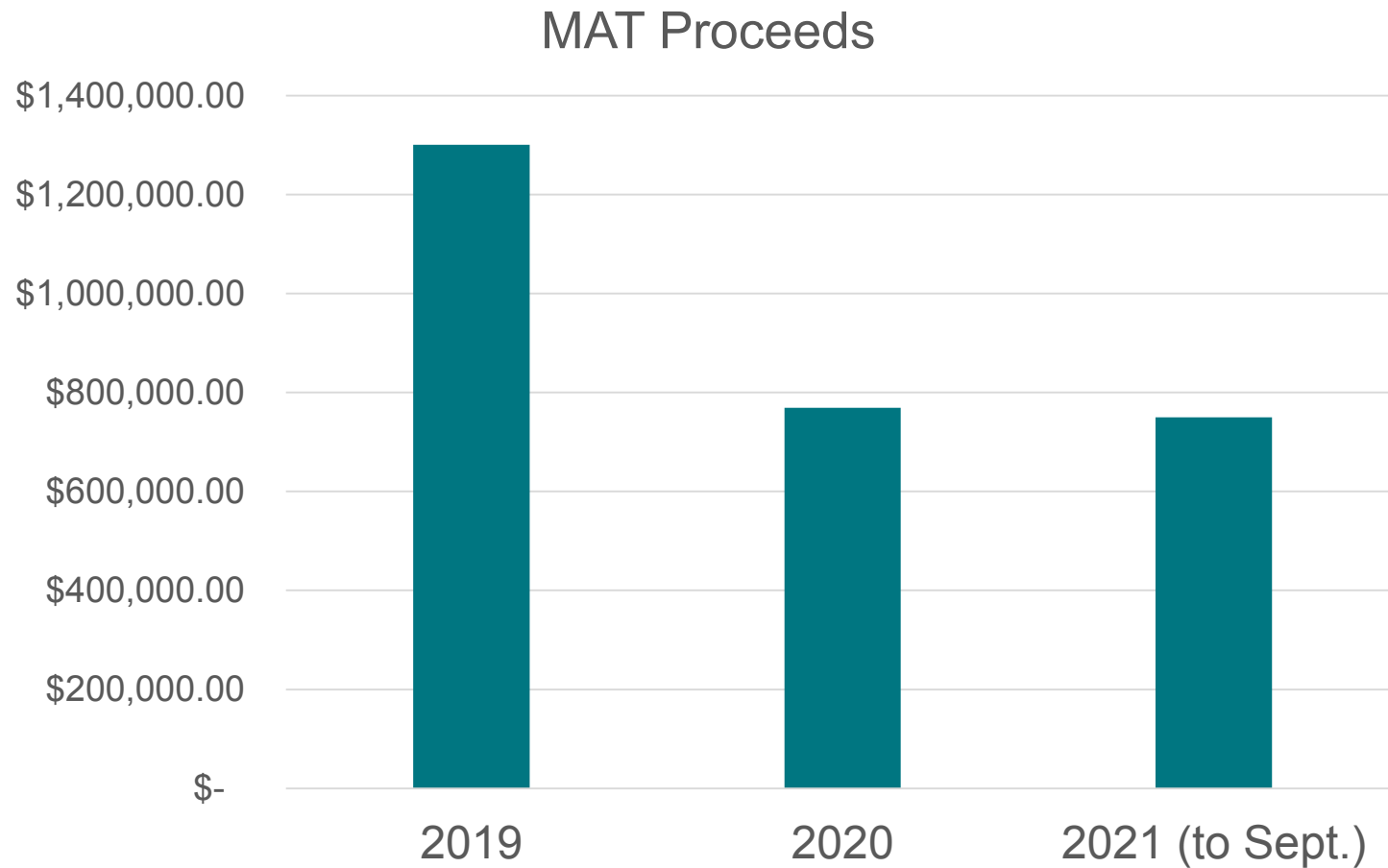


KPI – Bellevue Marina Usage





KPI – MAT Proceeds



Recommended Capital Requests

Item	Amount	Importance
Transit Infrastructure	\$4,662,000	City share is \$1,243,355 - leverages 73% funding (ICIP); age and condition of fleet necessitates investment
John Rhodes Full Heat Recovery Unit	\$ 300,000	Short payback period with estimated savings of \$43,000/yr. Reduction of ~206t GHG/yr. \$30,000 from CDF Green Initiatives Program towards \$300,000 total cost
Cemetery ¾ Ton Truck	\$ 55,000	End of Life. Used for Sanding and Snow plowing.
Cemetery Mausoleum	\$1,100,000	No remaining availability; previous build sold out in two days. Surplus in excess of \$125,000 after costs.
Growth Assets – Downtown Plaza	\$500,000	Approved by Council to utilize Community Growth Initiatives capital allocation to support this infrastructure project

Supplementary Requests

Item	Amount	Importance
Sustainability Coordinator position	\$98,108	Staff resource to manage sustainability initiatives including GHG reduction program, funding application development, EV transition and Environmental Sustainability Committee coordination.
Recreation and Culture - Park upgrades	\$150,000 (ongoing)	As part of the parks analysis approved by Council in 2020 yet to be implemented (5-year playground replacement strategy)
John Rhodes Slide Replacement	\$275,000	Trillium grant submitted Sep. 29, 2021 which would cover \$220,000 if successful.



Supplementary Requests (cont'd)

Item	Amount	Importance
Recreation and Culture – Cultural Plan implementation	\$160,500 (service level change)	Funding for Community Cultural plan to support arts, culture, and heritage in SSM. Plan identified annual funding level of \$330,00. Currently City supports \$144,500 annually.
Pointe des Chenes Bus Pilot	\$11,000 (service level change)	The pilot provides additional service for the greater community to access and enjoy the Pointe des Chenes day park.
Recreation and Culture – Traffic Control Wraps	\$15,000 (service level change)	\$40,000 approved in 2021 for Public Art (Portion of \$144,500 above). Excellent partnership with Sault College to beautify City infrastructure
Adventure Bus Pilot	\$31,175	The pilot provides additional service to the greater Community to enjoy the Kawatha Highlands area

Unfunded Capital Items of Note

(Not Included in Shortlist)

Item	Amount	Importance
Promenade	\$700,000	Application to CCRF fund submitted with request of \$525,000.
Norgoma Decommissioning	\$325,000	Currently being charged \$40/day for docking fee. Initial commitment to Purvis Marine to find solution.
Splash Pad for West End of Community	\$750,000 in 2022 (\$115,000 ongoing)	Report to Council Nov. 15, 2020 recommending Manzo Park and referring to budget.



Questions





**SAULT
STE. MARIE**

Public Works and Engineering Services

Budget 2022

Public Works

Type of Service: Internal and External

Organizational Units Providing Service: Administration, Operations, Parks, Waste Management, Buildings and Equipment, Traffic and Communication

Services:

- Dispatch, Health & Safety training, Accounting
- Road and Sidewalk Maintenance, Ditching, Winter Control operations, Sewers
- Parks, Forestry and Horticulture, Outdoor rinks
- Landfill operations, Recycling service, Residential waste collection, Composting, HHW Depot
- Maintenance of Public Works facilities and equipment
- Traffic signals operation and maintenance, Sign installation and maintenance, Line painting program
- Carpentry Division

Engineering

Type of Service: Internal and External

Organizational Units Providing Service: Engineering and Construction Division, Building Division and Building Services Division

Services:

- Capital Transportation, Connecting Links and Misc. construction programs
- Subdivision and land development
- Environmental engineering, wastewater and solid waste
- Storm water management
- Survey, design and inspection, GIS, asset management, plans and records
- Traffic Engineering
- Building Division: permits and inspections, and Property Standards By-law Enforcement
- Building Services Division: maintenance for Civic Centre - HVAC, security, renovations, janitorial and caretaking

Key Initiatives in 2021

- Continual operations in all areas with focus on keeping employees and students safe throughout the pandemic
- Implemented school zone reduced speed project – erected signs
- Implemented Centrac's Traffic Monitoring System
- Completed PW building siding project
- Installation of pickleball courts at Elliott Field
- Water Main Project located at Sackville Yard
- Fleet Review Study completed by Mercury
- Accessible Pathway at Topsail Island
- Pointe des Chenes 9 hole disc golf course
- Anna Marinelli Park Upgrades
- Redesigned Landfill sorting area for wood and brush
- Continued efforts to maintain landfill methane gas collection system in peak operation

Key Initiatives in 2021 (con't)

- Third Line Reconstruction and multi-use path between hospital entrance and Black Road
- Mark Street Reconstruction and hub trail construction between Churchill Blvd and Lake Street
- Central Creek Aqueduct (small) Reconstruction
- Case Road culvert reconstruction
- MacDonald Avenue stormwater management project
- Angelina Avenue Reconstruction between Wellington and Caesar Road (Design only)
- McNabb Resurfacing between Willow and Pine
- Waterfront Boardwalk restoration phase II
- West End Wastewater Plant Phase I upgrade
- Several drainage and traffic related Environmental Assessments
- Civic Centre windows and cladding replacement
- Amendment to property Standards By-law for derelict buildings
- Asset Management update for core services

Key Initiatives in 2022

- Continued expansion of Centrac's Traffic Monitoring System
- Curbside Residential Waste Audit – 4 season?
- Pointe des Chenes beach volleyball courts
- Bridge Plaza Welcome Sign
- West End Wastewater Plant Phase 1 upgrade
- Biosolids Processing Facility construction
- 2022 Capital Transportation Plan
- Several pump station and wastewater infrastructure improvements
- Several drainage and traffic related Environmental Assessments
- Civic Centre front entrance and lobby upgrades
- Continued property standards enforcement for derelict buildings
- Continued asset management update for core services

2022 Operating Budget Summary – Public Works and Engineering Services

	2021	2022	\$ Change	% Change
Revenue	\$4,222,156	\$4,464,944	\$242,788	5.75%
Salaries & Benefits	\$23,855,605	\$24,032,662	\$177,057	0.74%
Other Expenses	\$24,321,826	\$25,368,333	\$1,046,507	4.30%
Tax Levy	\$43,955,275	\$44,936,051	\$980,776	2.23%

2022 Operating Budget Summary – Public Works

	2021	2022	\$ Change	% Change
Revenue	\$2,974,950	\$3,168,485	\$193,535	6.51%
Salaries & Benefits	\$19,986,364	\$20,124,787	\$138,423	0.69%
Other Expenses	\$13,087,448	\$13,877,894	\$790,446	6.04%
Tax Levy	\$30,098,862	\$30,834,195	\$735,333	2.44%

2022 Operating Budget Summary – Engineering

	2021	2022	\$ Change	% Change
Revenue	\$1,247,206	\$1,296,459	\$49,253	3.95%
Salaries & Benefits	\$3,869,241	\$3,907,875	\$38,634	1%
Other Expenses	\$11,234,378	\$11,490,439	\$256,061	2.28%
Tax Levy	\$13,856,413	\$14,101,855	\$245,442	1.77%

Recommended Capital Requests – Public Works

Request	Amount	Risk if not funded:
Parks – Pressure tank at Pointe des Chenes Day Park <i>Funding: Asset Management Reserve</i>	\$75,000	The City would be unable to open the day park washroom to the public. With the addition of the disc golf course, beach volleyball courts (2022) and weekend Transit service, water facilities are essential.
Parks – Engineering and architectural design for Esposito rink structure replacement <i>Funding: Capital from Current</i>	\$80,000	The rink shack is at risk of failure if not replaced or major upgrades invested.
Asset Management – Sackville yard security gate replacement <i>Funding: Asset Management Reserve</i>	\$45,000	Security at Public Works site and assets could be compromised. The gate is only functioning intermittently and risk of injury could occur if employees are required to manually open the gate.
Landfill Site – Install security cameras and swipe card access units to enhance security at the Landfill. <i>Funding: Waste Disposal Site Reserve</i>	\$16,250	Security cameras and access control provide for corporate risk management.

Recommended Capital Requests - Engineering

Request	Amount	Risk if not funded:
Engineering – Purchase of new inspection vehicle <i>Funding: Engineering Equipment Reserve</i>	\$40,000	Field staff may not have access to a vehicle for field work
Building Services – Carpet replacement at Civic Centre <i>Funding: Facilities Maintenance Reserve</i>	\$250,000	Risk of injury as many areas have documented health and safety reports regarding torn and/or lifted carpeting.
Building Services – Civic Centre front entrance project <i>Funding: Asset Management Reserve</i>	\$475,000	Project requires additional funding given design challenges related to accessibility

2022 Capital Transportation Program

The proposed 2022 program totals \$16.2 million:

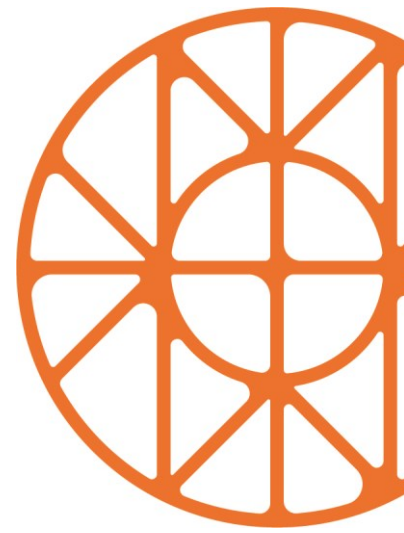
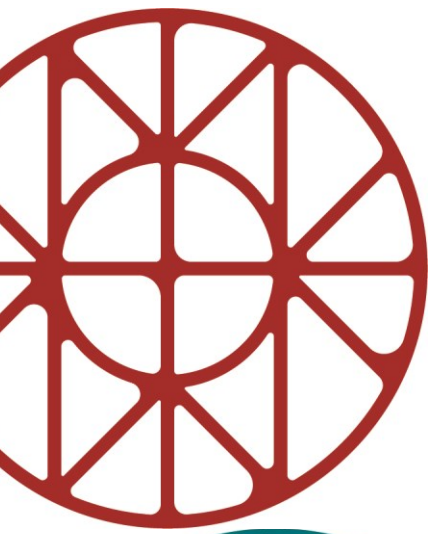
- Cedar Street Reconstruction Wilson to Tancred
- Dufferin Street Reconstruction to Trelawne
- Angelina Avenue Reconstruction between Wellington and Caesar Road
- Bloor Street West Reconstruction between Patrick to Lyons
- Southmarket Storm Sewer rehabilitation between Trunk and Chartwell
- Connecting Link – Trunk Road resurfacing between Southmarket and Black
- P-Patch access Road between Northern and Princeton (Passchendaele)
- Resurfacing – various roads
- Engineering for 2023 projects

Supplementary Requests – Public Works

Request	Amount
Public Works Apprentice Program – Add third apprentice position in the trades area	\$74,934
Fleet – Annual increase requested in 2020 budget upon completion of Fleet Study (completed in 2021)	\$250,000
Fleet – Phase 2 of Fleet Study – Streamlining work processes	\$100,000
Fleet – Phase 2 of Fleet Study – Replacement plan advisory services	\$30,000
Traffic – Replace traffic cabinets and overhead flashers that are beyond their useful life	\$200,000
Parks – Addition of one full time Parks maintenance employee	\$75,001
Parks – Reopening of Mike Zuke Park outdoor rink	\$15,000 one time \$55,000 on-going
Carpentry – establish a budget for City property maintenance	\$40,000

Supplementary Requests – Engineering

Request	Amount
Increase the Capital Works/Miscellaneous Construction budget to help address the backlog of resurfacing and small capital projects. Risk is further deterioration of road surfaces and failure of small capital infrastructure	\$500,000
Part-Time By-Law Enforcement Officer - Complement increase. The risk here is the inability to properly enforce property standards and other municipal by-laws. This was recommended by the Task Force and is the subject of a recent Council resolution	\$49,500





**SAULT
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Legal Services

Legal Services

Type of Service: Internal and External

Organizational Units Providing Service: Legal Department, Provincial Offences Office and Court, Freedom of Information (“FOI”), Insurance and Risk Management

Services:

- Oversight of Corporate Legal matters and Provincial Offences Court
- Legal Advice to City Council and City Staff
- Property – acquisitions, sales, easements, and management of surplus property
- Preparation of all By-Laws, and amendments as needed
- Processing of all Legal and Insurance Claims
- Processing of all Freedom of Information requests
- Represent the City in Court and at various tribunals as well as providing advice on lawsuits and potential lawsuits
- Prosecution of charges on City By-laws and Provincial legislation
- Dealing with the Public on a wide variety of questions and claims
- Insurance coverage and management
- Risk Management



2022 Operating Budget Summary (\$000)

	2021	2022	\$ Change	% Change
Revenue	1,770,434,	1,770,434	(0)	0.00%
Salaries & Benefits	1,396,640	1,410,955	14,315	1.02%
Other Expenses	2,295,240	2,575.879	280,639	12.23%
Tax Levy	1,921,446	2,216,400	294,954	15.35%

Key Initiatives in 2021 – What did we accomplish?

- Became more integrated at the start of other City department projects;
- Assisting with Construction contracts where legal issues have arisen;
- Working with City departments on their initiatives – working with new department divisions, Future SSM initiatives, Tourism SSM, SSMEDC initiatives; Downtown plaza property acquisitions, working through the surplus list of properties;
- Monitoring new Emergency and COVID-19 Orders and Legislation (March 2020 to present) and providing timely interpretations to be in compliance with changing legislation;

Key Initiatives Continued

- Working on Contractor Safety Program in conjunction with other departments, and updating and rolling out our contractor prequalification program;
- Worked with internal resources to comply with Ministry of the Attorney General requirements for physical changes needed to be made to POA Court;
- Continuing to work with Clear Risk and IT department to streamline processes for Claims;
- Participating in the Property Standards and Yard Maintenance Task Force Team; and
- Provided mentoring to a co-op paralegal student who needed to complete her practice hours to graduate; and then to a second year legal student with the summer opportunity of working in a legal environment.

Supplementary Request

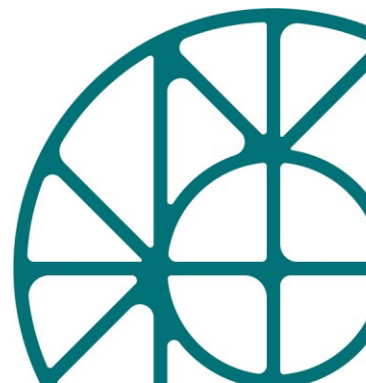
- Our department has a service level change request.
- We currently have two full time lawyers in the legal department, and we need an additional lawyer. Our services are covering expanding areas of the law, litigation work, and we have increased requests for assistance, by-laws and legal work.
- The City has added employees, departments and projects, and the Legal team needs to expand to be able to continue to cover these service needs.

Supplementary Request (cont.)

- As well, we work with by-law enforcement. As a result, the number of charges being pursued and the number of trials under the Building Code, Fire Code, Property Standards and other municipal by-laws has steadily increased.
- We currently have 231 Part 3 charges from 2021 and previous years that are still before the Court.
- It is also anticipated that approximately 450 Highway Traffic Act Part 3 Informations (charges) handled currently by the Crown's office are pending.



Questions





**SAULT
STE. MARIE**

Fire Services

Budget 2022

Fire Services

Type of Service: External – Provides Emergency Service to the Community

Organizational Units Providing Service: Administration, Operations, Fire Prevention & Public Education, Emergency Management and Support Services

Services:

- Primary objective is to provide 24 hour, 7 days a week Emergency Response
- Follows Provincial Mandate “Three Lines of Defense” – Public Education, Fire Safety/Enforcement and Emergency Response
- Develops the City’s Emergency Plan
- Maintenance of service ready apparatus, asset management and equipment repairs for frontline use
- Purchase of Fire Apparatus and Equipment

2022 Operating Budget Summary

	2021	2022	\$ Change	% Change
Revenue	253,438	253,438	(0)	0%
Salaries & Benefits	14,068,587	14,298,182	229,595	1.63%
Other Expenses	1,169,965	1,219,166	49,201	4.21%
Tax Levy	14,985,114	15,263,910	278,796	1.86%

Key Initiatives in 2021 & 2022

- Recoveries and Revenue
- Cost Recovery Bylaw – False Alarms, Natural Gas Leaks, Third Party cost recovery. Since the introduction of the cost recovery by-law, Fire Services has recognized over \$17,000 in false alarm recovery. The Third Party cost recovery will commence in 2022.
- Open Air Burn Permits – Fire Services processed 2,300 permits in 2020 and expect the same in 2021 and 2022. This is a large portion of our revenue.
- Council recently approved a partnership with the Ontario Fire College for Sault Ste. Marie to be a Regional Training Centre. This will commence in 2022.

Operating Increases

- Increase to operate and fund our PTSD Prevention program, “Peer Support” – \$25,000 and \$15,000 annually on-going
- Increase for Medical/PPE Supplies for medical response. Items such as N95/Surgical Masks, Face Shields, Medical Gloves and Medical Equipment – \$10,000 annually
- Increase for Advanced Bunker Gear Inspections. Structural Firefighting gear requires annual advanced inspection to ensure integrity – \$6000 annually.

Recommended Capital Requests

- Fire Services has 4 Capital Requests
- \$550,000 request for Digital Radio Communication System
- This is a health and safety concern for radio communication reliability and clarity. Current system is analog
- Firefighters depend on clear radio communication during emergencies
- The current system is not encrypted. Anyone with a scanner can listen to our communications. This has a potential for confidential information to be shared with those that should not have access to our communications

Recommended Capital Requests Cont'd

- \$130,000 request to replace four (4) fleet (daily use) vehicles in Fire Prevention Division
- \$65,000 request to replace frontline response Platoon Chief vehicle
- \$65,000 request to replace 1 ton Utility Truck

Supplementary Requests

- Fire Services has submitted one (1) Supplemental Request.
- Increase to “Transfer to Own Funds” \$150,000 - \$1,100,000 (Fire Capital Reserve)
- Increase will fund Fire Capital Reserve which is utilized to replace aging fleet and equipment that are mandatory/legislated this includes: Fire Apparatus, Fleet Vehicles and Equipment
- Capital Replacement Schedule is updated annually. The Plan allows for responsible diligent budgeting to prepare for future Capital purchases
- Consequences of not approving- Will not meet mandatory/legislated requirements for replacement schedule. There are inadequate funds in Capital Reserves. Currently, required purchases are under funded



Thank You





**SAULT
STE. MARIE**

CAO Budget Addendum

Budget 2022

High Level Staff Recommendations

- COVID-19 Budget Impact - \$944,700
 - Allocate to the Tax Stabilization reserve
- Increased OCIF Funding - \$2M
 - Refer to staff to address linear infrastructure backlog (staff to return in January 2022 with recommended projects)
- NORDS Funding - \$400,000
 - Refer to staff to address core infrastructure (staff to return in January 2022 with recommended projects)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2021-224

FINANCE: A by-law to establish user fees and service charges.

WHEREAS Section 391(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, states that despite any Act, a municipality and local board may pass by-laws imposing fees or charges on any class of persons, for services or activities provided or done by on behalf of it, and, for the use of it's property including property under its control;

AND WHEREAS it is deemed necessary to charge user fees and service charges;

NOW THEREFORE the Council of the Corporation of the City of Sault Ste. Marie hereby pursuant to Section 391(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25 as amended **ENACTS** as follows:

1. **USER FEES ADOPTED**

That Council does confirm and ratify the user fees and service charges described in Schedules "A" to "I" attached to and forming part of this By-law and are outlined as follows:

Schedule A - Clerk's Department
Schedule B - Community Development & Enterprise Services Department
Schedule C - Engineering Department
Schedule D - Planning Department
Schedule E - Building Services Department
Schedule F - Finance Department
Schedule G - Fire Services
Schedule H - Legal Department
Schedule I - Public Works Department

2. **BY-LAW 2020-218 REPEALED**

By-laws 2020-218 is hereby repealed.

3. **EFFECTIVE DATE**

This By-law is effective on January 1, 2022.

PASSED in open Council this 6th day December, 2021.

MAYOR – CHRISTIAN PROVENZANO

CITY CLERK – RACHEL TYCZINSKI

da LEGAL\STAFF\COUNCIL\BY-LAWS\2021\2021-224 - USER FEES FOR 2022 DEC 6 2021.DOC

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "A"
CLERK'S DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
MARRIAGE LICENSES			
- Sale of Marriage Licenses - per license	\$130.00	\$135.00	Exempt
MAP SALES			
- Sale of City Maps - per map	\$2.00	\$2.00	Included
OTHER			
- Photocopying - per page	\$0.50	\$0.50	Included
LOTTERY LICENCES			
- Raffle under \$50,000 value	\$10.00 or 3% of prize value	\$10.00 or 3% of prize value	Exempt
- Raffle over \$50,000 value	to province	to province	Exempt
- Bingo - prize under \$5,500	\$10.00 or 3% of prize value	\$10.00 or 3% of prize value	Exempt
- Bingo - prize over \$5,500	to province	to province	Exempt
- Bazaar (maximum 3 wheels)	\$10.00/wheel	\$10.00/wheel	Exempt
- Nevada Tickets	3% of prize value	3% of prize value	Exempt
GENERAL LICENCES			
Pawnbroker – annual	\$278.00	\$285.00	Exempt
Pawnbroker – additional late fee	\$138.00	\$140.00	Exempt
Pawnbroker– lost licence fee	\$20.00	\$20.00	Exempt
Pawnbroker – re-inspection fee	\$100.00	\$100.00	Exempt
Plumber – Master – annual	\$30.00	\$30.00	Exempt
Plumber – Master – additional late fee	\$15.00	\$15.00	Exempt
Plumber – Master – lost licence fee	\$20.00	\$20.00	Exempt
Adult Entertainment Parlour – Owner / Operator – annual	\$2,020.00	\$2,050.00	Exempt
Adult Entertainment Parlour – Burlesque Attendant – annual	\$106.00	\$110.00	Exempt
Adult Entertainment Parlour – Owner / Operator – additional late fee	\$1,000.00	\$1,020.00	Exempt
Adult Entertainment Parlour – Burlesque Attendant – additional late fee	\$53.00	\$55.00	Exempt
Adult Entertainment Parlour – lost licence fee	\$20.00	\$20.00	Exempt
Adult Entertainment Parlour – re-inspection fee	\$100.00	\$100.00	Exempt
Amusement Arcade – annual	\$283.00	\$290.00	Exempt
Transfer of Ownership of Licence for Amusement Arcade	\$51.00	\$52.00	Exempt
Amusement Arcade – additional late fee	\$140.00	\$145.00	Exempt
Amusement Arcade – lost licence fee	\$20.00	\$20.00	Exempt
Amusement Arcade – re-inspection fee	\$100.00	\$100.00	Exempt
Vehicle for Hire Driver (initial)	\$40.00	\$40.00	Exempt
Vehicle for Hire Driver (renewal)	\$25.00	\$25.00	Exempt
Vehicle for Hire Driver (replacement)	\$15.00	\$15.00	Exempt
Owner – initial (includes 1 vehicle)	\$400.00	\$400.00	Exempt
Owner – renewal	\$100.00	\$100.00	Exempt
Vehicle for Hire – initial additional vehicle to fleet	\$100.00	\$100.00	Exempt
Vehicle for Hire – renewal per vehicle	\$50.00	\$50.00	Exempt
Vehicle for Hire – replacement licence	\$25.00	\$25.00	Exempt
Broker – initial (includes 1 vehicle)	\$400.00	\$400.00	Exempt
Broker – renewal per vehicle	\$100.00	\$100.00	Exempt
Hotel Shuttle Bus Owner – initial	\$200.00	\$200.00	Exempt
Hotel Shuttle Bus Owner – renewal per vehicle	\$50.00	\$50.00	Exempt
Rideshare Owner – initial (includes 1 vehicle)	\$400.00	\$400.00	Exempt
Rideshare Owner – renewal	\$100.00	\$100.00	Exempt
Rideshare Driver for Hire – initial	\$40.00	\$40.00	Exempt
Rideshare Driver for Hire – renewal	\$25.00	\$25.00	Exempt
Rideshare Driver for Hire – replacement	\$15.00	\$15.00	Exempt
Rideshare vehicle – initial	\$100.00	\$100.00	Exempt
Rideshare vehicle – renewal	\$50.00	\$50.00	Exempt
Rideshare vehicle – replacement	\$25.00	\$25.00	Exempt
Payday Loan annual licensing fee	\$1,000.00	\$1,020.00	Exempt
Payday Loan – additional late licence fee	\$500.00	\$510.00	Exempt
Payday Loan re-inspection fee	\$100.00	\$100.00	Exempt

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "A"
CLERK'S DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
Payday Loan lost licence fee	\$50.00	\$50.00	Exempt
Food Vendor and Peddler – re-inspection fee	\$100.00	\$100.00	Exempt
Food Vendor and Peddler – lost licence fee	\$20.00	\$20.00	Exempt
PART III - FOOD VENDOR - RESIDENT			
Class 1 – Stationary day sales (maximum of 7 day licence)	\$76.00	\$78.00	Exempt
Class 2 – Stationary temporary sales (maximum of 3 month licence)	\$152.00	\$155.00	Exempt
Class 3 – Mobile day sales (maximum of 7 day licence)	\$76.00	\$78.00	Exempt
Class 4 – Mobile temporary sales (maximum of 3 month licence)	\$152.00	\$155.00	Exempt
Class 5 – Ice cream or hotdog cart (seasonal)	\$247.00	\$250.00	Exempt
Class 6 - Annual Sales (valid only in the calendar year issued)	\$273.00	\$280.00	Exempt
PART III - FOOD VENDOR - RESIDENT - ADDITIONAL LATE FEES/ PENALTY		\$100.00	Exempt
PART III - FOOD VENDOR - NON-RESIDENT			
Class 1 – Stationary day sales (maximum of 7 day licence)	\$152.00	\$155.00	Exempt
Class 2 – Stationary temporary sales (maximum of 3 month licence)	\$303.00	\$310.00	Exempt
Class 3 – Mobile day sales (maximum of 7 day licence)	\$152.00	\$155.00	Exempt
Class 4 – Mobile temporary sales (maximum of 3 month licence)	\$303.00	\$310.00	Exempt
Class 5 – Ice-cream or hotdog cart (seasonal)	\$303.00	\$310.00	Exempt
PART III - FOOD VENDOR - NON-RESIDENT - ADDITIONAL LATE FEES / PENALTY		\$150.00	Exempt
PART IV – PEDDLER – NON-RESIDENT			
Class 1 – Stationary day sales (maximum of 7 day licence)	\$152.00	\$155.00	Exempt
Class 2 – Stationary temporary sales (maximum of 3 month licence)	\$303.00	\$310.00	Exempt
Class 3 – Door-to-door day sales (maximum of 7 day licence)	\$152.00	\$155.00	Exempt
Class 4 – Door-to-door temporary sales (maximum of 3 month licence)	\$303.00	\$310.00	Exempt
PART IV – PEDDLER – NON-RESIDENT – ADDITIONAL LATE FEES / PENALTY		\$150.00	Exempt

NOTE: Licence Fees for Taxis, Limousines etc are Governed by Police Services By-law 154 but Administered by the Clerk's Department.

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
BONDAR PAVILION			
- Full Day Rental - Non Profit Group	\$208.35	\$212.52	Added
- Part Day Rental - Non Profit Group	\$129.95	\$132.55	Added
- Full Day Rental - Commercial	\$792.85	\$808.71	Added
- Part Day Rental - Commercial	\$412.50	\$420.75	Added
- Wedding Receptions	\$1,023.35	\$1,043.82	Added
- Wedding Ceremony Only - Base Fee	\$264.60	\$269.89	Added
- Wedding Ceremony and Reception	\$1,369.05	\$1,396.43	Added
- Clean Up - Minor	\$66.75	\$68.00	Added
- Clean Up - Major	\$266.90	\$270.00	Added
- Barriers	\$1.35	\$1.35	Added
- Tables	\$5.00	\$5.00	Added
- Chairs	\$0.60	\$0.60	Added
- Sound System (per day)	\$33.75	\$34.43	Added
- SOCAN (Society of Composers, Authors and Music Publishers of Canada)			
- Without dancing 1 to 100	\$20.56	\$20.56	Added
101 to 300	\$29.56	\$29.56	Added
301 to 500	\$61.69	\$61.69	Added
500 +	\$87.40	\$87.40	Added
- With dancing 1 to 100	\$41.13	\$41.13	Added
101 to 300	\$59.17	\$59.17	Added
301 to 500	\$123.38	\$123.38	Added
500 +	\$174.79	\$174.79	Added
- Kitchen (per day)	\$59.94	\$61.14	Added
- Supervision of Volunteers (per hour)	\$20.44	\$20.85	Added
- Alcohol event admin fee per event per day	\$33.06	\$35.00	Added
- Facility Booking - per booking	\$33.06	\$35.00	Added
- Waste Removal (Additional Bin)	\$182.43	\$186.08	Added
- Electrical Surcharge per day (film productions) connected to special events panel	\$100.00/day	\$100.00/day	Added
MARINA FEES			
- Fuels	Road Price + \$ 0.05	Road Price + \$ 0.05	
- Sewage Pumpouts - per service (single tank)	\$11.90	\$11.95	Added
- Cruise Ship Dockage Fee - rate per meter	\$6.25	\$6.25	Added
- Cruise Ship Pumpout fee - rate per 10 cubic meters	\$16.90	\$16.90	Added
- Cruise Ship set-up fee	\$165.15	\$165.15	Added
- Bondar - Slip Rental - Daily - per foot	\$1.80	\$1.85	Added
- Bondar - Slip Rental - Weekly - per foot	\$8.10	\$8.26	Added
- Bondar - Slip Rental - Monthly - per foot	\$23.80	\$24.28	Added
- Bondar Dock - Ship/Barge Dockage (per metre) - per hour	\$0.20/hour	\$0.20/hour	Added
- Bondar Dock - Ship/Barge Dockage (per metre) - per day	\$1.75/day	\$1.75/day	Added
- Bellevue - Slip Rental - Weekly - Non Serviced per foot	\$5.20	\$5.30	Added
- Bellevue - Slip Rental - Weekly - Serviced per foot	\$6.55	\$6.68	Added
- Bellevue - Slip Rental - Bi - Monthly - Non Serviced per foot	\$23.45	\$23.92	Added
- Bellevue - Slip Rental - Bi - Monthly - Serviced per foot	\$26.80	\$27.34	Added
- Bellevue - Slip Rental - Monthly - Non Serviced per foot	\$15.80	\$16.12	Added
- Bellevue - Slip Rental - Monthly - Serviced per foot	\$18.70	\$19.07	Added
- Bellevue - Slip Rental - Seasonal - Non Serviced per foot	\$30.45	\$31.06	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>	
- Bellevue - Slip Rental - Seasonal - Serviced per foot	\$35.15	\$35.85	Added	
- Bellevue - Slip Rental - Daily - Serviced per foot	\$1.80	\$1.84	Added	
- Bellevue - Slip Rental - Daily - Non Serviced per foot	\$1.40	\$1.43	Added	
- Launch Ramp Fee - Daily	\$7.00	\$7.00	Included	
- Launch Ramp Fee - Seasonal	\$58.45	\$58.41	Added	
- Winter Storage - Monthly per foot	\$1.90	\$1.94	Added	
- Slip Cancellation Fee	\$25.80	\$26.00	Included	
- September Special	50% fee discount	50% fee discount	Added	
Bike Rentals				
- Hourly		\$6.50	Included	*new
- Half Day (4 hours)		\$14.00	Included	*new
- Full Day (8 hours)		\$24.00	Included	*new
SENIORS 55+ PROGRAMMING				
- Supervision (outside normal operating hours) - per hour	\$20.00	\$20.40	Added	
- Main Hall - Half day rental	\$55.00	\$56.00	Included	
- Main Hall - Full Day Rental	\$120.00	\$122.00	Included	
- Large Meeting Room - Half Day rental	\$55.00	\$57.00	Included	
- Large Meeting Room - Full Day rental	\$100.00	\$102.00	Included	
- Small Meeting Room - Half Day rental	\$30.00	\$31.00	Included	
- Small Meeting Room - Full Day rental	\$55.00	\$56.00	Included	
- Kitchen (per use)	\$30.00	\$31.00	Included	
- AV Equipment (Laptop/Projector/Screen) - per use	\$20.00	\$20.00	Included	
- Drop-In Fee(per visit per general program)	\$2.00	\$2.00	Included	
- Noon Lunch(DIC)/Soup&Sandwich Lunch(NCC)	\$6.00	\$6.00	Included	
- Tea Event	\$7.00	\$7.00	Included	
- Dinner & Dance	\$15.00	\$16.00	Included	
- Special Event Fee	Cost recovery	Cost recovery	Included	
- Coffee/Tea Pot 10 cup	\$12.00	\$12.00	Included	
- Coffee/Tea Airpot 25 cup	\$18.00	\$18.00	Included	
- Coffee Urn 50 cup	\$25.00	\$25.00	Included	
- Coffee Urn 100 cup	\$50.00	\$50.00	Included	
ARENA FEES (John Rhodes and McMeeken Centre)				
- Admission - High school Hockey - Adults	\$4.75	\$4.75	Included	
- Admission - High school Hockey - Students & Seniors	\$4.25	\$4.25	Included	
- Admission - High school Hockey - Children	\$3.75	\$3.75	Included	
- Rental of McMeeken or Rhodes Centre - each pad / per day	\$1,031.00	\$1,052.00	Included	
- Ice/Complex Rentals - per hour - Prime Time - Adult	\$186.00	\$190.00	Included	
- Ice/Complex Rentals - per hour - Prime Time - Youth	\$172.00	\$175.00	Included	
- Ice/Complex Rentals - per hour - Prime Time - Organized	\$151.00	\$154.00	Included	
- Ice/Complex Rentals - per hour - Non Ice (Lacrosse)	\$67.00	\$68.00	Included	
- Ice/Complex Rentals - online bookings	\$181.00	\$185.00	Included	
- Ice Skating - Admission - Adult	\$4.25	\$4.25	Included	
- Ice Skating - Admission - Student	\$3.75	\$3.75	Included	
- Ice Skating - Admission - Senior	\$3.75	\$3.75	Included	
- Ice Skating - Admission - Child	\$3.25	\$3.25	Included	
ARENA FEES (GFL Memorial Gardens)				

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
- Ice Rentals - per hour Adult	\$200.00	\$204.00	Included
- Ice Rentals - per hour Youth	\$179.00	\$183.00	Included
- Ice Rentals - per hour - Youth Organized	\$160.00	\$163.00	Included
- GFL Memorial Gardens Angelo Bumbacco Room - Full Day	\$194.00	\$198.00	Included
- GFL Memorial Gardens Multi Purpose Room - hourly rate	\$30.00	\$31.00	Included
- GFL Memorial Gardens Multi Purpose Room - Full Day	\$129.00	\$132.00	Included
POOL FEES			
- Public Swim Admission - Adult	\$4.75	\$4.78	Added
- Public Swim Admission - Senior	\$3.60	\$3.63	Added
- Public Swim Admission - Child	\$3.25	\$3.32	Added
- Public Swim Admission - Group	\$13.05	\$13.27	Added
- Swim Card 10 Visits 15 % off Reg Admission - Adult	\$40.45	\$40.63	Added
- Swim Card 25 Visits 25% off Reg Admission - Adult	\$89.20	\$89.62	Added
- Swim Card 10 Visits 15 % off Reg Admission - Senior	\$30.60	\$30.85	Added
- Swim Card 25 Visits 25% off Reg Admission - Senior	\$67.45	\$68.06	Added
- Swim Card 10 Visits 15 % off Reg Admission - Child	\$27.80	\$28.22	Added
- Swim Card 25 Visits 25% off Reg Admission - Child	\$61.30	\$62.25	Added
- Pool Rental - per hour - Competitive Teams	\$53.10	\$54.16	Added
- Pool Rental - per hour - School Boards	\$84.40	\$86.09	Exempt
- Pool Rental - per hour - Public - includes lifeguards	\$118.00	\$120.36	Added
- Public Lessons - per lesson + surcharge	\$8.05	\$8.21	Exempt
- Lifeguard Fee (per hour)	\$17.65	\$18.00	Added
- John Rhodes meeting room rental (per hour)	\$16.15	\$17.00	Added
- John Rhodes meeting room rental daily rates	\$121.40	\$123.83	Added
NORTHERN COMMUNITY CENTRE			
- Single Turf Field Rental Per Hour-Prime Time	\$130.00	\$132.60	Added
- Single Turf Field Rental Per Hour-Non-Prime Time	\$80.70	\$82.32	Added
- Off Season Tournament rate per hour	\$80.71	\$82.32	Added
- Coaching/Referring Clinics	\$100.00	\$102.00	Added
- Community Room Rental per hour	\$16.50	\$17.00	Added
- Single turf prime-time rental per hour - organized SASA	\$124.00	\$124.00	Added
- Community Room Rental per hour		\$75.00	Added
ATHLETIC FIELDS			
- Slowpitch Fields - Adult per diamond per evening	\$68.25	\$69.62	Added
- Youth Ball - per diamond per evening	\$34.05	\$34.73	Added
- Slowpitch (Ball) Fields - Tournaments per diamond per day	\$43.80	\$44.68	Added
- Sault Amateur Soccer Association - Adult per field per night	\$68.25	\$69.62	Added
- Sault Youth Soccer Association - per field per night	\$34.05	\$34.73	Added
- Soccer Tournaments - per field per day	\$43.75	\$44.63	Added
- Cricket - Practice field per day	\$68.25	\$69.62	Added
- Cricket - per field per day	\$273.10	\$278.56	Added
- High School Soccer - per field per day	\$34.15	\$34.83	Added
- High School Soccer Tournament- per field per day	\$43.75	\$44.63	Added
- Elementary School- Track and Field Meet	\$136.50	\$139.23	Added
- Highschool Track and Field Meet	\$273.15	\$278.61	Added
- Steeler Football - per game	\$546.25	\$557.18	Added
- Touch Football - Rocky DiPietro Field per weekend per day	\$273.10	\$278.56	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
- Touch Football - Rocky DiPietro Field per weeknight per day	\$68.25	\$69.62	Added
- Touch Football - fee for Queen E., B Field per evening/day	\$34.05	\$34.73	Added
- High School; Football - per game	\$398.85	\$406.83	Added
- Dressing Room Rental per event	\$34.15	\$34.83	Added
- Public Address System - per event	\$34.15	\$34.83	Added
- Beer Garden - per event per day	\$34.15	\$35.00	Added
- Sabercats Football - per game	\$273.25	\$278.72	Added
- Soo Minor Football - per evening (practice)	\$34.15	\$34.83	Added
- Soo Minor Football - per day game fee (QE "B")	\$136.50	\$139.23	Added
- Soo Minor Football - fee for Rocky DiPietro Field per day	\$273.10	\$278.56	Added
- Speed Skating Club - per competition	\$682.75	\$696.41	Added
- Special Event Booking - Event more than 500 people	\$663.25	\$676.52	Added
- Special Event Booking - Event more than 200 people	\$331.60	\$338.23	Added
- Special Event - Garbage Pick-up and Recycling	\$252.70	\$257.75	Added
- Ultimate Frisbee - per field per night	\$34.15	\$34.83	Added
- Sport field lining - special request	\$325.10	\$331.60	Added
- Soccer - Rocky D Fall per weeknight per game	\$68.25	\$69.62	Added
- Soccer - Rocky D Fall per day for weekend usage	\$273.10	\$278.56	Added
- Soccer Queen E. Mini Complex League Play per night	\$68.25	\$69.62	Added
- Soccer Queen E. Mini Complex Weekend Tournament	\$136.50	\$139.23	Added
BELLEVUE PARK			
- Facility Booking - per booking	\$34.15	\$35.00	Added
- Special Event Booking - Event more than 250 people	\$649.80	\$662.80	Added
- Special Event Booking - Event less than 250 people	\$325.10	\$331.60	Added
- Bandshell part day	\$129.90	\$132.50	Added
- Bandshell full day	\$208.35	\$212.52	Added
- Supervision	\$21.05	\$21.47	Added
- Sound System (per day)	\$34.05	\$34.73	Added
- Premier Flower Bed Design (Seasonal) Bay and Pim Street Beds	\$154.85	\$157.95	Added
HISTORIC SITES BOARD			
ADMISSIONS:			
- Admission - Adult	\$12.50	\$12.50	Included
- Admission - Senior/Child/Student	\$11.00	\$11.00	Included
- Admission - Children 5 & under	\$0.00	\$0.00	Included
- Admission - Family	\$30.00	\$30.00	Included
- Admission - Adult Group Rate (10 or more)	\$11.00	\$11.00	Included
- Admission - Senior Group Rate (10 or more)	\$10.00	\$10.00	Included
- Admission - Bus Tours (50 or more)	\$10.00	\$10.00	Included
- Punch Cards: for Fridays by the Fire, Teas, Admissions (5 visits)	\$60.00	\$60.00	Included
- Audio Tour - Wand Rental	\$5.00	\$5.00	Included
- Admission - 2 Adults with Audio Wands	\$30.00	\$30.00	Included
EDUCATIONAL TOURS:			
- 1.5 hour tours	\$4.00	\$4.00	Exempt
- 2 hour tours	\$6.00	\$6.00	Exempt
- 3 hour tours (lunch included)	\$10.00	\$10.00	Exempt
- After hours - Brownies/Scouts	\$10.00	\$10.00	Exempt

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>	
- Brownie/Guide sleepover badge program	\$40.00	\$75.00	Exempt	
- Workshops - fees & supplies	\$20.00	\$20.00	Exempt	
- Outreach programs (minimum 2 hour fee)	\$75.00	\$75.00	Added	
- Virtual Curriculum Engagement - 1 hour session	\$75.00	\$75.00	Exempt	
Virtual Curriculum kits (per class) in addition to above fee		\$10.00	Exempt	*new
EVENTS:				
- Bracelet Days - Adults	\$10.00	\$10.00	Included	
- Bracelet Days - Youth	\$5.00	\$5.00	Included	
- Heritage Tea (desserts & tea)	\$12.00	\$12.00	Added	
- Heritage Fridays by the Fire (soup, biscuit, desserts, beverage)	\$15.00	\$15.00	Included	
- Heritage High Tea (fancy sandwiches & desserts, beverage)	\$25.00	\$25.00	Added	
- Virtual & Curbside Tea kits - small		\$20.00	Included	*new
- Virtual & Curbside Tea kits - medium		\$40.00	Included	*new
- Virtual & Curbside Tea kits - large		\$60.00	Included	*new
- Heritage Culinary Lunch (soup, main, dessert, beverage)	\$25.00	\$25.00	Included	
- Heritage Culinary Dinner (apps, soup, main, dessert, beverage, demo)	\$40.00	\$40.00	Included	
- Heritage Dinner Group of 7 menu, theatrical, & program (group rate)	\$55.00	\$55.00	Added	
- Heritage Dinner Group of 7 menu, theatrical, & program (individual)	\$70.00	\$70.00	Added	
- Evening in the Summer Kitchen	\$55.00	\$55.00	Included	
- Birthday Parties (up to 10 people) (hearth baking, games, craft)	\$150.00	\$150.00	Included	
- Extra attendees for Birthday Party	\$10.00	\$10.00	Included	
RESEARCH FEES:				
- Individual research fee - daily	\$25.00	\$25.00	Added	
- Individual research fee - yearly	\$100.00	\$100.00	Added	
- Reproduction fees, photocopying	\$0.50	\$0.50	Added	
- Reproduction fees, digital for exhibit or education (for each)	\$25.00	\$25.00	Added	
- Reproduction fees, digital for other uses (following copyright laws)	\$100.00	\$100.00	Added	
SITE USE:				
- Summer Kitchen / Theatre Only / Grounds (rental of a space)				
- Basic Rental - Not for Profit - half day	\$200.00	\$200.00	Added	
- Basic Rental - Not for Profit - 8 hour day	\$300.00	\$300.00	Added	
- Basic Rental - Commercial - half day	\$300.00	\$400.00	Added	
- Basic Rental - Commercial - up to 8 hours	\$500.00	\$800.00	Added	
- Wedding Ceremony and/or Photographs	\$200.00	\$350.00	Added	
- Wedding Ceremony and Rehearsal	\$400.00	\$500.00	Added	
- Wedding Ceremony only		\$250.00	Added	*new
- Wedding Photographs only or professional photography request		\$200.00	Added	*new
- Basic rental Film Crew - hourly (min. 3 hours) ** This is for Complete Site Rental - HOURLY **	\$500.00	\$500.00	Added	
- Supervisory Fees - hourly for after hours	\$50.00	\$50.00	Added	
Theatre for meeting added, if Heritage menu ordered		\$100.00	Added	

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
ADDITIONAL FEES:			
- Non refundable deposit on Site Rentals, Events, Weddings, etc. ** Applicable to total invoice**	\$50.00	\$50.00	Added
- Non refundable deposit for Commercial bookings (i.e. film companies) ** Applicable to total invoice**	\$250.00	\$250.00	Added
- Cleaning Fees	\$75.00	\$75.00	Added
- Tables - per table (after the original 36 on site)	\$5.00	\$5.00	Added
- Chairs - per chair (after what is available on site)	\$2.00	\$2.00	Added
- Waste Disposal	\$200.00	\$300.00	Added
- AV equipment	\$50.00	\$50.00	Added
- Security fees - once tents are set up on lawn (hourly)	\$30.00	\$30.00	Added
- Auxillary Kitchen for caterer	\$200.00	\$250.00	Added
- Damage fees will apply depending on damage to the site and cost of repair			
Refreshments:			
- Coffee, Tea, Water & all condiments (cream & stir)	\$20.00	\$30.00	Added
- Coffee Big Urn 50 cup	\$30.00	\$40.00	Added
- Coffee Big Urn 100 cup	\$40.00	\$50.00	Added
- Coffee, Muffins & Fruit - only for meetings booked - per person	\$10.00	\$10.00	Added
Historic Sites Trust - Walkway Brick	\$60.00	\$60.00	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
TRANSIT CASH FARES			
- Adults	\$3.00	\$3.05	Exempt
- Students	N/A	N/A	Exempt
- Seniors	\$3.00	\$3.05	Exempt
- Children (Youth)	\$3.00	\$3.05	Exempt
- Children (12 and under free when with an adult)	Free	Free	Exempt
TRANSIT BUS PASSES			
- Monthly Pass - Adult	\$69.00	\$70.40	Exempt
- Monthly Pass - School Board	\$47.50	\$48.45	Exempt
- Monthly Pass - Senior	\$59.00	\$60.20	Exempt
- Monthly Pass - Child (Youth)	\$30.00	\$30.60	Exempt
- Punch Pass - 20 Rides	\$47.50	\$48.45	Exempt
- Senior Multi 6 Ride Pass (60 years and over)	\$9.50	\$9.70	Exempt
- Senior Multi 12 Ride Pass (60 years and over)	\$19.00	\$19.40	Exempt
- Community Living Algoma	\$54.50	\$55.60	Exempt
- Single Bus Pass	\$3.00	\$3.05	Exempt
- Semester Pass (one semester)	\$190.00	\$193.80	Exempt
TRANSIT PHOTO I.D. CARD	\$5.00/card	\$5.00/card	Exempt
TRANSIT CHARTERS - LOCAL			
- Weekdays per hour (minimum 2 hour)	\$161.00	\$164.20	Added
- Sundays per hour (minimum 2 hour)	\$161.00	\$164.20	Added
- Statutory Holidays per hour (minimum 1 hour)	\$178.00	\$181.55	Added
TRANSIT BUS ADVERTISING			
- Governed by Agreement			
COMMUNITY BUS CASH FARES			
- Cash Fare	\$3.00	\$3.05	Exempt
- Punch Pass - 20 Rides	\$47.50	\$48.45	Exempt
PARA BUS FARES			
- Cash Fare	\$3.00	\$3.05	Exempt
- Ambulatory Cash Fare	\$3.00	\$3.05	Exempt
- Attendant Cash Fare	\$3.00	\$3.05	Exempt
- 40 Ride Pass	\$83.00	\$84.65	Exempt
- Out of Zone	\$15.00	\$15.30	Exempt
PARKING METERS			
- Queenstown Area per hour	\$1.40	\$1.45	Included
- City Centre Area per hour	\$1.40	\$1.45	Included
HOODING OF PARKING METERS			
- Single Meter per day	\$5.35	\$5.45	Included

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
- Double Meter per day	\$10.75	\$10.95	Included
PARKING LOTS			
- Rental - Monthly	\$47.45	\$48.40	Included
- Yearly Rate - Non Refundable	\$485.50	\$495.20	Included
- Daily Rate	\$5.35	\$5.45	Included
HOLIDAY PARKING			
- 2 Week Downtown Holiday Parking December 20-31, 2021	\$0.00	\$0.00	Included

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "B"
COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
CEMETERY			
Lots			
Adult			
1 grave lot – minimum 4.0' x 10.0'	\$981.00	\$1,001.00	Added
2 grave lot – minimum 8.0' x 10.0'	\$1,961.00	\$2,000.00	Added
Child (6-10 years)	\$336.00	\$361.00	Added
Infant (5 years and under)	\$150.00	\$175.00	Added
Care and maintenance fund – lots on which care and maintenance charges have not been paid. This only pertains to lots purchased prior to January 1, 1955. This is a one-time charge (per lot).	\$250.00	\$290.00	Added
Cremation Lots (Urn Garden)			
1 grave lot (2.0' x 4.0')	\$340.00	\$372.00	Added
2 grave lot (4.0' x 4.0')	\$682.00	\$744.00	Added
New Greenwood Columbarium			
Sections L-M-N			
<i>Companion niches</i>	\$1,646.00	\$1,646.00	Added
<i>Single niches</i>	\$999.00	\$1,014.00	Added
Holy Sepulchre Columbarium			
Section S			
<i>Companion niches</i>	\$1,646.00	\$1,646.00	Added
Holy Sepulchre Columbarium			
Section T-U			
<i>Companion niches</i>	\$1,646.00	\$1,646.00	Added
Holy Sepulchre Columbarium			
Section W			
<i>Single niches</i>	\$1,200.00	\$1,200.00	Added
Wall Niches (Mausoleum Phase VII)			
Section MJ			
<i>Single Niche</i>			
Row 7	\$735.00	\$790.00	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE
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COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
Wall Niches (Mausoleum Phase VIII)			
Section ML			
Single Niches			
Rows 1, 2, 7 & 8	\$777.00	\$826.00	Added
Sections MN-L and MN-M			
Single Niches			
Rows 1 & 2	\$777.00	\$826.00	Added
Mausoleum crypts			
Section MU			
Row 1 (single)	\$8,281.00	\$8,447.00	Added
Rows 2 & 3 (single)	\$9,750.00	\$9,945.00	Added
Row 4 (single)	\$7,869.00	\$8,026.00	Added
Row 1 (companion)	\$13,981.00	\$14,261.00	Added
Rows 2 & 3 (companion)	\$16,475.00	\$16,805.00	Added
Row 4 (companion)	\$13,302.00	\$13,568.00	Added
Interment Charges			
<i>With committal service in the chapel</i>			
Adult			
Single depth	\$873.00	\$890.00	Added
Double depth	\$1,079.00	\$1,101.00	Added
Child 5 years and under	\$0.00	\$0.00	
Child 6-10 years			
Single depth	\$411.00	\$419.00	Added
Double depth	\$518.00	\$528.00	Added
Cremated remains	\$212.00	\$216.00	Added
Child 5 years and under	\$0.00	\$0.00	
Child 6-10 years	\$101.00	\$103.00	Added
Entombment in mausoleum	\$728.00	\$743.00	Added
<i>With committal service at the gravesite</i>			
Adult			
Single depth	\$1,424.00	\$1,452.00	Added
Double depth	\$1,580.00	\$1,612.00	Added
Child 5 years and under	\$0.00	\$0.00	
Child 6-10 years			
Single depth	\$620.00	\$632.00	Added
Double depth	\$776.00	\$792.00	Added
Cremated remains	\$418.00	\$426.00	Added
Child 5 years and under	\$0.00	\$0.00	
Child 6-10 years	\$206.00	\$210.00	Added
Cremated remains (columbarium or mausoleum niches)	\$418.00	\$426.00	Added
Child 5 years and under	\$0.00	\$0.00	
Child 6-10 years	\$206.00	\$210.00	Added
Entombment in mausoleum	\$936.00	\$955.00	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "B"
COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
Cremation			
Adult	\$572.00	\$572.00	Added
Child 5 years and under	\$0.00	\$0.00	
Child 6-10 years	\$330.00	\$330.00	Added
Disinterment Charges			
Another gravesite in a municipal gravesite			
Adult	\$2,426.00	\$2,475.00	Added
From single depth to double depth	\$2,632.00	\$2,685.00	Added
Child 5 years and under	\$620.00	\$632.00	Added
Child 6-10 years	\$1,037.00	\$1,058.00	Added
Cremated remains	\$408.00	\$416.00	Added
Niche to niche	\$232.00	\$237.00	Added
Same gravesite or removal from a municipal cemetery			
Adult	\$1,708.00	\$1,742.00	Added
Child under 5 years	\$345.00	\$352.00	Added
Child 5-10 years	\$698.00	\$712.00	Added
Cremated remains	\$222.00	\$226.00	Added
Niche to niche	\$206.00	\$210.00	Added
From inground burial to mausoleum	\$3,669.00	\$3,742.00	Added
Extra charge if not in concrete container	\$732.00	\$747.00	Added
Extra charge for a container and shipment of a removal from a Sault Ste. Marie cemetery to another location shall be the responsibility of the deceased person's legal representative.			
Double depth disinterments are not permitted.			
Additional Miscellaneous Charges			
Funerals arriving after 4 p.m. – for each half hour or portion thereof	\$139.00	\$142.00	Added
<i>Saturday Funeral Surcharge</i>			
Casket	\$129.00	\$132.00	Added
Cremains	\$103.00	\$105.00	Added
Saturday funerals entering the ceremony after 1 p.m. – for each half hour or portion thereof	\$139.00	\$142.00	Added
Niche plate (including installation)	\$220.00	\$224.00	Added
Removal of crypt plate or niche plate from the mausoleum for vase installation or extra engraving	\$113.00	\$115.00	Added
Removal of niche plate from the columbarium for vase installation or extra engraving	\$52.00	\$53.00	Added
Mailing of cremains			
Inside Canada (insured)	\$83.00	\$85.00	Added
To USA (insured)	\$100.00	\$102.00	Added
Outside Canada or USA (insured)	\$219.00	\$223.00	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "B"
COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
Removal of trees or shrubs from lots – per tree	\$72.00	\$73.00	Added
Handling of wooden shells	\$125.00	\$128.00	Added
Transfer fee	\$52.00	\$53.00	Added
Rental of temporary storage facility (per month)	\$68.00	\$69.00	Added
Monument cleaning	\$57.00	\$58.00	Added
Tree trimming (1-2 trees)	\$57.00	\$58.00	Added
Flat marker less than 1,116.3 sq m (173 sq in)	\$0.00	\$0.00	
Flat marker over 1,116.3 sq m (173 sq in)	\$51.00	\$100.00	Added
Upright monument measuring more than 1.22 m (4 ft) or less in height or length, including base	\$101.00	\$200.00	Added
Upright monument measuring more than 1.22 m (4 ft) either in height or length, including base	\$202.00	\$400.00	Added
Memorial bench plates	\$155.00	\$158.00	Added
Commemorative tree	\$516.00	\$526.00	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "C"
ENGINEERING DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>		<i>GST/HST Included or Added</i>
SEWER CONNECTIONS				
- 100 mm diameter lateral per connection	\$4,166.00	\$4,249.00		Exempt
- 150 mm diameter lateral per connection	\$4,535.00	\$4,626.00		Exempt
- Additional Connection Charges	\$2,161.00	\$2,204.00		Exempt
- Class A Pavement - Additional Charge	\$2,636.00	\$2,689.00		Exempt
- Class B Pavement or Surface Treatment- Additional Charge	\$2,212.00	\$2,256.00		Exempt
- Curb and Gutter - Additional Charge	\$1,212.00	\$1,236.00		Exempt
- Concrete Sidewalk - Additional Charge	\$1,475.00	\$1,505.00		Exempt
- Oversized Excavation for Separate Utilities	\$2,161.00	\$2,204.00		Exempt
- Class A Pavement for Separate Utilities - Additional Charge	\$1,586.00	\$1,618.00		Exempt
- Class B Pavement for Separate Utilities - Additional Charge	\$1,374.00	\$1,401.00		Exempt
- Curb and Gutter for Separate Utilities- Additional Charge	\$687.00	\$701.00		Exempt
- Concrete Sidewalk for Separate Utilities - Additional Charge	\$848.00	\$865.00		Exempt
- CCTV Mainline Sewer Inspection	\$212.00	\$216.00	/hour	Included
CULVERTS				
- Single Driveway	\$3,161.00	\$3,224.00	/driveway	Exempt
- Double Entrance Driveway	\$5,272.00	\$5,377.00	/driveway	Exempt
<i>Additional Charges</i>				
- Culvert Couplings	\$263.00	\$268.00	/coupling	Included
- Additional Culvert length	\$1,050.00	\$1,071.00	/meter	Included
DIGITAL DATA FEES				
- Info Light (Vector) customized to user needs	\$101.00	\$103.00		Included
- Full data Extract	\$263.00	\$268.00		Included
- Raster Image	\$136.00	\$139.00		Included
- Customized Hardcopy/pdf Mapping Products - 11" x 17"	\$25.00	\$26.00		Included
- Customized Hardcopy/pdf Mapping Products - large format	\$51.00	\$52.00		Included
- Plan and Profile Drawings	\$10.00	\$10.00	/sheet	Included
- Lawyer Requests for Sanitary/Lateral Services	\$25.00	\$26.00		Included
MUNICIPAL CONSENT FEE				
- Permit Application Fee	\$51.00	\$52.00		Added
PAVEMENT DEGRADATION FEE (cost per square metre of road cut)				
- Roads Reconstructed or Resurfaced in the past 0-10 years	\$20.00	\$20.00		Added
- Roads Reconstructed or Resurfaced in the past 11-20 years	\$15.00	\$15.00		Added
- Roads Reconstructed or Resurfaced in the past 21-25 years	\$10.00	\$10.00		Added

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "D"

PLANNING DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>		<i>GST/HST Included or Added</i>
REZONING FEES				
- Official Plan Amendment	\$2,250.00	\$2,295.00	/amendment	Exempt
- Rezoning Application Fee	\$2,250.00	\$2,295.00	/application	Exempt
- Combined Official Plan & Rezoning Application	\$3,430.00	\$3,500.00	/application	Exempt
- Subdivision/Condominium Approval Fee	\$4,290.00	\$4,375.00	/application	Exempt
- Condominium Conversion Fee	\$3,320.00	\$3,390.00	/application	Exempt
- Site Plan Review (Development Control)	\$920.00	\$940.00	/application	Exempt
- Signs - Minor Amendment	\$350.00	\$355.00	/sign	Exempt
- Deferred Application	\$80.00	\$80.00	/application	Exempt
- Deferred Application if new Notice is Required	\$330.00	\$335.00	/application	Exempt
- Preparation of a Subdivision Agreement	\$4,399.00	\$4,485.00	/application	Exempt
- Staff Attendance at LPAT Hearings	\$550.00	\$560.00	/hearing day	Exempt
- Telecommunication Tower Review	\$540.00	\$550.00	/review	Exempt
- Site Plan amendments	\$350.00	\$355.00	/application	Exempt
COMMITTEE OF ADJUSTMENT FEES				
- Minor Variance Application (Single Unit Residential)	\$540.00	\$550.00	/application	Exempt
- Minor Variance Application (Multiple Unit <5 RA /R1 Zone)	\$750.00	\$765.00	/application	Exempt
- All Other Zones	\$870.00	\$885.00	/application	Exempt
- Fence in All Zones	\$430.00	\$440.00	/application	Exempt
- Deferred Minor Variance Application	\$80.00	\$80.00	/application	Exempt
- Patio Agreement Application	\$253.00	\$260.00	/application	Exempt
- Consent Application (Base fee)	\$630.00	\$640.00	/application	Exempt
- Consent Application (Plus per lot/Lot Addition)	\$420.00	\$425.00	plus per lot	Exempt
- Consent Application (Plus - per easement)	\$320.00	\$325.00	plus per easement	Exempt
- Final Consent Application	\$210.00	\$215.00	/deed	Exempt
- Deferred Application Fee - No New Notice	\$80.00	\$80.00	/application	Exempt
- Deferred Application Fee if New Notice Required	1/2 Application Fee	1/2 Application Fee		Exempt
- Property Standards Appeal Fee	\$210.00	\$215.00	/application	Exempt
- Records Retrieval/Decision Search	\$80.00	\$80.00		Added
- Special Hearing	\$530.00 + Application Fee	\$530.00 + Application Fee		Exempt
- Appeal (Minister of Finance)	Flat fee established by MOF	Flat fee established by MOF		Exempt
- Appeal (Sault Ste. Marie)	\$150.00	\$153.00		Added

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "E"
BUILDING SERVICES DEPARTMENT

1. Permit fee shall be based on the formula given below unless otherwise specified in this schedule or a fixed fee (ff) will apply.

Permit fee - SI x A

Where SI = Service Index for class of proposed work

A = floor area in m² of work involved

2. A minimum fee of \$121.95 shall be charged for all work or if not described below as a Fixed Fee (FF).

3. For Building Classifications that are not described in sections 5 - 9 permit fees shall be based on the value of the proposed construction as determined by the Chief Building Official at a rate of 1% of the determined construction value.

4. Penalties for construction without a permit will be based on percentage of the equivalent permit fee. Where construction has commenced, the penalty shall be an additional 50%. Where framing has commenced the penalty shall be an additional 100%.

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>Service Index (SI)</i>	<i>GST/HST Included or Added</i>
BUILDING / BYLAW ENFORCEMENT				
Administration fee	15% of cost	15% of cost		Added
New Construction / Alterations and Renovations			\$ x 1m ² unless otherwise indicated	
Group A – (assembly occupancies)				
School, churches – New Construction	\$31.87	\$32.51		Exempt
Restaurants – New Construction	\$31.87	\$32.51		Exempt
All other assembly – New Construction	\$31.87	\$32.51		Exempt
Alterations and Renovations (includes decks & roof structures)	\$8.79	\$8.97		Exempt
Air supported structure	\$8.79	\$8.97		Exempt
Emergency lighting	\$343.83	\$350.71	ff per storey	Exempt
Fire alarms	\$343.83	\$350.71	ff per storey	Exempt
Parking garage repairs	\$6.08	\$6.20		Exempt
Portable classrooms foundations	\$8.79	\$8.97		Exempt
Residing, re-roofing	\$1.07	\$1.09		Exempt
Sprinkler, standpipes	\$343.83	\$350.71	ff plus \$0.57/m ²	Exempt
Tents - less than 225m ²	\$123.79	\$126.27	ff	Exempt
Tents - greater than 225m ²	\$412.60	\$420.85	ff	Exempt
Window / Door replacement	\$4.92	\$5.02	/opening + \$123.79 ff	Exempt
Group B - (institutional occupancies)				
All types – New Construction	\$31.87	\$32.51		Exempt
Alterations and Renovations (includes decks & roof structures)	\$8.79	\$8.97		Exempt
Emergency lighting	\$343.83	\$350.71	ff per storey	Exempt
Fire alarms	\$343.83	\$350.71	ff per storey	Exempt
Parking garage repairs	\$6.08	\$6.20		Exempt
Residing, re-roofing	\$1.07	\$1.09		Exempt
Sprinkler, standpipes	\$343.83	\$350.71	ff plus \$0.57/m ²	Exempt
Window/door replacement	\$4.92	\$5.02	/opening + \$123.79 ff	Exempt
Group C – (residential occupancies)				
Single Dwelling (SFD, townhouse, semi, duplex) – New Construction	\$26.23	\$26.75		Exempt
Single Dwelling Modular Units – New Construction	\$22.89	\$23.35		Exempt
All other multiple units – New Construction	\$21.11	\$21.53		Exempt
Hotels, motels – New Construction	\$28.17	\$28.73		Exempt
Alterations and Renovations (includes decks & roof structures)	\$7.03	\$7.17		Exempt
Balcony repairs	\$123.79	\$126.27	ff + \$8.79/unit	Exempt
Basement finishing	\$6.24	\$6.36		Exempt
Basement new under existing dwelling	\$7.03	\$7.17		Exempt
Canopy, carport	\$13.02	\$13.28		Exempt
Emergency lighting	\$343.83	\$350.71	ff per storey	Exempt
Fire alarms	\$343.83	\$350.71	ff per storey	Exempt
<i>Foundation water / damp proofing & tile, pools, fencing, residing, reroofing, decks</i>				
Single Family Dwelling up to a 4 plex (including accessory builings)	\$123.79	\$126.27	ff	Exempt
All others	\$1.07	\$1.09	m ²	Exempt
Attached garage and accessory buildings	\$6.24	\$6.36		Exempt
Detached garage	\$6.24	\$6.36		Exempt
Shed < 25 m ²	\$123.79	\$126.27		Exempt
Sprinkler, standpipes	\$343.83	\$350.71	ff plus \$0.57/m ²	Exempt
<i>Window / Door replacement</i>				
Single Family Dwelling up to a 4 plex (including accessory builings)	\$123.79	\$126.27	ff	Exempt
All others	\$4.92	\$5.02	/opening + \$123.79 ff	Exempt
Group D – (business & personal services occupancies)				
Offices and all others – shell only – New Construction	\$24.21	\$24.69		Exempt
Interior tenant finishing – New Construction	\$6.60	\$6.73		Exempt
Alterations and Renovations (includes decks & roof structures)	\$7.03	\$7.17		Exempt
Emergency lighting	\$343.83	\$350.71	ff per storey	Exempt
Fire alarms	\$343.83	\$350.71	ff per storey	Exempt
Parking garage repairs	\$6.08	\$6.20		Exempt
Residing, re-roofing	\$1.07	\$1.09		Exempt
Sprinkler, standpipes	\$343.83	\$350.71	ff plus \$0.57/m ²	Exempt
Window / Door replacement	\$4.92	\$5.02	/opening + \$123.79 ff	Exempt

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "E"
BUILDING SERVICES DEPARTMENT

1. Permit fee shall be based on the formula given below unless otherwise specified in this schedule or a fixed fee (ff) will apply.

Permit fee - SI x A

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2. A minimum fee of \$121.95 shall be charged for all work or if not described below as a Fixed Fee (FF).

3. For Building Classifications that are not described in sections 5 - 9 permit fees shall be based on the value of the proposed construction as determined by the Chief Building Official at a rate of 1% of the determined construction value.

4. Penalties for construction without a permit will be based on percentage of the equivalent permit fee. Where construction has commenced, the penalty shall be an additional 50%. Where framing has commenced the penalty shall be an additional 100%.

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>Service Index (SI)</i>	<i>GST/HST Included or Added</i>
Group E – (mercantile occupancies)				
Retail store shell, department store, supermarkets, all other Group E – New Construction	\$18.16	\$18.52		Exempt
Interior tenant finishing	\$6.60	\$6.73		Exempt
Alterations and Renovations (includes decks & roof structures)	\$7.03	\$7.17		Exempt
Emergency lighting	\$343.83	\$350.71	ff per storey	Exempt
Fire alarms	\$343.83	\$350.71	ff per storey	Exempt
Parking garage repairs	\$6.08	\$6.20		Exempt
Residing, re-roofing	\$1.07	\$1.09		Exempt
Sprinkler, standpipes	\$343.83	\$350.71	ff plus \$0.57/m ²	Exempt
Window/door replacement	\$4.92	\$5.02	/opening + \$123.79 ff	Exempt
Group F – (industries occupancies)				
Industrial building shell less than 7500 m ² – New Construction	\$14.08	\$14.36		Exempt
Industrial building shell greater than 7500 m ² – New Construction	\$11.44	\$11.67		Exempt
Pre Manufactured Personal Storage Buildings (single storey with direct exterior access to each unit - no interior corridors)	\$8.79	\$8.97		
Parking garage – New Construction	\$9.05	\$9.23		Exempt
All other F occupancies – New Construction	\$14.08	\$14.36		Exempt
Interior tenant finishing	\$6.60	\$6.73		Exempt
Alterations and Renovations (includes decks & roof structures)	\$7.03	\$7.17		Exempt
Emergency lighting	\$343.83	\$350.71	ff per storey	Exempt
Fire alarms	\$343.83	\$350.71	ff per storey	Exempt
Farm buildings	\$6.07	\$6.19		Exempt
Industrial Equipment Foundations	1% of construction value	1% of construction value		Exempt
Parking garage repairs	\$6.08	\$6.20		Exempt
Residing, re-roofing	\$1.07	\$1.09		Exempt
Sprinkler, standpipes	\$343.83	\$350.71	ff plus \$0.56/m ²	Exempt
Window / Door replacement	\$4.92	\$5.02	/opening + \$123.79 ff	Exempt
Demolition				
Single Family Dwelling up to a 4 plex (including accessory buildings)	\$123.79	\$126.27	ff	Exempt
All other Part 9 Buildings (up to 3 storeys and 600 m ²)	\$264.05	\$269.33	ff	Exempt
Part 3 Buildings (greater than 3 storeys or 600 m ²)	\$123.79	\$126.27	ff plus \$0.57/m ²	Exempt
Designated Structures OBC Subsection 1.3.1.1.				
Crane runway	\$994.65	\$1,014.54	ff/structure	Exempt
Exterior tanks	\$994.65	\$1,014.54	ff/structure	Exempt
Outdoor pool and spa	\$33.09	\$33.75		Exempt
Wind power towers	\$994.65	\$1,014.54	ff/structure	Exempt
All other structures	\$457.70	\$466.85	ff/structure	Exempt
Standalone Mechanical				
New ductwork or piping	\$20.36	\$20.77	per diffuser, radiator, or unit	Exempt
Group C residential Single Family Dwelling (unit and ductwork)	\$193.65	\$197.52	ff	Exempt
New unit	\$193.65	\$197.52	/unit	Exempt
Special mechanical system (exhaust hoods, solar panels etc.)	\$413.70	\$421.97	ff	Exempt
Plumbing & drainage	\$19.00	\$19.38	/fixture	Exempt
Water Distribution Piping (including fire stopping)	\$340.43	\$347.24	ff plus \$0.57/m ²	Exempt
Sewer installation & capping (single residential unit)	\$123.79	\$126.27	ff	Exempt
Site services (water, sewer servicing for all other buildings) \$	\$413.70	\$421.97	ff	Exempt

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "E"
BUILDING SERVICES DEPARTMENT

1. Permit fee shall be based on the formula given below unless otherwise specified in this schedule or a fixed fee (ff) will apply.

Permit fee - SI x A

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A = floor area in m² of work involved

2. A minimum fee of \$121.95 shall be charged for all work or if not described below as a Fixed Fee (FF).

3. For Building Classifications that are not described in sections 5 - 9 permit fees shall be based on the value of the proposed construction as determined by the Chief Building Official at a rate of 1% of the determined construction value.

4. Penalties for construction without a permit will be based on percentage of the equivalent permit fee. Where construction has commenced, the penalty shall be an additional 50%. Where framing has commenced the penalty shall be an additional 100%.

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>Service Index (SI)</i>	<i>GST/HST Included or Added</i>
Additional Charges				
Occupancy permit	\$21.11	\$21.53	ff/unit	Exempt
Conditional permit	10% of applicable building permit fees (\$193.97 ff min)	10% of applicable building permit fees (\$197.85 ff min)		Exempt
Change of use permit	\$422.49	\$430.94	ff	Exempt
Foundation for Portable Structures	\$8.79	\$8.97		
Change of plans	\$225.46	\$229.97		Exempt
Permit renewal/transfer	\$215.47	\$219.78	ff	Exempt
Moving permit	\$123.79	\$126.27	ff	Exempt
Re-inspection	\$123.79	\$126.27	ff	Exempt
Sign permit (as regulated by Sign By-Law 2005-166)	\$123.79	\$126.27	ff each	Exempt
Portable signs	\$123.79	\$126.27	ff each	Exempt
<i>Culvert as determined by Pubic Works Department</i>				
Curb or sidewalk depression	\$44.02	\$44.90	ff	Exempt
Certificate of zoning conformity Single Family Dwelling	\$52.81	\$53.87	ff + HST	Added
Certificate of zoning conformity Other	\$105.63	\$107.74	ff + HST	Added
File Inquiry and plans inquiry Single Family Dwelling	\$52.81	\$53.87	/SFD + HST	Added
Other	\$105.63	\$107.74	/others + HST	Added
Annual Fee	\$880.22	\$897.82	/year + HST	Added
Removal of work order (By-Law)	\$184.84	\$188.54	ff	Exempt
Work order appeal (By-Law)	\$184.84	\$188.54	ff	Exempt
Removal of Order (Building Code)	\$184.84	\$188.54	ff	Exempt
Liquor License Application - all data provided by applicant	\$105.63	\$107.74	ff + HST	Added
Liquor License Application - no data provided by applicant	\$602.53	\$614.58	ff + HST	Added
Alternative Solution Proposal (per application)	\$687.67	\$701.42	ff	Exempt

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "F"

FINANCE DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
PENALTIES & INTEREST ON TAXES			
- On the first day after the due date	1.25%/month	1.25%/month	Exempt
- On the first day of each month that the taxes remain unpaid			
- On January 1 of the following year and each month thereafter			
LIBRARY ACCOUNTING FEES			
- Accounting/data processing fees - Library Board	\$12,433.00	\$12,680.00	Exempt
INTEREST - ACCOUNTS RECEIVABLE			
- On all accounts more than 30 days old	1.25%/month	1.25%/month	Exempt
TAX CERTIFICATES			
- Tax certificate (Certified Statement of Tax Account Status)	\$60.00	\$60.00	Exempt
TAX ACCOUNT TITLE SEARCHES			
- Title searches for property in arrears	\$50.00	\$50.00	Exempt
TAX ARREARS NOTICES			
- Fee for each tax arrears notice issued	\$5.00	\$5.00	Exempt
OFFICIAL PROPERTY TAX RECEIPT/TAX BILL REPRINT			
- Fee for official receipt for income tax purposes (per account/per year)	\$10.00	\$10.00	Exempt
PAYROLL GARNISHEE			
- Fee for garnishee of payroll cheque per pay per cheque	\$10.00	\$10.00	Exempt
NSF CHEQUE FEE			
- Fee for a cheque being returned per cheque	\$40.00	\$40.00	Exempt

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "G"

FIRE SERVICES

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
INSPECTION CHARGES			
- File Search	\$68.00	\$69.36	Added
- Request Inspections	\$118.50	\$120.87	Added
- Report Requests	\$101.00	\$103.02	Added
* NEW Rush Fee - 72 hours or less add \$50			
AIR BOTTLE REFILLS			
- Refill per bottle	\$7.50	\$7.65	Included
TRAINING			
- Fire Extinguisher Training (30 person maximum)	\$116.00	\$118.32	Added
BURNING PERMITS			
- New (First) Burning Permit - Valid for 3 years	\$75.00	\$75.00	Exempt
- Burning Permit - Renewal 4 year	\$60.00	\$60.00	Exempt
- Burning Permit - Annual	\$30.00	\$30.00	Exempt
APPROVALS			
- Approvals - Fireworks - Consumer/Family	\$75.75	\$77.27	Added
- Approvals - Fireworks - Exhibition	\$252.50	\$257.55	Added
* NEW Rush Fee - 72 hours or less add \$50			
COST RECOVERY FEES			
False Alarms - current MTO rates will apply			
Malfunction, System Maintenance - not notified, Malicious			
- 1st Call Recovery Fee - no charge	\$0.00	\$0.00	Added
- 2nd Call Recovery Fee - per truck per call	\$485.00	\$488.40	Added
- 3rd Call Recovery Fee - per truck per call	\$970.00	\$976.80	Added
- 4 or more calls - # of calls x \$485.00 per truck per call			Added
Natural Gas Leaks - caused by no locate			
- per truck per call	\$485.00	\$488.40	Added
Grow Operation/ Clandestine Labs			
- per truck per call	\$485.00	\$488.40	Added
- plus any additional costs incurred			Added
All Cost Recovery Fees are subject to an Administration Fee - 10% of costs billed.			

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "H"

LEGAL DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>			<i>GST/HST Included or Added</i>	<i>By-Law or Resolution Reference</i>
RENTAL AGREEMENTS COVERED BY SPECIFIC BY-LAWS						
S. & T. Electrical Contractors Limited (AG39)	\$200.00	\$200.00	/month		Added	2013-104
Lyon's Building Centre (Lyons Avenue & Wellington) (L-14)	\$85.00	\$85.00	/month		Added	3807
Hydro One (AG38)	\$250.00	\$250.00	/year		Added	Resolution
Rogers - 363 Second Line West (at Third Avenue) (AG79)	\$833.33	\$833.33	/month		Added	2009-203
Part 65 Old Garden River Road (DSSAB) (AG74)	\$154,329.41	\$151,451.83	/year	2021 fee subject to CPI at December 2020	Added	2019-170
Part 65 Old Garden River Road (Sault Area Hospital) (AG69)	\$78,183.60	\$77,102.40	/year	May to December fee subject to CPI at December 2020	Added	2008-32
Bell Mobility Cathcart Street - West Street (AG67)	\$6,100.00	\$6,100.00	/year		Added	2007-24
Bell Mobility Part 57 Des Chenes Drive (AG131)	\$5,500.00	\$5,500.00	/year		Added	2014-32
Bell Mobility - Site W3952 - GFL Memorial Gardens (AG145)	\$3,500.00	\$3,500.00	/year		Added	2015-182
Rogers Communications Inc. - 638 Cathcart Street (AG132)	\$770.00	\$770.00	/month		Added	2014-58
POA rent - Civic Centre	\$4,714.50	\$4,714.50	/month		Added	No agreement
Sault Ste. Marie Innovation Centre rent - Civic Centre	\$6,209.50	\$6,209.50	/month		Added	Agreement
Superior 7 Signs - 331 Queen Street East (AG65)	\$900.00	\$900.00	/year		Added	Agreement
Algo Signs - 723 Great Northern Road (2 signs) (AG48)	\$2,400.00	\$2,400.00	/year		Added	2001-195
Superior 7 Advertising Ltd. - Sign - Lake Street (AG50)	\$950.00	\$950.00	/year		Added	2002-80
Sault Ste. Marie Model Aircraft Radio Control Club (AG73)	\$400.00	\$400.00	/year		Added	2018-31
Kevin Belsito (AG150)	\$500.00	\$500.00	/year		Added	2015-133
Algoma Sailing Club	\$100.00		/year		Added	2012-64
ANNUAL ENCROACHMENTS						
Kelly - Cuglietta Retail Inc. (274 North Street)	\$25.00	\$25.00	/year		Added	4263
Lyon's Building - 625 Queen Street East (Feifel, Marta Rose)	\$25.00	\$25.00	/year		Added	3945
Cambrian Nissan - 460-468 Pim Street	\$25.00	\$25.00	/year		Added	83-265
Flomor Automotive - 53,59 Great Northern Road & 7 Champlain	\$25.00	\$25.00	/year		Added	
Skyline Retail Real Estate Holdings Inc. - 31 Trunk Road (EN)	\$100.00	\$100.00	/year		Added	2018-141
Sault Scuba (formerly Church, Donald & Cyr, Luci) 102 Northern Ave	\$25.00	\$25.00	/year		Added	
Gugula, Smedley, Barban (123 East Street)	\$25.00	\$25.00	/year		Added	77-335
Pozzo, Doreen Elizabeth (2 Strand Avenue)	\$20.00	\$20.00	/year		Added	3685
Dusanjh, Manjit and Gurwinder & Jaswinder (622 Albert Street West)		\$50.00	/year		Added	
CIVIC CENTRE - MEETING ROOMS (Full Day)						
Council Chambers	\$280.00	\$283.00	/day		Included	
Russ Ramsay Board Room	\$111.00	\$112.00	/day		Included	
Biggings Meeting Room	\$111.00	\$112.00	/day		Included	
Thompson Meeting Room	\$111.00	\$112.00	/day		Included	
Plummer Meeting Room	\$56.00	\$56.00	/day		Included	
Korah Meeting Room	\$56.00	\$56.00	/day		Included	
Tarentorus Meeting Room	\$56.00	\$56.00	/day		Included	
Steelton Meeting Room	\$56.00	\$56.00	/day		Included	

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2021-224 - Schedule "I"

PUBLIC WORKS DEPARTMENT

<i>Services Offered</i>	<i>2021 Current Fee</i>	<i>2022 Proposed Fee</i>	<i>GST/HST Included or Added</i>
SEWER RODDING			
- Calls during regular hours	\$154.65	\$157.52	Added
- Calls outside regular hours	\$310.15	\$315.93	Added
- CCTV Lateral Inspection	\$221.20	\$226.00	Included
LANDFILL FEES (established by by-law 2003-140)			
- Tipping Fee per tonne	\$77.00	\$77.00	Exempt
- Gate Fee	\$11.00	\$11.00	Exempt
- Out of town (Prince/Rankin) Tipping Fee per tonne	\$77.00	\$100.00	Exempt
- Asbestos per bag following MOE Regulations (up to 4 bags)	\$50.00	\$50.00	Exempt
- Asbestos bulk load - MOE Regulations per tonne after 4 bags	\$200.00	\$200.00	Exempt
- Bio-Medical Waste per tonne per MOE Guideline	\$200.00	\$200.00	Exempt
- Refrigerator/Freezer Disposal (untagged)	\$25.00	\$25.00	Exempt
- Non Hazardous Industrial Solid Waste (for cover material)	\$38.50	\$38.50	Exempt
- Non Hazardous Industrial Solid Waste (non useable)	\$77.00	\$77.00	Exempt
- Residential pick up excess bag tag	\$2.00	\$2.00	Exempt
- Asbestos processing flat fee for bulk load (after 4 bags) Commercial	\$150.00	\$150.00	Exempt
- Container Washing (pressure washer not supplied)	\$65.00	\$65.00	Exempt
- 240 Litre Waste Cart Replacement Purchase (65 gallon) delivery NOT included	\$95.00	\$95.00	Exempt
- 360 Litre Waste Cart Replacement Purchase (95 gallon) delivery NOT included	\$110.00	\$110.00	Exempt