



City of Sault Ste. Marie

**2017 PRELIMINARY BUDGET
PRESENTATION TO COUNCIL
NOVEMBER 21, 2016**

2017 OPERATING BUDGET PROCESS

	DATE
EMPLOYEE COMPLEMENT VERIFIED BY DEPARTMENTS. SALARY/BENEFIT BUDGET ESTABLISHED BY FINANCE.	JUNE, 2016
DEPARTMENT BUDGET FOR NON-SALARY ITEMS AND REVENUES, CAPITAL FROM CURRENT AND OPERATING INCREASE REQUESTS SUBMITTED	SEPTEMBER 1, 2016
FINANCE DEPARTMENT REVIEW AND ADJUSTMENTS / PREPARATION OF BUDGET DOCUMENTATION	COMPLETION OCTOBER, 2016
PRELIMINARY BUDGET PRESENTED TO COUNCIL	NOVEMBER 21, 2016

TAX LEVY (millions)

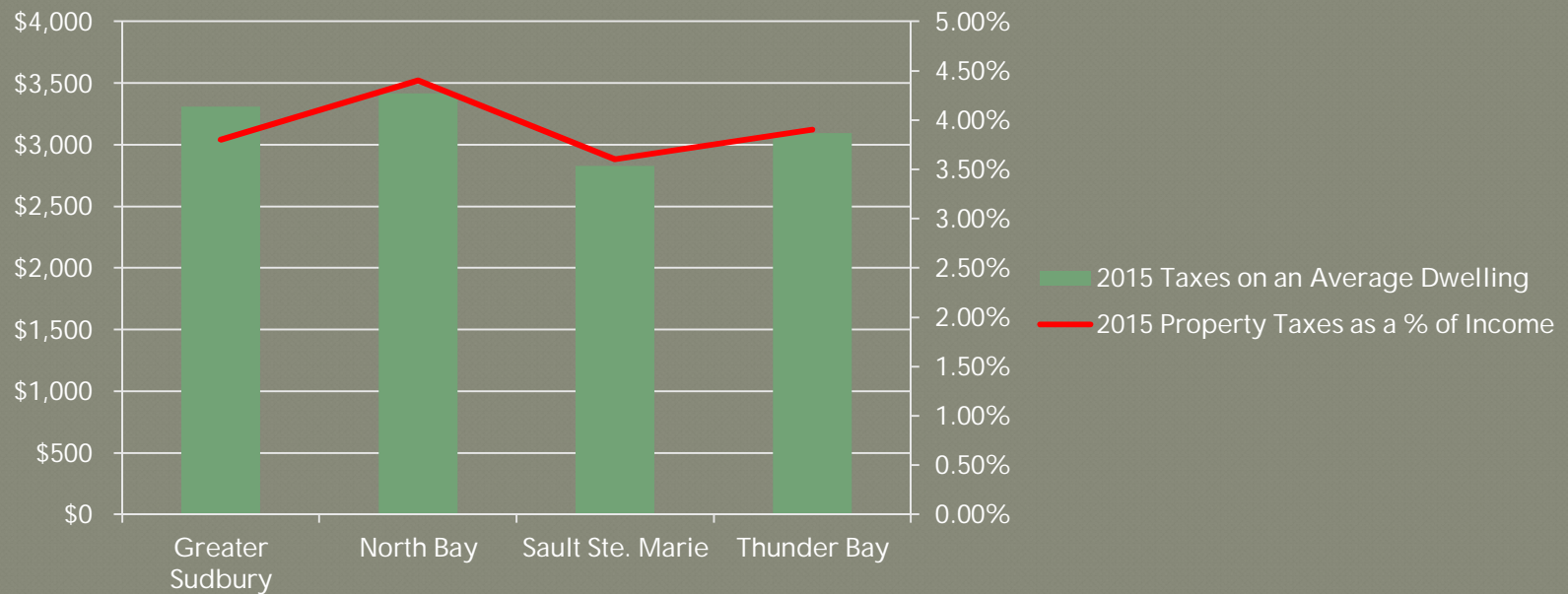


Preliminary 2017 Levy Increase

6.63%

	Change 2016 to 2017	Tax Levy Impact
City Departments-Maintaining Services	4.35%	3.02%
Levy Boards and Outside Agencies	6.47%	1.37%
Ontario Municipal Partnership Grant Reduction	0.00%	0.00%
INCREASE BEFORE LEVY REDUCTION FROM PRIOR YEAR		4.39%
Surplus for Levy Reduction		0.53%
Reserves for Levy Reduction		1.71%
Overall Tax Impact		6.63%

MUNICIPAL TAX BURDEN

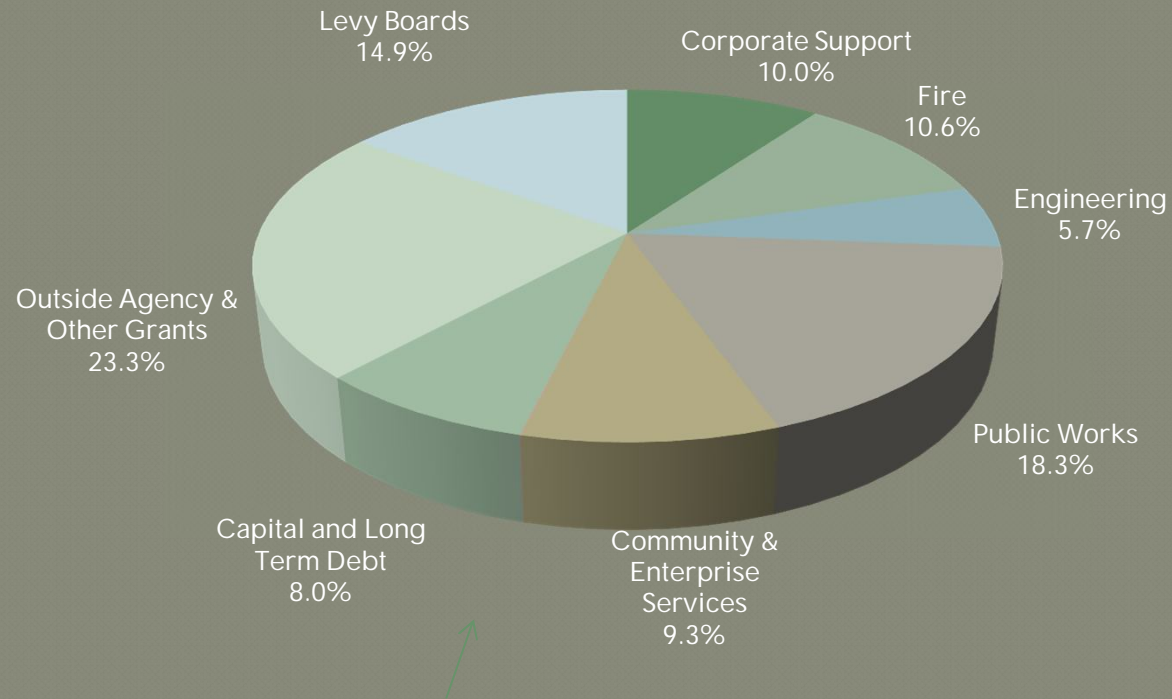


RESIDENTIAL TAX RATES

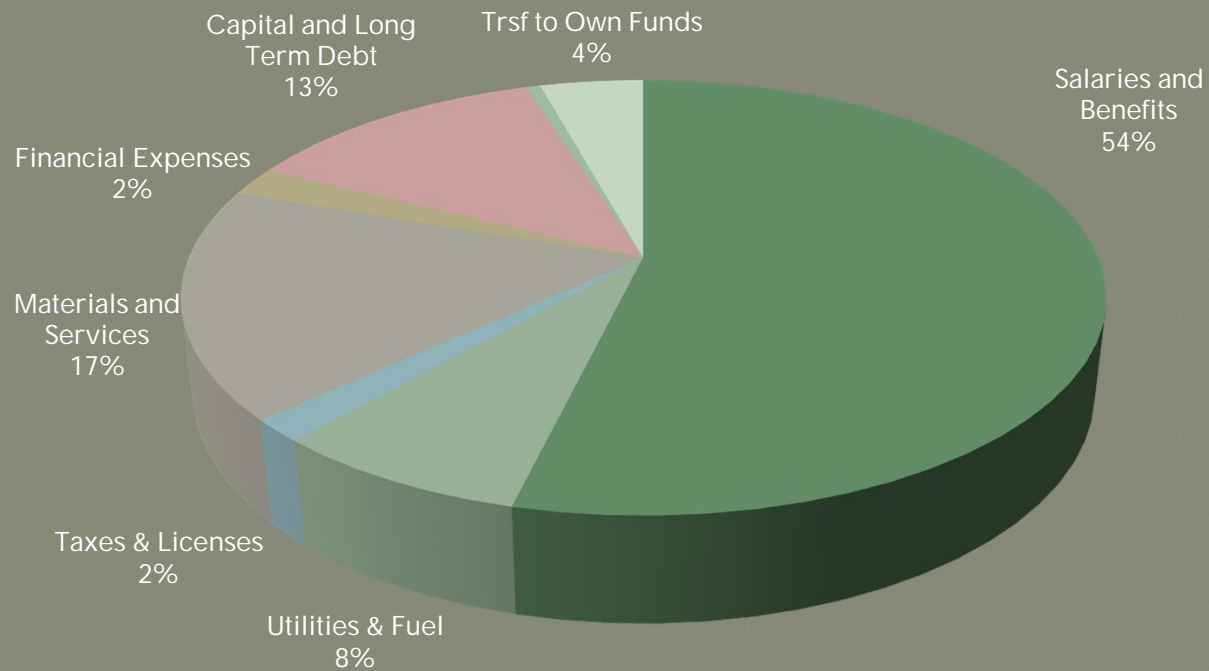


As the denominator (assessment) becomes smaller, the residential tax rate for an equal levy requirement increases

LEVY BY KEY AREAS



MAINTAINING CITY SERVICES



MAINTAINING SERVICES

Maintaining Services – Significant Changes from 2016	\$(000)
2016	\$72,572
Salary/Benefit contractual increases and contingencies, including net savings from Fire Services Realignment, including non-union wage freeze	\$983
WSIB increase for Fire/Police for presumptive cancer and PTSD	\$1,000
Lost administration revenue from SSMDSSAB transition	\$702
Contracted/legislated increases and decrease in use of revenue generating services	\$768
Department reductions to be implemented to offset contractual increases	\$(770)
Decrease in assessment growth reflected in supplementary taxes	\$450
Decrease in Payment In Lieu of Taxation from other levels of government	\$74
Cemetery operational costs in excess of user fees	\$140
User fee increases	\$(193)
2017	\$75,726

NEXT STEPS

- Budget deliberation meeting(s)
December 5 and 6 (if required)
 - Supplementary and service level increases to be reviewed by Council
- Preliminary 2017 Budget to be adjusted based upon Council recommendations approved during budget deliberations
- Tax Rates to be set March, 2017
 - Tax rates based upon final adjusted budget and tax policy

City of Sault Ste. Marie

2017 Operating Budget Summary

Budget Process Overview

The 2017 Budget is the first year that the City's operating budget will be deliberated and approved before the beginning of the fiscal year. Having two budgets deliberated in one year was challenging and did not leave a lot of time to implement new processes. The budget began in June, 2016 with updating of the approved employee complement along with salary and benefit calculations. Worksheets were provided to the departments in August, 2016. City departments were asked to provide their budgets based upon maintaining the 2016 levels for operating expenses as well as updating the levels for revenue generating operations, if applicable. Service level enhancement requests are submitted and summarized for Council review and approval during budget deliberations. Departments were also tasked with identifying areas where savings could be realized, given the demands on the 2017 budget. Department submissions are used to produce the draft budget, which is then reviewed and adjusted by Finance as required for such items as contracted, legislated and regulatory changes, as well as Council resolutions. An analysis of trends is also done to ensure that budgets are at appropriate levels based on historical net expenditures and projected estimates. The Preliminary Budget is being presented to Council November 21, 2016, two and an half months earlier than the 2016 budget.

Budget input is being gathered with a deadline of November 23, 2016. The online tool was made available once again, which allows the taxpayer to indicate the areas where they would like to see their tax dollars utilized. Taxpayers are also able to provide input by email at budgetinput@cityssm.on.ca. A budget input session is scheduled on November 23, 2016 from 4:30pm until 5:30pm in the Russ Ramsay Room, Level 3. All input received will be summarized and provided to Council for their consideration during the budget deliberations session on December 5, 2016.

The 2017 budget deliberation meeting will include presentations by the Executive Management team to review their budget changes and constraints. In 2017 the full effect of the Sault Ste. Marie District Social Services Administration Board transition are incorporated. Levy Boards have been estimated based upon a Consumer Price Index increase for levies not received. Outside agency grants are reflected at the 2016 levels. The Ontario Municipal Partnership Fund grant remains at the 2016 level based upon the notification received November 10, 2016. Supplementary Requests are summarized for Council's review and deliberation. They are not reflected in the Preliminary Budget.

Next Steps

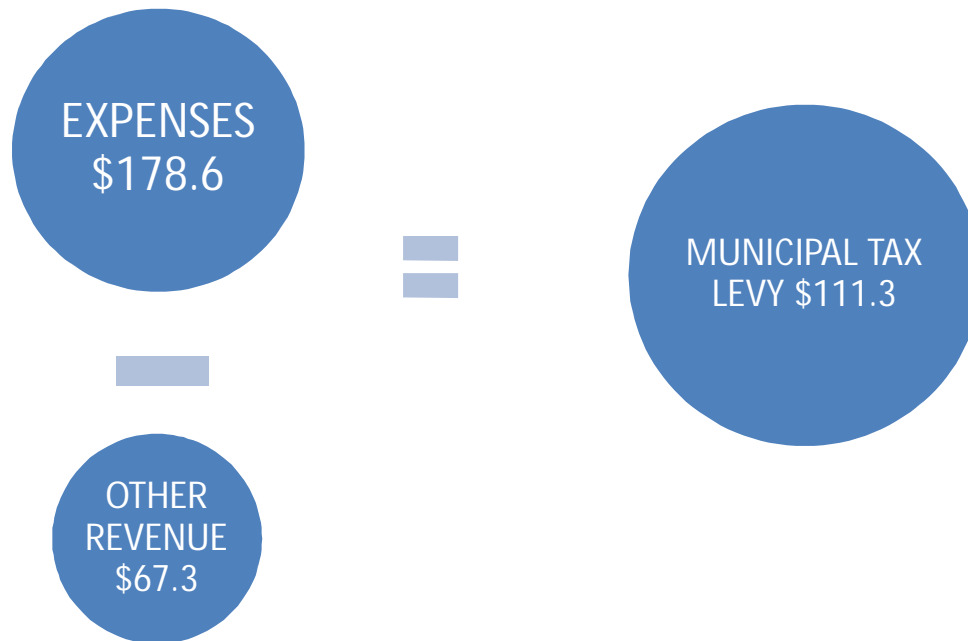
Once the Preliminary budget is presented, the budget deliberation process will begin. The results of the deliberations will then be incorporated into the Final Budget 2017. Budget deliberations are scheduled for December 5, 2016. Tax rates will be established in early 2017 once the final assessment values are known.

The 2017 Capital Budget, deferred by Council at the October 24, 2016 meeting, will also be deliberated at the December 5, 2016 budget meeting.

Executive Summary

The City of Sault Ste. Marie provides a vast array of municipal services to approximately 75,000 citizens and 34,590 households based on the latest census data. These services are overseen by the various departments of the City and range from recreational services to construction and maintenance of the City's roadways. The Preliminary 2017 Budget as presented represents maintaining these services at the same level as the previous year.

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



The Preliminary 2017 Operating budget identifies a 6.63% tax levy increase, of which 2.24% is due to surplus and reserves used in 2016 for levy reduction. A surplus is not being projected for 2016. This represents the net requirement to provide the same level of service in 2017 as maintained in 2016. Included are revenue adjustments for user fee increases as estimated based upon the proposed User Fee Bylaw presented to Council for approval on November 21, 2016. Expenditures have been adjusted for contracted changes in compensation, efficiencies identified by departments and various contracted increases as approved by Council.

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

	Change 2016 to 2017	Tax Levy Impact
City Departments-Maintaining Services	4.35%	3.02%
Levy Boards and Outside Agencies	6.47%	1.37%
Ontario Municipal Partnership Grant Reduction (estimated at 2016 level-grant notification not received)	0.00%	0.00%
INCREASE BEFORE LEVY REDUCTION FROM PRIOR YEAR		4.39%
Surplus for Levy Reduction		0.53%
Reserves for Levy Reduction		1.71%
Overall Tax Impact		6.63%

As noted, of the 6.63% levy increase, 2.24% relates to surplus and reserves used in the prior year for levy reduction, leaving a 4.39% increase to the levy year over year. Use of surplus for levy reduction has increased significantly since 2010 as larger surpluses were experienced. Staff

continues to recommend that surplus not be used for levy reduction and rather be applied to one-time items in order to maintain a stabilized levy.

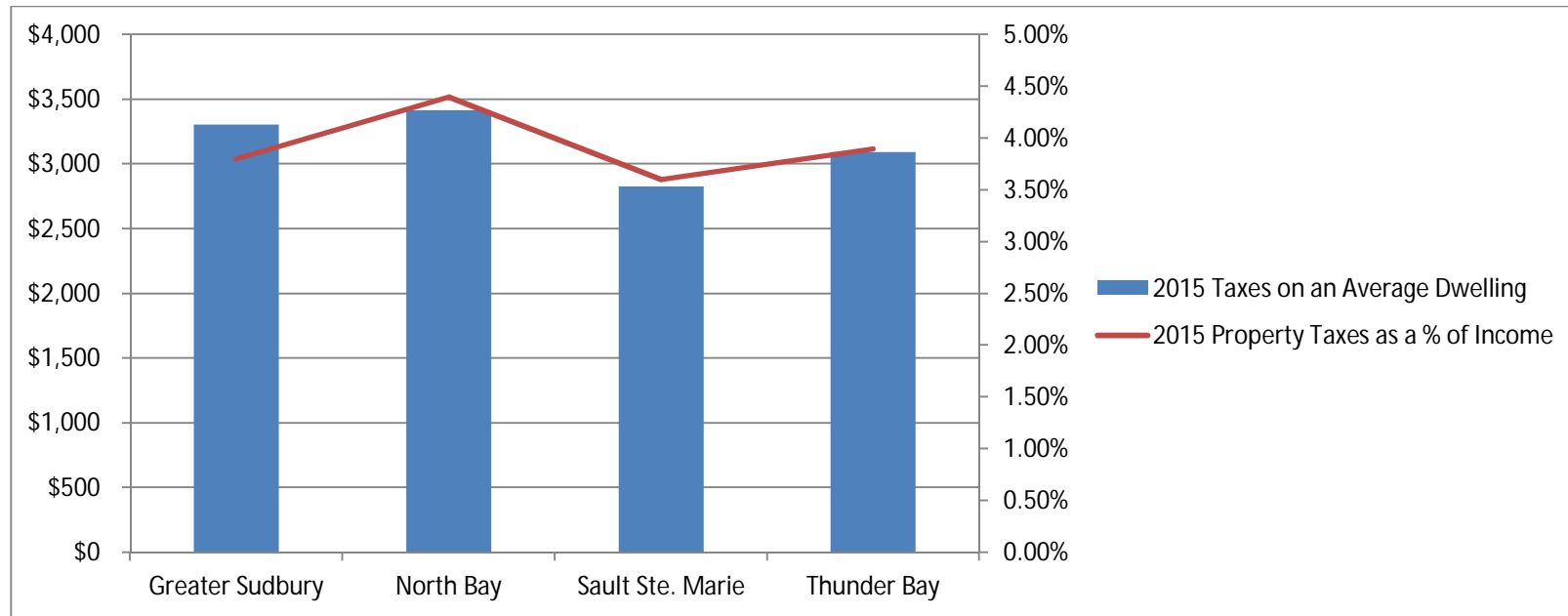
Changes to Maintaining Services Year Over Year

Several key items influenced the increase required to maintain service levels the same as 2016. Staff has reduced their budgets by approximately \$770,000 to mitigate the contractual/legislated increases to other expenses and the decrease in users accessing revenue generating services. The increase to WSIB for Fire presumptive cancer claims and post-traumatic stress disorder (PTSD) for Police and Fire were significantly more than the net savings from the Fire Services Realignment Plan for 2017.

Maintaining Services – Significant Changes from 2016	\$(000)
2016	\$72,572
Salary/Benefit contractual increases and contingencies, including net savings from Fire Services Realignment, including non-union wage freeze	\$983
WSIB increase for Fire/Police for presumptive cancer and PTSD	\$1,000
Lost administration revenue from SSMDSSAB transition	\$702
Contracted/legislated increases and decrease in use of revenue generating services	\$768
Department reductions to be implemented to offset contractual increases	\$(770)
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Municipal Burden as % of Household Income

The 2015 BMA study shows the taxes on an average dwelling for the City of Sault Ste. Marie as lowest among our Northern Ontario comparators. We are also the lowest when property taxes are considered as a percentage of the median income of each municipality. The 2016 BMA Study will be released in December, 2016 and updated comparators will be presented along with tax policy recommendations in early 2017.



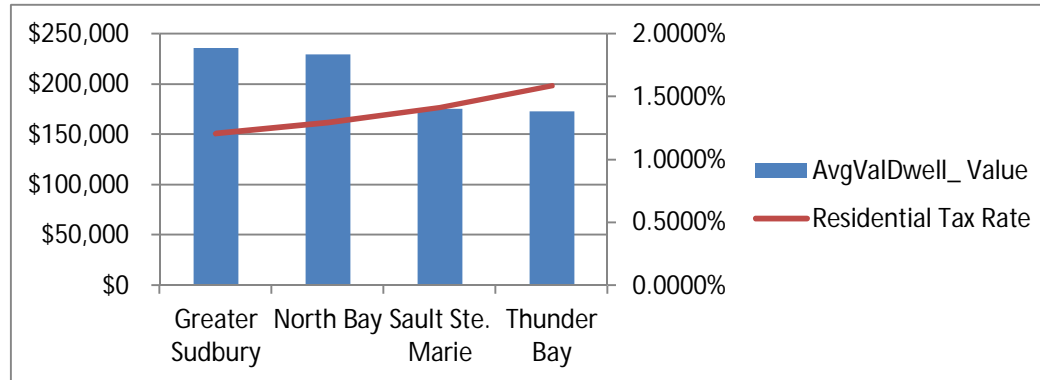
BMA Management Consulting-2015 BMA Study

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

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

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

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



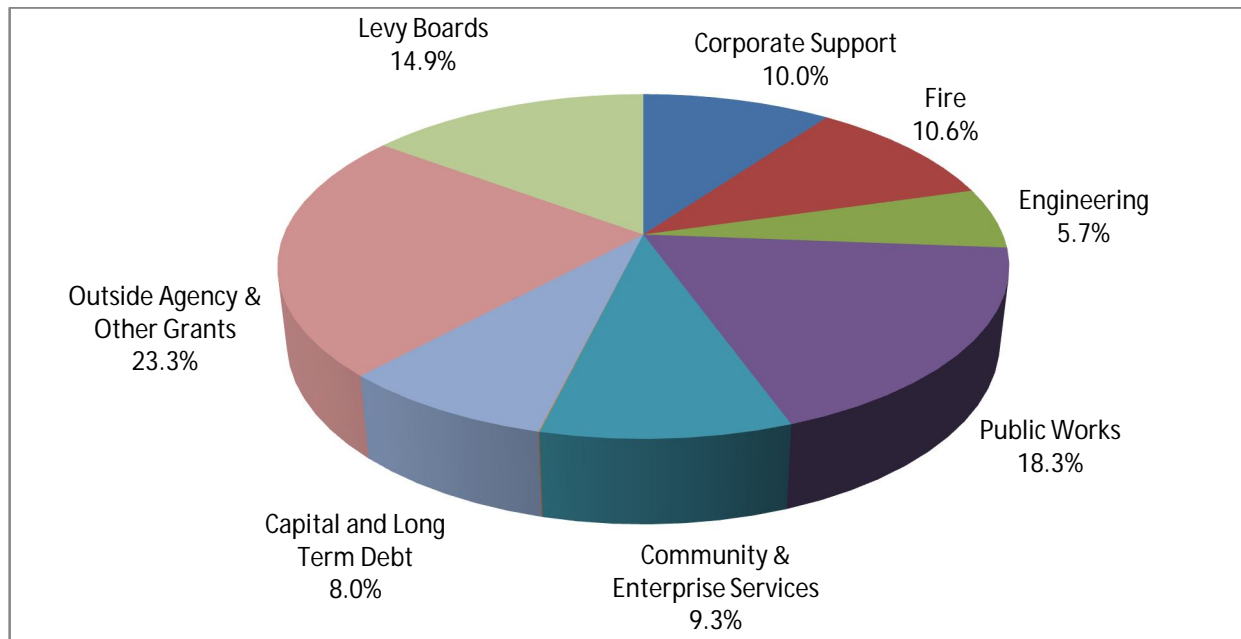
BMA Management Consulting-2015 BMA Study

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

Highlights

The preliminary tax levy for 2017 is \$111,295,033. The levy by key area is shown below. Of the total levy approximately 38% is comprised of costs that the City cannot control. This includes Levy Boards and Police Services (32%), outside agencies and boards (4.3%) and Economic Development (1.8%) that City Council has approved for ongoing funding. In addition, another 8% of the levy is for capital and financing requirements. The remaining 54% is directed to City services.

Departmental information is included in the 2017 Preliminary Budget.

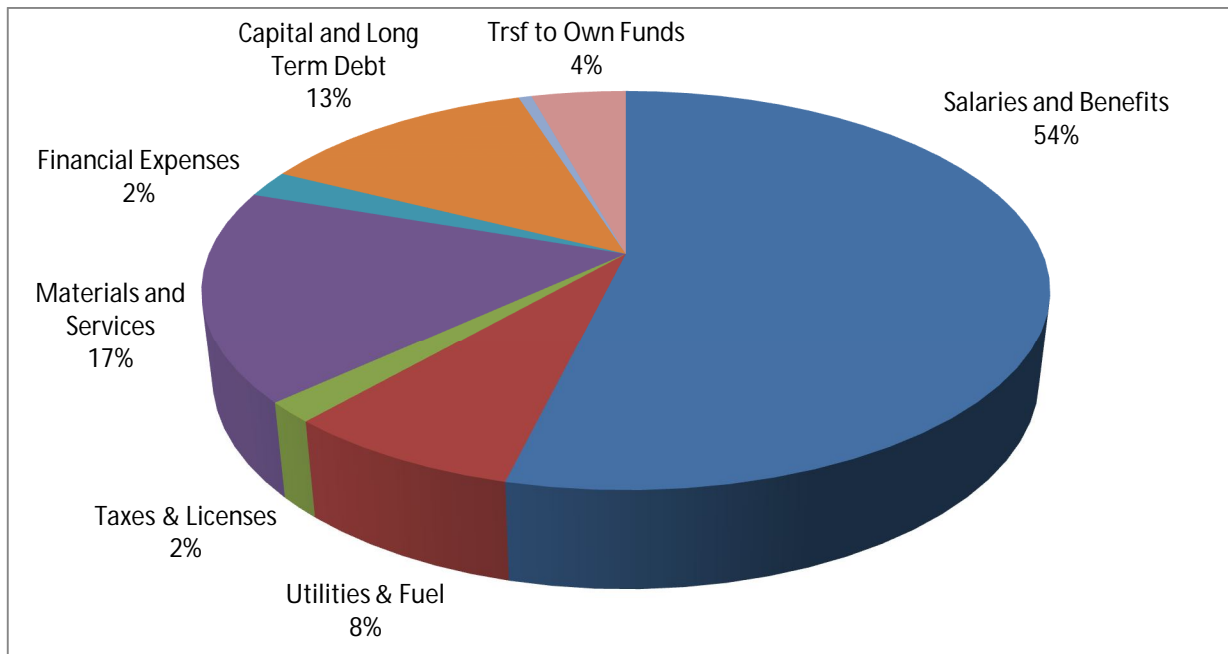


Maintaining City Services, including capital and long term debt requirements, equates to 3.02% of the 6.63% levy increase. The Budget Formula Guideline for 2017, as presented to Council on August 22, 2017 by the Chief Administrative Officer, was 3.08%, including 0.25% Investment

Factor. Contracted and legislated increases outside of salaries and benefits were mitigated by the departments with savings and efficiencies instituted in their budgets. Significant items such as \$1 million for WSIB changes to Fire and Police services, decreased assessment growth and lost administration revenue with the Sault Ste. Marie District Social Services Administration Board transition, put increased pressure on the levy for 2017. To offset these items and further reduce the levy would require service level decreases.

The City Services budget reflects 54% 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. Note that Fires Services contracts are expired and have not been yet negotiated. The budget levels reflect rates in effect for the last contract. Manning levels are based upon the current service level requirements.

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



CITY OF SAULT STE MARIE
Summary of All Units
Budget Summary

	2016 BUDGET	2017 BUDGET	\$		%	
			Change (2016 to 2017)	Change (2016 to 2017)	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE						
Taxation (excluding levy)	2,627,500	2,427,500	(200,000)			-7.61%
Payment in Lieu of taxes	4,445,020	4,371,195	(73,825)			-1.66%
Fees and user charges	39,148,855	34,964,699	(4,184,156)			-10.69%
Government grants (including OMPF)	19,399,650	19,497,615	97,965			0.50%
Investment income	4,305,000	4,305,000	0			0.00%
Contribution from own funds	2,337,840	218,060	(2,119,780)			-90.67%
Other income	1,514,090	1,503,320	(10,770)			-0.71%
Prior year surplus	550,000		(550,000)			-100.00%
	74,327,955	67,287,389	(7,040,566)			-9.47%
EXPENDITURES						
Salaries	69,913,978	67,889,425	(2,024,553)			-2.90%
Benefits	18,475,037	18,528,992	53,955			0.29%
	88,389,015	86,418,417	(1,970,598)			-2.23%
Travel and training	870,600	841,795	(28,805)			-3.31%
Election	2,500		(2,500)			-100.00%
Vehicle allowance, maintenance and repairs	3,785,734	3,813,151	27,417			0.72%
Utilities and Fuel	10,793,370	9,995,730	(797,640)			-7.39%
Materials and supplies	6,796,682	6,599,665	(197,017)			-2.90%
Maintenance and repairs	2,475,770	2,576,130	100,360			4.05%
Program expenses	121,200	121,200	0			0.00%
Goods for resale	628,525	619,325	(9,200)			-1.46%
Rents and leases	337,225	302,950	(34,275)			-10.16%
Taxes and licenses	2,184,510	2,191,290	6,780			0.31%
Financial expenses	2,443,440	2,716,185	272,745			11.16%
Purchased and contracted services	9,305,965	9,365,763	59,798			0.64%
Grants to others	26,562,439	26,568,403	5,964			0.02%
Long term debt	1,980,330	3,252,490	1,272,160			64.24%
Transfer to own funds	21,179,664	22,642,528	1,462,864			6.91%
Capital expense	1,065,492	777,530	(287,962)			-27.03%
Less: recoverable costs	(220,130)	(220,130)	0			0.00%
	90,313,316	92,164,006	1,850,689			2.05%
	178,702,331	178,582,423	(119,909)			-0.07%
TAX LEVY	104,374,376	111,295,033	6,920,657			6.63%
Maintaining Services:				% change from	Levy	
Mayor & Council	722,520	717,782	(4,738)	2016	Increase	
Chief Administrative Officer	388,285	382,161	(6,124)			(0.66%) (1.58%)
Corporate Services	9,652,095	10,129,572	477,477			4.95%
Community and Enterprise Services	12,684,095	12,887,429	203,334			1.60%
Public Works and Engineering	40,426,767	40,355,527	(71,240)			(0.18%)
Legal	1,465,670	1,430,431	(35,239)			(2.40%)
Fire	12,993,728	13,315,320	321,592			2.47%
Social Service (excludes DSSAB)	37,000	50,000	13,000			35.14%
Corporate Financials/Capital/Long Term Debt	(5,797,966)	(3,541,536)	2,256,430			(38.92%)
	72,572,194	75,726,686	3,154,492	4.35%	3.02%	
Levy Boards	19,604,808	20,567,648	962,840	4.91%	0.92%	
Outside Agencies	29,871,373	30,335,698	464,325	1.55%	0.44%	
OMPFF	(15,335,000)	(15,335,000)	-	.00%	0.00%	
Surplus for levy reduction	(550,000)		550,000	100.00%	0.53%	
Reserves for levy reduction	(1,789,000)		1,789,000	100.00%	1.71%	
	104,374,375	111,295,032	6,920,657			6.63%

Union contracts expired
Excludes OMPF and surplus/reserves for levy reduction

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

	2017			2017 Net Tax Levy	% of 2017 levy	2016 Net Tax Levy	% change from 2016
	Salary/Benefits	Other Expense	Revenue				
MAYORS OFFICE	549,267	143,515	0	692,782		697,520	
COUNCIL SPECIAL FUNDS		25,000		25,000		25,000	
TOTAL MAYOR & COUNCIL	549,267	168,515	0	717,782	0.6%	722,520	-0.7%
ADMINISTRATION	357,651	24,510		382,161		388,285	
ISAP-IMMIGRATION PROGRAM	228,672	37,028	265,700	0		-	
TOTAL CAO	586,323	61,538	265,700	382,161	0.3%	388,285	-1.6%
LEGAL DEPARTMENT							
ADMINISTRATION	758,342	199,465	884,651	73,156		105,665	-30.8%
CITY OWNED LAND		19,000		19,000		19,000	
INSURANCE		1,730,500		1,730,500		1,745,000	
POA	546,165	411,610	1,350,000	(392,225)		(403,995)	
TOTAL LEGAL	1,304,507	2,360,575	2,234,651	1,430,431	1.3%	1,465,670	-2.4%
FIRE SERVICES							
ADMINISTRATION	1,038,153	832,637	225,550	1,645,240		1,329,042	
SUPPRESSION	9,691,844	98,380		9,790,224		10,342,975	
PREVENTION	981,345			981,345		699,850	
SUPPORT SERVICES	500,882	133,786		634,668		494,926	
MUNICIPAL EMERGENCY PLANNING	229,005	13,785	3,000	239,790		103,280	
SUMMER CAREER	24,053			24,053		23,655	
	12,465,282	1,078,588	228,550	13,315,320		12,993,728	2.5%
DSSAB CONTRACTED SERVICES							
EMS-CITY	4,796,821	451,776	5,248,597	0		-	
EMS-GARDEN RIVER	1,094,680	192,320	1,287,000	0		-	
	5,891,501	644,096	6,535,597	0		0	
TOTAL FIRE	18,356,783	1,722,684	6,764,147	13,315,320	12.0%	12,993,728	2.5%
CORPORATE SERVICES							

	2017			2017	% of	2016	% change
	Salary/Benefits	Other Expense	Revenue	Net Tax Levy	2017 levy	Net Tax Levy	from 2016
ADMINISTRATION	646,495	126,155	1,540	771,110		777,550	
HEALTH AND SAFETY	120,519	24,965		145,484		134,545	
DISABILITY MANAGEMENT	120,519	116,890		237,409		201,920	
CORPORATE RECRUITMENT & TRAINING		17,850		17,850		40,450	
LEADERSHIP PERFORMANCE		22,550		22,550		25,000	
RETIREE BENEFITS	327,800			327,800		303,800	
EMPLOYEE ASSISTANCE PROGRAM		37,200		37,200		41,000	
HEALTH AND SAFETY COMMITTEE		30,000		30,000		30,000	
DISABLED PREMIUMS	3,565			3,565		3,565	
ASBESTOS PROGRAM		50,000		50,000		50,000	
TOTAL HUMAN RESOURCES	1,218,898	425,610	1,540	1,642,968	1.5%	1,607,830	2.2%
ADMINISTRATION	691,142	92,895	50,000	734,037		740,925	
OFFICE SERVICES	109,543	78,175		187,718		219,335	
QUALITY MANAGEMENT		23,250		23,250		28,250	
ELECTION EXPENSE		60,000		60,000		108,550	
COUNCIL MEETINGS		8,350		8,350		10,000	
CULTURAL GRANT - WALK OF FAME		2,000		2,000		2,000	
RECEPTIONS		25,650		25,650		25,650	
TOTAL CLERKS	800,685	290,320	50,000	1,041,005	0.9%	1,134,710	-8.3%
ACCOUNTING	1,067,293	32,600	26,600	1,073,293		1,033,285	3.9%
TAX	474,452	30,820	149,500	355,772		350,450	1.5%
INFORMATION TECHNOLOGY	1,063,782	1,111,316	17,040	2,158,058		1,875,185	15.1%
PURCHASING	334,527	10,445		344,972		342,925	0.6%
ADMINISTRATION	696,974	66,905		763,879		803,210	-4.9%
FINANCIAL EXPENSE - BANKING		65,000		65,000		65,000	0.0%
FINANCIAL FEES		86,500		86,500		68,000	27.2%
FINANCIAL EXPENSE - PROPERTY TAX		2,598,125		2,598,125		2,371,500	9.6%
TOTAL FINANCE	3,637,028	4,001,711	193,140	7,445,599	6.7%	6,909,555	7.8%
TOTAL CORPORATE SERVICES	5,656,611	4,717,641	244,680	10,129,572	9.1%	9,652,095	4.9%
PUBLIC WORKS AND ENGINEERING							
ENGINEERING DESIGN	1,626,989	157,070		1,784,059		1,838,420	
ENVIRONMENTAL INITATIVE	109,910	83,485		193,395		182,500	
ADMINISTRATION	323,441	42,340	53,150	312,631		360,730	
BUILDING SERVICES	644,202	780,000		1,424,202		1,395,920	
HYDRANTS		975,000		975,000		998,000	
STREET LIGHTING		1,885,780		1,885,780		2,900,000	

	2017			2017	% of	2016	% change
	Salary/Benefits	Other Expense	Revenue	Net Tax Levy	2017 levy	Net Tax Levy	from 2016
SEWAGE DISPOSAL SYSTEM		5,292,450		5,292,450		4,965,345	
MISCELLANEOUS CONSTRUCTION		1,300,000		1,300,000		1,300,000	
TOTAL ENGINEERING	2,704,542	10,516,125	53,150	13,167,517	11.8%	13,940,915	-5.5%
WORKS: ADMIN/SUPVERVISION/OVERHEAD	2,948,219	85,000		3,033,219		3,018,560	
ROADWAYS	1,520,823	1,730,960		3,251,783		2,922,150	
SIDEWALKS (INCLUDING WINTER CONTROL)	517,327	419,152		936,479		848,677	
WINTER CONTROL ROADWAYS	2,755,161	3,540,162	67,965	6,227,358		5,813,953	
SANITARY SEWERS	992,152	948,660	17,500	1,923,312		1,837,630	
STORM SEWERS	316,660	247,250		563,910		536,563	
TRAFFIC & COMMUNICATIONS	1,048,348	654,990		1,703,338		1,739,820	
CARPENTRY	698,149	(95,630)		602,519		689,910	
ADMINISTRATION	1,575,413	149,910		1,725,323		1,706,340	
BUILDINGS & EQUIPMENT	2,459,820	(459,634)		2,000,186		1,982,858	
PARKS OPERATIONS	2,392,868	749,290		3,142,158		3,019,440	
WASTE MANAGEMENT	1,360,161	3,860,265	3,142,000	2,078,426		2,369,951	
TOTAL PUBLIC WORKS	18,585,101	11,830,375	3,227,465	27,188,011	24.4%	26,485,852	2.7%
TOTAL PUBLIC WORKS AND ENGINEERING	21,289,643	22,346,500	6,454,930	40,355,528		40,426,767	-0.2%
COMMUNITY AND ENTERPRISE SERVICES							
SPORTS ADMINISTRATION	7,963	6,435		14,398		14,265	
RECREATION & CULTURE ADMINISTRATION	434,859	19,385	61,190	393,054		416,100	
CANADA DAY		20,000	10,000	10,000		10,000	
MAYORS YOUTH ADVISORY		27,500		27,500		27,500	
MISCELLANEOUS PROGRAMS	3,771	17,210		20,981		20,975	
PARKS & REC ADVISORY COMMITTEE		2,465		2,465		2,465	
SPORT FISHING		0		0		1,000	
ROBERTA BONDAR PARK	90,254	101,620	32,616	159,258		155,026	
BELLEVUE PARK MARINA	36,397	122,805	173,295	(14,093)		(14,580)	
BONDAR MARINA	36,397	76,920	72,405	40,912		38,870	
LOCKS OPERATIONS	101,549	(61,305)		40,244		37,595	
SENIORS DROP IN CENTRE	270,067	125,085	106,200	288,952		302,240	
STEELTON SENIORS CENTRE	170,299	50,330	62,200	158,429		166,510	
HISTORIC SITES BOARD - OLD STONE HOUSE	281,257	111,620	92,980	299,897		299,290	
JOHN RHODES COMMUNITY CENTRE	1,376,957	1,200,005	1,154,907	1,422,055		1,325,415	
FACILITY ADMINISTRATION	992,860	67,625	24,000	1,036,485		1,027,640	
FACILITIES-SUMMER STUDENTS	39,813			39,813		39,155	
GRECO POOL	31,870	13,685		45,555		45,260	
MANZO POOL	11,345	9,915		21,260		21,170	

	2017			2017	% of	2016	% change
	Salary/Benefits	Other Expense	Revenue	Net Tax Levy	2017 levy	Net Tax Levy	from 2016
MCMEEKEN CENTRE	146,944	130,365	136,597	140,712		140,065	
ESSAR CENTRE	847,611	1,355,350	1,613,953	589,008		592,080	
NORTHERN COMMUNITY CENTRE	34,234	136,050	240,000	(69,716)		(70,820)	
MISCELLANEOUS CONCESSIONS	92,022	50,555	142,550	27		-	
ACCESSIBILITY	125,094	98,700		223,794		223,360	
DAY CARE CENTRES	894,151	107,590	582,715	419,026		361,675	
CSD CENTRAL ADMINISTRATION	478,025	36,070		514,095		436,480	
TOTAL COMMUNITY SERVICES DEPARTMENT	6,503,739	3,825,980	4,505,608	5,824,111	5.2%	5,618,736	3.7%
PLANNING	689,988	56,585	113,540	633,033		611,035	
BUILDING DIVISION	1,161,942	199,459	1,121,129	240,272		129,309	
TRANSIT	6,737,209	2,953,020	3,748,930	5,941,302		6,124,595	
CEMETERY OPERATIONS	805,652	266,584	932,294	139,942		-	
PARKING	137,929	400,460	429,620	108,769		200,420	
OTHER COMMUNITY & ENTERPRISE	9,532,720	3,876,108	6,345,513	7,063,318	6.3%	7,065,359	0.0%
COMMUNITY AND ENTERPRISE SERVICES	16,036,459	7,702,088	10,851,121	12,887,429	11.6%	12,684,095	1.6%
EMERGENCY FUND		0		0		5,000	
HEALTHY KIDS CHALLENGE		225,000	175,000	50,000		50,000	
HOMELESSNESS PARTNERING				0		(14,000)	
HOMELESSNESS INFORMATION				0		(4,000)	
TOTAL SOCIAL SERVICES	0	225,000	175,000	50,000	0.0%	37,000	35.1%
PUBLIC HEALTH OPERATIONS		2,453,145		2,453,145		2,405,045	
DSSAB LEVY		17,632,940		17,632,940		16,724,698	
CONSERVATION AUTHORITY		481,563		481,563		475,065	
TOTAL LEVY BOARDS	0	20,567,648	0	20,567,648	18.5%	19,604,808	4.9%
POLICE SERVICES BOARD	22,618,822	3,830,460	2,172,780	24,276,502		23,852,153	
LIBRARY BOARD		2,936,011		2,936,011		2,891,035	
ART GALLERY OF ALGOMA		180,785		180,785		180,785	
SSM MUSEUM		177,540		177,540		177,540	
BUSH PLANE MUSEUM		110,000		110,000		110,000	
CULTURAL RECOGNITION		1,500		1,500		1,500	
SAFE COMMUNITIES		40,000		40,000		40,000	
CRIME STOPPERS		25,000		25,000		25,000	
MISC GRANT - ALGOMA UNIVERSITY		40,000		40,000		40,000	
MISC GRANT - PEE WEE ARENA		12,750		12,750		12,750	
MISC GRANT - OTHER SPORTS		5,000		5,000		10,000	

	2017			2017	% of	2016	% change
	Salary/Benefits	Other Expense	Revenue	Net Tax Levy	2017 levy	Net Tax Levy	from 2016
RED CROSS GRANT		50,000		50,000		50,000	
CULTURAL GRANTS		53,900		53,900		53,900	
ECONOMIC DEVELOPMENT CORPORATION		1,204,165		1,204,165		1,204,165	
DESTINY SSM		30,000		30,000		30,000	
DEVELOPMENT SSM		246,000		246,000		246,000	
INNOVATION CENTRE		277,890		277,890		277,890	
TOURIST PROMOTION		168,655		168,655		168,655	
EDF BUDGET		500,000		500,000		500,000	
PHYSICIAN RECRUITMENT		200,000	200,000	0			
TOTAL OUTSIDE AGENCIES & GRANTS TO OTHERS	22,618,822	10,089,656	2,372,780	30,335,698	27.3%	29,871,373	1.6%
TAXATION & CORPORATE FINANCIALS	20,000	12,707,090	40,748,695	(28,021,605)		(31,344,875)	
CAPITAL LEVY AND LONG TERM DEBT		9,495,069	350,000	9,145,069		7,872,909	
TOTAL CORPORATE FINANCIALS	20,000	22,202,159	41,098,695	(18,876,536)	-17.0%	(23,471,966)	-19.6%
TOTAL MUNICIPAL LEVY	86,418,415	92,164,004	67,287,389	111,295,033		104,374,375	6.6%
Surplus used for levy reduction						550,000	
Reserves used for levy reduction						1,789,000	
Levy before reduction						106,713,375	4.3%

CITY OF SAULT STE MARIE
MAYOR & COUNCIL
Budget Summary

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
<hr/>				
<hr/>				
EXPENDITURES				
Salaries	488,815	492,604	3,789	0.78%
Benefits	65,190	56,663	(8,527)	-13.08%
	554,005	549,267	(4,738)	-0.86%
Travel and training	53,500	53,500	0	0.00%
Vehicle allowance, maintenance and repairs	36,030	36,030	0	0.00%
Materials and supplies	50,385	50,885	500	0.99%
Purchased and contracted services	3,600	3,100	(500)	-13.89%
Grants to others	25,000	25,000	0	0.00%
	168,515	168,515	0	0.00%
	722,520	717,782	(4,738)	-0.66%
TAX LEVY	722,520	717,782	(4,738)	-0.66%

MAYOR & COUNCIL: MAYOR'S OFFICE

2017 OPERATING
BUDGET

Cost Centre

100-1000

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	488,815	492,604	3,789	0.78%
Benefits	65,190	56,663	(8,527)	-13.08%
	554,005	549,267	(4,738)	-0.86%
Travel and training	53,500	53,500	0	0.00%
Vehicle allowance, maintenance and repairs	36,030	36,030	0	0.00%
Materials and supplies	50,385	50,885	500	0.99%
Purchased and contracted services	3,600	3,100	(500)	-13.89%
	143,515	143,515	0	0.00%
	697,520	692,782	(4,738)	-0.68%
TAX LEVY	697,520	692,782	(4,738)	-0.68%

Full Time Positions	2.0	2.0	-
Part Time Hours	610.0	610.0	-

MAYOR & COUNCIL: COUNCIL SPECIAL FUNDS

2017 OPERATING
BUDGET

Cost Centre 105-1010

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Grants to others	25,000	25,000	0	0.00%
	25,000	25,000	0	0.00%
	25,000	25,000	0	0.00%
TAX LEVY	25,000	25,000	0	0.00%

The Corporation of the City of Sault Ste. Marie

2017 Operating Budget

Chief Administrative Officer

The office of the Chief Administrative Officer consists of 2 employees, the Chief Administrative Officer and the Executive Assistant. A temporary employee/student is required for summer and vacation coverage throughout the year.

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

2017 Objectives:

- Achieve 2017 budget level as set by Council
- It is intended that the 2016-2020 Corporate Strategic Plan is a living document infused with new ideas and approaches to undertake the Corporation's action plan over the course of the next five years. During this transitional period, every effort will be made to continue to align the organizational structure for effective and efficient implementation of the Plan.
- In embracing the future with a strategic direction - to be the leading innovative, dynamic and efficient municipal corporation in the Province of Ontario, in year two of the Corporate Strategic Plan, this transitional year will afford the opportunity to champion economic and community development by:
 - Attracting new investment and development opportunities.
 - Implementing the recommendation of the EcDev Review consultants.
 - Focusing on downtown infrastructure opportunities.
 - Adequately maintaining existing infrastructure
 - Implementing sustainable asset management plans.

CITY OF SAULT STE MARIE
CHIEF ADMINISTRATIVE OFFICER
Budget Summary

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Government grants (including OMPF)	276,085	265,700	(10,385)	-3.76%
	<u>276,085</u>	<u>265,700</u>	<u>(10,385)</u>	<u>-3.76%</u>
EXPENDITURES				
Salaries	472,240	466,855	(5,385)	-1.14%
Benefits	118,120	119,468	1,348	1.14%
	<u>590,360</u>	<u>586,323</u>	<u>(4,037)</u>	<u>-0.68%</u>
Travel and training	11,215	10,715	(500)	-4.46%
Vehicle allowance, maintenance and repairs	4,480	4,480	0	0.00%
Materials and supplies	32,315	25,343	(6,972)	-21.58%
Maintenance and repairs	150	150	0	0.00%
Purchased and contracted services	25,650	20,650	(5,000)	-19.49%
Capital expense	200	200	0	0.00%
	<u>74,010</u>	<u>61,538</u>	<u>(12,472)</u>	<u>-16.85%</u>
	<u>664,370</u>	<u>647,861</u>	<u>(16,509)</u>	<u>-2.48%</u>
TAX LEVY	388,285	382,161	(6,124)	-1.58%

CHIEF ADMINISTRATIVE OFFICER: ADMINISTRATION

2017 OPERATING
BUDGET

Cost Centres:

110-1100

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	295,775	290,024	(5,751)	-1.94%
Benefits	68,000	67,627	(373)	-0.55%
	<u>363,775</u>	<u>357,651</u>	<u>(6,124)</u>	<u>-1.68%</u>
Travel and training	9,215	9,215	0	0.00%
Vehicle allowance, maintenance and repairs	4,480	4,480	0	0.00%
Materials and supplies	10,315	10,315	0	0.00%
Maintenance and repairs	150	150	0	0.00%
Purchased and contracted services	150	150	0	0.00%
Capital expense	200	200	0	0.00%
	<u>24,510</u>	<u>24,510</u>	<u>0</u>	<u>0.00%</u>
	<u>388,285</u>	<u>382,161</u>	<u>(6,124)</u>	<u>-1.58%</u>
TAX LEVY	388,285	382,161	(6,124)	-1.58%
Full Time Positions	2.0	2.0	-	
Part Time Hours	860.0	610.0	(250.0)	

CHIEF ADMINISTRATIVE OFFICER: ISAP IMMIGRATION PROGRAM

**2017 OPERATING
BUDGET**

Cost Centres: 600-6020

	2016 BUDGET	2017 BUDGET	\$		%	
			Change (2016 to 2017)	Change (2016 to 2017)	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE						
Government grants (including OMPF)	276,085	265,700	(10,385)		-3.76%	
	276,085	265,700	(10,385)		-3.76%	
EXPENDITURES						
Salaries	176,465	176,831	366		0.21%	
Benefits	50,120	51,841	1,721		3.43%	
	226,585	228,672	2,087		0.92%	
Travel and training	2,000	1,500	(500)		-25.00%	
Materials and supplies	22,000	15,028	(6,972)		-31.69%	
Purchased and contracted services	25,500	20,500	(5,000)		-19.61%	
	49,500	37,028	(12,472)		-25.20%	
	276,085	265,700	(10,385)		-3.76%	
TAX LEVY	0	0	0		0.00%	

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

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

LEGAL DEPARTMENT

Administration

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

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

The objectives of the Legal Department are:

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

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

City Owned Land

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

Insurance

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

The following are the types of insurance:

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

Provincial Offences Office

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

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

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

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

CITY OF SAULT STE MARIE
LEGAL DEPARTMENT
Budget Summary

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	2,178,765	2,234,651	55,886	2.57%
	<u>2,178,765</u>	<u>2,234,651</u>	<u>55,886</u>	<u>2.57%</u>
EXPENDITURES				
Salaries	998,480	1,032,572	34,092	3.41%
Benefits	256,575	271,935	15,360	5.99%
	<u>1,255,055</u>	<u>1,304,507</u>	<u>49,452</u>	<u>3.94%</u>
Travel and training	18,735	18,735	0	0.00%
Vehicle allowance, maintenance and repairs	250	250	0	0.00%
Materials and supplies	76,295	78,815	2,520	3.30%
Maintenance and repairs	4,000	4,000	0	0.00%
Rents and leases	78,075	78,075	0	0.00%
Taxes and licenses	1,791,000	1,776,500	(14,500)	-0.81%
Purchased and contracted services	305,000	292,000	(13,000)	-4.26%
Transfer to own funds	107,025	102,200	(4,825)	-4.51%
Capital expense	9,000	10,000	1,000	11.11%
	<u>2,389,380</u>	<u>2,360,575</u>	<u>(28,805)</u>	<u>-1.21%</u>
	<u>3,644,435</u>	<u>3,665,082</u>	<u>20,647</u>	<u>0.57%</u>
TAX LEVY	1,465,670	1,430,431	(35,239)	-2.40%

LEGAL DEPARTMENT: ADMINISTRATION

2017 OPERATING

Cost Centre 150-1500

	2016	2017	\$	
			Change	%
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	828,765	884,651	55,886	6.74%
	828,765	884,651	55,886	6.74%
EXPENDITURES				
Salaries	574,895	603,275	28,380	4.94%
Benefits	145,765	155,067	9,302	6.38%
	720,660	758,342	37,682	5.23%
Travel and training	7,600	7,600	0	0.00%
Materials and supplies	24,245	26,765	2,520	10.39%
Taxes and licenses	45,000	45,000	0	0.00%
Purchased and contracted services	28,400	15,400	(13,000)	-45.77%
Transfer to own funds	107,025	102,200	(4,825)	-4.51%
Capital expense	1,500	2,500	1,000	66.67%
	213,770	199,465	(14,305)	-6.69%
	934,430	957,807	23,377	2.50%
TAX LEVY	105,665	73,156	(32,509)	-30.77%
Full Time Positions	7.0	7.0	-	
Part Time Hours	610	1,220	610.0	

LEGAL DEPARTMENT: CITY OWNED LAND

2017 OPERATING

Cost Centre 150-1505

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
<hr/>				
EXPENDITURES				
Maintenance and repairs	4,000	4,000	0	0.00%
Rents and leases	14,000	14,000	0	0.00%
Taxes and licenses	1,000	1,000	0	0.00%
	19,000	19,000	0	0.00%
	19,000	19,000	0	0.00%
TAX LEVY	19,000	19,000	0	0.00%

LEGAL DEPARTMENT: PROVINCIAL OFFENCES

2017 OPERATING

Cost Centre	155-1550	155-1554		
	155-1552			
	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	1,350,000	1,350,000	0	0.00%
	1,350,000	1,350,000	0	0.00%
EXPENDITURES				
Salaries	423,585	429,297	5,712	1.35%
Benefits	110,810	116,868	6,058	5.47%
	534,395	546,165	11,770	2.20%
Travel and training	11,135	11,135	0	0.00%
Vehicle allowance, maintenance and repairs	250	250	0	0.00%
Materials and supplies	52,050	52,050	0	0.00%
Rents and leases	64,075	64,075	0	0.00%
Purchased and contracted services	276,600	276,600	0	0.00%
Capital expense	7,500	7,500	0	0.00%
	411,610	411,610	0	0.00%
	946,005	957,775	11,770	1.24%
TAX LEVY	(403,995)	(392,225)	11,770	-2.91%
Full Time Positions	7.0	7.0	-	
Part Time Hours	610	610	-	

LEGAL DEPARTMENT: INSURANCE

2017 OPERATING BUDGET

Cost Centre 158-1580

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Taxes and licenses	1,745,000	1,730,500	(14,500)	-0.83%
	1,745,000	1,730,500	(14,500)	-0.83%
	1,745,000	1,730,500	(14,500)	-0.83%
TAX LEVY	1,745,000	1,730,500	(14,500)	-0.83%

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

FIRE SERVICES

The Fire Services Realignment Plan 2016–2018 has put in an Action Plan to reallocate resources from Fire to EMS and the requirements within Fire. At the end of 2016, the second year of the Plan, there has been 8 positions reallocated; 4 positions were reallocated within to Public Education (2), Emergency Management and Mechanical and 4 positions, which equate to 8 positions based on a 50-50 cost share, have been reallocated to the EMS Division, including 4 Paramedic Supervisors. Further attrition of the remaining 12 positions in 2017-2018 will reduce costs by approximately \$1,320,000.

The first boat was taken out of service foregoing a \$100,000 capital replacement and ongoing operating costs and the second will be removed by the end of 2016 foregoing on going capital, repair and maintenance costs.

Fire Permit fees structure has been revised to better reflect the true cost recovery to provide the inspection and the permit administration and will be valid for a period of four years rather than the present inefficient yearly renewal cycle.

Fire Services is presently in discussions with numerous agencies to provide Communication and Dispatch functions with a proposal to be developed in 2017. The intention is to provide more efficient and effective dispatch with modern state of the art technology / facility to save major capital refresh costs and discontinue utilizing Fire Fighters for dispatch functions.

A review of vehicles, equipment, and facilities presently used by Fire Services will be conducted in 2017 to develop a long term Capital Asset Management Plan in conjunction with a corporate long term capital budget planning.

FIRE SERVICES DEPARTMENT OVERVIEW

- The Fire Chief is responsible to the CAO and Council for delivery of fire protection services, set by Council, to the community and regional delivery of Emergency Medical Services (EMS).
- The Fire Services Division is overseen by 2 Deputy Chiefs, a Deputy Chief - Fire Operations, Training and Logistics and a Deputy Chief, Public Education, Fire Prevention and Emergency Management
- The Emergency Medical Services Division is overseen by 2 Deputy Chiefs, a Deputy Chief- EMS Operations and a Deputy Chief- Professional Standards, Training and Development.
- Public Education and Life Safety and Fire Prevention and Divisions provide the first two lines of defenses in Fire Protection under the Fire Protection and Prevention Act
- Fire Services provides Emergency Fire-Rescue response to the City of Sault Ste. Marie and the EMS Division provides EMS response to the entire District of Sault Ste. Marie.
- Emergency Management Division through prevention/mitigation, preparedness, response and recovery addresses natural and manmade disasters.

CITY OF SAULT STE MARIE
FIRE SERVICES
Budget Summary

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	4,109,105	6,757,347	2,648,242	64.45%
Other income		6,800	6,800	0.00%
	<u>4,109,105</u>	<u>6,764,147</u>	<u>2,655,042</u>	<u>64.61%</u>
EXPENDITURES				
Salaries	12,397,940	14,529,510	2,131,570	17.19%
Benefits	3,143,815	3,827,273	683,458	21.74%
	<u>15,541,755</u>	<u>18,356,783</u>	<u>2,815,028</u>	<u>18.11%</u>
Travel and training	103,205	103,200	(5)	0.00%
Vehicle allowance, maintenance and repairs	148,751	175,601	26,850	18.05%
Utilities and Fuel	287,575	305,030	17,455	6.07%
Materials and supplies	329,887	384,196	54,309	16.46%
Maintenance and repairs	208,035	227,160	19,125	9.19%
Rents and leases	1,875	2,000	125	6.67%
Taxes and licenses	46,650	62,200	15,550	33.33%
Financial expenses	2,500	2,500	0	0.00%
Purchased and contracted services	101,925	130,122	28,197	27.66%
Transfer to own funds	303,000	303,000	0	0.00%
Capital expense	27,675	27,675	0	0.00%
	<u>1,561,078</u>	<u>1,722,684</u>	<u>161,606</u>	<u>10.35%</u>
	<u>17,102,833</u>	<u>20,079,467</u>	<u>2,976,634</u>	<u>17.40%</u>
TAX LEVY	12,993,728	13,315,320	321,592	2.47%

FIRE SERVICES: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 200-2000

	2016 BUDGET	2017 BUDGET	\$	
			Change (2016 to 2017)	% Change (2016 to 2017)
REVENUE				
Fees and user charges	220,750	221,750	1,000	0.45%
Other income	0	3,800	3,800	0.00%
	<u>220,750</u>	<u>225,550</u>	<u>4,800</u>	<u>2.17%</u>
EXPENDITURES				
Salaries	411,815	427,399	15,584	3.78%
Benefits	304,630	610,754	306,124	100.49%
	<u>716,445</u>	<u>1,038,153</u>	<u>321,708</u>	<u>44.90%</u>
Travel and training	92,720	92,720	0	0.00%
Utilities and Fuel	181,930	181,930	0	0.00%
Materials and supplies	67,862	67,152	(710)	-1.05%
Maintenance and repairs	145,160	145,160	0	0.00%
Financial expenses	2,500	2,500	0	0.00%
Purchased and contracted services	12,500	12,500	0	0.00%
Transfer to own funds	303,000	303,000	0	0.00%
Capital expense	27,675	27,675	0	0.00%
	<u>833,347</u>	<u>832,637</u>	<u>(710)</u>	<u>-0.09%</u>
	<u>1,549,792</u>	<u>1,870,790</u>	<u>320,998</u>	<u>20.71%</u>
TAX LEVY	1,329,042	1,645,240	316,198	23.79%
Full Time Positions	4.0	4.0	-	
Part Time Hours	-	-	-	

FIRE SERVICES: SUPPRESSION

2017 OPERATING

Cost Centres: 200-2005

	2016 BUDGET	2017 BUDGET	\$	
			Change (2016 to 2017)	% Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	8,269,095	7,890,856	(378,239)	-4.57%
Benefits	1,983,700	1,800,988	(182,712)	-9.21%
	10,252,795	9,691,844	(560,951)	-5.47%
Materials and supplies	90,180	98,380	8,200	9.09%
	90,180	98,380	8,200	9.09%
	10,342,975	9,790,224	(552,751)	-5.34%
TAX LEVY	10,342,975	9,790,224	(552,751)	-5.34%

Full Time Positions	88.0	79.0	(9.0)
Part Time Hours	-	-	-

FIRE SERVICES: PREVENTION

2017 OPERATING
BUDGET

Cost Centres: 200-2010

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	563,095	789,310	226,215	40.17%
Benefits	136,755	192,035	55,280	40.42%
	699,850	981,345	281,495	40.22%
	699,850	981,345	281,495	40.22%
TAX LEVY	699,850	981,345	281,495	40.22%

Full Time Positions	6.0	8.0	2.0
Part Time Hours	-	-	-

FIRE SERVICES: SUPPORT

2017 OPERATING BUDGET

Cost Centres: 200-2015

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	292,155	402,539	110,384	37.78%
Benefits	71,270	98,343	27,073	37.99%
	<u>363,425</u>	<u>500,882</u>	<u>137,457</u>	<u>37.82%</u>
Vehicle allowance, maintenance and repairs	67,621	67,621	0	0.00%
Utilities and Fuel	53,280	53,280	0	0.00%
Materials and supplies	5,100	7,385	2,285	44.80%
Maintenance and repairs	5,500	5,500	0	0.00%
	<u>131,501</u>	<u>133,786</u>	<u>2,285</u>	<u>1.74%</u>
	<u>494,926</u>	<u>634,668</u>	<u>139,742</u>	<u>28.23%</u>
TAX LEVY	494,926	634,668	139,742	28.23%

Full Time Positions	3.0	4.0	1.0
Part Time Hours	-	-	-

FIRE SERVICES: SUMMER CAREER

2017 OPERATING
BUDGET

Cost Centre: 200-2030

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	21,600	21,960	360	1.67%
Benefits	2,055	2,093	38	1.85%
	23,655	24,053	398	1.68%
	23,655	24,053	398	1.68%
TAX LEVY	23,655	24,053	398	1.68%

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

FIRE SERVICES: COMMUNITY EMERGENCY MANAGEMENT

**2017 OPERATING
BUDGET**

Cost Centre 115-1120

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Other income		3,000	3,000	0.00%
	0	3,000	3,000	0.00%
EXPENDITURES				
Salaries	70,650	193,105	122,455	173.33%
Benefits	19,095	35,900	16,805	88.01%
	89,745	229,005	139,260	155.17%
Travel and training	1,500	1,500	0	0.00%
Vehicle allowance, maintenance and repairs	580	580	0	0.00%
Materials and supplies	8,600	8,850	250	2.91%
Purchased and contracted services	2,855	2,855	0	0.00%
	13,535	13,785	250	1.85%
	103,280	242,790	139,510	135.08%
TAX LEVY	103,280	239,790	136,510	132.17%

Full Time Positions	1.0	2.0	1.0
Part Time Hours	-	-	-

FIRE SERVICES: EMS-CITY

**2017 OPERATING
BUDGET**

Cost Centre	210-2200	210-2215		
	210-2205	210-2220		
	210-2210			
	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,923,025	5,248,597	2,325,572	79.56%
	2,923,025	5,248,597	2,325,572	79.56%
EXPENDITURES				
Salaries	2,095,805	3,898,910	1,803,105	86.03%
Benefits	490,990	897,911	406,921	82.88%
	2,586,795	4,796,821	2,210,026	85.43%
Travel and training	3,735	4,980	1,245	33.33%
Vehicle allowance, maintenance and repairs	49,800	66,400	16,600	33.33%
Utilities and Fuel	46,740	62,320	15,580	33.33%
Materials and supplies	127,245	173,629	46,384	36.45%
Maintenance and repairs	35,250	47,000	11,750	33.33%
Rents and leases	1,875	2,000	125	6.67%
Taxes and licenses	39,000	52,000	13,000	33.33%
Purchased and contracted services	32,585	43,447	10,862	33.33%
	336,230	451,776	115,546	34.37%
	2,923,025	5,248,597	2,325,572	79.56%
TAX LEVY	0	0	0	0.00%

Full Time Positions	31.0	39.0	8.0
Part Time Hours	4,130	7,500	3,370

FIRE SERVICES: EMS GARDEN RIVER

**2017 OPERATING
BUDGET**

Cost Centre

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

	2016	2017	\$	
			Change	%
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	965,330	1,287,000	321,670	33.32%
	965,330	1,287,000	321,670	33.32%
EXPENDITURES				
Salaries	673,725	905,431	231,706	34.39%
Benefits	135,320	189,249	53,929	39.85%
	809,045	1,094,680	285,635	35.31%
Travel and training	5,250	4,000	(1,250)	-23.81%
Vehicle allowance, maintenance and repairs	30,750	41,000	10,250	33.33%
Utilities and Fuel	5,625	7,500	1,875	33.33%
Materials and supplies	30,900	28,800	(2,100)	-6.80%
Maintenance and repairs	22,125	29,500	7,375	33.33%
Taxes and licenses	7,650	10,200	2,550	33.33%
Purchased and contracted services	53,985	71,320	17,335	32.11%
	156,285	192,320	36,035	23.06%
	965,330	1,287,000	321,670	33.32%
TAX LEVY	0	0	0	0.00%

Full Time Positions	8.0	8.0	-
Part Time Hours	6,552	5,460	(1,092.0)

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

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)
- Corporate strategic plan co-ordination and quality improvement initiatives (through association with Excellence Canada).
- Corporate records management
- Municipal election administration

Corporate Affairs

Corporate Affairs 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 co-ordination
- 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

- 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

Information Technology

- Responsible for application maintenance and development including: implementation of new systems as well as modifications required to maintain existing corporate systems, system design, programming, testing and training.
- Provides computer services for all City departments, EDC and, Library including: installation and maintenance of computer hardware and software; 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

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 time-frame and at the lowest possible ultimate cost.

Tax

- Responsible for the billing and collection of property taxes for approximately 29,000 properties. Collection procedures include monthly tax reminder statements,

correspondence, personal contact, and the sale of properties in tax arrears pursuant to the *Municipal Act, 2001*.

- Administers lottery and general licensing; tax assessment appeals; assessment base management; ttax 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.

HUMAN RESOURCES

The Human Resources department conducts negotiations and administers eight collective agreements. The Department develops human resource policies and ensures compliance.

Administration

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

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

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

Health and Safety

The Health and Safety Division prepares and monitors policies and safety training programs as well as related reporting. A primary focus is on accident prevention.

Return to Work Management

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

CITY OF SAULT STE MARIE
CORPORATE SERVICES
Budget Summary

Department	2016	2017	\$	%
	BUDGET	BUDGET	Change	Change
			(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	321,625	155,040	(166,585)	-51.79%
Government grants (including OMPF)		1,540	1,540	0.00%
Other income	102,670	88,100	(14,570)	-14.19%
	<u>424,295</u>	<u>244,680</u>	<u>(179,615)</u>	<u>-42.33%</u>
EXPENDITURES				
Salaries	4,302,475	4,205,847	(96,628)	-2.25%
Benefits	1,427,755	1,450,764	23,009	1.61%
	<u>5,730,230</u>	<u>5,656,611</u>	<u>(73,619)</u>	<u>-1.28%</u>
Travel and training	76,195	87,245	11,050	14.50%
Election	2,500		(2,500)	-100.00%
Vehicle allowance, maintenance and repairs	1,750	1,500	(250)	-14.29%
Materials and supplies	190,870	152,900	(37,970)	-19.89%
Maintenance and repairs	498,780	616,380	117,600	23.58%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	7,625	7,625	0	0.00%
Financial expenses	2,394,500	2,659,625	265,125	11.07%
Purchased and contracted services	929,260	968,691	39,431	4.24%
Grants to others	19,000	2,000	(17,000)	-89.47%
Transfer to own funds	60,000	60,000	0	0.00%
Capital expense	146,480	142,475	(4,005)	-2.73%
	<u>4,346,160</u>	<u>4,717,641</u>	<u>371,481</u>	<u>8.55%</u>
	<u>10,076,390</u>	<u>10,374,252</u>	<u>297,862</u>	<u>2.96%</u>
TAX LEVY	9,652,095	10,129,572	477,477	4.95%

FINANCE DEPARTMENT

	2016	2017	\$		%	
			Change	Change	Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)	(2016 to 2017)	(2016 to 2017)
REVENUE						
Fees and user charges	271,625	105,040	(166,585)		-61.33%	
Other income	100,870	88,100	(12,770)		-12.66%	
	<u>372,495</u>	<u>193,140</u>	<u>(179,355)</u>		<u>-48.15%</u>	
EXPENDITURES						
Salaries	2,912,485	2,872,856	(39,629)		-1.36%	
Benefits	766,985	764,172	(2,813)		-0.37%	
	<u>3,679,470</u>	<u>3,637,028</u>	<u>(42,442)</u>		<u>-1.15%</u>	
Travel and training	13,800	12,300	(1,500)		-10.87%	
Vehicle allowance, maintenance and repairs	1,200	1,100	(100)		-8.33%	
Materials and supplies	24,455	3,635	(20,820)		-85.14%	
Maintenance and repairs	491,930	612,680	120,750		24.55%	
Financial expenses	2,394,500	2,659,625	265,125		11.07%	
Purchased and contracted services	531,000	585,331	54,331		10.23%	
Grants to others	17,000		(17,000)		-100.00%	
Capital expense	128,695	127,040	(1,655)		-1.29%	
	<u>3,602,580</u>	<u>4,001,711</u>	<u>399,131</u>		<u>11.08%</u>	
	<u>7,282,050</u>	<u>7,638,739</u>	<u>356,689</u>		<u>4.90%</u>	
TAX LEVY	6,909,555	7,445,599	536,044		7.76%	

FINANCE: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 140-1400

Department	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	587,385	551,343	(36,042)	-6.14%
Benefits	151,420	145,631	(5,789)	-3.82%
	738,805	696,974	(41,831)	-5.66%
Travel and training	11,800	10,800	(1,000)	-8.47%
Materials and supplies	23,915	26,115	2,200	9.20%
Purchased and contracted services	19,400	21,900	2,500	12.89%
Capital expense	9,290	8,090	(1,200)	-12.92%
	64,405	66,905	2,500	3.88%
	803,210	763,879	(39,331)	-4.90%
TAX LEVY	803,210	763,879	(39,331)	-4.90%
Full Time Positions	7.0	7.0	-	
Part Time Hours	-	-	-	

FINANCE: ACCOUNTING

2017 OPERATING BUDGET

Cost Centres: 140-1405

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	1,000	1,000	0	0.00%
Other income	44,820	25,600	(19,220)	-42.88%
	<u>45,820</u>	<u>26,600</u>	<u>(19,220)</u>	<u>-41.95%</u>
EXPENDITURES				
Salaries	826,960	839,231	12,271	1.48%
Benefits	217,610	228,062	10,452	4.80%
	<u>1,044,570</u>	<u>1,067,293</u>	<u>22,723</u>	<u>2.18%</u>
Materials and supplies	29,980	28,750	(1,230)	-4.10%
Maintenance and repairs	1,000	750	(250)	-25.00%
Capital expense	3,555	3,100	(455)	-12.80%
	<u>34,535</u>	<u>32,600</u>	<u>(1,935)</u>	<u>-5.60%</u>
	<u>1,079,105</u>	<u>1,099,893</u>	<u>20,788</u>	<u>1.93%</u>
TAX LEVY	1,033,285	1,073,293	40,008	3.87%

Full Time Positions	16.0	16.0	-
Part Time Hours	610	610.0	-

FINANCE: TAX

**2017 OPERATING
BUDGET**

Cost Centres: 140-1410

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	87,000	87,000	0	0.00%
Other income	56,050	62,500	6,450	11.51%
	<u>143,050</u>	<u>149,500</u>	<u>6,450</u>	<u>4.51%</u>
EXPENDITURES				
Salaries	363,945	373,539	9,594	2.64%
Benefits	95,735	100,913	5,178	5.41%
	<u>459,680</u>	<u>474,452</u>	<u>14,772</u>	<u>3.21%</u>
Vehicle allowance, maintenance and repairs	200	100	(100)	-50.00%
Materials and supplies	18,470	17,570	(900)	-4.87%
Maintenance and repairs	100	100	0	0.00%
Purchased and contracted services	12,050	10,050	(2,000)	-16.60%
Capital expense	3,000	3,000	0	0.00%
	<u>33,820</u>	<u>30,820</u>	<u>(3,000)</u>	<u>-8.87%</u>
	<u>493,500</u>	<u>505,272</u>	<u>11,772</u>	<u>2.39%</u>
TAX LEVY	350,450	355,772	5,322	1.52%

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

FINANCE: PURCHASING

2017 OPERATING
BUDGET

Cost Centres: 140-1420

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	260,520	263,624	3,104	1.19%
Benefits	68,020	70,903	2,883	4.24%
	328,540	334,527	5,987	1.82%
Materials and supplies	8,310	8,420	110	1.32%
Purchased and contracted services	5,075	1,025	(4,050)	-79.80%
Capital expense	1,000	1,000	0	0.00%
	14,385	10,445	(3,940)	-27.39%
	342,925	344,972	2,047	0.60%
TAX LEVY	342,925	344,972	2,047	0.60%
Full Time Positions	4.0	4.0	-	
Part Time Hours	-	-	-	

FINANCE: INFORMATION TECHNOLOGY

2017 OPERATING BUDGET

Cost Centres: 140-1415
300-3008

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	183,625	17,040	(166,585)	-90.72%
	183,625	17,040	(166,585)	-90.72%
EXPENDITURES				
Salaries	873,675	845,119	(28,556)	-3.27%
Benefits	234,200	218,663	(15,537)	-6.63%
	1,107,875	1,063,782	(44,093)	-3.98%
Travel and training	2,000	1,500	(500)	-25.00%
Vehicle allowance, maintenance and repairs	1,000	1,000	0	0.00%
Materials and supplies	(81,220)	(80,720)	500	-0.62%
Maintenance and repairs	490,830	611,830	121,000	24.65%
Purchased and contracted services	426,475	465,856	39,381	9.23%
Capital expense	111,850	111,850	0	0.00%
	950,935	1,111,316	160,381	16.87%
	2,058,810	2,175,098	116,288	5.65%
TAX LEVY	1,875,185	2,158,058	282,873	15.09%

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

FINANCE: OTHER - FINANCIAL EXPENSE BANKING

2017 OPERATING
BUDGET

Cost Centres: 145-1450

	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Financial expenses	65,000	65,000	0	0.00%
	65,000	65,000	0	0.00%
	65,000	65,000	0	0.00%
TAX LEVY	65,000	65,000	0	0.00%

FINANCE: OTHER - FINANCIAL FEES

2017 OPERATING
BUDGET

Cost Centres: 145-1452

Department	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Purchased and contracted services	68,000	86,500	18,500	27.21%
	68,000	86,500	18,500	27.21%
	68,000	86,500	18,500	27.21%
TAX LEVY	68,000	86,500	18,500	27.21%

FINANCE: OTHER - PROPERTY TAX

2017 OPERATING
BUDGET

Cost Centres: 145-1454

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
<hr/>				
EXPENDITURES				
<hr/>				
Materials and supplies	25,000	3,500	(21,500)	-86.00%
Financial expenses	2,329,500	2,594,625	265,125	11.38%
Grants to others	17,000		(17,000)	-100.00%
	2,371,500	2,598,125	226,625	9.56%
	2,371,500	2,598,125	226,625	9.56%
TAX LEVY	2,371,500	2,598,125	226,625	9.56%

CLERK'S DEPARTMENT

	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	50,000	50,000	0	0.00%
Other income	1,800		(1,800)	-100.00%
	51,800	50,000	(1,800)	-3.47%
EXPENDITURES				
Salaries	685,435	634,073	(51,362)	-7.49%
Benefits	166,955	166,612	(343)	-0.21%
	852,390	800,685	(51,705)	-6.07%
Travel and training	6,595	6,595	0	0.00%
Election	2,500		(2,500)	-100.00%
Vehicle allowance, maintenance and repairs	550	400	(150)	-27.27%
Materials and supplies	114,230	97,080	(17,150)	-15.01%
Maintenance and repairs	3,550	400	(3,150)	-88.73%
Goods for resale	19,200	19,200	0	0.00%
Rents and leases	7,625	7,625	0	0.00%
Purchased and contracted services	112,870	94,370	(18,500)	-16.39%
Grants to others	2,000	2,000	0	0.00%
Transfer to own funds	60,000	60,000	0	0.00%
Capital expense	5,000	2,650	(2,350)	-47.00%
	334,120	290,320	(43,800)	-13.11%
	1,186,510	1,091,005	(95,505)	-8.05%
TAX LEVY	1,134,710	1,041,005	(93,705)	-8.26%

CLERK'S DEPARTMENT: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 130-1300

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	50,000	50,000	0	0.00%
Other income	1,800	0	(1,800)	-100.00%
	<u>51,800</u>	<u>50,000</u>	<u>(1,800)</u>	<u>-3.47%</u>
EXPENDITURES				
Salaries	546,015	547,559	1,544	0.28%
Benefits	138,815	143,583	4,768	3.44%
	<u>684,830</u>	<u>691,142</u>	<u>6,312</u>	<u>0.92%</u>
Travel and training	6,595	6,595	0	0.00%
Materials and supplies	67,330	57,330	(10,000)	-14.85%
Maintenance and repairs	400	400	0	0.00%
Goods for resale	19,200	19,200	0	0.00%
Purchased and contracted services	12,370	7,370	(5,000)	-40.42%
Capital expense	2,000	2,000	0	0.00%
	<u>107,895</u>	<u>92,895</u>	<u>(15,000)</u>	<u>-13.90%</u>
	<u>792,725</u>	<u>784,037</u>	<u>(8,688)</u>	<u>-1.10%</u>
TAX LEVY	740,925	734,037	(6,888)	-0.93%

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

CLERK'S DEPARTMENT: OFFICE SERVICES

2017 OPERATING
BUDGET

Cost Centres: 130-1310

	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	108,020	86,514	(21,506)	-19.91%
Benefits	28,140	23,029	(5,111)	-18.16%
	136,160	109,543	(26,617)	-19.55%
Vehicle allowance, maintenance and repairs	400	400	0	0.00%
Materials and supplies	1,750	1,750	0	0.00%
Maintenance and repairs	3,150	0	(3,150)	-100.00%
Rents and leases	7,625	7,625	0	0.00%
Purchased and contracted services	67,750	67,750	0	0.00%
Capital expense	2,500	650	(1,850)	-74.00%
	83,175	78,175	(5,000)	-6.01%
	219,335	187,718	(31,617)	-14.41%
TAX LEVY	219,335	187,718	(31,617)	-14.41%
Full Time Positions	2.0	2.0	-	
Part Time Hours	610	610	-	

CLERK'S DEPARTMENT: QUALITY MANAGEMENT

2017 OPERATING

Cost Centres: 130-1320

	2016	2017	\$	%
	BUDGET	BUDGET	Change	Change
			(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	4,000	4,000	0	0.00%
Purchased and contracted services	24,250	19,250	(5,000)	-20.62%
	28,250	23,250	(5,000)	-17.70%
TAX LEVY	28,250	23,250	(5,000)	-17.70%

CLERK'S DEPARTMENT: COUNCIL MEETINGS

2017 OPERATING
BUDGET

Cost Centres: 130-1352

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Materials and supplies	10,000	8,350	(1,650)	-16.50%
	10,000	8,350	(1,650)	-16.50%
	10,000	8,350	(1,650)	-16.50%
TAX LEVY	10,000	8,350	(1,650)	-16.50%

CLERK'S DEPARTMENT: ELECTION

**2017 OPERATING
BUDGET**

Cost Centres: 135-1360

	2016	2017	\$	
			Change	%
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	31,400	0	(31,400)	-100.00%
	31,400	0	(31,400)	-100.00%
Election	2,500	0	(2,500)	-100.00%
Vehicle allowance, maintenance and repairs	150	0	(150)	-100.00%
Materials and supplies	5,500	0	(5,500)	-100.00%
Purchased and contracted services	8,500	0	(8,500)	-100.00%
Transfer to own funds	60,000	60,000	0	0.00%
Capital expense	500	0	(500)	-100.00%
	77,150	60,000	(17,150)	-22.23%
	108,550	60,000	(48,550)	-44.73%
TAX LEVY	108,550	60,000	(48,550)	-44.73%

CLERK'S DEPARTMENT: RECEPTIONS

2017 OPERATING

Cost Centres: 135-1350

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
<hr/>				
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%

CLERK'S DEPARTMENT: WALK OF FAME

2017 OPERATING
BUDGET

Cost Centres: 720-7291

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
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%

HUMAN RESOURCES

2017 OPERATING BUDGET

Cost Centre

120-1200

	2016	2017	\$	
			Change	%
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Government grants (including OMPF)		1,540	1,540	0.00%
	0	1,540	1,540	0.00%
EXPENDITURES				
Salaries	704,555	698,918	(5,637)	-0.80%
Benefits	493,815	519,980	26,165	5.30%
	1,198,370	1,218,898	20,528	1.71%
Travel and training	55,800	68,350	12,550	22.49%
Materials and supplies	52,185	52,185	0	0.00%
Maintenance and repairs	3,300	3,300	0	0.00%
Purchased and contracted services	285,390	288,990	3,600	1.26%
Capital expense	12,785	12,785	0	0.00%
	409,460	425,610	16,150	3.94%
	1,607,830	1,644,508	36,678	2.28%
TAX LEVY	1,607,830	1,642,968	35,138	2.19%

HUMAN RESOURCES: ADMINISTRATION

2017 OPERATING BUDGET

Cost Centre 120-1200

Department	2016	2017	\$	%
	BUDGET	BUDGET	Change	Change
			(2016 to 2017)	(2016 to 2017)
REVENUE				
Government grants (including OMPF)	0	1,540	1,540	0.00%
	0	1,540	1,540	0.00%
EXPENDITURES				
Salaries	513,335	506,974	(6,361)	-1.24%
Benefits	138,060	139,521	1,461	1.06%
	651,395	646,495	(4,900)	-0.75%
Travel and training	19,800	19,800	0	0.00%
Materials and supplies	28,570	28,570	0	0.00%
Purchased and contracted services	75,000	75,000	0	0.00%
Capital expense	2,785	2,785	0	0.00%
	126,155	126,155	0	0.00%
	777,550	772,650	(4,900)	-0.63%
TAX LEVY	777,550	771,110	(6,440)	-0.83%

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

HUMAN RESOURCES: HEALTH & SAFETY

2017 OPERATING BUDGET

Cost Centre

120-1210

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	95,385	95,972	587	0.62%
Benefits	24,195	24,547	352	1.45%
	119,580	120,519	939	0.78%
Travel and training	11,000	21,000	10,000	90.91%
Materials and supplies	665	665	0	0.00%
Maintenance and repairs	3,300	3,300	0	0.00%
	14,965	24,965	10,000	66.82%
	134,545	145,484	10,939	8.13%
TAX LEVY	134,545	145,484	10,939	8.13%

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

HUMAN RESOURCES: DISABILITY MANAGEMENT

2017 OPERATING BUDGET

Cost Centre 120-1215

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	95,835	95,972	137	0.14%
Benefits	24,195	24,547	352	1.45%
	120,030	120,519	489	0.41%
Materials and supplies	11,800	11,800	0	0.00%
Purchased and contracted services	70,090	105,090	35,000	49.94%
	81,890	116,890	35,000	42.74%
	201,920	237,409	35,489	17.58%
TAX LEVY	201,920	237,409	35,489	17.58%

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

HUMAN RESOURCES: CORPORATE RECRUITMENT & TRAINING

2017 OPERATING BUDGET

Cost Centre 125-1250

Department	2016	2017	\$	%
	BUDGET	BUDGET	Change	Change
			(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Travel and training	10,000	15,000	5,000	50.00%
Materials and supplies	1,150	1,150	0	0.00%
Purchased and contracted services	29,300	1,700	(27,600)	-94.20%
	40,450	17,850	(22,600)	-55.87%
	40,450	17,850	(22,600)	-55.87%
TAX LEVY	40,450	17,850	(22,600)	-55.87%

HUMAN RESOURCES: RETIREE BENEFITS

2017 OPERATING BUDGET

Cost Centre 125-1260

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Benefits	303,800	327,800	24,000	7.90%
	303,800	327,800	24,000	7.90%
	303,800	327,800	24,000	7.90%
TAX LEVY	303,800	327,800	24,000	7.90%

HUMAN RESOURCES: EMPLOYEE ASSISTANCE PROGRAM

2017 OPERATING BUDGET

Cost Centre 125-1265

Department	2016	2017	\$	%
	BUDGET	BUDGET	Change	Change
			(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Purchased and contracted services	41,000	37,200	(3,800)	-9.27%
	41,000	37,200	(3,800)	-9.27%
	41,000	37,200	(3,800)	-9.27%
TAX LEVY	41,000	37,200	(3,800)	-9.27%

HUMAN RESOURCES: DISABLED PREMIUMS

2017 OPERATING
BUDGET

Cost Centre 125-1270

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
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%

HUMAN RESOURCES: LEADERSHIP PERFORMANCE

2017 OPERATING BUDGET

Cost Centre

125-1275

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Travel and training	5,000	2,550	(2,450)	-49.00%
Purchased and contracted services	20,000	20,000	0	0.00%
	25,000	22,550	(2,450)	-9.80%
	25,000	22,550	(2,450)	-9.80%
TAX LEVY	25,000	22,550	(2,450)	-9.80%

HUMAN RESOURCES: GENERAL HEALTH & SAFETY

2017 OPERATING
BUDGET

Cost Centre 125-1280

	2016	2017	\$	%
	BUDGET	BUDGET	Change	Change
			(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Travel and training	10,000	10,000	0	0.00%
Materials and supplies	10,000	10,000	0	0.00%
Capital expense	10,000	10,000	0	0.00%
	30,000	30,000	0	0.00%
	30,000	30,000	0	0.00%
TAX LEVY	30,000	30,000	0	0.00%

HUMAN RESOURCES: ASBESTOS PROGRAM

2017 OPERATING BUDGET

Cost Centre 125-1290

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Purchased and contracted services	50,000	50,000	0	0.00%
	50,000	50,000	0	0.00%
	50,000	50,000	0	0.00%
TAX LEVY	50,000	50,000	0	0.00%

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

PUBLIC WORKS AND ENGINEERING SERVICES

PW OPERATIONS

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

Administration

- Provides administration for union and non- union employees including salaries, benefits along with WSIB

Works

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

Buildings and Equipment

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

Parks

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

Traffic & Communication

- Maintains 84 signalized intersections
- 350 km of line painting
- 22,000 signs
- This Division also manages the carpentry team

Waste Management

- Oversees the environmentally safe disposal and recycling of approximately 70,000 tonnes of municipal waste annually
- Administers the contracts for refuse collection, recycling and household hazardous waste

ENGINEERING

Engineering Design & Construction

- This cost centre includes Engineers, Technical Staff and students.
- The Division is responsible to provide design and technical services for Capital and miscellaneous construction; maintain servicing records including GIS, administer the Sewage Treatment Plant Operations and Land Subdivision process; ground water monitoring, sewer flow metering and CCTV sewer inspections, utilities and engineering for the Landfill.

ENGINEERING - cont'd

Engineering Design & Construction

- They provide drawings, survey work and technical support to other departments; and assist developers, builders and the general public regarding municipal services.

Environmental Initiatives

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

Building Services

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

CITY OF SAULT STE MARIE
PUBLIC WORKS AND ENGINEERING
Budget Summary

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	2,795,280	2,605,615	(189,665)	-6.79%
Government grants (including OMPF)	616,000	616,000	0	0.00%
Contribution from own funds	40,500	40,500	0	0.00%
Other income	18,500	18,500	0	0.00%
	<u>3,470,280</u>	<u>3,280,615</u>	<u>(189,665)</u>	<u>-5.47%</u>
EXPENDITURES				
Salaries	16,106,975	16,420,250	313,275	1.94%
Benefits	4,643,313	4,869,394	226,081	4.87%
	<u>20,750,288</u>	<u>21,289,644</u>	<u>539,355</u>	<u>2.60%</u>
Travel and training	83,715	82,840	(875)	-1.05%
Vehicle allowance, maintenance and repairs	2,386,728	2,386,730	2	0.00%
Utilities and Fuel	7,220,075	6,374,355	(845,720)	-11.71%
Materials and supplies	3,590,680	3,666,655	75,975	2.12%
Maintenance and repairs	256,760	257,500	740	0.29%
Taxes and licenses	83,145	82,715	(430)	-0.52%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	6,783,325	6,851,832	68,507	1.01%
Transfer to own funds	2,909,821	2,812,003	(97,818)	-3.36%
Capital expense	50,640	50,000	(640)	-1.26%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	<u>23,146,759</u>	<u>22,346,500</u>	<u>(800,259)</u>	<u>-3.46%</u>
	<u>43,897,047</u>	<u>43,636,144</u>	<u>(260,904)</u>	<u>-0.59%</u>
TAX LEVY	40,426,767	40,355,529	(71,239)	-0.18%

CITY OF SAULT STE MARIE
PUBLIC WORKS
Budget Summary

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,780,465	2,593,465	(187,000)	-6.73%
Government grants (including OMPF)	581,000	575,000	(6,000)	-1.03%
Contribution from own funds	40,500	40,500	0	0.00%
Other income	18,500	18,500	0	0.00%
	<u>3,420,465</u>	<u>3,227,465</u>	<u>(193,000)</u>	<u>-5.64%</u>
EXPENDITURES				
Salaries	13,874,195	14,264,866	390,671	2.82%
Benefits	4,091,303	4,320,236	228,933	5.60%
	<u>17,965,498</u>	<u>18,585,102</u>	<u>619,603</u>	<u>3.45%</u>
Travel and training	74,040	74,040	0	0.00%
Vehicle allowance, maintenance and repairs	2,371,528	2,371,530	2	0.00%
Utilities and Fuel	1,419,675	1,341,175	(78,500)	-5.53%
Materials and supplies	3,382,960	3,430,960	48,000	1.42%
Taxes and licenses	83,145	82,715	(430)	-0.52%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	3,254,780	3,273,082	18,302	0.56%
Transfer to own funds	1,569,821	1,472,003	(97,818)	-6.23%
Capital expense	3,000	3,000	0	0.00%
Less: recoverable costs	(220,130)	(220,130)	0	0.00%
	<u>11,940,819</u>	<u>11,830,375</u>	<u>(110,444)</u>	<u>-0.92%</u>
	<u>29,906,317</u>	<u>30,415,477</u>	<u>509,159</u>	<u>1.70%</u>
TAX LEVY	26,485,852	27,188,012	702,159	2.65%

PUBLIC WORKS : ADMINISTRATION

2017 OPERATING

Cost Centre 400-4012

Department	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	730,210	735,270	5,060	0.69%
Benefits	828,220	840,143	11,923	1.44%
	1,558,430	1,575,413	16,983	1.09%
Travel and training	8,600	8,600	0	0.00%
Vehicle allowance, maintenance and repairs	20,300	20,300	0	0.00%
Materials and supplies	91,010	93,010	2,000	2.20%
Purchased and contracted services	25,000	25,000	0	0.00%
Capital expense	3,000	3,000	0	0.00%
	147,910	149,910	2,000	1.35%
	1,706,340	1,725,323	18,983	1.11%
TAX LEVY	1,706,340	1,725,323	18,983	1.11%

Full Time Positions	9.0	9.0	-
Part Time Hours	-	-	-

PUBLIC WORKS : WORKS-SUPERVISION/OVERHEAD

2017 OPERATING

Cost Centre

400-4014

	2016	2017	\$		%	
			Change	Change	Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)	(2016 to 2017)	(2016 to 2017)
REVENUE						
EXPENDITURES						
Salaries	2,354,050	2,356,858	2,808		0.12%	
Benefits	579,510	591,361	11,851		2.05%	
	2,933,560	2,948,219	14,659		0.50%	
Travel and training	30,000	30,000	0		0.00%	
Vehicle allowance, maintenance and repairs	55,000	55,000	0		0.00%	
	85,000	85,000	0		0.00%	
	3,018,560	3,033,219	14,659		0.49%	
TAX LEVY	3,018,560	3,033,219	14,659		0.49%	

Full Time Positions, all Works	104.0	104.0	-
Part Time Hours	6,800	6,800	-

PUBLIC WORKS : ROADWAYS

2017 OPERATING

Cost Centre 400-4000

	2016	2017	\$	
			Change	%
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	950,010	1,199,293	249,283	26.24%
Benefits	245,480	321,530	76,050	30.98%
	<u>1,195,490</u>	<u>1,520,823</u>	<u>325,333</u>	<u>27.21%</u>
Vehicle allowance, maintenance and repairs	875,200	875,200	0	0.00%
Materials and supplies	844,960	849,260	4,300	0.51%
Purchased and contracted services	11,500	11,500	0	0.00%
Less: recoverable costs	(5,000)	(5,000)	0	0.00%
	<u>1,726,660</u>	<u>1,730,960</u>	<u>4,300</u>	<u>0.25%</u>
	<u>2,922,150</u>	<u>3,251,783</u>	<u>329,633</u>	<u>11.28%</u>
TAX LEVY	2,922,150	3,251,783	329,633	11.28%

PUBLIC WORKS : SIDEWALKS (INCLUDING WINTER CONTROL)

2017 OPERATING

Cost Centre 400-4008

	2016	2017	Change	
			\$	%
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	341,185	407,954	66,769	19.57%
Benefits	88,340	109,373	21,033	23.81%
	429,525	517,327	87,802	20.44%
Vehicle allowance, maintenance and repairs	328,090	328,090	0	0.00%
Materials and supplies	89,562	89,562	0	0.00%
Purchased and contracted services	1,500	1,500	0	0.00%
	419,152	419,152	0	0.00%
	848,677	936,479	87,802	10.35%
TAX LEVY	848,677	936,479	87,802	10.35%

PUBLIC WORKS : WINTER CONTROL - ROADWAYS

2017 OPERATING BUDGET

Cost Centre 400-4010

	2016 BUDGET	2017 BUDGET	\$		%	
			Change (2016 to 2017)	Change (2016 to 2017)	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE						
Fees and user charges	67,965	67,965	0		0.00%	
	67,965	67,965	0		0.00%	
EXPENDITURES						
Salaries	1,851,775	2,172,670	320,895		17.33%	
Benefits	478,500	582,491	103,991		21.73%	
	2,330,275	2,755,161	424,886		18.23%	
Vehicle allowance, maintenance and repairs	2,418,405	2,390,424	(27,981)		-1.16%	
Materials and supplies	1,163,238	1,179,738	16,500		1.42%	
Purchased and contracted services	10,000	10,000	0		0.00%	
Less: recoverable costs	(40,000)	(40,000)	0		0.00%	
	3,551,643	3,540,162	(11,481)		-0.32%	
	5,881,918	6,295,323	413,405		7.03%	
TAX LEVY	5,813,953	6,227,358	413,405		7.11%	

PUBLIC WORKS : SANITARY SEWERS

2017 OPERATING BUDGET

Cost Centre

400-4020

	2016	2017	\$		%	
			Change	Change	Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)	(2016 to 2017)	(2016 to 2017)
REVENUE						
Fees and user charges	17,500	17,500	0	0	0.00%	0.00%
	17,500	17,500	0	0	0.00%	0.00%
EXPENDITURES						
Salaries	720,335	771,895	51,560		7.16%	
Benefits	186,135	220,257	34,122		18.33%	
	906,470	992,152	85,682		9.45%	
Vehicle allowance, maintenance and repairs	403,210	403,210	0		0.00%	
Utilities and Fuel	40,000	40,000	0		0.00%	
Materials and supplies	377,390	377,390	0		0.00%	
Purchased and contracted services	128,060	128,060	0		0.00%	
	948,660	948,660	0		0.00%	
	1,855,130	1,940,812	85,682		4.62%	
TAX LEVY	1,837,630	1,923,312	85,682		4.66%	

PUBLIC WORKS : STORM SEWERS

2017 OPERATING BUDGET

Cost Centre 400-4022

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	229,905	246,362	16,457	7.16%
Benefits	59,408	70,298	10,890	18.33%
	<u>289,313</u>	<u>316,660</u>	<u>27,347</u>	<u>9.45%</u>
Vehicle allowance, maintenance and repairs	151,750	151,750	0	0.00%
Utilities and Fuel	1,000	1,000	0	0.00%
Materials and supplies	94,000	94,000	0	0.00%
Purchased and contracted services	500	500	0	0.00%
	<u>247,250</u>	<u>247,250</u>	<u>0</u>	<u>0.00%</u>
	<u>536,563</u>	<u>563,910</u>	<u>27,347</u>	<u>5.10%</u>
TAX LEVY	536,563	563,910	27,347	5.10%

PUBLIC WORKS : TRAFFIC

2017 OPERATING BUDGET

Cost Centre 400-4004

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	879,000	835,308	(43,692)	-4.97%
Benefits	218,205	213,040	(5,165)	-2.37%
	<u>1,097,205</u>	<u>1,048,348</u>	<u>(48,857)</u>	<u>-4.45%</u>
Travel and training	10,140	10,140	0	0.00%
Vehicle allowance, maintenance and repairs	109,640	109,640	0	0.00%
Utilities and Fuel	73,625	69,500	(4,125)	-5.60%
Materials and supplies	207,810	224,310	16,500	7.94%
Purchased and contracted services	241,400	241,400	0	0.00%
	<u>642,615</u>	<u>654,990</u>	<u>12,375</u>	<u>1.93%</u>
	<u>1,739,820</u>	<u>1,703,338</u>	<u>(36,482)</u>	<u>-2.10%</u>
TAX LEVY	1,739,820	1,703,338	(36,482)	-2.10%
Full Time Positions, all Works	13.0	12.0	(1.0)	
Part Time Hours	1,830	1,830	-	

PUBLIC WORKS : CARPENTRY

2017 OPERATING BUDGET

Cost Centre 400-4016

	2016 BUDGET	2017 BUDGET	\$	
			Change (2016 to 2017)	% Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	627,180	554,600	(72,580)	-11.57%
Benefits	158,360	143,549	(14,811)	-9.35%
	<u>785,540</u>	<u>698,149</u>	<u>(87,391)</u>	<u>-11.12%</u>
Travel and training	4,230	4,230	0	0.00%
Vehicle allowance, maintenance and repairs	15,490	15,490	0	0.00%
Materials and supplies	19,780	19,780	0	0.00%
Less: recoverable costs	(135,130)	(135,130)	0	0.00%
	<u>(95,630)</u>	<u>(95,630)</u>	<u>0</u>	<u>0.00%</u>
	<u>689,910</u>	<u>602,519</u>	<u>(87,391)</u>	<u>-12.67%</u>
TAX LEVY	689,910	602,519	(87,391)	-12.67%

Full Time Positions	9.5	8.0	(1.5)
Part Time Hours	-	-	-

PUBLIC WORKS : BUILDINGS AND EQUIPMENT

2017 OPERATING BUDGET

Cost Centre

400-4018

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
<hr/>				
EXPENDITURES				
Salaries	1,945,375	1,953,086	7,711	0.40%
Benefits	489,025	506,734	17,709	3.62%
	<u>2,434,400</u>	<u>2,459,820</u>	<u>25,420</u>	<u>1.04%</u>
Travel and training	12,600	12,600	0	0.00%
Vehicle allowance, maintenance and repairs	(3,110,807)	(3,062,824)	47,983	-1.54%
Utilities and Fuel	1,199,050	1,124,675	(74,375)	-6.20%
Materials and supplies	161,220	161,220	0	0.00%
Purchased and contracted services	151,565	169,865	18,300	12.07%
Transfer to own funds	1,134,830	1,134,830	0	0.00%
	<u>(451,542)</u>	<u>(459,634)</u>	<u>(8,092)</u>	<u>1.79%</u>
	<u>1,982,858</u>	<u>2,000,186</u>	<u>17,328</u>	<u>0.87%</u>
TAX LEVY	1,982,858	2,000,186	17,328	0.87%

Full Time Positions	31.5	31.0	(0.5)
Part Time Hours	-	-	-

PUBLIC WORKS : WASTE MANAGEMENT

2017 OPERATING BUDGET

Cost Centre 400-4040

	2016 BUDGET	2017 BUDGET	Change	
			\$ (2016 to 2017)	% (2016 to 2017)
REVENUE				
Fees and user charges	2,695,000	2,508,000	(187,000)	-6.94%
Government grants (including OMPF)	581,000	575,000	(6,000)	-1.03%
Contribution from own funds	40,500	40,500	0	0.00%
Other income	18,500	18,500	0	0.00%
	3,335,000	3,142,000	(193,000)	-5.79%
EXPENDITURES				
Salaries	1,378,420	1,080,428	(297,992)	-21.62%
Benefits	348,020	279,733	(68,287)	-19.62%
	1,726,440	1,360,161	(366,279)	-21.22%
Travel and training	5,000	5,000	0	0.00%
Vehicle allowance, maintenance and repairs	802,380	782,380	(20,000)	-2.49%
Utilities and Fuel	44,300	44,300	0	0.00%
Materials and supplies	76,000	76,000	0	0.00%
Taxes and licenses	83,145	82,715	(430)	-0.52%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	2,530,695	2,530,697	2	0.00%
Transfer to own funds	434,991	337,173	(97,818)	-22.49%
	3,978,511	3,860,265	(118,246)	-2.97%
	5,704,951	5,220,426	(484,525)	-8.49%
TAX LEVY	2,369,951	2,078,426	(291,525)	-12.30%
Full Time Positions	17.0	17.0	-	
Part Time Hours	610.0	610.0	-	

PUBLIC WORKS AND TRANSPORTATION: PARKS

2017 OPERATING BUDGET

Cost Centre 400-4400

	2016	2017		
			\$	%
			Change	Change
			(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	1,866,750	1,951,142	84,392	4.52%
Benefits	412,100	441,726	29,626	7.19%
	<u>2,278,850</u>	<u>2,392,868</u>	<u>114,018</u>	<u>5.00%</u>
Travel and training	3,470	3,470	0	0.00%
Vehicle allowance, maintenance and repairs	302,870	302,870	0	0.00%
Utilities and Fuel	61,700	61,700	0	0.00%
Materials and supplies	257,990	266,690	8,700	3.37%
Purchased and contracted services	154,560	154,560	0	0.00%
Less: recoverable costs	(40,000)	(40,000)	0	0.00%
	<u>740,590</u>	<u>749,290</u>	<u>8,700</u>	<u>1.17%</u>
	<u>3,019,440</u>	<u>3,142,158</u>	<u>122,718</u>	<u>4.06%</u>
TAX LEVY	3,019,440	3,142,158	122,718	4.06%
Full Time Positions	26.0	27.0	1.0	
Part Time Hours	34,680.0	34,680.0	-	

ENGINEERING

2017 OPERATING BUDGET

Cost Centres: 300-3000

	2016 BUDGET	2017 BUDGET	\$	
			Change (2016 to 2017)	% Change (2016 to 2017)
REVENUE				
Fees and user charges	14,815	12,150	(2,665)	-17.99%
Government grants (including OMPF)	35,000	41,000	6,000	17.14%
	49,815	53,150	3,335	6.69%
EXPENDITURES				
Salaries	2,232,780	2,155,384	(77,396)	-3.47%
Benefits	552,010	549,158	(2,852)	-0.52%
	2,784,790	2,704,542	(80,248)	-2.88%
Travel and training	9,675	8,800	(875)	-9.04%
Vehicle allowance, maintenance and repairs	15,200	15,200	0	0.00%
Utilities and Fuel	5,800,400	5,033,180	(767,220)	-13.23%
Materials and supplies	207,720	235,695	27,975	13.47%
Maintenance and repairs	256,760	257,500	740	0.29%
Purchased and contracted services	3,528,545	3,578,750	50,205	1.42%
Transfer to own funds	1,340,000	1,340,000	0	0.00%
Capital expense	47,640	47,000	(640)	-1.34%
	11,205,940	10,516,125	(689,815)	-6.16%
	13,990,730	13,220,667	(770,063)	-5.50%
TAX LEVY	13,940,915	13,167,517	(773,398)	-5.55%

ENGINEERING - ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 300-3000

	2016 BUDGET	2017 BUDGET	\$	
			Change (2016 to 2017)	% Change (2016 to 2017)
REVENUE				
Fees and user charges	14,815	12,150	(2,665)	-17.99%
Government grants (including OMPF)	35,000	41,000	6,000	17.14%
	49,815	53,150	3,335	6.69%
EXPENDITURES				
Salaries	287,375	248,818	(38,557)	-13.42%
Benefits	80,830	74,623	(6,207)	-7.68%
	368,205	323,441	(44,764)	-12.16%
Travel and training	5,675	4,800	(875)	-15.42%
Vehicle allowance, maintenance and repairs	200	200	0	0.00%
Materials and supplies	33,325	34,540	1,215	3.65%
Purchased and contracted services	500	300	(200)	-40.00%
Capital expense	2,640	2,500	(140)	-5.30%
	42,340	42,340	0	0.00%
	410,545	365,781	(44,764)	-10.90%
TAX LEVY	360,730	312,631	(48,099)	-13.33%
Full Time Positions	3.0	3.0	-	
Part Time Hours	-	-	-	

ENGINEERING - DESIGN

2017 OPERATING BUDGET

Cost Centres: 300-3002

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	1,352,455	1,307,420	(45,035)	-3.33%
Benefits	320,895	319,569	(1,326)	-0.41%
	1,673,350	1,626,989	(46,361)	-2.77%
Vehicle allowance, maintenance and repairs	15,000	15,000	0	0.00%
Utilities and Fuel	30,000	30,000	0	0.00%
Materials and supplies	38,570	30,570	(8,000)	-20.74%
Transfer to own funds	40,000	40,000	0	0.00%
Capital expense	41,500	41,500	0	0.00%
	165,070	157,070	(8,000)	-4.85%
	1,838,420	1,784,059	(54,361)	-2.96%
TAX LEVY	1,838,420	1,784,059	(54,361)	-2.96%

Full Time Positions	22.0	22.0	-
Part Time Hours	1,220	1,220	-

ENGINEERING - ENVIROMENTAL INITIATIVE

2017 OPERATING BUDGET

Cost Centres: 300-3010

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	87,320	87,625	305	0.35%
Benefits	21,695	22,285	590	2.72%
	109,015	109,910	895	0.82%
Travel and training	4,000	4,000	0	0.00%
Materials and supplies	54,485	64,485	10,000	18.35%
Purchased and contracted services	15,000	15,000	0	0.00%
	73,485	83,485	10,000	13.61%
	182,500	193,395	10,895	5.97%
TAX LEVY	182,500	193,395	10,895	5.97%

Full Time Positions	1.0	1.0	-
Part Time Hours	610.0	610	-

ENGINEERING : BUILDING SERVICES

2017 OPERATING

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

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	505,630	511,521	5,891	1.17%
Benefits	128,590	132,681	4,091	3.18%
	634,220	644,202	9,982	1.57%
Utilities and Fuel	362,400	362,400	0	0.00%
Materials and supplies	51,340	56,100	4,760	9.27%
Maintenance and repairs	221,760	217,500	(4,260)	-1.92%
Purchased and contracted services	122,700	141,000	18,300	14.91%
Capital expense	3,500	3,000	(500)	-14.29%
	761,700	780,000	18,300	2.40%
	1,395,920	1,424,202	28,282	2.03%
TAX LEVY	1,395,920	1,424,202	28,282	2.03%

Full Time Positions	9.0	9.0	-
Part Time Hours	3,861	3,861	-

ENGINEERING : OTHER - FIRE HYDRANTS

2017 OPERATING

Cost Centres: 310-3100

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Utilities and Fuel	998,000	975,000	(23,000)	-2.30%
	998,000	975,000	(23,000)	-2.30%
	998,000	975,000	(23,000)	-2.30%
TAX LEVY	998,000	975,000	(23,000)	-2.30%

ENGINEERING : OTHER - STREETLIGHTS

2017 OPERATING BUDGET

Cost Centres: 310-3105

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
<hr/>				
EXPENDITURES				
<hr/>				
Utilities and Fuel	2,900,000	1,885,780	(1,014,220)	-34.97%
	2,900,000	1,885,780	(1,014,220)	-34.97%
	2,900,000	1,885,780	(1,014,220)	-34.97%
TAX LEVY	2,900,000	1,885,780	(1,014,220)	-34.97%

ENGINEERING : OTHER - SEWAGE DISPOSAL SYSTEM

2017 OPERATING BUDGET

Cost Centres: 310-3110

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
<hr/>				
EXPENDITURES				
Utilities and Fuel	1,510,000	1,780,000	270,000	17.88%
Materials and supplies	30,000	50,000	20,000	66.67%
Maintenance and repairs	35,000	40,000	5,000	14.29%
Purchased and contracted services	3,390,345	3,422,450	32,105	0.95%
	<u>4,965,345</u>	<u>5,292,450</u>	<u>327,105</u>	<u>6.59%</u>
	<u>4,965,345</u>	<u>5,292,450</u>	<u>327,105</u>	<u>6.59%</u>
TAX LEVY	4,965,345	5,292,450	327,105	6.59%

ENGINEERING : OTHER - MISCELLANEOUS CONSTRUCTION

2017 OPERATING BUDGET

Cost Centres: 310-3214

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Transfer to own funds	1,300,000	1,300,000	0	0.00%
	1,300,000	1,300,000	0	0.00%
	1,300,000	1,300,000	0	0.00%
TAX LEVY	1,300,000	1,300,000	0	0.00%

THE CORPORATION OF THE CITY OF SAULT STE MARIE

2017 OPERATING BUDGET

COMMUNITY DEVELOPMENT AND ENTERPRISE SERVICES

Community Development and Enterprise Services is newly comprised and consists of approximately one hundred and forty six (146) full time employees and two hundred and fifty three (253) 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; assist developers and investors with information, location and site design requirements and work with the economic development organizations to promote community development. The Planning Department also undertakes major community development projects such as the Downtown Development Initiative, Canal District Neighbourhood Plan, Rental Housing Incentive Program and Hub Trail and Master Cycling Plan implementation.

Building Division

The Building Division includes the Chief Building Official, 9 Inspection and Plans Examination staff and an Administrative Clerk. The construction value for 2016 reached \$62,605,648.57 to the end of

October which is lower than last year, although the number of issued permits have surpassed that of 2015 and totaled 1,542. Projections for 2017 are higher, anticipating a sustainable value of \$93,000,000. Projects have been confirmed for the beginning of 2017 and the construction value is projected at \$55,000,000.

Demand for inspection services remains high at 5,665 site visits for 2016 with 1,544 permits finalized. Open permits requiring finalization are at 6,817. In an effort to reduce the number of open permits inspection staff will be reorganized in a task system providing dedicated time in reducing the number of open permits.

Anticipated revenue for 2017 is \$1,098,699.00 based on the remaining reserve of \$ 443,127 and a 0.5% growth rate. We expect to meet our anticipated expenditures for 2017 and continue to operate as a self-sustaining business unit as required by the Ontario Building Code Act.

The City currently employs 1 full time By-law Enforcement Inspector. With the introduction of a new sign by-law, additional review of subdivision drainage, rat ambient program, enforcement and graffiti review the issue of increasing staff complement has been requested by this Division.

In 2016 By-law Enforcement has logged 811 new complaints resulting in over 1,552 inspections. It is anticipated that number will

be similar for 2017. The Yard By-law continues to be actively enforced with all associated costs for clean-up and demolition, recoverable through municipal taxes. Tenders for 2016 totaled \$ 7,047.43, and it is anticipated that 2017 will be similar. An administrative fee of 15% has been added to all recoverable tenders issued in 2016.

By-Law Enforcement will be added to the Permit Tracking System in 2017 and system users will be able to add and track progress and view attachments such as photos of each logged complaint.

Community Services Department **Recreation and Culture Division**

Recreation & Culture includes:

1. Seniors Services: Senior Drop-In Centre and the Steelton Seniors Centre
2. Roberta Bondar Park & Marina, Bellevue Marina
3. Ermatinger-Clergue National Historic Site and Discovery Centre; and staff liaison to the Historic Sites Board
4. Scheduling of sport fields and green space, special events coordination, including Canada Day festivities, Celebrate Canada 150.
5. Cruise Ship & Port Security
6. Staff liaison to: Cultural Advisory Board, Municipal Heritage Committee, Parks & Recreation Advisory Committee, Mayor's Youth Advisory Council, Best for Kids Committee, Mayor's Committee on Celebrate Canada 150, St. Mary's River Marine Heritage Centre, and Museum Management Board.
7. Implementation of the Parks & Recreation Master Plan, as well as working with community partners on capital projects such as; Bellevue Park Sensory Playground & Rotary Adventure Playground, Pumptrack, Outdoor Fitness Equipment and Kiwanis Disc Golf Park.

Essar Centre Division

The Essar Centre is a state-of-the-art sports and entertainment centre and home to the

Soo Greyhounds Hockey Club of the Ontario Hockey League. The venue is also used for adult hockey, youth hockey, figure skating, and a walking exercise program.

The Essar Centre has a significant economic impact on the local economy as major concert and sporting events contribute to additional retail, restaurant and lodging sales.

Community Centres Division

Community Centres operates the following facilities:

1. Northern Community Centre
2. John Rhodes Community Centre
3. W.J. McMeeken Centre
4. V.E. Greco Pool
5. Peter G. Manzo Pool
6. Locks operations in coordination with Parks Canada

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

Transit Division

Transit provides operations of both conventional buses and para bus service, seven days per week, and manages ten City parking lots, three hundred parking meters and ten pay & displays.

Cemeteries Division

The City manages four cemeteries, which includes mausoleums, columbaria and a cremation facility. The cemetery grounds encompass over 132 acres of land requiring maintenance and care.

Day Care Division

The closure of the Maycourt facility has been completed and this will be the final year for daycare service at the Jessie Irving Day Care Centre. Staff is working to wind down operations in 2017 and collaborate with community partners to transition children to alternative services.

CITY OF SAULT STE MARIE
COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES
Budget Summary

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	9,627,905	9,443,241	(184,664)	-1.92%
Government grants (including OMPF)	1,270,400	1,270,400	0	0.00%
Contribution from own funds	408,340	97,560	(310,780)	-76.11%
Other income	42,920	39,920	(3,000)	-6.99%
	11,349,565	10,851,121	(498,444)	-4.39%
EXPENDITURES				
Salaries	13,081,612	12,899,484	(182,128)	-1.39%
Benefits	3,195,734	3,136,977	(58,757)	-1.84%
	16,277,346	16,036,461	(240,885)	-1.48%
Travel and training	64,540	62,070	(2,470)	-3.83%
Vehicle allowance, maintenance and repairs	655,370	654,405	(965)	-0.15%
Utilities and Fuel	2,899,320	2,935,545	36,225	1.25%
Materials and supplies	996,565	976,696	(19,869)	-1.99%
Maintenance and repairs	1,223,330	1,192,225	(31,105)	-2.54%
Program expenses	121,200	121,200	0	0.00%
Goods for resale	609,325	600,125	(9,200)	-1.51%
Rents and leases	95,250	95,250	0	0.00%
Taxes and licenses	173,890	171,050	(2,840)	-1.63%
Financial expenses	44,440	52,060	7,620	17.15%
Purchased and contracted services	512,840	519,293	6,453	1.26%
Grants to others	14,000	14,000	0	0.00%
Transfer to own funds	291,554	252,509	(39,045)	-13.39%
Capital expense	54,690	55,660	970	1.77%
	7,756,314	7,702,088	(54,226)	-0.70%
	24,033,660	23,738,549	(295,111)	-1.23%
TAX LEVY	12,684,095	12,887,427	203,333	1.60%

COMMUNITY SERVICES DEPARTMENT

2017 OPERATING BUDGET

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	8,645,260	8,231,132	(414,128)	-4.79%
Government grants (including OMPF)	1,270,400	1,270,400	0	0.00%
Contribution from own funds	140,000	75,000	(65,000)	-46.43%
Other income	42,920	39,920	(3,000)	-6.99%
	<u>10,098,580</u>	<u>9,616,452</u>	<u>(482,128)</u>	<u>-4.77%</u>
EXPENDITURES				
Salaries	11,715,487	11,421,619	(293,868)	-2.51%
Benefits	2,857,574	2,762,912	(94,662)	-3.31%
	<u>14,573,061</u>	<u>14,184,531</u>	<u>(388,530)</u>	<u>-2.67%</u>
Travel and training	38,950	38,980	30	0.08%
Vehicle allowance, maintenance and repairs	646,370	645,405	(965)	-0.15%
Utilities and Fuel	2,887,020	2,923,245	36,225	1.25%
Materials and supplies	898,811	879,442	(19,369)	-2.15%
Maintenance and repairs	1,223,330	1,192,225	(31,105)	-2.54%
Program expenses	121,200	121,200	0	0.00%
Goods for resale	609,325	600,125	(9,200)	-1.51%
Rents and leases	10,250	10,250	0	0.00%
Taxes and licenses	173,890	171,050	(2,840)	-1.63%
Financial expenses	43,940	51,560	7,620	17.34%
Purchased and contracted services	486,440	492,893	6,453	1.33%
Grants to others	14,000	14,000	0	0.00%
Transfer to own funds	263,554	252,509	(11,045)	-4.19%
Capital expense	52,190	53,160	970	1.86%
	<u>7,469,270</u>	<u>7,446,044</u>	<u>(23,226)</u>	<u>-0.31%</u>
	<u>22,042,331</u>	<u>21,630,575</u>	<u>(411,756)</u>	<u>-1.87%</u>
TAX LEVY	11,943,751	12,014,123	70,372	0.59%

COMMUNITY SERVICES DEPARTMENT: CENTRAL ADMINISTRATION

2017 OPERATING
BUDGET

Cost Centre: 500-5000
500-5002

	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	300,895	358,577	57,682	19.17%
Benefits	99,015	119,448	20,433	20.64%
	<u>399,910</u>	<u>478,025</u>	<u>78,115</u>	<u>19.53%</u>
Travel and training	8,985	8,985	0	0.00%
Vehicle allowance, maintenance and repairs	1,500	1,500	0	0.00%
Materials and supplies	20,845	20,345	(500)	-2.40%
Maintenance and repairs	1,000	1,000	0	0.00%
Financial expenses		1,400	1,400	0.00%
Purchased and contracted services	3,500	2,100	(1,400)	-40.00%
Capital expense	740	740	0	0.00%
	<u>36,570</u>	<u>36,070</u>	<u>(500)</u>	<u>-1.37%</u>
	<u>436,480</u>	<u>514,095</u>	<u>77,615</u>	<u>17.78%</u>
TAX LEVY	436,480	514,095	77,615	17.78%
Full Time Positions	4.0	5.0	1.0	
Part Time Hours	760.0	760.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - ADMINISTRATION

2017 OPERATING
BUDGET

Cost Centres: 500-5010

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	52,425	61,190	8,765	16.72%
	<u>52,425</u>	<u>61,190</u>	<u>8,765</u>	<u>16.72%</u>
EXPENDITURES				
Salaries	375,220	359,931	(15,289)	-4.07%
Benefits	74,720	74,928	208	0.28%
	<u>449,940</u>	<u>434,859</u>	<u>(15,081)</u>	<u>-3.35%</u>
Vehicle allowance, maintenance and repairs	1,150	1,025	(125)	-10.87%
Utilities and Fuel	400	525	125	31.25%
Materials and supplies	3,900	3,900	0	0.00%
Purchased and contracted services	8,135	8,135	0	0.00%
Transfer to own funds	5,000	5,800	800	16.00%
	<u>18,585</u>	<u>19,385</u>	<u>800</u>	<u>4.30%</u>
	<u>468,525</u>	<u>454,244</u>	<u>(14,281)</u>	<u>-3.05%</u>
TAX LEVY	416,100	393,054	(23,046)	-5.54%
Full Time Positions	3.0	3.0	-	
Part Time Hours	6,800.0	6,800.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - SPORTS

2017 OPERATING
BUDGET

Cost Centres:

500-5012

	2016	2017	\$	
			Change	%
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	7,200	7,320	120	1.67%
Benefits	630	643	13	2.02%
	7,830	7,963	133	1.69%
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%
	14,265	14,398	133	0.93%
TAX LEVY	14,265	14,398	133	0.93%
Full Time Positions	-	-	-	
Part Time Hours	610.0	610.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - CANADA DAY

2017 OPERATING
BUDGET

Cost Centres: 500-5017

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Other income	10,000	10,000	0	0.00%
	10,000	10,000	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	10,000	10,000	0	0.00%

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - YOUTH ADVISORY

2017 OPERATING
BUDGET

Cost Centres: 500-5018

	2016	2017	\$	%
			Change	Change
			(2016 to 2017)	(2016 to 2017)
REVENUE	BUDGET	BUDGET		
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 SERVICES DEPARTMENT: RECREATION & CULTURE - MISCELLANEOUS PROGRAMS

2017 OPERATING
BUDGET

Cost Centres: 500-5014

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	3,465	3,467	2	0.06%
Benefits	300	304	4	1.48%
	3,765	3,771	6	0.17%
Materials and supplies	3,510	3,510	0	0.00%
Purchased and contracted services	11,200	11,200	0	0.00%
Grants to others	2,000	2,000	0	0.00%
Capital expense	500	500	0	0.00%
	17,210	17,210	0	0.00%
	20,975	20,981	6	0.03%
TAX LEVY	20,975	20,981	6	0.03%

Full Time Positions	-	-	-
Part Time Hours	225.0	225.0	-

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

2017 OPERATING
BUDGET

Cost Centres: 500-5020

	2016	2017	\$ Change (2016 to 2017)	% Change (2016 to 2017)
	BUDGET	BUDGET		
REVENUE				
EXPENDITURES				
Materials and supplies	2,465	2,465	0	0.00%
	2,465	2,465	0	0.00%
TAX LEVY	2,465	2,465	0	0.00%

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - SPORT FISHING

2017 OPERATING
BUDGET

Cost Centres: 500-5080

	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Maintenance and repairs	1,000	0	(1,000)	-100.00%
	1,000	0	(1,000)	-100.00%
	1,000	0	(1,000)	-100.00%
TAX LEVY	1,000	0	(1,000)	-100.00%

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - ROBERTA BONDAR PARK

2017 OPERATING
BUDGET

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

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	26,710	32,616	5,906	22.11%
	26,710	32,616	5,906	22.11%
EXPENDITURES				
Salaries	65,377	82,943	17,566	26.87%
Benefits	5,739	7,311	1,572	27.39%
	71,116	90,254	19,138	26.91%
Utilities and Fuel	12,425	12,425	0	0.00%
Materials and supplies	9,950	9,450	(500)	-5.03%
Goods for resale	9,000	7,000	(2,000)	-22.22%
Financial expenses	100	100	0	0.00%
Purchased and contracted services	76,345	69,845	(6,500)	-8.51%
Capital expense	2,800	2,800	0	0.00%
	110,620	101,620	(9,000)	-8.14%
	181,736	191,874	10,138	5.58%
TAX LEVY	155,026	159,258	4,232	2.73%

Full Time Positions	-	-	-
Part Time Hours	5,430.0	5,430.0	-

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - BELLEVUE MARINA

2017 OPERATING

Cost Centres: 500-5040

	2016 BUDGET	2017 BUDGET	Change	
			\$ (2016 to 2017)	% (2016 to 2017)
REVENUE				
Fees and user charges	174,175	173,275	(900)	-0.52%
Other income	20	20	0	0.00%
	<u>174,195</u>	<u>173,295</u>	<u>(900)</u>	<u>-0.52%</u>
EXPENDITURES				
Salaries	32,000	33,459	1,459	4.56%
Benefits	2,810	2,938	128	4.54%
	<u>34,810</u>	<u>36,397</u>	<u>1,587</u>	<u>4.56%</u>
Vehicle allowance, maintenance and repairs	200	200	0	0.00%
Utilities and Fuel	12,350	12,350	0	0.00%
Materials and supplies	4,830	4,830	0	0.00%
Maintenance and repairs	22,000	22,000	0	0.00%
Goods for resale	70,450	68,450	(2,000)	-2.84%
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	9,200	9,200	0	0.00%
Capital expense	1,500	1,500	0	0.00%
	<u>124,805</u>	<u>122,805</u>	<u>(2,000)</u>	<u>-1.60%</u>
	<u>159,615</u>	<u>159,202</u>	<u>(413)</u>	<u>-0.26%</u>
TAX LEVY	(14,580)	(14,093)	487	-3.34%
Full Time Positions	-	-	-	
Part Time Hours	2,720.0	2,720.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - BONDAR MARINA

**2017 OPERATING
BUDGET**

Cost Centres: 500-5050

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	71,160	70,505	(655)	-0.92%
Other income	1,900	1,900	0	0.00%
	73,060	72,405	(655)	-0.90%
EXPENDITURES				
Salaries	32,000	33,459	1,459	4.56%
Benefits	2,810	2,938	128	4.54%
	34,810	36,397	1,587	4.56%
Utilities and Fuel	14,000	14,000	0	0.00%
Materials and supplies	3,200	3,200	0	0.00%
Maintenance and repairs	11,700	11,700	0	0.00%
Goods for resale	42,000	42,000	0	0.00%
Taxes and licenses	265	265	0	0.00%
Financial expenses	1,965	2,015	50	2.54%
Purchased and contracted services	3,490	3,240	(250)	-7.16%
Capital expense	500	500	0	0.00%
	77,120	76,920	(200)	-0.26%
	111,930	113,317	1,387	1.24%
TAX LEVY	38,870	40,912	2,042	5.25%
Full Time Positions	-	-	-	
Part Time Hours	2,720.0	2,720.0	-	

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - LOCKS OPERATIONS

2017 OPERATING BUDGET

Cost Centres: 500-5060

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	82,350	84,150	1,800	2.19%
Benefits	16,550	17,399	849	5.13%
	98,900	101,549	2,649	2.68%
Materials and supplies	(62,305)	(62,305)	0	0.00%
Capital expense	1,000	1,000	0	0.00%
	(61,305)	(61,305)	0	0.00%
	37,595	40,244	2,649	7.05%
TAX LEVY	37,595	40,244	2,649	7.05%

Full Time Positions	1.0	1.0	-
Part Time Hours	1,810.0	1,810.0	-

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

2017 OPERATING
BUDGET

Cost Centres: 500-5070

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	16,800	63,500	46,700	277.98%
Government grants (including OMPF)	42,700	42,700	0	0.00%
	<u>59,500</u>	<u>106,200</u>	<u>46,700</u>	<u>78.49%</u>
EXPENDITURES				
Salaries	225,265	227,281	2,016	0.89%
Benefits	41,640	42,786	1,146	2.75%
	<u>266,905</u>	<u>270,067</u>	<u>3,162</u>	<u>1.18%</u>
Vehicle allowance, maintenance and repairs	600	600	0	0.00%
Utilities and Fuel	28,700	28,700	0	0.00%
Materials and supplies	22,035	52,035	30,000	136.15%
Maintenance and repairs	29,250	29,250	0	0.00%
Rents and leases	8,250	8,250	0	0.00%
Financial expenses	0	250	250	0.00%
Purchased and contracted services	4,000	4,000	0	0.00%
Capital expense	2,000	2,000	0	0.00%
	<u>94,835</u>	<u>125,085</u>	<u>30,250</u>	<u>31.90%</u>
	<u>361,740</u>	<u>395,152</u>	<u>33,412</u>	<u>9.24%</u>
TAX LEVY	302,240	288,952	(13,288)	-4.40%

Full Time Positions	1.7	1.7	-
Part Time Hours	7,150.0	7,150.0	-

COMMUNITY SERVICES DEPARTMENT: RECREATION & CULTURE - STEELTON SENIOR CENTRE

2017 OPERATING
BUDGET

Cost Centres: 500-5072

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	0	19,500	19,500	0.00%
Government grants (including OMPF)	42,700	42,700	0	0.00%
	42,700	62,200	19,500	45.67%
EXPENDITURES				
Salaries	139,065	139,881	816	0.59%
Benefits	29,630	30,418	788	2.66%
	168,695	170,299	1,604	0.95%
Utilities and Fuel	18,090	18,090	0	0.00%
Materials and supplies	6,265	13,870	7,605	121.39%
Maintenance and repairs	15,905	15,545	(360)	-2.26%
Financial expenses	0	70	70	0.00%
Purchased and contracted services	255	255	0	0.00%
Capital expense	0	2,500	2,500	0.00%
	40,515	50,330	9,815	24.23%
	209,210	220,629	11,419	5.46%
TAX LEVY	166,510	158,429	(8,081)	-4.85%
Full Time Positions	1.3	1.3	-	
Part Time Hours	3,390.0	3,390.0	-	

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

2017 OPERATING
BUDGET

Cost Centres:	550-5550	550-5555		
	550-5551	550-5560		
	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	65,800	74,200	8,400	12.77%
Government grants (including OMPF)	18,780	18,780	0	0.00%
	84,580	92,980	8,400	9.93%
EXPENDITURES				
Salaries	239,410	233,630	(5,780)	-2.41%
Benefits	47,020	47,627	607	1.29%
	286,430	281,257	(5,173)	-1.81%
Travel and training	1,450	1,450	0	0.00%
Vehicle allowance, maintenance and repairs	100	100	0	0.00%
Utilities and Fuel	29,500	34,000	4,500	15.25%
Materials and supplies	24,145	29,725	5,580	23.11%
Maintenance and repairs	18,045	18,045	0	0.00%
Goods for resale	200	6,000	5,800	2900.00%
Financial expenses	600	950	350	58.33%
Purchased and contracted services	11,400	9,350	(2,050)	-17.98%
Grants to others	12,000	12,000	0	0.00%
	97,440	111,620	14,180	14.55%
	383,870	392,877	9,007	2.35%
TAX LEVY	299,290	299,897	607	0.20%
Full Time Positions	2.0	2.0	-	
Part Time Hours	6,330.0	5,870.0	(460.0)	

COMMUNITY SERVICES DEPARTMENT: FACILITY ADMINISTRATION

2017 OPERATING BUDGET

Cost Centres: 500-5100

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	24,000	24,000	0	0.00%
	24,000	24,000	0	0.00%
EXPENDITURES				
Salaries	775,870	780,718	4,848	0.62%
Benefits	202,645	212,142	9,497	4.69%
	978,515	992,860	14,345	1.47%
Travel and training	3,000	3,000	0	0.00%
Vehicle allowance, maintenance and repairs	2,500	2,500	0	0.00%
Materials and supplies	32,625	30,125	(2,500)	-7.66%
Maintenance and repairs	14,000	11,000	(3,000)	-21.43%
Purchased and contracted services	6,000	6,000	0	0.00%
Transfer to own funds	15,000	15,000	0	0.00%
	73,125	67,625	(5,500)	-7.52%
	1,051,640	1,060,485	8,845	0.84%
TAX LEVY	1,027,640	1,036,485	8,845	0.86%

Full Time Positions	10.0	10.0	-
Part Time Hours			-

COMMUNITY SERVICES DEPARTMENT: FACILITY SUMMER STUDENTS

2017 OPERATING
BUDGET

Cost Centres: 500-5103

Department	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	36,000	36,600	600	1.67%
Benefits	3,155	3,213	58	1.85%
	<u>39,155</u>	<u>39,813</u>	<u>658</u>	<u>1.68%</u>
TAX LEVY	39,155	39,813	658	1.68%

Full Time Positions	-	-	-
Part Time Hours	3,050.0	3,050.0	-

COMMUNITY SERVICES DEPARTMENT: JOHN RHODES CENTRE

**2017 OPERATING
BUDGET**

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

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	1,128,380	1,146,907	18,527	1.64%
Other income	8,000	8,000	0	0.00%
	1,136,380	1,154,907	18,527	1.63%
EXPENDITURES				
Salaries	1,137,235	1,146,329	9,094	0.80%
Benefits	184,555	230,628	46,073	24.96%
	1,321,790	1,376,957	55,167	4.17%
Travel and training	1,500	1,500	0	0.00%
Vehicle allowance, maintenance and repairs	445	445	0	0.00%
Utilities and Fuel	632,250	692,250	60,000	9.49%
Materials and supplies	67,100	67,100	0	0.00%
Maintenance and repairs	340,510	340,510	0	0.00%
Program expenses	1,500	1,500	0	0.00%
Goods for resale	74,000	74,000	0	0.00%
Financial expenses	9,600	9,600	0	0.00%
Purchased and contracted services	7,000	7,000	0	0.00%
Capital expense	6,100	6,100	0	0.00%
	1,140,005	1,200,005	60,000	5.26%
	2,461,795	2,576,962	115,167	4.68%
TAX LEVY	1,325,415	1,422,055	96,640	7.29%
Full Time Positions	8.0	8.0	-	
Part Time Hours	50,650.0	50,650.0	-	

COMMUNITY SERVICES DEPARTMENT: GRECO POOL

2017 OPERATING
BUDGET

Cost Centres: 500-5114

	2016 BUDGET	2017 BUDGET	Change (2016 to 2017)	
			\$	%
REVENUE				
EXPENDITURES				
Salaries	29,030	29,298	268	0.92%
Benefits	2,545	2,572	27	1.08%
	31,575	31,870	295	0.94%
Utilities and Fuel	6,305	6,305	0	0.00%
Materials and supplies	2,755	2,755	0	0.00%
Maintenance and repairs	4,625	4,625	0	0.00%
	13,685	13,685	0	0.00%
	45,260	45,555	295	0.65%
TAX LEVY	45,260	45,555	295	0.65%

Full Time Positions	-	-	-
Part Time Hours	2,260.0	2,260.0	-

COMMUNITY SERVICES DEPARTMENT: MANZO POOL

2017 OPERATING
BUDGET

Cost Centres: 500-5116

	2016	2017	\$	
			Change	%
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
EXPENDITURES				
Salaries	10,350	10,429	79	0.76%
Benefits	905	916	11	1.18%
	11,255	11,345	90	0.80%
Utilities and Fuel	3,050	3,050	0	0.00%
Materials and supplies	1,500	1,500	0	0.00%
Maintenance and repairs	5,365	5,365	0	0.00%
	9,915	9,915	0	0.00%
	21,170	21,260	90	0.42%
TAX LEVY	21,170	21,260	90	0.42%

Full Time Positions	-	-	-
Part Time Hours	809.0	809.0	-

COMMUNITY SERVICES DEPARTMENT: MCMEEKEN CENTRE

2017 OPERATING

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

	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	133,855	136,597	2,742	2.05%
	<u>133,855</u>	<u>136,597</u>	<u>2,742</u>	<u>2.05%</u>
EXPENDITURES				
Salaries	123,925	125,742	1,817	1.47%
Benefits	19,630	21,202	1,572	8.01%
	<u>143,555</u>	<u>146,944</u>	<u>3,389</u>	<u>2.36%</u>
Utilities and Fuel	73,860	73,860	0	0.00%
Materials and supplies	1,420	1,420	0	0.00%
Maintenance and repairs	44,385	44,385	0	0.00%
Program expenses	700	700	0	0.00%
Goods for resale	8,500	8,500	0	0.00%
Financial expenses	300	300	0	0.00%
Purchased and contracted services	1,200	1,200	0	0.00%
	<u>130,365</u>	<u>130,365</u>	<u>0</u>	<u>0.00%</u>
	<u>273,920</u>	<u>277,309</u>	<u>3,389</u>	<u>1.24%</u>
TAX LEVY	140,065	140,712	647	0.46%
Full Time Positions	1.0	1.0	-	
Part Time Hours	3,508.0	3,508.0	-	

COMMUNITY SERVICES DEPARTMENT: ESSAR CENTRE

2017 OPERATING BUDGET

Cost Centres: 500-5140 500-5146
 500-5142 500-5148
 500-5144

	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	1,610,605	1,594,953	(15,652)	-0.97%
Other income	22,000	19,000	(3,000)	-13.64%
	<u>1,632,605</u>	<u>1,613,953</u>	<u>(18,652)</u>	<u>-1.14%</u>
EXPENDITURES				
Salaries	746,065	753,836	7,771	1.04%
Benefits	89,525	93,775	4,250	4.75%
	<u>835,590</u>	<u>847,611</u>	<u>12,021</u>	<u>1.44%</u>
Utilities and Fuel	420,000	420,000	0	0.00%
Materials and supplies	102,100	87,100	(15,000)	-14.69%
Maintenance and repairs	296,745	282,000	(14,745)	-4.97%
Program expenses	119,000	119,000	0	0.00%
Goods for resale	330,000	320,000	(10,000)	-3.03%
Financial expenses	19,850	25,850	6,000	30.23%
Purchased and contracted services	27,400	27,400	0	0.00%
Transfer to own funds	55,000	55,000	0	0.00%
Capital expense	19,000	19,000	0	0.00%
	<u>1,389,095</u>	<u>1,355,350</u>	<u>(33,745)</u>	<u>-2.43%</u>
	<u>2,224,685</u>	<u>2,202,961</u>	<u>(21,724)</u>	<u>-0.98%</u>
TAX LEVY	592,080	589,008	(3,072)	-0.52%
Full Time Positions	3.0	2.4	(0.6)	
Part Time Hours	45,953	45,953	-	

COMMUNITY SERVICES DEPARTMENT: NORTHERN COMMUNITY CENTRE

2017 OPERATING
BUDGET

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

	2016	2017	\$	%
	BUDGET	BUDGET	Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	247,500	240,000	(7,500)	-3.03%
	<u>247,500</u>	<u>240,000</u>	<u>(7,500)</u>	<u>-3.03%</u>
EXPENDITURES				
Salaries	34,660	29,068	(5,592)	-16.13%
Benefits	4,970	5,166	196	3.95%
	<u>39,630</u>	<u>34,234</u>	<u>(5,396)</u>	<u>-13.62%</u>
Utilities and Fuel	89,350	89,350	0	0.00%
Materials and supplies	6,200	6,200	0	0.00%
Maintenance and repairs	37,000	37,000	0	0.00%
Goods for resale	1,000		(1,000)	-100.00%
Purchased and contracted services	3,500	3,500	0	0.00%
	<u>137,050</u>	<u>136,050</u>	<u>(1,000)</u>	<u>-0.73%</u>
	<u>176,680</u>	<u>170,284</u>	<u>(6,396)</u>	<u>-3.62%</u>
TAX LEVY	(70,820)	(69,716)	1,104	-1.56%
Full Time Positions	0.2	0.2	-	
Part Time Hours	1,175.0	1,175.0	-	

COMMUNITY SERVICES DEPARTMENT: MISCELLANEOUS CONCESSIONS

**2017 OPERATING
BUDGET**

Cost Centres:

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

	2016	2017		
			\$	%
			Change	Change
			(2016 to 2017)	(2016 to 2017)
	BUDGET	BUDGET		
REVENUE				
Fees and user charges	142,550	142,550	0	0.00%
	<u>142,550</u>	<u>142,550</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	83,420	84,595	1,175	1.41%
Benefits	7,310	7,427	117	1.61%
	<u>90,730</u>	<u>92,022</u>	<u>1,292</u>	<u>1.42%</u>
Materials and supplies	(33,290)	(34,529)	(1,239)	3.72%
Maintenance and repairs	400	400	0	0.00%
Goods for resale	74,175	74,175	0	0.00%
Financial expenses	800	800	0	0.00%
Purchased and contracted services	2,000	2,000	0	0.00%
Transfer to own funds	6,735	6,709	(26)	-0.39%
Capital expense	1,000	1,000	0	0.00%
	<u>51,820</u>	<u>50,555</u>	<u>(1,265)</u>	<u>-2.44%</u>
	<u>142,550</u>	<u>142,577</u>	<u>27</u>	<u>0.02%</u>
TAX LEVY	0	27	27	0.00%

Full Time Positions	-	-	-
Part Time Hours	6,325.0	6,325.0	-

COMMUNITY SERVICES DEPARTMENT: ACCESSIBILITY

2016 OPERATING
BUDGET

Cost Centre	600-6200	600-6420		
	600-6205	600-6488		
	600-6210	600-6500		

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

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

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

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

COMMUNITY SERVICES DEPARTMENT: DAYCARE

2017 OPERATING BUDGET

Cost Centres:

500-5170
500-5171
500-5172

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	1,118,140	582,715	(535,425)	-47.89%
	<u>1,118,140</u>	<u>582,715</u>	<u>(535,425)</u>	<u>-47.89%</u>
EXPENDITURES				
Salaries	1,041,975	721,493	(320,482)	-30.76%
Benefits	224,895	172,658	(52,237)	-23.23%
	<u>1,266,870</u>	<u>894,151</u>	<u>(372,719)</u>	<u>-29.42%</u>
Vehicle allowance, maintenance and repairs	840	500	(340)	-40.48%
Utilities and Fuel	40,120	26,720	(13,400)	-33.40%
Materials and supplies	109,110	44,195	(64,915)	-59.50%
Maintenance and repairs	25,550	13,550	(12,000)	-46.97%
Taxes and licenses	820	500	(320)	-39.02%
Financial expenses	1,000	500	(500)	-50.00%
Purchased and contracted services	33,050	20,700	(12,350)	-37.37%
Capital expense	2,455	925	(1,530)	-62.32%
	<u>212,945</u>	<u>107,590</u>	<u>(105,355)</u>	<u>-49.48%</u>
	<u>1,479,815</u>	<u>1,001,741</u>	<u>(478,074)</u>	<u>-32.31%</u>
TAX LEVY	361,675	419,026	57,351	15.86%
Full Time Positions	13.0	10.0	(3.0)	
Part Time Hours	13,630.0	5,582.0	(8,048.0)	

CEMETERY

2017 OPERATING

Cost Centre 400-4300

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	963,065	857,294	(105,771)	-10.98%
Contribution from own funds	140,000	75,000	(65,000)	-46.43%
	1,103,065	932,294	(170,771)	-15.48%
EXPENDITURES				
Salaries	662,750	648,709	(14,041)	-2.12%
Benefits	149,015	156,943	7,928	5.32%
	811,765	805,652	(6,113)	-0.75%
Travel and training	2,000	2,000	0	0.00%
Vehicle allowance, maintenance and repairs	48,100	48,100	0	0.00%
Utilities and Fuel	100,500	85,500	(15,000)	-14.93%
Materials and supplies	64,191	66,291	2,100	3.27%
Financial expenses	2,000	2,000	0	0.00%
Purchased and contracted services	62,690	62,693	3	0.00%
Transfer to own funds	11,819	0	(11,819)	-100.00%
	291,300	266,584	(24,716)	-8.48%
	1,103,065	1,072,236	(30,829)	-2.79%
TAX LEVY	0	139,942	139,942	0.00%

Full Time Positions	9.0	9.0	-
Part Time Hours	10,980.0	10,980.0	-

PUBLIC WORKS AND TRANSPORTATION: TRANSIT

2017 OPERATING BUDGET

Cost Centre	400-4100	400-4106	400-4120	
	400-4101	400-4107	400-4006	
	400-4105	400-4110		
	2016	2017	\$	%
			Change	Change
	BUDGET	BUDGET	(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	2,480,475	2,581,710	101,235	4.08%
Government grants (including OMPF)	1,166,220	1,166,220	0	0.00%
Other income	1,000	1,000	0	0.00%
	<u>3,647,695</u>	<u>3,748,930</u>	<u>101,235</u>	<u>2.78%</u>
EXPENDITURES				
Salaries	5,281,290	5,280,648	(642)	-0.01%
Benefits	1,584,135	1,456,561	(127,574)	-8.05%
	<u>6,865,425</u>	<u>6,737,209</u>	<u>(128,216)</u>	<u>-1.87%</u>
Travel and training	22,015	22,045	30	0.14%
Vehicle allowance, maintenance and repairs	589,370	588,870	(500)	-0.08%
Utilities and Fuel	1,394,360	1,394,360	0	0.00%
Materials and supplies	345,165	365,165	20,000	5.79%
Maintenance and repairs	234,410	234,410	0	0.00%
Taxes and licenses	134,340	131,965	(2,375)	-1.77%
Financial expenses	4,000	4,000	0	0.00%
Purchased and contracted services	45,185	74,185	29,000	64.18%
Transfer to own funds	130,000	130,000	0	0.00%
Capital expense	8,020	8,020	0	0.00%
	<u>2,906,865</u>	<u>2,953,020</u>	<u>46,155</u>	<u>1.59%</u>
	<u>9,772,290</u>	<u>9,690,229</u>	<u>(82,061)</u>	<u>-0.84%</u>
TAX LEVY	6,124,595	5,941,299	(183,296)	-2.99%
Full Time Positions	90.3	86.8	(3.5)	
Part Time Hours	610.0	610.0	-	

PUBLIC WORKS AND TRANSPORTATION: PARKING

2017 OPERATING
BUDGET

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	389,620	429,620	40,000	10.27%
	<u>389,620</u>	<u>429,620</u>	<u>40,000</u>	<u>10.27%</u>
EXPENDITURES				
Salaries	149,695	109,249	(40,446)	-27.02%
Benefits	39,740	28,680	(11,060)	-27.83%
	<u>189,435</u>	<u>137,929</u>	<u>(51,506)</u>	<u>-27.19%</u>
Vehicle allowance, maintenance and repairs	1,365	1,365	0	0.00%
Utilities and Fuel	11,760	11,760	0	0.00%
Materials and supplies	19,635	19,635	0	0.00%
Maintenance and repairs	121,440	121,440	0	0.00%
Taxes and licenses	38,190	38,045	(145)	-0.38%
Financial expenses	1,725	1,725	0	0.00%
Purchased and contracted services	164,490	164,490	0	0.00%
Transfer to own funds	40,000	40,000	0	0.00%
Capital expense	2,000	2,000	0	0.00%
	<u>400,605</u>	<u>400,460</u>	<u>(145)</u>	<u>-0.04%</u>
	<u>590,040</u>	<u>538,389</u>	<u>(51,651)</u>	<u>-8.75%</u>
TAX LEVY	200,420	108,769	(91,651)	-45.73%
Full Time Positions	3.0	2.0	(1.0)	
Part Time Hours	1,220.0	1,220	-	

BUILDING DEPARTMENT

2016 OPERATING BUDGET

Cost Centres: 300-3020

Department	2016	2017	\$	%
	BUDGET	BUDGET	Change	Change
			(2016 to 2017)	(2016 to 2017)
REVENUE				
Fees and user charges	869,105	1,098,569	229,464	26.40%
Contribution from own funds	268,340	22,560	(245,780)	-91.59%
	<u>1,137,445</u>	<u>1,121,129</u>	<u>(16,316)</u>	<u>-1.43%</u>
EXPENDITURES				
Salaries	834,130	928,158	94,028	11.27%
Benefits	205,165	233,784	28,619	13.95%
	<u>1,039,295</u>	<u>1,161,942</u>	<u>122,647</u>	<u>11.80%</u>
Travel and training	13,200	13,200	0	0.00%
Vehicle allowance, maintenance and repairs	8,500	8,500	0	0.00%
Utilities and Fuel	12,300	12,300	0	0.00%
Materials and supplies	78,459	78,459	0	0.00%
Rents and leases	85,000	85,000	0	0.00%
Financial expenses	500	500	0	0.00%
Transfer to own funds	28,000		(28,000)	-100.00%
Capital expense	1,500	1,500	0	0.00%
	<u>227,459</u>	<u>199,459</u>	<u>(28,000)</u>	<u>-12.31%</u>
	<u>1,266,754</u>	<u>1,361,401</u>	<u>94,647</u>	<u>7.47%</u>
TAX LEVY	129,309	240,271	110,963	85.81%

BUILDING DEPARTMENT: BUILDING INSPECTION

2017 OPERATING BUDGET

Cost Centres: 300-3020

	2016 BUDGET	2017 BUDGET	Change	
			\$ (2016 to 2017)	% (2016 to 2017)
REVENUE				
Fees and user charges	869,105	1,098,569	229,464	26.40%
Contribution from own funds	268,340	22,560	(245,780)	-91.59%
	<u>1,137,445</u>	<u>1,121,129</u>	<u>(16,316)</u>	<u>-1.43%</u>
EXPENDITURES				
Salaries	704,560	711,267	6,707	0.95%
Benefits	173,600	178,035	4,435	2.55%
	<u>878,160</u>	<u>889,302</u>	<u>11,142</u>	<u>1.27%</u>
Travel and training	11,500	11,500	0	0.00%
Vehicle allowance, maintenance and repairs	7,000	7,000	0	0.00%
Utilities and Fuel	10,000	10,000	0	0.00%
Materials and supplies	73,404	73,404	0	0.00%
Rents and leases	85,000	85,000	0	0.00%
Financial expenses	500	500	0	0.00%
Transfer to own funds	28,000	0	(28,000)	-100.00%
Capital expense	1,500	1,500	0	0.00%
	<u>216,904</u>	<u>188,904</u>	<u>(28,000)</u>	<u>-12.91%</u>
	<u>1,095,064</u>	<u>1,078,206</u>	<u>(16,858)</u>	<u>-1.54%</u>
TAX LEVY	(42,381)	(42,923)	(542)	1.28%

Full Time Positions	10.5	10.0	(0.5)
Part Time Hours	1,220	1,220	-

BUILDING DEPARTMENT: BY-LAW ENFORCEMENT

2017 OPERATING BUDGET

Cost Centres: 300-3022

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
<hr/>				
EXPENDITURES				
Salaries	129,570	216,891	87,321	67.39%
Benefits	31,565	55,749	24,184	76.61%
	161,135	272,640	111,505	69.20%
Travel and training	1,700	1,700	0	0.00%
Vehicle allowance, maintenance and repairs	1,500	1,500	0	0.00%
Utilities and Fuel	2,300	2,300	0	0.00%
Materials and supplies	5,055	5,055	0	0.00%
	10,555	10,555	0	0.00%
	171,690	283,195	111,505	64.95%
TAX LEVY	171,690	283,195	111,505	64.95%

Full Time Positions	1.9	3.4	1.5
Part Time Hours	610.0	610.0	-

PLANNING

2017 OPERATING BUDGET

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

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	113,540	113,540	0	0.00%
	<u>113,540</u>	<u>113,540</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Salaries	531,995	549,707	17,712	3.33%
Benefits	132,995	140,281	7,286	5.48%
	<u>664,990</u>	<u>689,988</u>	<u>24,998</u>	<u>3.76%</u>
Travel and training	12,390	9,890	(2,500)	-20.18%
Vehicle allowance, maintenance and repairs	500	500	0	0.00%
Materials and supplies	19,295	18,795	(500)	-2.59%
Purchased and contracted services	26,400	26,400	0	0.00%
Capital expense	1,000	1,000	0	0.00%
	<u>59,585</u>	<u>56,585</u>	<u>(3,000)</u>	<u>-5.03%</u>
	<u>724,575</u>	<u>746,573</u>	<u>21,998</u>	<u>3.04%</u>
TAX LEVY	611,035	633,033	21,998	3.60%
Full Time Positions	7.0	7.0	-	
Part Time Hours	1,220.0	1,220	-	

City of Sault Ste Marie
SOCIAL SERVICES DEPARTMENT
Budget Summary

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	6,322,870		(6,322,870)	-100.00%
Government grants (including OMPF)	327,000	175,000	(152,000)	-46.48%
	<u>6,649,870</u>	<u>175,000</u>	<u>(6,474,870)</u>	<u>-97.37%</u>
EXPENDITURES				
Salaries	4,655,430		(4,655,430)	-100.00%
Benefits	1,188,595		(1,188,595)	-100.00%
	<u>5,844,025</u>	<u>0</u>	<u>(5,844,025)</u>	<u>-100.00%</u>
Travel and training	66,225		(66,225)	-100.00%
Vehicle allowance, maintenance and repairs	12,710		(12,710)	-100.00%
Utilities and Fuel	5,600		(5,600)	-100.00%
Materials and supplies	164,295		(164,295)	-100.00%
Maintenance and repairs	13,950		(13,950)	-100.00%
Rents and leases	34,400		(34,400)	-100.00%
Purchased and contracted services	88,790		(88,790)	-100.00%
Grants to others	359,000	225,000	(134,000)	-37.33%
Capital expense	97,875		(97,875)	-100.00%
	<u>842,845</u>	<u>225,000</u>	<u>(617,845)</u>	<u>-73.30%</u>
	<u>6,686,870</u>	<u>225,000</u>	<u>(6,461,870)</u>	<u>-96.64%</u>
TAX LEVY	37,000	50,000	13,000	35.14%

LEVY BOARDS

2017 OPERATING BUDGET

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	562,500		(562,500)	-100.00%
	562,500	0	(562,500)	-100.00%
EXPENDITURES				
Algoma Public Health	2,405,045	2,453,145	48,100	2.00%
Sault Ste. Marie District Social Service Administration Board	17,287,198	17,632,940	345,742	2.00%
Sault Ste. Marie Conservation Authority	475,065	481,563	6,498	1.37%
	20,167,308	20,567,648	400,340	1.99%
TAX LEVY	19,604,808	20,567,648	962,840	4.91%

OUTSIDE AGENCIES & GRANTS TO OTHERS

2017 OPERATING BUDGET

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and User Charges	200,000	120,000	(80,000)	-40.00%
Contribution from own funds	100,000	80,000	(20,000)	-20.00%
	<u>300,000</u>	<u>200,000</u>	<u>(100,000)</u>	<u>-33.33%</u>
EXPENDITURES				
Grants to others:				
Police Services Board	23,852,153	24,276,502	424,349	1.78%
Physician Recruitment	300,000	200,000	(100,000)	-33.33%
Library Board	2,811,035	2,632,209	(178,826)	-6.36%
Art Gallery of Algoma	180,785	180,785	0	0.00%
SSM Museum	177,540	177,540	0	0.00%
Bush Plane Museum	110,000	110,000	0	0.00%
Cultural Recognition	1,500	1,500	0	0.00%
Safe Communities	40,000	40,000	0	0.00%
Algoma University	40,000	40,000	0	0.00%
Pee Wee Arena	12,750	12,750	0	0.00%
Crimestoppers	25,000	25,000	0	0.00%
Other Sports	10,000	5,000	(5,000)	-50.00%
Red Cross Grant	50,000	50,000	0	0.00%
Cultural Grant	53,900	53,900	0	0.00%
Economic Development Corporation	1,204,165	1,204,166	1	0.00%
Destiny SSM	30,000	30,000	0	0.00%
Development SSM	246,000	246,000	0	0.00%
Innovation Centre	277,890	277,890	0	0.00%
Tourist Promotion	168,656	168,655	(1)	0.00%
EDF Budget	500,000	500,000	0	0.00%
Total Grants to others	<u>30,091,374</u>	<u>30,231,897</u>	<u>140,523</u>	<u>0.47%</u>
Transfer to own funds	80,000	303,802	223,802	279.75%
	<u>30,171,374</u>	<u>30,535,699</u>	<u>364,325</u>	<u>1.21%</u>
TAX LEVY	29,871,374	30,335,699	464,325	1.55%

CORPORATE FINANCIALS

2017 OPERATING BUDGET

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Taxation (excluding levy)	2,627,500	2,427,500	(200,000)	-7.61%
Payment in Lieu of taxes	4,445,020	4,371,195	(73,825)	-1.66%
Fees and user charges	12,342,000	12,960,000	618,000	5.01%
Government grants (including OMPF)	15,335,000	15,335,000	0	0.00%
Investment income	4,305,000	4,305,000	0	0.00%
Contribution from own funds	1,789,000		(1,789,000)	-100.00%
Other income	1,350,000	1,350,000	0	0.00%
Prior year surplus	550,000		(550,000)	-100.00%
	<u>42,743,520</u>	<u>40,748,695</u>	<u>(1,994,825)</u>	<u>-4.67%</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	283,050	290,295	7,245	2.56%
Purchased and contracted services	36,000	36,000	0	0.00%
Grants to others	538,910	479,360	(59,550)	-11.05%
Transfer to own funds	10,520,685	11,901,435	1,380,750	13.12%
	<u>11,378,645</u>	<u>12,707,090</u>	<u>1,328,445</u>	<u>11.67%</u>
	<u>11,398,645</u>	<u>12,727,090</u>	<u>1,328,445</u>	<u>11.65%</u>
TAX LEVY	(31,344,875)	(28,021,605)	3,323,270	-10.60%

CAPITAL LEVY AND LONG TERM DEBT

2017 OPERATING
BUDGET

	2016 BUDGET	2017 BUDGET	\$	%
			Change (2016 to 2017)	Change (2016 to 2017)
REVENUE				
Fees and user charges	350,000	350,000	0	0.00%
	<u>350,000</u>	<u>350,000</u>	<u>0</u>	<u>0.00%</u>
EXPENDITURES				
Long term debt	1,980,330	3,252,490	1,272,160	64.24%
Transfer to own funds	6,242,579	6,242,579	0	0.00%
	<u>8,222,909</u>	<u>9,495,069</u>	<u>1,272,160</u>	<u>15.47%</u>
	<u>8,222,909</u>	<u>9,495,069</u>	<u>1,272,160</u>	<u>15.47%</u>
TAX LEVY	7,872,909	9,145,069	1,272,160	16.16%

THE CORPORATION OF THE CITY OF SAULT STE MARIE
 Supplementary Items to be approved by Council:
 2017

DEPARTMENT:

Mayor and Council - renew membership to FCM

Planning and Enterprise Services - Downtown Development Projects

Fire Services Administration: Advertising

Fire Services Suppression: FireEquipment

Fire Services CEMC: Travel

Corporate Services - Walk of Fame

SSM Innovation Centre

Art Gallery of Algoma

Bushplane Museum

Sault Ste. Marie Museum

Fringe North

Council Report November 7, 2016

ONE TIME COST	ON-GOING COST	RECOMMENDED	LEVY ADJUSTMENT
	11,050		
	200,000		
	8,000		
	11,500		
	1,500		
	2,000		
50,000	36,000		
400,000			
75,000			
3,551			
15,000			
543,551	270,050		