

# AGENDA

## REGULAR MEETING OF CITY COUNCIL

2012 01 23

4:30 P.M.

## COUNCIL CHAMBERS

### 1. ADOPTION OF MINUTES

Mover: Councillor P. Christian

Second: Councillor J. Krmpotich

Resolved that the Minutes of the Regular Council Meeting of 2012 01 09 be approved.

### 2. QUESTIONS AND INFORMATION ARISING OUT OF THE MINUTES AND NOT OTHERWISE ON THE AGENDA

### 3. APPROVE AGENDA AS PRESENTED

Mover: Councillor S. Butland

Second: Councillor F. Manzo

Resolved that the Agenda for 2012 01 23 City Council meeting as presented be approved.

### 4. DELEGATIONS/PROCLAMATIONS

- a) Winners of the 2011 Christmas Lighting Awards Program will be in attendance to receive plaques and PUC credit certificates.
- b) Robin McDonald, President, Ontario Winter Carnival Bon Soo, will be in attendance concerning Proclamation – Bon Soo Winter Carnival.
- c) Al Harnden, Chair, Northern Ontario Curling Championship will be in attendance concerning agenda item 5(b).
- d) Debbie Dixon, Director of Marketing and Events, Ride for Sight Canada and Mac Marcoux will be in attendance concerning the 2012 Ride for Sight event.
- e) Tom Dodds, Chief Executive Officer, Sault Ste. Marie Economic Development Corporation, will be in attendance concerning agenda item 6(8)(a).
- f) Dean Thompson, Algoma Highlands Conservancy, will be in attendance concerning agenda item 5(d).

- g) Don Scott, Manager of Transit, and Wally Beck and Charles FitzSimmons, HDR Inc., will be in attendance concerning agenda item 6(7)(a).

## ***PART ONE – CONSENT AGENDA***

### **5. COMMUNICATIONS AND ROUTINE REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES**

Mover: Councillor P. Christian

Seconder: Councillor F. Manzo

Resolved that all the items listed under date 2012 01 23 – Part One – Consent Agenda be approved as recommended.

- a) Correspondence from AMO, OGRA is attached for the information of Council.
- b) Correspondence from the Soo Curlers Association is attached for the information of Council.
- c) Correspondence from County of Huron (concerning Low Frequency Noise Committee) is attached for the information of Council.
- d) Correspondence from the Township of Prince regarding Algoma Highlands Conservancy proposal to create the Gros Cap Bluffs Conservation Park is attached for the consideration of Council.

Mover: Councillor S. Butland

Seconder: Councillor J. Krmpotich

Whereas the Gros Cap Bluffs property in Prince Township has significant ecological, cultural and historical values worthy of protection for the general public good; and

Whereas the property has significant multi-seasonal outdoor recreation potential easily accessible to the major regional population centre of the City of Sault Ste. Marie; and

Whereas the scenic beauty of this location, combined with its ready accessibility to the citizens of and visitors to the City of Sault Ste. Marie, provides an opportunity for this area to be promoted as a tourism attraction; and ,

Whereas the Algoma Highlands Conservancy is an established, local, bi-national charitable organization with a mission to act as a public land trust focusing on conservation and protection of the natural environment, as well as promotion of silent sport recreation, environmental education, research and sustainable forest management in the region;

Now therefore be it resolved that Council of the City of Sault Ste. Marie support the efforts of the Algoma Highlands Conservancy to secure financial support from the Essar Community Investment Fund to purchase and repatriate the Gros Cap Bluffs property and convert it into a publicly accessible conservation and nature park for broad-spectrum local community benefit.

- e) Correspondence from Steffanie Petroni-Date, Executive Director, Sault Youth Association is attached for the consideration of Council.

Mover: Councillor S. Butland

Second: Councillor J. Krmpotich

Whereas the Sault Youth Association is seeking funding from the Essar Community Investment Fund for a Youth Centre in the downtown core;

And whereas it has been demonstrated that a Youth Centre would contribute significantly to the economic resiliency and social vibrancy of the community, making it possible to bring together existing youth services and increase collaboration across all sectors;

Now therefore be it resolved that Council of the City of Sault Ste. Marie support the efforts of the Sault Youth Association to secure financial support from the Essar Community Investment Fund for acquisition and renovation of a building in the downtown core for the purpose of establishing a Youth Centre.

- f) Letters of request for temporary street closings in conjunction with Ontario Winter Carnival Bon Soo are attached for the consideration of Council.

1) on Lake Street (lower) from Queen Street to Bellevue Park from 5:30 p.m. February 3 to 8:00 am February 13, 2012.; and

2) Shore Drive from Queen Street to Parking lot #2 Bellevue Park from 5:30 p.m. February 2 to 10:00 a.m. February 13, 2012; and

3) Foster Drive from Elgin Street to Spring Street from 5:30 p.m. to midnight on February 3, 2012

The relevant By-law 2012-27 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

g) **Staff Travel**

A report of the Chief Administrative Officer is attached for the consideration of Council.

Mover: Councillor S. Butland

Second: Councillor F. Manzo

Resolved that the report of the Chief Administrative Officer dated 2012 01 23 concerning Staff Travel requests be approved as requested.

h) **Council Travel**

Mover: Councillor P. Christian

Second: Councillor J. Krmpotich

Resolved that Councillor Lou Turco be authorized to travel to the AMO Board meeting being held in Toronto (2 days in January) at an estimated cost to the City of \$300.00 and the FONOM Board meeting being held in Sudbury (2 days in February) at no cost to the City.

i) **Tender for Lighting Upgrades – City Works Centre**

A report of the Manager of Purchasing is attached for the consideration of Council.

Mover: Councillor P. Christian

Seconded: Councillor F. Manzo

Resolved that the report of the Manager of Purchasing dated 2012 01 23, be endorsed and that the tender for Lighting Upgrades at the City Works Centre, required by the Public Works and Transportation Department, be awarded as recommended with funding to be drawn from the Ontario Power Authority's saveONenergy Program and the Green Committee Reserve.

j) **Council Agenda Process**

A report of the Deputy City Clerk is attached for the consideration of Council.

Mover: Councillor S. Butland

Seconded: Councillor F. Manzo

Resolved that the report of the Deputy City Clerk dated 2012 01 23 concerning Council Agenda Process be received and the recommendation that an electronic agenda process be adopted be referred to 2012 budget.

k) **Appointments to Boards and Committees**

A report of the City Clerk is attached for the consideration of Council.

Mover: Councillor S. Butland

Seconded: Councillor J. Krmpotich

Resolved that the report of the City Clerk dated 2012 01 23 concerning Appointments to Boards and Committees be accepted and that Council appoint the Land Development & Environmental Engineer (Catherine Taddo) and as an alternate the Junior Engineer (Daniel Perri) to the Source Water Protection Committee and the Manager Community Child Care Services (Carla Fairbrother) to the Best For Kids Committee for terms from January 23, 2012 to December 31, 2012.

l) **Procedure By-law Review**

A report of the City Clerk is attached for the consideration of Council.

Mover: Councillor S. Butland

Seconded: Councillor F. Manzo

Resolved that the report of the City Clerk dated 2012 01 23 concerning Procedure By-law Review be received and the recommendation that Council appoint a Procedure By-law Review Committee consisting of the Mayor and two members of Council and the City Clerk and City Solicitor be approved.

m) **2012 Budget – Status Report #2**

A report of the Manager of Budgets and Revenue is attached for the consideration of Council.

Mover: Councillor S. Butland

Seconded: Councillor J. Krmpotich



Resolved that the report of the Manager of Budgets and Revenue dated 2012 01 23 concerning 2012 Budget – Status Report #2 be received as information.

n) **User Fees for 2012 Budget – By-law 2012-11**

A report of the Manager of Budgets and Revenue is attached for the consideration of Council.

The relevant By-law 2012-11 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

o) **Essar Centre Banquet Services Enhancements**

A report of the Manager of Community Centres is attached for the consideration of Council.

Mover: Councillor P. Christian

Seconder: Councillor F. Manzo

Resolved that the report of the Manager, Community Centres dated 2012 01 23 concerning Essar Centre Banquet Services Enhancements be received and the recommendation that an application be submitted to the federal government's Local Initiative Fund offered through the Community Development Corporation be approved, with municipal funding of \$10,000 to be drawn from the Pepsi Marketing Allowance Reserve.

p) **Request for Proposals (RFP) – Leasing of Space for Development of Fitness/Training Area – John Rhodes Community Centre**

A report of the Commissioner of Community Services is attached for the consideration of Council.

Mover: Councillor P. Christian

Seconder: Councillor J. Krmpotich

Resolved that the report of the Commissioner of Community Services dated 2012 01 23 concerning Leasing of Space for Development of Fitness/Training Area – John Rhodes Community Centre be received and the recommendation that staff prepare a lease agreement between the City and RHP Training Centre Inc. be approved.

q) **McNabb Street and MacDonald Avenue Storm Sewer Capacity Study – Engineering Agreement**

A report of the Design and Construction Engineer is attached for the consideration of Council.

The relevant By-law 2012-22 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

r) **Prevention of Potholes – Road Design Issues**

A report of the Director of Engineering Services is attached for the consideration of Council.

Mover: Councillor S. Butland

Seconder: Councillor F. Manzo

Resolved that the report of the Director of Engineering Services dated 2012 01 23 concerning Prevention of Potholes – Road Design Issues be received as information.

s) **Fort Creek Aqueduct Reconstruction First Phase – from John Street Southerly – Engineering Agreement**

A report of the Director of Engineering Services is attached for the consideration of Council.

The relevant By-law 2012-20 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

t) **Bible Fellowship Church Request for Exemption from Fireworks By-law**

A report of the Assistant Fire Chief, Fire Prevention and Public Education is attached for the consideration of Council.

The relevant By-law 2012-13 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

u) **Sault Ste. Marie Kennel Club – 76 Fourth Line West**

A report of the City Solicitor is attached for the consideration of Council.

The relevant By-law 2012-21 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

v) **New Comprehensive Signs By-law – Request to Extend the Digital Signs Moratorium**

A report of the Planning Division is attached for the consideration of Council.

The relevant By-law 2012-23 is listed under Item 10 of the Agenda and will be read with all other by-laws listed under that item.

w) **Sidewalk Snow Plowing Revision to Policy**

A report of the Deputy Commissioner of Public Works and Transportation is attached for the consideration of Council.

Mover: Councillor P. Christian

Seconder: Councillor F. Manzo

Resolved that the report of the Deputy Commissioner of Public Works and Transportation dated 2012 01 23 concerning Sidewalk Snow Plowing be received and the recommendation that the policy be amended to provide for possible snow plowing of sidewalks as recommended by the Public Works and Transportation Department be approved; further that the following sidewalks be added to the current sidewalk plowing program:

*As a Result of New Construction:*

- The sidewalk on the north side of Third Line East between People's Road and Great Northern Road;
- The sidewalk on the south side of South Market Street between Cambridge and Boundary Road

*As a Result of Petition:*

- The sidewalk on the south side of Dovercourt Avenue from the entrance to St. Gregory's Senior Complex to Korah Road.

x) **Ontario Heritage Act – Part IV Designation of 1164 Queen Street East**

A report of the Sault Ste. Marie Heritage Committee is attached for the consideration of Council.

Mover: Councillor P. Christian

Seconder: Councillor J. Krmpotich

Resolved that the report of the Chairperson, Sault Ste. Marie Municipal Heritage Committee dated 2012 01 23 concerning Ontario Heritage Act Designation be accepted and the recommendation that Council approve the designation of the residence at 1164 Queen Street East under Part IV of the Ontario Heritage Act be approved.

## ***PART TWO – REGULAR AGENDA***

### **6. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES**

- (1) ADMINISTRATION**
- (2) COMMUNITY SERVICES DEPARTMENT**
- (3) ENGINEERING**
- (4) FIRE**
- (5) LEGAL**
- (6) PLANNING**

**a) Application No. A-6-12-Z – Jeff Daniel Company Limited – 15 Alpine Street**

A report of the Planning Division is attached for the consideration of Council.

Mover: Councillor S. Butland

Seconder: Councillor F. Manzo

Resolved that the report of the Planning Division dated 2012 01 23 concerning Application No. A-6-12-Z – filed by Jeff Daniel Company Limited – 15 Alpine Street be received and that the portion of the subject property identified on the maps attached thereto be rezoned from “I” (Institutional) zone to “R2” (Single Detached Residential) zone.

**b) Application No. A-1-12-Z – Mr. Courtney Carroll – 103 Asquith Street**

A report of the Planning Division is attached for the consideration of Council.

Mover: Councillor S. Butland

Seconder: Councillor J. Krmpotich

Resolved that the report of the Planning Division dated 2012 01 23 concerning Application No. A-1-12-Z – filed by Mr. Courtney Carroll – 103 Asquith Street be received and that City Council rezone the subject property from “R3” (Single Detached Residential) zone to “R3.S” (Single Detached Residential) zone with a Special Exception to permit a triplex in addition to those uses permitted in a “R3” zone.

### **(7) PUBLIC WORKS AND TRANSPORTATION**

**a) Transit Services Operational Review – Final Report**

A report of the Manager of Transit and Parking is attached for the consideration of Council.

Mover: Councillor P. Christian

Seconded: Councillor J. Krmpotich

Resolved that the report of the Manager of Transit and Parking dated 2012 01 23 concerning Transit Services Operational Review Final Report 2012-2016 be received and the recommendations contained therein regarding capital items be submitted as supplemental items for future budgets.

**(8) BOARDS AND COMMITTEES**

**a) Sault Ste. Marie Economic Development Fund – Review 2006-2011**

A report of the Executive Director Sault Ste. Marie Economic Development Corporation is attached for the consideration of Council.

Mover: Councillor S. Butland

Seconded: Councillor J. Krmpotich

Resolved that the report of the Executive Director, Sault Ste. Marie Economic Development Corporation dated 2012 01 23 concerning Sault Ste. Marie Economic Development Fund be received as information.

**7. UNFINISHED BUSINESS, NOTICE OF MOTIONS AND RESOLUTIONS  
PLACED ON AGENDA BY MEMBERS OF COUNCIL**

**a) Mover: Councillor R. Niro**

**Seconded: Councillor T. Sheehan**

Whereas a group of local businessmen approached the City in late summer 2010 regarding the possibility of receiving approval for "the development of an historic religious grotto dedicated to St. Mary on Prince Island in Bellevue Park"; and

Whereas the proposal was presented and considered by City Council at its meeting of September 13, 2010; and

Whereas the past City Council approved the request subject to the matter returning for review of the terms of appropriate use and maintenance agreement; and

Whereas the current City Council called for a public meeting held on June 16, 2011 to allow an appropriate forum for discussion on the proposal; and

Whereas on June 27, 2011, City Council asked for a review and update of all Master Plans for City parks including Bellevue Park; and

Whereas in addition to the review, City Council deferred any new non-traditional uses of public recreational lands in Sault Ste. Marie, including the use and maintenance agreement for the proposed grotto; and

Whereas on November 7, 2011 City staff reported to City Council that such a review and update of Master Plans for all City parks would require close to 24 months for completion; and

Whereas also on November 7, 2011 City Council received, from the City's Corporate Counsel, an opinion regarding the implications of the Charter of Rights and Freedoms on the grotto if it was going to be located in Bellevue Park; and

Whereas also on November 7, 2011 City Council received, from the City's Corporate Counsel, an opinion regarding the implications of the Charter of Rights and Freedoms on the grotto if it was going to be located in Bellevue Park; and  
Whereas it is not the intention of City Council to wait anywhere from 12 to 24 months to arrive at a final decision on the proposed grotto;  
Now Therefore Be It Resolved that City Council ask staff to consolidate all the information to date on the proposed grotto and prepare the required report to be presented at the Council meeting of February 6, 2012.

- b) Mover: Councillor S. Butland  
Second: Councillor P. Christian

Whereas Ontario Tire Stewardship has expressed interest in piloting a rubber sidewalk in a Northern Ontario City and are prepared to participate in contributing to the financing of such a project; and

Whereas these sidewalks are: More comfortable to walk on; cost competitive with concrete sidewalks; aesthetically more pleasing; easily installed and removed, if necessary; and less conducive to slips and falls

Now therefore be it resolved that appropriate staff (Planning, Public Works and Transportation, Engineering) investigate and report back to Council as to the feasibility of piloting a rubber sidewalk, including recommendations for suitable locations for such a sidewalk.

- c) Mover: Councillor P. Christian  
Second: Councillor M. Bruni

Whereas the Council will soon begin budget deliberations for 2012; and

Whereas City Council and staff continue to do their best to contain cost increases within city operations; and

Whereas the 2012 budget manual will soon be prepared by City staff and delivered to councillors for Council's consideration; and

Whereas this manual contains a large number of comprehensive reports that provide a vast array of relevant information about city operations; and

Whereas council does its best to analyze and consider expenditures and possible tax implications by studying these documents despite their complexity; and

Whereas City staff currently provide quarterly budget reporting in a format that Council generally regards as useful and user friendly; and

Whereas Finance Department staff have been extremely helpful in the past by providing information and assistance to Council during budget deliberations;

Now Therefore Be It Resolved that Council requests the Finance Department to prepare a draft budget document by department similar in format to the quarterly financial reports currently provided to Council. This document will be in addition to the information that staff will prepare in the annual budget manual.

8. **COMMITTEE OF THE WHOLE FOR THE PURPOSE OF SUCH MATTERS AS ARE REFERRED TO IT BY THE COUNCIL BY RESOLUTION**

9. **ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE**

10. **CONSIDERATION AND PASSING OF BY-LAWS**

By-laws before Council TO BE PASSED which do not require more than a simple majority.

**AGREEMENTS**

a) **2012-20**

A by-law to authorize the execution of an agreement between the City and Stem Engineering Group Inc. dated the 23<sup>rd</sup> day of December, 2011 for the reconstruction of the Fort Creek Aqueduct Rebuild – Downstream of the John Street Entrance.

A report from the Director of Engineering Services is on the agenda.

b) **2012-22**

A by-law to authorize the execution of an agreement between the City and Tulloch Engineering Inc. dated the 26th day of January, 2012 for a storm sewer capacity study, for the two watersheds referenced as McNabb Street at Willow Avenue and MacDonald Avenue at Poplar Avenue.

A report from the Design & Construction Engineer is on the agenda.

c) **2012-25**

A by-law to authorize the Agreement between the Corporation of the City of Sault Ste. Marie and Her Majesty the Queen in Right of Ontario as represented by the Minister of Citizenship and Immigration, dated January 12, 2012.

A report from the Manager, Information Technology Division is on the agenda

**DEVELOPMENT CONTROL**

d) **2012-18**

A by-law to designate the lands located at civic number 1092 Great Northern Road as an area of site plan control (Ficmar Holdings Inc.).

## **FINANCE**

e) **2012-11**

A by-law to establish user fees and service charges.

A report from the Manager of Budgets and Revenue is on the agenda.

## **OFFICIAL PLAN AMENDMENT**

f) **2012-16**

A by-law to adopt Amendment No. 182 to the Official Plan (City of Sault Ste. Marie).

## **PROPERTY SALE**

g) **2012-21**

A by-law to authorize the sale of surplus property located at 76 Fourth Line West to the Sault Ste. Marie Kennel Club.

A report from the City Solicitor is on the Agenda.

## **REGULATIONS**

h) **2012-12**

A by-law to amend Schedule No. 22 of By-law 90-90 (a by-law to establish the retention period of documents and records of the Corporation of the City of Sault Ste. Marie).

i) **2012-13**

A by-law to exempt Bible Fellowship Church from By-law 73-107 being a by-law to prohibit the use of fireworks in the municipality.

A report from the Assistant Fire Chief Prevention & Public Education is on the Agenda.

j) **2012-23**

A by-law to temporarily prohibit digital signage within the City of Sault Ste. Marie.

A report from the Planner is on the Agenda.

## **TAXES**

k) **2012-19**

A by-law to provide for interim tax levies.



## **TEMPORARY STREET CLOSING**

### **2012-24**

- l) A by-law to permit the temporary closing of Foster Drive from Elgin Street to Spring Street to facilitate Bon Soo opening ceremonies and to permit the temporary closing of lower Lake Street from Queen Street to Bellevue Park and Shore Drive from Queen Street to parking lot #2 Bellevue Park to facilitate various Bon Soo Events

## **ZONING**

- m) **2012-14**

A by-law to amend Sault Ste. Marie Zoning By-law 2005-150 concerning land located at 245 Wallace Terrace.

- n) **2012-15**

A by-law to amend Sault Ste. Marie Zoning By-law 2005-150 concerning land located at 6 Village Court.

- o) **2012-17**

A by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning land located at 1092 Great Northern Road (Ficmar Holdings Inc.).

By-laws before Council for **THIRD** reading which do not require more than a simple majority.

## **LOCAL IMPROVEMENTS**

- p) **2011-199**

A by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on John Street from Conmee Avenue to Elm Street under Section 3 of the Municipal Act, 2001, Ontario Regulation 586/06.

## **11. QUESTIONS BY, NEW BUSINESS FROM, OR ADDRESSES BY MEMBERS OF COUNCIL CONCERNING MATTERS NOT OTHERWISE ON THE AGENDA**

## **12. ADDENDUM TO THE AGENDA**

**13. ADJOURNMENT**

Mover: Councillor S. Butland

Seconded: Councillor J. Krmpotich

Resolved that this Council now adjourn.

# MINUTES

## REGULAR MEETING OF CITY COUNCIL

2012 01 09

4:30 P.M.

### COUNCIL CHAMBERS

**Present:** Mayor D. Amaroso, Councillors L. Turco, S. Butland, S. Myers, M. Bruni, J. Krmpotich, B. Watkins, R. Niro, P. Christian, F. Fata, T. Sheehan, F. Manzo, P. Mick

**Officials:** J. Fratesi, M. White, N. Kenny, L. Girardi, N. Apostle, B. Freiburger, J. Bruzas, J. Dolcetti, D. Elliott, D. McConnell, S. Hamilton Beach, A. Starzomski, K. Fisher

#### 1. ADOPTION OF MINUTES

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that the Minutes of the Regular Council Meeting of 2011 12 05 be approved. CARRIED

#### 2. QUESTIONS AND INFORMATION ARISING OUT OF THE MINUTES AND NOT OTHERWISE ON THE AGENDA

#### 3. APPROVE AGENDA AS PRESENTED

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the Agenda and Addendum #1 for 2012 01 09 City Council meeting as presented be approved. CARRIED

#### **4. DELEGATIONS/PROCLAMATIONS**

- a) Helen Shelswell was in attendance concerning proclamation – Alzheimer Awareness Month.
- b) Sharon Graham, President – Business and Professional Women Sault Ste. Marie was in attendance concerning Women's Week.
- c) Steffanie Date, Executive Director – Sault Youth Association was in attendance concerning the association's 2011 Annual General Report.
- d) Bryan Hayes, Member of Parliament was in attendance concerning Canada's Economic Action Plan (Budget) and Federal Seat Redistribution.
- e) Rhonda Bateman, Sault Ste. Marie Region Conservation Authority was in attendance to update Council on Source Water Protection Planning Policies.
- f) Judy McGonigal was in attendance concerning agenda item 6.(8)(a).
- g) John Martella was in attendance concerning agenda item 6.(7)(a).

### ***PART ONE – CONSENT AGENDA***

#### **5. COMMUNICATIONS AND ROUTINE REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES**

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that all the items listed under date 2012 01 09 – Part One – Consent Agenda be approved as recommended. CARRIED

- a) Correspondence from AMO was received by Council.
- b) Correspondence from the City of North Bay (concerning Land Registry Offices); the County of Huron (concerning private lots and family functions held in farm buildings); the Township of Carling (concerning paved highway shoulders); and the Municipality of Clarington (concerning commercial fill operations and funding for municipal deficits) was received by Council.
- c) Correspondence from the City of North Bay and a copy of a letter from the Mayors of Sault Ste. Marie, North Bay and Timmins directed to the Ministers of Northern Development and Mines and Infrastructure concerning the Northern Growth Plan was received by Council.

- d) Correspondence from MPAC concerning MPAC Assessment Products and Services Delivery Update was received by Council.
- e) Correspondence from the World Wildlife Foundation – Canada concerning National Sweater Day and Earth Hour was received by Council.
- f) Correspondence from the Sustainable Urban Development Association was received by Council.
- g) A letter from Robyn Hamlyn concerning Blue Communities was received by Council.

h) **Staff Travel**

The report of the Chief Administrative Officer was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that the report of the Chief Administrative Officer dated 2012 01 09 concerning Staff Travel requests be approved as requested. CARRIED

i) **Appointment – Committee of Adjustment**

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that citizen Jack Moore be appointed to the Committee of Adjustment from January 9, 2012 to December 31, 2014. CARRIED

j) **Appointment – Planning Advisory Committee**

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that citizen Mary Pascuzzi be appointed to the Planning Advisory Committee from January 9, 2012 to December 31, 2012. CARRIED

k) **Appointment – Sault Ste. Marie Region Conservation Authority**

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that Councillor Marchy Bruni be appointed to the Sault Ste. Marie Region Conservation Authority from January 9, 2012 to December 31, 2012. CARRIED

l) **Appointment – Accessibility Advisory Committee**

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that citizen Cathy Othmer be appointed to the Accessibility Advisory Committee from January 9, 2012 to December 31, 2012. CARRIED

m) **2012 Corporate Membership Fees**

The report of the Deputy City Clerk and Manager of Quality Improvement was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Deputy City Clerk and Manager of Quality Improvement dated 2012 01 09 concerning 2012 Corporate Membership Fees be accepted and the recommendation to proceed with payment of the 2012 Corporate Membership Fees be approved. CARRIED

n) **Funding Application – Celebrate Canada Program**

The report of the Manager, Recreation and Culture Division was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that the report of the Manager, Recreation and Culture Division dated 2012 01 09 concerning Funding Application – Celebrate Canada Program be received and the recommendation that city staff proceed with application to the Department of Canadian Heritage for the 2012 Celebrate Canada Program to assist in funding the City's Canada Day Celebration be approved. CARRIED

o) **2010 Property Tax Rebate**

The report of the Manager, Recreation and Culture Division was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Manager, Recreation and Culture Division dated 2012 01 09 concerning 2010 Property Tax Rebate be received and the recommendation that the rebates for the 2010 tax year, and one for the 2009 tax year, be paid to the owners who made application and complied with the program be approved. CARRIED

p) **Repeal of By-law 2011-134 – Replace with By-law 2012-7 Lane Closing Tagona Subdivision**

The report of the City Solicitor was received by Council.

The relevant By-law 2012-7 is listed under Item 10 of the Minutes.

q) **Possible City Owned Properties to be Declared Surplus to the City's Needs**

The report of the City Solicitor was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the City Solicitor dated 2012 01 09 be received as information and further that the list of possible city properties to be declared

surplus to the City's needs be circulated to other relevant departments to determine if the City has any interest in retaining ownership. CARRIED

r) **Licence of Occupation Between the City and Mario Avati and Mary Melanie Avati**

The report of the City Solicitor was received by Council.

The relevant By-law 2012-8 is listed under Item 10 of the Minutes.

s) **Yard Maintenance By-law and Property Standards By-law**

The report of the City Solicitor was received by Council.

The relevant By-laws 2012-9 and 2012-10 are listed under Item 10 of the Minutes.

t) **Third Line at Great Northern Road – Eastbound Right Turn Lane**

The report of the Director of Engineering Services was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that the report of the Director of Engineering Services dated 2012 01 09 concerning Third Line at Great Northern Road – Eastbound Right Turn Lane be received as information. CARRIED

u) **Connecting Links – 2012-2016 5-Year Plan and Request for 2012 MTO Allocation**

The report of the Director of Engineering Services was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Director of Engineering Services dated 2012 01 09 concerning Connecting Links – 2012-2016 5-Year Plan and Request for 2012 MTO Allocation be received as information. CARRIED

v) **Northern Avenue, East of Pine Street – Request for Reduction in Speed Limit**

The report of the Deputy Commissioner of Public Works and Transportation was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that the report of the Deputy Commissioner of Public Works and Transportation dated 2012 01 09 concerning Northern Avenue, East of Pine Street – Request for Reduction in Speed Limit be received as information. CARRIED

w) **Request for an Increased Level of Service by the Downtown Association**

The report of the Commissioner of Public Works and Transportation Department was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Commissioner of Public Works and Transportation dated 2012 01 09 concerning Request for an Increase Level of Service by the Downtown Association be received as information. CARRIED

x) **Bloor Street West (West of Lyons Avenue) – Change of Traffic Flow from One Direction to Two**

The report of the Deputy Commissioner of Public Works and Transportation was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that the report of the Deputy Commissioner of Public Works and Transportation dated 2012 01 09 concerning Bloor Street West (west of Lyons Avenue) – Change of Traffic Flow from One Direction to Two be received and further that the recommendation to change direction of traffic flow from one way to two way upon any further reconstruction be approved. CARRIED

y) **McNabb Street and MacDonald Avenue Stormwater Flooding Investigative Study – Consultant Selection**

The report of the Design and Construction Engineer was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that the report of the Design and Construction Engineer dated 2012 01 09 concerning McNabb Street and MacDonald Avenue Stormwater Flooding Investigative Study Signal be accepted and the recommendation to retain Tulloch Engineering Inc. to conduct the study subject to an Engineering Agreement brought to Council at a later date be approved. CARRIED

z) Correspondence from the Ministry of Natural Resources was received by Council.

aa) **Public Budget Input Sessions**

The report of the Commissioner of Finance and Treasurer was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Commissioner of Finance and Treasurer dated 2012 01 09 concerning Public Budget Input Sessions be received as information. CARRIED



## ***PART TWO – REGULAR AGENDA***

### **6. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES**

- (1) ADMINISTRATION**
- (2) COMMUNITY SERVICES DEPARTMENT**
- (3) ENGINEERING**
- (4) FIRE**
- (5) LEGAL**
- (6) PLANNING**

**a) Application No. A-3-12-Z – Marino DeGregorio and Anna DeGregorio – 245 Wallace Terrace**

The report of the Planning Division was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Planning Division dated 2012 01 09 concerning Application No. A-3-12-Z – filed by Marino and Anna DeGregorio – 245 Wallace Terrace be received and that City Council accepts this report and approve the request to rezone the property to “C1” (Traditional Commercial) by repealing Special Exception No. 59 which restricts the use to an automobile repair shop and the sale of used vehicles. CARRIED

**b) Application No. A-4-12-Z.OP – Ficmar Holdings Inc. – 1092 Great Northern Road**

The report of the Planning Division was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that the report of the Planning Division dated 2012 01 09 concerning Application No. A-4-12-Z.OP – Ficmar Holdings Inc. – 1092 Great Northern Road be received and that City Council accept this report and approve the application subject to the 5 conditions contained in the report. CARRIED

**c) Application No. A-5-12-Z – Giancarlo Viotto and Maria Viotto – 6 Village Court**

The report of the Planning Division was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Planning Division dated 2012 01 09 concerning Application No. A-5-12-Z – filed by Giancarlo and Maria Viotto – 6 Village Court

be received and that City Council accept this report and approve the request to rezone the subject property from "C4" (General Business) zone to "CT2" (Commercial Transitional) zone subject to confirmation of compliance with the requirements of the Ontario Building Code. CARRIED

**(7) PUBLIC WORKS AND TRANSPORTATION**

**a) Recycling Contract Extension – Green Circle Environmental**

The revised report of the Deputy Commissioner of Public Works and Transportation was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that the report of the Deputy Commissioner of Public Works and Transportation dated 2012 01 09 concerning Recycling Contract Extension – Green Circle Environmental be accepted and the recommendation to enter into an agreement with Green Circle Environmental for a ten year extension – Option No. 1 – implementation of automated carts and collection trucks be approved. CARRIED

Councillor Niro declared a pecuniary interest – employer has a service contract with the proponent

**(8) BOARDS AND COMMITTEES**

**a) Ermatinger•Clergue National Historic Site – Heritage Discovery Centre (HDC)**

The report of the Chairperson of the Historic Sites Board was received by Council.

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that the report of the Chairperson, Historic Sites Board dated 2012 01 09 concerning Ermatinger•Clergue National Historic Site Heritage Discovery Centre be accepted and the recommendation that City Council re-endorse its support of the Heritage Discovery Centre as follows:

- a. That submission of applications for significant capital funding to various federal and provincial programs be authorized;
  - b. That the broadly targeted, multi-year fundraising campaign being undertaken by the Historic Sites Board to recruit sponsors be endorsed;
  - c. That City Council commit to support the ongoing annual operations of the proposed Centre should it be built (assuming that the cost to operate the site nets to zero if projected revenues are realized – additional annual operating costs to the City to range from \$12,000 to \$105,000 on best-case and worst-case scenarios),
- be approved. CARRIED

b) **Heritage Discovery Centre - Ermatinger•Clergue National Historic Site**

The report of the Financial Analyst was received by Council.

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that the report of the Financial Analyst dated 2012 01 09 concerning funding of the Heritage Discovery Site be received as information. CARRIED

7. **UNFINISHED BUSINESS, NOTICE OF MOTIONS AND RESOLUTIONS  
PLACED ON AGENDA BY MEMBERS OF COUNCIL**

a) Moved by: Councillor S. Butland

Seconded by: Councillor P. Christian

Whereas issues relating to Emergency Medical Services (EMS) transferring patients to appropriate staff has resulted in periodic serious time delays (2 to 7 hours); and

Whereas this can compromise the ambulance service provided to the community in certain situations and also incur extra cost for providing this essential service;

Now Therefore Be It Resolved that Council request through District of Sault Ste. Marie Social Services Administration Board (DSSAB) a report on how the Sault Area Hospital (SAH) is attempting to resolve the present untenable situation. CARRIED

b) Moved by: Councillor S. Butland

Seconded by: Councillor P. Christian

Be It Resolved that Council request of Algoma Public Health to test public drinking fountains to ascertain whether any health risks are present; and

Further that Algoma Public Health be requested to recommend a systematic approach/ maintenance guidelines to ensure hygienic safety of drinking fountains across the city. CARRIED

c) **NOTICE OF MOTION**

Moved by: Councillor S. Butland

Seconded by: Councillor P. Christian

Whereas a group of local businessmen approached the City in late summer of 2010 regarding the possibility of receiving approval for "the development of a historic religious grotto dedicated to St. Mary on Prince Island in Bellevue Park"; and

Whereas the proposal was presented and considered by City Council at its meeting of September 13, 2010; and

Whereas the past City Council approved the request subject to the matter returning for review of the terms of appropriate use and maintenance agreement; and

Whereas the current City Council called for a public meeting held on June 16, 2011 to allow an appropriate forum for discussion on the proposal; and

Whereas on June 27, 2011 City Council asked for a review and update of all Master Plans for City parks including Bellevue Park; and

Whereas in addition to the review City Council deferred any new non-traditional uses of public recreational lands in Sault Ste. Marie, including the use and maintenance agreement for the proposed grotto; and

Whereas on November 7, 2011 City staff reported to City Council that such a review and update of Master Plans for all City parks would require close to 24 months for completion; and

Whereas also on November 7, 2011 City Council received from the City's Corporate Counsel, an opinion regarding the implications of the Charter of Rights and Freedoms on the grotto if it was to be located in Bellevue Park; and

Whereas it is not the intention of City Council to wait anywhere from 12 to 24 months to arrive at a final decision on the proposed grotto;

Now Therefore Be It Resolved that City Council ask staff to consolidate all the information to date on the proposed grotto and prepare the required report to be presented at the Council Meeting on February 6, 2012.

**8. COMMITTEE OF THE WHOLE FOR THE PURPOSE OF SUCH MATTERS AS ARE REFERRED TO IT BY THE COUNCIL BY RESOLUTION**

**9. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE**

**10. CONSIDERATION AND PASSING OF BY-LAWS**

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that all by-laws listed under Item 10 of the Agenda under date January 9, 2012, save and except 2012-9 and 2012-10 be approved. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that By-law 2012-1 being a by-law to consolidate amendments to Traffic By-law 77-200 be PASSED in open Council this 9<sup>th</sup> day of January, 2012. CARRIED

Moved by: Councillor S. Butland

Seconded by: Councillor F. Manzo

Resolved that By-law 2012-2 being a by-law to assume for public use and establish as public streets various parcels of land conveyed to the City be PASSED in open Council this 9<sup>th</sup> day of January, 2012. CARRIED

Moved by: Councillor S. Butland  
Seconded by: Councillor F. Manzo  
Resolved that By-law 2012-3 being a by-law to appoint by-law enforcement officers to enforce the by-laws of the Corporation of the City of Sault Ste. Marie be PASSED in open Council this 9<sup>th</sup> day of January, 2012. CARRIED

Moved by: Councillor S. Butland  
Seconded by: Councillor F. Manzo  
Resolved that By-law 2012-4 being a by-law to appoint Municipal Law Enforcement Officers to enforce the by-laws on various private properties and to amend Schedule "A" to By-law 90-305 be PASSED in open Council this 9<sup>th</sup> day of January, 2012. CARRIED

Moved by: Councillor S. Butland  
Seconded by: Councillor F. Manzo  
Resolved that By-law 2012-5 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 284 North Street (Berto) be PASSED in open Council this 9<sup>th</sup> day of January, 2012. CARRIED

Moved by: Councillor S. Butland  
Seconded by: Councillor F. Manzo  
Resolved that By-law 2012-6 being a by-law to designate the lands located at 284 North Street an area of site plan control (Robert Ronald Berto) be PASSED in open Council this 9<sup>th</sup> day of January, 2012. CARRIED

Moved by: Councillor S. Butland  
Seconded by: Councillor F. Manzo  
Resolved that By-law 2012-7 being a by-law to repeal by-law 2011-134 (a by-law to stop up, close and authorize the conveyance of a lane in the Tagona Subdivision) and to replace it with By-law 2012-7 be PASSED in open Council this 9<sup>th</sup> day of January, 2012. CARRIED

Moved by: Councillor S. Butland  
Seconded by: Councillor F. Manzo  
Resolved that By-law 2012-8 being a by-law to authorize a Licence agreement between the City and Mario Avati and Mary Melanie Avati for the use of a portion of the City owned land abutting 63 Peach Drive, Sault Ste. Marie, Ontario be PASSED in open Council this 9<sup>th</sup> day of January, 2012. CARRIED

Moved by: Councillor S. Butland  
Seconded by: Councillor J. Krmpotich  
Resolved that By-law 2012-9 being a Property Standards by-law for the Corporation of the City of Sault Ste. Marie be PASSED in open Council this 9<sup>th</sup> day of January, 2012. CARRIED

Recorded Vote:

For: Mayor D. Amaroso, Councillors L. Turco, S. Butland, S. Myers, M. Bruni, J. Krmpotich, B. Watkins, R. Niro, P. Christian, F. Fata, T. Sheehan, P. Mick

Against: Councillor F. Manzo

Moved by: Councillor S. Butland

Seconded by: Councillor J. Krmpotich

Resolved that By-law 2012-10 being a yard maintenance by-law for The Corporation of the City of Sault Ste. Marie be PASSED in open Council this 9<sup>th</sup> day of January, 2012. CARRIED

Recorded Vote:

For: Mayor D. Amaroso, Councillors L. Turco, S. Butland, S. Myers, M. Bruni, J. Krmpotich, B. Watkins, R. Niro, P. Christian, F. Fata, T. Sheehan, P. Mick

Against: Councillor F. Manzo

**11. QUESTIONS BY, NEW BUSINESS FROM, OR ADDRESSES BY MEMBERS OF COUNCIL CONCERNING MATTERS NOT OTHERWISE ON THE AGENDA**

Moved by: Councillor P. Christian

Seconded by: Councillor J. Krmpotich

Resolved that Council shall now go into Caucus to discuss:

1. the proposed disposition of a property on Fourth Line West; and

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

**12. ADDENDUM TO THE AGENDA**

**13. ADJOURNMENT**

Moved by: Councillor P. Christian

Seconded by: Councillor F. Manzo

Resolved that this Council now adjourn.

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MAYOR

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CITY CLERK

| CLASS OF SERVICE DESIRED |                |                                     |
|--------------------------|----------------|-------------------------------------|
| DOMESTIC                 | CABLE          |                                     |
| TELEGRAM                 | ORDINARY       | <input checked="" type="checkbox"/> |
| DAY LETTER               | URGENT RATE    |                                     |
| SERIAL                   | DEFERRED       |                                     |
| NIGHT MESSAGE            | NIGHT LETTER   |                                     |
| NIGHT LETTER             | SHIP RADIOGRAM |                                     |

Patrons should check class of service desired; otherwise the message will be transmitted as a telegram or ordinary cablegram.

# AMO COMMUNICATIONS

|               |
|---------------|
| CHECK         |
| ACCT'G INFMN. |
| TIME FILED    |

Send the following message, subject to the terms on back hereof, which are hereby agreed to

To Those interested in AMO Events

January 12

2012

*Street and No.* n/a

*Place* n/a

JUST INFORMING YOU OF THE UPCOMING AMO EVENT DATES -(STOP)- FORMAL INVITATIONS AND  
 INFORMATION WILL FOLLOW IN UPCOMING MONTHS -(STOP)- MARK CALENDARS FOR APRIL 19  
 AND 20 FOR URBAN SYMPOSIUM AT THOMPSON HOTEL, TORONTO -(STOP)- AUGUST 19 THROUGH 22  
 OTTAWA CONVENTION CENTRE FOR AMO ANNUAL CONFERENCE -(STOP)- DECEMBER 6 FOR  
 CONNECTIONS 2012 NEAR TORONTO AIRPORT LOCATION DETAILS TO COME -(STOP)- COMPLETE  
 DETAILS WILL BE ON AMO WEBSITE -(STOP)- WWW.AMO.ON.CA -(STOP)- THANK YOU -(STOP)-

## AMO EVENTS

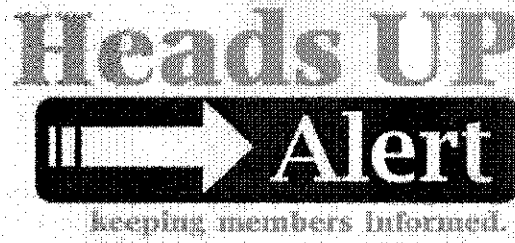
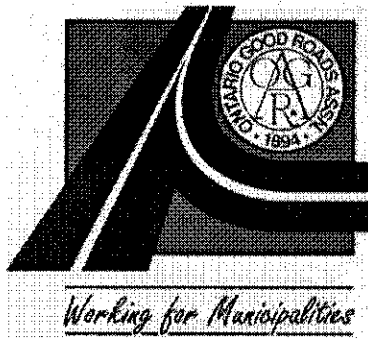
events@amo.on.ca

Sender's address  
for reference

416.971.9656

Sender's telephone  
number

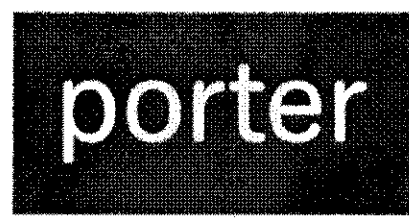
2012



January 17, 2012

*Cliquez ici pour la version française de ce signal d'alerte d'OGRA*

ROMA and OGRA are pleased to announce a discount with Porter Airlines for Combined Conference Attendees



Porter Airlines offers a 20% discount on all fare classes for attendees travelling to Toronto for the **2012 ROMA/OGRA Combined Conference**. Porter provides free in-flight snacks and beverages, including beer and wine. Please book online at [www.flyporter.com](http://www.flyporter.com) or call 1-888-619-8622 using the promo code **OGRA12**. The 20% discount applies to the best available published fares at the time of booking. The discounted fares are available for travel between February 23 and March 3, 2012. Porter. Flying refined.

ONTARIO GOOD ROADS ASSOCIATION  
1525 Cornwall Road, Unit 22 Oakville L6J 0B2  
289-291-OGRA (6472)





**Northern Ontario Virtual Summit  
January 9<sup>th</sup> to January 20<sup>th</sup> 2012**

The Northern Ontario Virtual Summit is up and running! The first fully virtual conference to be hosted specifically for Northern Ontario's community and business leaders was launched on Monday, January 9<sup>th</sup> and early reviews have been nothing but positive.

Register now and join us for the following sessions which are currently available:

- Mayors Roundtable
- Energy costs and the resource sector
- Post-Secondary roundtable – Keeping our students in Northern Ontario
- The changing face of advertising

The following sessions will be added over the coming days:

- Government Relations – Lobbying 101
- Marketing Northern Ontario for business and pleasure
- Taking care of our own – a discussion on homelessness in Northern Ontario
- Growing your business in today's economy

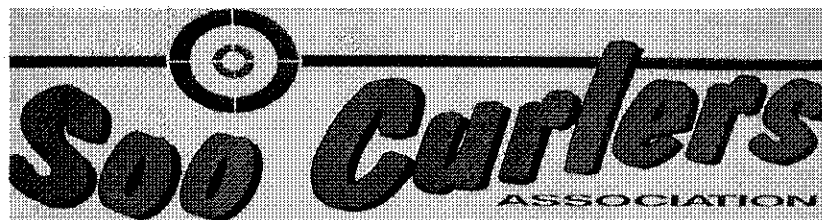
You can view all of these sessions at your convenience from your office, your home or from any other location.

To register, please visit the following link. The cost of registration for this introductory event is \$49 and those participating in the Northern Ontario Virtual Summit will get a discounted price for the Forum on Government Relations that will be hosted in the Spring of 2012.

<https://aspdn-02.onstreammedia.com/virtualshowscanada/>

We also invite communities to provide us with PDF copies of their tourism or economic developments guides that will be added to the Media Library during both the Summit, the Forum on Government Relations and our forthcoming tourism conference.

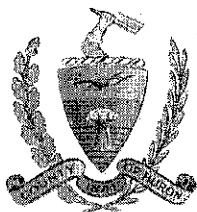
For more information please contact us at 705-350-1128, email us at [frank@virtualshowscanada.com](mailto:frank@virtualshowscanada.com) or visit [www.virtualshowscanada.com](http://www.virtualshowscanada.com) to view our FAQ document.



### PROVINCIAL CHAMPIONSHIP BACKGROUNDER

- The Soo Curlers Association will be hosting the Northern Ontario Men's Provincial Curling Championship in February 5-12, 2012.
- The Northern provincial championship will be held at the Soo Curlers Association rink on Anita Boulevard.
- The provincial event was last held in the Sault in 2004 and will determine who represents Northern Ontario at the 2012 Brier, the Canadian Men's Curling Championship in March in Saskatoon.
- Twelve teams from curling rinks across northern Ontario will take part in the eight-day event. Two teams have already qualified, those being Mike Pozihun of Thunder Bay and the Soo's own Brad Jacobs.
- Team Jacobs has won the northern Ontario championship for the last two years.
- Teams from the Soo Curlers club have an enviable record when it comes to the Northern Ontario championship, winning nine times including the Jacob's rink wins in 2010 and 2011. Other Sault northern championship rinks include Jack MacFarlane (1972, 1983) Al Harnden (1986, 1990, and 2007) Mike Coulter (1997) and Eric Harnden (2008).
- Close to one hundred volunteers are already at work organizing activities for February's provincial championship which is expected to generate \$150 thousand dollars in revenue for the city over the one week of play.
- Sault Ste. Marie hosted the Canadian Men's Curling Championship, the Brier, back in 1990, the CIBC Canadian Men's and Women's National Championship in 1998, but more recently held the 2008 M&M's Canadian Junior Curling Championship and the 2010 Scotties, the Canadian Women's Curling Championship in addition to the GP Car and Home World Cup event in November 2011.

For more information, contact Soo Curler's (705) 254-6174 or Al Harnden (705) 945-7108 or [harndea@adsb.on.ca](mailto:harndea@adsb.on.ca)

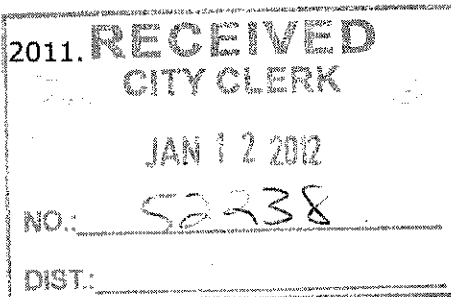


Corporation of the  
**COUNTY OF HURON**

COUNTY CLERK, Barbara L. Wilson, CMO  
1 Court House Square, Goderich, Ontario N7A 1M2  
[bwilson@huroncounty.ca](mailto:bwilson@huroncounty.ca)

519-524-8394 (ext. 257)  
Fax 519-524-2044

December 21<sup>st</sup>, 2011.



The Honourable James J. Bradley,  
Minister of the Environment,  
11<sup>th</sup> Floor, Ferguson Block,  
77 Wellesley Street West,  
Toronto, ON M7A 2T5

Honourable Minister:

The Council of the Corporation of the County of Huron at their Twelfth Session of Council on November 30<sup>th</sup>, 2011 passed the following Resolution:

**THAT:**

*The recommendation of the Low Frequency Noise (LFN) Committee that their findings and recommendations; be approved;*

**AND FURTHER THAT:**

*The recommendation of the Low Frequency Noise (LFN) Committee to circulate their findings and recommendations to all Ontario Municipalities, AMO and ROMA, for endorsement, and to Members of Provincial Parliament (MPP), the Provincial Minister of the Environment the Honourable James J. Bradley and the Federal Minister of the Environment the Honourable Peter Kent; be approved.*

Attached to this letter is the report to the Huron County Committee of the Whole Day 1 members from the Low Frequency Noise Committee.

The Council of the County of Huron appeal to your ministry to review the findings and recommendations in the report. We look forward to hearing your comments and recommendations as the Province of Ontario moves forward with renewable energy options.

Sincerely,

A handwritten signature in cursive script that reads "Barbara L. Wilson".

Barbara L. Wilson, CMO,  
County Clerk,  
County of Huron.

**Enclosure**

c.c. The Hon. Peter Kent, Federal Minister of the Environment  
Association of Municipalities of Ontario (AMO)  
Rural Ontario Municipalities Association (ROMA)  
Members of Provincial Parliament  
Municipalities of Ontario

**CORPORATION OF THE COUNTY OF HURON****Planning and Development Department**

**To:** Chair and Members of the Committee of the Whole, Day 1  
**From:** Low Frequency Noise (LFN) Committee  
**Date:** October 17, 2011  
**Subject:** LFN Committee  
Findings and Recommendations

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**Recommendation**

The LFN Committee recommends that its findings and recommendations be approved and circulated to all Ontario Municipalities, AMO and ROMA for endorsement, and circulated to MPPs including the Minister of the Environment, and to the Ministry of the Environment.

**Background**

The following motion was approved by County Council on February 2, 2011: *"that County Council direct the Planning Department to establish a Committee of Lower Tier and County representatives and County staff to investigate the effect and action that may be taken by governments concerning low frequency noise."*

The LFN Committee is chaired by Councillor Barnim, and consists of the Warden, 2 County Councillors, representatives from 7 of the 9 local municipalities (4 councillors and 3 chief building officials) and Health Unit and Planning staff.

The committee met on April 5, May 3 and October 3, 2011. All meeting notices, meeting summaries, and shared information were sent to an email list including all committee members, municipal clerks, and interested stakeholders (property owners, wind energy companies, etc.).

**Comments**

The LFN Committee reviewed and discussed dozens of reports and studies (hundreds of pages) pertaining to Low Frequency Noise and related issues. The findings and recommendations of the LFN Committee are as follows.

**General**

- low frequency noise (LFN) can be described as sound in the audible frequency range below 100 Hz, and includes sound in the sub-audible range (infrasound) <20 Hz
- noise is defined as unwanted sound
- infrasound (<20 Hz) can be audible at very high decibels (sound pressure)
- the vibrations of some low frequencies may not always be at a level high enough to be perceived by the human ear as sound, but the vibrations may still be perceived through the ear (as pressure, fullness, imbalance, etc.) or through other organs of the body

- LFN travels further in the environment because it is attenuated less by buildings and other obstructions than higher frequency noise
- common sources of LFN are ventilation and air-moving equipment, road traffic, trains, manufacturing processes, farm equipment, and wind turbines
- a small percentage of the population has a higher sensitivity to sound and may find it bothersome or annoying (the percentage is debated, but seems to be in the range of 2.5 - 10%)
- there is no scientific consensus on whether LFN can affect human health, although there is recognition that severe annoyance can lead to stress-related illness
- LFN is not adequately regulated in Ontario by the MOE noise regulations (e.g., decibel limits at sensitive receptors; lower frequencies are heavily discounted by the weighting scale used)
- where a land use that is known to generate LFN is proposed at a scale or location that may create community concern, municipalities should request the proponent to provide studies by qualified professionals on the pre-development background LFN in the area, the modelled additional LFN from the project, and the anticipated effects of the LFN

#### **LFN Studies**

- the Ministry of the Environment (MOE) should release its promised LFN study immediately, to be followed by a discussion of the need for / content of a LFN regulation; the public has been waiting for this study since December 2010
- the LFN Committee should provide comments to County Council on the MOE study when released
- the Research Chair appointed by the Ontario Government under the Green Energy Act should commission epidemiological studies on LFN and human health (one such study has commenced by an inter-disciplinary team of researchers at the University of Waterloo)

#### **REA Comments**

- when commenting on Renewable Energy Approval (REA) applications, where a land use that is known to generate LFN is proposed at a scale or location that may create community concern, municipalities should request the proponent (through MOE) to provide studies by qualified professionals on the pre-development background LFN in the area, the modelled additional LFN from the project, and the anticipated effects of the LFN

#### **Lobby Efforts**

- the AMO conference organizing committee should plan a session on LFN (at ROMA, AMO, SW Municipal Conference, etc.)
- the County should arrange a delegation to present LFN concerns to the relevant Ministers at an appropriate opportunity (e.g., ROMA, AMO, etc.)
- a motion supporting the above actions should be passed and circulated to all Ontario municipalities, AMO and ROMA for endorsement, and circulated to MPPs including the Minister of the Environment and to the Ministry of the Environment

**Others Consulted** – LFN committee; Report compiled by S. Tousaw and S. Weber, P&D Dept.

**Budget Implications** – Total disbursements for the LFN committee to date are \$419.15 (meeting room rentals, refreshments, staff mileage). Apart from meeting expenses, the LFN Committee has not required the budget allocation approved by Council on April 6, 2011 (up to \$50,000 from the 2011 Provision for Unforeseen). Hired expertise may be required when reviewing the MOE's LFN study and regulations.



# The Corporation of the Township of Prince

3042 Second Line West, R.R.#6  
Sault Ste. Marie, Ontario P6A 6K4

Phone 705-779-2992 Fax 705-779-2725

Reeve: Ken Lamming

CAO/Administrator: Peggy Greco

January 18, 2012

The Algoma Highlands Conservancy

**Attention: Dean Thompson**

Dear Mr. Thompson,

**Re: Proposal to create the "Gros Cap Bluffs Conservation Park"**

At the regular meeting for Council last night, the following resolution was passed:

**Resolution 2012-19**

**Moved by: Ron Amadio**

**Seconded by: Amy Zuccato**

**Be it resolved that this Council hereby** supports the Algoma Highlands Conservancy's proposal to create the Gros Cap Bluff's Conservation Park. (carried)

Enclosed please find a certified copy of the above resolution.

As you have indicated in your letter, Gros Cap Bluffs is at the westerly boundary of Prince Township. For many years this area was enjoyed by the local population and tourists as a popular destination for bicycling and leisurely car rides, and a perfect spot for hiking, picnicking and sight-seeing.

The historical significance, as you pointed out, is also very important to the Council and residents of Prince Township. The significant native cultural heritage area known as the "Metal Toad" site from which reportedly 80,000 artefacts have been excavated and archived at the Royal Ontario Museum (Sault Naturalists, 2001), makes the bluff worthy of the protection and recognition your organization is envisioning. As the dominant landform around which essentially all voyageurs and early European settlers passed during their initial traverses of the upper Great Lakes and establishment of our great country of Canada, the Gros Cap Bluffs needs to be renowned as such. Enhancing the awareness and further conserving these cultural and historical values would be beneficial to the economic viability of our township.

Council was adamant that your proposal get 'full' support. They appreciate the efforts of the Algoma Highlands Conservancy, and wish you every success in making the vision of the 'Gros Cap Bluffs Conservation Park' a reality.

Sincerely,

Peggy Greco  
CAO/Administrator

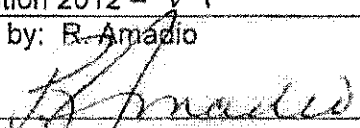
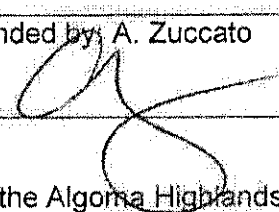
Enclosure  
/pg

The Corporation of the Township of Prince  
 3042 Second Line West,  
 SAULT STE. MARIE, ON P6A 6K4  
 Phone: 705-779-2992 Fax: 705-779-2725

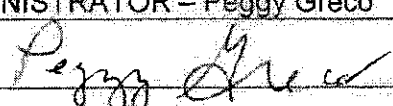
# COUNCIL RESOLUTION

Date: JANUARY 17, 2012

AGENDA ITEM  
12 (d)

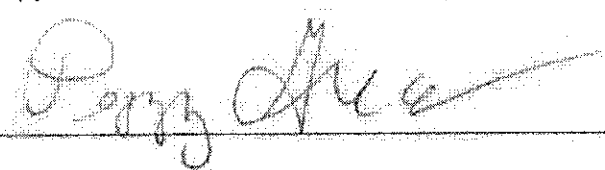
|                                                                                   |                                                                                    |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Resolution 2012 - 19                                                              |                                                                                    |
| Moved by: R. Amadio                                                               | Seconded by: A. Zuccato                                                            |
|  |  |

Be it resolved that this Council hereby supports the Algoma Highlands Conservancy's proposal to create the Gros Cap Bluff's Conservation Park.

| RESOLUTION RESULT                                                                   |                                |                                                                                      |     |    |
|-------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------------------------------------------|-----|----|
| <input checked="" type="checkbox"/>                                                 | CARRIED                        | Mayor & Council                                                                      | YES | NO |
| <input type="checkbox"/>                                                            | DEFEATED                       | Ken Lamming                                                                          |     |    |
| <input type="checkbox"/>                                                            | DEFERRED                       | Ron Amadio                                                                           |     |    |
| <input type="checkbox"/>                                                            | REFERRED                       | Ian Chambers                                                                         |     |    |
| <input type="checkbox"/>                                                            | PECUNIARY INTEREST<br>DECLARED | David Yanni                                                                          |     |    |
| <input type="checkbox"/>                                                            | RECORDED VOTE<br>(SEE RIGHT)   | Amy Zuccato                                                                          |     |    |
| <input type="checkbox"/>                                                            | WITHDRAWN                      |                                                                                      |     |    |
| REEVE - Ken Lamming                                                                 |                                | CAO/ADMINISTRATOR - Peggy Greco                                                      |     |    |
|  |                                |  |     |    |

The above is a certified to be true copy of resolution number 2012 - 19

Peggy Greco  
 CAO/Administrator



January 18<sup>th</sup>, 2012

Dear Madam Mayor et al:

On January 23<sup>rd</sup> on behalf of the Sault Youth Association membership I am seeking the City's support in our application to the Essar Community Investment Fund. We are seeking a percentage of the fund to purchase and renovate a building in the downtown core for the purposes of establishing a Youth Centre. As evidenced in our research with 600 young people and demonstrated through the support of a diverse myriad of local agencies, institutions and businesses, a Youth Centre is paramount to the economic resiliency and social vibrancy of our community.

A Youth Centre makes it possible to bring together existing youth services and increases collaboration across all sectors. A Youth Centre led by youth priority provides hands on opportunities for young people to take on leadership roles in planning and decision making processes. Moreover, a Youth Centre enhances existing initiatives as delivered by our Association and also with numerous partnership agencies that focus on: healthy living; environmentally sustainable community development; increasing educational attainment levels; incubating entrepreneurial and labour skills; prevention and outreach strategies among marginalized youth; inclusive community culture promoting the value of all citizens of diverse ability, ethnicity, orientation and age; and community engagement for all citizens.

Steffanie Petroni-Date  
Executive Director  
Sault Youth Association  
705-946-1299 (office)  
705- 542-4186 (cell)  
443 Northern Avenue  
P.O. Box 60  
Sault Ste. Marie, Ontario  
P6A 5L3  
[www.saultyouthassociation.com](http://www.saultyouthassociation.com)

Working with youth for youth, the Sault Youth Association is dedicated to the quality of life for young people through community engagement.



## TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Bon Soo Winter Carnival Inc TELEPHONE: 759-3000ADDRESS: 424-C Pim St POSTAL CODE: P6B 2V1

The above person hereby makes application for the closing of

Lower Lake St. (south of Queen St)  
(Name of street to be closed)from Queen St. to Bellevue Park  
(reference points - street numbers, cross streets, etc.)

\* from Feb-3 to Feb 13

on the \* day of February, 20 12 from 5:30 <sup>Feb 3</sup> am/pm to 3:00 <sup>Feb 13</sup> am/pmfor the purpose of Annual Bon Soo Winter Carnival

## APPROVALS SECTION:

1. Police Services, Traffic Dept.  
Telephone 949-6300 ext 348  
Fax 759-7820  
580 Second Line East

\_\_\_\_\_  
Signature of Official

2. Fire Services/Emergency Medical Services (EMS)  
Telephone 949-3335/949-3387  
Fax 949-2341  
72 Tanager Street

\_\_\_\_\_  
Signature of Official

3. Public Works & Transportation Dept.  
Telephone 541-7000  
Fax 541-7010  
128 Sackville Road

\_\_\_\_\_  
Signature of Official

4. Transit/Parking  
Telephone 759-5320  
Fax 759-5834  
111 Huron Street

\_\_\_\_\_  
Signature of Official

5. Central Ambulance Communication  
Centre (C.A.C.C.)  
Telephone 946-1227  
Fax 945-6883  
65 Old Garden River Road

\_\_\_\_\_  
Signature of Official

6. Downtown Association  
Telephone 942-2919  
Fax 942-6368  
496 Queen Street East  
(QUEEN STREET CLOSINGS ONLY)

\_\_\_\_\_  
Signature of Official

## CITY CLERK SECTION:

City Council approval was received on \_\_\_\_\_ (date) \_\_\_\_\_ (By-law No.)

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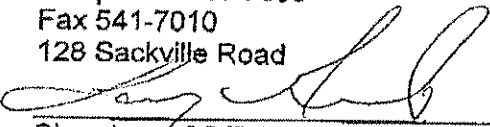
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for the purpose of Annual Bon Soo Winter Carnival

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Signature of Official

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(date) (By-law No.)

### TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Bon Soo Winter Carnival Inc. TELEPHONE: 705-759-3000  
ADDRESS: 424-C Rim St. POSTAL CODE: P6B 2V1

The above person hereby makes application for the closing of  
Shore Drive  
(Name of street to be closed)

from Queen St. to Parking lot #2 Bellevue Park  
(reference points - street numbers, cross streets, etc.)

on the 2 day of February, 20 12 from 5:30 am/pm to Feb 13, 2012 - 10am am/pm

for the purpose of Annual Bon Soo Winter Carnival

#### APPROVALS SECTION:

1. Police Services, Traffic Dept.  
Telephone 949-6300 ext 348  
Fax 759-7820  
580 Second Line East

\_\_\_\_\_  
Signature of Official

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496 Queen Street East  
(QUEEN STREET CLOSINGS ONLY)

\_\_\_\_\_  
Signature of Official

#### CITY CLERK SECTION:

City Council approval was received on \_\_\_\_\_  
(date) (By-law No.)

5(f)

003/003

12/20/2011 TUE 15:00 FAX 705 759 6950 BON SOO Winter Carnival

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p Feb 13, 2012 - 10amfor the purpose of Annual Bon Soo Winter Carnival

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Signature of Official

## CITY CLERK SECTION:

City Council approval was received on \_\_\_\_\_, \_\_\_\_\_  
(date) (By-law No.)

12/20/2011 TUE 15:06 FAX 705 759 6950 BON SOO Winter Carnival

003/003

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12/20/2011 TUE 15:02 FAX 705 759 6950 BON SOO Winter Carnival

5(+) 003/003

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The above person hereby makes application for the closing of

Foster Drive

(Name of street to be closed)

from Elgin Street to Spring Street  
(reference points - street numbers, cross streets, etc.)on the 3 day of February, 20 12 from 5:30 am/pm to 12:00 am/pmfor the purpose of Annual Bon Soo Winter Carnival - Opening Ceremonies

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FAXED  
Dec 22/11

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Signature of Official\_\_\_\_\_  
Signature of Official

## CITY CLERK SECTION:

City Council approval was received on \_\_\_\_\_  
(date) (By-law No.)

5(g)

Joseph M. Fratesi, B.A., J.D. (LL.B.)  
Chief Administrative Officer



99 Foster Drive  
P.O. Box 580, Civic Centre  
Sault Ste. Marie, Ontario  
Canada. P6A 5N1  
(705) 759-5347  
(705) 759-5952 (Fax)  
E-Mail:  
[j.fratesi@cityssm.on.ca](mailto:j.fratesi@cityssm.on.ca)  
[b.berlingieri@cityssm.on.ca](mailto:b.berlingieri@cityssm.on.ca)

2012 01 23

Mayor Debbie Amaroso and  
Members of City Council  
Civic Centre

**RE: STAFF TRAVEL REQUESTS**

Dear Council:

The following staff travel requests are presented to you for approval:

1. **Stan Martynuck – Fire Services**  
Incident Management Theory & Size-up  
April, 2012  
Gravenhurst, Ontario  
Estimated total cost to the City - \$ 400.00  
Estimated net cost to the City - \$ 400.00
2. **Rick Pihlaja – Fire Services**  
Incident Management Theory & Size-up  
April, 2012  
Gravenhurst, Ontario  
Estimated total cost to the City - \$ 400.00  
Estimated net cost to the City - \$ 400.00
3. **Gerry Grandinetti – Social Services Department**  
Homelessness Partnering Strategy Workshop  
February, 2012  
Gatineau, Quebec  
Estimated total cost to the City - \$ 1,075.24  
Estimated net cost to the City - \$ 4.63
4. **James Beach – Fire Services**  
Specialized Rescue & Response  
February, 2012  
Gravenhurst, Ontario  
Estimated total cost to the City - \$ 400.00  
Estimated net cost to the City - \$ 400.00

5. **Rick Cobean – Social Services – Housing Division**  
NOSDA Manager's Housing Group  
February, 2012  
Sudbury, Ontario  
Estimated total cost to the City - \$ 809.00  
Estimated net cost to the City - \$ 809.00
6. **Kim Streich-Poser – Social Services Department**  
NOSDA CAO Face to Face Meeting  
February, 2012  
Sudbury, Ontario  
Estimated total cost to the City - \$ 552.50  
Estimated net cost to the City - \$ 552.50
7. **Patti Lebel – Social Services – Ontario Works Division**  
NOSDA CAO Face to Face Meeting  
February, 2012  
Sudbury, Ontario  
Estimated total cost to the City - \$ 242.50  
Estimated net cost to the City - \$ 242.50
8. **Catherine Taddo – Engineering & Planning Department**  
Storm Water Management Conference  
February, 2012  
Thunder Bay, Ontario  
Estimated total cost to the City - \$ 834.09  
Estimated net cost to the City - \$ 834.09
9. **Jeff Bowen – Fire Services – EMS Division**  
iMEDIC EMS Encounter  
February, 2012  
Niagara-on-the-Lake, ON  
Estimated total cost to the City - \$ 1,350.82  
Estimated net cost to the City - \$ 1,350.82

Yours truly,



JMF:bb

Joseph M. Fratesi  
Chief Administrative Officer

Tim Gowans  
Manager of Purchasing



Finance Department  
Purchasing Division

2012 01 23

Mayor Debbie Amaroso and  
Members of City Council

**RE: TENDER FOR LIGHTING UPGRADES – CITY WORKS CENTRE**

**PURPOSE**

Attached hereto for your information and consideration is a summary of the tenders received for Lighting Upgrades at the City Works Centre as required by the Public Works & Transportation Department.

**BACKGROUND**

The tender was publicly advertised and tender documents forwarded to all firms on our bidders lists. A public opening of the tenders was held December 13, 2011 with Councillor Steve Butland, representing Council.

**ANALYSIS**

The tenders received have been thoroughly evaluated and reviewed with Mr. Mike Blanchard, Manager of Buildings & Equipment Maintenance – PWT, and Ms. Madison Zuppa, Environmental Initiatives Coordinator; and the low tendered price, meeting specifications, has been indicated on the attached summary.

**IMPACT**

Council approved up to \$60,000.00 from the Green Committee Reserve to leverage and use to complete the most comprehensive retrofit possible at the City Works Centre. Based on the work identified in the tender, funding in the amount of \$14,894.00 has been pre-approved through the Ontario Power Authority's saveONenergy program, which is administered locally by the PUC. Additional funds in the Green Committee Reserve are available to cover the remainder. The Green Committee recommends that the additional funding required in the amount of \$6,412.24 be drawn from the Green Committee Reserve for a total of \$66,412.24 to be drawn from the Green Committee Reserve.

**STRATEGIC PLAN**

This replacement is listed in the Corporate Strategic Plan as an activity in Strategic Direction 1 Objective 1C.

-More-

2012 01 23

Page 2

### RECOMMENDATION

It is therefore my recommendation that the tender for Lighting Upgrades at the City Works Centre, be awarded to Permanent Electric Inc., Sault Ste Marie, ON at their low tendered price, meeting specifications; with funding to drawn from Ontario Power Authority's saveONenergy Program in the amount of \$14,894.00 and the required balance of \$66,412.24, net of H.S.T. Rebates, from the Green Committee Reserve.

This report is submitted for Council's approval.

Respectfully submitted,



Tim Gowans  
Manager of Purchasing

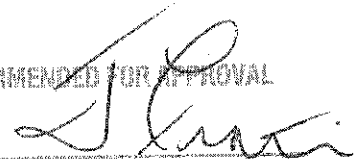
Recommended for approval,



W. Freiburger  
Commissioner of Finance & Treasurer

TG:nt  
Attach.

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer



FINANCE DEPARTMENT  
PURCHASING DIVISION

Budget Amount: \$60,000.00 plus Applicable Incentives of \$14,900.00

RECEIVED: December 13, 2011  
File #2011WA18 (2)

SUMMARY OF TENDERS  
LIGHTING UPGRADES - CITY WORKS CENTRE

| <u>Firm</u>                                                | <u>Total Tendered Price<br/>(inc. H.S.T.)</u> | <u>Time Required to<br/>Complete Work</u> | <u>Remarks</u>                                                          |
|------------------------------------------------------------|-----------------------------------------------|-------------------------------------------|-------------------------------------------------------------------------|
| David Electric Ltd.<br>Sault Ste. Marie, ON                | \$101,587.00                                  | 60 working days                           | Does not meet specifications<br>Missing: Installation Schedule          |
| Energy Network Services<br>Toronto, ON                     | \$83,501.77                                   | 40 working days                           | Does not meet specifications<br>Items quoted not on CEE Qualifying List |
| Henderson Metal Fabricating Co.<br>Sault Ste. Marie, ON    | \$132,156.94                                  | 105 working days                          | Meets Specifications                                                    |
| Permanent Electric Inc.<br>Sault Ste. Marie, ON            | \$90,287.00                                   | 40 working days                           | Meets Specifications                                                    |
| Phase IV Electrical Contractor Ltd<br>Sault Ste. Marie, ON | \$100,231.00                                  | 60 working days                           | Meets Specifications                                                    |
| Red Star Electric Ltd.<br>Sault Ste. Marie, ON             | \$122,548.50                                  | 45 working days                           | Meets Specifications                                                    |
| S. & T. Electrical Contractors<br>Sault Ste. Marie, ON     | \$129,950.00                                  | 60 working days                           | Does Not Meet Specifications<br>Reduced Wattage Lamps Quoted            |

NOTE: The low tendered price, meeting specifications, is boxed above.

It is my recommendation that the low tendered price, submitted by Permanent Electric, be accepted.

The total expenditure is \$81,306.24; net of H.S.T. rebates.

Tim Gowans  
Manager of Purchasing

5(i)



765 Queen Street East, Sault Ste. Marie, ON, P6A 6P2

Tel: (705) 759-6500 Fax: (705) 759-6510

January 13, 2012

RE: *RETROFIT Application*  
*City Of Sault Ste Marie*  
*128 Sackville Rd*

Dear Madison Zuppa

We are pleased to advise you that your RETROFIT Application with PUC Distribution Inc. has been pre-approved in the amount of \$14,894. The energy retrofit must be completed within 12 months of this approval.

Please ensure all claim forms for work completed are submitted to the [ssmpuc.saveONenergy.ca](http://ssmpuc.saveONenergy.ca) website within 90 days of completion of the project, complete with all supplier and contractor invoices detailing the installed products. Please note that the final incentive amount may be adjusted upon project completion and verification. The incentive will not exceed 110% of the approved amount and will not be paid for measures that were not included in the original application.

The installation will be verified at completion of the project and this may include a site inspection.

Your incentive cheque will be sent to you once the project verification is complete.

If you have any questions or comments please feel free to contact us at [retrofitprogram@burmanenergy.ca](mailto:retrofitprogram@burmanenergy.ca) or 1-877-662-5489

A handwritten signature in dark ink, appearing to read 'Brooke Suurna', is written over a light, wavy line.

Brooke Suurna, P.Eng  
Conservation & Demand Management Officer  
PUC Services Inc.  
705-759-3314  
[brooke.suurna@ssmpuc.com](mailto:brooke.suurna@ssmpuc.com)

5(1)

**Rachel Tyczinski**  
Deputy City Clerk &  
Manager of Quality  
Improvement



**City Clerk's  
Department**

2012 01 23

Mayor Debbie Amaroso and  
Members of City Council

## **RE: COUNCIL AGENDA PROCESS**

### **PURPOSE**

This report is in response to the council resolution dated 2011 10 11:

"Whereas the City Council of Sault Ste. Marie meets primarily bi-weekly on Monday afternoons with agendas being distributed to Council after traditional working hours on the previous Thursday; and

Whereas a review of this agenda takes considerable time to establish what information from staff and other resources may be needed to prepare for a Monday meeting; and

Whereas it would not be unreasonable for this to take up a significant portion of a working day to begin enquiries, with all staff being off for two days following; and

Whereas it could be assumed that all parties are preparing for a Monday meeting and have numerous other responsibilities; and  
Whereas the magnitude of Council decisions should be given the most amount of time possible for appropriate attention so that the entire Council agenda is given due consideration,

Now Therefore Be It Resolved that the office of the City Clerk be asked to report back to Council with recommendations to afford Council increased time to prepare for meetings through whatever means possible."

### **BACKGROUND**

The current Council agenda preparation process is as follows:

1. Council reports are prepared by various departments and forwarded to the City Clerk and the Chief Administrative Officer (and other departments where relevant)
2. Council reports are reviewed by the City Clerk and CAO and, if required, returned to the originating department for editing

Report to Council – Council Agenda Process

2012 01 23

Page 2.

3. Correspondence from outside agencies, public, etc. is received and logged by the City Clerk's office
4. Requests for proclamations are received by the City Clerk's office
5. Council members submit notices of motion and/or resolutions to the City Clerk for inclusion on the Council meeting agenda
6. The Agenda Review Committee (Mayor, CAO, City Clerk) meets on the Tuesday afternoon prior to the following Monday's Council meeting to confirm what correspondence, reports, proclamations, etc. will appear on the agenda as well as any delegations to be heard by Council
7. Council resolutions are prepared which capture the staff recommendations outlined in reports (Wednesday)
8. The City Clerk's office prepares the agenda outline document based on the reports and correspondence reviewed at the Agenda Review meeting (Wednesday)
9. City Clerk's office staff meets with Legal Department staff to co-ordinate by-law section of agenda (Wednesday)
10. The City Clerk reviews the completed agenda, items are numbered and the document prepared for printing. (Thursday morning)
11. Office Services scans the full agenda document electronically (average 225 pages) and produces 40 copies of the agenda with supporting reports/documentation. Office Services staff places agendas for members of Council who use binders and Senior Management team members in Council agenda binders under appropriate tabs. (Thursday afternoon)
12. Agenda binders/packages are hand delivered to members of Council. (Thursday evening)
13. The complete Council agenda is posted to the municipal website. (Friday morning)

It should be noted that this process can be impacted by the late receipt of Council reports, etc. Ideally, all reports and resolutions/notices of motion from Council members are in the hands of the City Clerk at the time of the Agenda Review meeting on Tuesday afternoon. In practice, reports (and revisions to reports), and proposed resolutions are at times received up until the time the agenda is printed. Reports received after the agenda has gone to print are included on an addendum to the agenda prepared on the morning of the Council meeting.

## **ANALYSIS**

This report attempts to explore the various options open to Council to improve the time that Council members have to review agenda items prior to Council meetings.

### **1. Moving the agenda preparation schedule ahead by 24 hours**

The Agenda Review meeting could be held on Mondays instead of Tuesdays so that the agenda would be delivered to members of Council on the Wednesday prior to a Council meeting. This would allow councillors Thursday and Friday to review items, discuss issues with staff, etc. This solution, however, does not address the issue of late reports and would lead to more items being placed on addendums circulated the day of the Council meeting. Agenda Review meetings scheduled for Monday afternoons would be impacted by holiday weekends from time to time.

### **2. Releasing the agenda outline document to Council on Wednesday afternoon**

The agenda outline document (that is the agenda document without attached reports) could be e-mailed to members of Council on Wednesday afternoon before a Council meeting. Members of Council would not be able to review associated staff reports until receipt of the hard copy of the full agenda on Thursday evening, however, receipt of the agenda outline would provide an overview of items to be included on the agenda. This solution does not address the issue of reports and resolutions received after Wednesday afternoon.

### **3. Electronic Agendas**

Many municipalities have implemented electronic (paperless) agendas. Reports are electronically submitted to the City Clerk's office in a pre-designed template. As the agenda document is populated, numbering of agenda items and attachments is automatically updated. Users click on the title of an agenda item and the corresponding report opens. Members of Council would have the opportunity to make private notes on their electronic copy.

Significant time savings can be realized by reducing the print time, the time to compile agenda binders, and physical delivery time. This could allow for full electronic agendas to be distributed to members of Council and SMT Wednesday evening with the full agenda posted to the City website Thursday morning. Paper copies would still be delivered to members of Council who prefer a paper agenda on Thursday. Members of Council who prefer not to use technology either to review the agenda or at Council meetings would continue to use a paper agenda.

This solution provides an improved timeline due to ease of assembly, distribution and web-posting, as well as a consistent document format.

Many municipalities choose to display the electronic agenda on-screen at Council meetings. Electronic agenda software packages also allow for the possibility of on-screen voting by members of Council to be displayed on the Council Chambers screen. Some municipalities have used web streaming and electronic agendas in tandem to create Council minutes, so that one click on the subject in the minutes not only opens the corresponding report, but also plays the relevant section of video from the Council meeting.

Electronic agenda software could be shared with committees of Council for their agenda and minute preparation, creating a consistent look and feel of documents across the organization.

**IMPACT**

There is no budgetary impact in adopting either of solutions 1 or 2 above.

Implementation of an electronic agenda process is estimated at a one-time cost of \$30,000 (including training) with ongoing support/maintenance estimated at \$5,000 to \$6,000/annually.

The 2011 budget for copying agendas and Council material was \$15,150. Adoption of an electronic agenda process would result in significant cost savings.

**STRATEGIC PLAN**

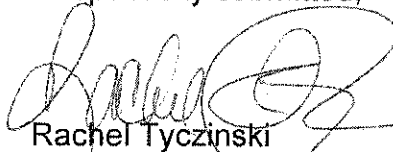
Council administration software has been identified as an activity in the Corporate Strategic Plan under Strategic Direction 2: Delivering Excellent Services; Objective 2D – Technological Innovation

**RECOMMENDATION**

The City Clerk's Department does not recommend adoption of option #1 above (advancing agenda process by 24 hours). Option #2 (circulating an electronic copy of the preliminary agenda outline on Wednesday afternoon) is recommended as an interim measure pending adoption of an electronic agenda process.

"That the report of the Deputy City Clerk dated 2012 01 23 concerning Council Agenda Process be received and the recommendation that an electronic agenda process be adopted be referred to 2012 Budget."

Respectfully submitted,



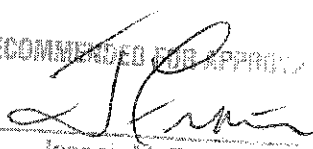
Rachel Tyczinski  
Deputy City Clerk and  
Manager of Quality Improvement

Recommended for approval,



Malcolm White  
City Clerk

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer

Malcolm White, B.P.H.E., CMO  
City Clerk



City Clerk's Office

2012 01 23

Mayor Debbie Amaroso and  
Members of Council

**RE: APPOINTMENTS TO BOARDS AND COMMITTEES**

**PURPOSE**

The purpose of this report is to outline staff appointments to two committees that are required as a result recent personnel changes.

**BACKGROUND**

The Source Water Protection Committee and the Best For Kids Committee have vacancies created by recent personnel changes. Now that new staff have been hired the vacancies can be filled.

**ANALYSIS**

Not required.

**IMPACT**

There is no budget impact.

**RECOMMENDATION**

It is recommended that Council appoint the Land Development & Environmental Engineer (Catherine Taddo) and as an alternate the Junior Engineer (Daniel Perri) to the Source Water Protection Committee and the Manager Community Child Care Services (Carla Fairbrother) to the Best For Kids Committee.

Respectfully submitted,

Malcolm White  
City Clerk

RECOMMENDED FOR APPROVAL  
  
Joseph M. Fratesi  
Chief Administrative Officer

Malcolm White, B.P.H.E., CMO  
City Clerk



City Clerk's Office

2012 01 23

Mayor Debbie Amaroso and  
Members of Council

**RE: PROCEDURE BY-LAW REVIEW**

**PURPOSE**

The purpose of this report is to create a committee of Council to review and recommend possible amendments to the procedure by-law (99-100).

**BACKGROUND**

The procedure by-law was last reviewed in 2009, at which time a number of amendments were made. One of those amendments was as follows: 'The Procedure By-law shall be reviewed every four years (at the mid-term of Council) by establishing a Procedure By-law Review committee initiated by the City Clerk.'

**ANALYSIS**

Reviewing the procedure by-law every four years allows for the by-law to remain current with other legislative changes and developments in best practices. Conducting the review during the mid-term phase gives the current council some experience with the by-law in its present form, thus giving members the background necessary to consider possible amendments.

**IMPACT**

There is no budget impact.

**RECOMMENDATION**

It is recommended that Council appoint a Procedure By-law Review Committee consisting of the Mayor and two members of Council and the City Clerk and City Solicitor.

Respectfully submitted,

Malcolm White  
City Clerk

RECOMMENDED FOR APPROVAL

Joseph M. Fratesi  
Chief Administrative Officer



**Scott McLellan**  
Manager of  
Budgets and Revenue



**Finance Department**

2011 01 23

Mayor Debbie Amaroso and  
Members of City Council

**Re: 2012 Budget - Status Report #2**

---

**PURPOSE**

The purpose of this report is to update Council on the Status of the 2012 Budget.

**BACKGROUND**

A Status report was submitted to Council in September 2011 and this report will provide additional (new) information.

**ANALYSIS**

The 2012 Budget Preparation phase is nearing completion. Finance Staff are currently finalizing some miscellaneous estimates as well as completing some reviews with several departments.

The 2012 Assessment Roll has been received and the Urban/Rural distribution was recently completed.

MPAC Reports indicate that the total Assessment for 2012 is \$4,722,850,515. which is an increase of \$ 317,863,190. or 7.2 %. (*Summary Attached*) The majority of the Assessment increase is due to Re- assessment. Assessment Growth is approximately \$ 49,000,000 and will provide an additional \$ 870,000. in Tax Dollars with \$ 805,000 of this growth coming from the Residential and Multi Residential classes. There is minimal growth in both Commercial and Industrial classes.

The Returned Roll includes St. Mary's Paper at a higher assessment value than we expect and a provision for this loss in Assessment should be factored in to the 2012 Budget. With an adjustment in St Mary's Assessed value the Commercial and Industrial assessment will actually be in negative growth.

The Assessment Roll continues to see a greater percentage of the total Taxable Assessment in the Residential class.

For the 2012 Budget the value of the "Average" home will increase to \$ 132,000 from \$ 124,000.

Report to Council – Status 2012 Budget

2012 01 23

Page 2.

There is a new Re-Assessment being undertaken by MPAC which will impact on the 2013 Budget.

The 2012 Education Tax Rates have been received from the Province. The Education Tax Rates are slightly lower than 2011 but will generate approximately the same dollar value of taxation due to the increased assessment.

Two major pieces of the 2012 Budget information remain outstanding. The OMPF (Ontario Municipal Partnership Fund) Grant (2011 - \$ 19,603,400) has not been announced. This is the largest Provincial Grant the City receives and the 2012 amount could have a significant impact on the 2012 Tax Levy. The other major outstanding item is the DSSAB (District Social Services Administration Board) Levy. The DSSAB does not have to provide their Levy to the City until March 31, 2012.

Within the preliminary 2012 Budget the most significant adjustment is the Provision for Contingencies which addresses 2012 Wage and Benefit adjustments, a Provision for Fuel Increases as well as Assessment Appeals and Assessment losses. The budget amount for this account is currently being reviewed.

#### **IMPACT**

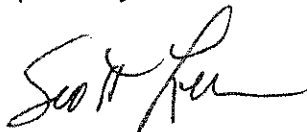
As noted above, there are two major items still outstanding as well as the review of the 2012 Provision for Contingencies. It is anticipated that the 2012 Residential Tax Rate will be lower than the 2011 Rate, however, due the Re-Assessment variable individual properties will experience differing amounts of tax change. As noted above the "Average" house will see an Assessment increase of \$ 8,000.

#### **Recommendation**

This Report is presented as Information. We expect to distribute the Budget Binders, Capital from Current & Supplementary List and other information to Council in the next few weeks.

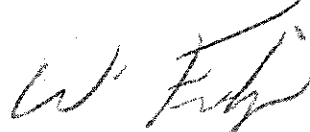
While Council may wish to conduct a preliminary review of the 2012 Budget until the OMPF Grant and DSSAB Levy are received a Final 2012 Tax Rate can not be determined.

Respectfully submitted,



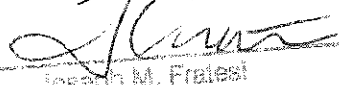
Scott McLellan  
Manager of Budgets and Revenue

Recommended for approval,



Bill Freiburger, CMA  
Commissioner of Finance and Treasurer

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer

# City of Sault Ste. Marie

Finance Department

## Comparison of 2011 and 2012 Taxable Property Assessment

| <u>Category</u>                          | <u>Assessment<br/>for 2011</u> | <u>Assessment<br/>for 2012</u> | <u>\$<br/>Change</u> | <u>%<br/>Change</u> |
|------------------------------------------|--------------------------------|--------------------------------|----------------------|---------------------|
| Residential & Farm                       | 3,383,660,843                  | 3,653,778,535                  | 270,117,692          | 7.98                |
| Multi-Residential                        | 197,831,419                    | 215,168,470                    | 17,337,051           | 8.76                |
| Commercial - Occupied                    | 439,251,903                    | 449,593,353                    | 10,341,450           | 2.35                |
| Commercial - New Construction            | 37,488,687                     | 49,474,338                     | 11,985,651           | 31.97               |
| Commercial - Excess Land                 | 3,551,816                      | 3,737,835                      | 186,019              | 5.24                |
| Commercial - Vacant Land                 | 9,346,192                      | 10,486,600                     | 1,140,408            | 12.20               |
| Commercial - New Vacant/Excess           | 201,932                        | 270,162                        | 68,230               | 33.79               |
| General Rate Only (International Bridge) | 1,400,000                      | 1,400,000                      | 0                    | 0.00                |
| Shopping Centres                         | 128,684,691                    | 132,813,420                    | 4,128,729            | 3.21                |
| Shopping - Excess Land                   | 0                              | 0                              | 0                    | 0.00                |
| Office Buildings                         | 8,677,282                      | 8,899,620                      | 222,338              | 2.56                |
| Office Bldg - Excess Land                | 0                              | 0                              | 0                    | 0.00                |
| Parking Lots                             | 1,649,035                      | 1,685,670                      | 36,635               | 2.22                |
| Industrial - Occupied                    | 29,847,224                     | 28,588,710                     | (1,258,514)          | (4.22)              |
| Industrial - New Construction            | 1,416,982                      | 3,573,101                      | 2,156,119            | 152.16              |
| Industrial - New Con - Excess Land       | - - -                          | 191,899                        | 191,899              | 100.00              |
| Industrial - Excess Land                 | 422,711                        | 433,049                        | 10,338               | 2.45                |
| Industrial - Vacant Land                 | 3,411,908                      | 3,569,100                      | 157,192              | 4.61                |
| Large Industrial - Occupied              | 132,247,184                    | 132,409,859                    | 162,675              | 0.12                |
| Lg Industrial - Excess Land              | 2,959,254                      | 3,058,894                      | 99,640               | 3.37                |
| Pipeline                                 | 20,096,714                     | 20,684,000                     | 587,286              | 2.92                |
| Farmland                                 | 1,492,841                      | 1,489,100                      | (3,741)              | (0.25)              |
| Managed Forests                          | 1,348,707                      | 1,544,800                      | 196,093              | 14.54               |
|                                          | <b>4,404,987,325</b>           | <b>4,722,850,515</b>           | <b>317,863,190</b>   | <b>7.22</b>         |

Assessment figures based on the Annual Returned Roll

5(11)

**Scott McLellan**  
Manager of  
Budgets and Revenue



**Finance Department**

2012 01 23

Mayor Debbie Amaroso and  
Members of City Council

**Re: User Fees for 2012 Budget - By-law 2012 - 11**

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**PURPOSE**

Prior to Council's review of the 2012 Budget, it is appropriate to review our User Fees and bring forward recommendations for changes in order that these changes can be included in the 2012 Budget. The Schedules to the By-law (By-law 2012-11) are attached to this report. If these fee increases are approved they will help reduce the 2012 Property Tax Levy. The fees that are recommended for change will appear on the Schedules highlighted in gray.

**BACKGROUND**

The User Fee Review process involves sending a copy of By-law 2011-87 (2011 User Fees) to all departments. Departments are asked to review their current fees based on market conditions, related costs etc. and to recommend changes for 2012.

**ANALYSIS**

There are no changes recommended to any fees charged by the Clerk's Department, Legal Department, and the Historic Sites Board's fees. HSB fees are included on Schedule B. This report does not deal with any fees imposed by the Library Board or Police Services Board as well Building Permit fees and Cemetery fees which are covered by separate by-laws.

**Community Services Department (Schedule B)**

**Bondar Pavilion** : All fees associated with the Bondar Pavilion are recommended to increase by 2.00 %. In 2011 the budget amount was not achieved and these fee changes will assist in achieving the budget for 2012 which has been submitted at the 2011 approved amount. It is estimated that the increase in fees will generate approximately \$ 200.

Total 2011 Budget Expenditures for the Bondar Pavilion are \$ 148,595 plus \$ 12,220 for the Bondar Events Cost Centre. Estimated 2011 Budget Revenue for the facility is \$ 10,750. The budget net cost is \$ 150,065. Revenue is less than 7.00 % of expenditures and fee increases to put this facility on a break even basis would be impractical.

**Marina Fees** : There are no increases recommended for marinas in 2012. Due to market conditions fee increases could lead to further reductions in usage. In the 2011 Budget the Bellevue Marina was budgeted to have a net profit of \$ 2,515. while the Bondar Marina budget indicated a net operating cost of \$ 41,300. As noted above, market conditions do not warrant a fee increase to help the Bondar facility to move closer toward a breakeven. The Bellevue Marina is currently budgeted to breakeven, however, the Bondar Marina fees would have to increase by more than 60% to put the facility on a breakeven basis.

**Arena Fees** : The ice rentals and skating fees are recommended to increase by 2.00 %. These fee increases apply to the Rhodes, McMeeken and Essar Centres.

The Rhodes Centre has two ice pads and the 2011 expenditure Budget was \$ 1,031,225 (including Activities) with budget revenues of \$ 491,255 and a net operating cost of \$ 539,970. Ice Rental revenue in 2011 exceeded the budget amount, however, High School Hockey fees, Ice Skating fees and various rentals were all under budget and the two percent adjustment should assist in the centre meeting it's 2012 Revenue estimate which is the same amount as 2011. To put this facility on a breakeven basis would require all user fees to be more than doubled.

The McMeeken Centre 2011 expenditure Budget was \$ 242,820. (including Activities) with budget revenues of \$ 116,395 and a net operating cost of \$ 126,425. Ice Rental revenue and Ice Skating fees in 2011 did not meet the budget amount. The two percent adjustment should assist in the centre meeting it's 2012 Revenue estimate which is the same amount as 2011. As with the Rhodes Centre, Fees would have to be doubled to place the facility on a breakeven basis.

The Essar Centre 2011 expenditure Budget was \$ 1,227,205. (operations and activity accounts, excluding concessions, box office etc) with budget revenues of \$ 695,260 and a net operating cost of \$ 531,945. Ice Rental revenue exceeded the budget amount by approximately \$ 10,000 and while some other revenue accounts did not meet the budget, it is reasonable to increase the Ice Rental Budget by \$ 10,000. Based on the 2011 Approved Budget fees would have to be increased by over 70% to place this facility on a breakeven basis.

**Pool Fees** : Pool fees are recommended to increase by 2.00 %. The Pool Activity Cost Centre 2011 expenditure Budget was \$ 398,850. with budget revenues of \$ 358,285 and a net operating cost of \$ 40,565.(excludes Pool Administration). The Pool did achieved it's 2011 Revenue Budget, exceeding the estimate by approximately \$ 30,000. Based on the positive revenue result from 2011 an increase of \$ 30,000 is recommended for 2012. The pool has various revenue sources which would need to be increased by approximately 11 % (based on the 2011 Budget) to put the facility on a breakeven basis, excluding the cost of Administration.

**Athletic Fields** : Athletic Field fees with the exception of the annual fee for High School Football are recommended to increase by 2.00% . The Athletic Fields revenue budget is the responsibility of the CSD - Recreation and Culture Division, while operational costs are part of Public Works & Transportation's Parks Division. The 2011 Revenue Budget for Athletic Fields was \$ 70,300. No budget adjustment is recommended as the 2011 Revenue Budget was not achieved.

**Bellevue Park** : Fees for Bellevue Park are recommended to increase by 2.00%. The 2011 budget revenue for Bellevue Park was \$ 2,000 while the preliminary actual was approximately \$ 1,350. No adjustment is recommended for 2012.

### **Engineering & Planning Department (Schedule C)**

**Rezoning Application Fees** : Various Planning Division fees are recommended for increase. The increases are required to bring the fee charged in line with the estimated cost to provide the service. These include Official Plan Amendments, Rezoning Applications, Subdivision and Condominium Approvals, and Site Plan fees. It is estimated that these fee increase will provide an additional \$ 5,000 for Subdivision Fees and an additional \$ 15,000 for the Rezoning fees. *(Attached as Appendix "C" is a submission from the Planning Division Outlining proposed fees up to 2014)*

**Consent Applications** : The Consent Applications and Variance Applications are recommended for increase. These fees are in the budget as Committee of Adjustment fees and the recommended fee increases will provide an additional \$ 4,500 for the 2012 Budget.

**Sewer Connections** : The Sewer connections are administered by the Engineering & Planning Department and the work is performed by Public Works & Transportation crews. The recommended fee increase brings the cost of the user fee very close to the actual cost to perform the work. In 2011 the actual revenue exceeded the budget by over \$ 40,000 and with the increase fee an additional \$ 45,000 can be added to the budget. This revenue is applicable to the Urban only Levy.

**Culverts** : The Culverts program is administered by the Engineering & Planning Department and the work is performed by Public Works & Transportation crews. The recommended fee increase will provide an additional \$ 7,000 in revenue for the 2012 budget.

### **Finance Department (Schedule D)**

**Accounting Fees** : The fees charged to the Library Board for Accounting and Payroll Services is recommended to increase from \$ 10,205.00 to \$ 10,460.00. This is an annual internal charge and the amount is included in the 2012 Budget.

**Fire Services (Schedule E)** The fees charged by Fire Services are recommended to increase in the 2 to 3 % range and included fees for the Fire Alarm System, Inspection Charges, Fire Extinguisher Training and Air Bottle Refills. Fire Services has increased their 2012 Budget Revenue estimates to reflect the 2011 actual but these fee increases will add an additional \$ 2,000 to the budget.

There is a separate report attached (*Appendix B*) dealing with the implementation of a User Fee for Burning Permits. If this new fee is approved it will provide an addition \$ 50,000. in revenue for the 2012 Budget. As there are new procedures to be put in place for collection of the fee, the implementation date may be delayed beyond the February 1<sup>st</sup> date of the proposed by-law.

### **Public Works & Transportation (Schedule G)**

**Sewer Rodding Fee** : These fees are recommended for increase. The fee increase will bring the cost of the fee in line with the actual cost to provide the service. The 2011 budget was not achieved and this fee increase will assist in meeting the 2012 budget amount. No adjustment to the budget is recommended.

**Landfill Fees** : The Gate Fee is recommended to increase by \$ 2.00 from \$ 8.00 to \$ 10.00. Public Works & Transportation has factored this increase in to their 2012 Budget. As there is a formula in place to determine how much of the tipping/gate fee is allocated to the budget as revenue, it is expected that the increase will be transferred to the Landfill Reserve and therefore will not directly impact on the 2012 Tax Levy. The justification for the Gate Fee increase is attached to this report as (*Appendix "D"*)

**Transit Fares** : Transit Fares for Regular, Community Bus and Para Bus are recommended to increase from \$ 2.25 to \$ 2.50 in all categories (Adult, Student, Senior and Child). The last fare increase was in March 2011. All transit properties in the Province have fares ranging from \$ 2.25 to \$ 3.25. The increase is expected to bring in an additional \$ 130,000. however, rather than bring the additional revenue in to the budget, staff recommends the funds generated by the fare increase be placed in a Reserve account to be used for future bus purchases. Transit is the only division in the City that does not have a Reserve account available for Equipment Purchases.

**Bus Passes** : Bus Passes are recommended to increase to reflect the increase in bus fares.

**Transit Charters** : The Charter rate is recommended to increase by \$5.00 per hour. This adjustment will help to maintain the 2012 budget estimate. As the fleet continues to age there are less buses available for charter business. The increase will also cover the hourly cost to operate a city bus.

### **IMPACT**

If approved the user fees will provide an additional \$ 168,500 in revenue for the 2012 budget. This additional Revenue includes the implementation of the Burning Permit fee recommended by Fire Services.

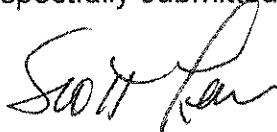
### **RECOMMENDATION**

The individual departments have been requested to attend the Council meeting in order to answer any questions pertaining to their recommended fee adjustments.

The User Fees as submitted by the various Departments are recommended for Council's approval and will result in additional revenue for the 2012 Budget of \$ 168,500. (Appendix A)

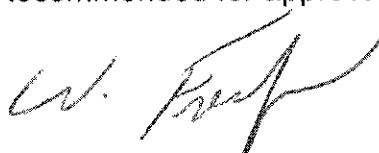
By-law 2012-11 appears elsewhere on the agenda and is recommended for approval

Respectfully submitted,



Scott McLellan  
 Manager of Budgets and Revenue

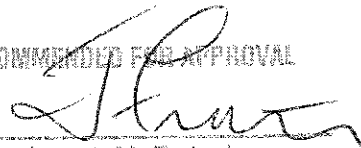
Recommended for approval,



Bill Freiburger, CMA  
 Commissioner of Finance and Treasurer

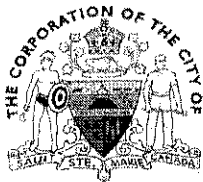
- attachment(s) -
- Appendix "A" – Impact of Changes – By-law 2012-11
  - Appendix "B" – Report on Burning Permits
  - Appendix "C" – Future Planning Fees
  - Appendix "D" – Justification for Gate Fee Increase
  - Appendix "E" – BMA Summary – Tipping Fees
  - Appendix "F" – BMA Summary – Transit Fares
  - Schedules A to G – By-law 2012 -11

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
 Chief Administrative Officer



**CITY OF SAULT STE. MARIE**

Finance Department

**Impact of Changes - By-law 2012-11**

|                                          | <b><u>Budget<br/>Impact</u></b> | <b><u>Notes</u></b>     |
|------------------------------------------|---------------------------------|-------------------------|
| <b>Community Services Department</b>     |                                 |                         |
| Arena Fees - Essar                       | 10,000                          |                         |
| Pool Fees                                | 30,000                          |                         |
| <b>Engineering &amp; Planning</b>        |                                 |                         |
| Rezoning Application Fees                | 15,000                          |                         |
| Subdivision Fees                         | 5,000                           |                         |
| Consent Applications                     | 4,500                           |                         |
| Sewer Connection Fees                    | 45,000                          |                         |
| Culverts                                 | 7,000                           |                         |
| <b>Finance Department</b>                |                                 |                         |
| Accounting Fees for Library              | 0                               | Included in 2012 Budget |
| <b>Fire Services</b>                     |                                 |                         |
| Inspection Fees etc                      | 2,000                           |                         |
| Burning Permits                          | 50,000                          |                         |
| <b>Public Works &amp; Transportation</b> |                                 |                         |
| Transit Fares & Passes                   | 130,000                         |                         |
| Transfer to Transit Equipment Reserve    | (130,000)                       |                         |
| Landfill Gate Fee                        | 200,000                         |                         |
| Transfer to Landfill Reserve             | (200,000)                       |                         |
| <b>BUDGET IMPACT</b>                     | <b>168,500</b>                  |                         |

"B.5(n)"

Fire Chief Marcel Provenzano

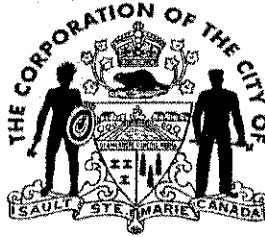
Division Heads:

Suppression – Frank Brescacin

EMS – David Stokes

Fire Prevention – Paul Milosevich

Support Services – Jim St. Jules



Emergency Direct "911"  
Emergency Phone (705) 949-3333  
Business Phone (705) 949-3335  
Fire Prevention Phone (705) 949-3377  
Emergency Medical Services (705) 949-3387  
Fax Phone (705) 949-2341

**FIRE SERVICES**  
72 Tancred Street  
Sault Ste. Marie, Ontario  
P6A 2W1

May 5, 2011

Bill Freiburger  
Commissioner of Finance and Treasurer  
Finance Department

**Re: Proposed Open Air Burn Fees**

Please find contained in this report, information regarding user fees associated with open air burning throughout the Province. Data collected from a 2009 survey regarding Open Air Burning was used along with current information from our typical Northern Ontario Comparators. (Sudbury, North Bay Timmins & Thunder Bay)

The 2009 survey was answered by 48 full and part time fire services throughout Ontario. The survey encompassed a wide population base ranging from centers such as Mississauga (865,000) to Midland (16,300)

Of the 48 fire services, 29 had user fees attached either through an "open air burn by-law" or a municipal "user fee by-law".

Typically, fees are broken into three categories as follows, Commercial properties, Recreational and Annual or Weekly permits (usually for one time burns). Currently, our permit process does not approve commercial or industrial sites. Therefore the focus of this report will be annual recreational and weekly fires only.

Data collected from the Provincial survey indicates annual permit fees range from \$15 to \$86, with the average being around \$25 and weekly or one time only permit fees range from \$5 to \$20

When using our Northern Ontario comparators, the fees are as follows:

|             | <u>Annual</u> | <u>Weekly</u> |
|-------------|---------------|---------------|
| North Bay   | \$75          | \$15          |
| Thunder Bay | \$20          | ----          |
| Timmins     | \$25          | \$10          |
| Sudbury     | N/C           | N/C           |

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FINANCE

*cc. Scott  
Enrico*

Our Fire Service issues in the area of 800 new permits and approximately 2,000 renewals annually. A reasonable fee of \$25 annually for new permits, \$15 for renewals and \$10 for weekly permits would certainly offset costs associated with the process.

Using these figures, potential revenues are as follows:

|             |                |                 |
|-------------|----------------|-----------------|
| New permits | \$25 x 800 =   | \$20,000        |
| Renewals    | \$15 x 2,000 = | <u>\$30,000</u> |
| Total       |                | \$50,000        |

Fire Services can not predict what reductions may occur with respect to the preceding numbers as a result of a user fee being imposed for open air burning.

The administration of this process may become a challenge. Ideally, payments for permits should be handled by Fire Services clerical staff. Currently our department is not equipped to process debit or credit card transactions, and this may become an inconvenience for the public. In addition, the potential for 2,800 applicants will certainly add to the workload for Fire Services clerical staff. To help offset the added workload, we may be able to have fees collected by student support staff during the busy summer time season.

Alternatively, the Finance Committee may want to explore utilizing the City's central collection cashiers to collect open air burning fees.

Under the "User Fee" by-law, Fire Services recommends the following:

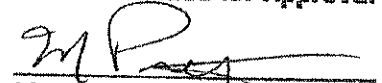
Impose a \$25 new issue user fee, a \$15 annual renewal fee, and a \$10 weekly fee, for all open air burning and review alternative possible means for money collection.

Respectfully Submitted,



Paul Milosevich  
Assistant Fire Chief – Prevention

Recommended for Approval

  
 Marcel Provenzano, Fire Chief  
 Sault Ste. Marie Fire Services

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## PROPOSED PLANNING DIVISION USER FEES 2012 – 2014

| <b>Fees</b>                          | <b>Current Fee</b> | <b>2012 Fee</b>           | <b>2013 Fee</b>           | <b>2014 Fee</b>           |
|--------------------------------------|--------------------|---------------------------|---------------------------|---------------------------|
| <b>Rezoning Fees</b>                 |                    |                           |                           |                           |
| Sale of City Official Plan           | \$30.00            | \$30.00                   | \$30.00                   | \$30.00                   |
| Official Plan Amendment              | \$750.00           | \$1200.00                 | \$1600.00                 | \$2000.00                 |
| Rezoning Application                 | \$750.00           | \$1200.00                 | \$1600.00                 | \$2000.00                 |
| Combined OPA & Rezoning              | \$1200.00          | \$2000.00                 | \$2500.00                 | \$3000.00                 |
| Subdivision Approval                 | \$1200.00          | \$2500.00                 | \$3000.00                 | \$3500.00                 |
| Condominium Approval                 | \$800.00           | \$2000.00                 | \$2500.00                 | \$3000.00                 |
| Site Plan Review                     | \$300.00           | \$500.00                  | \$650.00                  | \$800.00                  |
| Signs – Minor Amendment              | \$150.00           | \$200.00                  | \$250.00                  | \$300.00                  |
| Deferred Application – No New Notice | \$50.00            | \$50.00                   | \$50.00                   | \$50.00                   |
| Deferred Application – New Notice    | \$250.00           | \$250.00                  | \$250.00                  | \$250.00                  |
| Subdivision Agreement                | \$1,500.00         | \$2,000.00                | \$2500.00                 | \$3000.00                 |
|                                      |                    |                           |                           |                           |
| <b>Committee of Adjustment</b>       |                    |                           |                           |                           |
| Minor Variance – Single Unit         | \$250.00           | \$300.00                  | \$350.00                  | \$400.00                  |
| Minor Variance < 5 units             | \$350.00           | \$400.00                  | \$450.00                  | \$500.00                  |
| Minor Variance > 4 units             | \$450.00           | \$500.00                  | \$550.00                  | \$600.00                  |
| Deferred Minor Variance              | \$50.00            | \$50.00                   | \$50.00                   | \$50.00                   |
| Consent - Lot Addition               | \$400.00           | \$450.00                  | \$500.00                  | \$500.00                  |
| Consent – New Lot                    | \$600.00           | \$400.00 plus \$300 / lot | \$500.00 plus \$300 / lot | \$600.00 plus \$300 / lot |
| Deed Issuance                        | \$100.00           | \$100.00                  | \$100.00                  | \$100.00                  |
| Deferred                             | \$75.00            | \$75.00                   | \$75.00                   | \$75.00                   |

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|                                          |                      |                             |                             |                             |
|------------------------------------------|----------------------|-----------------------------|-----------------------------|-----------------------------|
| Application --<br>No New Notice          |                      |                             |                             |                             |
| Deferred<br>Application --<br>New Notice | ½ Application<br>Fee | ½ Application<br>Fee        | ½ Application<br>Fee        | ½ Application<br>Fee        |
| Property<br>Standards<br>Appeal          | \$100.00             | \$100.00                    | \$100.00                    | \$100.00                    |
|                                          |                      |                             |                             |                             |
| <b>New Fee</b>                           |                      |                             |                             |                             |
| Staff<br>Attendance at<br>OMB Hearings   | None                 | \$500.00 per<br>Hearing Day | \$500.00 per<br>Hearing Day | \$500.00 per<br>Hearing Day |

**Justification for Landfill Gate Fee Increase**  
Prepared by : Public Works & Transportation

In 2003, Council approved raising the Landfill Tipping Fees as well as the Gate Fee for public vehicles.

The Waste Audit of 2001 determined at that time it cost \$65 per tonne to process refuse at the landfill. This cost would only rise due to increased costs of normal operation. A plan was submitted for approval which would improve the operation at the landfill and give the city the ability to closely monitor and weigh material entering the landfill. The plan was approved by Council and included 2 new weigh scales and a weigh scale building for the cost of approximately \$650,000.

A report from TSH Consultants indicated the natural progression to raise the tipping fees from \$27.50 per tonne to \$65 per tonne to cover the cost of landfilling the refuse. (These fees also did not cover any closure and monitoring costs after the landfill is closed).

The gate fee for public vehicles was also to be gradually increased to \$6 and the allowable limit was to be reduced from 500 kgs per load to 100 kgs per load. The \$6 gate fee along with the 100 kg limit would have brought the general public tipping fee inline with the cost of landfilling the refuse. (\$6 for 100 kgs of refuse) (This was also approved by Council on March 26, 2003).

After the completion of the weigh scale project it was determined by Weights & Measures Canada that the weigh scale could not accurately weigh loads less than 250 kgs. therefore the City could not set a fee or use 100 kg increments for weighing public vehicles. The maximum allowable weight for public vehicles under the \$6 gate was gradually reduced to 300kgs. This fee does not cover the cost of landfilling this refuse and in 2010 the gate fee was increased by \$2 bringing the gate fee to \$8 for 300 kgs of refuse.

At the present tipping fee of \$70 per tonne it should be noted that to dispose of refuse the \$8 fee does not cover the associated costs.

The actual cost to the City for disposing 300kgs of refuse is \$21, justifying the \$2.00 increase to \$10/300kgs.

**2011 Commercial Solid Waste Tipping Fees**  
(Sorted by 2011 Fee per Tonne)

| Municipality or Region | 2007 Per Tonne | 2008 Per Tonne | 2009 Per Tonne | 2010 Per Tonne | 2011 Per Tonne |
|------------------------|----------------|----------------|----------------|----------------|----------------|
| Kenora                 | N/A            | N/A            | N/A            | N/A            | \$ 30          |
| Thunder Bay            | \$ 40          | \$ 42          | \$ 45          | \$ 47          | \$ 50          |
| Timmins                | N/A            | N/A            | \$ 30          | \$ 35          | \$ 50          |
| Essex County           | \$ 56          | \$ 51          | \$ 53          | \$ 55          | \$ 56          |
| Cornwall               | \$ 49          | \$ 55          | \$ 55          | N/A            | \$ 60          |
| Chatham-Kent           | \$ 97          | \$ 97          | \$ 60          | \$ 60          | \$ 60          |
| Windsor                | \$ 56          | \$ 57          | \$ 92          | \$ 60          | \$ 61          |
| Fort Frances           | N/A            | N/A            | N/A            | N/A            | \$ 62          |
| Oxford County          | \$ 50          | \$ 60          | \$ 61          | \$ 62          | \$ 62          |
| Greater Sudbury        | \$ 60          | \$ 60          | \$ 60          | \$ 63          | \$ 63          |
| Brantford              | \$ 60          | \$ 65          | \$ 65          | \$ 65          | \$ 65          |
| Guelph                 | N/A            | N/A            | \$ 70          | \$ 70          | \$ 70          |
| Sault Ste. Marie       | \$ 65          | \$ 65          | \$ 65          | \$ 65          | \$ 70          |
| Stratford              | \$ 59          | \$ 65          | \$ 65          | \$ 71          | \$ 72          |
| Waterloo Region        | \$ 60          | \$ 64          | \$ 68          | \$ 70          | \$ 72          |
| London                 | \$ 75          | \$ 75          | \$ 75          | \$ 75          | \$ 75          |
| North Bay              | \$ 60          | \$ 60          | \$ 65          | \$ 68          | \$ 75          |
| Peel Region            | \$ 80          | \$ 80          | \$ 80          | \$ 80          | \$ 80          |
| Niagara Region         | \$ 70          | \$ 70          | \$ 80          | \$ 90          | \$ 90          |
| Peterborough           | \$ 85          | \$ 85          | \$ 85          | \$ 85          | \$ 90          |
| Kawartha Lakes         | \$ 85          | \$ 85          | \$ 85          | \$ 90          | \$ 95          |
| Ottawa                 | \$ 75          | \$ 85          | \$ 90          | \$ 94          | \$ 96          |
| Belleville             | \$ 99          | \$ 99          | \$ 99          | \$ 99          | \$ 99          |
| Toronto                | \$ 100         | \$ 100         | \$ 100         | \$ 100         | \$ 100         |
| York Region            | \$ 87          | \$ 90          | \$ 100         | \$ 100         | \$ 100         |
| Kingston               | \$ 71          | \$ 110         | \$ 110         | \$ 110         | \$ 101         |
| Simcoe County          | \$ 115         | \$ 115         | \$ 115         | \$ 115         | \$ 115         |
| Hamilton               | \$ 105         | \$ 113         | \$ 113         | \$ 115         | \$ 118         |
| Durham Region          | \$ 120         | \$ 120         | \$ 120         | \$ 120         | \$ 120         |
| Muskoka                | \$ 105         | \$ 110         | \$ 115         | \$ 118         | \$ 121         |
| Barrie                 | \$ 105         | \$ 108         | \$ 115         | \$ 118         | \$ 122         |
| Halton Region          | \$ 98          | \$ 108         | \$ 134         | \$ 143         | \$ 143         |
| <b>Average</b>         | <b>\$ 78</b>   | <b>\$ 82</b>   | <b>\$ 82</b>   | <b>\$ 84</b>   | <b>\$ 83</b>   |
| <b>Median</b>          | <b>\$ 75</b>   | <b>\$ 83</b>   | <b>\$ 80</b>   | <b>\$ 80</b>   | <b>\$ 75</b>   |

The 2011 commercial solid waste tipping fees range from \$30 in Kenora to a high of \$143 in Halton Region.

## 2011 Transit Fares

| Municipality                               | Cash Fares     |                |                | Monthly Passes   |                  |                 |          |
|--------------------------------------------|----------------|----------------|----------------|------------------|------------------|-----------------|----------|
|                                            | Adult          | Student        | Senior         | Adult            | Student          | Senior          |          |
| Barrie                                     | \$ 2.75        | \$ 2.75        | \$ 2.40        | \$ 77.00         | \$ 59.50         | \$ 50.50        |          |
| Belleville                                 | \$ 2.25        | \$ 1.90        | \$ 1.90        | \$ 72.00         | \$ 57.00         | \$ 50.00        |          |
| Brampton                                   | \$ 3.25        | \$ 3.00        | \$ 1.00        | \$ 107.00        | \$ 100.00        | \$ 47.00        |          |
| Brantford                                  | \$ 2.50        | \$ 2.50        | \$ 2.50        | \$ 63.00         | \$ 48.00         | \$ 48.00        |          |
| Brockville                                 | \$ 2.00        | \$ 2.00        | \$ 2.00        | \$ 55.00         | \$ 55.00         | \$ 55.00        |          |
| Burlington                                 | \$ 3.00        | \$ 3.00        | \$ 3.00        | \$ 88.00         | \$ 64.00         | \$ 54.00        |          |
| Chatham-Kent                               | \$ 2.00        | \$ 1.75        | \$ 1.75        | \$ 35.00         | \$ 27.00         | \$ 27.00        | 22 rides |
| Cornwall                                   | \$ 2.50        | \$ 2.50        | \$ 2.50        | \$ 59.00         | \$ 52.00         | \$ 36.00        |          |
| Durham Region                              | \$ 2.90        | \$ 2.90        | \$ 1.90        | \$ 97.00         | \$ 81.50         | \$ 39.00        |          |
| Fort Erie                                  | \$ 2.00        | \$ 2.00        | \$ 2.00        |                  |                  |                 |          |
| Greater Sudbury                            | \$ 2.60        | \$ 2.60        | \$ 2.00        | \$ 74.00         | \$ 68.00         | \$ 45.00        |          |
| Guelph                                     | \$ 2.75        | \$ 2.75        | \$ 2.75        | \$ 72.00         | \$ 62.00         | \$ 60.00        |          |
| Hamilton                                   | \$ 2.55        | \$ 2.55        | \$ 2.55        | \$ 87.00         | \$ 71.00         | \$ 87.00        |          |
| Huntsville                                 | \$ 2.00        | \$ 1.00        | \$ 2.00        | \$ 50.00         | \$ 25.00         | \$ 50.00        |          |
| Kawartha Lakes *                           | \$ 2.00        | \$ 1.50        | \$ 1.50        | \$ 60.00         | \$ 50.00         | \$ 50.00        |          |
| Kenora                                     | \$ 2.00        | \$ 2.00        | \$ 2.00        | \$ 50.00         | \$ 50.00         | \$ 50.00        | 30 rides |
| Kingston                                   | \$ 2.50        | \$ 2.25        | \$ 2.25        | \$ 68.25         | \$ 50.50         | \$ 46.25        |          |
| Leamington                                 | \$ 2.00        | \$ 1.00        | \$ 1.75        | \$ 30.00         | \$ 30.00         | \$ 30.00        | 22 rides |
| London ^                                   | \$ 2.75        | \$ 2.75        | \$ 2.75        | \$ 81.00         | \$ 70.00         | \$ 57.50        |          |
| Milton                                     | \$ 2.75        | \$ 2.75        | \$ 2.75        | \$ 60.00         | \$ 45.00         | \$ 42.00        |          |
| Mississauga                                | \$ 3.00        | \$ 3.00        | \$ 3.00        | \$ 116.00        | \$ 116.00        | \$ 44.00        |          |
| Niagara Falls                              | \$ 2.50        | \$ 2.25        | \$ 2.25        | \$ 70.00         | \$ 54.00         | \$ 54.00        |          |
| North Bay                                  | \$ 2.25        | \$ 2.25        | \$ 2.25        | \$ 80.00         | \$ 65.00         | \$ 55.00        |          |
| Oakville                                   | \$ 3.00        | \$ 3.00        | \$ 3.00        | \$ 94.00         | \$ 60.00         | \$ 50.00        |          |
| Orangeville                                | \$ 2.00        | \$ 1.50        | \$ 1.50        | \$ 35.00         | \$ 25.00         | \$ 25.00        |          |
| Ottawa                                     | \$ 3.25        | \$ 3.25        | \$ 3.25        | \$ 94.00         | \$ 75.00         | \$ 37.00        |          |
| Peterborough                               | \$ 2.25        | \$ 2.25        | \$ 2.25        | \$ 55.00         | \$ 50.00         | \$ 33.00        |          |
| Port Colborne                              | \$ 2.50        | \$ 2.50        | \$ 2.50        | \$ 69.00         | \$ 59.00         | \$ 52.00        |          |
| Quinte West                                | \$ 2.00        | \$ 1.50        | \$ 1.50        | \$ 30.00         | \$ 25.00         | \$ 25.00        |          |
| Sarnia                                     | \$ 2.25        | \$ 2.25        | \$ 2.25        | \$ 60.00         | \$ 60.00         | \$ 60.00        |          |
| Sault Ste. Marie                           | \$ 2.25        | \$ 2.25        | \$ 2.25        | \$ 56.00         | \$ 56.00         | \$ 46.00        |          |
| St. Catharines                             | \$ 2.50        | \$ 2.50        | \$ 2.50        | \$ 80.00         | \$ 50.00         | \$ 50.00        |          |
| St. Thomas                                 | \$ 2.50        | \$ 2.50        | \$ 2.50        | \$ 60.00         | \$ 50.00         | \$ 50.00        |          |
| Stratford                                  | \$ 2.50        | \$ 2.25        | \$ 2.25        | \$ 55.00         | \$ 45.00         | \$ 45.00        |          |
| Tecumseh                                   | \$ 2.00        | \$ 1.00        | \$ 1.50        | \$ 35.00         | \$ 25.00         | \$ 30.00        |          |
| Thorold                                    | \$ 2.50        | \$ 2.50        | \$ 2.50        | \$ 80.00         | \$ 50.00         | \$ 50.00        |          |
| Thunder Bay                                | \$ 2.50        | \$ 2.50        | \$ 2.50        | \$ 69.50         | \$ 59.50         | \$ 59.50        |          |
| Timmins                                    | \$ 2.50        | \$ 2.00        | \$ 2.00        | \$ 67.00         | \$ 52.00         | \$ 52.00        |          |
| Toronto                                    | \$ 3.00        | \$ 2.00        | \$ 2.00        | \$ 121.00        | \$ 99.00         | \$ 99.00        |          |
| Waterloo Region                            | \$ 2.50        | \$ 2.50        | \$ 2.50        | \$ 60.00         | \$ 50.00         | \$ 50.00        |          |
| Welland                                    | \$ 2.50        | \$ 2.50        | \$ 2.50        | \$ 69.00         | \$ 59.00         | \$ 52.00        |          |
| Windsor                                    | \$ 2.45        | \$ 1.70        | \$ 1.70        | \$ 79.00         | \$ 55.00         | \$ 40.00        |          |
| York Region                                | \$ 3.25        | \$ 3.25        | \$ 3.25        | \$ 105.00        | \$ 75.00         | \$ 46.00        |          |
| <b>Average</b>                             | <b>\$ 2.49</b> | <b>\$ 2.29</b> | <b>\$ 2.25</b> | <b>\$ 69.64</b>  | <b>\$ 56.67</b>  | <b>\$ 48.30</b> |          |
| <b>Median</b>                              | <b>\$ 2.50</b> | <b>\$ 2.50</b> | <b>\$ 2.25</b> | <b>\$ 69.00</b>  | <b>\$ 55.00</b>  | <b>\$ 50.00</b> |          |
| <b>Minimum</b>                             | <b>\$ 2.00</b> | <b>\$ 1.00</b> | <b>\$ 1.00</b> | <b>\$ 30.00</b>  | <b>\$ 25.00</b>  | <b>\$ 25.00</b> |          |
| <b>Maximum</b>                             | <b>\$ 3.25</b> | <b>\$ 3.25</b> | <b>\$ 3.25</b> | <b>\$ 121.00</b> | <b>\$ 116.00</b> | <b>\$ 99.00</b> |          |
|                                            |                |                |                |                  |                  |                 |          |
| ^ Post-secondary student                   |                |                |                |                  |                  |                 |          |
| * adult 12 tokens student/senior 14 tokens |                |                |                |                  |                  |                 |          |



**CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**USER FEE & SERVICE CHARGES - BY-LAW 2012 - 11 - Schedule "A"**  
**CLERK'S DEPARTMENT**

[illegible]

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**CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**USER FEE & SERVICE CHARGES - By-law - 2012 - 11 - Schedule B**  
**COMMUNITY SERVICES DEPARTMENT**

| <b>GL<br/>Account<br/>Number</b> | <b>Services Offered</b>                                | <b>2011<br/>Current Fee</b> | <b>2012<br/>Proposed Fee</b> | <b>GST/HST<br/>Included<br/>or Added</b> | <b>By-Law or<br/>Resolution<br/>Reference</b> |
|----------------------------------|--------------------------------------------------------|-----------------------------|------------------------------|------------------------------------------|-----------------------------------------------|
| 10-500-5030-5415                 | <b>BONDAR PAVILION</b>                                 |                             |                              |                                          |                                               |
|                                  | - Full Day Rental - Non Profit Group                   | 137.70                      | 140.45                       | Add                                      |                                               |
|                                  | - Part Day Rental - Non Profit Group                   | 86.70                       | 88.43                        | Add                                      |                                               |
|                                  | - Full Day Rental - Commercial                         | 530.40                      | 541.00                       | Add                                      |                                               |
|                                  | - Part Day Rental - Commercial                         | 275.40                      | 281.00                       | Add                                      |                                               |
|                                  | - Wedding Receptions                                   | 606.90                      | 619.00                       | Add                                      |                                               |
|                                  | - Clean Up - Minor                                     | 51.00                       | 52.00                        | Add                                      |                                               |
|                                  | - Clean Up - Major                                     | 204.00                      | 208.00                       | Add                                      |                                               |
|                                  | - Barriers                                             | 1.02                        | 1.04                         | Add                                      |                                               |
|                                  | - Tables                                               | 4.08                        | 4.16                         | Add                                      |                                               |
|                                  | - Chairs                                               | 0.41                        | 0.42                         | Add                                      |                                               |
|                                  | - Sound System (per day)                               | 25.50                       | 26.00                        | Add                                      |                                               |
|                                  | - Kitchen (per day)                                    | 51.00                       | 52.00                        | Add                                      |                                               |
|                                  | - Supervision of Volunteers (per hour)                 | 15.00                       | 15.30                        | Add                                      |                                               |
|                                  | - Alcohol event admin fee per event per day            | 27.56                       | 28.11                        | Add                                      |                                               |
|                                  |                                                        |                             |                              |                                          |                                               |
|                                  |                                                        |                             |                              |                                          |                                               |
|                                  | <b>MARINA FEES</b>                                     |                             |                              |                                          |                                               |
| 10-500-5040-                     | - Fuels                                                | Road Price + \$ 0.02        | Road Price + \$ 0.02         |                                          |                                               |
| 10-500-5050-                     | - Lock Tours - Dockage & Building Rental - Annual Fee  | 0.00                        | 0.00                         | Add                                      |                                               |
|                                  | - Sewage Pumpouts - per service                        | 10.20                       | 10.20                        | Add                                      |                                               |
|                                  | - Cruise Ship Dockage Fee - rate per meter             | 5.10                        | 5.10                         | Add                                      |                                               |
|                                  | - Cruise Ship - Passenger disembarkment/embarkment fee | 1.50 / passenger            | 1.50 / passenger             | Add                                      |                                               |
|                                  | - Bondar - Slip Rental - Daily - per foot              | 1.17                        | 1.17                         | Add                                      |                                               |
|                                  | - Bondar - Slip Rental - Weekly - per foot             | 6.12                        | 6.12                         | Add                                      |                                               |
|                                  | - Bondar - Slip Rental - Monthly - per foot            | 18.36                       | 18.36                        | Add                                      |                                               |
|                                  | - Bondar Dock - Ship/Barge Dockage (per metre)         | 0.14 / hr                   | 0.14 / hr                    | Add                                      |                                               |
|                                  |                                                        | 1.53 max / day              | 1.53 / day                   | Add                                      |                                               |
|                                  |                                                        | 30.00/month                 | 30.00/month                  | Add                                      |                                               |

5(5)

| GL<br>Account<br>Number | Services Offered                                                | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|-----------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
|                         | <b>MARINA FEES</b> (continued)                                  |                     |                      |                                 |                                      |
|                         | - Bellevue - Slip Rental - Weekly - Non Serviced per foot       | 4.08                | 4.08                 | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Weekly - Serviced per foot           | 5.10                | 5.10                 | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Bi - Monthly - Non Serviced per foot | 19.38               | 19.38                | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Bi - Monthly - Serviced per foot     | 22.44               | 22.44                | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Monthly - Non Serviced per foot      | 12.24               | 12.24                | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Monthly - Serviced per foot          | 14.28               | 14.28                | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Seasonal - Non Serviced per foot     | 26.52               | 26.52                | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Seasonal - Serviced per foot         | 30.60               | 30.60                | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Daily - Serviced per foot            | 1.17                | 1.17                 | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Daily - Non Serviced per foot        | 1.02                | 1.02                 | Add                             |                                      |
|                         | - Launch Ramp Fee - Daily                                       | 6.00                | 6.00                 | Included                        |                                      |
|                         | - Launch Ramp Fee - Seasonal                                    | 51.00               | 51.00                | Add                             |                                      |
|                         | - Winter Storage - Monthly per foot                             | 1.50                | 1.50                 | Add                             |                                      |
|                         | - Slip Cancellation Fee                                         | 25.00               | 25.00                | Included                        |                                      |
|                         | - September Special                                             | 50% fee discount    | 50% fee discount     | Add                             |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
| 10-500-5013-5610        | <b>LEADERSHIP DEVELOPMENT</b>                                   |                     |                      |                                 |                                      |
|                         | - Leadership Courses - varies per content                       | \$ 10. To \$ 25     | \$ 10. To \$ 25      | Included                        |                                      |
|                         | - Weekend Seminars - varies per content                         | \$ 25. To \$ 60     | \$ 25. To \$ 60      | Included                        |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         | <b>SENIOR CITIZENS ADVISORY COUNCIL</b>                         |                     |                      |                                 |                                      |
| 10-500-5070-5612        | - Fee in lieu of Other User Fees                                | 16,800.00           | 16,800.00            | Included                        |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |

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| GL<br>Account<br>Number | Services Offered                                                     | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|----------------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
| 5170 & 5171             | <b>DAY NURSERIES</b>                                                 |                     |                      |                                 |                                      |
|                         | Unsubsidized - Before School                                         | 9.30                | 9.30                 | Exempt                          | DSSAB Directed                       |
|                         | Unsubsidized - After School                                          | 14.00               | 14.00                | Exempt                          | DSSAB Directed                       |
| 10-500-5170-5560        | Subsidized Child Care based on ability to pay (per day)              | 2.50 to 36.40       | 2.50 to 36.40        | Exempt                          | DSSAB Directed                       |
| 10-500-5170-5561        | Unsubsidized - Full Day                                              | 36.41               | 36.41                | Exempt                          | DSSAB Directed                       |
| 10-500-5171-5560        | Unsubsidized - Half Day plus Lunch                                   | 20.10               | 20.10                | Exempt                          | DSSAB Directed                       |
| 10-500-5171-5561        | Unsubsidized - Half Day                                              | 18.50               | 18.50                | Exempt                          | DSSAB Directed                       |
|                         | <b>MUNICIPAL BEST START PROGRAM</b>                                  |                     |                      |                                 |                                      |
| 10-500-5172-5560        | Subsidized Child Care based on ability to pay (per day)              | 2.50 to 37.27       | 2.50 to 37.27        | Exempt                          | DSSAB Directed                       |
|                         | Unsubsidized - Before School                                         | 9.30                | 9.30                 | Exempt                          | DSSAB Directed                       |
|                         | Unsubsidized - After School                                          | 14.00               | 14.00                | Exempt                          | DSSAB Directed                       |
|                         | Unsubsidized - Half Day plus Lunch                                   | 20.10               | 20.10                | Exempt                          | DSSAB Directed                       |
|                         | Unsubsidized - Before and After School plus Lunch                    | 37.28               | 37.28                | Exempt                          | DSSAB Directed                       |
|                         | Note - a 5.0 % discount applies to all fees paid 3 months in advance |                     |                      |                                 |                                      |
| 5120/5130/5140          | <b>ARENA FEES</b>                                                    |                     |                      |                                 |                                      |
|                         | - Soo Greyhounds - agreement covered by separate By-law              |                     |                      |                                 |                                      |
|                         | - Admission - High school Hockey - Adults                            | 3.10                | 3.10                 | Add                             |                                      |
|                         | - Admission - High school Hockey - Students & Seniors                | 2.43                | 2.43                 | Add                             |                                      |
|                         | - Admission - High school Hockey - Children                          | 2.22                | 2.22                 | Add                             |                                      |
|                         | - Ice Rentals - per hour - Prime Time - Adult                        | 132.22              | 134.87               | Add                             |                                      |
|                         | - Ice Rentals - per hour - Prime Time - Youth                        | 122.60              | 125.05               | Add                             |                                      |
|                         | - Ice Rentals - per hour - Prime Time - Organized                    | 104.66              | 106.75               | Add                             |                                      |
|                         | - Ice Rentals - per hour - Prime Time - Tournament                   | 77.66               | 79.21                | Add                             |                                      |
|                         | - Ice Rentals - per hour - School Board                              | 77.66               | 79.21                | Add                             |                                      |
|                         | - Ice Rentals - per hour - Non Ice (Lacrosse)                        | 48.79               | 49.77                | Add                             |                                      |
|                         | - Ice Rentals - per hour - Non Prime Time - Winter -Adult            | 77.66               | 79.21                | Add                             |                                      |
|                         | - Ice Rentals - per hour - Non Prime Time - Adult - Summer           | 112.69              | 114.94               | Add                             |                                      |
|                         | - Ice Rentals - per hour - Non Prime Time -Youth - Winter            | 77.66               | 79.21                | Add                             |                                      |
|                         | - Ice Rentals - per hour - Non Prime Time -Youth - Summer            | 92.77               | 94.63                | Add                             |                                      |

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| GL<br>Account<br>Number | Services Offered                                                  | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|-------------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
|                         | <b>ARENA FEES (continued)</b>                                     |                     |                      |                                 |                                      |
|                         | - Ice Skating - Admission - Adult                                 | 2.62                | 2.70                 | Add                             |                                      |
|                         | - Ice Skating - Admission - Student                               | 1.90                | 2.04                 | Add                             |                                      |
|                         | - Ice Skating - Admission - Senior                                | 1.90                | 2.04                 | Add                             |                                      |
|                         | - Ice Skating - Admission - Child                                 | 1.43                | 1.81                 | Add                             |                                      |
|                         | - Rental of McMeeken or Rhodes Centre - per day                   | 800.00              | 867.00               | Add                             |                                      |
| 5110                    | <b>POOL FEES</b>                                                  |                     |                      |                                 |                                      |
| 10-500-5110-5640        | - Public Swim Admission - Adult Aquatics                          | 3.81                | 3.98                 | Add                             |                                      |
|                         | - Public Swim Admission - Senior Aquatics                         | 2.86                | 2.96                 | Add                             |                                      |
|                         | - Public Swim Admission - Adult                                   | 3.81                | 3.98                 | Add                             |                                      |
|                         | - Public Swim Admission - Child / Senior                          | 2.38                | 2.48                 | Add                             |                                      |
|                         | - Public Swim Admission - Family                                  | 9.52                | 9.91                 | Add                             |                                      |
|                         | - Pool Rental - per hour - Competitive Teams                      | 42.86               | 44.59                | Add                             |                                      |
|                         | - Pool Rental - per hour - School Boards - includes 3 instructors | 87.62               | 91.16                | Add                             |                                      |
|                         | - Pool Rental - per hour - Public - includes lifeguards           | 95.24               | 99.09                | Add                             |                                      |
| 10-500-5110-5641        | - Public Lessons - per lesson + surcharge                         | 6.50                | 6.76                 | Add                             |                                      |
|                         | - Swim Meet - Special Rate (per hour) plus expenses               | 33.33               | 34.68                | Add                             |                                      |
|                         | - John Rhodes meeting room rental up to 3 hours plus expenses     | 30.00               | 35.70                | Add                             |                                      |
|                         | - John Rhodes meeting room rental daily rates plus expenses       | 100.00              | 102.00               | Add                             |                                      |
|                         | <b>RENTALS</b>                                                    |                     |                      |                                 |                                      |
|                         | - Rental Gymnastics Club - Rhodes Centre - per month              |                     |                      |                                 |                                      |
|                         | - Rental Restaurant - Rhodes Centre - per month                   |                     |                      |                                 |                                      |
|                         | - Rental Pro Shop - Rhodes Centre - per month                     |                     |                      |                                 |                                      |
|                         | The above Rentals are governed by Agreements approved by Council. |                     |                      |                                 |                                      |
|                         |                                                                   |                     |                      |                                 |                                      |
|                         |                                                                   |                     |                      |                                 |                                      |
|                         |                                                                   |                     |                      |                                 |                                      |
|                         |                                                                   |                     |                      |                                 |                                      |
|                         |                                                                   |                     |                      |                                 |                                      |
|                         |                                                                   |                     |                      |                                 |                                      |







| GL<br>Account<br>Number | Services Offered                                                            | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|-----------------------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
| 10-550-5550-5630        | <b>HISTORIC SITES BOARD</b> (Fees set by Historic Sites Board)              |                     |                      |                                 |                                      |
|                         | - Membership - Adult                                                        | 12.00               | 12.00                | Add                             | Historic Sites                       |
|                         | - Membership - Family                                                       | 20.00               | 20.00                | Add                             | Board Resolution                     |
|                         | - Membership - Senior                                                       | 5.00                | 5.00                 | Add                             | 2008                                 |
|                         | - Membership - Group/Business                                               | 25.00               | 25.00                | Add                             |                                      |
|                         | - Admission - Adult                                                         | 7.00                | 7.00                 | Add                             |                                      |
|                         | - Admission - Seniors / Children                                            | 5.00                | 5.00                 | Add                             |                                      |
|                         | - Admission - Child under 5 years of Age                                    | Free                | Free                 | Add                             |                                      |
|                         | - Admission - Family                                                        | 18.00               | 18.00                | Add                             |                                      |
|                         | - Admission - Self Guided Group (10 or more ) Adults                        | 4.00                | 4.00                 | Add                             |                                      |
|                         | - Admission - Self Guided Group (10 or more ) Seniors/Children              | 3.00                | 3.00                 | Add                             |                                      |
|                         | - Admission - Guided Tour Group (10 or more ) Adults                        | 5.00                | 5.00                 | Add                             |                                      |
|                         | - Admission - Guided Tour Group (10 or more ) Seniors / Children            | 4.00                | 4.00                 | Add                             |                                      |
|                         |                                                                             |                     |                      |                                 |                                      |
|                         |                                                                             |                     |                      |                                 |                                      |
|                         | <b>Education Tours</b> - per student (basic rate)                           | 2.00                | 2.00                 | Add                             |                                      |
|                         | ( basic rate X length of program + activity cost)                           |                     |                      |                                 |                                      |
|                         | - JK & SK = 1 hour                                                          |                     |                      |                                 |                                      |
|                         | - Grades 1 to 7 & Christmas = 1.5 hours                                     |                     |                      |                                 |                                      |
|                         | - Baking \$ 0.50 / student/ item)                                           |                     |                      |                                 |                                      |
|                         | - Take Home Craft \$ 1.00 / student + item                                  |                     |                      |                                 |                                      |
|                         | - Christmas - per student - (includes craft and baking)                     | 3.75                | 3.75                 | Add                             |                                      |
|                         | - Brownie / Guide - 2 hour program - per participant (follow fees of Ed)    | 5.00                | 5.00                 | Add                             |                                      |
|                         | - Sparks / Beavers - 1.5 hour program - per participant (follow Fees of Ed) | 5.00                | 5.00                 | Add                             |                                      |
|                         | - workshops of any kind - minimum 1.5 hrs per participant                   | 10.00 + supplies    | 10.00 + supplies     | Add                             |                                      |
|                         | - Outreach rental of education Kits                                         | 25.00/ 2 weeks      | 25.00/ 2 weeks       | Add                             |                                      |
|                         | - Outreach Programs                                                         | 25./ hr + supplies  | 25./ hr + supplies   | Add                             |                                      |
|                         | - Birthday Parties                                                          | Min \$100/ \$10 ea  | Min \$100/ \$10 ea   | Add                             |                                      |
|                         |                                                                             |                     |                      |                                 |                                      |
|                         |                                                                             |                     |                      |                                 |                                      |
|                         |                                                                             |                     |                      |                                 |                                      |
|                         |                                                                             |                     |                      |                                 |                                      |



| GL<br>Account<br>Number | Services Offered                                                    | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|---------------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
|                         | - <b>Special Events</b> & Happenings in the House                   |                     |                      |                                 |                                      |
|                         | - Seniors Tea - per person                                          | 3.00                | 3.00                 | Add                             |                                      |
|                         | - Fur Festival - per person                                         | 5.00                | 5.00                 | Add                             |                                      |
|                         | - Blueberry Tea - per person                                        | 5.00                | 5.00                 | Add                             |                                      |
|                         | - Blueberry - Pancake Breakfast - adult                             | 7.00                | 7.00                 | Add                             |                                      |
|                         | - Blueberry - Pancake Breakfast - senior                            | 6.00                | 6.00                 | Add                             |                                      |
|                         | - Blueberry - Pancake Breakfast - child (over 3 yrs)                | 4.00                | 4.00                 | Add                             |                                      |
|                         | - Harvest Festival - per person                                     | 5.00                | 5.00                 | Add                             |                                      |
|                         | - Evening in the Summer Kitchen                                     | 40.00               | 40.00                | Add                             |                                      |
|                         | - Christmas Open House -                                            | Admission Fee       | Admission Fee        | Add                             |                                      |
|                         | - Heritage Lunch (per person)                                       | 12.00               | 12.00                | Add                             |                                      |
|                         | - Heritage Dinner (per person)                                      | 25.00               | 25.00                | Add                             |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         | - <b>Special Rate</b> - Cultural Passport                           | % of Full Rate      | % of Full Rate       | No                              |                                      |
|                         | - <b>Special Rate</b> - Marketshare Tourism Pass                    | % of Full Rate      | % of Full Rate       | No                              |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         | Brick Purchase (Walkway to History)                                 | 50.00               | 50.00                | No                              |                                      |
|                         | Plaque Purchase (Walkway to History)                                | 100.00 to 500.00    | 100.00 to 500.00     | No                              |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         | <b>Site User Fees: (Weddings, parties, Photographs, Film Crews)</b> |                     |                      |                                 |                                      |
|                         | Basic Rental Not for Profit - 1/2 day (up to 4 hrs.)                | 100.00              | 100.00               | Add                             |                                      |
|                         | Basic Rental Commercial - 1/2 day (up to 4 hrs.)                    | 250.00              | 250.00               | Add                             |                                      |
|                         | Basic Rental Not for Profit - Full day (4 to 10 hrs.)               | 150.00              | 150.00               | Add                             |                                      |
|                         | Basic Rental Commercial - Full day (4 to 10 hrs.)                   | 450.00              | 450.00               | Add                             |                                      |
|                         | Basic Rental for Wedding Ceremony and/or photographs                | 200.00              | 200.00               | Add                             |                                      |
|                         | Basic rental for Film Crew (per hour)                               | 100.00              | 100.00               | Add                             |                                      |
|                         | Supervisory Fees (added to basic rental rate) (per hour)            | 10.00               | 10.00                | Add                             |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |

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| <b>GL<br/>Account<br/>Number</b> | <b>Services Offered</b>                                           | <b>2011<br/>Current Fee</b> | <b>2012<br/>Proposed Fee</b> | <b>GST/HST<br/>Included<br/>or Added</b> | <b>By-Law or<br/>Resolution<br/>Reference</b> |
|----------------------------------|-------------------------------------------------------------------|-----------------------------|------------------------------|------------------------------------------|-----------------------------------------------|
|                                  |                                                                   |                             |                              |                                          |                                               |
|                                  | <b>Research User Fees</b>                                         |                             |                              |                                          |                                               |
|                                  | Individual research request                                       | 10.00                       | 10.00                        | Add                                      |                                               |
|                                  | Yearly research privileges                                        | 50.00                       | 50.00                        | Add                                      |                                               |
|                                  | Reproduction Fees - photocopying (per page)                       | 0.25                        | 0.25                         | Add                                      |                                               |
|                                  | Reproduction Fees - photograph scans (printed/disk)               | 5.00                        | 5.00                         | Add                                      |                                               |
|                                  | Map reproduction - will be subject to the sq. ft. rate of another |                             |                              |                                          |                                               |
|                                  | business plus (administration fee)                                | \$25.00                     | \$25.00                      | Add                                      |                                               |
|                                  |                                                                   |                             |                              |                                          |                                               |

5(n)

**CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**USER FEE & SERVICE CHARGES - BY-LAW 2012 - 11 - Schedule "C"**  
**ENGINEERING & PLANNING DEPARTMENT**

| <b>GL<br/>Account<br/>Number</b> | <b>Services Offered</b>                                       | <b>2011<br/>Current Fee</b> | <b>2012<br/>Proposed Fee</b> | <b>GST/HST<br/>Included<br/>or Added</b> | <b>By-Law or<br/>Resolution<br/>Reference</b> |
|----------------------------------|---------------------------------------------------------------|-----------------------------|------------------------------|------------------------------------------|-----------------------------------------------|
| 10-300-3020-5402                 | <b>PRINCE TOWNSHIP PLANNING FEES</b>                          |                             |                              |                                          |                                               |
|                                  | - Retainer for Building Inspections and Plans Examinations    | 6,000.00                    | 6,000.00                     | Add                                      | By-law 2008-166                               |
| 10-300-3030-5542                 | <b>REZONING FEES</b>                                          |                             |                              |                                          |                                               |
|                                  | - Sale of City Official Plan                                  | \$ 30.00 / plan             | \$ 30.00 / plan              | Exempt                                   |                                               |
|                                  | - Official Plan Amendment                                     | \$ 750 / amend              | \$ 1200.00/ amend            | Exempt                                   |                                               |
|                                  | - Rezoning Application Fee                                    | \$ 750.00 / app             | \$ 1200.00 / app             | Exempt                                   |                                               |
|                                  | - Combined Official Plan & Rezoning Application               | \$ 1200.00 / app            | \$ 2000.00 / app             | Exempt                                   |                                               |
|                                  | - Subdivision Approval Fee                                    | \$ 1200.00 / app            | \$ 2500.00 / app             | Exempt                                   |                                               |
|                                  | - Condominium Approval Fee                                    | \$ 800.00 / app             | \$ 2000.00 / app             | Exempt                                   |                                               |
|                                  | - Site Plan Review ( Development Control)                     | \$ 300.00 / app             | \$ 500.00 / app              | Exempt                                   |                                               |
|                                  | - Signs - Minor Amendment                                     | \$ 150.00 / sign            | \$ 200.00 / sign             | Exempt                                   |                                               |
|                                  | - Deferred Application                                        | \$ 50.00 / app              | \$ 50.00 / app               | Exempt                                   |                                               |
|                                  | - Deferred Application if new Notice is Required              | \$ 250.00 / app             | \$ 250.00 / app              | Exempt                                   |                                               |
|                                  | - Preparation of a Subdivision Agreement                      | \$1,500 / app               | \$2000 / app                 | Exempt                                   |                                               |
| NEW                              | - Staff Attendance at OMB Hearings **                         |                             | \$500/hearing day            | Exempt                                   |                                               |
|                                  | ** Pending results from Sudbury survey (end of October)       |                             |                              |                                          |                                               |
| 10-300-3038-5540                 | <b>COMMITTEE OF ADJUSTMENT FEES</b>                           |                             |                              |                                          | 2010-87                                       |
|                                  | - Minor Variance Application (Single Unit Residential)        | \$ 250.00 / app             | \$ 300.00 / app              | Exempt                                   |                                               |
|                                  | - Minor Variance Application (Multiple Unit <5 RA /R1 Zone)   | \$ 350.00 / app             | \$ 400.00 / app              | Exempt                                   |                                               |
|                                  | - Minor Variance Application (Multiple Unit >4 & Other Zones) | \$ 450.00 / app             | \$ 500.00 / app              | Exempt                                   |                                               |
|                                  | - Deferred Minor Variance Application                         | 50.00 / app                 | 50.00 / app                  | Exempt                                   |                                               |
|                                  | - Consent Application (Lot Addition)                          | \$ 400.00 / app             | \$ 450.00 / app              | Exempt                                   |                                               |
| Note fee structure change        | - Consent Application (New Lot Creation)                      | \$ 600.00 / app             | \$400 + \$300 /lot/app       | Exempt                                   |                                               |
|                                  | - Deed Issuance Application Fee                               | \$ 100.00 / deed            | \$ 100.00 / deed             | Exempt                                   |                                               |
|                                  | - Deferred Application Fee - No New Notice                    | 75.00 / app                 | 75.00 / app                  | Exempt                                   |                                               |
|                                  | - Deferred Application Fee if New Notice Required             | 1/2 App Fee                 | 1/2 App Fee                  | Exempt                                   |                                               |
|                                  | - Property Standards Appeal Fee                               | \$ 100.00 / app             | \$ 100.00 / app              | Exempt                                   |                                               |

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| GL<br>Account<br>Number | Services Offered                                           | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
| 10-300-3020-5741        | <b>SEWER CONNECTIONS</b>                                   |                     |                      |                                 | 2009-50                              |
|                         | - 100 mm diameter lateral per connection                   | \$3,380.00          | \$3,720.00           | Exempt                          |                                      |
|                         | - 150 mm diameter lateral per connection                   | \$3,655.00          | \$4,020.00           | Exempt                          |                                      |
|                         | - Additional Connection Charges                            |                     |                      |                                 |                                      |
|                         | - Class A Pavement - Additional Charge                     | \$1,735.00          | \$1,910.00           | Exempt                          |                                      |
|                         | - Class B Pavement or Surface Treatment- Additional Charge | \$1,410.00          | \$1,550.00           | Exempt                          |                                      |
|                         | - Curb and Gutter - Additional Charge                      | \$980.00            | \$1,080.00           | Exempt                          |                                      |
|                         | - Concrete Sidewalk - Additional Charge                    | \$1,200.00          | \$1,320.00           | Exempt                          |                                      |
|                         | - CCTV Sewer Inspection                                    | \$ 145./hr          | \$170.00             | Inc                             |                                      |
|                         | - Sewer Camera Inspection                                  | \$160.00            | \$165.00             | Add                             |                                      |
| 10-300-3020-5721        | <b>CULVERTS</b>                                            |                     |                      |                                 |                                      |
|                         | - Single Driveway                                          | 1100.00 / Driveway  | 1320.00/ Driveway    | Exempt                          | See By-law 2008-131                  |
|                         | - Double Entrance Driveway                                 | 2145.00 / Driveway  | 2574.00 / Driveway   | Exempt                          | See By-law 2008-131                  |
|                         | Additional Charges                                         |                     |                      |                                 |                                      |
|                         | - Culvert Couplings                                        | \$ 65.00 / coupling | \$ 65.00 / coupling  | Inc                             | See By-law 2008-131                  |
|                         | - Additional Culvert length                                | \$ 225.00 / meter   | \$ 225.00 / meter    | Inc                             | See By-law 2008-131                  |
| 10-300-3000-5446        | <b>DIGITAL DATA FEES</b>                                   |                     |                      |                                 |                                      |
|                         | - Info Light                                               | 25.00               | 25.00                | Inc                             |                                      |
|                         | - Full data Extract                                        | 250.00              | 250.00               | Inc                             |                                      |
|                         | - Digital Orthophotos ( 1km grid)                          | 100.00              | 100.00               | Inc                             |                                      |
|                         | - Aerial Mosaic                                            | 500.00              | 500.00               | Inc                             |                                      |
| NEW                     | - Plan and Profile Drawings                                |                     | \$10/sheet           | Inc                             |                                      |
| NEW                     | - Lawyer Requests for Sanitary/Lateral Services            |                     | \$25                 | Inc                             |                                      |
|                         | <b>BUILDING PERMITS are covered by a Separate By-law</b>   |                     |                      |                                 |                                      |
|                         | <b>* See By-law 2008-148</b>                               |                     |                      |                                 |                                      |
|                         |                                                            |                     |                      |                                 |                                      |
|                         |                                                            |                     |                      |                                 |                                      |
|                         |                                                            |                     |                      |                                 |                                      |
|                         |                                                            |                     |                      |                                 |                                      |

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**CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**USER FEE & SERVICE CHARGES - BY-LAW 2012 - 11 - Schedule "D"**  
**FINANCE DEPARTMENT**

[illegible]

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| <b>Account Number</b> | <b>Services Offered</b>                                          | <b>2011 Current Fee</b> | <b>2012 Proposed Fee</b> | <b>GST/HST Included or Added</b> | <b>By-Law or Resolution Reference</b> |
|-----------------------|------------------------------------------------------------------|-------------------------|--------------------------|----------------------------------|---------------------------------------|
| 10-800-8000-5841      | <b>PENALTIES &amp; INTEREST ON TAXES</b>                         |                         |                          |                                  |                                       |
|                       | - On the First Day after the due date                            | 1.25 % / month          | 1.25 % / month           | None                             | 2006-204                              |
|                       | - On the First day of each month that the Taxes remain unpaid    |                         |                          |                                  |                                       |
|                       | - On January 1st of the following year and each month thereafter |                         |                          |                                  |                                       |
| 10-140-1405-5881      | <b>LIBRARY ACCOUNTING FEES</b>                                   |                         |                          |                                  |                                       |
|                       | - Accounting / Data Processing Fees - Library Board              | 10,205.00               | 10,460.00                | Exempt                           |                                       |
| 10-140-1405-5882      | <b>DSSAB ACCOUNTING SERVICES</b>                                 |                         |                          |                                  |                                       |
|                       | - Accounting Services - District Social Services Admin Board     | 18,720.00               | 18,720.00                | Added                            | By-law 2003-132                       |
| 10-140-1405-5883      | <b>SAFE COMMUNITIES ACCOUNTING SERVICES</b>                      |                         |                          |                                  |                                       |
|                       | - Accounting Services - Safe Communities Partnership             | 150.00                  | 150.00                   | Exempt                           |                                       |
| 10-800-8000-5842      | <b>INTEREST - ACCOUNTS RECEIVABLE</b>                            |                         |                          |                                  |                                       |
|                       | - On all accounts more than 30 days old                          | 1.25 % / month          | 1.25 % / month           | None                             |                                       |
| 10-140-1410-5884      | <b>TAX CERTIFICATES</b>                                          |                         |                          |                                  |                                       |
|                       | - Tax Certificate ( Certified Statement of Tax Account Status )  | \$55.00                 | \$55.00                  | None                             | 96-59                                 |
| 10-140-1410-5885      | <b>TAX SEARCH &amp; CONFIRMATIONS</b>                            |                         |                          |                                  |                                       |
|                       | - Confirmation - Previous Years per property per year            | \$10.00                 | \$10.00                  | None                             |                                       |
|                       | - Multiple Tax Balances per Property (bank searches)             | \$5.00                  | \$5.00                   | None                             |                                       |
| 10-140-1405-5880      | <b>EMPLOYEE PC PURCHASES</b>                                     |                         |                          |                                  |                                       |
|                       | - Interest Charged on Computer Purchases by City Personnel       | 5.00%                   | 5.00%                    | None                             |                                       |
| 10-140-1405-5873      | <b>PAYROLL GARNISHEE</b>                                         |                         |                          |                                  |                                       |
|                       | - Fee for Garnishee of payroll Cheque per pay per cheque         | \$10.00                 | \$10.00                  | None                             | Set by Province                       |
| 10-140-1405-5872      | <b>NSF CHEQUE FEE</b>                                            |                         |                          |                                  |                                       |
|                       | - Fee for a cheque being returned per cheque                     | \$35.00                 | \$35.00                  | None                             |                                       |

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**CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**USER FEE & SERVICE CHARGES - BY-LAW 2012 - 11 - Schedule "E"**

**FIRE SERVICES**

| <b>GL<br/>Account<br/>Number</b> | <b>Services Offered</b>                           | <b>2011<br/>Current Fee</b> | <b>2012<br/>Proposed Fee</b> | <b>GST/HST<br/>Included<br/>or Added</b> | <b>By-Law or<br/>Resolution<br/>Reference</b> |
|----------------------------------|---------------------------------------------------|-----------------------------|------------------------------|------------------------------------------|-----------------------------------------------|
| 10-200-2000-5572                 | <b>FIRE ALARM SYSTEM</b>                          |                             |                              |                                          |                                               |
|                                  | - Installation / Hook up Charge                   | 350.00                      | 360.50                       | Add                                      |                                               |
|                                  | - Annual Surveillance Fee                         | 228.00                      | 234.00                       | Add                                      |                                               |
| 10-200-2000-5574                 | <b>INSPECTION CHARGES</b>                         |                             |                              |                                          |                                               |
|                                  | - File Search - Residential Property              | 60.00                       | 62.00                        | Add                                      |                                               |
|                                  | - File Search - Commercial Property               | 60.00                       | 62.00                        | Add                                      |                                               |
|                                  | - Field Inspection (Minimum charge of 1 hour)     | 60.00                       | 62.00                        | Add                                      |                                               |
|                                  | - Property Resale Inspection                      | 105.00                      | 108.00                       | Add                                      |                                               |
|                                  | - Daycare Licensing Inspection                    | 105.00                      | 108.00                       | Add                                      |                                               |
| 10-200-2000-5570                 | <b>AIR BOTTLE REFILLS</b>                         |                             |                              |                                          |                                               |
|                                  | - Refill per bottle                               | 5.00                        | 7.00                         | inc                                      |                                               |
| 10-200-2000-5571                 | <b>TRAINING</b>                                   |                             |                              |                                          |                                               |
|                                  | - Fire Extinguisher Training (per 2 hour session) | 105.00                      | 108.00                       | Add                                      |                                               |
| <b>NEW</b>                       | <b>BURNING PERMITS</b>                            |                             |                              |                                          |                                               |
|                                  | - New (First) Burning Permit                      | - - -                       | 25.00                        | Add                                      |                                               |
|                                  | - Burning Permit - Annual Renewal                 | - - -                       | 15.00                        | Add                                      |                                               |
|                                  | - Burning Permit - Weekly Fee                     | - - -                       | 10.00                        | Add                                      |                                               |
|                                  |                                                   |                             |                              |                                          |                                               |
|                                  |                                                   |                             |                              |                                          |                                               |
|                                  |                                                   |                             |                              |                                          |                                               |
|                                  |                                                   |                             |                              |                                          |                                               |
|                                  |                                                   |                             |                              |                                          |                                               |
|                                  |                                                   |                             |                              |                                          |                                               |
|                                  |                                                   |                             |                              |                                          |                                               |
|                                  |                                                   |                             |                              |                                          |                                               |
|                                  |                                                   |                             |                              |                                          |                                               |

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## FIRE SERVICES

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**CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**USER FEE & SERVICE CHARGES - BY-LAW 2012 - 11 - Schedule "F"**  
**LEGAL DEPARTMENT**

| GL<br>Account<br>Number | Services Offered                                                                    | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|-------------------------------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
|                         | RENTAL AGREEMENTS COVERED BY SPECIFIC BY-LAWS                                       |                     |                      |                                 |                                      |
| 10-150-1500-5751        | S & T Electric - SACKVILLE ROAD (L-258)                                             | \$ 200.00 / month   | \$ 200.00 / month    | Add                             | 98-87                                |
| 10-150-1500-5753        | Lyon's Building Centre (LYONS AVE & WELLINGTON) (L-14)                              | \$ 85.00 / month    | \$ 85.00 / month     | Add                             | 3807                                 |
| 10-150-1500-5754        | KORAH BRANCH LIBRARY                                                                | \$ 3,600.00 annual  | \$ 3,600.00 annual   | Add                             |                                      |
| 10-150-1500-5755        | STRATHCLAIR - SMB (L-196)                                                           | 1.00 annual         | 1.00 annual          | Add                             | 92-68                                |
| 10-150-1500-5756        | 580 5th LINE EAST - Bouliane (L-331)                                                | \$ 6,600.00 annual  | \$ 6,600.00 annual   | Exempt                          |                                      |
| 10-150-1500-5758        | STEELTON SENIOR CENTRE (no Rent - July & August) (L-203)                            | \$ 400.00 / month   | \$ 400.00 / month    | Add                             | 93-142                               |
| 10-150-1500-5768        | BUILDING DIVISION RENT                                                              | 100,000.00 annual   | 100,000.00 annual    | Exempt                          |                                      |
| 10-150-1500-5781        | ANNUAL ENCROACHMENTS                                                                | Varies              | Varies               | Add                             | Various                              |
|                         | Lyon's Building - 625 Queen Street East                                             | \$25.00/annual      | \$25.00/annual       | Add                             | 3945                                 |
|                         | 1729965 Canada Ltd. - 423 Pim Street                                                | \$25.00/annual      | \$25.00/annual       | Add                             | 83-247                               |
|                         | Cambrian Nissan - 460-468 Pim Street                                                | \$25.00/annual      | \$25.00/annual       | Add                             | 83-265                               |
|                         | Flormor Automotive - 53,59 Great Northern Road & 7 Champlain                        | \$25.00/annual      | \$25.00/annual       | add                             |                                      |
| 10-150-1500-5782        | CIVIC CENTRE - MEETING ROOMS                                                        |                     |                      | Add                             | Various                              |
| 10-150-1500-5761        | GREAT LAKES POWER - PEOPLES ROAD (L-253)                                            | \$ 200.00 / annual  | \$ 200.00 / annual   | Add                             | Res - 20 Oct 97                      |
|                         | MINISTRY OF HEALTH - 540 ALBERT STREET (L-265)                                      | \$ 5,599.00 / month | \$ 5,599.00 / month  | Add                             | 99-147                               |
|                         | Part 65 OLD GARDEN RIVER ROAD (Sault Area Hospital) (L-322)                         | \$75,360 annual     | \$75,360 annual      | Add                             | 2008-32                              |
| 10-150-1505-6712        | Bell Mobility CATHCART St - WEST STREET (LE-67)                                     | \$ 5,500 annual     | \$ 5,500 annual      | Add                             | 2007-24                              |
| 10-500-5130-5795        | Superior 7 Signs - 331 QUEEN ST E (L-317)                                           | \$ 900.00 annual    | \$ 900.00 annual     | Add                             | per agreement                        |
|                         | 1848626 Ontario Inc. cob as Chilly Willy's Sports Bar & Grill (John                 | \$400/month PLUS    | \$400/month PLUS     | Add                             | 2011-163                             |
|                         | Algo Signs - 723 Great Northern Road (2 signs) (L-283)                              | \$2,400.00 annual   | \$2,400.00 annual    | Add                             | 2001-195                             |
|                         | Hopital Regional de Sudbury Regional Hospital (Part 65 Old Garden River Rd) (L-328) | \$5,850.00 annual   | \$5,850.00 annual    | included                        | 2009-47                              |
|                         | Superior 7 Advertising Ltd. - Sign - Lake Street (L-286)                            | \$950.00 annual     | \$950.00 annual      | Add                             | 2002-80                              |
|                         | Sault Ste. Marie Model Aircraft Radio Control Club (L-326)                          | \$400.00 annual     | \$400.00 annual      | Add                             | 2008-50                              |
|                         | Sault Ste. Marie Aquatic Club (L-230)                                               | \$100.00 monthly    | \$100.00 monthly     | Add                             | 2001-12                              |

5/15/11

| GL<br>Account<br>Number | Services Offered                                        | 2011<br>Current Fee                                     | 2012<br>Proposed Fee                                    | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|---------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------|---------------------------------|--------------------------------------|
|                         | 882206 Ontario Inc. - John Rhodes Pro Shop (L-270)      | \$5,666.57 annual<br>plus 7% of sales<br>over \$129,524 | \$5,666.57 annual<br>plus 7% of sales<br>over \$129,524 | Add                             | 2010-47                              |
|                         | Sault Ste. Marie Horse and Pony Club Inc. (L-123)       | nil                                                     | nil                                                     |                                 | 2008-162                             |
|                         | Algoma Sailing Club (L-122)                             | \$100.00 annual                                         | \$100.00                                                | Add                             | 92-186                               |
|                         | Rogers - 363 Second Line West (at Third Avenue) (L-334) | \$700.00 monthly                                        | \$700.00 monthly                                        | Add                             | 2009-203                             |

REVISED January 6, 2012

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**CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**USER FEE & SERVICE CHARGES - BY-LAW 2012 - 11 - Schedule "G"**  
**PUBLIC WORKS & TRANSPORTATION DEPARTMENT**

| <i>GL<br/>Account<br/>Number</i> | <i>Services Offered</i>                         | <i>2011<br/>Current Fee</i> | <i>2012<br/>Proposed Fee</i> | <i>GST/HST<br/>Included<br/>or Added</i> | <i>By-Law or<br/>Resolution<br/>Reference</i> |
|----------------------------------|-------------------------------------------------|-----------------------------|------------------------------|------------------------------------------|-----------------------------------------------|
| 10-400-4100-5450                 | <b>TRANSIT CASH FARES</b>                       |                             |                              |                                          |                                               |
|                                  | - Adults                                        | \$2.25                      | \$2.50                       | Exempt                                   |                                               |
|                                  | - Students                                      | \$2.25                      | N/A                          | Exempt                                   |                                               |
|                                  | - Seniors                                       | \$2.25                      | \$2.50                       | Exempt                                   |                                               |
|                                  | - Children (Youth)                              | \$2.25                      | \$2.50                       | Exempt                                   |                                               |
| 10-400-4100-5451                 | <b>TRANSIT BUS PASSES</b>                       |                             |                              |                                          |                                               |
|                                  | - Monthly Pass - Adult                          | \$56.00                     | \$60.00                      | Exempt                                   |                                               |
|                                  | - Monthly Pass - Student                        | \$56.00                     | N/A                          | Exempt                                   |                                               |
|                                  | - Monthly Pass - Senior                         | \$46.00                     | \$50.00                      | Exempt                                   |                                               |
|                                  | - Monthly Pass - Child (Youth)                  | \$15.00                     | \$20.00                      | Exempt                                   |                                               |
|                                  | - Punch Pass - 20 Rides                         | \$35.00                     | \$40.00                      | Exempt                                   |                                               |
|                                  | - Senior Multi 6 Ride Pass (60 years and over)  | \$7.80                      | \$7.80                       | Exempt                                   | Established Oct 2006                          |
|                                  | - Senior Multi 12 Ride Pass (60 years and over) | \$15.60                     | \$15.60                      | Exempt                                   | Established Oct 2006                          |
|                                  | - Youth Pass                                    | \$20.00                     | \$20.00                      | Exempt                                   | Established Oct 2006                          |
| 10-400-4100-5452                 | <b>TRANSIT PHOTO I.D. CARD</b>                  | \$ 4.00 / card              | \$ 4.00 / card               | Exempt                                   |                                               |
| 10-400-4100-5460                 | <b>TRANSIT CHARTERS - LOCAL</b>                 |                             |                              |                                          |                                               |
|                                  | - Weekdays per hour (minimum 1 hour)            | \$95.00/hr                  | \$100.00/hr                  | Add                                      |                                               |
|                                  | - Sundays per hour (minimum 1 hour)             | \$105.00/hr                 | \$110.00/hr                  | Add                                      |                                               |
|                                  | - Statutory Holidays per hour (minimum 1 hour)  | \$120.00/hr                 | \$125.00/hr                  | Add                                      |                                               |
|                                  |                                                 |                             |                              |                                          |                                               |
|                                  |                                                 |                             |                              |                                          |                                               |
|                                  |                                                 |                             |                              |                                          |                                               |
|                                  |                                                 |                             |                              |                                          |                                               |
|                                  |                                                 |                             |                              |                                          |                                               |

5/5/11

| GL<br>Account<br>Number | Services Offered                        | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|-----------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
| 10-400-4100-5465        | <b>TRANSIT BUS ADVERTISING</b>          |                     |                      |                                 |                                      |
|                         | - Governed by Agreement                 |                     |                      |                                 |                                      |
| 10-400-4120-5450        | <b>COMMUNITY BUS CASH FARES</b>         |                     |                      |                                 |                                      |
|                         | - Cash Fare                             | \$2.25              | \$2.50               | Exempt                          |                                      |
|                         | - Punch Pass - 20 Rides                 | \$35.00             | \$40.00              | Exempt                          |                                      |
| 10-400-4110-5450        | <b>PARA BUS FARES</b>                   |                     |                      |                                 |                                      |
|                         | - Cash Fare                             | \$2.25              | \$2.50               | Exempt                          |                                      |
|                         | - Ambulatory Cash Fare                  | \$2.25              | \$2.50               | Exempt                          |                                      |
|                         | - Attendant Cash Fare                   | \$2.25              | \$2.50               | Exempt                          |                                      |
|                         | - 40 Ride Pass                          | \$60.00             | \$70.00              | Exempt                          |                                      |
|                         | - 10 Ride - Ambulatory Pass             | N.A.                | N.A.                 |                                 |                                      |
|                         | - 20 Ride - Ambulatory Pass             | N.A.                | N.A.                 |                                 |                                      |
|                         | - 40 Ride - Ambulatory Pass             | N.A.                | N.A.                 |                                 |                                      |
| 10-400-4100-5860        | <b>MISCELLANEOUS TRANSIT SHOP SALES</b> |                     |                      |                                 |                                      |
|                         | - Labour                                | 95.00               | 95.00                | Add                             |                                      |
|                         | - Bus Parking                           | \$ 20.00 / day      | \$ 20.00 / day       | Add                             |                                      |
|                         | - Bus Parking - Monthly                 | \$ 225.00 / month   | \$ 225.00 / month    | Add                             |                                      |
|                         | - Bus Wash                              | N/A                 | N/A                  | Add                             |                                      |
|                         | - Bus Wash - by Hand                    | N/A                 | N/A                  | Add                             |                                      |
|                         | - Bus - Mop and Sweep                   | N/A                 | N/A                  | Add                             |                                      |
|                         | - Bus Vacuum                            | N/A                 | N/A                  | Add                             |                                      |
|                         | - Battery Charge                        | N/A                 | N/A                  | Add                             |                                      |
|                         | - Service Call - Regular Hours -        | 95.00               | 95.00                | Add                             |                                      |
|                         | - Service Call - After Hours -          | \$130.00/ hr        | \$130.00/ hr         | Add                             |                                      |
|                         | - Service Calls - Cost per kilometer -  | \$ 0.45 / km        | \$ 0.45 / km         | Add                             |                                      |
| 10-400-4020-5520        | <b>SEWER RODDING</b>                    |                     |                      |                                 |                                      |
|                         | - Calls during regular Hours            | \$124.26            | \$140.00             | Add                             |                                      |
|                         | - Calls outside regular Hours           | \$246.00            | \$280.00             | Add                             |                                      |

565

| GL<br>Account<br>Number | Services Offered                                                                  | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|-----------------------------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
|                         | <b>LANDFILL FEES</b> (established by by-law 2003-140)                             |                     |                      |                                 |                                      |
| 10-400-4040-5522        | - Tipping Fee per tonne                                                           | 70.00               | 70.00                | No                              | 2003-140                             |
| 10-400-4040-5523        | - Gate Fee                                                                        | 8.00                | 10.00                | No                              |                                      |
| 10-400-4040-5522        | - Out of town (Prince/Rankin) Tipping Fee per tonne                               | 70.00               | 70.00                | No                              |                                      |
| 10-400-4040-5522        | - Asbestos per bag following MOE Regulations (up to 4 bags)                       | 50.00               | 50.00                | No                              |                                      |
| 10-400-4040-5522        | - Asbestos bulk load - MOE Regulations per tonne after 4 bags                     | 200.00              | 200.00               | No                              |                                      |
| 10-400-4040-5522        | - Bio-Medical Waste per tonne per MOE Guideline                                   | 200.00              | 200.00               | No                              |                                      |
| 10-400-4040-5522        | - Refrigerator/Freezer Disposal (untagged)                                        | 25.00               | 25.00                | No                              |                                      |
| 10-400-4040-5522        | - Non Hazardous Industrial Solid Waste (for cover material)                       | 35.00               | 35.00                | No                              |                                      |
| 10-400-4040-5522        | - Non Hazardous Industrial Solid Waste (Non Useable)                              | 70.00               | 70.00                | No                              | New Item                             |
|                         |                                                                                   |                     |                      |                                 |                                      |
| 10-400-4210-5475        | <b>PARKING METERS</b>                                                             |                     |                      |                                 | 77-200                               |
|                         | - Queenstown Area per hour                                                        | 1.00                | 1.00                 | Included                        |                                      |
|                         | - City Centre Area per hour                                                       | 0.50                | 0.50                 | Included                        |                                      |
|                         |                                                                                   |                     |                      |                                 |                                      |
| 10-400-4210-5477        | <b>HOODING OF PARKING METERS</b>                                                  |                     |                      |                                 |                                      |
|                         | - Single Meter per day                                                            | 4.00                | 4.00                 | Included                        |                                      |
|                         | - Double Meter per day                                                            | 8.00                | 8.00                 | Included                        |                                      |
|                         |                                                                                   |                     |                      |                                 |                                      |
| Various                 | <b>PARKING LOTS</b>                                                               |                     |                      |                                 |                                      |
|                         | - Rental - Monthly                                                                | 40.00               | 40.00                | Included                        |                                      |
|                         | - Yearly Rate - Non Refundable                                                    | 411.00              | 411.00               | Included                        |                                      |
|                         | - Daily Rate                                                                      | 3.00                | 3.00                 | Included                        |                                      |
|                         |                                                                                   |                     |                      |                                 |                                      |
|                         |                                                                                   |                     |                      |                                 |                                      |
| 10-400-4300-            | <b>CEMETERY FEES * See By-law 2010-80 amended by-law 99-208 - April 26, 2010*</b> |                     |                      |                                 |                                      |
|                         |                                                                                   |                     |                      |                                 |                                      |
|                         |                                                                                   |                     |                      |                                 |                                      |

5/11/11

**Norman Fera**  
Manager Community Centres



**Community Services Department**  
**Community Centres Division**

2012 01 23

Mayor Debbie Amaroso and  
Members of City Council

## **ESSAR CENTRE BANQUET SERVICES ENHANCEMENTS**

### **PURPOSE**

The Community Centres Division would like apply to the Federal Government's Local Initiative Program offered through the Community Development Corporation to purchase additional banquet tables and chairs for the Essar Centre in order to accommodate hosting conventions, banquets and sport tournaments that have larger numbers of participants.

### **BACKGROUND**

In order to bid on larger events it is necessary for the community to have convention facilities that can accommodate banquets for up to 2,000 people.

For the 2012 CARHA Hockey World Cup, a local consultant prepared banquet layouts, for the Essar Centre using the spacious concourse level and event (ice surface) level. They were able to achieve a maximum banquet capacity of just over 2,000. Fire Services has reviewed and approved the layouts for use.

In addition, the new West End Community Centre is expected to be used for various "non-field" events including banquets. It is the only local facility that has in excess of 40,000 square feet of open space.

Presently the Community Services Department has tables and chairs for approximately 1,200. We must rely on renting tables and chairs to be able to host larger events.

The Essar Centre's food and beverage section has consulted with local caterers in order to be able to provide a variety of food services to event planners that are looking to host large banquets.

### **IMPACT**

Staff has investigated funding and the Federal Government's Local Initiative Program offered through the Community Development Corporation would allow for up to \$5,000 toward the purchase of additional tables and chairs.

Staff is recommending that an application to the Local Initiatives Program be submitted for the maximum amount of \$5,000; and in addition, that the City provide \$10,000 from the Pepsi Marketing Allowance Reserve.

### **STRATEGIC PLAN**

This issue is not specifically addressed in the Corporate Strategic Plan.

### **RECOMMENDATION**

It is recommended that Council approve an application to the Federal Government's Local Initiative Program offered through the Community Development Corporation for the maximum amount of \$5,000 to purchase tables and chairs for the hosting of larger conventions, banquets and sport tournaments in Sault Ste. Marie; and in addition that the City's portion of the funding, \$10,000, be allotted from the Pepsi Marketing Allowance Reserve.

Respectfully submitted,



Norm Fera  
Manager Community Centres

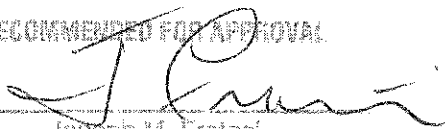
Recommended for approval,



Nicholas J. Apostle  
Commissioner Community Services

jb/council/banquet tables ood

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer



January 23, 2012

Mayor Debbie Amaroso  
and Members of City Council

**REQUEST FOR PROPOSALS (RFP) – LEASING OF SPACE FOR DEVELOPMENT  
OF FITNESS/TRAINING AREA – JOHN RHODES COMMUNITY CENTRE**

**PURPOSE**

This report is in response to the Council resolution dated December 05, 2011:

*"Resolved that the report of the Commissioner of Community Services dated 2011 12 05 concerning leasing of space in the John Rhodes Community Centre be received and the recommendation that staff proceed with issuing a Request for Proposal to lease the main level classroom space for a training facility for the development of athletes that use the facility and report the results to Council be approved."*

**BACKGROUND**

An RFP was prepared and advertised according to City procedures. One proponent submitted a proposal that met all of the requirements of the RFP, including provision of the monetary security deposit. An evaluation of the proposal was conducted by City staff from the Community Services Department and the Purchasing Division.

**ANALYSIS**

**Highlights of the Proposal**

- The term of the lease is for 5 years;
- The lease payment consists of a \$600 monthly payment. This is in line with the RFP specifications;
- The proponent is responsible for the payment of municipal taxes which are estimated to be \$4,000 this year.
- The recommended proponent is the RHP Training Centre Inc. based out of Sudbury, Ontario. They are a very successful sports training operation that is looking at expanding, and the John Rhodes Community Centre offers them a perfect location that compliments their program. They will have a local person running the operations, Sandra Findlay, who is a well-known Professional Power Skating and Figure Skating Coach.



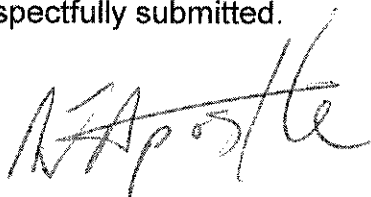
### **STRATEGIC PLAN**

This issue is not specifically addressed in the Corporate Strategic Plan.

### **RECOMMENDATION**

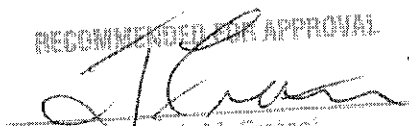
That the report of the Commissioner of Community Services dated January 23, 2012 concerning the RFP for Leasing of Space for the Development of a Fitness/Training Area at the John Rhodes Community Centre be received as information; and further, that staff prepare a lease agreement between the City and RHP Training Centre Inc., for the specific space, to be signed by the Mayor and Clerk.

Respectfully submitted.



Nicholas J. Apostle  
Commissioner Community Services

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer

jrlccomc/2012/jrc fitness training space

cc: N. Kenny, City Solicitor

5(q)

Jerry Dolcetti, RPP  
Commissioner

Carl Rumiel, P. Eng.  
Design & Construction Engineer



Engineering & Planning  
Department

2012 01 23

Our File: B-11-08

Mayor Debbie Amaroso and  
Members of City Council

**RE: McNABB STREET AND MACDONALD AVENUE STORM SEWER CAPACITY  
STUDY – ENGINEERING AGREEMENT**

**PURPOSE**

The purpose of this report is to recommend that Council authorize an agreement with Tulloch Engineering Inc.

**BACKGROUND**

At the 2012 01 09 meeting, Council provided approval for the City to enter into an agreement for engineering services with Tulloch Engineering Inc. for the McNabb Street and MacDonald Avenue Storm Sewer Capacity Study.

**ANALYSIS**

It is routine procedure for the Engineering Division to seek Council's approval to authorize an agreement for engineering services.

**IMPACT**

The impact to the budget is the engineering fee estimate of \$29,950 plus HST. As per the report to council from Don Elliott on September 26, 2011, the budget for this work can come out of the savings resulting in not having a Municipal Services Engineer for the final six months of 2011.

**STRATEGIC PLAN**

Investigating these areas of stormwater surcharging is consistent with Strategic Direction 1: Developing Solid Infrastructure. In particular Objective 1A, Environmental Leadership touching on the rehabilitation of aqueducts/ open channels is being met.

**RECOMMENDATION**

It is recommended that Council authorize entering into an agreement for engineering services with Tulloch Engineering Inc. for an estimated engineering fee of \$29,950 + HST for the McNabb Street and MacDonald Avenue Storm Sewer Capacity Study. By-law 2012-22 authorizing the execution of the agreement can be found elsewhere on this evening's agenda.

Respectfully submitted,



Carl Rumiel, P. Eng.  
Design & Construction Engineer

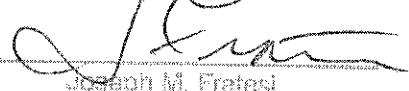
Recommended for approval,



Jerry Dolcetti, RPP  
Commissioner  
Engineering & Planning Department

CR/al

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer

**Jerry Dolcetti, RPP**  
**Commissioner**

**Don Elliott, P. Eng.**  
**Director of Engineering Services**



**Engineering & Planning**  
**Department**

2012 01 23

B-97-09

Mayor Debbie Amaroso and  
 Members of City Council

**RE: Prevention of Potholes – Road Design Issues**

**PURPOSE**

The purpose of this report is to address the following resolution passed at the 2011 10 11 meeting:

Whereas potholes and deteriorating asphalt are problems across Ontario; and whereas crews spend countless hours filling thousands of potholes starting with the onset of spring weather; and whereas the technology is available, at a cost, to stop the water seepage that undermines our roads; and whereas there is information available through various contractors, trade magazines and workshops; Now Therefore Be It Resolved that Council request Staff to prepare a report comparing costs of various methods of addressing pothole problems, including budgetary implications.

**BACKGROUND**

At the April budget meeting, Public Works provided a presentation on maintenance methods currently used to repair potholes. Public Works is very much aware of the need for timely and effective pothole repair, however, it is very difficult to keep up with the pace of required pothole repair for the two or three weeks during the spring snow melt.

This report will provide information to Council from a design perspective, as that appears to be the focus of the resolution.

**ANALYSIS**

It is true that potholes generally form due to the infiltration of water into cracks in the asphalt surface. The water weakens the granular road base, and repetitive wheel loading breaks the asphalt. Further, the expansion of the water through many freeze-thaw cycles throughout the winter breaks apart the asphalt. Finally, water is incompressible and tires hitting standing water can rapidly increase the size of the pothole. Repairs are onerous, especially in inclement weather when it is difficult to remove the water.

So the initial problem is the original cracking of the asphalt surface. Bituminous asphalt pavement is considered flexible as opposed to its Portland cement concrete alternative which is rigid. In our climate, it is near impossible, and certainly cost prohibitive to provide a road structure that doesn't expand and contract when frost penetrates as much as five or six feet (1.5 to 1.8m). The flexible nature of bituminous asphalt pavement makes it our first choice for road surfaces in Sault Ste. Marie; however, even it cracks with frost action. Asphalt temperatures can range from minus 40° C in the winter to plus 40° C or higher on a hot summer day. This 80° swing is difficult to counteract, even though asphalt mix designs are altered from time to time to reduce cracking.

In order to eliminate the frost induced movement, one of three things must be completely eliminated: freezing temperatures, water, or frost susceptible soil. We cannot eliminate freezing temperatures; therefore we are left to work with eliminating either the water or the frost susceptible soil. The road structure under the asphalt is a multilayered system of granular materials which provide strength, and allow water to drain freely. The underlying soil is crowned to encourage the groundwater to flow to perforated sub drains under the curb which in turn drain to the storm sewer. There are no roads in Sault Ste. Marie with granular sub base structures deep enough to be below the frost line. First and foremost, to do so would be cost prohibitive. Further, the entire storm sewer system has been constructed too high to allow such a road base to drain. While our design policy is to lower storm sewers wherever possible on reconstruction projects, the lowering of the entire system is also cost prohibitive. Therefore the design is essentially compromised with respect to resistance to frost movement due to the cost.

The City has completed some crack routing and sealing in the past, with limited success. It is difficult to do properly, and the crack sealant is often pulled back out of the crack. When successful, it has been estimated that crack routing and sealing adds only two to three years to the life of the road surface.

The road resurfacing program is effective at reducing potholes on arteries and collectors. In the past, resurfacing was done by milling 50 mm and overlaying with new asphalt. It took no time for existing cracks in the base asphalt to reflect through the new surface course. New asphalt resurfacing methods are now used which are more effective at eliminating reflective cracking. Unfortunately, there are limited funds available for road resurfacing.

## **IMPACT**

It is broadly estimated that increasing the road structure depth and drainage facilities to extend the design life of a road would add a premium to road construction costs in the range of 30%, making it unaffordable. There have been structural issues with bridges and aqueducts which have required that capital funds be diverted away from necessary roadwork. Except for the addition of the gas tax, the capital roadworks budget has not been increased in many years, yet the cost of construction has risen sharply. Further, there is also pressure to divert gas tax from roadwork to other City initiatives.

For many years now, the resurfacing program has been funded through the \$1M miscellaneous construction budget, leaving virtually no funds to address the \$20M backlog of projects on the outstanding miscellaneous construction list. Efforts to employ more crack sealing must be funded through the miscellaneous construction budget. Miscellaneous

money diverted to crack sealing will further reduce our resurfacing efforts which are rapidly becoming insufficient to meet the demand. For the first time, we have had to include a resurfacing project in the capital program. People's Road resurfacing has been placed under the 2012 capital budget.

### STRATEGIC PLAN

The design comments in this report are related to Objective 1B, Transportation Network Improvements under the Developing Solid Infrastructure strategic direction.

### RECOMMENDATION

It is recommended that the Engineering Division not alter design standards for road construction to reduce potholes. It is recommended that Council consider additional funding for the capital road reconstruction and miscellaneous construction budgets as a more effective means of reducing potholes.

Respectfully submitted,



Don Elliott, P. Eng.  
Director of Engineering Services

Recommended for approval,



Jerry Dolcetti, RPP  
Commissioner  
Engineering & Planning Department

DE/bb

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer

**Jerry Dolcetti, RPP**  
Commissioner

**Don Elliott, P. Eng.**  
Director of Engineering Services



**Engineering & Planning**  
**Department**

2012 01 23

A-12-6-01

Mayor Debbie Amaroso and  
Members of City Council

**RE: Fort Creek Aqueduct Reconstruction First Phase – from John Street Southerly –  
Engineering Agreement**

#### **PURPOSE**

The purpose of this report is to recommend that Council authorize an agreement with STEM Engineering for the Fort Creek Aqueduct reconstruction.

#### **BACKGROUND**

At the 2011 09 26 meeting, Council provided approval for the City to enter into an agreement for engineering services with STEM Engineering for design and contract administration services for the reconstruction of the Fort Creek Aqueduct. Through the good efforts of the Conservation Authority, the City received 50% funding under the provincial Water Erosion and Control Infrastructure program (WECI), for the reconstruction of the Farwell Terrace aqueduct. Since we have been advised by the Conservation Authority that in the future this funding will not be provided unless the project is pre-approved, it is therefore our intention to prepare the design and assist the CA in an application for funding in March of 2012. If it is approved, we will proceed to tender. If not, we will consider deferring construction if there is any likelihood of funding approval in the next round of applications. The consultant can advise us of the potential consequences of deferral. As stated in the previous report to Council, our main concern is the fact that there have been instances where openings have appeared in the roof of the existing structure, which can be a safety hazard and therefore have required an emergency repair.

#### **ANALYSIS**

It is routine procedure for the Engineering Division to seek Council's approval to authorize an agreement for engineering services.

#### **IMPACT**

The impact to the budget is the engineering fee estimate of \$297,720 plus HST. This amount is covered in the \$2.05M budget item for this project in the 2011-12 capital budget. It is noted that the fees include the engineering required to complete the hydrology for all phases of the

2012 01 23

Page 2

aqueduct reconstruction. It is necessary to complete this in order to confirm design sizing of the aqueduct for the first phase.

**STRATEGIC PLAN**

Reconstruction of Fort Creek Aqueduct is linked to Objective 1A, Environmental Leadership under the Developing Solid Infrastructure strategic direction.

**RECOMMENDATION**

It is recommended that Council authorize entering into an agreement for engineering services with STEM Engineering Group Inc. for the design and contract administration for the Fort Creek Aqueduct Reconstruction First Phase – from John Street Southerly, with an upset limit of \$297,720 excluding HST. By-law 2012-20 authorizing the execution of the agreement can be found elsewhere on this evening's agenda.

Respectfully submitted,



Don Elliott, P. Eng.  
Director of Engineering Services

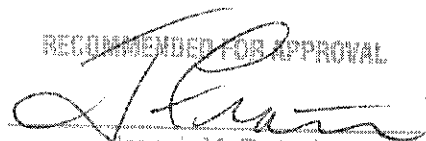
Recommended for approval,



Jerry Dolcetti, RPP  
Commissioner  
Engineering & Planning Department

DE/bb

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer



Fire Chief Marcel Provenzano

Division Heads

Suppression – Frank Brescacin

EMS – Robert Rushworth

Fire Prevention – Paul Milosevich

Support Services – Jim St. Jules



Emergency Direct – 911  
Emergency Phone (705) 949-3333  
Business Phone (705) 949-3335  
Fire Prevention Phone (705) 949-3377  
EMS (705) 949-3387

2012 01 23

Mayor Debbie Amaroso and  
Members of City Council

**RE: BIBLE FELLOWSHIP CHURCH REQUEST FOR EXEMPTION FROM FIREWORKS  
BY-LAW**

**PURPOSE**

The City has received a request from Pastor Jim Devlin, Bible Fellowship Church for a one-time exemption to the current fireworks by-law (73-107).

**BACKGROUND**

The Bible Fellowship Church would like to discharge fireworks to wind down a Winter Blast Youth event on Saturday February 4th, 2012. The fireworks will be discharged in the vacant parking lot to the West of the Church (former Hiawatha Lodge)

I have circulated an email to the following City departments for comments regarding this request: Police Service, Department of Public Works and Transportation, Planning Department and Algoma Public Health. No one expressed significant concerns with the firework display. Their comments are attached to this report.

**ANALYSIS (if applicable)**

Not Applicable

**IMPACT**

There is no financial impact related to this request.

**STRATEGIC PLAN**

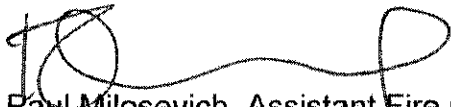
Not Applicable

-more-

**RECOMMENDATION**

It is recommended that Bible Fellowship Church be granted a one-time exemption from the fireworks by-law.

Recommended for approval,



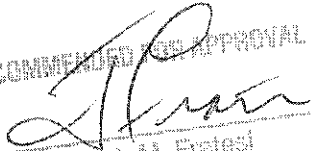
Paul Milosevich, Assistant Fire Chief  
Fire Prevention and Public Education  
Sault Ste. Marie Fire Services

Recommended for Approval



Marcel Provenzano  
Fire Chief  
Sault Ste. Marie Fire Services

Attachment

RECOMMENDED FOR APPROVAL  
  
Joseph M. Fratelli  
Chief Administrative Officer

Comments from responding City Departments:

**Sault Ste. Marie Police Service:**

"Police have no concerns as long as our 911 dispatch is aware"  
Chief Robert Davies

**Public Works and Transportation:** "no comments received"

**Algoma Public health:** "no comments received"

**Planning Department:**

"I have no concerns with this but you might want to ask the Church to make both the Conservation Authority and the Finnish Ski Club aware of their plans"  
Planning Director - Don McConnell

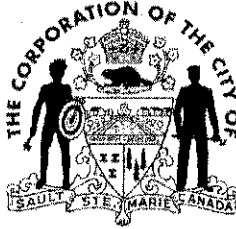
**Sault Ste. Marie Fire Services:**

- Bible Fellowship continually monitors adverse weather conditions such as high winds which may create a hazardous condition to adjacent properties and/or buildings and shall act accordingly to reduce such potential nuisances and/or threats.
- Ensure a minimum of two staff is present and equipped with a min. 2A10BC portable extinguisher. Said staff shall be familiar with portable extinguisher use.
- All other terms of By-Law 73-107 are strictly adhered to.
- Fire Services will not be supervising this activity and assumes no responsibility or liability for these fireworks.

Fire Chief - Marcel Provenzano

NUALA KENNY  
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK  
ASSISTANT CITY SOLICITOR



LEGAL  
DEPARTMENT

**FILE NO.: P.4.6.422**

2012 01 23

Mayor Debbie Amaroso  
and Members of City Council

**RE: SAULT STE. MARIE KENNEL CLUB--76 FOURTH LINE WEST**

### **PURPOSE**

The purpose of this report is to advise Council on a request from the Sault Ste. Marie Kennel Club to continue to use a building located at 76 Fourth Line West.

### **BACKGROUND**

The Legal Department received a request from the Club to lease the property at 76 Fourth Line West for a further 25 years. The Club has been at that building since 1992. If the City does not need the building for 25 years it probably does not need it at all and it should be sold. Lorie Bottos met with representatives from the Kennel Club and they expressed interest in purchasing the building. In order to ensure that the building continues to be used for Kennel Club purposes, a condition that the property not be sold for a period of 15 years would be imposed.

### **ANALYSIS**

Any property that the City is going to dispose of must first be declared surplus and a notice of its sale must be put in the local newspaper along with on the City webpage.

The parcel is 162 feet frontage on Fourth Line. It is located on the north side of Fourth Line just west of Peoples Road (in the vicinity of Greenwood Public School).

-more-

2012 09 23

Page 2

**IMPACT**

If the City decides to dispose of the property it would be consistent with the City's plan to dispose of surplus property. The Club already pays taxes so there would not be a tax benefit to the City.

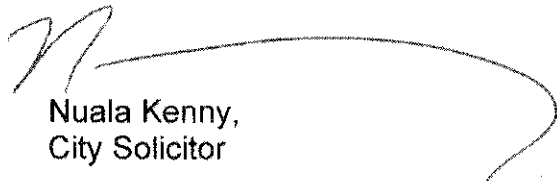
**STRATEGIC PLAN**

Not applicable.

**RECOMMENDATION**

My recommendation is to declare the property surplus and dispose of this property to the Club by way of a deed. By-law 2012-21 appears on the agenda this evening and is recommended for approval.

Respectfully submitted,



Nuala Kenny,  
City Solicitor

NK/da



RECOMMENDED FOR APPROVAL

Joseph M. Fratosi  
Chief Administrative Officer

Jerry D. Dolcetti, RPP  
Commissioner

Donald B. McConnell, MCIP, RPP  
Planning Director



**Celebrate 100!**  
\*1912 - 2012\*

## ENGINEERING & PLANNING DEPARTMENT

### Planning Division

Tel: (705) 759-5368  
Fax: (705) 541-7165

2012 01 23

Mayor Debbie Amaroso and  
Members of City Council

**RE: New Comprehensive Signs By-law  
Request to Extend the Digital Signs Moratorium**

### PURPOSE

The comprehensive Signs By-law Steering Committee is requesting an extension to the current moratorium on new digital/electronic signs, which will expire at the end of January. An extension to the end of April is being requested.

### BACKGROUND

On September 26, 2011, City Council passed the following resolution:

*Whereas the City has been without a comprehensive review of its signs by-law for many years; and  
Whereas electronic digital sign regulations are not part of the City's permanent sign by-law; and  
Whereas applications for placement of these signs have increased in the City over the past year; and  
Whereas a committee made up of City staff, Council members and industry personnel will soon be created to review and perhaps amend the City's current sign by-laws;  
Therefore Be it Resolved that Council decide on the digital sign application before it and institute a moratorium on all future digital sign requests until such time as a formal review of the City's sign policies have been completed and a final decision has been made regarding such policies."*

When Council passed this resolution there were a total of 3 outstanding digital sign applications. Two (2) of these signs have been granted approval in accordance with preliminary sign regulations. One sign is currently in process; however the owner has dimmed the sign and is displaying messages in a static manner.

## ANALYSIS

The Signs By-law Steering Committee has met three times since November. A preliminary draft digital Signs By-law will be completed by the end of January.

The Signs By-law Steering Committee is requesting an extension of the digital signs moratorium in order to conduct a comprehensive public consultation process. The process will include a public open house and discussions with stakeholders such as the signs industry.

## IMPACT

There are no significant impacts on municipal services resulting from the approval of this application.

## STRATEGIC PLAN

Approval of this request is not related to any activity identified in the City's Corporate Strategic Plan.

## RECOMMENDATION

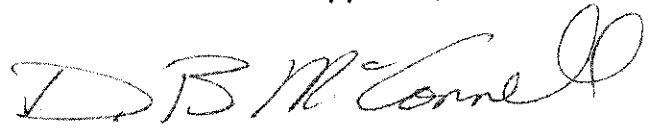
That City Council accepts this report and extends the moratorium on all future digital sign requests until April 1, 2012.

Respectfully Submitted,



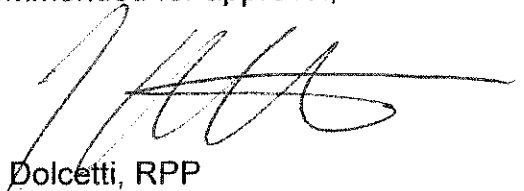
Peter Tonazzo, MCIP, RPP  
Planner

Recommended for approval,



Don McConnell, MCIP, RPP  
Planning Director

Recommended for approval,

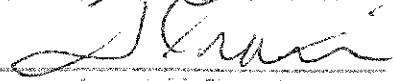


Jerry Dolcetti, RPP  
Commissioner Engineering & Planning

PT/ps

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RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer

Susan Hamilton Beach P. Eng.  
Deputy Commissioner



Public Works and  
Transportation

2012 01 23

Mayor Debbie Amaroso and  
Members of City Council

**RE: SIDE WALK SNOW PLOWING  
REVISION TO POLICY**

## **PURPOSE**

The purpose of this report is to seek the support of Council for an amendment to the Sidewalk Snow Plowing Policy and to amend the sidewalk program for the 2012 winter season.

## **BACKGROUND**

The Operations Division of the Public Works and Transportation Department have received a number of requests for additional locations for sidewalk plowing since the Fall of 2011. Councillors and residents have been advised of the Sidewalk Snow Plowing Policy that is effective as attached to this report in Appendix 1. In summary, the critical points of the policy are:

- a petition is required by affected residents to ensure it is their desire to have the sidewalk plowed;
- the request, by petition, must be submitted by October 31 of any calendar year for the sidewalk of concern to be maintained that Winter; and
- criteria is established, whereby, regardless of the success or failure of the petition - staff may determine it is in the best interest of area residents to plow the sidewalk.

## **ANALYSIS**

Upon review of the Policy, it has been determined that the maintenance of sidewalks along major collector streets constructed by the City of Sault Ste. Marie as part of our Master Transportation Plan should be at the determination of Public Works and Transportation staff in consultation with the Engineering and Planning Department. In order to provide for a safe route for pedestrians, the maintenance of a sidewalk such as that constructed on Third Line East should be at the City's determination and not left to residents to support or reject.



In order to allow for these decisions to be made by staff the following amendment is proposed:

### **NEW CONSTRUCTION**

**By the City:** When any new street, or portion of a roadway, is constructed by the City to satisfy an objective of the City's Transportation Master Plan, affected sidewalks may be added to the snow plowing program at the determination of the need to do so by Public Works and Transportation staff with consultation with the Engineering and Planning Department.

Consideration of the evaluation criteria may or may not be a factor for including affected sidewalk in the program.

With Council's acceptance of the above noted change, Public Works and Transportation requests support of the following two additions to the current sidewalk plowing program:

- The sidewalk on the north side of Third Line East, between People's Road and Great Northern Road; and
- The sidewalk on the south side of South Market Street between Cambridge and Boundary Road – as a result of the South Market Street Extension.

As a result of a successful petition in a residential neighbourhood, Public Works and Transportation also proposes the following change to this year's program:

- The sidewalk on the south side of Dovercourt Avenue from the entrance to the St. Gregory's Senior Complex to Korah Road.

### **IMPACT**

There is a budgetary impact as each additional length of sidewalk maintained has an associated cost. Public Works and Transportation also cautions that each addition to our program does affect routing (ie. difficulties accomplishing a route within a regular shift) and/or additional equipment and labour is required to complete the program.

### **STRATEGIC PLAN**

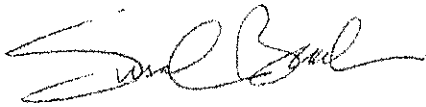
The recommendations of this study are directly linked to those items within the Corporate Strategic Plan that require review of the Winter maintenance program as well particular construction projects are included that satisfy the Transportation Master Plan objective(s) – ie. Third Line extension, McNabb/South Market connection.

2012 01 23  
Page 3

## RECOMMENDATION

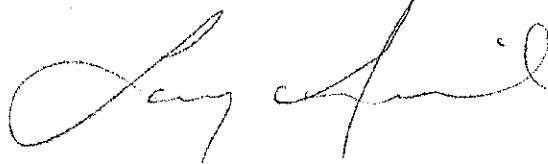
That the report of the Deputy Commissioner of Public Works concerning an amendment to the Sidewalk Snow Plowing Policy be accepted and furthermore that the specific sidewalks included in the report be added immediately to the program.

Respectfully submitted,



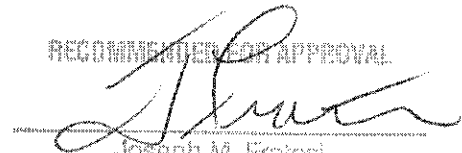
Susan Hamilton Beach, P. Eng.  
Deputy Commissioner

Recommended for approval,



Larry Girardi  
Commissioner

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer



## INFORMATION MANUAL

L-IV-5a

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|                             |                                 |              |
|-----------------------------|---------------------------------|--------------|
| <b>Subject:</b>             | SIDEWALK SNOW PLOWING           |              |
| <b>Department/Division:</b> | Public Works and Transportation |              |
| <b>Source:</b>              | Council                         |              |
| <b>Date:</b>                | 2011 10 01                      | Page: 1 of 2 |

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### PURPOSE:

The purpose of the sidewalk snow plowing program is to give pedestrians a continuous network of plowed sidewalks that originate and terminate in neighbourhood, school or commercial areas. Sidewalks or portions of sidewalks that are a necessary part of such a network should not be deleted from the program.

### PROCEDURE:

#### Petition

A request to add or delete a sidewalk from the snow plowing program may be submitted to the City Clerk's office in the form of a petition signed by residents abutting the sidewalk

The City Clerk's office refers the request to Public Works and Transportation. Public Works and Transportation, in consultation with the Engineering and Planning Department, reports to Council with a recommendation,

#### Results – Adding a Sidewalk to the Program

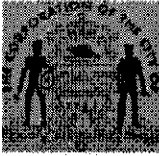
If 90% of the residents abutting the sidewalk are in favour of plowing the sidewalk, Public Works and Transportation will recommend to City Council that the sidewalk be added to the sidewalk snow plowing program.

In the event that the Public Works and Transportation Department is of the opinion that a sidewalk should be added to the snow plowing program for safety reasons, it will recommend to City Council that the sidewalk be added to the program, even if 90% of the residents are not in favour of adding the sidewalk to the program.

#### Results – Deleting a Sidewalk from the Program

If 70% of the residents abutting the sidewalk are in favour of deleting the sidewalk from the snow plowing program, and Public Works and Transportation Department does not consider plowing the sidewalk to be an essential service to the area, it will recommend to City Council that the sidewalk be deleted from the snow plowing program.

In the event that the Public Works and Transportation Department is of the opinion that snow plowing the sidewalk is an essential service to the area, it will recommend to City Council that the sidewalk not be deleted from the program, whether or not 70% of



## INFORMATION MANUAL

L-IV-5a

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|                             |                                 |              |
|-----------------------------|---------------------------------|--------------|
| <b>Subject:</b>             | SIDEWALK SNOW PLOWING           |              |
| <b>Department/Division:</b> | Public Works and Transportation |              |
| <b>Source:</b>              | Council                         |              |
| <b>Date:</b>                | 2011 10 01                      | Page: 2 of 2 |

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the residents are in favour of deleting the sidewalk from the program.

### NEW CONSTRUCTION

#### Subdivisions

When a new subdivision is constructed, sidewalks will not be added to the snow plowing program unless a petition is received and processed as set out in this policy.

Where sidewalk snow plowing in a new subdivision is deemed necessary for safety reasons, the portion(s) of the sidewalk to be plowed will be in accordance with the rate of building construction along the street.

### EVALUATION CRITERIA

To assist in evaluating requests for sidewalk snow plowing, the Public Works and Transportation Department will consider the following criteria:

- street classification
- school route
- student age
- City bus route
- proximity to shopping centres, seniors centres, hospital, etc.
- pedestrian age
- vehicular volume
- school crossing guards, sidewalks on hills, sidewalks plowed on opposite side of streets, connection to existing plowing network

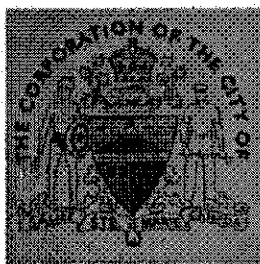
### TIMING

Sidewalks will not be added to the sidewalk snow plowing program after October 31. Any requests submitted after October 31 will be considered for the program for the following year.

A request to delete a sidewalk from the program can be considered at any time.

### REPORT TO COUNCIL

The Public Works and Transportation Department will submit a report to Council including results of a petition and the Department's recommendation to add or delete a sidewalk from the snow plowing program.



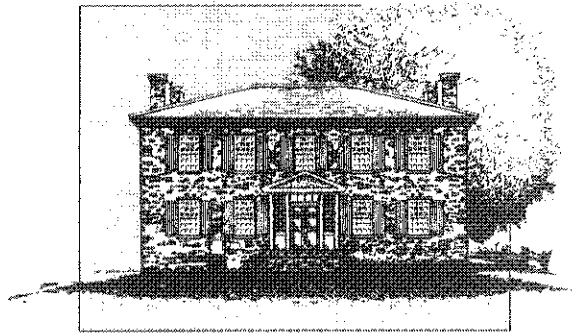
# SIDEWALK PLOWING PETITION

We, the undersigned residents abutting the sidewalk on the \_\_\_\_\_  
(north, south, east, or west)

side of \_\_\_\_\_  
Name of Street

Hereby request that the sidewalk be ☐ Added to ☐ Deleted from  
the municipal sidewalk snowplowing program.

[illegible]



January 23, 2012

*Sault Ste. Marie  
Municipal Heritage Committee*

Mayor Debbie Amaroso  
and Members of City Council

## **ONTARIO HERITAGE ACT – PART IV DESIGNATION OF 1164 QUEEN STREET EAST**

### **Purpose**

The Sault Ste. Marie Municipal Heritage Committee advises City Council as to the cultural heritage value or interest of properties within the Municipality, and recommends that significant properties be designated under Part IV of the Ontario Heritage Act. This affords the property, and in particular the designated heritage features, special protection under the Act. The Sault Ste. Marie Municipal Heritage Committee is recommending to City Council the designation of 1164 Queen Street East due to its significant heritage value to the City of Sault Ste. Marie.

### **Background**

The owner of 1164 Queen Street submitted an application (attached) for consideration of designation in June of 2011. At their September meeting, the Sault Ste. Marie Municipal Heritage Committee assigned Committee Members to evaluate the building. A final report recommending designation of the building was presented at their December meeting. The Sault Ste. Marie Municipal Heritage Committee passed the following resolution at their December 7, 2011 meeting.

Moved by: K. Marshall

Seconded by: H. Robbins

“Resolved that the Sault Ste. Marie Municipal Heritage Committee approve the designation report for 1164 Queen Street East and that it be recommended for designation under Part IV of the Ontario Heritage Act; and further that a report be sent to City Council to request their approval for the designation.” **CARRIED**

### **Analysis**

The designation report and inspection/evaluation reports providing the detail of the heritage value of this property are attached for Council's review. The key features being recommended for protection under the designation are:

- ❖ Constructed in 1916, this is one of only two Prairie-style homes in the city, designed and built by the same builder as 911 Wellington Street East;
- ❖ Original wood windows with storms throughout;
- ❖ Unique upstairs “widow’s walk” balcony off upstairs bedroom;
- ❖ Beautiful set of five bay windows grace the southeast corner with overhanging roof;
- ❖ A large front porch, bordered by a row of upturned bricks and with roof supported by six massive stuccoed pillars;
- ❖ There is a unique set of original wooden French doors leading into the living room from this porch;

- ❖ A lovely side entrance with original wooden interior door and boot room graces the west side;
- ❖ Beautiful bevelled and stained glass windows grace this boot room;
- ❖ Prominent east central location on busy Queen Street means property is well recognized throughout the community.

**Impact**

Not applicable

**Strategic Plan**

Not applicable

**Recommendation**

"That the report of the Chair of the Sault Ste. Marie Municipal Heritage Committee concerning the designation of 1164 Queen Street East be received and the recommendation that the residence at 1164 Queen Street East be designated under Part IV of the Ontario Heritage Act be approved."

Respectfully submitted on behalf of the  
Sault Ste. Marie Municipal Heritage Committee



Kelly Marshall, Chair  
Sault Ste. Marie Municipal Heritage Committee

./b/rec&cul/historic/ssmmhc/designated properties/2012/council report 1164 Queen

cc: Members of S.S.M.M.H.C.  
J. Fratesi  
N. Apostle  
N. Kenny  
J. Cain

attachments

## **Designation Report for 1164 Queen Street East**

### **Description of Property-1164 Queen Street East.**

This is a 1 ½ storey residence prominently situated at the corner of Riverview Ave. in the east central part of the city. Built in 1916 for grocer Wm. H. Ewing, the exterior is of Prairie-style stucco design with Tudor elements upstairs, and remains in original condition. The interior is also little changed with original and enhanced woodwork throughout. It is located on Lot 2, WPT lot 3, Plan 20815, latitude 46.30 and longitude - 84.18. The lot is 88.68' frontage and 181.0' deep.

### **Statement of Cultural Heritage Value and Interest**

This beautiful Prairie-style residence is one of only two in the city and was designed and built by the same builder as the home at 911 Wellington Street East previously designated in 2008. The unique stucco exterior finish over-all is in quite good condition but some areas below windows and along the upstairs' balcony wall need repair and painting. There is some Tudor influence with false half boards under some upstairs windows. The home has a sandstone foundation with a single row of upturned brick above this on which the walls are situated. All windows are original wood with original storms in place throughout. There is a pair of upstairs dormer windows and a door and small balcony off another bedroom on that level. The roof overhangs this balcony with original wooden rafters exposed and supported. A set of five bay windows at the southeast corner is also overhung by an extended roof. Here the sandstone foundation extends upwards to the window sills. A large front porch with cement floor surrounded by the row of vertical bricks above the foundation is covered by a roof supported by six massive stuccoed pillars. While there is only a small window on this side, there is a unique set of French doors leading in from the porch. Above the porch roof are located four bay windows. On the west side is a lovely side entrance with original interior door and a boot room. The stone stairs does need some repair. Upstairs at the rear is what appears to be an add-on room to replace what may originally have been a roof deck. It is constructed of painted clapboard and not of heritage value.

The main-floor interior of this home, except for the kitchen and bathroom is largely unchanged from its original construction-beautiful wood (mainly oak) throughout-floors, mouldings, windows, doors and roof beams. The latter have been added to some rooms but in a manner to make it difficult to distinguish from the originals. There are brick fireplaces in the living and sitting rooms. The boot room of the side entrance has original bevelled and stained glass in the windows. All rooms have original hot water radiators.

The second floor is original and perhaps one of a kind. The design of the ceiling of one bedroom is unique as it must accommodate a window and the door to the small balcony. And the ceiling design accommodating the windows in the other rooms is also unusually angular. The upstairs bathrooms have unique and very expensive wood panelling that is likely not replaceable.

The grounds are also unique with well-kept flower beds around the front and sides of the corner lot. A number of Italian marble statues grace the grounds as do two marble lions on either side of the side entrance. The property is generally in very good condition and needs only minor maintenance.



### **Description of Heritage Attributes**

**The key features that embody the heritage value of 1164 Queen Street East include:**

- ❖ Constructed in 1916, this is one of only two Prairie-style homes in the city, designed and built by the same builder as 911 Wellington Street East;
- ❖ Original wood windows with storms throughout;
- ❖ Unique upstairs "widow's walk" balcony off upstairs bedroom;
- ❖ Beautiful set of five bay windows grace the southeast corner with overhanging roof;
- ❖ A large front porch, bordered by a row of upturned bricks and with roof supported by six massive stuccoed pillars;
- ❖ There is a unique set of original wooden French doors leading into the living room from this porch;
- ❖ A lovely side entrance with original wooden interior door and boot room graces the west side;
- ❖ Beautiful bevelled and stained glass windows grace this boot room;
- ❖ Prominent east central location on busy Queen Street means property is well recognized throughout the community.

### 1164 Queen St. E.-Report on Inspection

On Sept. 22, I visited with Theresa Armstrong for the purpose of inspecting her home at 1164 Queen St. E. regarding an application for Heritage Designation.

This is a Prairie-style home (designed and built by the same builder as 911 Wellington St. E.) with a unique stucco exterior finish which over-all is in quite good condition. Some stucco below windows and along the upstairs balcony wall needs repair and painting. The home has a sandstone foundation with a single row of upturned brick above this on which the walls are situated. All windows are original wood with original storms in place throughout. There is a pair of upstairs dormer windows and a door and small balcony off another bedroom on that level. The roof overhangs this balcony with original wooden trusses and supports. A set of bay windows at the southeast corner is overhung by an extended roof. A large front porch with cement floor is covered by a roof supported by 6 stuccoed pillars. While there is only a small window on this side, there is a unique set of French doors leading in from the porch. Above the porch roof are located four bay windows. On the west side is a lovely side entrance with original interior door and a boot room. The stone stairs does need some major repair. Upstairs at the rear is what appears to be an add-on room to replace what may originally have been a roof deck. It is constructed of painted clapboard.

The main-floor interior of this home, except for the kitchen and bathroom is largely unchanged from its original construction-beautiful wood throughout-floors, mouldings, windows, doors and roof beams. The latter have been added to some rooms but in a manner to make it difficult to distinguish from the originals. There are brick fireplaces in the living and sitting rooms. The boot room of the side entrance has original bevelled and stained glass in the windows.

The second floor is original but not spectacular. The design on the ceiling of one bedroom is unique as it must accommodate a window and the door to the small balcony. The upstairs bathrooms have unique and very expensive wood panelling that is likely not replaceable.

There were no heritage features found in either the basement or stand-alone garage.

The owner indicated the house was built in 1924 and they may be correct even though the city lists it as having been built in 1914. The earlier date is the same year that 911 Wellington E. was constructed.

I recommend that a formal designation report be prepared (after further research and documentation with photos) for consideration by MHC.

Harvey Robbins 11/09/23

## City of Sault Ste. Marie - Cultural Heritage Resource Evaluation Form

Address: 1164 Queen St. EEvaluator(s): H. Robbins

Period: \_\_\_\_\_

Date: Sept 22, 2011Description: Two storey prairie-style residencePhotos: Front Façade ☐ Setting ☐ All façades ☐ Details ☐ Currently on Inventory/Register? Yes ☐ No ☐

## Design or Physical Value:

| Style        | Is this a notable, rare or unique example of a particular architectural style or type?                                                                                                         | N/A | Unknown | No | Yes |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|---------|----|-----|
| Construction | Is this a notable, rare, unique or early example of a particular material or method of construction?                                                                                           |     |         |    | ✓   |
| Design       | Is this a particularly attractive or unique structure because of the merits of its design, composition, craftsmanship or details?                                                              |     |         |    | ✓   |
|              | Does this structure demonstrate a high degree of technical or scientific achievement?                                                                                                          |     |         | ✓  |     |
| Interior     | Is the interior arrangement, finish, craftsmanship and/or detail noteworthy?                                                                                                                   |     |         |    | ✓   |
| Notes        | The nicest prairie-style of the two in the city. The interior finished throughout with wood is largely unchanged from original contains two brick fireplaces. All windows original with storms |     |         |    |     |

## Contextual Value:

| Continuity   | Does this structure contribute to the continuity or character of the street, neighbourhood or area?                                                                                  | N/A | Unknown | No | Yes |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|---------|----|-----|
| Setting      | Is the setting or orientation of the structure or landscaping noteworthy?                                                                                                            |     |         |    | ✓   |
|              | Does it provide a physical, historical, functional or visual link to its surrounding                                                                                                 |     |         |    | ✓   |
| Landmark     | Is this a particularly important visual landmark within the region <input type="checkbox"/> , city <input type="checkbox"/> , or neighbourhood <input checked="" type="checkbox"/> . |     |         |    | ✓   |
| Completeness | Does this structure have other original outbuildings, notable landscaping or external features that complete the site?                                                               |     |         |    | ✓   |
| Notes        | Located on a corner lot on busy east end street in a prominent manner. Beautifully landscaped grounds.                                                                               |     |         |    |     |

City of Sault Ste. Marie - Cultural Heritage Resource Evaluation Form

**Integrity:**

|             |                                                                                                                                       |     |         |    |          |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------|-----|---------|----|----------|
| Site        | Does the structure occupy its original site?<br>(Note if relocated, ie relocated on its original site; moved from another site; etc.) | N/A | Unknown | No | Yes<br>✓ |
| Alterations | Does this building retain most of its original materials and design features?                                                         |     |         |    | ✓        |
|             | Is this a notable structure due to sympathetic alterations that have taken place over time?                                           | ✓   |         |    |          |
| Condition   | Is this building in good condition?                                                                                                   |     |         |    | ✓        |
| Notes       | Addition of wood ceiling beams to some interior rooms has been done sympathetically                                                   |     |         |    |          |

**Historical and Associative Value & Significance:**

|                                                                                                                                                                                                                                                                                                                                                          |     |         |         |     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|---------|---------|-----|
| Does this property or structure have strong associations and/or contribute to the understanding of a belief, person, activity, organization, institution, or event that is significant to the City?                                                                                                                                                      | N/A | Unknown | No<br>✓ | Yes |
| Does the structure reflect the work of an architect, designer, artist, builder or theorist of known significance to the community?                                                                                                                                                                                                                       |     | ✓       |         |     |
| Is the original, previous, or existing use significant?                                                                                                                                                                                                                                                                                                  |     |         | ✓       |     |
| Does this property meet the definition of a significant built heritage resource or cultural heritage landscape, as identified in the Provincial Policy Statement issued under the Ontario Planning Act?<br><br>* A property or structure valued for the important contribution it makes to our understanding of the history of a place, event or people? |     |         | ✓       |     |
| Notes                                                                                                                                                                                                                                                                                                                                                    |     |         |         |     |

**General Comments:**

A beautiful residence, both exterior and interior that is in excellent condition and largely unchanged.

Date of Property Owner Notification by City: \_\_\_\_\_

**Evaluators' Recommendations:**

- ☒ Recommend for Designation  
☒ More Research required  
☐ Add to Properties of Interest

- ☐ Additional Photos Required  
☐ No Action- Keep on file

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

Revised 2008 Cultural Heritage Evaluation Form

Are you aware of any architectural and/or cultural heritage value features that would warrant designation?

THE HOME

When was the property built?

1925-1927

Can you or someone else provide any historical information or early photographs of the property? Please describe:

PHOTOS ENCLOSED - PLEASE  
RETURN TO ME.

Do you know if the property has undergone any major exterior alterations since it was first built?

If yes, please describe:

NO MAJOR EXTERIOR  
ALTERATIONS

Please attach colour photos of the property from all viewing points (eg. north, south, east and west).

Return this form to:

Sault Ste. Marie Municipal Heritage Committee  
c/o Manager Recreation & Culture  
P. O. Box 580, 99 Foster Drive  
Sault Ste. Marie, ON P6A 5N1

h/h/Heritage/mhc/form/mhc request for a designation 2006



Sault Ste. Marie Municipal Heritage Committee

## Request for a Heritage Designation

Pursuant to the

Ontario Heritage Act

SERVICES DEPT.

JUN 14 2011

March 2006

RECEIVED

5(x)

## What Does A Heritage Designation Mean?

Owners of designated heritage can rightly be proud of the contribution they are making to the preservation of the community's cultural heritage. Implicit in the designation is the recommendation that the owner try to maintain the property in the spirit of cultural heritage conservation and, when possible, restore the property to its original character. However, designation does not impose any obligation to restore, nor does it in any way restrict the resale of the property.

Owners of designated heritage properties may be eligible for matching grants for the restoration of their property, once the restoration is approved by the Sault Ste. Marie Municipal Heritage Committee as culturally, historically, and/or architecturally correct. Free guidance through the Sault Ste. Marie Municipal Heritage Committee is also available to the owner considering the restoration of his or her heritage building.

## Request for a Heritage Designation Pursuant to the Ontario Heritage Act

Thank you for requesting a heritage designation on your property. The Sault Ste. Marie Municipal Heritage Committee uses the following criteria when evaluating a property:

## Historic

- ◆ A property may be of cultural heritage value or significance if it is associated with a person, event or movement symbolic of the historical importance to the community.

## Architectural

- ◆ A building may be of architectural significance if it is a good example of a particular building type, architectural style or period, or if it is the work of an important architect or early builder.
- ◆ A property may be of cultural heritage value or significance if it possesses unique aesthetic or picturesque qualities.

### Contextual

- ◆ A building may have contextual significance if it forms an integral part of the surrounding streetscape.
- ◆ A property may be of cultural heritage value or significance if it incorporated the use of local sandstone in the building construction, particularly from the Sault Ste. Marie Canal excavation.

This application represents a preliminary request for information regarding the cultural heritage value or significance of the property.

The following are some questions, which will assist the Sault Ste. Marie Municipal Heritage Committee in preparing a heritage report. Please provide as much information as you are able.

**Please Print:**

Your Name: THEKSH HELM3C RONG

Address: 1164 QUEEN ST. E

Postal Code: Y6A 2E4

Telephone: (home) 256 5214 (work) 253 7481

Fax: \_\_\_\_\_

Address of the Property for which a heritage designation is being sought:

1164 QUEEN ST. E.

Are you the owner of this property?

Reasons for this request: PRESERVE THE CULTURAL  
HERITAGE

Jerry D. Dolcetti, RPP  
Commissioner

Donald B. McConnell, MCIP, RPP  
Planning Director



ENGINEERING & PLANNING DEPARTMENT

Planning Division

Tel: (705) 759-5368  
Fax: (705) 541-7165

2012 01 23

Mayor Debbie Amaroso and  
Members of City Council

**RE: Application No. A-6-12-Z – filed by Jeff Daniel Company Limited**

## PURPOSE

The applicant, Jeff Daniel Company Limited, is requesting to rezone the portion of the subject property identified on the attached maps from "I" (Institutional) zone to "R2" (Single Detached Residential) zone, to utilize the former St. Joseph the Worker Church rectory as a detached dwelling unit.

### Subject Property:

- Location – PT Block G Plan H526 Korah, Lots 125 & 126, Located west of the intersection of Alpine Street and Arden Street, approximately 500m (1640.4') north of Second Line West. **Civic no. 15 Alpine Street**
- Size – Approximately 34.36m (112.7') x 38.1m (125') depth; 0.13 ha (0.32 acres)
  - Note: the easterly 2.14m (7.02') x 38.1m (125') does not form part of the rezoning request (see attached map)
- Present Use – former St. Joseph The Worker Church rectory
- Owner – Jeff Daniel Company Limited

## BACKGROUND

The applicant is seeking to rezone the property to facilitate severing the portion of the property formerly used as the rectory for the St. Joseph the Worker Church. Once rezoned and severed, the property can then be sold independently as a residential unit. This application deals only with rezoning the portion of the property containing the rectory (residential) building. The actual severance will occur by way of a severance application to the Committee of Adjustment at a later date.

It should also be noted that a 2.14m (7.02') x 38.1m (125') portion along the easterly side of the residential property will be conveyed at a later date to the Church, as it contains a pad-mount electrical transformer. This portion of the property does not form part of the rezoning request.

## ANALYSIS

### Conformity with the Official Plan

The subject property is designated Residential on Schedule "C" of the Official Plan. As such, no Official Plan amendments are required. There are no other land use constraints.

### Consultation

The following departments/agencies commented on the application as part of the consultation process:

- See attached letters – Engineering, PUC
- No objections/comments – Building Division, Legal Department, Community Services, PWT, Fire Services, Conservation Authority, Accessibility Advisory Committee

### Comments

Engineering has commented that there are no sanitary laterals to the subject property and that a servicing plan will be required identifying the proposed sanitary connections. A servicing plan can be submitted as a condition of a future severance application. In addition, a lateral permit will be required prior to any connections.

PUC has commented that confirmation from the Electrical Safety Authority is required indicating approval of the residential service voltage. As well, reciprocal easements between the residential property and the Church will also be required. Both of these should form part of the Committee of Adjustment's severance approval.

## IMPACT

There are no impacts anticipated from this request. As there will be no physical change to the existing built form, the neighborhood character will be maintained. Also, because the building functions as a residential unit, there are no expected impacts on municipal services resulting from this application.

## SUMMARY

The applicant is seeking to rezone the property to facilitate severing the portion of the property formerly used as the rectory for the St. Joseph the Worker Church. Planning division is recommending rezoning the property as there will be no physical change to the existing built form, and the neighborhood character will be maintained.

This application only addresses the requested zoning amendment. Once approved, the applicant will need to apply to the Committee of Adjustment to sever the property. Once severed, the residential unit can be sold independently.



**STRATEGIC PLAN**

There are no impacts to the municipality's strategic plan.

**RECOMMENDATION**

That the portion of the subject property identified on the attached maps be rezoned from "I" (Institutional) zone to "R2" (Single Detached Residential) zone.

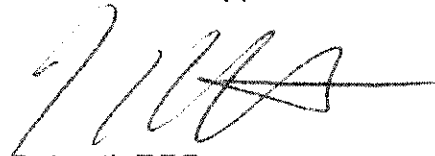
Respectfully submitted,

Recommended for approval,

Stephen Turco, MCIP, RPP  
Planner

Donald B. McConnell, MCIP, RPP  
Planning Director

Recommended for approval,



Jerry Dolcetti, RPP  
Commissioner Engineering & Planning

ST/ps

attachment(s)

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer

Jerry D. Dolcetti, RPP  
Commissioner

Daniel Perri  
Junior Engineer



ENGINEERING & PLANNING  
DEPARTMENT

Engineering & Construction Division

2012 01 05  
Our File: A-6-12-Z

Via email

Donald B. McConnell, MCIP, RPP  
Planning Director  
Engineering and Planning Department  
City of Sault Ste. Marie

Dear Mr. McConnell:

**RE: A-6-12-Z - 15 ALPINE STREET  
REQUEST FOR AN AMENDMENT TO THE ZONING BY-LAW**

The Engineering Department has reviewed the above noted application and requests the following information prior to re-zoning:

- A servicing plan is required with proposed sanitary connections. There are currently no sanitary laterals to the subject property. A lateral permit will be required.

Yours truly,

Daniel Perri  
Junior Engineer

c: Jerry Dolcetti, Commissioner, Engineering & Planning (via email)  
Susan Hamilton Beach, P. Eng., Deputy Commissioner, PWT (via email)  
Steve Turco, Planner, Planning Division (via email)

(d/b)(a)



PUC SERVICES INC.  
ENGINEERING DEPARTMENT  
765 QUEEN STREET EAST, P.O. Box 9000  
SAULT STE. MARIE, ONTARIO, P6A 6P2

January 11, 2012

Donald B. McConnell, MCIP, RPP  
Planning Director  
The Corporation of The  
City of Sault Ste. Marie  
P.O. Box 580  
Sault Ste. Marie, ON P6A 5N1

FAXED: (705) 541-7165

Dear Sir:

Re: **Application A-6-12-Z**

~~103 Asquith Street~~ 15 Alpine Street

PUC has reviewed the above application, although the electrical service arrangement would be unusual we would be prepared to approve the property severance subject to the following conditions being met.

The present electrical service is a three phase underground primary to a padmount transformer at the north/east side of the rectory/ residential building. The transformer supplies a three phase 120/208 volt 3phase 4 wire service to the church building and also a single phase 120V network type service, more commonly seen in apartment buildings to the rectory residential building.

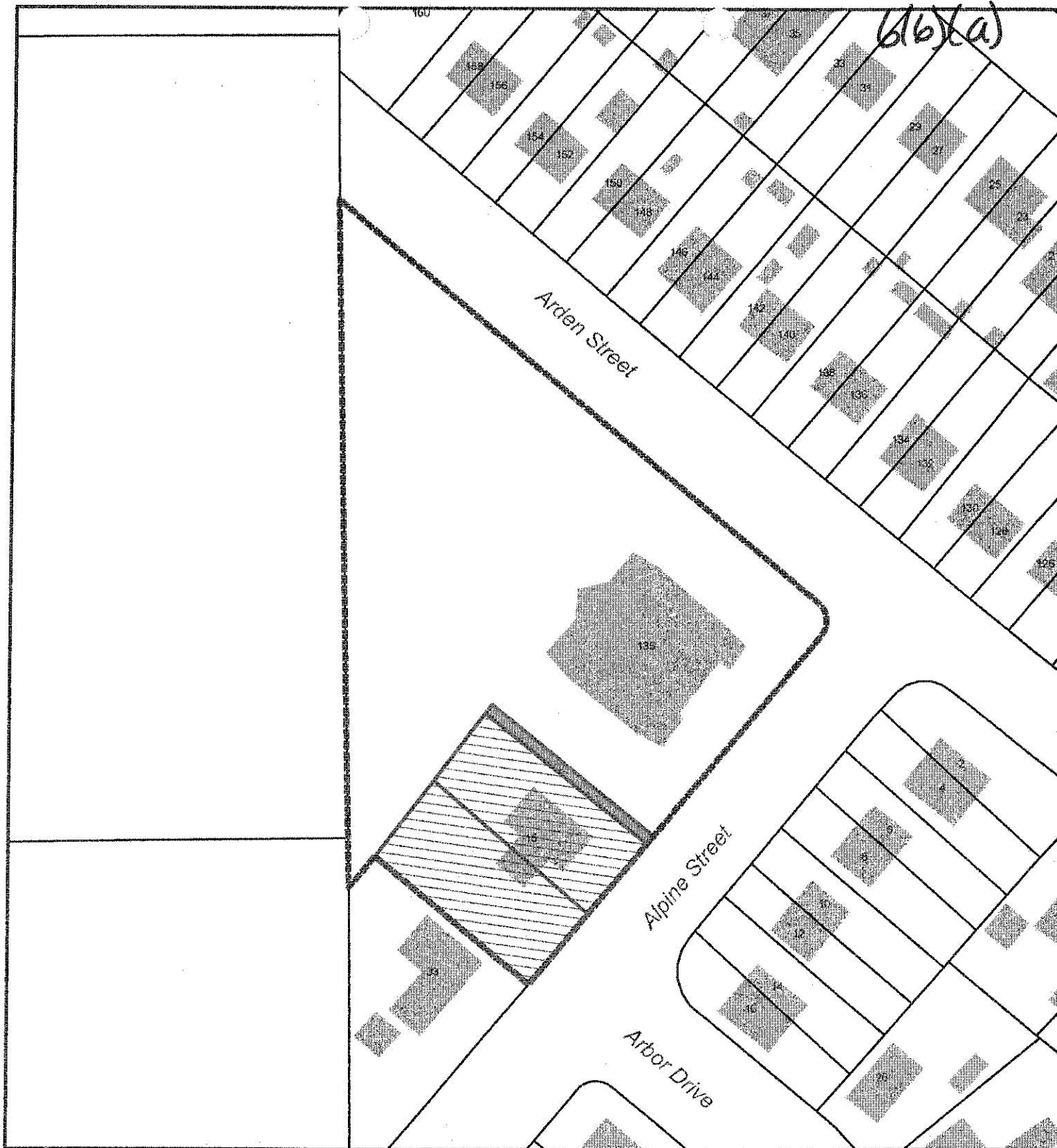
- The owner would be required to provide PUC with confirmation of approval from the Electrical Safety Authority for this residential service voltage to be approved in a severed residential property.
- PUC would require also require evidence of reciprocal easements for each property, between the two land owners, for the underground primary service line and transformer location from Alpine Street which would become shared.

Yours truly,

PUC SERVICES INC.

  
Kevin D. Bell, P. Eng.  
Manager of Engineering

KB\*jf



**15 Alpine Street**

**Application No.: A-6-12-Z**

**Applicant: Jeff Daniel Company Limited**



Subject Property



Subject to Rezone



2.14m Conveyed to Church



Metric Scale 1 : 1,000 Maps 78 & 1-87 Mail Label ID - A-6-12-Z

Subject Property Map  
December 20, 2011

6(6)(a)



**15 Alpine Street**  
**Application No.: A-6-12-Z**  
**Applicant: Jeff Daniel Company Limited**

 Subject Property  Subject to Rezone  2.14m Conveyed to Church



Metric Scale 1 :1,000 Maps 78 & 1-87 Mail Label ID - A-6-12-Z

Ortho Photo (Fall 2008) Map  
December 20, 2011

Jerry D. Dolcetti, RPP  
Commissioner

Donald B. McConnell, MCIP, RPP  
Planning Director



ENGINEERING & PLANNING DEPARTMENT

Planning Division

Tel: (705) 759-5368  
Fax: (705) 541-7165

2012 01 23

Mayor Debbie Amaroso and  
Members of City Council

**RE: Application No. A-1-12-Z – filed by Mr. Courtney Carroll**

### **PURPOSE**

The applicant, Mr. Courtney Carroll, is requesting a rezoning from "R2" (Single Detached Residential) zone to "R2.S" (Single Detached Residential) zone with a Special Exception to permit one (1) additional basement apartment unit. The property currently contains two (2) apartment units that are legal-non-conforming units. A third basement unit exists, but does not enjoy legal non-conforming status. The purpose of this application is to legalize the third basement apartment unit.

#### **Subject Property:**

- Location – Lot 472 in Plan 7882, Located at the southwest corner of Asquith Street and Dryden Avenue, approximately 147m (482') north of Wallace Terrace, civic no. 103 Asquith Street
- Size – Approximately 12.52m (41') frontage x 33.53m (110') depth; 0.04 ha (0.10 acres)
- Present Use – Duplex
- Owner – Mr. Courtney Carroll

### **BACKGROUND**

Although there have been no previous rezoning applications on the subject property, Building Division and Fire Services note a long history (dating back to the early 1970's) of non-compliance as it relates to the third unit located in the basement.

### **ANALYSIS**

#### **Conformity with the Official Plan**

The subject property is designated 'Residential' on Land Use Schedule 'C' of the Official Plan.

The Official Plan contains a number of Residential Policies that provide direction when assessing an application of this nature. The general Housing Policies located in Section 2.5 of the Official Plan identify the need to create opportunities for a full

range of housing types, including affordable housing. It is recognized that much of this community's affordable housing consists of converted single detached dwellings.

The following Residential Policies (S.2.3.1) form the basis of Planning staff's support of this application:

R.2 Low and high density development shall be integrated and compatible in density, height and building setbacks.

R.3 Medium density residential dwellings may be integrated into low density areas subject to rezoning.

R.4 Small scale intensification may be permitted in all residential areas unless adequate supporting infrastructure is not available or significant physical constraints exist.

R.5 Small scale residential intensification may include, but not be limited to, rooming, boarding and lodging houses, apartments in houses, infill development and redevelopment.

Given that the subject property is designated "Residential" on Land Use Schedule 'C' of the Official Plan, and the aforementioned policies, this application conforms to the Residential Policies of the current Official Plan and thus, an amendment is not required.

#### **Consultation**

The following departments/agencies commented on the application as part of the consultation process:

- See attached letters - Building Division, Fire Services
- No objections/comments – Engineering, Community Services, Conservation Authority, Accessibility Advisory Committee, PUC Services

#### **Comments**

The subject property is located on the southwest corner of Asquith and Dryden Streets. The surrounding area is zoned "R2" (Single Detached Residential). The subject property is somewhat smaller than surrounding properties, with 12.5m of frontage along Asquith Street and 33.5m of depth adjacent to Dryden Street (41'x110'). An open laneway abuts the rear (south) lot line of the subject property. The existing building footprint is roughly 25'x41' consisting of 1.5 storeys over a full basement.

The building exists as a legal non-conforming duplex, with an 800sq.ft., 2-bedroom unit on the top floor and a 900sq.ft., 3-bedroom unit on the main floor. The applicant is requesting a rezoning, by way of a Special Exception, to permit a triplex and legalize the three (3) units. The third dwelling unit would be a 550sq.ft., 1-bedroom suite within the basement.

Even though the property is quite small, it is laid out in a manner that can support the required four (4) parking spaces and an adequately sized outdoor amenity area in front of the parking area.

The HM Robbins Public School site is also located a short distance away, which provides nearby park space in addition to the on-site outdoor amenity area.

The attached correspondence from the Building Division and Fire Services outline ongoing compliance issues with the Building Code and Fire retrofit requirements as they pertain to the third basement unit. In discussion with Fire Services, the existing two (2) units have achieved compliance since the correspondence was drafted. It is also worth noting that the applicant purchased the subject property in May 2010, and the compliance issues originate with previous owners. Although the basement apartment exists, it has not been occupied since the applicant found out about the compliance issues. Based on inspections and discussions with the applicant, Fire Services and Building Division are confident that compliance is achievable. The applicant is reminded that if City Council approves this application, Building Code and Fire retrofit compliance will be required in order to obtain an occupancy permit for the third unit.

#### **IMPACT**

There are no significant impacts on municipal services resulting from the approval of this application.

#### **SUMMARY**

This application represents an appropriate residential intensification opportunity. The legal non-conforming duplex has existed since the early 1970's, and it appears that the illegal third unit has also existed for some time.

The request also conforms to the Residential Policies outlined in the Official Plan. More specifically, the existing property layout can support the required four (4) parking spaces as well as an appropriately sized outdoor amenity area.

#### **STRATEGIC PLAN**

Approval of this application is not related to any activity identified in the City's Corporate Strategic Plan.

#### **RECOMMENDATION**

That City Council rezone the subject property from "R3" (Single Detached Residential) zone to "R3.S" (Single Detached Residential) zone with a Special Exception to permit a triplex, in addition to those uses permitted in an "R3" zone.

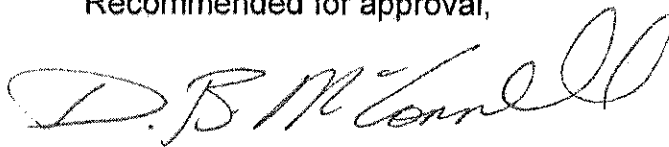


Respectfully submitted,



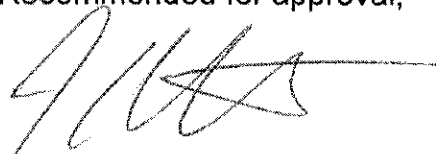
Peter Tonazzo, MCIP, RPP  
Planner

Recommended for approval,



Donald B. McConnell, MCIP, RPP  
Planning Director

Recommended for approval,

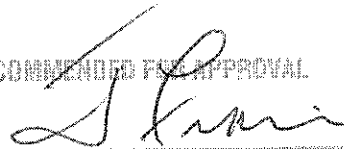


Jerry Dolcetti, RPP  
Commissioner Engineering & Planning

PT/ps

attachment(s)

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi  
Chief Administrative Officer

(6)(b)

# Planning Advisory Services

28 TADCASTER PLACE, SAULT STE. MARIE, ONTARIO, P6B 5E4  
TELEPHONE (705) 949-3817 CELL (705) 943-3817  
Email: wierzbiicki@shaw.ca

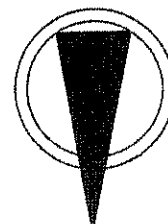
LANEWAY

DRYDEN AVENUE

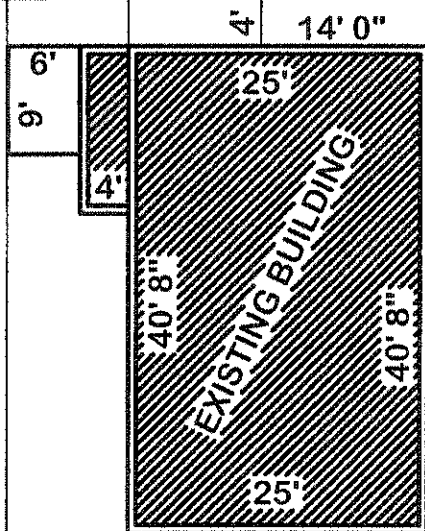
EXISTING PARKING

November 2, 2011

NORTH



SCALE: 1/16" = 1' 0"



ASQUITH STREET

6(6)(b)

**Peter Tonazzo**

**From:** Don Maki  
**Sent:** January 16, 2012 10:58 AM  
**To:** Peter Tonazzo  
**Subject:** FW: 103 Asquith Street Rezoning application A-1-12-Z

Hi Peter

Our file records show that this unit was added in the early 70's. At the time our office requested the owner to remove the unit. Records show that the unit was removed. However it would appear the unit was re-established in the 70's as stated by the applicants.

Don

Don Maki CBCO  
Chief Building Official  
City of Sault Ste. Marie  
99 Foster Drive  
Sault Ste. Marie, ON P6A 5X6  
Phone (705) 759-5399  
d.maki@cityssm.on.ca

[www.cityssm.on.ca](http://www.cityssm.on.ca)  
[www.celebrate100saultstemarie.com](http://www.celebrate100saultstemarie.com)  
*Celebrating 100 years as a city in 2012!*

**From:** Don Maki  
**Sent:** December 14, 2011 4:02 PM  
**To:** Don McConnell; Pat Schinners  
**Subject:** 103 Asquith Street Rezoning application A-1-12-Z

Hi Don

This unit had existed since the early 70's however was never inspected or approval by our Division. My understanding the fire department will do a fire retrofit on this unit to ensure compliance to the Fire Code.

Don

Don Maki CBCO  
Chief Building Official  
City of Sault Ste. Marie  
99 Foster Drive  
Sault Ste. Marie, ON P6A 5X6  
Phone (705) 759-5399  
d.maki@cityssm.on.ca

[www.cityssm.on.ca](http://www.cityssm.on.ca)  
[www.celebrate100saultstemarie.com](http://www.celebrate100saultstemarie.com)  
*Celebrating 100 years as a city in 2012!*

Fire Chief Marcel Provenzano

Division Heads

Suppression – Frank Brescacin  
EMS – Robert Rushworth  
Fire Prevention – Paul Milosevich  
Support Services – Jim St. Jules



Emergency Direct – 911  
Emergency Phone (705) 949-3333  
Business Phone (705) 949-3335  
Fire Prevention Phone (705) 949-3377  
EMS (705) 949-3387



December 15, 2011

**MEMORANDUM**

**To: Donald B. McConnell, Planning Director**

**Re: Application No. A – 1 – 12 – Z  
103 Asquith Street**

Please be advised that Sault Ste. Marie Fire Services has inspected this property several times in recent years. Currently, there are ongoing issues concerning compliance with the Ontario Fire Code that remain outstanding. We are having difficulties gaining compliance in this regard, and at this point are contemplating legal action.

Historically, this property has met compliance with Part 9 - Retrofit 9.8 "Two Unit Residential Occupancies" under the Ontario Fire Code and have applied the Fire Code as such. If Zoning is granted permitting the basement apartment then it must be determined whether the application of the Fire Code or Building Code is required.

If you have any questions regarding this application, please contact me at 705-949-3377 extension 233.

A handwritten signature in black ink, appearing to be "P. Milosevich".

Paul Milosevich - Assistant Fire Chief - Fire Prevention  
Sault Ste. Marie Fire Services

PM/ks

6,  
6,  
6



**2008 ORTHO PHOTO**  
**PLANNING APPLICATION A-1-12-Z**  
**03 Asquith Street**



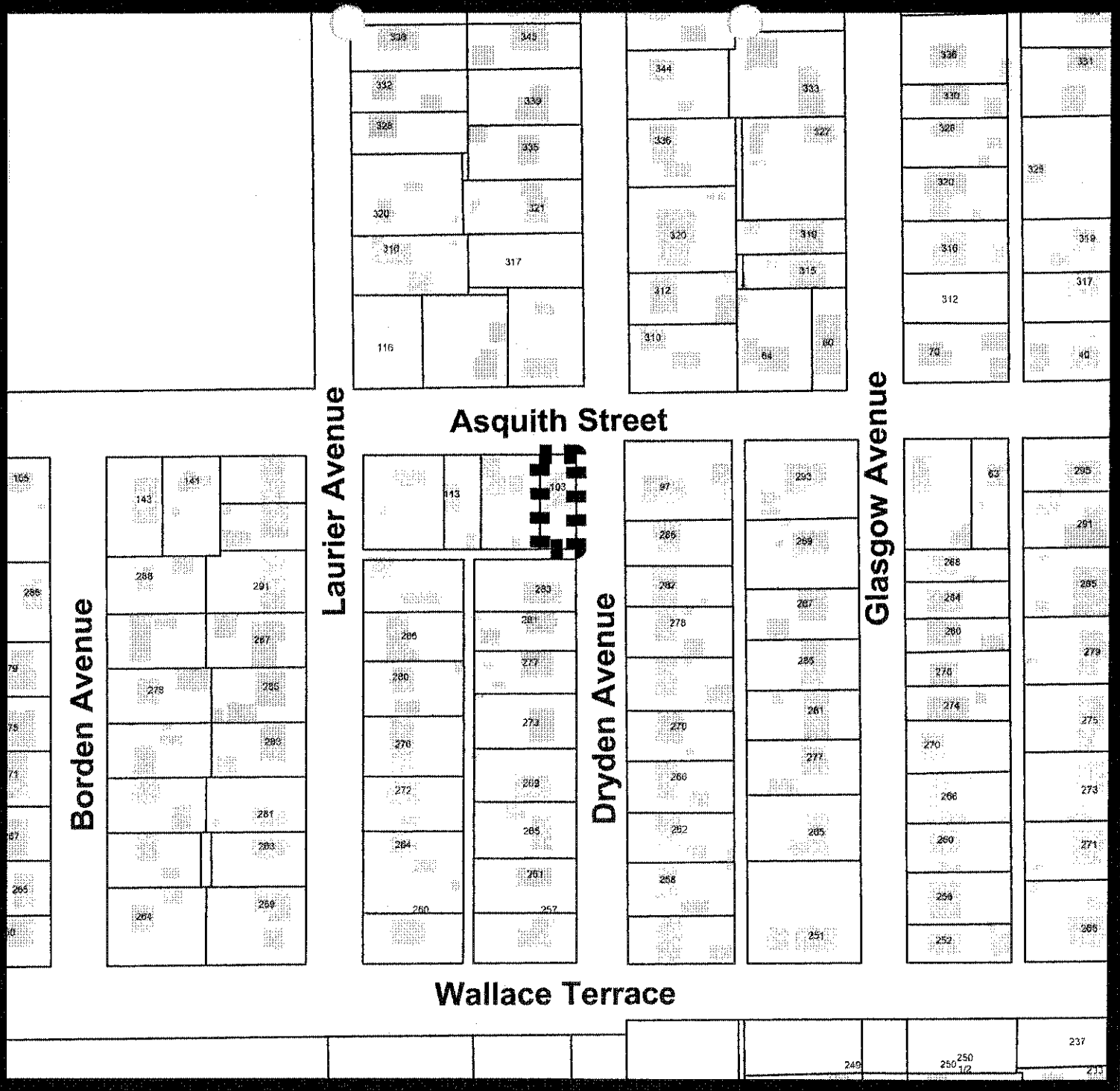
Metric Scale  
1 : 2000

Mail Label ID  
A-1-12-Z

Maps  
53 & 1-69

**Legend**

 Subject Property = 103 Asquith Street



# SUBJECT PROPERTY MAP

## PLANNING APPLICATION A-1-12-Z

**103 Asquith Street**

## Legend



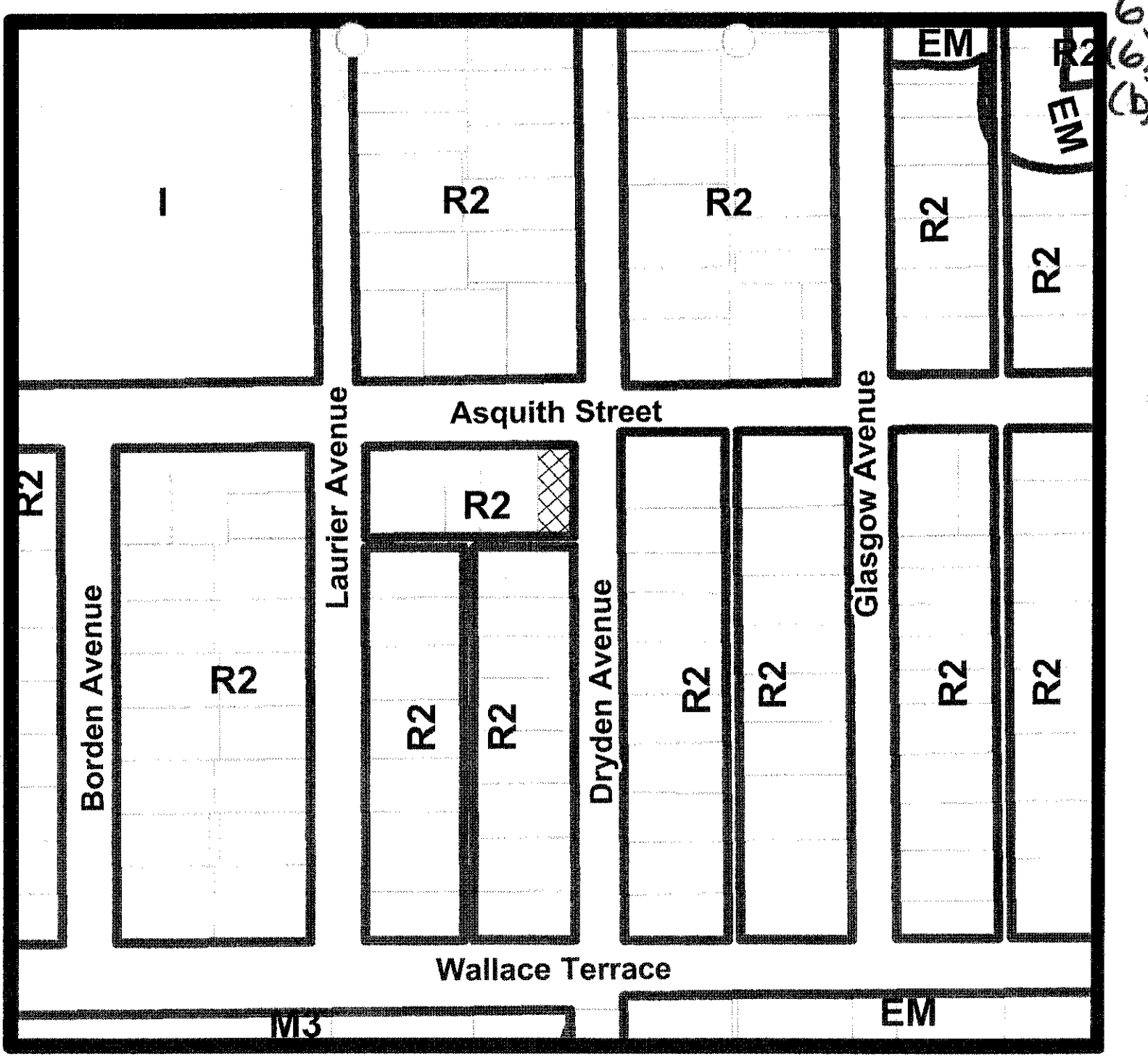
Subject Property = 103 Asquith Street



**Metric Scale**  
**1 : 2000**

**Mail Label ID**  
**A-1-12-Z**

**Maps**  
**53 & 1-69**



# EXISTING ZONING MAP

PLANNING APPLICATION A-1-12-Z

103 Asquith Street

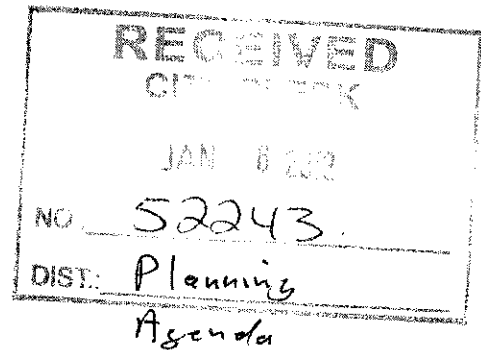
-  Subject Property = 103 Asquith Street
-  R2 - Single Detached Residential Zone
-  R3 - Low Density Residential Zone
-  I - Institutional Zone
-  M3 - Heavy Industrial Zone
-  EM - Environmental Management Zone



Metric Scale  
1 : 2000

Maps  
53 & 1-69

Mail Label ID  
A-1-12-Z



ATTENTION: Steve Turco

: M White - city clerk

APPLICATION: A-1-12-Z

LOCATION: Lot 472-Plan 7882

TO: Mayor Debbie Amoraso and all city council members

This letter and petition is regarding an application that civic # 103 Asquith St go from a duplex to a triplex owned by Mr. Courtney Carroll.

We the residents in the area affected did not want a duplex in our neighbourhood in the first place, but that's the past.

What we request is to have no more development such as a triplex in our neighbourhood, please and thank you.

Homes were purchased on Dryden Avenue, knowing we live in a nice, quiet, residential neighbourhood. Dryden Avenue is not equipped with curbs, or sidewalks. We feel we do not need an increase in the volume of traffic for the safety of our children.

Also is one of us was interested in selling our house, there is a possibility that the value of our home would decrease if there is a triplex on our street. Most residents pay high taxes and have spent a lot of money on their home to live in a single family residential area.

On a short note: We understand that if Mr Carroll could increase his income, why not?

On a final note: Mayor Debbie Amoraso and members of city council,

All we, the undersigned ask is to keep Dryden Avenue and the surrounding



area a single family dwelling residential area, like it's supposed to be.

Thank you

| NAME                                | Address                                      |
|-------------------------------------|----------------------------------------------|
| 1 Daniel Berry                      | 277 Dryden Ave                               |
| 2 Ralph Carli                       | 273 DRYDEN AVE                               |
| 3 MR. MRS. FRANK <sup>TESSARO</sup> | <del>282 Dryden ave</del> <sup>Tessaro</sup> |
| 4 K. A. M'Lean                      | 286 Dryden Ave                               |
| 5 PAULINE M'LEAN                    | 286 DRYDEN AVE.                              |
| 6 Emma Evans                        | 283 Dryden Ave.                              |
| 7 <del>Emma Evans</del>             | 283 Dryden Ave.                              |
| 8 El Manigian                       | 266 Dryden Ave                               |
| 9 <del>El Manigian</del>            | 259 Dryden Ave                               |
| 10 Jerry Marlow                     | 254 Dryden Ave                               |
| 11 Franca Cavaliere                 | 261 Dryden Avenue                            |
| 12 Mello - Jack H                   | 251 Glasgow Ave                              |
| 13 Lena Turner                      | 256 GLASGOW AVE.                             |
| 14 John Chymone                     | 285 GLASGOW AV                               |
| 15 Don Keynolds                     | 287 GLASGOW AVE                              |
| 16 Tony Donato                      | 284 GLASGOW AVE.                             |
| 17 GREG PUNCH                       | 293 GLASGOW AVE                              |
| 18 Bordin                           | 335 Dryden Avenue                            |
| 19 Chris Frazier                    | <sup>2</sup> 103 Asquith Street              |
| 20 Ron A Dupuis                     | 111 Asquith Street                           |

area a single family dwelling residential area, like it's supposed to be.

Thank you

| <u>NAME</u>          | <u>ADDRESS</u>   |
|----------------------|------------------|
| 21 Shannon St Jean   | 274 Dryden Ave.  |
| 22 MIKE ST JEAN      | 274 DRYDEN AVE   |
| 23 Kaja Poldman      | 112 Asquith St.  |
| 24 Ryan Creagh       | 112 Asquith St.  |
| 25 Sean Creagh       | 112 Asquith St.  |
| 26 Helen Dupuis      | 111 Asquith Str. |
| 27 Lyle Ward         | 290 LAURIER AVE. |
| 28 Scott Hurley      | 276 LAURIER AVE. |
| 29 Pauline Thomas    | 267 Dryden Ave.  |
| 30 Darren Skagen     | 281 Dryden Ave.  |
| 31 Bobbi-Lynn Skagen | 281 Dryden Ave.  |
| 32 BEATRICE P330     | 278 Dryden Ave.  |
| 33 ERNIE P330        | 278 Dryden AVE   |
| 34 Theresa Cesario   | 262 Dryden Ave.  |
| 35 E. C. Wente       | 262 Dryden Ave.  |
| 36 ANTHONY CARMO     | 270 DRYDEN AVE.  |
| 37 Abby Andersen     | 277 Dryden Ave.  |
| 38 Shawn Evans       | 283 Dryden Ave.  |

RE: APPLICATION A-1-12-Z JAN 19, 2012.

CONCERNING THIS APPLICATION TO  
AMEND THE ZONING BY-LAW FOR CIVIC NO.  
103 ASQUITH ST.:

REBECCA AND BRIAN THOMAS, OWNERS  
OF CIVIC NO. 97 ASQUITH STREET ARE  
OPPOSED TO THIS AMENDMENT. THE  
CURRENT USE ALLOWS FOR FAR TOO MUCH  
TRAFFIC IN AND OUT OF SAID PREMISES  
AT ALL HOURS OF THE NIGHT AND DAY.  
THIS IS A QUIET, RESIDENTIAL, SINGLE  
FAMILY TYPE NEIGHBORHOOD, AND THIS USE  
WOULD ONLY DEGRADE THE VALUE AND  
CHARACTER OF THE NEIGHBORHOODS.

SIGNED

Reck Thomas (REBECCA THOMAS)

Thomas (BRIAN THOMAS)

DON SCOTT  
MANAGER OF TRANSIT AND  
PARKING



PUBLIC WORKS AND  
TRANSPORTATION DEPARTMENT  
TRANSIT DIVISION

2012 01 23

Mayor Debbie Amaroso and  
Members of City Council

**RE: TRANSIT SERVICES OPERATIONAL REVIEW –FINAL REPORT**

At the June 27, 2011 Council meeting, the following motion, as moved by Councillor T. Sheehan and seconded by Councillor M. Bruni, was carried:

Resolved that the report of the Manager of Transit and Parking dated 2011 06 27 concerning Selection of Consultant for Transit Operational Review be accepted and the recommendation that HDR/iTrans Corporation perform the operational review at a cost of \$80,000 be approved.

**PURPOSE**

This report has been prepared to present the final submission of the 2012-2016 Public Transit Operations Review as prepared by HDR/iTrans Corporation. The report is attached to today's Council Agenda under separate cover. Mr. Wally Beck of HDR/iTrans, will present a summary of their findings at today's council meeting.

**BACKGROUND**

The intent of the operational review was not to increase the operating budget of the Transit Services Division, but rather to create practical and fiscally responsible solutions by finding new efficiencies within the current operating budget. Significant budget increases would be difficult with the current uncertainties of the economic climate in Ontario.

The plan was to direct 66% per cent of the allotted \$80,000 budget towards the review of current Para Bus operations and the remaining 34% towards conventional transit. The study was done over the last six months.

Mr. Wally Beck and Mr. Charles Fitzsimmons were the two primary HDR/iTrans transportation consultants who focused on our study and over the past six months they reviewed our current transit operations as well as facilitated stakeholder consultations with individual passengers, various user groups, local health care agencies, the Transit Subcommittee of the Accessibility Advisory Committee and various City staff.

## STRATEGIC PLAN

The recommendations of the Transit Services Operational Review are linked to the current activity identified as "Transit Operational Review" contained within the Corporate Strategic Plan 2011 – 2016, under Strategic Direction 2: Delivering Excellent Services, Objective 2B – Process Management.

## IMPACT

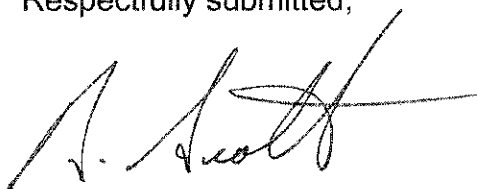
Before any recommendations for new capital from the report can be implemented they will be featured as supplemental items in future budgets from 2012 to 2016.

Transit staff will report to Council in the near future with operational recommendations from the report that can be implemented from within the current operating budget, resulting in improved service to specialized and conventional transit.

## RECOMMENDATION:

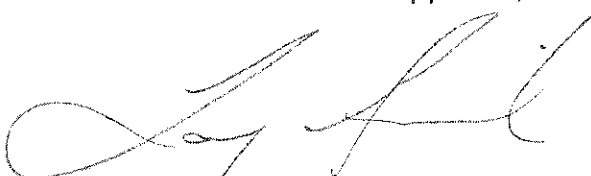
That the Transit Services Operational Review Report 2012 – 2016 as prepared by HDR/iTrans Corporation be received by Council as information and that the recommendations contained therein regarding capital items be submitted as supplemental items for future budgets.

Respectfully submitted,



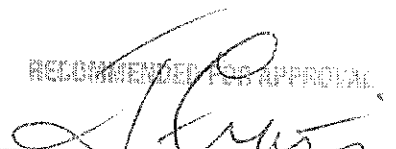
Don Scott  
Manager of Transit and Parking

Recommended for approval,



Larry Girardi  
Commissioner  
Public Works and Transportation

RECOMMENDED FOR APPROVAL

  
Joseph M. Fratesi  
Chief Administrative Officer

City of Sault Ste. Marie

January 2012

## **Executive Summary**

# **2012 – 2016 Public Transit Operations Review**

**Submitted by:**  
HDR Corporation  
100 York Boulevard, Suite 300  
Richmond Hill, ON L4B 1J8

[www.hdrinc.com](http://www.hdrinc.com)

**HDR**

**City of Sault Ste. Marie**

**2012 – 2016 Public Transit  
Operations Review  
Final Report**

**Sault Ste. Marie, Ontario**

**January 2012**

**City of Sault Ste. Marie**

**2012 – 2016 Public Transit  
Operations Review  
Final Report**

**Sault Ste. Marie, Ontario**

**January 2012**

**HDR**

100 York Blvd., Suite 300  
Richmond Hill, ON L4B 1J8  
Tel: (905) 882-4100  
Fax: (905) 882-1557  
[www.hdrinc.com](http://www.hdrinc.com)  
[www.itransconsulting.com](http://www.itransconsulting.com)

Project # 6471





## **Client Project Team**

### **Project Manager**

Don Scott, Manager, Transit and Parking

### **Project Team**

Sam Piraino, Chief Inspector / Scheduler  
Brad Miller, Training Supervisor  
Susie Caron, Para bus Dispatcher  
Ron Lavergne, Transit Operator

## **HDR Project Team**

### **Principal and Project Manager**

Wally Beck, C.E.T., Vice President

### **Technical Team**

Conor Adami (HDR), Technical Support  
Veronica Restrepo (HDR), Technical Support  
Charles Fitzsimmons (TechKnowledge Consulting Inc.), Specialized Transit

### **Quality Control**

Tara Erwin, M.A.Sc., P.Eng.



## EXECUTIVE SUMMARY

### Background

In 2006, the City of Sault Ste. Marie approved, in principle, the report entitled Comprehensive Transit Operations Review of Existing Services with Transit Ridership Growth Plan and Asset Management Plan. The 2006 plan primarily focussed on conventional transit (Sault Transit). With a growing number of Sault Ste. Marie residents entering retirement age, there have been strains placed on ParaBus and its ability to meet the community's specialized transit needs.

Given the need to address specialized transit needs, the 2012-2016 Public Transit Operations Review has focussed on the ParaBus operations while the review of Sault Transit operations is an update of the previous 2006-2011 service plan.

The 2012-2016 Public Transit Operations Review answered the following questions:

- How are Sault Transit and ParaBus performing relative to their peers?
- How has Sault Transit progressed since the 2006 study?
- What are the public expectations relative to Sault Transit and ParaBus services?
- How can service be improved and efficiencies attained?
- How will ParaBus continue to serve its existing clientele and the growing demands it's facing? What are the necessary policy changes, the required resources and the appropriate service delivery models to do so?
- What are the new performance targets for both Sault Transit and ParaBus, recognizing budgetary constraints and growing demands on the systems?

### Public Transit Vision and Mission Statements

Through consensus building with all stakeholders during the 2006 study, a vision statement and mission statement was developed, which served as a guide to the 2012-2016 Public Transit Operations Review:

#### **Vision Statement**

The preferred future of public transportation in Sault Ste. Marie:

*"Sault Transit will increase transit ridership and provide a local public transportation system that is supported by residents, academic institutions and the business community."*

#### **Mission Statement**

The purpose of Sault Transit:

*"To provide safe, efficient and environmentally friendly public transportation services that support the economic vitality, growth, environmental sustainability, and health of the community."*



## **Sault Transit Report Card**

Sault Transit does offer reasonable levels of service and investment when compared to municipalities of similar size. As documented in **Table A**, Sault Transit ridership has grown by 18% between 2006 and 2010- an annual growth rate of about 3.5%.

**Table A: Year to Year Ridership**

| <b>Year</b>        | <b>Ridership</b> | <b>Annual Growth</b> |
|--------------------|------------------|----------------------|
| 2006               | 1,659,820        |                      |
| 2007               | 1,654,788        | 0%                   |
| 2008               | 1,830,535        | 11%                  |
| 2009               | 1,904,180        | 4%                   |
| 2010               | 1,962,881        | 3%                   |
| Overall            |                  | 18%                  |
| Annual Growth Rate |                  | 3.4%                 |

### **2006 - 2010 Performance Targets**

The 2006 Operations Review also identified three performance goals to be attained by 2010. The following is a report card on the progress made:

#### ***Performance Goal: Effectiveness***

- To increase transit use by 15% - from 22.3 to 25.6 trips per capita by 2010.

**Result:** Sault Transit increased its transit use by 26% - from 22.3 to 28.1 trips per capita in 2010 (excellent performance growth!).

#### ***Performance Goal: Efficiency***

- To increase service utilization use by 10% from 20.4 to 22.4 passengers per hour of service by 2010.

**Result:** Sault Transit increased its service utilization by 15% from 20.4 to 23.4 trips per revenue hour in 2010 (excellent efficiency improvement!).

#### ***Performance Goal: Financial***

- To increase the revenue to cost (R/C) ratio from 42% to 45% by 2010.

**Result:** Sault Transit's R/C ratio decreased from 42% to 28% in 2010; however this was due, in large part, to deep discounted student fares.

## 2012 - 2016 Performance Targets

Building on previous success, the Sault Transit and ParaBus performance targets have been established for the next five years:

- **Effectiveness:** Increase community-wide transit use by 10% - from 28.1 to 31.0 trips per capita by 2016.
- **Efficiency:** Increase service efficiency by 10% from 23.4 to 25.7 passengers per hour of service by 2016.
- **Financial:** Increase the revenue to cost (R/C) ratio from 28% to 35% by 2016.

## Stakeholder Consultations

Initial stakeholder consultation activities were conducted in August 2011 via informal Transit Focus Groups (TFGs). Additional meetings were then conducted in October, at which time the study's findings, conclusions and recommendations were validated through follow-up discussions.

For the August round of meetings, the consultants prepared a brief customer survey to make available on the City's web site. Sault Transit and ParaBus Transit Focus Groups (informal meetings) were held with the following groups:

- Sault Transit General Public – transit customers, non-transit customers, ParaBus registrants.
- ParaBus General Public - people with disabilities, agencies that represent or provide services to people with disabilities.
- Transit Subcommittee of the Accessibility Advisory Committee.
- Project Steering Committee.
- ParaBus management and staff, and other service providers.
- Sault Transit staff – bus operators, supervisors, maintenance staff, administration.

In addition to the TFGs, there were 175 survey responses received from the public, primarily through e-mail. The goal of the survey and the focus groups was to generate open discussions of what customers appreciate about Sault Transit and ParaBus, where they see room for improvement, what suggestions they would offer to improve service, and what they feel the priorities should be for the next five to seven years.

The recommendations of this study reflected, to the extent possible, the stakeholder feedback received.



## **Sault Transit Service Recommendations**

The 2012 – 2016 Sault Transit Service and Financial Plan has been determined so that Sault Transit can achieve the revised performance targets. The plans involve recommendations with respect to fare policy, route re-designs, alternate service delivery models and long term route restructuring.

### **Route Re-Designs**

- Route #3 Second Line should be rerouted from the downtown terminal in the outbound direction from Second Line to right on Tancred Street to left on Wellington Street E., then follow normal routing.
- Route #2 Steelton, Route #6 Cedar Heights and Route #7 North Street redesigns to add service along Third Line Road shall be presented to the public for input before being finalized and presented to Council for budget approval.

### **Alternate Service Delivery Models**

- Sault Transit should review the performance and public acceptance of the community bus route after a 12-month trial period.
- ParaBus should consider purchasing and operating a new low floor community bus on the existing community bus route and replace the conventional transit bus operated by Sault Transit.
- Sault Transit should continue with the use of taxis and explore additional opportunities to expand the TransCab service based on a revised formula that compensates the service provider for only the time travelled or for a fixed cost per trip.

### **Long-Term Route Re-structuring**

- When Sault Transit restructures its routes in the future, service should be provided in both directions on all routes to the extent reasonable.
- Sault Transit should investigate a new route structure based on a second bus terminal in the north central area of the city, complemented by an assessment of the viability of establishing a Timed Transfer System.

### **Fare Strategies**

Recommendations regarding Sault Transit's fare policy and future fare increases are given as follows:

- U-Pass negotiations with Algoma University and Sault College should be re-started.
- Re-purpose the Youth Pass and re-structure the Youth Pass to follow the proposed Fare Pricing Policy guidelines.
- Adult passes should be transferable.

In the future, the fare policy should follow the recommendations as outlined below:

- Transit fares should keep pace with inflation as a minimum.
- The unit price of a Multi pass should approximate 80% of the cost of the cash fare.
- Adult 31-day pass should be based on about 40 trips per month multiplied by the unit price of a Multi pass fare.
- Sault Transit should purchase smart card technology when funds permit.

### 2012-2016 Sault Transit Operations Budget

The 2012-2016 Sault Transit Operations Plan is given in **Table B**. Based on the City's planning department's predictions, Sault Ste. Marie is projected to grow to about 78,000 residents in 2016, representing a 0.6% growth rate from 2011. This growth rate is used to project future revenue hour needs. Ridership growth is calculated with a 2.5% growth rate, representing the additional rides required for Sault Transit to meet its efficiency target. Finally, the average fare in 2016 should be about \$1.30 so that Sault Transit can meet its financial goal, which is a R/C ratio of 35%. Therefore the average fare must increase at least 3.2% per year.

**Table B: 2012 – 2016 Sault Transit Financial Plan**

| Revenue Hours and Passengers | Base Year<br>2011 | 2012         | 2013         | 2014         | 2015         | 2016         |
|------------------------------|-------------------|--------------|--------------|--------------|--------------|--------------|
| Population                   | 75,500            | 75,964       | 76,431       | 76,901       | 77,374       | 77,850       |
| Revenue Hours                | 83,853            | 84,369       | 84,887       | 85,409       | 85,935       | 86,463       |
| Cost per Revenue Hour        | \$ 94.61          | \$ 94.61     | \$ 94.61     | \$ 94.61     | \$ 94.61     | \$ 94.61     |
| Additional TransCab Service  | \$ -              | \$ 8,000.00  | \$ 8,000.00  | \$ 8,000.00  | \$ 8,000.00  | \$ 8,000.00  |
| Total Cost                   | \$ 7,933,332      | \$ 7,990,115 | \$ 8,039,198 | \$ 8,088,582 | \$ 8,138,270 | \$ 8,188,264 |
| Revenue Passengers           | 1,962,881         | 2,012,333    | 2,063,030    | 2,115,005    | 2,168,289    | 2,222,915    |
| Average Fare                 | \$1.10            | \$1.14       | \$1.17       | \$1.21       | \$1.25       | \$1.29       |
| Passenger Revenues           | \$ 2,159,169      | \$ 2,284,974 | \$ 2,418,109 | \$ 2,559,002 | \$ 2,708,103 | \$ 2,865,892 |
| Net Investment (Subsidy)     | \$ 5,774,163      | \$ 5,705,141 | \$ 5,621,088 | \$ 5,529,580 | \$ 5,430,167 | \$ 5,322,372 |

### Sault Transit Asset Management Plan Recommendations

#### Bus Fleet

- Maintain the current fleet size, subject to a detailed route network study based on the locating of a satellite terminal facility in the north central area of the city.
- Establish a fleet replacement plan that averages 1.5 – 2 buses per year.

#### Other Transit Infrastructure Recommendations

- Equip all new buses with bike racks and retrofit appropriate existing buses with bike racks.
- Purchase heated shelters on annual bus shelter installation program to improve comfort at major bus stops.
- Pursue bench advertising agreement that provides for the supply, installation and potential maintenance of bus stop benches at no cost to the City as a minimum.

- City of Sault Ste. Marie Planning Department work with Sault Transit to identify a future transit terminal site based on current land availability.
- Existing Downtown Bus Terminal should be improved to accommodate a Transit Inspector office.
- The City should investigate the opportunity to provide for a common facility to accommodate the maintenance needs of Public Works and Transportation services.
- Sault Transit should pursue additional technology that will allow it to monitor service, enhance marketing and customer service, and be more proactive in the planning process.
- That the City of Sault Ste. Marie determine an appropriate percentage of Federal Gas Tax Fund it receives to invest in transit infrastructure.

A ten-year capital budget has been identified and it is given in **Table C**. It is projected that the City of Sault Ste. Marie will require \$10.5M to improve its transit infrastructure.

**Table C: Sault Transit 10 Year Capital Budget**

| Item                              | Proposed Budget (in \$,000)        |                 |                 |                 |               |                 |               |                 |               |                 | Total            |
|-----------------------------------|------------------------------------|-----------------|-----------------|-----------------|---------------|-----------------|---------------|-----------------|---------------|-----------------|------------------|
|                                   | 2012                               | 2013            | 2014            | 2015            | 2016          | 2017            | 2018          | 2019            | 2020          | 2021            |                  |
| Transit Bus Replacement           | \$ 530                             | \$ 1,050        | \$ 530          | \$ 1,060        | \$ 530        | \$ 1,060        | \$ 530        | \$ 1,060        | \$ 530        | \$ 1,060        | \$ 7,950         |
| Community Bus (Parabus) Expansion | Included in Parabus Capital Budget |                 |                 |                 |               |                 |               |                 |               |                 | \$ -             |
| Smart Card                        | \$ 50                              | \$ 100          |                 |                 |               |                 |               |                 |               |                 | \$ 150           |
| Transit Technology Reserve        | \$ 50                              | \$ 50           | \$ 30           | \$ 30           | \$ 30         | \$ 30           | \$ 30         | \$ 30           | \$ 30         | \$ 30           | \$ 340           |
| Bus Stop Infrastructure           | \$ 50                              | \$ 50           | \$ 50           | \$ 50           | \$ 50         | \$ 50           | \$ 50         | \$ 50           | \$ 50         | \$ 50           | \$ 500           |
| Bus Terminals                     |                                    |                 | \$ 300          | \$ 100          | \$ 100        |                 |               |                 |               |                 | \$ 500           |
| Maintenance Facility              |                                    |                 | \$ 1,000        |                 |               |                 |               |                 |               |                 | \$ 1,000         |
| <b>Total</b>                      | <b>\$ 680</b>                      | <b>\$ 1,260</b> | <b>\$ 1,910</b> | <b>\$ 1,240</b> | <b>\$ 710</b> | <b>\$ 1,140</b> | <b>\$ 610</b> | <b>\$ 1,140</b> | <b>\$ 610</b> | <b>\$ 1,140</b> | <b>\$ 10,440</b> |

## ParaBus Service Quality and Adequacy

The operating and administrative staff received uniformly high praise during the stakeholder consultations. ParaBus provides excellent quality service when it has sufficient capacity to do so. Most ParaBus complaints stem from a single issue, which is insufficient service capacity that results in:

- Inability to get a ride at a desired time.
- Long waits on hold to get a reservation.
- Booking policies that allow medical trips to be booked up to 7 days in advance, but not for medical specialist trips or recreational / social trips.

ParaBus reports a non-accommodated trip rate of 1.5% of all trip requests. This is 2.3 times the national average of 0.64%<sup>1</sup> for non-accommodated trips in cities of the same population range. Recommendations on how the City of Sault Ste. Marie can deal with these problems are summarized in the foregoing.

<sup>1</sup> Canadian Urban Transit Association, Specialized Transit Fact Book, 2009 data.

### Dialysis Patient Transportation

- That ParaBus consider requiring dialysis patients to qualify for service like any other applicant, and, if they are found to be able to use transit under certain circumstances, to require them to do so.
- That ParaBus pursue a partnership with the Sault Branch of the Canadian Red Cross Society and the Local Health Integration Network to enable the Red Cross to progressively assume responsibility for transporting all dialysis patients in the City.
- Assist the Red Cross to acquire an accessible vehicle for the Red Cross and begin re-directing dialysis passengers who require an accessible vehicle to the Red Cross.

### Accessibility for Ontarians Disability Act

The Accessibility for Ontarians with Disabilities Act - 2005 (AODA) aims to identify, remove, and prevent barriers to accessibility in Ontario by 2025.

The Accessibility Standards for Customer Service Regulation and, as of July 1, 2011 the Integrated Accessibility Standard has been legislated (Ontario Regulation 191/11) and are now in effect. The Transportation Standard in the Integrated Accessibility Standard has the greatest impact on Sault Transit and Parabus. Given the budgetary pressures presented to municipalities today, both efficiencies and investment are needed.

The challenges of demographic changes, AODA legislation and continued ridership growth require that specialized transit agencies need a strong strategy for the future. The response to these challenges is a multi-faceted strategic framework that contains five initiatives demonstrated below in **Table D**.

**Table D: ParaBus Five-Year Strategic Framework for AODA Compliance**

| Initiative                                | Reason                                                                                                                   | Operational Details                                                                                                                                                                                                                                               |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Eligibility                               | To enhance the eligibility, appeal and registration process.                                                             | <ul style="list-style-type: none"> <li>▪ Undertake a comprehensive review of the costs and benefits of using a third party to assess ParaBus applicants and advise on their eligibility for service. ParaBus would manage the appeal process.</li> </ul>          |
| Use of Sault Transit by ParaBus Customers | Dynamic trip making, reduced cost per trip                                                                               | <ul style="list-style-type: none"> <li>▪ Identify existing and new customers capable of using Sault Transit services for some or all of their trips.</li> </ul>                                                                                                   |
| Day Program Routings                      | To consolidate trips from multiple customers coming from different destinations going to one or more common destinations | <ul style="list-style-type: none"> <li>▪ Identify existing and new groups of customers capable of using Community Bus to access key and common destinations</li> <li>▪ Pick up multiple customers using one large Community Bus for Day Program trips.</li> </ul> |



| Initiative            | Reason                                                                                         | Operational Details                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Technology            | To provide increased operational efficiencies for staff and customers.                         | <ul style="list-style-type: none"> <li>Expand the Automatic Vehicle Locator program to include all ParaBus vehicles.</li> <li>Implement web-based booking.</li> <li>Implement enhanced Interactive Voice Response telephone functions.</li> <li>Implement call-recording technology.</li> <li>Obtain computer-assisted scheduling, either from the locally-developed product, or by acquiring a commercially available product.</li> </ul> |
| Travel Training       | To train all residents, including the physically and cognitively disabled to use Sault Transit | <ul style="list-style-type: none"> <li>Voluntary approach in the short term and gradually expand program to include more participants.</li> <li>Clients are identified and trained to use Sault Transit</li> </ul>                                                                                                                                                                                                                         |
| Fares/Operating Hours | To comply with AODA legislation.                                                               | <ul style="list-style-type: none"> <li>Implement changes to fares and operating hours as per the AODA legislation.</li> </ul>                                                                                                                                                                                                                                                                                                              |

### Eligibility and Application Process

As Sault Transit becomes more accessible, the basic criterion for accessibility should be that the applicant is unable to use Sault Transit's conventional service either some or all of the time, due to a temporary or permanent disability. ParaBus should revise its eligibility structure according to the following categories:

- Fully eligible
- Conditionally eligible
- Temporarily eligible
- Visitor

The application process should also be revised. In essence, the determination as whether or not the applicant is eligible for ParaBus is solely up to the discretion of ParaBus staff. However a third party appeal process should be in place for those who feel unfairly rejected.

### Creating Additional Service Capacity

#### Accessible Taxi Use

ParaBus is quite skilled at using taxis to supplement capacity at peak hours, however there improvements can be made:

- More accessible taxis available to carry wheelchair trips that cannot be accommodated on its own vehicles during peak time or for when coverage at hours when demand is too low to be able to create enough shared rides to use ParaBus vehicles cost-effectively.
- The City should explore offering taxi companies an incentive such as ParaBus contract work, so that local taxi firms will own and operate accessible taxis. This will aid offsetting these vehicles that have higher purchase and operational costs.

### Scheduling & Ride-Sharing

ParaBus policy is to use a 'zero minutes early, five minutes late' window, which constrains the scheduler to the point where it is difficult or impossible to schedule an efficient degree of ride-sharing.

- Other specialized transit systems use a much wider window; such as '10 minutes early, 10 minutes late' or '10 minutes early, 20 minutes late'.
- A longer windows means that the scheduler can add additional passengers and modify the vehicle itinerary as long as the vehicle remains within the on-time window.
- A wider on-time window, if suitably used, can produce a substantial increase in both the capacity and the productivity of vehicles at no additional service cost.

Additionally, to help reduce staff workload and help champion ParaBus issues with the City's transit subcommittee, the City should:

- Add one ParaBus Dispatcher position to meet the demand for prompt service.
- Designate a dispatch staff person as the Lead Dispatcher or Service Coordinator.

### Technology

ParaBus uses an entry-level scheduling product that has no computer-assisted scheduling capability. Although the City's Information Technology staff have made progress on a software program, it may not meet ParaBus needs.

- If the City's software project cannot be completed to the satisfaction of ParaBus staff, it is recommended that a more robust scheduling software is purchased for ParaBus use.
- The new scheduling software should integrate with the GPS vehicle trackers to aid dispatchers.
- When the City procures a new computer system, it shall avail of itself of Mobile Data Terminal (MDT) capabilities, which report real-time statistics to supervisors on the street.

### ParaBus Fare Policy

The following recommendations should be taken under advisement with respect to ParaBus fares:

- That ParaBus discontinue the policy of free travel for companions (other than attendants required for personal care).
- That ParaBus raise its fares in conjunction with those of Sault Transit.
- Implement smart card fare technology when conventional transit implements the technology on all routes.

### 2012 - 2016 ParaBus Performance Targets

Specialized transit performance targets have been established for the next five years:

- **Effectiveness:** To increase the proportion of accommodated trips from 98.5% to 99.5% by 2016.
- **Efficiency:** To increase service utilization by 20% (from 2.0 to 2.4 passengers per hour) by 2016.



## **2012 – 2016 ParaBus Service and Financial Plan**

Based on the new policy framework outlined above, a 2012 – 2016 ParaBus Service and Financial Plan is presented below in **Table E**. The plan assumes that the City will maintain current ParaBus business model. To meet demand in 2012, ParaBus should plan on providing an additional 5,000 trips, for a total of 52,500 trips. Of these, 2,500 trips would enable ParaBus to ‘catch-up’ with current demand, and another 2,500 to absorb new growth in demand. Thereafter, ParaBus should plan to increase the number of trips by about 2,500 per year:

- 2012: 52,500 trips
- 2013: 55,000 trips
- 2014: 57,500 trips
- 2015: 60,000 trips
- 2016: 62,500 trips

**Table E: ParaBus Service and Financial Plan**

| Revenue Hours and Passengers              | Base Year  |              |              |              |              |              |
|-------------------------------------------|------------|--------------|--------------|--------------|--------------|--------------|
|                                           | 2011       | 2012         | 2013         | 2014         | 2015         | 2016         |
| Trips                                     | 47,500     | 52,500       | 55,000       | 57,500       | 60,000       | 62,500       |
| Cost per Trip                             | \$ 19.36   | \$ 19.36     | \$ 19.36     | \$ 19.36     | \$ 19.36     | \$ 19.36     |
| Total Cost                                | \$ 919,600 | \$ 1,016,400 | \$ 1,064,800 | \$ 1,113,200 | \$ 1,161,600 | \$ 1,210,000 |
| Passenger Revenues (@ 1.20 per passenger) | \$ 57,000  | \$ 63,000    | \$ 66,000    | \$ 69,000    | \$ 72,000    | \$ 75,000    |
| Net Investment (Subsidy)                  | \$ 862,600 | \$ 953,400   | \$ 998,800   | \$ 1,044,200 | \$ 1,089,600 | \$ 1,135,000 |

## **ParaBus Asset Management Plan**

There are 10 wheelchair accessible ParaBus vehicles used to deliver specialized service as summarized below. One vehicle serves as a Community bus. The average ParaBus vehicle is 7.3 years old. Vehicles should be replaced every seven to nine years. The average vehicle age should be reduced to five years as soon as feasible, to help contain maintenance costs and minimize vehicle down-time due to repairs.

The replacement program should provide an average of one vehicle per year. Since ridership is estimated to increase by approximately six percent per year, additional ParaBus vehicles will likely be needed from 2012 – 2016 at a rate of one per year.

The 10-Year Capital Budget for ParaBus, presented below in **Table F**, reflects the following infrastructure needs:

- Vehicle Replacement
- Vehicle Expansion
- New technologies (scheduling software, GPS, etc.)

About \$2M is required to improve specialized transit infrastructure.

**Table F: ParaBus 10 Year Capital Budget**

| Items               | Proposed Budget (x 1,000) |        |        |        |        |        |        |        |        |        | Total    |
|---------------------|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------|
|                     | 2012                      | 2013   | 2014   | 2015   | 2016   | 2017   | 2018   | 2019   | 2020   | 2021   |          |
| Vehicle Replacement | \$ 100                    | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 1,000 |
| Vehicle Expansion   | \$ 300                    | \$ 100 | \$ 100 | \$ 100 |        |        |        |        |        |        | \$ 600   |
| Dispatch Software   |                           | \$ 100 |        |        |        |        |        |        |        |        | \$ 100   |
| Technology Reserve  |                           |        |        |        |        |        |        |        |        |        | \$ -     |
|                     |                           |        |        |        |        |        |        |        |        |        | \$ -     |
|                     |                           |        |        |        |        |        |        |        |        |        | \$ -     |
| Total               | \$ 400                    | \$ 900 | \$ 200 | \$ 200 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 1,700 |

## Federal Funding for Sault Transit and ParaBus

In 2007, the Federal Government **Building Canada Fund** replaced several other infrastructure funds that have been in place since as early as 2001 (namely the Canada Strategic Infrastructure Fund, the Highways and Border Infrastructure Fund, and the Municipal Rural Infrastructure Fund). Building Canada will offer \$8.8 billion over the period from 2007 through 2014 for a variety of eligible investments including public transit projects. Provincial and territorial governments and municipalities are expected to match federal contributions, and the projects to be funded will be determined through both collaborative and competitive processes.<sup>2</sup>

Recently, the Federal Government of Canada legislated that the Gas Tax Fund becomes a permanent funding mechanism to help municipalities pay for capital works. While the majority of the fund has been used for engineering roadwork, many municipalities, such as the City of North Bay<sup>3</sup> as an example, have taken advantage of this revenue source to pay for transit infrastructure improvements. Across Canada, nearly 37% of the monies collected in the Gas Tax Fund are used for transit-related infrastructure.

The City of Sault Ste. Marie could consider an appropriate percentage of Federal Gas Tax Fund it receives to invest in transit infrastructure such as:

- Vehicle Replacement
- Bus Stop Infrastructure and Accessibility
- Future Bus Terminals
- Future Vehicle Maintenance Facilities
- Transit Technology (scheduling software, smart card technology, etc.)

## Final Public Open House

A final public open house was held on January 11, 2011 at City Hall. Over 30 members of the public, City staff and political representatives were in attendance to review the information boards and view a comprehensive PowerPoint presentation. Many of the attendees were participants of the Transit Focus Group meetings held throughout the study. In summary, all comments relative to the issues and recommendations were supported. HDR

<sup>2</sup> CUTA Issue paper #27 February 2008

<sup>3</sup> The City of North Bay allocated a portion of their federal gas tax revenue to complete a downtown transit terminal in 2007 and convert their entire vehicle fleet to accessible buses by 2012.



and staff are, therefore, confident that the recommendations of this report capture the community priorities relative to the provision of Sault Transit and ParaBus services over the next five years and beyond.

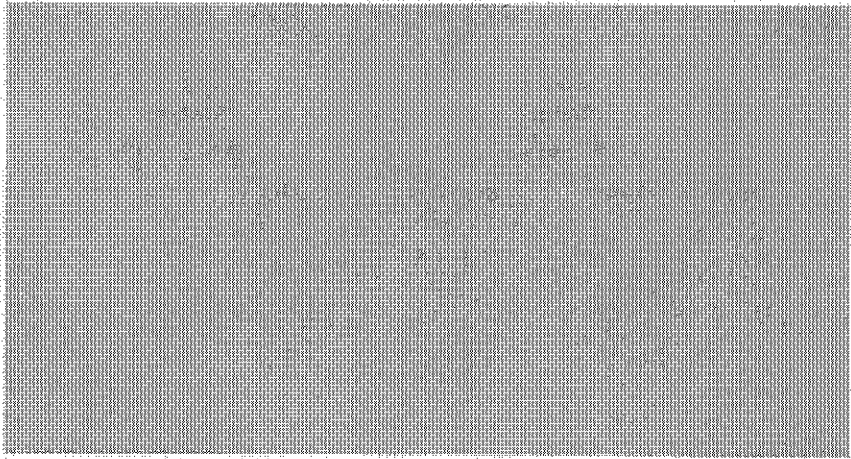
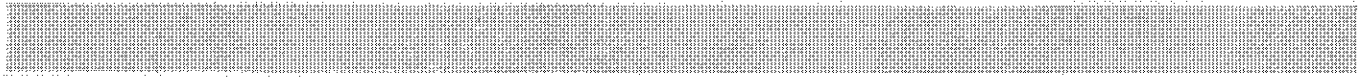
## **Conclusion**

The 2012-2016 Public Transit Operations Review, developed in consultation with stakeholders, is designed to grow ridership and ensure that the transit fleet and infrastructure is in place to accommodate the growth. Additionally, much focus was placed on the ParaBus service to ensure that the City is equipped with tools needed to serve the growing demands on the service due to the aging population and increased life expectancies. This is timely given the Accessibility for Ontarians Disability Act requirements that need to be met today and in the future.

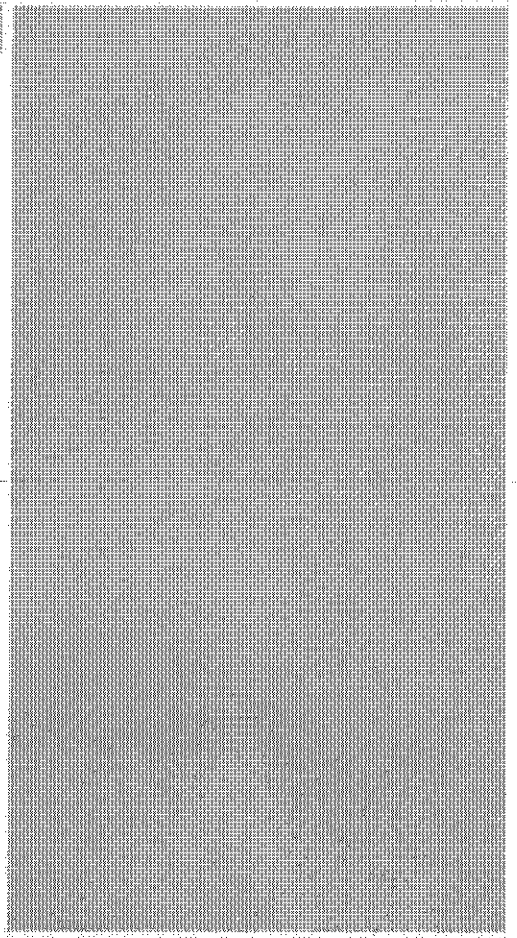
The Sault Transit and ParaBus Service plan and budget estimates can be accelerated depending on:

- Revenue growth due to increased ridership or higher transit fares, and the introduction of smart card technology.
- Available vehicle replacement and expansion funding.
- Re-purposing funds from the Federal Gas Tax Fund for transit infrastructure.
- Obtaining additional staff and technology resources for ParaBus service.
- Ability to expand the use of taxis.
- Reaching an agreement to implement a U-Pass program with Sault College and Algoma University.

There is flexibility built into the plan to allow for shortfalls or increases in ridership revenues, unforeseen expenses, and gas tax allocation amounts. The plans should be followed in 2012 and 2013 and used as a guide thereafter.



HDR



## **Sault Ste. Marie Economic Development Fund (EDF) Review 2006-2011**

### **I. INTRODUCTION**

The purpose of this Review is to provide relevant information to City Council regarding the current status of the EDF so that it can be considered in this year's budget deliberations. A well-managed and funded EDF program is a critical economic development investment tool for Council, which can demonstrably improve the competitiveness and sustainability of our municipality.

Sault Ste. Marie has been very fortunate to have had an economic development fund in place for a number of years. This Fund has evolved over this period and has been invaluable in enabling a broad range of economic development initiatives to move forward.

In addition to the operations of the Sault Ste. Marie Economic Development Corporation, the EDF is City Council's principal means to support targeted economic development initiatives. It is the Board and staff's hope that Council will continue to make the EDF a priority for this year and in the years ahead. It is an investment in the future of the community.

### **II. BACKGROUND**

#### **HISTORY**

Since 1999, the City of Sault Ste. Marie has made funds available for economic development projects in one form or another. In 2005 the Sault Ste. Marie Economic Development Corporation made the recommendation that the City continue this type of support and subsequently Council established a \$1 million economic development fund. This recommendation was complemented by a series of other recommendations about the ongoing management and evaluation EDF projects.

In 2006, it was determined by Council that Sault Ste. Marie Economic Development Fund (also referred to as the City Economic Diversification Fund or EDF) be administered in a more structured fashion. The fund focussed on:

- job creation,
- new tax assessment through new investments; and,
- supporting economic development projects.

This enabled the fund to be a more targetted investment tool for City Council to demonstrate their support for worthy community initiatives.

Since 2006, \$500,000 a year has been annually allocated for the EDF from the City budget. This represents roughly 0.3% of the total City budget. While quite modest in comparison to the City's budget overall, the EDF has been effective in leveraging additional funds from the federal and provincial governments as well as the private sector.

In addition, the EDF evaluation process, supported by Council, is an excellent example of the benefits of having close coordination and collaboration on economic development priorities between the City, SSMECD and other economic development stakeholders in the community, including Destiny Sault Ste. Marie.

#### **EDF PROGRAM CRITERIA**

In 2007, the Sault Ste. Marie Economic Development Corporation - together with support from City Council - updated EDF program criteria, delivery and reporting to ensure accountability to City Council and the City of Sault Ste. Marie Finance Committee. It did so in consultation with the Sault Ste. Marie Chamber of Commerce, Innovation Centre, Community Development Corporation of Sault Ste. Marie in Area, Destiny Sault Ste. Marie and the public. The SSMECD was tasked with being responsible for the evaluation process, coordination of the funding program and making recommendations concerning the projects themselves. (Please refer to Annex A).

#### **CITY/SSMECD MEMORANDUM OF UNDERSTANDING**

In 2009, the Sault Ste. Marie Economic Development Corporation and the City of Sault Ste. Marie signed a Memorandum of Understanding (MOU) for accountability between the two organizations. As part of this MOU, the City designated the SSMECD as its lead agency on economic development with the goal of being the City's leader in supporting and promoting an environment which generate sustainable employment in a healthy growing and diversified economy. The MOU also identified the SSMECD as responsible for making recommendations to Council on EDF expenditures in accordance with Council approved criteria.

### **III. EDF PROJECT FUNDING**

Between January 1, 2006 and December 31, 2011, City Council invested \$3.8 million dollars for EDF projects. Projected expenditures for this period on approximately 39 projects were \$3.5 million. Over this five year period an average of \$627,722 has been allocated by Council for EDF on an annual basis. As noted previously, Council invested over \$1 million in 2006 and in 2008 it allocated over \$750,000.

An average of \$460,000 has been the projected EDF expenditures on an annual basis. This represents 92% of all EDF funds have been committed on an annual basis over the past six years. *Table A summarizes this information.*



**Table A: EDF Allocations & Expenditures 2006 -2011**

| <b>YEAR</b>   | <b>ALLOCATION</b>     | <b>PROJECTED<br/>EXPENDITURES</b> | <b>UNSPENT<br/>(in reserve)</b> | <b>Annual<br/>Allocation spent</b> |
|---------------|-----------------------|-----------------------------------|---------------------------------|------------------------------------|
| 2006          | \$1,016,275.39        | \$994,030.46                      | \$22,244.93                     | 98%                                |
| 2007          | \$500,000.00          | \$417,500.00                      | \$82,500.00                     | 83%                                |
| 2008          | \$750,058.33          | \$740,667.00                      | \$14,391.33                     | 99%                                |
| 2009          | \$500,000.00          | \$448,495.60                      | \$51,504.40                     | 89%                                |
| 2010          | \$500,000.00          | \$415,132.92                      | \$84,867.08                     | 83%                                |
| 2011          | \$500,000.00          | \$458,300.00                      | \$41,700.00                     | 92%                                |
| <b>Total:</b> | <b>\$3,766,333.67</b> | <b>\$3,474,125.98</b>             | <b>\$277,187.00</b>             | <b>92%</b>                         |

Source: Finance Department as Jan 16, 2012 (Finances advises that there may still be some outstanding entries)

**FUNDING ANALYSIS**

Based on an analysis of the information presented in **Table A** and the multi-year commitments made by Council for the projects noted below, it is estimated that Council can expect an annual EDF variance of - \$235,000. This estimate is based on the average annual expenditures for projects in a typical year with a 500,000 EDF allocation and takes into consideration the multi-year commitments Council has previously already made (Table B).

**Table B: Commitments 2012-2014**

| <b>YEAR</b>   | <b>ALLOCATION</b>     | <b>COMMITMENTS<br/>TO DATE <sup>(1)</sup></b> | <b>ESTIMATED<br/>ANNUAL<br/>EXPENDITURE <sup>(2)</sup></b> | <b>ESTIMATED<br/>VARIANCE <sup>(3)</sup></b> |
|---------------|-----------------------|-----------------------------------------------|------------------------------------------------------------|----------------------------------------------|
| 2012          | \$500,000.00          | \$275,000.00                                  | \$460,000.00                                               | -\$235,000                                   |
| 2013          | \$500,000.00          | \$275,000.00                                  | \$460,000.00                                               | -\$235,000                                   |
| 2014          | \$500,000.00          | \$275,000.00                                  | \$460,000.00                                               | -\$235,000                                   |
| <b>Total:</b> | <b>\$1,500,000.00</b> | <b>\$825,000.00</b>                           | <b>\$1,380,000.00</b>                                      | <b>-\$705,000</b>                            |

**Notes:**

## 1. EDF commitments to date:

- Algoma University (\$1 million over four years, half from EDF) - \$125,000 committed in 2011+ \$125,000 a year for three years 2012-2014
- Sault College (\$1 million over four years, half from EDF) - \$125,000 committed in 2011+ \$125,000 a year for three years 2012-2014
- SSM Airport Development Corporation hangar expansion (\$200,000 over four years) \$125,000 committed in 2011 + \$25,000 a year for three years 2012 – 2014

Over the last six-year history of EDF, it has not been common practise for specific commitments to be made for one project on an annual basis over number of years. In other words, at the beginning of the fiscal year the Economic Development Fund is generally not encumbered with prior-year commitments.

2. The Annual Expenditure Estimate is based on an average annual expenditure of 92% of the allocated EDF funds for a particular year.
3. The shortfall represents the combination of the current EDF commitments plus the estimated annual expenditures that typically occur in any year minus the EDF allocation for that year.

#### **EDF FUNDING CONSIDERATIONS**

- 2012 will be an economic period characterized by low growth, change and uncertainty. While some of the local economic indicators for Sault Ste. Marie are positive, the community will not have the benefit of federal and provincial stimulus and infrastructure project funding boosting construction activity to the extent it has in past years. It is the view of the Sault Ste. Marie Economic Development Corporation that now is a time and opportunity to move forward key business and economic development initiatives, which better position Sault Ste. Marie as a globally competitive place to do business and time to seek new markets and opportunities.
- In light of recent statements regarding fiscal planning and management by the Province of Ontario and the Government in Canada, it is expected that the general availability of funds to undertake economic development initiatives will be more limited than in previous years. This will affect the ability of the community's economic development stakeholders to both access and lever funding for priority initiatives. The City will also likely find itself being asked by community organizations to fund projects at a higher level than it has in the past.
- In 2011, City Council showed significant foresight and leadership in making \$2 million in commitments of both the EDF and other municipal funds for post-secondary education. It is the view of the SSMEDEC that these institutions are a key part of the foundation for this community's future growth and development. Likewise, the Council decision to support the Sault Ste. Marie Airport Development Corporation EDF proposal for the construction of a hangar demonstrates the City's commitment to build industrial infrastructure capacity. This too was supported by the SSMEDEC.
- However, as a result of Council's decisions to commit multi-year funding (2011-14) in support of these key economic development initiatives in post-secondary education and industrial (aviation) infrastructure, the remaining available EDF funds from the annual allocation of \$500,000 will be reduced \$225,000 for the years 2012, 2013 and 2014.
- Based on the type and value of EDF projects that are typically considered by Council over the course of the year and the reduced availability of EDF funds for the years noted, it is expected that the demand EDF support will exceed the capacity of Council to support

them by an estimated \$235,000. This may well include projects that have been identified as strategic priorities by the community.

- Of the \$3.8 million allocated to EDF by City Council since 2006, only 17.5% has been expended on projects where the Sault Ste. Marie Economic Development Corporation was the lead proponent. While the SSMEDC expects to be making funding requests to the EDF in 2012, Council can also expect funding requests from a variety of other proponents in the community.

### **III. A. Analysis of the EDF Program: Strengths and Benefits**

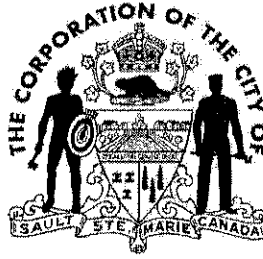
The Economic Development Fund has evolved over its five-year life. It has become increasingly more focused on supporting projects where there are clear economic development benefits over the long term, including job creation and increased tax assessment. The kind of support the City has provided to projects has evolved from targeted promotional and tourism projects such as: the CTV sponsored "Wake up a Winner Community Challenge" (\$6000.00); administrative support to the Soo North Finnish club (\$7,000); and, completing the Waterfront Walkway (\$76,000), to strategic initiatives including: saving Huron Central railway (\$250,000); human resource related expenses for investment attraction programs and services (\$136,000), the construction of a hangar at the airport \$200,000; and of course multi-million dollar commitments for post-secondary education. It has grown to be an outstanding economic development tool.

One of the very attractive aspects of the EDF is its flexibility and accessibility to support range of economic development initiatives. While the fund has primarily been essentially used as a grant program, it has also served as a means to provide loans for companies to build transportation infrastructure that benefit both themselves and other companies (e.g. Boniferro Millworks industrial rail spur), as well as loan guarantees (Searchmont) to enable it to have the necessary financial resources to operate one of the City's few winter destination attractions.

#### **Conclusion:**

Sault Ste. Marie's Economic Development Fund is City Council's tool to make important economic development investments for the future benefit of this community. These funds have been used by a variety of organizations in the community to lever funds from other public and private organizations to facilitate the growth and sustainability of the community.

Based SSMEDC estimates and on the assumption that current EDF annual allocation of 500,000, remains unchanged over the next three years, Council will have less capacity, i.e smaller EDF budget (less than half than in previous years), to support the demand for projects that target job creation, new tax assessment through new investments; and, economic development.



July 10, 2007

## **ECONOMIC DEVELOPMENT FUND (EDF) – CRITERIA**

The City of Sault Ste. Marie has established a City Economic Development Fund (EDF). The purpose of this fund is to support job creation, support the increase of new tax assessment through new investments, and to support economic development projects. City Council annually establishes the funding support for the EDF and as this fund is limited, City Council must be very selective in how it is disbursed to ensure that the maximum return on investment is achieved.

To ensure accountability to City Council, the City of Sault Ste. Marie Finance Committee, the SSMEDC has updated the EDF program criteria, delivery, and reporting. Consultation and input was also carried out with the Sault Ste. Marie Chamber of Commerce, Sault Ste. Marie Innovation Centre, Community Development Corporation of Sault Ste. Marie and Area and Destiny Sault Ste. Marie and a Public Session to receive input from the community was hosted by SSMEDC.

### **1. Key Performance Targets**

The previous EDF was established by City Council to promote economic growth and provide opportunities in areas of business, technology, tourism and education. This is still important today, but City Council must ensure that the community benefits include specific performance targets, such as net job creation and support for community initiatives that will support existing and attract new employers, investment, and employees. Therefore, in deciding how to allocate funding consideration should be given to support for initiatives that would result in:

- 1.1. Net Job Creation: The focus of the fund is to support new economic development projects that will create sustainable wealth generating jobs and diversify our economy. Wealth generating jobs are those that bring new monies (e.g., payroll) into the community. This will support economic development that focuses on the creation of new products and services (e.g., manufacturing, science & technology, etc.) that are driven by external market demands;

and

- 1.2. Increase Tax Assessment: The greatest rate of return of the City Economic Development Fund to the City of Sault Ste. Marie is to invest in those projects that would increase new tax assessment (e.g. new industrial construction) or increased investment in existing facilities that would increase the tax assessment value of that facility.

and

- 1.3. Economic Development Projects ("enhanced" promotion, marketing, research, and strategy development) that are consistent with Destiny SSM strategic priorities or that support the creation of new economic engines for Sault Ste. Marie.

## **ECONOMIC DEVELOPMENT FUND (EDF) – CRITERIA**

---

### **2. Criteria for the Use of the Fund**

The fund will provide capital for projects that create or protect jobs and the tax base by:

- 2.1. Promoting economic diversification and supporting the establishment of new businesses or industries that support new products, services, and innovation,
- 2.2. Where benefits warrant, contributing to the sustainability or expansion of existing enterprises as long as it does not unfairly compete with other local enterprises and the use of the City's EDF is absolutely necessary in order for the project to succeed;
- 2.3. Supporting strategic community initiatives that support creating the environment for business development (e.g. infrastructure development, educational/economic opportunities, labour development initiatives, specific sector strategy development, innovation, and support for new economic cluster development).

### **3. Eligible Applicants**

Eligible Applicants for applying directly to the City of Sault Ste. Marie for the EDF would be non-profit economic development organizations and City departments.

Private Sector applicants would be required to work in partnership with a non-profit economic development organization such as the Sault Ste. Marie Economic Development Corporation. The reason for this is that the City of Sault Ste. Marie has restrictions pertaining to the Municipal Act in providing bonusing to the private sector. However, as the lead economic development agency for the City of Sault Ste. Marie, the SSMEDC could work with the private sector in a partnership that could access the EDF as long as the project meets the criteria and application requirements of the EDF.

### **4. Application Requirements**

Applicants will complete the following application information, provide a covering request letter, and will provide the necessary supporting documentation to support their request. The application will include a business or project plan, which outlines:

#### **4.1. Applicant Information**

- 4.1.1. Legal name of business/organization
- 4.1.2. Names of Officers, Directors & Principals
- 4.1.3. History of Organization
- 4.1.4. Organization mandate
- 4.1.5. Key contact for initiative
- 4.1.6. Contributing partners and
- 4.1.7. References

**ECONOMIC DEVELOPMENT FUND (EDF) – CRITERIA**

---

**4.2. Project Information**

- 4.2.1. Project description
- 4.2.2. Objectives
- 4.2.3. Performance targets
- 4.2.4. Impacts and Limitations of Project
- 4.2.5. Methodology and timing (including key dates for progress reports and final report to Council)

**4.3. Costs and Financing**

- 4.3.1. Detailed project costs
- 4.3.2. Financing arrangements (e.g., equity, loans, etc.) and funding partners
- 4.3.3. In-kind contributions
- 4.3.4. Balance, Financial Statements, Cash flow projections (historical and projected)
- 4.3.5. Demonstrated need for assistance and supporting documentation and applications to other government assistance programs, etc.

**4.4. Economic Benefits**

- 4.4.1. Description of how the project promotes economic growth and diversification
- 4.4.2. Projected job creation
- 4.4.3. Potential for tax assessment increase
- 4.4.4. Other economic and community benefits

**4.5. Community Benefits**

- 4.5.1. How the project compliments other local initiatives
- 4.5.2. Impact on the community as a whole

After receiving the Application requirements, the SSMEDC may at its discretion request further information and clarification from the proponent.

For processing, all applications will be sent to:

Manager of Corporate Services  
Sault Ste. Marie Economic Development Corporation  
99 Foster Drive, First Level  
Sault Ste. Marie, ON P6A 5X6

Telephone enquiries: (705) 759-5432  
Fax: (705) 759-2185  
E-mail: [d.lafleur@ssmedc.ca](mailto:d.lafleur@ssmedc.ca)  
Website: [www.sault-canada.com](http://www.sault-canada.com)

**ECONOMIC DEVELOPMENT FUND (EDF) – CRITERIA**

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**5. Process for Evaluating Proposals**

- 5.1. The Sault Ste. Marie Economic Development Corporation will be responsible to provide the resources to support the intake of applications and support the proponent (s) in the development of their proposal.
- 5.2. The City Finance and Legal Department, through the SSMEDC, will provide recommendations regarding economic resources available and related concerns (e.g., due diligence collaboration, risk management, municipal act, etc.)
- 5.3. Prior to presentation to City Council the Managing Director of Destiny SSM will review requests if appropriate, determine need from Destiny SSM Committee for input and recommendations, and provide their input to the evaluation of the application.
- 5.4. Unless there are special circumstances, all requests shall contain written recommendations from the Sault Ste. Marie Economic Development Corporation Board of Directors, and the City Finance Department prior to presentation to Council. This would be coordinated through the SSMEDC.
- 5.5. All requests will be presented to Council in writing with supporting presentations by the applicant if required.
- 5.6. City Council will make the final decision re: financial contributions from the fund.

**6. Accountability, Monitoring and Reporting of Results**

The following will be expected from the successful applicants:

- 6.1. Recognition of the City Economic Development Fund contribution to the project in reports and appropriate marketing products, including the City logo.
- 6.2. Progress reports as outlined in their submission's timetable and proposal to City Council.
- 6.3. A final project report containing an evaluation of the success of the initiative in meeting its goals and key performance targets as well as the benefits to the community.
- 6.4. A complete report of all revenues and disbursements for the project within 6 months of completion of project. The City Finance Department will require supporting financial documentation (e.g. paid invoices, etc.) and has the right to review or audit project.

# PUTTING A BOUNCE IN YOUR STEP

## A New Rubber Sidewalk in Mississauga

### INSIGHT

#### Rubber Sidewalks

Municipality: Mississauga

Product: preformed rubber mats (brand name Eco-Walk)

Materials: crumb rubber from recycled tires with a urethane binder

#### Description:

Preformed interlocking mats

Size - 60 inches by 48 inches

Thickness - 2 inches

Weight - 200 lbs.

#### Test Strip:

Location - City Centre Drive

Length - 115 metres

Manufacturer: Champagne Edition (Edmonton, Alberta)

People walking along City Centre Drive in Mississauga are noticing a slight spring in their step. It's not the unseasonably warm weather. It's a new rubber sidewalk.

*Pounding the pavement was never easier.*

When Mississauga needed a temporary sidewalk on City Centre Drive, not far from City Hall, it provided a perfect opportunity to try out a new product - a rubber sidewalk made from interlocking mats.

"When we had to reconstruct the sidewalk along the south side of City Centre Drive, the only place for people to walk was on a grass boulevard on the other side of the road," recalls Dave Morris, the City's materials testing co-ordinator. "There are a lot of pedestrians around here and so we needed to install a temporary sidewalk with a good firm surface for people with strollers and walkers or for those in wheelchairs. Eco-Walk seemed an ideal solution."

The Eco-Walk sidewalk consists of a series of interlocking rubber mats made with crumb rubber from recycled tires. The mats, each one the width of a sidewalk and weighing 200 pounds, were laid by hand on a one-inch thick bed of limestone screenings, each mat meshing with the next one to produce a smooth, firm, continuous pathway. A two-person crew can complete most installations, compared to the four people needed to pour a concrete sidewalk.

Installation of the 115-metre long sidewalk on City Centre Drive took less than two days and, unlike a concrete sidewalk

*continued ...*



7(b)

## Putting a Bounce in Your Step

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which takes a couple of days to cure, the path was available for use the moment the installation was finished.

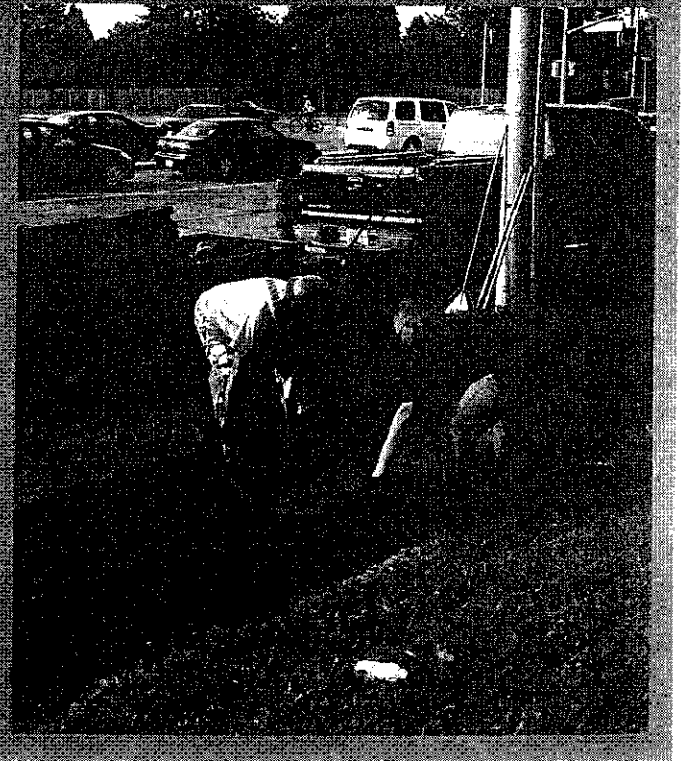
This is not the first time that Mississauga has tried this particular product. Last year it installed a 16-metre temporary sidewalk along Derry Road, which Dave says, stood up well to the rigors of its first winter without any damage from plows or salt.

City Centre Drive is, however, much more heavily used by pedestrians and if it didn't perform as expected Dave knew that the city would hear about it. So far, he says, the reaction has been positive.

"People find it comfortable to walk on and it has a good grip, which should reduce the possibility of slip and falls. It is also a very attractive sidewalk with the warm appearance of interlocking brick."

The rubber mats cost about ten dollars per square foot plus installation, slightly more expensive than concrete or asphalt, but they have one additional benefit that neither concrete nor asphalt can offer. They used to say when things get quiet at night a city would roll up its sidewalks and with the new rubber pathway, it's not beyond the realm of possibility.

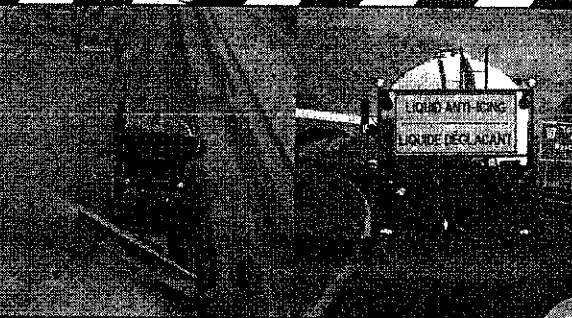
"I'm not sure that the rubber mats will actually when we install the new sidewalk, we can pick up sections and use them again," says Dave Morris. "We can use the mats to fill in utility cuts or to replace sections of sidewalk that have heaved. It's one of the attractive features of this product and certainly makes the life cycle costs more attractive."





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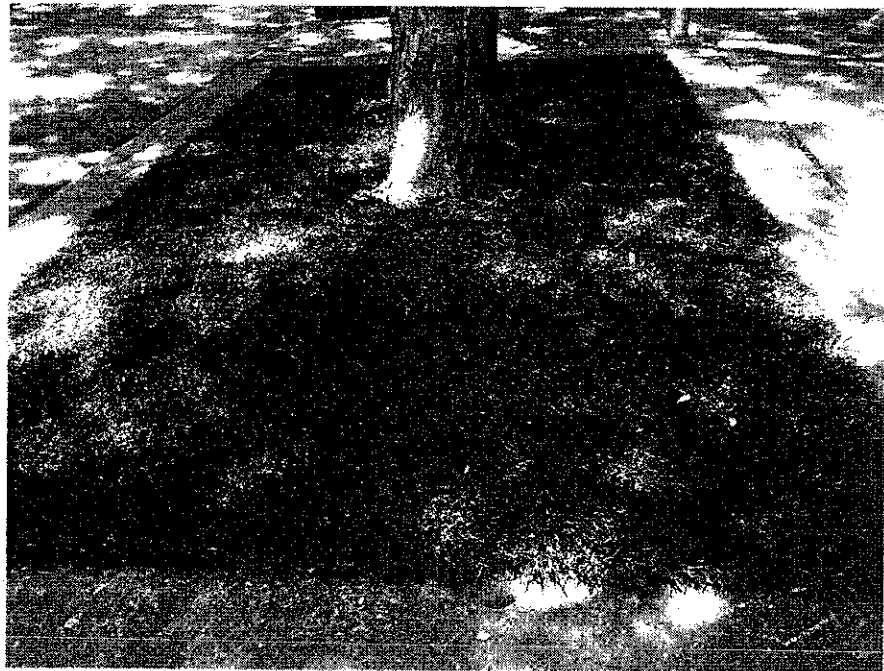
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info@steedandevans.on.ca  
www.steedandevans.ca

**Winter Maintenance Contractor,  
Asphalt and Granular Supply,  
General Contractor & Asphalt Paving**

# Over 50 Years



The City of Toronto recently implemented a recycled rubber grid in combination with artificial grass in some of their tree wells. This allows for the tree roots to receive the benefit of rain water while eliminating the need for mulch, which constantly requires replacing.

## TRASH TALK

# Stewardship program to drive tire recycling

**ELLEN MOORHOUSE**  
SPECIAL TO THE STAR

When you think green jobs, making solar panels and wind turbines probably comes to mind.

But don't forget garbage. Here's an area where regulations are changing and new employment is coming. In fact, Ontario could soon emerge a leader in waste management and processing, along with the capital investment, technical expertise and work opportunities that go with it. A recently released review of the province's Waste Diversion Act proposes new diversion targets and strategies that are expected to generate about 7,800 new jobs by 2012.

Take old tires, for example.

The new Ontario Tire Stewardship, an industry-funded body created and regulated under the diversion act, launched its recycling program Sept. 1. The aim: collect, process and create products from the 2.8 million tires stockpiled at dumpsites and the 11 million scrap tires generated in the province each year (almost one for each of Ontario's 13 million residents).

The stewardship program will spend \$23 million in the first year to stimulate processing and recycling through incentives to processors based on the tonnage of end products they've sold. Another \$51 million will go to other aspects of the program, including payments to collectors and haulers. (There's now no charge to consumers to dispose of tires.)

Where's the money coming from?

If you've bought snow tires in recent weeks, you would likely have paid a new eco-charge of \$5.84 per tire. That fee, which varies according to tire size, covers what tire "stewards" — brand owners and importers to the province — must pay to the tire stewardship to cover disposal.

With scrap tire supplies guaranteed and a schedule of subsidies in place, Ontario processors are starting to add shifts and develop new markets, according to stewardship executive director Andrew Horsman.

Companies are also looking at locating here. High Tread International Inc., based in New York State, not far from Niagara Falls, plans a \$4 million operation in Brantford, where it

will transform old tires into mulch for playgrounds and crumb rubber, which goes into all sorts of products from rubberized asphalt to flooring materials.

The company, which relies on Ontario tires at its U.S. plant, wants to ensure access to that feedstock, according to general manager Rick Johnson.

"In order to do that under the stewardship program, we made a decision it would be necessary to have a processing facility in Ontario," he said.

The stewardship subsidies, which help support new investment, were another factor in High Tread's decision, Johnson said: "I think they've structured a very good program."

The company hopes environment ministry approvals will be in place and the Brantford plant operating by March 2010. It will employ a workforce of 30 to 35.

So where did Ontario's old tires used to go? About half of them, ended up as fuel in cement kilns and other generating facilities south of the border.

Where will they go now? Not for burning. The Ontario government's diversion policies aim to extract maximum recycling potential from refuse, with waste-to-energy incineration the last option.

For tires, the possibilities include mulches, skating rink mats, athletic tracks, automotive parts, animal stall mats, mouse pads, rubber shingles, blasting mats and the base for traffic cones.

Shredded tires can be used as a gravel substitute for roadbed construction and backfilling, and rubber crumb used in asphalt is supposed to result in a more durable paving surface.

Horsman says the rubber vulcanizing process makes reuse of rubber in new tires problematic.

So where do you drop off those old tires at the back of your garage? Horsman says about 4,500 companies have registered as collectors so far.

Go to the Ontario Tire Stewardship website ([www.ontariots.ca](http://www.ontariots.ca)) to find lists in your area.

Trash Talk appears Saturdays in New in Homes & Condos. Send comments or questions to [e\\_moorhouse@sympatico.ca](mailto:e_moorhouse@sympatico.ca).

10(a)

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

**BY-LAW 2012-20**

**AGREEMENT:** (E.3.4.4.) A by-law to authorize execution of an agreement between the City and Stern Engineering Group Inc. dated the 23<sup>rd</sup> day of December, 2011 for the following reconstruction; the Fort Creek Aqueduct Rebuild – Downstream of the John Street Entrance.

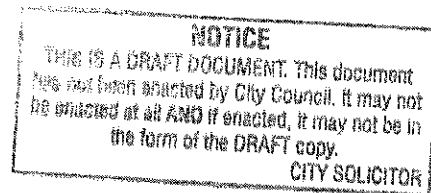
**THE COUNCIL** of The Corporation of the City of Sault Ste. Marie, pursuant to the Municipal Act, S.O. 2001, C. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The Mayor and the Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to an agreement in the form of Schedule "A" attached hereto, dated December 23, 2011 and made between the City and Stern Engineering Group Inc. for the reconstruction of the Fort Creek Aqueduct Rebuild – Downstream of the John Street Entrance with an upset limit of \$297,720 (excluding HST).

2. **SCHEDULE "A"**

Schedule "A" forms part of this by-law.



3. **EFFECTIVE DATE**

This by-law takes effect on the day of its final passing.

**PASSED** in open Council this 23rd day of January, 2012.

\_\_\_\_\_  
MAYOR – DEBBIE AMAROSO

\_\_\_\_\_  
CITY CLERK – MALCOLM WHITE

**AGREEMENT  
FOR  
PROFESSIONAL CONSULTING SERVICES**

**MEMORANDUM OF AGREEMENT dated the 23<sup>rd</sup> day of December**

**A. D. 2011**

**-BETWEEN-**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

---

Hereinafter called the 'Client'

THE PARTY OF THE FIRST PART

**-AND-**

**STEM ENGINEERING GROUP INCORPORATED**

---

Hereinafter called the 'Consultant'

THE PARTY OF THE SECOND PART

**WHEREAS** the Client intends to perform the following reconstruction; the **Fort Creek Aqueduct Rebuild - Downstream of the John Street Entrance**; from the John Street entrance immediately west of John Street and across John Street heading east and then a portion south down the service laneway east of John Street.

**HEREINAFTER** called the 'Project' and has requested the Consultant to furnish professional services in connection therewith;

This work will include the replacement of the existing aqueduct which occupies this space plus associated sanitary and storm sewer work, plus catch basins as maybe required, including the road restoration work as required. This work is to include preparation of tender documents and contract administration and supervision.

**NOW THEREFORE WITNESSETH** that in consideration of the covenants contained herein, the Client and the Consultant mutually agree as follows:

10(a)

Fort Creek Aqueduct Rebuild  
Downstream of the John Street Entrance

December 20, 2011  
Bentley Project No. 11110

#### **ARTICLE 1 - GENERAL CONDITIONS**

##### **1.01 Retainer**

The Client hereby retains the services of the Consultant in connection with the Project and the Consultant hereby agrees to provide the services described herein under the general direction and control of the Client.

In this Agreement the word Consultant shall mean professionals and other specialists engaged by the Client directly and whose names are party to this Agreement.

##### **1.02 Services**

The services to be provided by the Consultant and by the Client for the Project are set forth in Article 2 and such services as changed, altered or added to under Section 1.08 are hereinafter called the 'Services'.

##### **1.03 Compensation**

The Client shall pay the Consultant in accordance with the provisions set forth in Article 3. For purposes of this agreement, the basis of payment shall be as specified in Article 3.

##### **1.04 Staff and Methods**

The Consultant shall perform the services under this agreement with that degree of care, skill and diligence normally provided in the performance of such services as contemplated by the agreement at the time such services are rendered and as required by the Professional Engineers Act (RSO 1990, Chapter P. 28) and regulations therein. The Consultant shall employ only competent staff who will be under the supervision of a senior member of the Consultant's staff.

##### **1.05 Drawings and Documents**

Subject to Section 3.2.4 of Article 3, drawings and documents or copies thereof required for the Project shall be exchanged between the parties on a reciprocal basis. Documents prepared by the Consultant for the Client, including record drawings, may be used by the Client, for the Project herein described. In accordance with Article 1.06, the client indemnifies the Consultant for unauthorized use of the documents and deliverables.

##### **1.06 Intellectual Property**

All concepts, products or processes produced by or resulting from the Services rendered by the Consultant in connection with the Project, or which are otherwise developed or first reduced to practice by the Consultant in the performance of his Services, and which are patentable, capable of trademark or otherwise, shall be considered as Intellectual Property and remain the property of the Consultant.

The Client shall have permanent non-exclusive royalty-free license to use any concept, product or process, which is patentable, capable of trademark or otherwise produced by or resulting from the Services rendered by the Consultant in connection with the Project and for no other purpose or project.

##### **1.07 Records and Audit**

- (a) In order to provide data for the calculation of fees on a time basis, the Consultant shall keep a detailed record of the hours worked by staff employed for the Project.
- (b) The Client may inspect timesheets and record of expenses and disbursements of the Consultant during regular office hours with respect to any item which the Client is required to pay on a time scale or disbursement basis as a result of this Agreement.

- (c) The Consultant, when requested by the Client, shall provide copies of receipts with respect to any disbursement for which the Consultant claims payment under this Agreement.

**1.08 Changes and Alterations and Additional Services**

With the consent of the Consultant the Client may in writing at any time after the execution of the Agreement or the commencement of the Services delete, extend, increase, vary or otherwise alter the Services forming the subject of the Agreement, and if such action by the Client necessitates additional staff or services, the Consultant shall be paid in accordance with Section 3 for such additional staff employed directly thereon, together with such expenses and disbursements as allowed under Section 3. In the event the client delays the project the consultant shall have the right to renegotiate the agreement.

**1.09 Suspension or Termination**

Either party may, at any time by notice in writing to the other party, suspend or terminate the Services or any portion thereof at any stage of the project. Upon receipt of such written notice, the Consultant shall perform no further Services other than those reasonably necessary to close out his Services. In such an event, the Consultant shall be entitled to payment in accordance with Section 3 for any of the Consultant's staff employed directly thereon together with such expenses and disbursements allowed under Section 3.

If the Consultant is practicing as an individual and dies before his Services have been completed, this Agreement shall terminate as of the date of his death, and the Client shall pay for the Services rendered and disbursements incurred by the Consultant to the date of such termination.

**1.10 Indemnification**

The Consultant shall indemnify and save harmless the Client from and against all claims, actions, losses, expenses, costs or damages of every nature and kind whatsoever which the Client, his employees, officers or agents may suffer, to the extent the Consultant is legally liable as a result of the negligent acts of the Consultant, his employees, officers or agents in the performance of this Agreement.

The Client agrees to hold harmless, indemnify and defend the Consultant from and against any and all claim, losses, damages, liability and costs of defense arising out of or in any way connected with the presence, discharge, release or escape of contaminants of any kind, excluding only such liability as may arise out of the negligent acts of the Consultant in the performance of consulting services to the Client within this project.

**1.11 Insurance**

The Client will accept the insurance coverage amount specified in this clause section (a) as the aggregate limit of liability of the Consultant and its employees for the Client's damages.

**(a) Comprehensive General Liability and Automobile Insurance**

The Insurance Coverage shall be \$5,000,000 per occurrence and in the aggregate for general liability and \$5,000,000 for automobile insurance. When requested, the Consultant shall provide the Client with proof of Comprehensive General Liability and Automobile Insurance (Inclusive Limits) for both owned and non-owned vehicles.

**(b) Professional Liability Insurance**

The Insurance Coverage shall be in the amount of \$1,000,000 per claim and in the aggregate. When requested, the Consultant shall provide to the Client proof of Professional Liability Insurance carried by the Consultant, and in accordance with the Professional Engineers Act (RSO 1990, Chapter P. 28) and regulations therein.

10(a)

(c) Change in Coverage

If the Client requests to have the amount of coverage increased or to obtain other special insurance for this Project then the Consultant shall endeavour forthwith to obtain such increased or special insurance at the Client's expense as a disbursement allowed under Section 3.

It is understood and agreed that the coverage provided by these policies will not be changed or amended in any way nor cancelled by the Consultant until thirty (30) days after written notice of such change or cancellations has been personally delivered to the Client.

**1.12 Contracting for Construction**

Neither the Consultant, nor any person, firm nor corporation associated or affiliated with or subsidiary to the Consultant shall tender for the construction of the Project, or have an interest either directly or indirectly in the construction of the Project.

**1.13 Assignment**

Neither party may assign this Agreement without the prior consent in writing of the other.

**1.14 Previous Agreements**

This Agreement supersedes all previous agreements, arrangements or understandings between the parties whether written or oral in connection with or incidental to the Project.

**1.15 Approval by Other Authorities**

Unless otherwise provided in this Agreement, where the work of the Consultant is subject to the approval or review of an authority, department of government, or agency other than the Client, such applications for approval or review shall be the responsibility of the Consultant, but shall be submitted through the offices of the Client and unless authorized by the Client in writing, such applications for approval or review shall not be obtained by direct contact by the Consultant with such other authority, department of government or agency.

**1.16 Principals and Executives**

The use of Principals and Executives on a time basis by the Consultant will be in accordance with Section 1.23.1 (c).

**1.17 Sub-Consultants**

The Consultant may engage others as sub-consultants for specialized services provided that prior approval is obtained, in writing, from the Client and may add a mark-up of not more than 5% of the cost of such services to cover office administration costs when claiming reimbursement from the Client plus the cost of the additional insurance incurred by the Consultant for the specialized services.

**1.18 Inspection**

The client, or persons authorized by the Client, shall have the right, at all reasonable times, to inspect or otherwise review the Services performed, or being performed, under the Project and the premises where they are being performed.

**1.19 Publication**

The Consultant agrees to obtain the consent in writing of the Client before publishing or issuing any information regarding the Project.



10(a)

**1.20 Confidential Data**

The Consultant shall not divulge any specific information identified as confidential, communicated to or acquired by him, or disclosed by the client in the course of carrying out the Services provided for herein. These obligations of confidentiality shall not apply to information which is in the public domain, which is provided to the Consultant by a third party without obligation of confidentiality which is independently developed by the Consultant without access to the Client's information, or which is required to be disclosed by law or by court order. No such information shall be used by the Consultant on any other project without the approval in writing of the client.

**1.21 Dispute Resolution**

- (a) If requested in writing by either the Client or the Consultant, the Client and the Consultant shall attempt to resolve any dispute between them arising out of or in connection with this Agreement by entering into structured non-binding negotiations with the assistance of a mediator on a without prejudice basis. The mediator shall be appointed by agreement of the parties. If a dispute cannot be settled within a period of ninety (90) calendar days with the mediator, the dispute shall be referred to and finally resolved by arbitration under the rules of the province having jurisdiction or by an arbitrator appointed by the agreement of the parties.
- (b) No person shall be appointed to act as mediator or arbitrator who is in any way interested, financially or otherwise, in the conduct of the work on the Project or in the business or other affairs of either the Client or the Consultant.
- (c) The award of the arbitrator, including an award for costs if applicable, shall be final and binding upon the parties.
- (d) The provisions of The Arbitration's Act, R.S.O., 1991, Chapter 17, as amended shall apply.

**1.22 Time**

The Consultant shall perform the Services expeditiously to meet the requirements of the Client and shall complete any portion or portions of the Services in such order as the Client may require.

The Client shall give due consideration to all designs, drawings, plans, specifications, reports, tenders, proposals and other information submitted by the Consultant, and shall make any decisions which he is required to make in connection therewith within a reasonable time so as not to delay the work of the Consultant.

**1.23 Estimates, Schedules and Staff List**

**1.23.1 Preparation of Estimate of Fees, Schedule of Progress and Staff List**

When requested by the Client, and where payment is calculated on a time basis, the Consultant shall provide, for approval by the Client:

- (a) An estimate of the total fees to be paid for the Services.
- (b) A Schedule showing an estimate of the portion of the Services to be completed in each month and an estimate of the portion of the fee which will be payable for each such month.
- (c) A Staff list showing the number, classifications and hourly rate ranges for staff, Principals and Executives, for which the Consultant will seek payment on a time basis. The Consultant shall relate such information to the particular type of work that such staff is to perform, while employed on the Project. Such list shall designate the member of the Consultant's staff who is to be the liaison person between the Consultant and the Client.

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**1.23.2 Subsequent Changes in the Estimate of Fees, Schedule of Progress and Staff List**

The Consultant will require prior written approval, from the Client for any of the following changes:

- (a) Any increase in the estimated fees beyond those approved under Subsection 1.23.1 (a).
- (b) Any change in the schedule at progress which results in a longer period than provided in Subsection 1.23.1 (b).
- (c) Any change in the number, classification and hourly rate ranges of the staff provided under Subsection 1.23.1 (c).

**1.23.3 Monthly Reporting of Progress**

When requested by the Client, the Consultant shall provide the Client with a written report showing the portion of the Services completed in the preceding month.

**1.24 Additional Conditions**

**Electronic Data Files and CAD Files:**

The Consultant will deliver to the Client (electronically or on tangible electronic storage media or otherwise) certain CAD files or electronic data files (the "Files") prepared by the Consultant solely for its own use. It is acknowledged that due to the nature of such electronic "Files", information contained therein could inadvertently be altered or erased by any person having access to them. Therefore, the Consultant gives no warranty or condition to the Client with respect to the "Files" and the data contained therein. The "Files" will not be stamped, certified or signed by the Consultant. Any use of the "Files" by the Client will be at the sole risk of the Client.

**ARTICLE 2 – SERVICES**

**2.01 Services to be provided by Consultant**

Refer to Appendix 1 (Schedule D – Services)

**2.01.1 Services to be provided by Client**

Refer to Appendix 1 (Schedule D – Services)

**ARTICLE 3 – FEES AND DISBURSEMENTS**

**3.1 Definitions**

For the purpose of this Agreement, the following definitions shall apply:

**(a) Payroll Cost**

Payroll Cost is defined as hourly salary plus payroll burden.

- (i) The following formula shall be used to calculate the hourly salary for the billing purposes. Hourly salary equals:

$$\frac{\text{Annual Salary}}{\text{Hours per week} \times 52 \times .85}$$

10(a)

- (ii) Payroll burden equals fringe benefits expressed as a percentage of salary that provides for health and medical insurance, group life and disability insurance, company and Canada pension employer contribution, Workers' Compensation and Unemployment Insurance, but excludes bonuses or profit sharing. For the purposes of this agreement payroll burden is 12.4 %.

(b) **Cost of the Work:**

- (i) The "Cost of the Work" shall mean the total cost of the Project including all materials, equipment, sales taxes, labour and contractor's overhead and profit, necessary to complete the work for which the Consultant prepares designs, drawings or specifications, for which he is responsible. Where sales taxes are not included in the cost of the work, the fee shall be adjusted upwards by the factor equivalent to the sales taxes. The adjusted fee may be computed to the nearest one-tenth of one percent (1/10%).
- (ii) Wherever the client furnishes labour or other service which is incorporated in the work, the current price of labour or other service when the work was executed shall be used to compute the Cost of the Work.
- (iii) Whenever used materials or equipment is furnished by or on behalf of the Client, the fair market value of such materials or equipment, as though it was purchased new, shall be used to compute the Cost of the Work.
- (iv) In computing the Cost of the Work, no deductions shall be made on account of any penalties or damages claimed by the Client from any contractor or on account of any other sum withheld from any contractor.
- (v) The Cost of the Work shall not include any fees and disbursements due to the Consultant, the Client's engineering and office expenses, or cost of land.

(c) **Site:**

Site includes the actual work site and other locations where the checking of materials, equipment and workmanship is carried out.

**3.2 Basis of Payment**

**3.2.1 Fees Calculated on a Time Basis**

The Client shall pay the Consultant a fee, calculated on a time basis, for that part of the Services described in Article 2. Fees on a time basis for all staff shall be as follows:

- (a) Principals and Executives on normal assignments \$125.00 per hour. This rate will be reviewed annually and adjusted accordingly.
- (b) Staff on normal assignments – Payroll Cost plus 100%.
- (c) Principals, Executives and staff rendering individual services on assignments for which they are eminently qualified and for which they require little or no assistance including providing expert testimony and attendance at hearings or courts - \$140.00 per hour.

(d) **Services During Construction**

- (i) For all services, except for staff full-time continuously on site:
  - a) Principals and Executives on Normal assignments .....\$130.00 per hour.

10(a)

Port Creek Aqueduct Rebuild  
Theaterpart of the John Street Entrance

December 23, 2011  
Shaw Group, Inc. 11-11-11

This rate will be reviewed annually and adjusted accordingly.

b) Other Staff: Payroll Cost Plus 100%.

(ii) For site staff working full time continuously.... Payroll Cost plus 70%.

For a project of over one (1) year duration, or for projects which become extended beyond one (1) year in duration, the consultant may from time to time seek approval from the client to adjust hourly rates and such approval shall not be unreasonably withheld.

#### Time Expended

All time expended on the assignment, whether in the Consultant's office, at the Client's premises, or elsewhere, and including travel time, shall be chargeable. This also includes, but is not limited to, stenographic and clerical staff engaged in the preparation of documents such as reports and specifications.

### **3.2.2 Reimbursable Expenses**

In addition to the fee, the Consultant shall be reimbursed at cost plus an administrative charge of 5%, plus the cost of additional insurance incurred by the Consultant, for all expenses properly incurred by him in connection with the project, including but not limited to: vehicle use charges, traveling and living expenses, long distance telephone charges, facsimile transmission charges, printing and reproductions, progress photography, advertising for tenders, special delivery and express charges, overtime premium costs, and the cost of providing and maintaining site offices, supplies and equipment, chemical and physical tests.

#### **3.2.2.1 Information Technology and Reprographic (ITR) Expenses.**

Costs incurred by the Consultant shall be reimbursed at a standard charge rate of \$10.00 per labour hour expended. The assessment shall include all information technology resources required for purposes of providing the services contemplated under this agreement, including: computer equipment/systems, computer software, computer supplies, networking (local and wide area), and labour associated with computer management, administration and support. Computer systems include all types of computers, such as: general purpose microcomputers, PC-CADD microcomputers, graphic design workstations, and notebooks. The ITR charge shall also include all regular in-house convenience copying and printing. Cost for reproducing specifications and drawing sets shall not be included in this rate. (see above).

### **3.3 Payment**

#### **3.3.1 Fees Calculated on a Time Basis**

##### **(a) Monthly Payment**

The Consultant shall submit an invoice to the Client for all Services completed in the immediately preceding month. All fees and charges will be payable in Canadian funds unless noted otherwise. Invoices will be due and payable, as presented, by the Client upon receipt. Interest at the annual rate of 12 percent (1 percent monthly) will be paid on the total outstanding unpaid balance commencing 30 days after the Client has received the Consultant's invoice.

(b) The Consultant reserves the right, without penalty, to discontinue services in the event of non-payment.

(c) If the project is abandoned or delayed for any reason beyond the Consultant's control, the Client shall pay a fee for services rendered to that date, plus the termination expenses.

10(a)

Fort Creek Aqueduct Rebuild  
Proceedings of the John Sault Engineer

December 20, 2011  
Sault Ste. Marie, Michigan

**3.4 Fee Estimate**

Estimated Fees are contained in Appendix 2. The rates used in the estimates are representative of the type of individual who will perform the work, but the actual rates will be billed as per Article 3.

**SIGNED, SEALED AND DELIVERED**

in the presence of:

Lorie Babcock LORIE BABCOCK

**STEM ENGINEERING**

The signatory shall have the authority to bind the corporation or company for purposes of this agreement

Mark P. Coleman  
Mark P. Coleman, P. Eng.  
Principal

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

The signatory shall have the authority to bind the municipality or its agency for purposes of this agreement

MAYOR – Debbie Amoroso

CITY CLERK – Malcolm White

10(a)



875 Queen Street East  
South Ste. Main, Ontario  
M4A 2B3

p.705.942.6625  
f.705.942.7515

## ENGINEERING ESTIMATE

Project: Fort Creek Aqueduct - John Street to Cathcart (portion)

Project No. 11116

Description: Engineering of New Section of Aqueduct - John Street South  
Survey, Design, Detailed Engineering Dwg and Site Review

Date: December 23, 2011

| TASK                  | DESCRIPTION                                                     | HOURS    | RATE      | COST          |
|-----------------------|-----------------------------------------------------------------|----------|-----------|---------------|
| Preliminary           |                                                                 | 10       | \$ 130.00 | 1,300.00      |
| Field Data Collection | Flow Monitoring                                                 | 15       | \$ 90.00  | 1,350.00      |
|                       | Flow monitoring - Initial setup allow                           | 15       | \$ 90.00  | 1,350.00      |
|                       | Flow monitoring - Allow (1 trip/ wk for 10 wks @ 4hrs/trip)     | 40       | \$ 90.00  | 3,600.00      |
|                       | Contractor Assistance - assume                                  |          |           | 5,000.00      |
|                       | Survey                                                          |          |           |               |
|                       | Interior Survey - Assume three men (2 inside/1 exterior) 3 days | 24       | \$ 75.00  | 1,800.00      |
|                       | Exterior Survey - Assume two men - 1 wk                         | 80       | \$ 75.00  | 6,000.00      |
|                       | GPS slope survey                                                | 40       | \$ 75.00  | 3,000.00      |
| Engineering           | Structural - design                                             | 120      | \$ 120.00 | 14,400.00     |
|                       | Civil - Road and Lane dwgs.                                     | 80       | \$ 90.00  | 7,200.00      |
|                       | Flow Analysis - Rational approach                               | 50       | \$ 90.00  | 4,500.00      |
|                       | strategy for staged replacement (100 yr storm)                  |          |           |               |
|                       | Flow Analysis - entire Fort Ck Aqueduct - dev. Overall          | 200      | \$ 90.00  | 18,000.00     |
|                       | strategy for staged replacement (100 yr storm)                  |          |           |               |
|                       | Technician assistance for above                                 | 200      | \$ 65.00  | 13,000.00     |
|                       | Design checks - Sr. engineer review and discussions             | 30       | \$ 130.00 | 3,900.00      |
| Drafting              | Structural Arrangement - Plans (4 dwgs)                         | 100      | \$ 80.00  | 8,000.00      |
|                       | Structural Sections & Elevations - allow 5 drawing              | 160      | \$ 80.00  | 12,800.00     |
|                       | Structural Engineering Details - say 3 drawings                 | 60       | \$ 80.00  | 4,800.00      |
|                       | Structural Repair Details - say 6 drawings                      | 120      | \$ 80.00  | 9,600.00      |
|                       | Civil drawings - say 6 drawings @ 30 hrs/ dwg                   | 180      | \$ 80.00  | 14,400.00     |
| Checking              | Structural (say 9 drawings at 6 hrs/ dwg)                       | 54       | \$ 120.00 | 6,480.00      |
|                       | Rebar (say 6 drawings at 4 hrs/ dwg)                            | 24       | \$ 120.00 | 2,880.00      |
|                       | Civil (say 6 drawings at 4 hrs/ dwg)                            | 24       | \$ 90.00  | 2,160.00      |
| Site Services         | 2010 - Full time 30 weeks, 5.5 days/wk. @ 8 hrs / day           | 1200     | \$ 75.00  | 90,000.00     |
|                       | Sr. Eng support (as req'd) - allow 8 hrs / week @ 30 wks        | 240      | \$ 120.00 | 28,800.00     |
|                       | Civil Eng support (as req'd) - allow                            | 40       | \$ 90.00  | 3,600.00      |
|                       | Senior Engineering support allow                                | 50       | \$ 130.00 | 6,500.00      |
| Supervision           | design phase 50 hrs; constr phase 40 hrs                        | 90       | \$ 130.00 | 11,700.00     |
| Clerical              | allow                                                           | 60       | \$ 50.00  | 3,000.00      |
| Meetings              | allow 1 mtg / 2 wks over 30wks @ 2 hrs/mtg. engineer            | 30       | \$ 120.00 | 3,600.00      |
| Disbursements         | allow (vehicle, mileage, print, dwg etc.)                       |          |           | \$ 5,000.00   |
| SUBTOTAL              |                                                                 | 3,336.00 |           | \$ 297,720.00 |
| 13% HST               |                                                                 |          |           | \$ 38,703.60  |
| TOTAL                 |                                                                 |          |           | \$ 336,423.60 |

10(b)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2012-22

**AGREEMENT:** (E.3.4.4.) A by-law to authorize execution of an agreement between the City and Tulloch Engineering Inc. dated the 26<sup>th</sup> day of January, 2012 for a storm sewer capacity study, for the two watersheds referenced as McNabb Street at Willow Avenue and MacDonald Avenue at Poplar Avenue.

**THE COUNCIL** of The Corporation of the City of Sault Ste. Marie, pursuant to the Municipal Act, S.O. 2001, C. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The Mayor and the Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to an agreement in the form of Schedule "A" attached hereto, dated January 26, 2012 and made between the City and Tulloch Engineering Inc. for the storm sewer capacity study with an upset limit of \$29,950.00 (excluding HST).

2. **SCHEDULE "A"**

Schedule "A" forms part of this by-law.

3. **EFFECTIVE DATE**

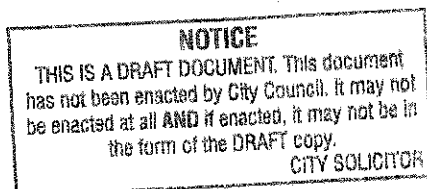
This by-law takes effect on the day of its final passing.

**PASSED** in open Council this 23rd day of January, 2012.

\_\_\_\_\_  
MAYOR – DEBBIE AMAROSO

\_\_\_\_\_  
CITY CLERK – MALCOLM WHITE

da LEGAL\STAFF\BYLAWS\2012\2011-22 AGREEMENT TULLOCH ENG INC.DOC



10(b)

SCHEDULE "A"

- 1 -

**AGREEMENT  
FOR  
PROFESSIONAL CONSULTING SERVICES**

**MEMORANDUM OF AGREEMENT** dated the 26<sup>th</sup> day of January, A. D. 2012

**-BETWEEN-**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

Hereinafter called the 'Client'

THE PARTY OF THE FIRST PART

**-AND-**

**TULLOCH ENGINEERING INC.**

Hereinafter called the 'Consultant'

THE PARTY OF THE SECOND PART

WHEREAS the Client intends to commission a Storm Sewer Capacity Study, for the two (2) watersheds referenced as McNabb Street at Willow Avenue and MacDonald Avenue at Poplar Avenue.

hereinafter called the 'Project' and has requested the Consultant to furnish professional services in connection therewith as outlined in Article 2 of this Agreement;;

**NOW THEREFORE WITNESSETH** that in consideration of the covenants contained herein, the Client and the Consultant mutually agree as follows:



10(b)

- 2 -

#### **ARTICLE 1 - GENERAL CONDITIONS**

##### **1.01 Retainer**

The Client hereby retains the services of the Consultant in connection with the Project and the Consultant hereby agrees to provide the services described herein under the general direction and control of the Client.

In this Agreement the word Consultant shall mean professionals and other specialists engaged by the Client directly and whose names are party to this Agreement.

##### **1.02 Services**

The services to be provided by the Consultant and by the Client for the Project are set forth in Article 2 and such services as changed, altered or added to under Section 1.08 are hereinafter called the 'Services'.

##### **1.03 Compensation**

The Client shall pay the Consultant in accordance with the provisions set forth in Article 3. For purposes of this agreement, the basis of payment shall be as specified in Article 3.2.2.

##### **1.04 Staff and Methods**

The Consultant shall perform the services under this agreement with that degree of care, skill and diligence normally provided in the performance of such services as contemplated by the agreement at the time such services are rendered and as required by the Professional Engineers Act (RSO 1990, Chapter P. 28) and regulations therein. The Consultant shall employ only competent staff who will be under the supervision of a senior member of the Consultant's staff.

##### **1.05 Drawings and Documents**

Subject to Section 3.2.4 of Article 3, drawings and documents or copies thereof required for the Project shall be exchanged between the parties on a reciprocal basis. Documents prepared by the Consultant for the Client, including record drawings, may be used by the Client, for the Project herein described. In accordance with Article 1.06, the client indemnifies the Consultant for unauthorized use of the documents and deliverables.

##### **1.06 Intellectual Property**

All concepts, products or processes produced by or resulting from the Services rendered by the Consultant in connection with the Project, or which are otherwise developed or first reduced to practice by the Consultant in the performance of his Services, and which are patentable, capable of trademark or otherwise, shall be considered as Intellectual Property and remain the property of the Consultant.

The Client shall have permanent non-exclusive royalty-free license to use any concept, product or process, which is patentable, capable of trademark or otherwise produced by or resulting from the Services rendered by the Consultant in connection with the Project and for no other purpose or project.

##### **1.07 Records and Audit**

- (a) In order to provide data for the calculation of fees on a time basis, the Consultant shall keep a detailed record of the hours worked by staff employed for the Project.
- (b) The Client may inspect timesheets and record of expenses and disbursements of the Consultant during regular office hours with respect to any item which the Client is required to pay on a time scale or disbursement basis as a result of this Agreement.
- (c) The Consultant, when requested by the Client, shall provide copies of receipts with respect to any disbursement for which the Consultant claims payment under this Agreement.

**1.08 Changes and Alterations and Additional Services**

With the consent of the Consultant the Client may in writing at any time after the execution of the Agreement or the commencement of the Services delete, extend, increase, vary or otherwise alter the Services forming the subject of the Agreement, and if such action by the Client necessitates additional staff or services, the Consultant shall be paid in accordance with Section 3.2.2 for such additional staff employed directly thereon, together with such expenses and disbursements as allowed under Section 3.2.4. In the event that the client delays the project then the consultant shall have the right to renegotiate the agreement.

**1.09 Suspension or Termination**

Either party may at any time by notice in writing to the other party, suspend or terminate the Services or any portion thereof at any stage of the project. Upon receipt of such written notice, the Consultant shall perform no further Services other than those reasonably necessary to close out his Services. In such an event, the Consultant shall be entitled to payment in accordance with Section 3.2. for any of the Consultant's staff employed directly thereon together with such expenses and disbursements allowed under Section 3.2.

If the Consultant is practicing as an individual and dies before his Services have been completed, this Agreement shall terminate as of the date of his death, and the Client shall pay for the Services rendered and disbursements incurred by the Consultant to the date of such termination.

**1.10 Indemnification**

The Consultant shall indemnify and save harmless the Client from and against all claims, actions, losses, expenses, costs or damages of every nature and kind whatsoever which the Client, his employees, officers or agents may suffer, to the extent the Consultant is legally liable as a result of the negligent acts of the Consultant, his employees, officers or agents in the performance of this Agreement.

The Client agrees to hold harmless, indemnify and defend the Consultant from and against any and all claim, losses, damages, liability and costs of defense arising out of or in any way connected with the presence, discharge, release or escape of contaminants of any kind, excluding only such liability as may arise out of the negligent acts of the Consultant in the performance of consulting services to the Client within this project.

**1.11 Insurance**

The Client will accept the insurance coverage amount specified in this clause section (a) as the aggregate limit of liability of the Consultant and its employees for the Client's damages.

a) **Comprehensive General Liability and Automobile Insurance**

The Insurance Coverage shall be \$2,000,000.00 per occurrence and in the aggregate for general liability and \$2,000,000.00 for automobile insurance. When requested the Consultant shall provide the Client with proof of Comprehensive General Liability and Automobile Insurance (Inclusive Limits) for both owned and non-owned vehicles.

b) **Professional Liability Insurance**

The Insurance Coverage shall be in the amount of \$2,000,000.00 per claim and in the aggregate. When requested, the Consultant shall provide to the Client proof of Professional Liability Insurance carried by the Consultant, and in accordance with the Professional Engineers Act (RSO 1990, Chapter P. 28) and regulations therein.

c) **Change in Coverage**

If the Client requests to have the amount of coverage increased or to obtain other special insurance for this Project then the Consultant shall endeavour forthwith to obtain such increased or special insurance at the Client's expense as a disbursement allowed under Section 3.2.

10(b)

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It is understood and agreed that the coverage provided by these policies will not be changed or amended in any way nor cancelled by the Consultant until thirty (30) days after written notice of such change or cancellations has been personally delivered to the Client.

**1.12 Contracting for Construction**

Neither the Consultant nor any person, firm or corporation associated or affiliated with or subsidiary to the Consultant shall tender for the construction of the Project, or have an interest either directly or indirectly in the construction of the Project.

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Neither party may assign this Agreement without the prior consent in writing of the other.

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Unless otherwise provided in this Agreement, where the work of the Consultant is subject to the approval or review of an authority, department of government, or agency other than the Client, such applications for approval or review shall be the responsibility of the Consultant, but shall be submitted through the offices of the Client and unless authorized by the Client in writing, such applications for approval or review shall not be obtained by direct contact by the Consultant with such other authority, department of government or agency.

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The use of Principals and Executives on a time basis by the Consultant, will be in accordance with Section 1.23.1 (c).

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The Consultant may engage others as sub-consultants for specialized services provided that prior approval is obtained, in writing, from the Client and may add a mark-up of not more than 5% of the cost of such services to cover office administration costs when claiming reimbursement from the Client plus the cost of the additional insurance incurred by the Consultant for the specialized services.

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The client, or persons authorized by the Client, shall have the right, at all reasonable times, to inspect or otherwise review the Services performed, or being performed, under the Project and the premises where they are being performed.

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The Consultant agrees to obtain the consent in writing of the Client before publishing or issuing any information regarding the Project.

**1.20 Confidential Data**

The Consultant shall not divulge any specific information identified as confidential, communicated to or acquired by him, or disclosed by the client in the course of carrying out the Services provided for herein. These obligations of confidentiality shall not apply to information which is in the public domain, which is provided to the Consultant by a third party without obligation of confidentiality which is independently developed by the Consultant without access to the Client's information, or which is required to be disclosed by law or by court order. No such information shall be used by the Consultant on any other project without the approval in writing of the client.

10(b)

- 5 -

1.21

**Dispute Resolution**

- (a) If requested in writing by either the Client or the Consultant, the Client and the Consultant shall attempt to resolve any dispute between them arising out of or in connection with this Agreement by entering into structured non-binding negotiations with the assistance of a mediator on a without prejudice basis. The mediator shall be appointed by agreement of the parties. If a dispute cannot be settled within a period of ninety (90) calendar days with the mediator, the dispute shall be referred to and finally resolved by arbitration under the rules of the province having jurisdiction or by an arbitrator appointed by the agreement of the parties.
- (b) No person shall be appointed to act as mediator or arbitrator who is in any way interested, financially or otherwise, in the conduct of the work on the Project or in the business or other affairs of either the Client or the Consultant.
- (c) The award of the arbitrator, including an award for costs if applicable, shall be final and binding upon the parties.
- (d) The provisions of The Arbitration's Act, R.S.O., 1991, Chapter 17, as amended shall apply.

1.22

**Time**

The Consultant shall perform the Services expeditiously to meet the requirements of the Client and shall complete any portion or portions of the Services in such order as the Client may require.

The Client shall give due consideration to all designs, drawings, plans, specifications, reports, tenders, proposals and other information submitted by the Consultant, and shall make any decisions which he is required to make in connection therewith within a reasonable time so as not to delay the work of the Consultant.

1.23

**Estimates, Schedules and Staff List**

1.23.1

**Preparation of Estimate of Fees, Schedule of Progress and Staff List**

When requested by the Client, and where payment is calculated on a time basis, the Consultant shall provide, for approval by the Client:

- (a) An estimate of the total fees to be paid for the Services.
- (b) A Schedule showing an estimate of the portion of the Services to be completed in each month and an estimate of the portion of the fee which will be payable for each such month.
- (c) A Staff list showing the number, classifications and hourly rate ranges for staff, Principals and Executives, for which the Consultant will seek payment on a time basis. The Consultant shall relate such information to the particular type of work that such staff is to perform, while employed on the Project. Such list shall designate the member of the Consultant's staff who is to be the liaison person between the Consultant and the Client.

1.23.2

**Subsequent Changes in the Estimate of Fees, Schedule of Progress and Staff List**

The Consultant will require prior written approval, from the Client for any of the following changes:

- (a) Any increase in the estimated fees beyond those approved under Subsection 1.23.1 (a).
- (b) Any change in the schedule at progress which results in a longer period than provided in Subsection 1.23.1 (b).
- (c) Any change in the number, classification and hourly rate ranges of the staff provided under Subsection 1.23.1 (c).

1.23.3

**Monthly Reporting of Progress**

When requested by the Client, the Consultant shall provide the Client with a written report showing the portion of the Services completed in the preceding month.

10(b)

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1.24

**Additional Conditions**

**Schedule**

It is understood that the consultant shall work diligently until completion of the work, and shall not be held accountable or liable for delays to the project beyond reasonable circumstances, or due to the exchange of information from the client. When requested by the Consultant, the Client shall provide all information requested to the Consultant which is required to complete the scope of work. Exchange of information and documentation shall be made within an acceptable time frame.

**ARTICLE 2 - SERVICES****2.01 Services to be provided by Consultant**

The Consultant agrees to provide the following services;

- (a) Complete a project needs assessment. The project needs assessment involves the following activities/services;
  - Project Appraisal
  - A project appraisal report will be prepared containing information on the projects':
  - Background and history;
  - Scope and complexity;
  - Study objectives;
  - Limits of study area;
  - List of relevant factors to be considered;
  - Preliminary planning criteria;
  - Recommended study method or approach
  - Data Acquisition (Reference Section 2.02) During this phase of a project, Tulloch Engineering will research relevant existing data and identify the need for additional information
- (b) Perform a capacity analysis based on the City of Sault Ste. Marie Design Rainfall Return Period Standard – (10 year return period). Tulloch Engineering's Capacity Studies will be limited to the complete watersheds draining to;
  - The storm sewer outfall located on the west side of Pim Street between civic addresses 415 and 391 (just south of the existing Boston's car dealership).
  - The Storm Sewer manhole located within the intersection of Barron Avenue and Pim Street.
- (c) Prepare a Capacity Analysis Report.
- (d) Establish which process the project must follow to meet the requirements of applicable federal and/or provincial environmental assessment regulations. For the purposes of this agreement the project is being planned in accordance with a Schedule A Class EA.
- (e) Identify and develop basic alternative solutions in conceptual form, to resolve identified problems/needs and to meet project objectives.
- (f) Review best management practices and research relevant data, as well as recommend and/or arrange for further collection of information.
- (g) Develop Alternative Solutions to identified problems, including functionally different alternatives to given solutions and alternative methods of implementing solutions.
- (h) Identify the magnitude of net positive and negative effects of each alternative solution, taking into account each alternative's impact on the operations of the system, and the natural, social and economic environment.
- (i) Identify appropriate measures to mitigate the negative environmental impact for each of the alternatives under consideration. The effects on downstream receiving systems will be evaluated
- (j) Establish all appropriate factors for analyzing alternatives and the relative importance of these factors in the analysis. Develop procedures to permit systematic evaluation of each alternative for their advantages, disadvantages, adverse impacts and possible mitigating measures.
- (k) Prepare and provide necessary background information to allow the public, key stakeholders, review agencies, advisory committees and clients to evaluate the alternatives.
- (l) Prepare cost estimates, constructability evaluations, detail impacts to property owners, impacts to the general public and the effects on downstream receiving systems.
- (m) Identify and contact all review agencies, to solicit their comments and input
- (n) Identify and consult with formalized technical and/or public advisory committees throughout the projects various stages.
- (o) Develop comprehensive communications plans to seek the public's input regarding the project's particular stage(s). These plans shall be developed according to any applicable guidelines established through provincial, territorial and/or federal environmental assessment processes.
- (p) Recommend preferred solutions, based on the solutions' technical merits, minimizing environmental impacts, requirements of review agencies and input from project participants.

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- (q) Develop preferred solutions in sufficient detail and illustrate them at appropriate scales. Provide detailed rationale for selection of the preferred solutions and highlight potential environmental impacts and mitigation measures required including implementation programs and cost estimates.
- (r) Prepare and distribute meeting minutes with the project team and other participants and the correspondence with various stakeholders, review and approval agencies and the public.
- (s) Document the study process in a report form suitable for reference during the project's subsequent stages according to applicable territorial, provincial and/or federal guidelines.
- (t) Prepare Preliminary Designs of the preferred solution(s) including reports for each alternative method, outlining the design criteria, and detailing environmental and economic assessments and cost estimates including:
  - Preparation of design criteria;
  - Preliminary design drawings, illustrating plans, profiles and cross sections;
  - Preliminary drainage design, relocation of utilities and services, road detours, railway divisions and illumination;
  - Property requirements;
  - Drainage impacts to upstream and downstream systems including receiving bodies.
  - Cost Evaluation
  - The evaluation undertaken throughout this phase will include all capital and life cycle costs. Engineering and Planning fees will be estimated.
- Identify, analyze and select alternative methods of implementing preferred solutions;
- (u) Select or confirm recommended preliminary designs. These will be developed in sufficient detail to facilitate a review by agencies, stakeholders and the public.
- (v) Review and confirm the environmental assessment process to be followed through a project's subsequent stages.

## 2.02 Services to be provided by Client

The Client agrees to provide the following services;

- (a) Collect and provide all field data required for the consultant to provide his services described in Section 2.01, including but not limited to;
  - Present and planned land use;
  - Service levels;
  - Condition surveys/reports;
  - Existing and future utilities;
  - Maintenance reports;
  - Geotechnical and geoenvironmental data;
  - Topography;
  - Socio-economic details, for example agriculture, commercial, industrial, or tourism trends;
  - Property and Property Elevations (including basements);
  - Historical infrastructure construction;
  - Roadway and structure appraisals and elevations;
  - Urban design studies;
  - Climate Data;
- (b) Review and confirm the environmental assessment process to be followed through a project's subsequent stages.

10(b)

### **ARTICLE 3 - FEES AND DISBURSEMENTS**

#### **3.1 Definitions**

For the purpose of this Agreement, the following definitions shall apply:

##### **(a) Cost of the Work:**

- (i) The "Cost of the Work" shall mean the total cost of the Project including all materials, equipment, sales taxes, labour and contractor's overhead and profit, necessary to complete the work for which the Consultant prepares designs, drawings or specifications, for which he is responsible. Where sales taxes are not included in the cost of the work, the fee shall be adjusted upwards by the factor equivalent to the sales taxes. The adjusted fee may be computed to the nearest one-tenth of one percent (1/10%).
- (ii) Whenever the client furnishes labour or other service which is incorporated in the work, the current price of labour or other service when the work was executed shall be used to compute the Cost of the Work.
- (iii) Whenever used materials or equipment is furnished by or on behalf of the Client, the fair market value of such materials or equipment, as though it was purchased new, shall be used to compute the Cost of the Work.
- (iv) In computing the Cost of the Work, no deductions shall be made on account of any penalties or damages claimed by the Client from any contractor or on account of any other sum withheld from any contractor.
- (v) The Cost of the Work shall not include any fees and disbursements due to the Consultant, the Client's engineering and office expenses, or cost of land.

##### **(b) Site:**

Site includes the actual work site and other locations where the checking of materials, equipment and workmanship is carried out.

#### **3.2 Basis of Payment**

##### **3.2.1 Fees Calculated on a Time Basis**

The Client shall pay the Consultant a fee, calculated on a time basis, for that part of the Services described in Article 2. Fees on a time basis for all staff shall be hourly rates based on job classifications as follows:

| Classification: | Hourly Rate: |
|-----------------|--------------|
| Senior Engineer | \$110-\$130  |
| Project Manager | \$110-\$130  |
| Design Engineer | \$110-\$130  |
| Jr. Engineer    | \$70-\$80    |
| Technologist    | \$60-\$70    |
| Support Staff   | \$40-\$50    |

For a project of over one (1) year duration, or for projects which become extended beyond one (1) year in duration, the consultant may from time to time seek approval from the client to adjust hourly rates and such approval shall not be unreasonably withheld.

##### **3.2.1.2 Time Expended**

All time expended on the assignment, whether in the Consultant's office, at the Client's premises, or elsewhere, and including travel time, shall be chargeable. This also includes, but is not limited to, stenographic and clerical staff engaged in the preparation of documents such as reports and specifications.



10(b)

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### 3.2.2 Reimbursable Expenses

In addition to the fee, the Consultant shall be reimbursed at cost plus an administrative charge of 5%, plus the cost of additional insurance incurred by the Consultant, for all expenses properly incurred by him in connection with the project, including but not limited to: vehicle use charges, travelling and living expenses, long distance telephone charges, facsimile transmission charges, printing and reproductions, progress photography, advertising for tenders, special delivery and express charges, overtime premium costs, and the cost of providing and maintaining site offices, supplies and equipment, chemical and physical tests.

#### 3.2.2.1 INFORMATION TECHNOLOGY AND REPROGRAPHIC COSTS

Information Technology and Reprographic (ITR) costs incurred by the Consultant shall be reimbursed at a standard charge rate of \$40 per labour hour expended. The assessment shall include all information technology resources required for purposes of providing the services contemplated under this agreement, including: computer equipment/systems, computer software, computer supplies, networking (local and wide area), and labour associated with computer management, administration and support. Computer systems include all types of computers, such as: general purpose microcomputers, PC-CADD microcomputers, graphic design workstations, and notebooks. The ITR charge shall also include all regular in-house convenience copying and printing. Cost for reproducing specifications and drawing set shall not be included in this rate.

#### 3.2.2.2 TELECOMMUNICATION COSTS

Telecommunication costs (COM) other than video-conferencing incurred by the Consultant shall be reimbursed at a standard charge rate of \$10 per labour hour expended. The assessment shall include in-house costs for use of telephone/telecommunication services (including maintenance and support) and facsimile transmissions.

### 3.3 Payment

#### 3.3.1 Fees Calculated on a Time Basis

##### (a) Monthly Payment

The Consultant shall submit an invoice to the Client for all Services completed in the immediately preceding month. Interest at the annual rate of 12 percent 1 percent monthly) will be paid on the total outstanding unpaid balance commencing 30 days after the Client has received the Consultant's invoice.

##### (b) Non-Payment

The Consultant reserves the right, without penalty, to discontinue services in the event of non-payment.

##### (c) Abandonment

If the project is abandoned or delayed for any reason whatsoever, beyond the Consultants reasonable control, the Client shall pay a fee for services rendered to that date, plus reasonable termination expenses.

#### 3.3.1 Upset Limit

##### 3.3.1.1 FEE LIMIT

The Consultant shall submit an invoice(s) to the Client in accordance with 3.3.1 for all Services completed up to and including \$29,950.00 excluding HST. No additional payment for services as set forth in Article 2 shall be made in excess of this unless authorized in writing by the client.

##### 3.3.1.2 EXTRA WORK

The Client shall pay the Consultant a fee, calculated on a time basis, for that part of the Services not described and outside of the work described in Article 2 in accordance with 3.3.1. The Consultant shall not proceed with work not described within Article 2 without the prior express written consent of the Client.

10(b)

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**SIGNED, SEALED AND DELIVERED**

in the presence of:

) \_\_\_\_\_  
) \_\_\_\_\_  
) \_\_\_\_\_  
) \_\_\_\_\_  
) \_\_\_\_\_

**CONSULTANT**

The signatory shall have the authority to bind the corporation or company for purposes of this agreement

  
\_\_\_\_\_

(Signature)

John V. McDonald, P.Eng.  
\_\_\_\_\_

(Name)

Branch Manager  
\_\_\_\_\_

(Title)

**THE CORPORATION OF**

The signatory shall have the authority to bind the municipality or its agency for purposes of this agreement

\_\_\_\_\_  
MAYOR DEBBIE AMAROSO

\_\_\_\_\_  
CLERK MALCOLM WHITE

10(c)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2012-25

AGREEMENT: (A.3.9.1.) A by-law to authorize the Agreement between the Corporation of the City of Sault Ste. Marie and Her Majesty the Queen in Right of Ontario as represented by the Minister of Citizenship and Immigration, dated January 12, 2012.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, ENACTS as follows:

1. EXECUTION OF DOCUMENTS

The Mayor and Clerk are hereby authorized for and in the name of the Corporation to execute and to affix the seal of the Corporation for the Agreement between the City and Her Majesty the Queen in Right of Ontario as represented by the Minister of Citizenship and Immigration confirming the funding deliverables for the Project and the City's performance commitments for the development of the Phase Four Job Board and Video Library Marketing for the Immigration Portal.

2. SCHEDULE "A"

Schedule "A" hereto forms a part of this by-law.

3. EFFECTIVE DATE

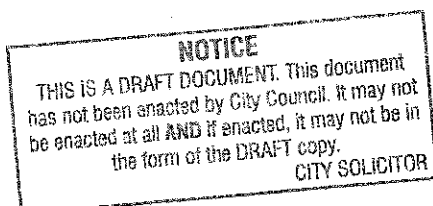
This by-law takes effect on the day of its final passing.

PASSED in open Council this 23<sup>rd</sup> day of January, 2012.

\_\_\_\_\_  
MAYOR – DEBBIE AMAROSO

\_\_\_\_\_  
CITY CLERK – MALCOLM WHITE

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**ONTARIO FUNDING AGREEMENT**

**File # 20111IPB0022**

**THIS AGREEMENT** made as of January 12, 2012

**BETWEEN:**

**HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO as represented by the Minister of Citizenship and Immigration**

(the "Province")

- and -

**CORPORATION OF THE CITY OF SAULT STE. MARIE**

(the "Recipient")

**WHEREAS** the Recipient is carrying-out the Project (as defined in Schedule "A");

**AND WHEREAS** the Province wishes to provide funding to the Recipient for the purpose of assisting with the Project;

**NOW THEREFORE**, in consideration of the mutual covenants and agreements contained herein and for other good and valuable consideration, the receipt and sufficiency of which is expressly acknowledged, the parties agree as follows:

This Agreement, including:

- Schedule "A" - General Terms and Conditions
- Schedule "B" - Project Specific Information and Additional Provisions
- Schedule "C" - Project Description and Timelines
- Schedule "D" - Budget

constitutes the entire agreement between the parties with respect to the subject matter contained in this Agreement and supersedes all prior oral or written representations and agreements. There are no other agreements, understandings, representations, warranties, collateral agreements or conditions affecting this Agreement except as expressed or anticipated in it.

10(c)

IN WITNESS WHEREOF, the Province and the Recipient have respectively executed and delivered this Agreement as of the date set out above.

**HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO as represented  
by the Minister of Citizenship and Immigration**

by:

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name: Alice Young  
Position: Director, Immigration Policy Branch

Authorized Signing Officer

**CORPORATION OF THE CITY OF SAULT STE. MARIE**

by:

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name: Debbie Amaroso  
Position: Mayor

\_\_\_\_\_  
Name: Malcolm White  
Position: City Clerk

I/we have authority to bind the Recipient

\_\_\_\_\_  
Witness Print Name:

10(c)

## SCHEDULE "A" GENERAL TERMS AND CONDITIONS

---

### 1.0 Definitions

1.1 When used in this Agreement, the following terms will have the meanings ascribed to them below:

- (a) **"Additional Funding Requirements"** means the requirements referred to in paragraph 3.3(b) and as specified in Schedule "B";
- (b) **"Additional Provisions"** means the terms and conditions referred to in section 10.1 and as specified in Schedule "B";
- (c) **"Agreement"** means this agreement (including the cover and execution pages and all of the schedules) entered into between the Province and the Recipient and any instrument amending this agreement;
- (d) **"Budget"** means the Project budget set out in Schedule "D";
- (e) **"Claims"** means any and all liability, loss, costs, damages and expenses (including legal fees), causes of action, actions, claims, demands, lawsuits or other proceedings;
- (f) **"Expiration Date"** means the date on which this Agreement will expire and is the date set out in Schedule "B";
- (g) **"Fiscal Year"** means:
  - (i) in the case of the first Fiscal Year, the period commencing on the date of this Agreement and ending on first day that is March 31 following the date of this Agreement; and
  - (ii) in the case of Fiscal Years after the first Fiscal Year, the period commencing on the date that is April 1 following the end of the previous Fiscal Year and ending on the following March 31;
- (h) **"Funding"** means the funds provided to the Recipient by the Province pursuant to this Agreement and will be payable in lawful money of Canada;
- (i) **"Maximum Funding"** means the maximum amount of the Funding to be provided as set out in Schedule "B";
- (j) **"Project"** means the project described in Schedule "C".

### 2.0 Term of Agreement

2.1 The term of this Agreement will commence on the date set out on the first page of this Agreement and will expire on the Expiration Date unless terminated earlier pursuant to Article 16.0, 17.0 or 29.0.

### 3.0 Funding

3.1 The Province will provide Funding up to the Maximum Funding to the Recipient for the purpose of completing the Project.

3.2 The Province will disburse the Funding according to the schedule provided in Schedule "B".

3.3 Despite sections 3.1 and 3.2, the Province:

- (a) may adjust the amount of Funding to be provided to the Recipient in any Fiscal Year based upon the Province's assessment of the reports provided to the Province pursuant to Article 11.0;
- (b) will not provide any Funding to the Recipient until the insurance requirements described in Article 14.0 have been met and any Additional Funding Requirements have been met; and
- (c) shall not provide Funding instalments unless it is satisfied with the progress of the Project.

#### **4.0 Project**

- 4.1 The Recipient will carry out the Project and will do so in compliance with the description set out in Schedule "C" and all federal, provincial or municipal laws or regulations, or any orders, rules or by-laws related to any aspect of the Project. The Province is not responsible in any way for the carrying out of the Project.
- 4.2 The Recipient will not make any changes to the Project without the prior written consent of the Province.
- 4.3 The Recipient will carry out the Project in accordance with the timelines provided in Schedule "C".
- 4.4 If the Project involves the creation of intellectual property, the Recipient agrees that the Province may from time to time direct the Recipient to grant to one or more third parties a gratuitous, non-commercial license to reproduce all or part of such intellectual property.

#### **5.0 Budget**

- 5.1 The Recipient will only use the Funding for the purpose of carrying out the Project and will expend those funds only in accordance with the Budget.
- 5.2 The Recipient will not make any changes to the Budget (including re-allocating any part of the Funding to a different Fiscal Year) without the prior written consent of the Province.

#### **6.0 Holding of Funding**

- 6.1 Until it is used in accordance with this Agreement, the Funding will be placed in an account that:
  - (a) resides at a Canadian financial institution; and
  - (b) is in the name of the Recipient.
- 6.2 If the Province flows the Funding to the Recipient prior to the Recipient's immediate need for the Funding the Recipient shall place the Funding in an interest bearing account.
- 6.3 If the Recipient earns any interest on the Funding:
  - (a) the Province may deduct the interest amount from any further Funding instalments; and/or
  - (b) the Recipient shall pay any interest to the Province as directed by the Province.

#### **7.0 Tendering for Goods and Services and Disposal of Assets**

- 7.1 The Recipient will manage the Project wisely and prudently achieving value for money. The Recipient will acquire all supplies, equipment and services, including any advertising-related services, purchased with the Funding through an appropriate competitive process. Where the purchase price exceeds \$5,000, the Recipient will, at a minimum, obtain at least three written quotes unless:
  - (a) the expertise the Recipient is purchasing is specialised and is not readily available; or
  - (b) it is unreasonable for the Recipient to obtain three (3) written quotes because the Recipient has already researched the market for another similar purchase and knows the market.

- 7.2 The Recipient will not without the Province's prior written consent sell, lease or otherwise dispose of any assets purchased with the Funding, the purchase price of which exceeds \$1,000.

#### **8.0 Conflict of Interest**

- 8.1 The Recipient will carry out the Project and use the Funding in a manner that no person associated with the Project in any capacity will have a potential or actual conflict of interest.
- 8.2 For these purposes, a conflict of interest includes a situation in which a person associated with the Project or any member of his or her family is able to benefit financially from his or her involvement in the Project. Nothing in this Article prevents the Recipient from reimbursing its volunteers for their reasonable out of pocket expenses incurred in connection with the Project.
- 8.3 The Recipient will disclose to the Province without delay any situation that may be reasonably interpreted as either an actual or potential conflict of interest.

#### **9.0 Representations, Warranties and Governance**

- 9.1 The Recipient represents warrants and covenants that:
- (a) it is, and shall continue to be for the term of this Agreement, a validly existing legal entity with full power to fulfill its obligations under this Agreement;
  - (b) it has the experience and expertise necessary to carry out the Project; and
  - (c) all information (including information relating to any eligibility requirements for Funding) the Recipient provided to the Province in support of its request for funding was true and complete at the time the Recipient provided it, and shall continue to be true and complete for the term of this Agreement, in every respect except as set out to the contrary in this Agreement.
- 9.2 The Recipient represents and warrants that:
- (a) it has the full power and authority to enter into this Agreement; and
  - (b) it has taken all necessary actions to authorize the execution of this Agreement.
- 9.3 The Recipient represents, warrants and covenants that it has
- (a) established, and shall maintain for the period during which this Agreement is in effect, by-laws or other legally necessary instruments to:
    - (i) establish decision-making mechanisms;
    - (ii) provide for the prudent and effective management of the Funding;
    - (iii) establish procedures to enable the successful completion of the Project; and
    - (iv) establish procedures to enable the preparation and delivery of all reports required pursuant to Article 11.0.
- 9.4 Upon request, the Recipient shall provide the Province with proof of the matters referred to in this Article.

#### **10.0 Further Conditions**

- 10.1 The Recipient will comply with any Additional Provisions.
- 10.2 The Recipient acknowledges that the Province may impose further terms and conditions on the use of the Funding which it considers appropriate for the proper expenditure and management of the Funding and the carrying out and completion of the Project.



**11.0 Reporting, Accounting and Review****11.1 The Recipient will submit to the Province:**

- (a) progress reports as required by Schedule "B";
- (b) a final report upon completion of the Project; and
- (c) such other reports as the Province may require from time to time.

**11.2 The Recipient will deliver all reports in a form satisfactory to the Province.****11.3 Each report referred to in paragraphs 11.1(a) and (b) will include the following items:**

- (a) details of how the Province's support has been acknowledged in accordance with Article 15.0;
- (b) an unaudited statement which accounts for Project revenue and expenditures;
- (c) an indication of whether the objectives of the Project are being / were met;
- (d) a description of how the success of the Project is being / was measured;
- (e) a description of the level of community participation and response;
- (f) in the case of the final report, an audited financial statement which accounts for Project revenue and expenditures, if audited statements are normally prepared by the Recipient; otherwise, a review engagement report which accounts for Project revenue and expenditures prepared by an accredited accountant external to the Recipient; and
- (g) any other details that may be requested by the Province.

**11.4 The Recipient:**

- (a) will keep and maintain all financial records, invoices and other financially-related documents relating to the Funding or otherwise to the Project in a manner consistent with generally accepted accounting principles and clerical practices;
- (b) will maintain such records and keep them available for review or investigation by the Province for a period of seven (7) years from the date of the expiry or termination of this Agreement; and
- (c) will maintain all non-financial documents and records relating to the Funding or otherwise to the Project, including any records it receives about the people it serves, in a confidential manner consistent with all applicable law.

**11.5 The Province or its authorized representatives may, upon twenty-four (24) hours' notice to the Recipient and during normal business hours:**

- (a) enter upon the Recipient's premises to review the status and manner of operation of the Project;
- (b) inspect and copy any financial records, invoices and other financially-related documents in the possession or under the control of the Recipient which relate to the Funding or otherwise to the Project;
- (c) inspect and copy non-financial records in the possession or under the control of the Recipient which relate to the Funding or otherwise to the Project, except that, where such records relate to a third party served by the Project, the Province will obtain the consent of the third person before inspecting or copying such records; and
- (d) conduct a full or partial audit or investigation of the Recipient in respect of the Project.

**11.6 The Recipient will cooperate with the Province in respect of the exercise of the Province's rights set out in section 11.5, and the Recipient will provide any information in respect of the Funding or the Project that the Province may reasonably request.**

11.7 The purposes for which the Province may exercise its rights under this Article include:

- (a) determining for what items and purposes the Recipient expended the Funding;
- (b) determining whether and to what extent the Recipient expended the Funding with due regard to economy and efficiency; and
- (c) determining whether the Recipient completed the Project effectively and in accordance with the terms of this Agreement.

11.8 For greater clarity, the Province's rights under this Article are in addition to any rights provided to the Auditor General pursuant to Section 9.1 of the *Auditor General Act* (Ontario).

## **12.0 Limitation of Liability**

12.1 The Province, its officers, employees and agents will not be liable to the Recipient, its subcontractors or their respective directors, officers, agents, employees, partners, affiliates, volunteers or independent contractors for Claims howsoever caused that arise out of or are in any way related to the Project or this Agreement.

## **13.0 Indemnity**

13.1 The Recipient will indemnify and hold harmless the Province from and against any and all Claims, by whomever made, sustained, incurred, brought or prosecuted, including for third party bodily injury (including death), personal injury and property damage, in any way based upon, occasioned by or attributable to anything done or omitted to be done by the Recipient, its subcontractors or their respective directors, officers, agents, employees, partners, affiliates, volunteers or independent contractors in the course of carrying out the Project under, or otherwise in connection with, this Agreement. The Recipient further agrees to indemnify and hold harmless the Province for any incidental, indirect, special or consequential damages, or any loss of use, revenue or profit, by any person, entity or organisation, including, without limitation, the Province, claimed or resulting from such Claims.

## **14.0 Insurance**

14.1 The Recipient hereby agrees to put in effect and maintain insurance for the term of this Agreement, at its own cost and expense, with insurers having a secure A.M. Best rating of B + or greater, or the equivalent, all the necessary insurance that is appropriate for a prudent person in the business of the Recipient would maintain including, but not limited to, the following:

- (a) commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury and property damage to an inclusive limit of not less than two million dollars (\$2,000,000) per occurrence. The policy is to include the following clauses:
  - (i) the Province as an additional insured with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, this Agreement;
  - (ii) cross-liability clause;
  - (iii) contractual liability coverage; and
  - (iv) thirty (30) day written notice of cancellation, termination or material change.

14.2 Before beginning the Project, the Recipient will provide the Province with a valid Certificate of Insurance that references the Project and confirms the above requirements. The Recipient will provide the Province with a copy of the policy and any renewal replacement certificates as may be necessary.

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## **15.0 Credit**

### **15.1 The Recipient:**

- (a) will acknowledge, in a format approved by the Province, the support of the Province in all materials related to the Project;
- (b) will advise the Province in writing of any public communication, interview, media event, report or presentation that is expected to refer to the Project and provide the opportunity for the Province to be present where appropriate. The Recipient will provide the Province with a minimum of ten (10) business days prior written notice of such events, or as soon as the Recipient is aware of such events;
- (c) will not make any public announcement, news release, advertising or other form of publicity regarding the Funding until permission to do so is received from the Province; and
- (d) where applicable, will include a statement in any materials related to the Project that the views expressed in such materials are the views of the Recipient and do not necessarily reflect those of the Province.

## **16.0 Termination for Convenience**

- 16.1 The Province may terminate this Agreement at any time, for any reason, upon giving at least thirty (30) days' notice to the Recipient.

## **17.0 Termination and Corrective Action**

- 17.1 The Province may terminate this Agreement immediately upon giving notice to the Recipient if:

- (a) in the opinion of the Province:
  - (i) the Recipient has knowingly provided false or misleading information regarding its funding request or in any other communication with the Province;
  - (ii) the Recipient breaches any provision of this Agreement;
  - (iii) the Recipient is unable to complete the Project or is likely to discontinue it; or
  - (iv) it is not reasonable for any reason for the Recipient to complete the Project;
- (b) the nature of the Recipient's business, or its corporate status, changes so that it no longer meets any applicable eligibility requirements under which the Province is providing the Funding;
- (c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or is petitioned into bankruptcy, or files for the appointment of a receiver; or
- (d) the Recipient ceases to carry on business.

- 17.2 If the Province considers that it is appropriate to allow the Recipient the opportunity to remedy a breach of this Agreement, the Province may give the Recipient an opportunity to remedy the breach by giving the Recipient written notice:

- (a) of the particulars of the breach;
- (b) of the period of time within which the Recipient is required to remedy the breach; and
- (c) that the Province will terminate this Agreement:
  - (i) at the end of the notice period provided for in the notice if the Recipient fails to remedy the breach within the time specified in the notice; or
  - (ii) prior to the end of the notice period provided for in the notice if it becomes apparent to the

- 17.3 If the Province has provided the Recipient with an opportunity to remedy the breach, and
- (a) the Recipient does not remedy the breach within the time period specified in the notice;
  - (b) it becomes apparent to the Province that the Recipient cannot completely remedy the breach within the time specified in the notice or such further period of time as the Province considers reasonable; or
  - (c) the Recipient is not proceeding to remedy the breach in a way that is satisfactory to the Province,
- the Province may immediately terminate this Agreement by giving notice of termination to the Recipient.
- 17.4 Despite the Province's right to terminate this Agreement pursuant to section 17.1, the Province may, in addition to and in the alternative to section 17.2, choose not to terminate this Agreement and may take whatever corrective action it considers necessary and appropriate, including suspending Funding for such period as the Province determines, to ensure the successful completion of the Project in accordance with this Agreement.
- 17.5 The effective date of any termination under this Article will be the last day of the notice period, the last day of any subsequent notice period or immediately, which ever applies.
- 18.0 Funding Upon Termination**
- 18.1 Upon termination of this Agreement pursuant to either Article 16.0 or 29.0, the Province may:
- (a) cancel all further Funding instalments; and/or
  - (b) demand the repayment of any Funding (including any interest) remaining in the possession or under the control of the Recipient;
- and the Province will determine the Recipient's reasonable costs to terminate the Project (if such action is necessary) and allow the Recipient to set-off such costs against the amount owing by the Recipient to the Province. In no event will the Province be responsible for any amount by which the costs exceed the amount owing.
- 18.2 Upon termination of this Agreement pursuant to Article 17.0, the Province may:
- (a) cancel all further Funding instalments; and/or
  - (b) demand the repayment of the Funding in whole or in part (including any interest), or an amount equal thereto.
- 19.0 Recipient's Repayment of Funds**
- 19.1 If the Province demands the payment by the Recipient of any Funding or interest on the Funding pursuant to this Agreement, the amount demanded will be deemed to be a debt due and owing to the Province by the Recipient, and the Recipient will pay the amount to the Province immediately unless the Province directs otherwise.

10(c)

- 19.2 The Province may charge the Recipient interest on any amount owing by the Recipient at the then current interest rate charged by the province of Ontario on accounts receivable.
- 19.3 The Recipient will pay the amount demanded by cheque payable to the Minister of Finance, Ontario.
- 19.4 The Recipient agrees that any part of the Funding which has not been used or accounted for by the Recipient by the time this Agreement expires or is terminated will be used only for the purposes agreed upon by the Province or will be returned to the Province immediately on the written request of the Province.

## **20.0 Notices**

- 20.1 Any notice or communication required or permitted to be given under this Agreement will be:
- (a) in writing;
  - (b) delivered personally or by pre-paid courier, or sent by facsimile, certified or registered mail or postage pre-paid mail with receipt notification requested; and
  - (c) addressed to the other party as provided in Schedule "B" or as either party will later designate to the other in writing.
- 20.2 All notices will be effective:
- (a) at the time the delivery is made if the notice is delivered personally, by pre-paid courier or by facsimile; or
  - (b) three (3) days after the day the notice was deposited in the mail if the notice is sent by certified, registered or postage prepaid mail, unless the day the notice is effective falls on a day when the Province is normally closed for business, in which case the notice will not be effective until the next day that is a day when the Province is normally open for business.

## **21.0 Severability of Provisions**

- 21.1 The invalidity or unenforceability of any provision of this Agreement will not affect the validity or enforceability of any other provision of this Agreement and any invalid or unenforceable provision will be deemed to be severed.

## **22.0 Amendment and Waiver**

- 22.1 No amendment of or addition to this Agreement will be valid unless it is in writing and signed by each party.
- 22.2 A waiver of any failure to comply with any term of this Agreement will be in writing and signed by the party providing the waiver. Any waiver must refer to a specific failure to comply and will not have the effect of waiving any subsequent failures to comply.

## **23.0 Independent Parties**

- 23.1 The parties are and will at all times remain independent of each other and are not and will not represent themselves to be the agent, joint venturer, partner or employee of the other. No representations will be made or acts taken by either party which could establish or imply any apparent relationship of agency, joint venture, partnership or employment and neither party will be bound in any manner whatsoever by any agreements, warranties or representations made by the other party to any other person nor with respect to any other action of the other party.

**24.0 Assignment of Agreement or Funding**

- 24.1 The Recipient will not assign this Agreement or the Funding or any part thereof without the prior written consent of the Province, which consent may be unreasonably and arbitrarily withheld.
- 24.2 This Agreement will enure to the benefit of and be binding upon the parties and their respective heirs, executors, administrators, successors and permitted assigns.

**25.0 Governing Law**

- 25.1 This Agreement and the rights, obligations and relations of the parties to this Agreement will be governed by and construed in accordance with the laws of the province of Ontario. The parties irrevocably attorn and submit to the exclusive jurisdiction of the courts of the province of Ontario and all courts competent to hear appeals therefrom.

**26.0 Further Assurances and Consents**

- 26.1 The parties agree to do or cause to be done all acts or things necessary to implement and carry into effect this Agreement to its full extent.
- 26.2 The Recipient acknowledges that the Province may impose conditions on any consent it provides pursuant to this Agreement.

**27.0 Circumstances Beyond the Control of Either Party**

- 27.1 Neither party will be responsible for damage caused by delay or failure to perform under the terms of this Agreement resulting from matters beyond the control of the Province and the Recipient including strike, lockout or any other action arising from a labour dispute, fire, flood, act of God, war, riot or other civil insurrection, lawful act of public authority, or delay or default caused by a common carrier which cannot be reasonably foreseen or provided against.

**28.0 Survival**

- 28.1 Upon the expiration or termination of this Agreement, the provisions in Articles 6.0 (Holding of Funding), 11.0 (Reporting, Accounting and Review), 12.0 (Limitation of Liability), 13.0 (Indemnity), 15.0 (Credit), 18.0 (Funding upon Termination), 19.0 (Recipient's Repayment of Funds), 28.0 (Survival), 32.0 (FIPPA) and sections 4.4 and 7.2 will survive.

**29.0 Appropriation**

- 29.1 Despite any other provision of this Agreement, any payment by the Province under this Agreement is subject to there being an appropriation for the Fiscal Year in which the payment is to be made and there being funds available. Furthermore, should the Province's funds be reduced or otherwise become unavailable by non-appropriation by the Legislative Assembly of Ontario, the Province may (1) reduce the amount of the Funding and/or (2) in accordance with section 18.1 terminate this Agreement immediately upon giving notice to the Recipient.

**30.0 Interpretative Value of Agreement Documents**

- 30.1 In the event of any of conflict or inconsistency between any of the Schedules to this Agreement, Schedule "A" will prevail over any of the other Schedules.
- 30.2 The division of this Agreement into schedules, articles, sections, clauses, paragraphs and the insertion of headings are for the convenience of reference only and will not affect the construction or interpretation of this Agreement.

10(c)

**31.0 Counterparts**

- 31.1 This Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument. This Agreement will be considered fully executed when all parties have executed an identical counterpart, notwithstanding that all signatures may not appear on the same counterpart. This Agreement may be executed and delivered by facsimile signatures and will be binding on all parties as if executed by original signature and delivered personally.

**32.0 Freedom of Information and Protection of Privacy Act (FIPPA)**

- 32.1 The Recipient acknowledges that the Province is bound by the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.F. 31, as amended from time to time, and that any information provided to the Province in connection with this Agreement is subject to disclosure in accordance with the requirements of that Act.
- 32.2 The Recipient acknowledges that the Province may make public the name and business address of the Recipient, the amount of the Funding and the purpose for which the Funding has been provided.

**33.0 Time of Essence**

- 33.1 Time will be of the essence in all respects. No extension of or waiver pursuant to this Agreement will operate as a waiver of this provision.

**34.0 Number and Gender**

- 34.1 This Agreement will be read with all changes in gender or number as required by the context.

**35.0 Joint and Several**

- 35.1 Where the Recipient is made up of two or more entities, each such entity will be jointly and severally liable (each completely and individually liable) to the Province for the fulfillment of the obligations of the Recipient under this Agreement.

**- END OF GENERAL TERMS AND CONDITIONS -**

10(c)

**SCHEDULE "B"**  
**PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS**

| PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS |                                                                                                                                                                                                                  |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maximum Funding                                        | \$18,145                                                                                                                                                                                                         |
| Funding Instalments                                    | Subject to subsection 3.3(b) of Schedule "A" of this Agreement, \$16,330 upon both parties signing the Agreement<br>\$1,815 upon the Province's approval of the Final Report                                     |
| Expiration Date                                        | March 31, 2012. Extensions may be granted at the discretion of the Ministry.                                                                                                                                     |
| Address for notice if to the Province                  | Stephanie Arnold<br>Senior Program Consultant, Information and Portal (A)<br>Immigration Policy Branch<br>400 University Avenue, 3rd Floor<br>Toronto, Ontario M7A 2R9<br>Tel: 416-327-8074<br>Fax: 416-326-1044 |
| Address for notice if to the Recipient                 | Frank Coccimiglio<br>Manager, Information Technology<br>City of Sault Ste. Marie<br>99 Foster Drive<br>Sault Ste. Marie, Ontario P6A 5N1<br>705-759-5303                                                         |
| Reporting                                              | Final Report Due date: March 31, 2012                                                                                                                                                                            |
| Additional Funding Requirements                        | The Province will not provide any Funding to the Recipient until the Recipient has provided a municipal by-law or resolution authorizing the Municipal Council to enter into this Agreement.                     |
| Additional Provisions                                  | Nil                                                                                                                                                                                                              |



## SCHEDULE "C" PROJECT DESCRIPTION AND TIMELINES

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### **Rationale/Need for Marketing Funds**

The City of Sault Ste. Marie's Immigration Web Portal will benefit entirely from additional marketing funding. Since the web portal was launched in 2009 it has been a huge success, now completing its fourth phase of funding. The portal acts as a one-stop access point for immigrants to explore settlement services, information about Sault Ste. Marie, and provides essential resources for easy settlement in the community. The portal was established within Phase 1 of funding. In Phase 2 of the project, the web portal was translated into 5 different languages. These languages include, French, Hindi, Chinese, Spanish and Korean. Phase 3 of the project was the development of the video library. The library includes a video relocation guide, cultural orientation videos, cultural awareness training videos and newcomer testimonial videos. We are currently in Phase 4 of funding and are further developing the video library and establishing an effective job board.

In order to keep newcomers and local people up to date on the web portal we will need newcomers to revisit the site on a regular basis. In order to do so, additional funding for advertising would make this possible. The immigration portal is the first tool utilized by the municipality to attract and recruit newcomers to the community. Highlighting this tool will create potential momentum to forge ahead with other methods of attraction and retention. There is no other medium in Sault Ste. Marie that currently brings *all* the resources together around living, working, learning, and settling in the community. Our advertising strategies thus far have been effective but minimal and with additional funds we would like to improve our marketing efforts by maximizing community awareness, replenishing promotional materials and reaching out to other communities.

Google Analytics illustrates *Discover the Sault's* success rate, and the high numbers have proven the popularity of the portal. Since the addition of the Phase 2 translations and the Phase 3 Video Library Project, the number of visitors has dramatically increased, as well as their total time spent on the website. Our goal now is to increase the overall number of new visitors to [www.discoverthesault.ca](http://www.discoverthesault.ca) with a main focus on the Video Library.

Our new video library has significantly improved the length of time any given user spends on the portal; however the Google Analytics numbers show that we need to improve the amount of people visiting the video library directly. We want visitors to know about the new video library and we want them to keep returning to watch more videos. With additional marketing funds we will be able to advertise the video library not only locally and regionally, but nationally, which will not only increase exposure, but allow newcomers to explore the advantages of our immigration web portal and view the benefits of living in Sault Ste. Marie. This funding will also help us to inform additional employers, businesses and educational facilities that *Discover the Sault* is constantly improving and adding helpful updates to benefit all sectors of the community. The success of the Sault Ste. Marie Immigration Web Portal really depends on its active visitors and in order to attract and retain these viewers, marketing and advertising are essential.

### **Marketing Activities Breakdown**

#### **Print**

The print portion of the marketing campaign will focus on giveaway promotional materials and popular local print media. The *Our Homes Magazine* is created locally and distributed on a seasonal basis to the entire Algoma district. *Discover the Sault* will feature a quarter page advertisement in each magazine. We will be working with Cliffe Printing to create thank you cards, Christmas cards and brochures as well. These will be meant for distribution between our partners and the community. We plan to leave brochures at all local hotels and partner organizations as well. In order to guarantee we reach a broad demographic with our marketing, we will also feature an advertisement in Sault Ste. Marie's daily newspaper, The Sault Star. The last portion of the print marketing campaign will be a billboard stationed on Highway 17 East, seen before entering Sault Ste. Marie. This billboard will feature our website, logos and a picture to captivate drivers. We are interested in reaching people outside of our city; therefore a billboard on surrounding highway area is a great start.

### Digital

*Discover the Sault* will be featuring a digital advertisement at the most popular venue in Sault Ste. Marie, the Essar Centre. The local OHL team, the Soo Greyhounds, call the Essar Centre ice 'home', and we will be featuring an advertisement at every home game, twice a game. The Essar Centre seats approximately 4000 people and the Soo Greyhounds normally play at least two games a week through the winter season. The advertisement will be shown on four video screens and will be accompanied by PA announcement. This advertisement will run all hockey season. We will also be focusing on marketing our portal online. Google AdWords promotes independent advertising and will give the *Discover the Sault* Team full control of the advertising process. *Discover the Sault* advertisements will appear when key words are searched by visitors on Google. We hope to reach a broader market of people internationally by advertising with Google. The *Discover the Sault* team is also negotiating with partners to feature [www.discoverthesault.ca](http://www.discoverthesault.ca) link on their organization's websites. Our goal is to be featured on as many partner sites as possible in order to increase activity on our own portal.

### Promotional Items

One of the greatest marketing tools for [www.discoverthesault.ca](http://www.discoverthesault.ca) is through giveaway promotional materials. These marketing tools are effective when visiting business partners, schools, local companies, attending events and for special guests and video participants. We plan to order additional *Discover the Sault* logo materials to distribute locally and regionally. We will be ordering certain items geared toward students and business employees. The Local Immigration Partnership will be running an awareness campaign geared toward business and education. This is a great opportunity for LIP to promote *Discover the Sault*, therefore we want to have new marketing materials to distribute with the *Discover the Sault* website and logo.

### Sponsorships

Sponsoring local events is very effective for achieving community awareness. When an event takes place, *Discover the Sault* will be specially featured with banner-ups, posters, booths and announcements. The *Discover the Sault* team plans to sponsor the Sault Community Career Centre/New to the Sault's annual immigration event known as 'Passport to Unity.' *Discover the Sault* and our city's Local Immigration Partnership work together to make Sault Ste. Marie's immigration web portal highly recognized at this event. The event attracts newcomers and locals alike, covering a large demographic with people of all ages. The year 2012 also marks Sault Ste. Marie's 100<sup>th</sup> year as a city and throughout the following 12 months there will be countless community wide events for the 'Celebrate 100' campaign.

Overall, our marketing strategies cover a wide spectrum of areas, ranging from online advertising to in-person promotional materials. This marketing campaign ties into our previous actions through the promotion of the portal's new video library. We have done USB key's and launch materials in the past and these new ideas will simply promote the library even further, reaching a wider demographic. By adding projects like sponsorship and online advertising we will gain national attention. In order to attract new visitors and maintain present visitors, it is important to continue advertising, and promoting the continuous updates to [www.discoverthesault.ca](http://www.discoverthesault.ca).

### Anticipated Timeline

Note: Task start/completion dates subject to change based on project approval and start dates; timelines expected to be similar.

| Print                            |  |  |  |  |  |  |
|----------------------------------|--|--|--|--|--|--|
| <i>Our Homes Magazine</i>        |  |  |  |  |  |  |
| <i>Brochures</i>                 |  |  |  |  |  |  |
| <i>Thank You Cards</i>           |  |  |  |  |  |  |
| <i>Christmas Cards</i>           |  |  |  |  |  |  |
| <i>Sault Star Ad</i>             |  |  |  |  |  |  |
| <i>Billboards</i>                |  |  |  |  |  |  |
| Digital                          |  |  |  |  |  |  |
| <i>Essar Centre Video Boards</i> |  |  |  |  |  |  |

|                         |            |            |            |            |            |            |
|-------------------------|------------|------------|------------|------------|------------|------------|
| Google AdWords          |            |            |            |            |            |            |
| Promotional Items       |            |            |            |            |            |            |
| Bags                    |            |            |            |            |            |            |
| T-Shirts                |            |            |            |            |            |            |
| Pen & Memo Book Combo   |            |            |            |            |            |            |
| Pen & Highlighter Combo |            |            |            |            |            |            |
| Sponsorships            |            |            |            |            |            |            |
| Passport To Unity Event |            |            |            |            |            |            |
|                         | 11-<br>Oct | 11-<br>Nov | 11-<br>Dec | 12-<br>Jan | 12-<br>Feb | 12-<br>Mar |

### Success Measurement

1. Increased number of visitors (new and returning) using Google Analytics.
2. Increased time spent on the immigration web portal, using Google Analytics.
3. Feedback from local organizations, employers and partners using the video library.
4. Feedback forms for newcomers on web portal include questions about the video library and the website as a whole.
5. Wider range of countries represented by visitors to *Discover the Sault* (Google Analytics).

10(c)

**SCHEDULE "D"**  
**BUDGET**

| <b>Marketing Type</b>                                                                                          | <b>Cost</b>        |
|----------------------------------------------------------------------------------------------------------------|--------------------|
| <b>PRINT</b>                                                                                                   |                    |
| <i>Our Homes Magazine- ¼ page 4x</i>                                                                           | \$580.00           |
| <i>Brochures- 500</i>                                                                                          | \$625.00           |
| <i>Thank You Cards with Logo-200</i>                                                                           | \$300.00           |
| <i>Christmas Cards with Logo-100</i>                                                                           | \$150.00           |
| <i>Sault Star ¼ page City Rate</i>                                                                             | \$637.00           |
| <b>Subtotal</b>                                                                                                | <b>\$2,292.00</b>  |
| <b>Billboards</b>                                                                                              |                    |
| <i>Hwy 17 East x1-Artwork</i>                                                                                  | \$500.00           |
| <i>Rental 5 Months - \$500/Month</i>                                                                           | \$2,500.00         |
| <b>Subtotal</b>                                                                                                | <b>\$3,000.00</b>  |
| <b>DIGITAL</b>                                                                                                 |                    |
| <i>Essar Centre-Video Boards during Soo Greyhound Hockey games- PA Promotion Slide 2x each game all season</i> | \$3,200.00         |
| <i>Google AdWords, 6 months-Budget \$10-\$15 a day</i>                                                         | \$2,700.00         |
| <b>Subtotal</b>                                                                                                | <b>\$5,900.00</b>  |
| <b>PROMOTIONAL ITEMS</b>                                                                                       |                    |
| <i>Bags-500-\$1.52/unit+ set up fee + hst</i>                                                                  | \$920.95           |
| <i>T-Shirts - 250 - \$6.99/shirt+set up fee +hst</i>                                                           | \$1,991.63         |
| <i>Pen and memo book combo-500-\$2.55/unit +hst</i>                                                            | \$1,502.90         |
| <i>Education/Business-Pen/Highlighter-500-.89/unit+hst</i>                                                     | \$536.75           |
| <b>Subtotal</b>                                                                                                | <b>\$4952.23</b>   |
| <b>SPONSORSHIPS</b>                                                                                            |                    |
| <i>Passport to Unity Immigration Event</i>                                                                     | \$2,000.00         |
| <b>Subtotal</b>                                                                                                | <b>\$2,000.00</b>  |
| <b>TOTAL</b>                                                                                                   | <b>\$18,144.23</b> |

10(d)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2012-18

**DEVELOPMENT CONTROL:** A by-law to designate the land located at civic number 1092 Great Northern Road as an area of site plan control (Ficmar Holdings Inc.).

THE COUNCIL of the Corporation of the City of Sault Ste. Marie **ENACTS** as follows:

1. **DEVELOPMENT CONTROL AREA**

The lands described on Schedule "A" attached hereto are hereby designated to be an area of site plan control pursuant to Section 41 of the Planning Act, R.S.O. 1990 chapter P. 13 and amendments thereto.

2. **SITE PLAN POWERS DELEGATED**

The Council hereby delegates to the Planning Director and in his absence to the Planner of the City of Sault Ste. Marie, Council's powers to enter into a site plan agreement dealing with any of the works or matters mentioned in Section 41 of the Planning Act as amended, for the lands more particularly described in Schedule "A" to this by-law.

3. **SCHEDULE "A"**

Schedule "A" hereto forms a part of this by-law.

4. **PENALTY**

Any person who contravenes this by-law including the obligations pursuant to the agreement entered into under the authority of this by-law is guilty of an offence and is liable upon conviction to penalty provisions as contained in the Planning Act and the Municipal Act.

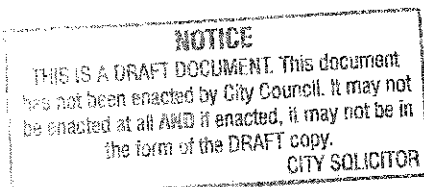
5. **EFFECTIVE DATE**

This by-law takes effect from the date of its final passing.

**PASSED** in Open Council this 23<sup>rd</sup> day of January, 2012.

\_\_\_\_\_  
**MAYOR – DEBBIE AMAROSO**

\_\_\_\_\_  
**CITY CLERK – MALCOLM WHITE**



10(d)

SCHEDULE "A" TO BY-LAW 2012-18 OF THE CORPORATION OF THE CITY  
OF SAULT STE. MARIE BE PASSED IN OPEN COUNCIL THIS 23<sup>RD</sup> DAY OF  
JANUARY, 2012.



10(e)

**CORPORATION OF THE CITY OF SAULT STE. MARIE**

BY – LAW No. 2012-11

**FINANCE : (A.3.7.1) A by-law to establish user fees and service charges**

WHEREAS Part XII of the Municipal Act, S.O. 2001, c. 25, as amended, states that despite any Act, a municipality and local board may pass by-laws imposing fees or charges on any class of persons, for services or activities provided or done by on behalf of it, and, for the use of it's property including property under its control :

AND WHEREAS it is deemed necessary to charge user fees and service charges

NOW THEREFORE the Council of the Corporation of the City of Sault Ste. Marie hereby pursuant to Part XII of the Municipal Act, S.O. 2001, c. 25 as amended enacts as follows:

**1. USER FEES ADOPTED**

That Council does confirm and ratify the user fees and service charges described in Schedules "A" to "G" attached to and forming part of this By-law and are outlined as follows:

Schedule A - Clerk's Department  
Schedule B - Community Services Department  
Schedule C - Engineering & Planning Department  
Schedule D - Finance Department  
Schedule E - Fire Department  
Schedule F - Legal Department  
Schedule G - Public Works & Transportation Department

**2. BY-LAW 2011-87 REPEALED**

By-law 2011-87 is hereby repealed

**3. EFFECTIVE DATE**

This By-law is effective on February 1, 2012

Read THREE times and PASSED in open Council this 23rd day January, 2012

\_\_\_\_\_  
MAYOR – DEBBIE AMAROSO

\_\_\_\_\_  
CITY CLERK – MALCOLM WHITE

**NOTICE**

THIS IS A DRAFT DOCUMENT. This document has not been enacted by City Council. It may not be enacted at all AND if enacted, it may not be in the form of the DRAFT copy.

CITY SOLICITOR

**CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**USER FEE & SERVICE CHARGES - BY-LAW 2012 - 11 - Schedule "A"**  
**CLERK'S DEPARTMENT**

[illegible]

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**CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**USER FEE & SERVICE CHARGES - By-law - 2012 - 11 - Schedule B**  
**COMMUNITY SERVICES DEPARTMENT**

| <b>GL<br/>Account<br/>Number</b> | <b>Services Offered</b>                                | <b>2011<br/>Current Fee</b> | <b>2012<br/>Proposed Fee</b> | <b>GST/HST<br/>Included<br/>or Added</b> | <b>By-Law or<br/>Resolution<br/>Reference</b> |
|----------------------------------|--------------------------------------------------------|-----------------------------|------------------------------|------------------------------------------|-----------------------------------------------|
| 10-500-5030-5415                 | <b>BONDAR PAVILION</b>                                 |                             |                              |                                          |                                               |
|                                  | - Full Day Rental - Non Profit Group                   | 137.70                      | 140.45                       | Add                                      |                                               |
|                                  | - Part Day Rental - Non Profit Group                   | 86.70                       | 88.43                        | Add                                      |                                               |
|                                  | - Full Day Rental - Commercial                         | 530.40                      | 541.00                       | Add                                      |                                               |
|                                  | - Part Day Rental - Commercial                         | 275.40                      | 281.00                       | Add                                      |                                               |
|                                  | - Wedding Receptions                                   | 606.90                      | 619.00                       | Add                                      |                                               |
|                                  | - Clean Up - Minor                                     | 51.00                       | 52.00                        | Add                                      |                                               |
|                                  | - Clean Up - Major                                     | 204.00                      | 208.00                       | Add                                      |                                               |
|                                  | - Barriers                                             | 1.02                        | 1.04                         | Add                                      |                                               |
|                                  | - Tables                                               | 4.08                        | 4.16                         | Add                                      |                                               |
|                                  | - Chairs                                               | 0.41                        | 0.42                         | Add                                      |                                               |
|                                  | - Sound System (per day)                               | 25.50                       | 26.00                        | Add                                      |                                               |
|                                  | - Kitchen (per day)                                    | 51.00                       | 52.00                        | Add                                      |                                               |
|                                  | - Supervision of Volunteers (per hour)                 | 15.00                       | 15.30                        | Add                                      |                                               |
|                                  | - Alcohol event admin fee per event per day            | 27.56                       | 28.11                        | Add                                      |                                               |
|                                  |                                                        |                             |                              |                                          |                                               |
|                                  |                                                        |                             |                              |                                          |                                               |
|                                  | <b>MARINA FEES</b>                                     |                             |                              |                                          |                                               |
| 10-500-5040-                     | - Fuels                                                | Road Price + \$ 0.02        | Road Price + \$ 0.02         |                                          |                                               |
| 10-500-5050-                     | - Lock Tours - Dockage & Building Rental - Annual Fee  | 0.00                        | 0.00                         | Add                                      |                                               |
|                                  | - Sewage Pumpouts - per service                        | 10.20                       | 10.20                        | Add                                      |                                               |
|                                  | - Cruise Ship Dockage Fee - rate per meter             | 5.10                        | 5.10                         | Add                                      |                                               |
|                                  | - Cruise Ship - Passenger disembarkment/embarkment fee | 1.50 / passenger            | 1.50 / passenger             | Add                                      |                                               |
|                                  | - Bondar - Slip Rental - Daily - per foot              | 1.17                        | 1.17                         | Add                                      |                                               |
|                                  | - Bondar - Slip Rental - Weekly - per foot             | 6.12                        | 6.12                         | Add                                      |                                               |
|                                  | - Bondar - Slip Rental - Monthly - per foot            | 18.36                       | 18.36                        | Add                                      |                                               |
|                                  | - Bondar Dock - Ship/Barge Dockage (per metre)         | 0.14 / hr                   | 0.14 / hr                    | Add                                      |                                               |
|                                  |                                                        | 1.53 max / day              | 1.53 / day                   | Add                                      |                                               |
|                                  |                                                        | 30.00/month                 | 30.00/month                  | Add                                      |                                               |

10(e)

| GL<br>Account<br>Number | Services Offered                                                | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|-----------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
|                         | <b>MARINA FEES</b> (continued)                                  |                     |                      |                                 |                                      |
|                         | - Bellevue - Slip Rental - Weekly - Non Serviced per foot       | 4.08                | 4.08                 | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Weekly - Serviced per foot           | 5.10                | 5.10                 | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Bi - Monthly - Non Serviced per foot | 19.38               | 19.38                | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Bi - Monthly - Serviced per foot     | 22.44               | 22.44                | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Monthly - Non Serviced per foot      | 12.24               | 12.24                | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Monthly - Serviced per foot          | 14.28               | 14.28                | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Seasonal - Non Serviced per foot     | 26.52               | 26.52                | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Seasonal - Serviced per foot         | 30.60               | 30.60                | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Daily - Serviced per foot            | 1.17                | 1.17                 | Add                             |                                      |
|                         | - Bellevue - Slip Rental - Daily - Non Serviced per foot        | 1.02                | 1.02                 | Add                             |                                      |
|                         | - Launch Ramp Fee - Daily                                       | 6.00                | 6.00                 | Included                        |                                      |
|                         | - Launch Ramp Fee - Seasonal                                    | 51.00               | 51.00                | Add                             |                                      |
|                         | - Winter Storage - Monthly per foot                             | 1.50                | 1.50                 | Add                             |                                      |
|                         | - Slip Cancellation Fee                                         | 25.00               | 25.00                | Included                        |                                      |
|                         | - September Special                                             | 50% fee discount    | 50% fee discount     | Add                             |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
| 10-500-5013-5610        | <b>LEADERSHIP DEVELOPMENT</b>                                   |                     |                      |                                 |                                      |
|                         | - Leadership Courses - varies per content                       | \$ 10. To \$ 25     | \$ 10. To \$ 25      | Included                        |                                      |
|                         | - Weekend Seminars - varies per content                         | \$ 25. To \$ 60     | \$ 25. To \$ 60      | Included                        |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         | <b>SENIOR CITIZENS ADVISORY COUNCIL</b>                         |                     |                      |                                 |                                      |
| 10-500-5070-5612        | - Fee in lieu of Other User Fees                                | 16,800.00           | 16,800.00            | Included                        |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |
|                         |                                                                 |                     |                      |                                 |                                      |

10(e)

| GL<br>Account<br>Number | Services Offered                                                     | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|----------------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
| 5170 & 5171             | <b>DAY NURSERIES</b>                                                 |                     |                      |                                 |                                      |
|                         | Unsubsidized - Before School                                         | 9.30                | 9.30                 | Exempt                          | DSSAB Directed                       |
|                         | Unsubsidized - After School                                          | 14.00               | 14.00                | Exempt                          | DSSAB Directed                       |
| 10-500-5170-5560        | Subsidized Child Care based on ability to pay (per day)              | 2.50 to 36.40       | 2.50 to 36.40        | Exempt                          | DSSAB Directed                       |
| 10-500-5170-5561        | Unsubsidized - Full Day                                              | 36.41               | 36.41                | Exempt                          | DSSAB Directed                       |
| 10-500-5171-5560        | Unsubsidized - Half Day plus Lunch                                   | 20.10               | 20.10                | Exempt                          | DSSAB Directed                       |
| 10-500-5171-5561        | Unsubsidized - Half Day                                              | 18.50               | 18.50                | Exempt                          | DSSAB Directed                       |
|                         | <b>MUNICIPAL BEST START PROGRAM</b>                                  |                     |                      |                                 |                                      |
| 10-500-5172-5560        | Subsidized Child Care based on ability to pay (per day)              | 2.50 to 37.27       | 2.50 to 37.27        | Exempt                          | DSSAB Directed                       |
|                         | Unsubsidized - Before School                                         | 9.30                | 9.30                 | Exempt                          | DSSAB Directed                       |
|                         | Unsubsidized - After School                                          | 14.00               | 14.00                | Exempt                          | DSSAB Directed                       |
|                         | Unsubsidized - Half Day plus Lunch                                   | 20.10               | 20.10                | Exempt                          | DSSAB Directed                       |
|                         | Unsubsidized - Before and After School plus Lunch                    | 37.28               | 37.28                | Exempt                          | DSSAB Directed                       |
|                         | Note - a 5.0 % discount applies to all fees paid 3 months in advance |                     |                      |                                 |                                      |
| 5120/5130/5140          | <b>ARENA FEES</b>                                                    |                     |                      |                                 |                                      |
|                         | - Soo Greyhounds - agreement covered by separate By-law              |                     |                      |                                 |                                      |
|                         | - Admission - High school Hockey - Adults                            | 3.10                | 3.10                 | Add                             |                                      |
|                         | - Admission - High school Hockey - Students & Seniors                | 2.43                | 2.43                 | Add                             |                                      |
|                         | - Admission - High school Hockey - Children                          | 2.22                | 2.22                 | Add                             |                                      |
|                         | - Ice Rentals - per hour - Prime Time - Adult                        | 132.22              | 134.87               | Add                             |                                      |
|                         | - Ice Rentals - per hour - Prime Time - Youth                        | 122.60              | 125.05               | Add                             |                                      |
|                         | - Ice Rentals - per hour - Prime Time - Organized                    | 104.66              | 106.75               | Add                             |                                      |
|                         | - Ice Rentals - per hour - Prime Time - Tournament                   | 77.66               | 79.21                | Add                             |                                      |
|                         | - Ice Rentals - per hour - School Board                              | 77.66               | 79.21                | Add                             |                                      |
|                         | - Ice Rentals - per hour - Non Ice (Lacrosse)                        | 48.79               | 49.77                | Add                             |                                      |
|                         | - Ice Rentals - per hour - Non Prime Time - Winter - Adult           | 77.66               | 79.21                | Add                             |                                      |
|                         | - Ice Rentals - per hour - Non Prime Time - Adult - Summer           | 112.69              | 114.94               | Add                             |                                      |
|                         | - Ice Rentals - per hour - Non Prime Time - Youth - Winter           | 77.66               | 79.21                | Add                             |                                      |
|                         | - Ice Rentals - per hour - Non Prime Time - Youth - Summer           | 92.77               | 94.63                | Add                             |                                      |

10/2/12







| GL<br>Account<br>Number | Services Offered                                                            | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|-----------------------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
| 10-550-5550-5630        | <b>HISTORIC SITES BOARD</b> (Fees set by Historic Sites Board)              |                     |                      |                                 |                                      |
|                         | - Membership - Adult                                                        | 12.00               | 12.00                | Add                             | Historic Sites                       |
|                         | - Membership - Family                                                       | 20.00               | 20.00                | Add                             | Board Resolution                     |
|                         | - Membership - Senior                                                       | 5.00                | 5.00                 | Add                             | 2008                                 |
|                         | - Membership - Group/Business                                               | 25.00               | 25.00                | Add                             |                                      |
|                         | - Admission - Adult                                                         | 7.00                | 7.00                 | Add                             |                                      |
|                         | - Admission - Seniors / Children                                            | 5.00                | 5.00                 | Add                             |                                      |
|                         | - Admission - Child under 5 years of Age                                    | Free                | Free                 | Add                             |                                      |
|                         | - Admission - Family                                                        | 18.00               | 18.00                | Add                             |                                      |
|                         | - Admission - Self Guided Group (10 or more ) Adults                        | 4.00                | 4.00                 | Add                             |                                      |
|                         | - Admission - Self Guided Group (10 or more ) Seniors/Children              | 3.00                | 3.00                 | Add                             |                                      |
|                         | - Admission - Guided Tour Group (10 or more ) Adults                        | 5.00                | 5.00                 | Add                             |                                      |
|                         | - Admission - Guided Tour Group (10 or more ) Seniors / Children            | 4.00                | 4.00                 | Add                             |                                      |
|                         |                                                                             |                     |                      |                                 |                                      |
|                         |                                                                             |                     |                      |                                 |                                      |
|                         | <b>Education Tours</b> - per student (basic rate)                           | 2.00                | 2.00                 | Add                             |                                      |
|                         | ( basic rate X length of program + activity cost)                           |                     |                      |                                 |                                      |
|                         | - JK & SK = 1 hour                                                          |                     |                      |                                 |                                      |
|                         | - Grades 1 to 7 & Christmas = 1.5 hours                                     |                     |                      |                                 |                                      |
|                         | - Baking \$ 0.50 / student/ item)                                           |                     |                      |                                 |                                      |
|                         | - Take Home Craft \$ 1.00 / student + item                                  |                     |                      |                                 |                                      |
|                         | - Christmas - per student - (includes craft and baking)                     | 3.75                | 3.75                 | Add                             |                                      |
|                         | - Brownie / Guide - 2 hour program - per participant (follow fees of Ed)    | 5.00                | 5.00                 | Add                             |                                      |
|                         | - Sparks / Beavers - 1.5 hour program - per participant (follow Fees of Ed) | 5.00                | 5.00                 | Add                             |                                      |
|                         | - workshops of any kind - minimum 1.5 hrs per participant                   | 10.00 + supplies    | 10.00 + supplies     | Add                             |                                      |
|                         | - Outreach rental of education Kits                                         | 25.00/ 2 weeks      | 25.00/ 2 weeks       | Add                             |                                      |
|                         | - Outreach Programs                                                         | 25./ hr + supplies  | 25./ hr + supplies   | Add                             |                                      |
|                         | - Birthday Parties                                                          | Min \$100/ \$10 ea  | Min \$100/ \$10 ea   | Add                             |                                      |
|                         |                                                                             |                     |                      |                                 |                                      |
|                         |                                                                             |                     |                      |                                 |                                      |
|                         |                                                                             |                     |                      |                                 |                                      |
|                         |                                                                             |                     |                      |                                 |                                      |

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| GL<br>Account<br>Number | Services Offered                                                    | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|---------------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
|                         | - <b>Special Events</b> & Happenings in the House                   |                     |                      |                                 |                                      |
|                         | - Seniors Tea - per person                                          | 3.00                | 3.00                 | Add                             |                                      |
|                         | - Fur Festival - per person                                         | 5.00                | 5.00                 | Add                             |                                      |
|                         | - Blueberry Tea - per person                                        | 5.00                | 5.00                 | Add                             |                                      |
|                         | - Blueberry - Pancake Breakfast - adult                             | 7.00                | 7.00                 | Add                             |                                      |
|                         | - Blueberry - Pancake Breakfast - senior                            | 6.00                | 6.00                 | Add                             |                                      |
|                         | - Blueberry - Pancake Breakfast - child (over 3 yrs)                | 4.00                | 4.00                 | Add                             |                                      |
|                         | - Harvest Festival - per person                                     | 5.00                | 5.00                 | Add                             |                                      |
|                         | - Evening in the Summer Kitchen                                     | 40.00               | 40.00                | Add                             |                                      |
|                         | - Christmas Open House -                                            | Admission Fee       | Admission Fee        | Add                             |                                      |
|                         | - Heritage Lunch (per person)                                       | 12.00               | 12.00                | Add                             |                                      |
|                         | - Heritage Dinner (per person)                                      | 25.00               | 25.00                | Add                             |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         | - <b>Special Rate</b> - Cultural Passport                           | % of Full Rate      | % of Full Rate       | No                              |                                      |
|                         | - <b>Special Rate</b> - Marketshare Tourism Pass                    | % of Full Rate      | % of Full Rate       | No                              |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         | Brick Purchase (Walkway to History)                                 | 50.00               | 50.00                | No                              |                                      |
|                         | Plaque Purchase (Walkway to History)                                | 100.00 to 500.00    | 100.00 to 500.00     | No                              |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         | <b>Site User Fees: (Weddings, parties, Photographs, Film Crews)</b> |                     |                      |                                 |                                      |
|                         | Basic Rental Not for Profit - 1/2 day (up to 4 hrs.)                | 100.00              | 100.00               | Add                             |                                      |
|                         | Basic Rental Commercial - 1/2 day (up to 4 hrs.)                    | 250.00              | 250.00               | Add                             |                                      |
|                         | Basic Rental Not for Profit - Full day (4 to 10 hrs.)               | 150.00              | 150.00               | Add                             |                                      |
|                         | Basic Rental Commercial - Full day (4 to 10 hrs.)                   | 450.00              | 450.00               | Add                             |                                      |
|                         | Basic Rental for Wedding Ceremony and/or photographs                | 200.00              | 200.00               | Add                             |                                      |
|                         | Basic rental for Film Crew (per hour)                               | 100.00              | 100.00               | Add                             |                                      |
|                         | Supervisory Fees (added to basic rental rate) (per hour)            | 10.00               | 10.00                | Add                             |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |
|                         |                                                                     |                     |                      |                                 |                                      |

10/6/23



| <i>GL<br/>Account<br/>Number</i> | <i>Services Offered</i>                                                                                 | <i>2011<br/>Current Fee</i> | <i>2012<br/>Proposed Fee</i> | <i>GST/HST<br/>Included<br/>or Added</i> | <i>By-Law or<br/>Resolution<br/>Reference</i> |
|----------------------------------|---------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------|------------------------------------------|-----------------------------------------------|
|                                  |                                                                                                         |                             |                              |                                          |                                               |
|                                  | <b>Research User Fees</b>                                                                               |                             |                              |                                          |                                               |
|                                  | Individual research request                                                                             | 10.00                       | 10.00                        | Add                                      |                                               |
|                                  | Yearly research privileges                                                                              | 50.00                       | 50.00                        | Add                                      |                                               |
|                                  | Reproduction Fees - photocopying (per page)                                                             | 0.25                        | 0.25                         | Add                                      |                                               |
|                                  | Reproduction Fees - photograph scans (printed/disk)                                                     | 5.00                        | 5.00                         | Add                                      |                                               |
|                                  | Map reproduction - will be subject to the sq. ft. rate of another<br>business plus (administration fee) | \$25.00                     | \$25.00                      | Add                                      |                                               |
|                                  |                                                                                                         |                             |                              |                                          |                                               |

10(2)

**CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**USER FEE & SERVICE CHARGES - BY-LAW 2012 - 11 - Schedule "C"**  
**ENGINEERING & PLANNING DEPARTMENT**

| <b>GL<br/>Account<br/>Number</b> | <b>Services Offered</b>                                       | <b>2011<br/>Current Fee</b> | <b>2012<br/>Proposed Fee</b> | <b>GST/HST<br/>Included<br/>or Added</b> | <b>By-Law or<br/>Resolution<br/>Reference</b> |
|----------------------------------|---------------------------------------------------------------|-----------------------------|------------------------------|------------------------------------------|-----------------------------------------------|
| 10-300-3020-5402                 | <b>PRINCE TOWNSHIP PLANNING FEES</b>                          |                             |                              |                                          |                                               |
|                                  | - Retainer for Building Inspections and Plans Examinations    | 6,000.00                    | 6,000.00                     | Add                                      | By-law 2008-166                               |
| 10-300-3030-5542                 | <b>REZONING FEES</b>                                          |                             |                              |                                          |                                               |
|                                  | - Sale of City Official Plan                                  | \$ 30.00 / plan             | \$ 30.00 / plan              | Exempt                                   |                                               |
|                                  | - Official Plan Amendment                                     | \$ 750 / amend              | \$ 1200.00 / amend           | Exempt                                   |                                               |
|                                  | - Rezoning Application Fee                                    | \$ 750.00 / app             | \$ 1200.00 / app             | Exempt                                   |                                               |
|                                  | - Combined Official Plan & Rezoning Application               | \$ 1200.00 / app            | \$ 2000.00 / app             | Exempt                                   |                                               |
|                                  | - Subdivision Approval Fee                                    | \$ 1200.00 / app            | \$ 2500.00 / app             | Exempt                                   |                                               |
|                                  | - Condominium Approval Fee                                    | \$ 800.00 / app             | \$ 2000.00 / app             | Exempt                                   |                                               |
|                                  | - Site Plan Review ( Development Control)                     | \$ 300.00 / app             | \$ 500.00 / app              | Exempt                                   |                                               |
|                                  | - Signs - Minor Amendment                                     | \$ 150.00 / sign            | \$ 200.00 / sign             | Exempt                                   |                                               |
|                                  | - Deferred Application                                        | \$ 50.00 / app              | \$ 50.00 / app               | Exempt                                   |                                               |
|                                  | - Deferred Application if new Notice is Required              | \$ 250.00 / app             | \$ 250.00 / app              | Exempt                                   |                                               |
|                                  | - Preparation of a Subdivision Agreement                      | \$ 1,500 / app              | \$ 2000 / app                | Exempt                                   |                                               |
| NEW                              | - Staff Attendance at OMB Hearings **                         |                             | \$500/hearing day            | Exempt                                   |                                               |
|                                  | ** Pending results from Sudbury survey (end of October)       |                             |                              |                                          |                                               |
| 10-300-3038-5540                 | <b>COMMITTEE OF ADJUSTMENT FEES</b>                           |                             |                              |                                          | 2010-87                                       |
|                                  | - Minor Variance Application (Single Unit Residential)        | \$ 250.00 / app             | \$ 300.00 / app              | Exempt                                   |                                               |
|                                  | - Minor Variance Application (Multiple Unit <5 RA /R1 Zone)   | \$ 350.00 / app             | \$ 400.00 / app              | Exempt                                   |                                               |
|                                  | - Minor Variance Application (Multiple Unit >4 & Other Zones) | \$ 450.00 / app             | \$ 500.00 / app              | Exempt                                   |                                               |
|                                  | - Deferred Minor Variance Application                         | 50.00 / app                 | 50.00 / app                  | Exempt                                   |                                               |
|                                  | - Consent Application (Lot Addition)                          | \$ 400.00 / app             | \$ 450.00 / app              | Exempt                                   |                                               |
| Note fee structure change        | - Consent Application (New Lot Creation)                      | \$ 600.00 / app             | \$400 + \$300 /lot/app       | Exempt                                   |                                               |
|                                  | - Deed Issuance Application Fee                               | \$ 100.00 / deed            | \$ 100.00 / deed             | Exempt                                   |                                               |
|                                  | - Deferred Application Fee - No New Notice                    | 75.00 / app                 | 75.00 / app                  | Exempt                                   |                                               |
|                                  | - Deferred Application Fee if New Notice Required             | 1/2 App Fee                 | 1/2 App Fee                  | Exempt                                   |                                               |
|                                  | - Property Standards Appeal Fee                               | \$ 100.00 / app             | \$ 100.00 / app              | Exempt                                   |                                               |

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| GL<br>Account<br>Number | Services Offered                                           | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
| 10-300-3020-5741        | <b>SEWER CONNECTIONS</b>                                   |                     |                      |                                 | 2009-50                              |
|                         | - 100 mm diameter lateral per connection                   | \$3,380.00          | \$3,720.00           | Exempt                          |                                      |
|                         | - 150 mm diameter lateral per connection                   | \$3,655.00          | \$4,020.00           | Exempt                          |                                      |
|                         | - Additional Connection Charges                            |                     |                      |                                 |                                      |
|                         | - Class A Pavement - Additional Charge                     | \$1,735.00          | \$1,910.00           | Exempt                          |                                      |
|                         | - Class B Pavement or Surface Treatment- Additional Charge | \$1,410.00          | \$1,550.00           | Exempt                          |                                      |
|                         | - Curb and Gutter - Additional Charge                      | \$980.00            | \$1,080.00           | Exempt                          |                                      |
|                         | - Concrete Sidewalk - Additional Charge                    | \$1,200.00          | \$1,320.00           | Exempt                          |                                      |
|                         | - CCTV Sewer Inspection                                    | \$ 145 /hr          | \$170.00             | Inc                             |                                      |
|                         | - Sewer Camera Inspection                                  | \$160.00            | \$165.00             | Add                             |                                      |
| 10-300-3020-5721        | <b>CULVERTS</b>                                            |                     |                      |                                 |                                      |
|                         | - Single Driveway                                          | 1100.00 / Driveway  | 1208.00/ Driveway    | Exempt                          | See By-law 2008-131                  |
|                         | - Double Entrance Driveway                                 | 2145.00 / Driveway  | 2356.00 / Driveway   | Exempt                          | See By-law 2008-131                  |
|                         | - Additional Charges                                       |                     |                      |                                 |                                      |
|                         | - Culvert Couplings                                        | \$ 65.00 / coupling | \$ 65.00 / coupling  | Inc                             | See By-law 2008-131                  |
|                         | - Additional Culvert length                                | \$ 225.00 / meter   | \$ 225.00 / meter    | Inc                             | See By-law 2008-131                  |
| 10-300-3000-5446        | <b>DIGITAL DATA FEES</b>                                   |                     |                      |                                 |                                      |
|                         | - Info Light                                               | 25.00               | 25.00                | Inc                             |                                      |
|                         | - Full data Extract                                        | 250.00              | 250.00               | Inc                             |                                      |
|                         | - Digital Orthophotos ( 1km grid)                          | 100.00              | 100.00               | Inc                             |                                      |
|                         | - Aerial Mosaic                                            | 500.00              | 500.00               | Inc                             |                                      |
| NEW                     | - Plan and Profile Drawings                                |                     | \$10/sheet           | Inc                             |                                      |
| NEW                     | - Lawyer Requests for Sanitary/Lateral Services            |                     | \$25                 | Inc                             |                                      |
|                         |                                                            |                     |                      |                                 |                                      |
|                         | <b>BUILDING PERMITS are covered by a Separate By-law</b>   |                     |                      |                                 |                                      |
|                         | <b>* See By-law 2008-148</b>                               |                     |                      |                                 |                                      |
|                         |                                                            |                     |                      |                                 |                                      |
|                         |                                                            |                     |                      |                                 |                                      |
|                         |                                                            |                     |                      |                                 |                                      |
|                         |                                                            |                     |                      |                                 |                                      |

10/2/11

**CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**USER FEE & SERVICE CHARGES - BY-LAW 2012 - 11 - Schedule "D"**  
**FINANCE DEPARTMENT**

| <b>Account Number</b> | <b>Services Offered</b>                                                                                                                             | <b>2011 Current Fee</b>            | <b>2012 Proposed Fee</b>           | <b>GST/HST Included or Added</b> | <b>By-Law or Resolution Reference</b> |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------|----------------------------------|---------------------------------------|
| 10-140-1410-5702      | <b>LOTTERY LICENCES</b>                                                                                                                             |                                    |                                    |                                  |                                       |
|                       | - Raffle under \$ 50,000 value                                                                                                                      | \$ 10.00 or 1 % of the Prize Value | \$ 10.00 or 1 % of the Prize Value | Exempt                           |                                       |
|                       | - Raffle over \$ 50,000 value                                                                                                                       | to Province                        | to Province                        | Exempt                           |                                       |
|                       | - Bingo - prize under \$ 5,500                                                                                                                      | \$ 10.00 or 1 % of the Prize Value | \$ 10.00 or 1 % of the Prize Value | Exempt                           |                                       |
|                       | - Bingo - prize over \$ 5,500                                                                                                                       | to Province                        | to Province                        | Exempt                           |                                       |
|                       | - Bazaar ( Maximum 3 wheels )                                                                                                                       | \$ 10.00 / wheel                   | \$ 10.00 / wheel                   | Exempt                           |                                       |
|                       | - Nevada Tickets                                                                                                                                    | 3% of Prize Value                  | 3% of Prize Value                  | Exempt                           |                                       |
| 10-140-1410-5701      | <b>GENERAL LICENCES</b>                                                                                                                             |                                    |                                    |                                  |                                       |
|                       | - Pawnbroker ( Annual )                                                                                                                             | \$250.00                           | \$250.00                           | Exempt                           | 2003-52                               |
|                       | - Peddler - Resident Produce, Daily ( Annual )                                                                                                      | \$250.00                           | \$250.00                           | Exempt                           | 2003-53                               |
|                       | - Plumber - Master                                                                                                                                  | \$20.00                            | \$20.00                            | Exempt                           | 2003-54                               |
|                       | - Adult Entertainment Parlour - Owner / Operator - Annual                                                                                           | \$2,000.00                         | \$2,000.00                         | Exempt                           | 2002-165                              |
|                       | - Adult Entertainment Parlour - Owner - Annual                                                                                                      | \$2,000.00                         | \$2,000.00                         | Exempt                           | 2002-165                              |
|                       | - Adult Entertainment Parlour - Operator - Annual                                                                                                   | \$2,000.00                         | \$2,000.00                         | Exempt                           | 2002-165                              |
|                       | - Adult Entertainment Parlour - Burlesque Attendant - Annual                                                                                        | \$75.00                            | \$75.00                            | Exempt                           | 2002-165                              |
|                       | - Amusement Arcade (Annual)                                                                                                                         | \$250.00                           | \$250.00                           | Exempt                           | 2003-50                               |
|                       | - Food Vending                                                                                                                                      | \$225.00                           | \$225.00                           | Exempt                           | 2003-51                               |
|                       | <b>NOTE : Licence Fees for Taxis, Limousines etc are Governed by Police Services By-law 154 but Administered by the Tax &amp; Licence Division.</b> |                                    |                                    |                                  |                                       |
|                       |                                                                                                                                                     |                                    |                                    |                                  |                                       |
|                       |                                                                                                                                                     |                                    |                                    |                                  |                                       |
|                       |                                                                                                                                                     |                                    |                                    |                                  |                                       |
|                       |                                                                                                                                                     |                                    |                                    |                                  |                                       |
|                       |                                                                                                                                                     |                                    |                                    |                                  |                                       |
|                       |                                                                                                                                                     |                                    |                                    |                                  |                                       |
|                       |                                                                                                                                                     |                                    |                                    |                                  |                                       |
|                       |                                                                                                                                                     |                                    |                                    |                                  |                                       |
|                       |                                                                                                                                                     |                                    |                                    |                                  |                                       |

10/6/12

| Account Number   | Services Offered                                                 | 2011 Current Fee | 2012 Proposed Fee | GST/HST Included or Added | By-Law or Resolution Reference |
|------------------|------------------------------------------------------------------|------------------|-------------------|---------------------------|--------------------------------|
| 10-800-8000-5841 | <b>PENALTIES &amp; INTEREST ON TAXES</b>                         |                  |                   |                           |                                |
|                  | - On the First Day after the due date                            | 1.25 % / month   | 1.25 % / month    | None                      | 2006-204                       |
|                  | - On the First day of each month that the Taxes remain unpaid    |                  |                   |                           |                                |
|                  | - On January 1st of the following year and each month thereafter |                  |                   |                           |                                |
| 10-140-1405-5881 | <b>LIBRARY ACCOUNTING FEES</b>                                   |                  |                   |                           |                                |
|                  | - Accounting / Data Processing Fees - Library Board              | 10,205.00        | 10,460.00         | Exempt                    |                                |
| 10-140-1405-5882 | <b>DSSAB ACCOUNTING SERVICES</b>                                 |                  |                   |                           |                                |
|                  | - Accounting Services - District Social Services Admin Board     | 18,720.00        | 18,720.00         | Added                     | By-law 2003-132                |
| 10-140-1405-5883 | <b>SAFE COMMUNITIES ACCOUNTING SERVICES</b>                      |                  |                   |                           |                                |
|                  | - Accounting Services - Safe Communities Partnership             | 150.00           | 150.00            | Exempt                    |                                |
| 10-800-8000-5842 | <b>INTEREST - ACCOUNTS RECEIVABLE</b>                            |                  |                   |                           |                                |
|                  | - On all accounts more than 30 days old                          | 1.25 % / month   | 1.25 % / month    | None                      |                                |
| 10-140-1410-5884 | <b>TAX CERTIFICATES</b>                                          |                  |                   |                           |                                |
|                  | - Tax Certificate ( Certified Statement of Tax Account Status )  | \$55.00          | \$55.00           | None                      | 96-59                          |
| 10-140-1410-5885 | <b>TAX SEARCH &amp; CONFIRMATIONS</b>                            |                  |                   |                           |                                |
|                  | - Confirmation - Previous Years per property per year            | \$10.00          | \$10.00           | None                      |                                |
|                  | - Multiple Tax Balances per Property (bank searches)             | \$5.00           | \$5.00            | None                      |                                |
| 10-140-1405-5880 | <b>EMPLOYEE PC PURCHASES</b>                                     |                  |                   |                           |                                |
|                  | - Interest Charged on Computer Purchases by City Personnel       | 5.00%            | 5.00%             | None                      |                                |
| 10-140-1405-5873 | <b>PAYROLL GARNISHEE</b>                                         |                  |                   |                           |                                |
|                  | - Fee for Garnishee of payroll Cheque per pay per cheque         | \$10.00          | \$10.00           | None                      | Set by Province                |
| 10-140-1405-5872 | <b>NSF CHEQUE FEE</b>                                            |                  |                   |                           |                                |
|                  | - Fee for a cheque being returned per cheque                     | \$35.00          | \$35.00           | None                      |                                |

10(6)

## CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2012 - 11 - Schedule "E"

[illegible]

10(e)

**CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**USER FEE & SERVICE CHARGES - BY-LAW 2012 - 11 - Schedule "F"**  
**LEGAL DEPARTMENT**

| GL<br>Account<br>Number | Services Offered                                                                    | 2011<br>Current Fee                                     | 2012<br>Proposed Fee                                    | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------|---------------------------------|--------------------------------------|
|                         | RENTAL AGREEMENTS COVERED BY SPECIFIC BY-LAWS                                       |                                                         |                                                         |                                 |                                      |
| 10-150-1500-5751        | S & T Electric - SACKVILLE ROAD (L-258)                                             | \$ 200.00 / month                                       | \$ 200.00 / month                                       | Add                             | 98-87                                |
| 10-150-1500-5753        | Lyon's Building Centre (LYONS AVE & WELLINGTON) (L-14)                              | \$ 85.00 / month                                        | \$ 85.00 / month                                        | Add                             | 3807                                 |
| 10-150-1500-5754        | KORAH BRANCH LIBRARY                                                                | \$ 3,600.00 annual                                      | \$ 3,600.00 annual                                      | Add                             |                                      |
| 10-150-1500-5755        | STRATHCLAIR - SMB (L-196)                                                           | 1.00 annual                                             | 1.00 annual                                             | Add                             | 92-68                                |
| 10-150-1500-5756        | 580 5th LINE EAST - Bouliane (L-331)                                                | \$ 6,600.00 annual                                      | \$ 6,600.00 annual                                      | Exempt                          |                                      |
| 10-150-1500-5758        | STEELTON SENIOR CENTRE (no Rent - July & August) (L-203)                            | \$ 400.00 / month                                       | \$ 400.00 / month                                       | Add                             | 93-142                               |
| 10-150-1500-5768        | BUILDING DIVISION RENT                                                              | 100,000.00 annual                                       | 100,000.00 annual                                       | Exempt                          |                                      |
| 10-150-1500-5781        | ANNUAL ENCROACHMENTS                                                                | Varies                                                  | Varies                                                  | Add                             | Various                              |
|                         | Lyon's Building - 625 Queen Street East                                             | \$25.00/annual                                          | \$25.00/annual                                          | Add                             | 3945                                 |
|                         | 1729965 Canada Ltd. - 423 Pim Street                                                | \$25.00/annual                                          | \$25.00/annual                                          | Add                             | 83-247                               |
|                         | Cambrian Nissan - 460-468 Pim Street                                                | \$25.00/annual                                          | \$25.00/annual                                          | Add                             | 83-265                               |
|                         | Flormor Automotive - 53,59 Great Northern Road & 7 Champlain                        | \$25.00/annual                                          | \$25.00/annual                                          | add                             |                                      |
| 10-150-1500-5782        | CIVIC CENTRE - MEETING ROOMS                                                        |                                                         |                                                         | Add                             | Various                              |
| 10-150-1500-5761        | GREAT LAKES POWER - PEOPLES ROAD (L-253)                                            | \$ 200.00 / annual                                      | \$ 200.00 / annual                                      | Add                             | Res - 20 Oct 97                      |
|                         | MINISTRY OF HEALTH - 540 ALBERT STREET (L-265)                                      | \$ 5,599.00 / month                                     | \$ 5,599.00 / month                                     | Add                             | 99-147                               |
|                         | Part 65 OLD GARDEN RIVER ROAD (Sault Area Hospital) (L-322)                         | \$75,360 annual                                         | \$75,360 annual                                         | Add                             | 2008-32                              |
| 10-150-1505-6712        | Bell Mobility CATHCART St - WEST STREET (LE-67)                                     | \$ 5,500 annual                                         | \$ 5,500 annual                                         | Add                             | 2007-24                              |
| 10-500-5130-5795        | Superior 7 Signs - 331 QUEEN ST E (L-317)                                           | \$ 900.00 annual                                        | \$ 900.00 annual                                        | Add                             | per agreement                        |
|                         | 1848626 Ontario Inc. cob as Chilly Willy's Sports Bar & Grill (John                 | \$400/month PLUS                                        | \$400/month PLUS                                        | Add                             | 2011-163                             |
|                         | Algo Signs - 723 Great Northern Road (2 signs) (L-283)                              | \$2,400.00 annual                                       | \$2,400.00 annual                                       | Add                             | 2001-195                             |
|                         | Hopital Regional de Sudbury Regional Hospital (Part 65 Old Garden River Rd) (L-328) | \$5,850.00 annual                                       | \$5,850.00 annual                                       | included                        | 2009-47                              |
|                         | Superior 7 Advertising Ltd. - Sign - Lake Street (L-286)                            | \$950.00 annual                                         | \$950.00 annual                                         | Add                             | 2002-80                              |
|                         | Sault Ste. Marie Model Aircraft Radio Control Club (L-326)                          | \$400.00 annual                                         | \$400.00 annual                                         | Add                             | 2008-50                              |
|                         | Sault Ste. Marie Aquatic Club (L-230)                                               | \$100.00 monthly                                        | \$100.00 monthly                                        | Add                             | 2001-12                              |
|                         | 882206 Ontario Inc. - John Rhodes Pro Shop (L-270)                                  | \$5,666.57 annual<br>plus 7% of sales<br>over \$129,524 | \$5,666.57 annual<br>plus 7% of sales<br>over \$129,524 | Add                             | 2010-47                              |
|                         | Sault Ste. Marie Horse and Pony Club Inc. (L-123)                                   | nil                                                     | nil                                                     |                                 | 2008-162                             |
|                         | Algoma Sailing Club (L-122)                                                         | \$100.00 annual                                         | \$100.00                                                | Add                             | 92-186                               |
|                         | Rogers - 363 Second Line West (at Third Avenue) (L-334)                             | \$700.00 monthly                                        | \$700.00 monthly                                        | Add                             | 2009-203                             |

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**CORPORATION OF THE CITY OF SAULT STE. MARIE**  
**USER FEE & SERVICE CHARGES - BY-LAW 2012 - 11 - Schedule "G"**  
**PUBLIC WORKS & TRANSPORTATION DEPARTMENT**

| <b>GL<br/>Account<br/>Number</b> | <b>Services Offered</b>                         | <b>2011<br/>Current Fee</b> | <b>2012<br/>Proposed Fee</b> | <b>GST/HST<br/>Included<br/>or Added</b> | <b>By-Law or<br/>Resolution<br/>Reference</b> |
|----------------------------------|-------------------------------------------------|-----------------------------|------------------------------|------------------------------------------|-----------------------------------------------|
| 10-400-4100-5450                 | <b>TRANSIT CASH FARES</b>                       |                             |                              |                                          |                                               |
|                                  | - Adults                                        | \$2.25                      | \$2.50                       | Exempt                                   |                                               |
|                                  | - Students                                      | \$2.25                      | N/A                          | Exempt                                   |                                               |
|                                  | - Seniors                                       | \$2.25                      | \$2.50                       | Exempt                                   |                                               |
|                                  | - Children (Youth)                              | \$2.25                      | \$2.50                       | Exempt                                   |                                               |
| 10-400-4100-5451                 | <b>TRANSIT BUS PASSES</b>                       |                             |                              |                                          |                                               |
|                                  | - Monthly Pass - Adult                          | \$56.00                     | \$60.00                      | Exempt                                   |                                               |
|                                  | - Monthly Pass - Student                        | \$56.00                     | N/A                          | Exempt                                   |                                               |
|                                  | - Monthly Pass - Senior                         | \$46.00                     | \$50.00                      | Exempt                                   |                                               |
|                                  | - Monthly Pass - Child (Youth)                  | \$15.00                     | \$20.00                      | Exempt                                   |                                               |
|                                  | - Punch Pass - 20 Rides                         | \$35.00                     | \$40.00                      | Exempt                                   |                                               |
|                                  | - Senior Multi 6 Ride Pass (60 years and over)  | \$7.80                      | \$7.80                       | Exempt                                   | Established Oct 2006                          |
|                                  | - Senior Multi 12 Ride Pass (60 years and over) | \$15.60                     | \$15.60                      | Exempt                                   | Established Oct 2006                          |
|                                  | - Youth Pass                                    | \$20.00                     | \$20.00                      | Exempt                                   | Established Oct 2006                          |
| 10-400-4100-5452                 | <b>TRANSIT PHOTO I.D. CARD</b>                  | \$ 4.00 / card              | \$ 4.00 / card               | Exempt                                   |                                               |
| 10-400-4100-5460                 | <b>TRANSIT CHARTERS - LOCAL</b>                 |                             |                              |                                          |                                               |
|                                  | - Weekdays per hour (minimum 1 hour)            | \$95.00/hr                  | \$100.00/hr                  | Add                                      |                                               |
|                                  | - Sundays per hour (minimum 1 hour)             | \$105.00/hr                 | \$110.00/hr                  | Add                                      |                                               |
|                                  | - Statutory Holidays per hour (minimum 1 hour)  | \$120.00/hr                 | \$125.00/hr                  | Add                                      |                                               |
|                                  |                                                 |                             |                              |                                          |                                               |
|                                  |                                                 |                             |                              |                                          |                                               |
|                                  |                                                 |                             |                              |                                          |                                               |
|                                  |                                                 |                             |                              |                                          |                                               |
|                                  |                                                 |                             |                              |                                          |                                               |
|                                  |                                                 |                             |                              |                                          |                                               |

10(e)



| GL<br>Account<br>Number | Services Offered                        | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|-----------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
| 10-400-4100-5465        | <b>TRANSIT BUS ADVERTISING</b>          |                     |                      |                                 |                                      |
|                         | - Governed by Agreement                 |                     |                      |                                 |                                      |
| 10-400-4120-5450        | <b>COMMUNITY BUS CASH FARES</b>         |                     |                      |                                 |                                      |
|                         | - Cash Fare                             | \$2.25              | \$2.50               | Exempt                          |                                      |
|                         | - Punch Pass - 20 Rides                 | \$35.00             | \$40.00              | Exempt                          |                                      |
| 10-400-4110-5450        | <b>PARA BUS FARES</b>                   |                     |                      |                                 |                                      |
|                         | - Cash Fare                             | \$2.25              | \$2.50               | Exempt                          |                                      |
|                         | - Ambulatory Cash Fare                  | \$2.25              | \$2.50               | Exempt                          |                                      |
|                         | - Attendant Cash Fare                   | \$2.25              | \$2.50               | Exempt                          |                                      |
|                         | - 40 Ride Pass                          | \$60.00             | \$70.00              | Exempt                          |                                      |
|                         | - 10 Ride - Ambulatory Pass             | N.A.                | N.A.                 |                                 |                                      |
|                         | - 20 Ride - Ambulatory Pass             | N.A.                | N.A.                 |                                 |                                      |
|                         | - 40 Ride - Ambulatory Pass             | N.A.                | N.A.                 |                                 |                                      |
| 10-400-4100-5860        | <b>MISCELLANEOUS TRANSIT SHOP SALES</b> |                     |                      |                                 |                                      |
|                         | - Labour                                | 95.00               | 95.00                | Add                             |                                      |
|                         | - Bus Parking                           | \$ 20.00 / day      | \$ 20.00 / day       | Add                             |                                      |
|                         | - Bus Parking - Monthly                 | \$ 225.00 / month   | \$ 225.00 / month    | Add                             |                                      |
|                         | - Bus Wash                              | N/A                 | N/A                  | Add                             |                                      |
|                         | - Bus Wash - by Hand                    | N/A                 | N/A                  | Add                             |                                      |
|                         | - Bus - Mop and Sweep                   | N/A                 | N/A                  | Add                             |                                      |
|                         | - Bus Vacuum                            | N/A                 | N/A                  | Add                             |                                      |
|                         | - Battery Charge                        | N/A                 | N/A                  | Add                             |                                      |
|                         | - Service Call - Regular Hours -        | 95.00               | 95.00                | Add                             |                                      |
|                         | - Service Call - After Hours -          | \$130.00/ hr        | \$130.00/ hr         | Add                             |                                      |
|                         | - Service Calls - Cost per kilometer -  | \$ 0.45 / km        | \$ 0.45 / km         | Add                             |                                      |
| 10-400-4020-5520        | <b>SEWER RODDING</b>                    |                     |                      |                                 |                                      |
|                         | - Calls during regular Hours            | \$124.26            | \$140.00             | Add                             |                                      |
|                         | - Calls outside regular Hours           | \$246.00            | \$280.00             | Add                             |                                      |

10/6/13

| GL<br>Account<br>Number | Services Offered                                                                  | 2011<br>Current Fee | 2012<br>Proposed Fee | GST/HST<br>Included<br>or Added | By-Law or<br>Resolution<br>Reference |
|-------------------------|-----------------------------------------------------------------------------------|---------------------|----------------------|---------------------------------|--------------------------------------|
|                         | <b>LANDFILL FEES</b> (established by by-law 2003-140)                             |                     |                      |                                 |                                      |
| 10-400-4040-5522        | - Tipping Fee per tonne                                                           | 70.00               | 70.00                | No                              | 2003-140                             |
| 10-400-4040-5523        | - Gate Fee                                                                        | 8.00                | 10.00                | No                              |                                      |
| 10-400-4040-5522        | - Out of town (Prince/Rankin) Tipping Fee per tonne                               | 70.00               | 70.00                | No                              |                                      |
| 10-400-4040-5522        | - Asbestos per bag following MOE Regulations (up to 4 bags)                       | 50.00               | 50.00                | No                              |                                      |
| 10-400-4040-5522        | - Asbestos bulk load - MOE Regulations per tonne after 4 bags                     | 200.00              | 200.00               | No                              |                                      |
| 10-400-4040-5522        | - Bio-Medical Waste per tonne per MOE Guideline                                   | 200.00              | 200.00               | No                              |                                      |
| 10-400-4040-5522        | - Refrigerator/Freezer Disposal (untagged)                                        | 25.00               | 25.00                | No                              |                                      |
| 10-400-4040-5522        | - Non Hazardous Industrial Solid Waste (for cover material)                       | 35.00               | 35.00                | No                              |                                      |
| 10-400-4040-5522        | - Non Hazardous Industrial Solid Waste (Non Useable)                              | 70.00               | 70.00                | No                              | New Item                             |
|                         |                                                                                   |                     |                      |                                 |                                      |
| 10-400-4210-5475        | <b>PARKING METERS</b>                                                             |                     |                      |                                 | 77-200                               |
|                         | - Queenstown Area per hour                                                        | 1.00                | 1.00                 | Included                        |                                      |
|                         | - City Centre Area per hour                                                       | 0.50                | 0.50                 | Included                        |                                      |
|                         |                                                                                   |                     |                      |                                 |                                      |
| 10-400-4210-5477        | <b>HOODING OF PARKING METERS</b>                                                  |                     |                      |                                 |                                      |
|                         | - Single Meter per day                                                            | 4.00                | 4.00                 | Included                        |                                      |
|                         | - Double Meter per day                                                            | 8.00                | 8.00                 | Included                        |                                      |
|                         |                                                                                   |                     |                      |                                 |                                      |
| Various                 | <b>PARKING LOTS</b>                                                               |                     |                      |                                 |                                      |
|                         | - Rental - Monthly                                                                | 40.00               | 40.00                | Included                        |                                      |
|                         | - Yearly Rate - Non Refundable                                                    | 411.00              | 411.00               | Included                        |                                      |
|                         | - Daily Rate                                                                      | 3.00                | 3.00                 | Included                        |                                      |
|                         |                                                                                   |                     |                      |                                 |                                      |
|                         |                                                                                   |                     |                      |                                 |                                      |
| 10-400-4300-            | <b>CEMETERY FEES</b> * See By-law 2010-80 amended by-law 99-208 - April 26, 2010* |                     |                      |                                 |                                      |
|                         |                                                                                   |                     |                      |                                 |                                      |
|                         |                                                                                   |                     |                      |                                 |                                      |

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10(f)

THE CORPORATION OF THE CITY OF SAULT STE.MARIE

**BY-LAW 2012-16**

OFFICIAL PLAN AMENDMENT: A by-law to adopt Amendment No. 182 to the Official Plan (Ficmar Holdings Inc.).

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 21 of the Planning Act, R.S.O. 1990, chapter P.13 and amendments thereto, ENACTS as follows;

1. The Council hereby adopts Amendment No. 182 to the Official Plan for the Sault Ste. Marie planning area in the form attached hereto.
2. Subject to any referrals under the Planning Act, this by-law shall come into force on the date of its final passing.

**PASSED** in open Council this 23<sup>rd</sup> day of January, 2012.

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**MAYOR – DEBBIE AMAROSO**

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**CITY CLERK – MALCOLM WHITE**

ZONING\11. ZONING, OP & DC WITH SPECIAL EXCEPTION\2012-16(OP) 2012-17(Z) 2012-18(DC) Ficmar Holdings  
(1092 Great Northern Road)\2012-16 OP By-law.doc

**NOTICE**

THIS IS A DRAFT DOCUMENT. This document has not been enacted by City Council. It may not be enacted at all AND if enacted, it may not be in the form of the DRAFT copy.

CITY SOLICITOR

**AMENDMENT NO. 182  
TO THE  
SAULT STE. MARIE OFFICIAL PLAN**

**PURPOSE:**

This Amendment is an amendment to Schedule "C" of the Official Plan.

**LOCATION:**

Lot 35 and Part of Lot 34A, RCP H737 (PIN 31510-0115) located on the east side of Great Northern Road approximately 705 north of Third Line east.

**BASIS:**

This Amendment is necessary in view of the request to rezone the subject property to permit the lands to be utilized for commercial and industrial purposes.

The proposal does not conform to the existing Rural Area policies as they relate to the subject property.

Council now considers it desirable to amend the Official Plan re-designating the subject property from "Rural Area" to "Commercial" and "Industrial."

**DETAILS OF THE ACTUAL AMENDMENT & POLICIES RELATED THERETO:**

Schedule "C" to the Sault Ste. Marie Official Plan is hereby amended by re-designating the westerly 161m lands shown on the attached schedule from "Commercial" and "Rural Area" to "Commercial," and the easterly 226m lands from "Rural Area" to "Industrial."

**INTERPRETATION**

The provisions of the Official Plan as amended from time to time will apply to this Amendment.

10(F)

Great Northern Road

Third Line East

# OFFICIAL PLAN MAP

## 1092 GREAT NORTHERN ROAD

Land Use Designation  Industrial

 Commercial

 Institutional

 Rural Area

 Subject Property = 1092 Great Northern Road

Planning  
Application  
A-4-12-Z-OP



Metric Scale  
1 : 5000

Maps  
113 & 1-142

10(9)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2012-21

**PROPERTY SALE:** (P.4.6.422) A by-law to authorize the sale of surplus property located at 76 Fourth Line West to the Sault Ste. Marie Kennel Club.

**THE COUNCIL** of The Corporation of the City of Sault Ste. Marie, pursuant to the Municipal Act, S.O. 2001, C. 25, **ENACTS** as follows:

1. **LANDS DECLARED SURPLUS**

The lands more particularly described in Schedule "A" to this by-law are surplus to the requirements of the municipality.

2. **SALE AUTHORIZED**

The Corporation of the City of Sault Ste. Marie shall sell the lands more particularly described in Schedule "A" hereto to the person or persons (or such other person or companies directed) and at the consideration shown therefore in the Schedule upon the conditions set out in Schedule "A".

3. **EXECUTION OF DOCUMENTS**

The Mayor and Clerk are hereby authorized for and in the name of the Corporation to execute and to affix the seal of the Corporation to all documents required to complete the sale.

4. **SCHEDULE "A"**

Schedule "A" hereto forms a part of this by-law.

5. **EFFECTIVE DATE**

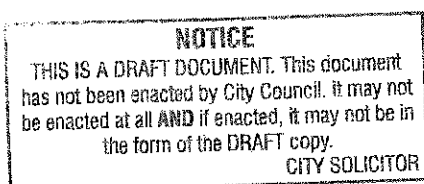
This by-law takes effect on the day of its final passing.

PASSED in open Council this 23rd day of January, 2012.

\_\_\_\_\_  
**MAYOR – DEBBIE AMAROSO**

\_\_\_\_\_  
**CITY CLERK – MALCOLM WHITE**

da LEGAL\STAFF\BYLAWS\2012\2012-21 PROPERTY SALE OF 76 FOURTH LINE WEST.DOC



10(9)

**SCHEDULE "A" TO BY-LAW 2012-21**

PURCHASER: SAULT STE. MARIE KENNEL CLUB

ADDRESS: PROPERTY AT 76 FOURTH LINE WEST

CONSIDERATION: TO BE DETERMINED

CONDITIONS:

- 1) The Sault Ste. Marie Kennel Club agrees that it will be prohibited from selling the property for a period of 15 years from its acquisition from the City and this covenant will be registered on title.
- 2) The property will be advertised in the local newspaper, as well as on the City of Sault Ste. Marie webpage, with the notation that it is the City's intent to convey it to the Sault Ste. Marie Kennel Club.

10(h)

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

**BY-LAW 2012-12**

**REGULATIONS:** (R1.2.4.) A by-law to amend Schedule No. 22 of By-law 90-90 (a by-law to establish the retention period of documents and records of the Corporation of the City of Sault Ste. Marie).

**THE COUNCIL** of the Corporation of the City of Sault Ste. Marie, pursuant to Municipal Act, 2001, c.25 **ENACTS** as follows:

1. **SCHEDULE NO. 22 TO BY-LAW 90-90 AMENDED**

Schedule No. 22 to By-law 90-90 is hereby repealed and replaced with Schedule No. 22 attached to this by-law.

2. **SCHEDULE "A"**

Schedule "A" to this by-law forms a part of this by-law and becomes Schedule No. 22 to By-law 90-90.

3. **EFFECTIVE DATE**

This by-law takes effect on the day of its final passing.

**PASSED** in open Council this 23<sup>rd</sup> day of January, 2012.

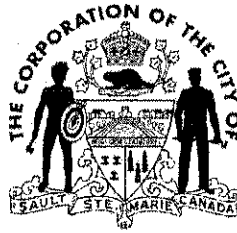
\_\_\_\_\_  
**MAYOR – DEBBIE AMAROSO**

\_\_\_\_\_  
**CITY CLERK – MALCOLM WHITE**

cf/2012-12 bylaw amending 90-90

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CITY SOLICITOR





## THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Schedule No. : 22

By-law No. : 90-90

Department : Legal/Property

Approved by Department Head :

---

| RECORDS                                                      | RETENTION PERIOD<br>(YEARS) | DISPOSITION AT END<br>OF RETENTION PERIOD |
|--------------------------------------------------------------|-----------------------------|-------------------------------------------|
| <hr/>                                                        |                             |                                           |
| Files pertaining to Matters<br>Not expected to Recur         | 10                          | D                                         |
| Files pertaining to Matters<br>That may be expected to Recur | 10                          | D                                         |

---

2012 01 23

10(i)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2012-13

**REGULATIONS:** (R.1.2.6.) A by-law to exempt Bible Fellowship Church from By-law 73-107 being a by-law to prohibit the use of fireworks in the municipality.

The Council of the Corporation of the City of Sault Ste. Marie, pursuant to Section 129 of the Municipal Act, 2001 S.O. 2001 c. 25 ENACTS as follows:

1. **EXEMPTION FROM FIREWORKS BY-LAW 73-107**

Despite the provisions of By-law 73-107, the discharge of fireworks from 756 Landslide Road shall be deemed not to be a violation of By-law 73-107 on the following date:

February 4, 2012.

2. **EFFECTIVE DATE**

This by-law is effective on January 23, 2012.

**PASSED** in Open Council this 23<sup>rd</sup> day of January, 2012.

\_\_\_\_\_  
MAYOR – DEBBIE AMAROSO

\_\_\_\_\_  
CITY CLERK – MALCOLM WHITE

cf/BYLAWS\2012\2012-13 Bible Fellowship FIREWORKS EXEMPTION

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CITY SOLICITOR

10(j)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2012-23

**REGULATIONS:** (R.1.2.19.) A by-law to temporarily prohibit digital signage within the City of Sault Ste. Marie.

**WHEREAS** it is desirable to ensure that public safety and vehicular traffic is not compromised by the placement of digital signs in the City of Sault Ste. Marie;

**AND WHEREAS** the Planning Division of the City of Sault Ste. Marie is currently undergoing a review of sign regulations within the City of Sault Ste. Marie with a view to drafting a new sign regulation by-law;

**NOW THEREFORE** The Council of the Corporation of the City of Sault Ste. Marie, pursuant to Section 11(1) and 99 of the Municipal Act, 2001 S.O. 2001 c. 25 and amendments thereto ENACTS as follows:

1. **TEMPORARY PROHIBITION**

Despite the provisions of By-law 2005-166, from February 1, 2012 until April 30, 2012 no new digital, animated or electronic signs shall be permitted within the City of Sault Ste. Marie and no new permits for any digital, animated or electronic sign application be issued.

2. **EFFECTIVE DATE**

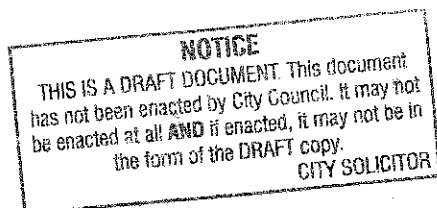
This by-law is effective from February 1, 2012.

**PASSED** in Open Council this 23rd day of January, 2012.

\_\_\_\_\_  
MAYOR – DEBBIE AMAROSO

\_\_\_\_\_  
CLERK – MALCOLM WHITE

da LEGAL\STAFF\BYLAWS\2012\2012-23 SIGNS PROHIBITION.DOC



10(K)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2012-19

**TAXES:** (T.1.3.) A By-Law to Provide for Interim Tax Levies

WHEREAS Section 317 of the *Municipal Act*, 2001 S.O. 2001, c.25, as amended, provides that the council of a local municipality, before the adoption of estimates for the year under Section 290, may pass a by-law levying amounts on the assessment of property in the local municipality rateable for local municipality purposes;

AND WHEREAS the Council of the Corporation of the City of Sault Ste. Marie deems it appropriate to provide for such interim levy on the assessment of property in this municipality;

THEREFORE the Council of the Corporation of the City of Sault Ste. Marie enacts as follows:

1. In this by-law the following words shall be defined as:

"Act" shall mean the *Municipal Act*, 2001 S.O. 2001, C.25, as amended

"Minister" shall mean the Minister of Finance;

"MPAC" shall mean the Municipal Property Assessment Corporation;

"Treasurer" means the treasurer of the Corporation of the City of Sault Ste. Marie or a person delegated the Treasurer's powers and duties under s.286(5) of the Act and By-law 2006-199, being the City Tax Collector.

2. The amounts levied shall be as follows and payable to the Treasurer:

- 2.1 For the Residential, Pipeline, Farm and Managed Forest property classes there shall be imposed and collected an interim levy of:

50% of the total taxes for municipal and school purposes levied in the year 2011 in accordance with Section 317(3) paragraph 2 of the Act.

- 2.2 For the Multi-Residential, Commercial and Industrial property classes there shall be imposed and collected an interim levy of:

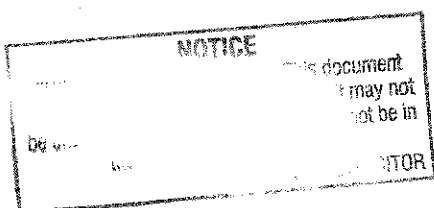
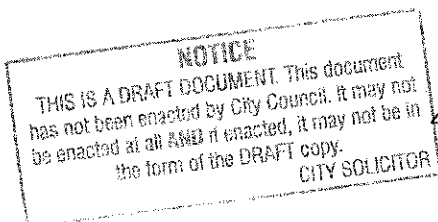
50% of the total taxes for municipal and school purposes levied in the year 2011, in accordance with Section 317(3) paragraph 2 of the Act.

3. For the purposes of calculating the total amount of taxes for the year 2011 under paragraph 2, if any taxes for municipal and school purposes were levied on a property for only part of 2011 because assessment was added to the Tax Roll during 2011, an amount shall be added equal to the additional taxes that would have been levied on the property if taxes for municipal and school purposes had been levied for the entire year.

4. The provisions of this by-law apply in the event that assessment is added for the year 2012 to the Tax Roll after the date this by-law is passed and the tax levy shall be imposed and collected.

5. All taxes levied under this by-law shall be payable into the hands of the Treasurer in accordance with the provisions of this by-law.

6. There shall be imposed on all taxes a penalty for non-payment or late payment of taxes in default of the installment dates set out below. The penalty shall be one percent (11/4%) of the amount on the first day of default and on the first day of each calendar month during which the default continues, but not after the end of 2012.



10(k)

7. Following December 31, 2012, interest charges of one percent (11/4%) shall be imposed upon the amount in default on the first calendar day of each month during which the default continues.
8. The final tax levy imposed by this by-law shall be paid in two installments due on the following dates:
  - 8.1 One-half (1/2) thereof on the 5<sup>th</sup> day of March, 2012;
  - 8.2 One-half (1/2) thereof on the 7<sup>th</sup> day of May, 2012.
9. A notice specifying the amount of taxes payable, may be mailed or cause to be mailed to the address of the residence or place of business of each person taxed under this by-law by the Treasurer.
10. The notice to be mailed under this by-law shall contain the particulars provided for in this by-law and the information required to be entered in the Tax roll under Section 340 of the Act.
11. The Treasurer may adjust the interim levy of a property if the taxes imposed by this by-law are in excess of 50% of the taxes levied on that property in 2011, adjusted to annualize any assessment changes that occurred during 2011, adjusted to annualize any assessment changes that occurred during 2011. No adjustment shall reduce the 2012 interim levy below 50% of the adjusted tax amount.
12. The subsequent levy for the year 2012 to be made under the Act shall be reduced by the amount to be raised by the levy imposed by this by-law.
13. The provisions of Section 317 of the Act, apply to this by-law with necessary modifications.
14. The Treasurer shall be authorized to accept part payment from time to time on account of any taxes due, and to give a receipt of such part payment, provided that acceptance of any such part payment shall not affect the collection of any percentage charge imposed and collectable under section 7 of this by-law in respect of non-payment or late payment of any taxes or any installment of taxes.
15. Nothing in this by-law shall prevent the Treasurer from proceeding at any time with the collection of any tax, or any part thereof, in accordance with the provisions of the statutes and by-laws governing the collection of taxes.
16. By-law 2011-21 is hereby repealed
17. In the event of any conflict between the provisions of this by-law and any other by-law, the provisions of this by-law shall prevail.
18. **EFFECTIVE DATE**

This by-law takes effect from the date of its final passing.

PASSED in open Council this 23<sup>rd</sup> day of January, 2012.

\_\_\_\_\_  
MAYOR – DEBBIE AMAROSO

\_\_\_\_\_  
CITY CLERK – MALCOLM WHITE

10(1)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2012-24

**TEMPORARY STREET CLOSING:** (S.2.) A by-law to permit the temporary closing of Foster Drive from Elgin Street to Spring Street to facilitate Bon Soo opening ceremonies and to permit the temporary closing of lower Lake Street from Queen Street to Bellevue Park and Shore Drive from Queen Street to parking lot #2 Bellevue Park to facilitate various Bon Soo Events.

**THE COUNCIL** of the Corporation of the City of Sault Ste. Marie pursuant to section 11 of the Municipal Act 2001, S.O. 2001, c.25 and amendments thereto **ENACTS** as follows:

1. **TEMPORARY CLOSURE OF FOSTER DRIVE FROM ELGIN STREET TO SPRING STREET**

The Council hereby authorizes the closing to vehicular traffic of Foster Drive from Elgin Street to Spring Street on the following dates and times to facilitate Annual Bon Soo Winter Carnival Opening Ceremonies:

February 3, 2012 from 5:30 p.m. to 12:00 midnight

2. **TEMPORARY CLOSURE OF THE ACCESS TO LOWER LAKE STREET FROM QUEEN STREET TO BELLEVUE PARK**

The Council hereby authorizes the closing to vehicular traffic of lower Lake Street on the south of Queen Street to Bellevue Park from the following dates and times to facilitate various Bon Soo Events:

February 3, 2012 from 5:30 p.m. to February 13, 2012 at 8:00 a.m.

Lake Street will remain open to traffic for residents of the street.

3. **TEMPORARY CLOSURE OF SHORE DRIVE**

The Council hereby authorizes the closing to vehicular traffic of Shore Drive from Queen Street to parking lot #2 Bellevue Park on the following dates and times to facilitate various Bon Soo Events:

February 2, 2012 from 5:30 p.m. to February 13, 2012 at 10:00 a.m.

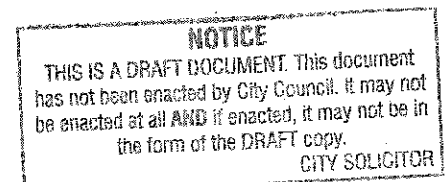
4. **EFFECTIVE DATE**

This by-law takes effect on the day of its final passing.

**PASSED** in open Council this 23<sup>rd</sup> day of January, 2012.

\_\_\_\_\_  
MAYOR – DEBBIE AMAROSO

\_\_\_\_\_  
CITY CLERK-MALCOLM WHITE



10(m)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2012-14

**ZONING:** A by-law to amend Sault Ste. Marie Zoning By-law 2005-150 and 2005-151 concerning land located at 245 Wallace Terrace.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to Section 34 of the Planning Act, R.S.O. 1990, chapter P.13 and amendments thereto, ENACTS as follows:

1. **245 WALLACE TERRACE; NORTHEAST CORNER OF LYONS AVENUE AND FARWELL TERRACE; CHANGE FROM C1.S TO C1.**

The zone designation on the land having civic address 245 Wallace Terrace and shown on map 1-72 of Schedule "A" to By-law 2005-150 and also shown outlined and marked "subject property" on the map attached as Schedule "A" to this by-law is changed from C1.S, Traditional Commercial with Special Exception, to C1, Traditional Commercial.

2. **BY-LAW 2005-151 AMENDED**

Section 2 of By-law 2005-151 is amended by repealing section 2(59).

3. **SCHEDULE "A"**

Schedule "A" hereto forms a part of this by-law.

4. **CERTIFICATE OF CONFORMITY**

It is hereby certified that this by-law is in conformity with the Official Plan for the City of Sault Ste. Marie authorized and in force on the day of the passing of this by-law.

PASSED in Open Council this 23<sup>rd</sup> day of January, 2012.

\_\_\_\_\_  
MAYOR – DEBBIE AMAROSO

\_\_\_\_\_  
CITY CLERK – MALCOLM WHITE

ZONING\4. ZONING\2012-14 DeGregorio (245 Wallace Terrace)\2012-14 Zoning By-law.doc

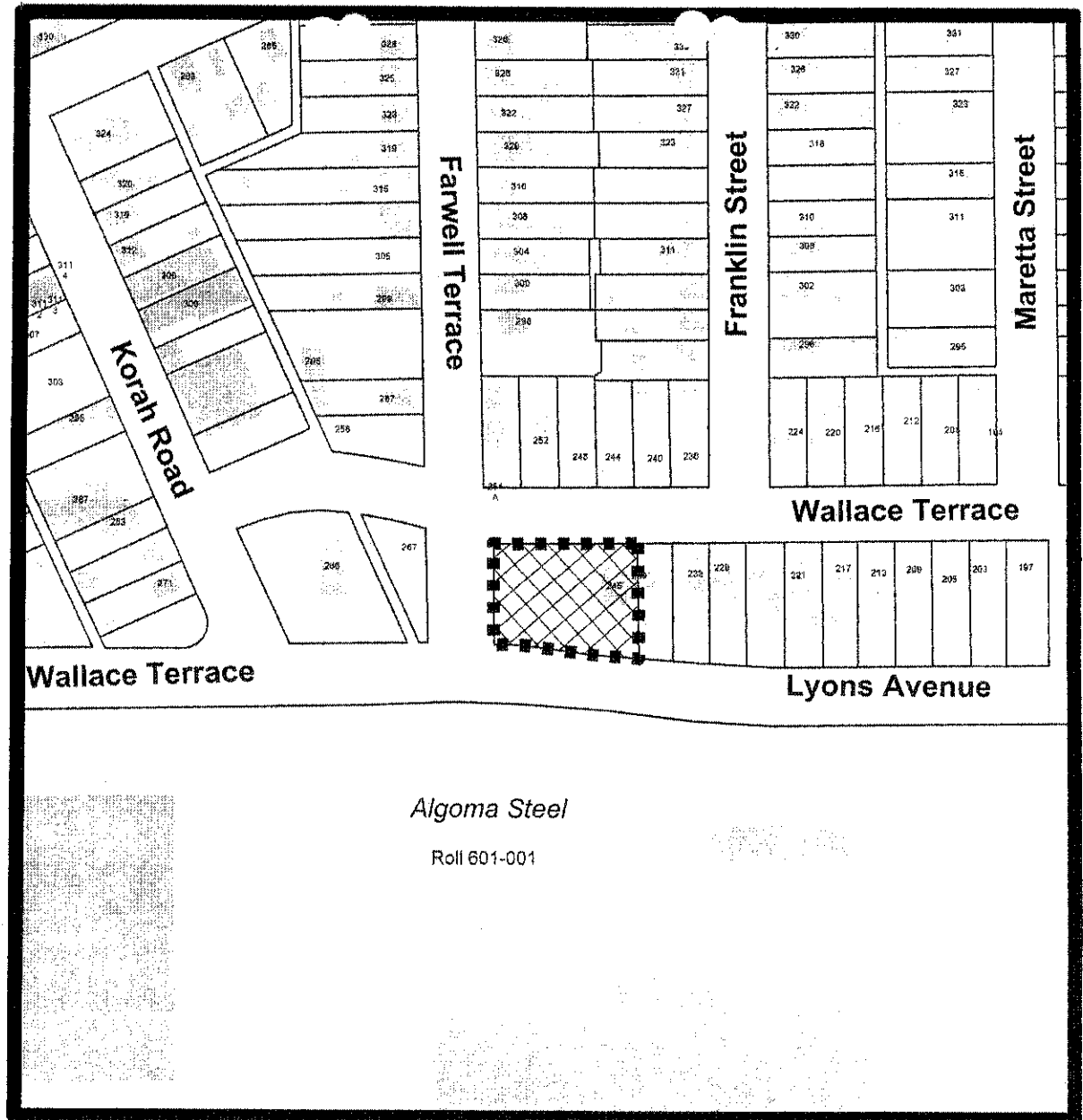
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CITY SOLICITOR

10(m)

SCHEDULE "A" TO BY-LAW 2012-14 OF THE CORPORATION OF THE CITY OF SAULT STE. MARIE, BE PASSED IN OPEN COUNCIL THIS 23<sup>RD</sup> DAY OF JANUARY, 2012.



# **SUBJECT PROPERTY MAP** **245 WALLACE TERRACE**

Planning  
 Application  
**A-3-12-Z**



Metric Scale  
 1 : 1800  
 Maps  
 39 & 1-72



Subject Property = 245 Wallace Terrace



Subject Property = 245 Wallace Terrace

Mail Label ID  
 A-3-12-Z



10(n)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2012-15

**ZONING:** A by-law to amend Sault Ste. Marie Zoning By-law 2005-150 concerning land located at 6 Village Court.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to Section 34 of the Planning Act, R.S.O. 1990, chapter P.13 and amendments thereto, ENACTS as follows:

1. **6 VILLAGE COURT; NORTHEAST CORNER OF LAKE STREET AND VILLAGE COURT; CHANGE FROM C4 TO CT.2.**

The zone designation on the land having civic address 6 Village Court and shown on map 1-52 of Schedule "A" to By-law 2005-150 and also shown outlined and marked "subject property" on the map attached as Schedule "A" to this by-law is changed from C4, General Business Zone, to CT.2, Commercial Transitional.

2. **SCHEDULE "A"**

Schedule "A" hereto forms a part of this by-law.

3. **CERTIFICATE OF CONFORMITY**

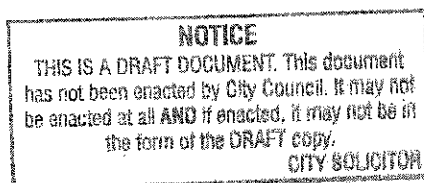
It is hereby certified that this by-law is in conformity with the Official Plan for the City of Sault Ste. Marie authorized and in force on the day of the passing of this by-law.

PASSED in Open Council this 23<sup>rd</sup> day of January, 2012.

\_\_\_\_\_  
MAYOR – DEBBIE AMAROSO

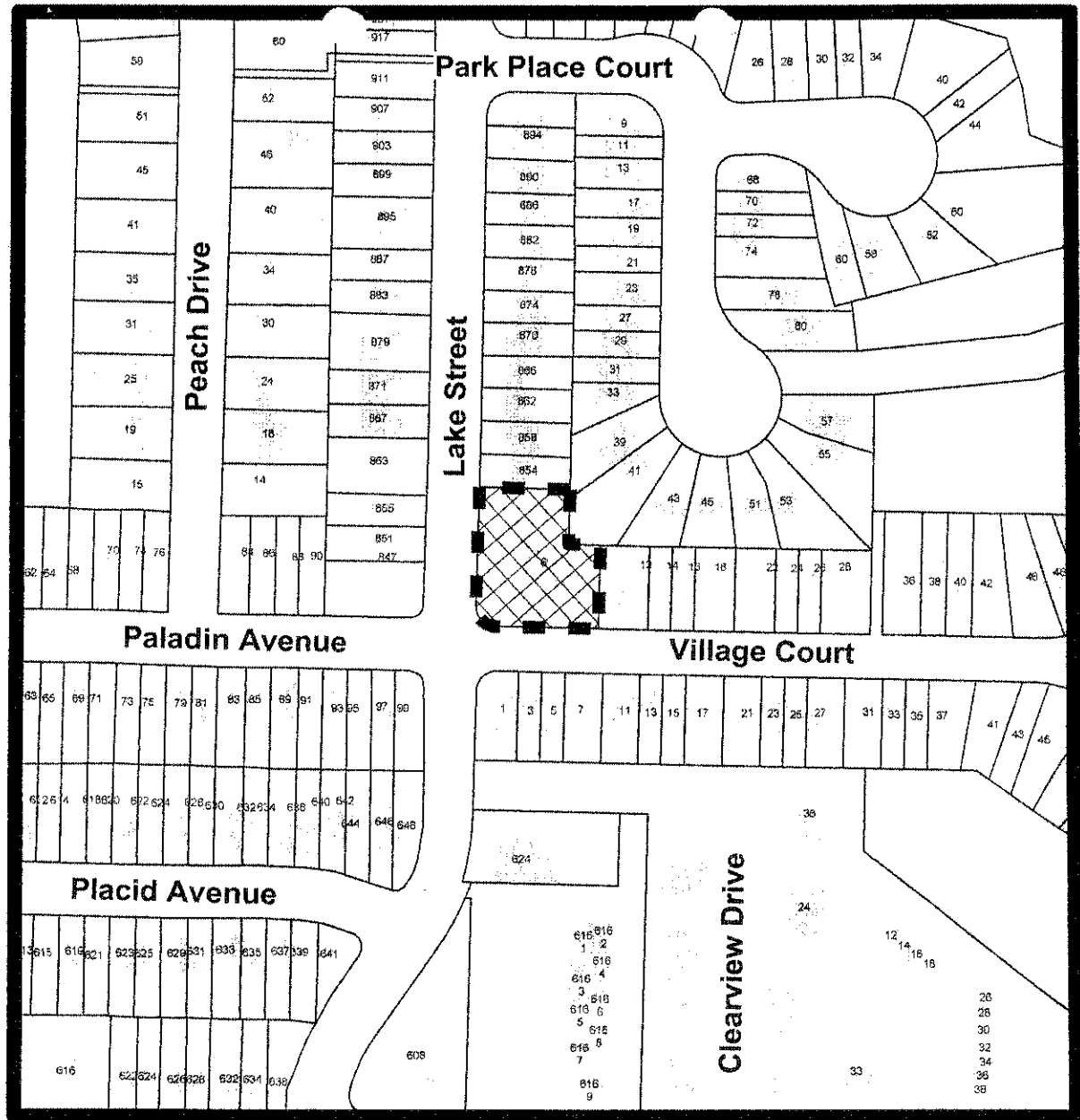
\_\_\_\_\_  
CITY CLERK – MALCOLM WHITE

ZONING\4. ZONING\2012-15 Viotto (6 Village Court)\2012-15 Zoning By-law.doc



10(n)

SCHEDULE "A" TO BY-LAW 2012-15 OF THE CORPORATION OF THE CITY OF SAULT STE. MARIE, BE PASSED IN OPEN COUNCIL THIS 23<sup>RD</sup> DAY OF JANUARY, 2012.



## SUBJECT PROPERTY MAP 6 VILLAGE COURT



Subject Property = 6 Village Court

Subject Property = 6 Village Court

PLANNING  
APPLICATION  
A-5-12-Z



Metric Scale  
1 : 2000

Maps  
45 & 1-52

Mail Label ID  
A-5-12-Z

## THE CORPORATION OF THE CITY OF SAULT STE. MARIE

## BY-LAW NO. 2012-17

**ZONING:** A by-law to amend Sault Ste. Marie Zoning By-Laws 2005-150 and 2005-151 concerning lands located at 1092 Great Northern Road (Ficmar Holdings Inc.).

THE COUNCIL of the Corporation of the City of Sault Ste. Marie, pursuant to Section 34 of the Planning Act R.S.O. 1990, Chapter P.13 and amendments thereto ENACTS as follows:

1. **1092 GREAT NORTHERN ROAD; LOCATED ON THE EAST SIDE OF GREAT NORTHERN ROAD APPROXIMATELY 705M NORTH OF ITS INTERSECTION WITH THIRD LINE EAST; THE FRONT (WESTERLY) 161M OF THE SUBJECT PROPERTY BE REZONED FROM HZ TO HZ.S; REAR (EASTERLY) 226M OF THE SUBJECT PROPERTY BE REZONED FROM RA to M2.hp**

The zone designation on the lands described in section 1 of this by-law, which lands are shown on map 1-142 of Schedule "A" to Zoning By-law 2005-150 is changed as follows: the front (westerly) 161m be changed from HZ (Highway) zone to HZ.S (Highway) zone with a "special exception", and the rear (easterly) 226m be changed from RA (Rural Area) zone to M2.hp (Medium Industrial) zone with a holding provision.

2. **BY-LAW 2005-151 AMENDED**

Section 2 of By-law 2005-151 is amended by adding the following subsection 2(308) and the heading as follows:

**"2(308) 1092 GREAT NORTHERN ROAD"**

Despite the provisions of By-law 2005-150, the zone designation on the lands located on the east side of Great Northern Road approximately 705m north of its intersection with Third Line East, civic number 1092 Great Northern Road and marked subject property on map attached as Schedule 308 hereto is rezoned.

The front (westerly) 161m of the subject property is changed from HZ (Highway) zone to HZ.S (Highway) zone with a "special exception" to permit, in addition to the uses permitted in the HZ (Highway) zone, the following:

- i) Uses associated with a building contractor, including
  - a. Office uses
  - b. Woodworking and cabinet shops
  - c. Contractor's yards
- ii) The manufacturing of food and beverages.

The rear (easterly) 226m of the subject property is changed from RA (Rural Area) zone to M2.hp (Medium Industrial) zone with a holding provision. The holding provision will be removed with Council's approval, once:

1. Appropriate setbacks and buffering have been determined
2. Any potential Archaeological resources have been evaluated".

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CITY SOLICITOR

3. **SCHEDULE "A"**

Schedule "A" hereto forms a part of this by-law.

4. **CERTIFICATE OF CONFORMITY**

It is hereby certified that this by-law is in conformity with the Official Plan for the City of Sault Ste. Marie, upon approval of Official Plan Amendment No. 182.

**PASSED** in Open Council this 23<sup>rd</sup> day of January, 2012.

\_\_\_\_\_  
**MAYOR – DEBBIE AMAROSO**

\_\_\_\_\_  
**CITY CLERK – MALCOLM WHITE**

10(0)



10(P)

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2011-199

**LOCAL IMPROVEMENT:** A by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" Pavement on John Street from Connée Avenue to Elm Street under Section 3 of the Municipal Act, 2001, Ontario Regulation 586/06 (L.6.1.)

WHEREAS notice of the intention of the Council to undertake the works hereinafter described was duly published and served more than one month prior to the passing of this by-law; and

WHEREAS the Council has received the reports, estimates and statements required for undertaking the said works;

THEREFORE the Council of The Corporation of the City of Sault Ste. Marie ENACTS as follows:

1. The Corporation shall construct the works described in Schedules "A" and "B" hereto as local improvements under the said Act and in accordance with Plans and specifications furnished by the Commissioner of Engineering/Planning.
2. The Commissioner of Engineering/Planning shall forthwith make such plans, profiles and specifications and furnish such information as may be necessary for the construction and completion of the said works.
3. The construction and completion of the said works shall be performed under the superintendence and in accordance with the directions and orders of the Commissioner of Engineering/Planning.
4. The Commissioner of Finance/Treasurer may agree with any bank or person for temporary borrowing of money to meet the cost of the works pending completion thereof.
5. The sum of \$30.50 per metre frontage shall be specially assessed upon the lots abutting directly on the said sanitary sewers, according to the extent of their respective frontages thereon, and the sum of \$304.00 shall be specially assessed upon each of such lots served by a private drain connection from any of such sanitary sewers to the street line and the remainder of the cost of the work shall be borne by the Corporation.
6. The sum of \$79.50 per metre frontage shall be specially assessed upon the lots abutting directly on the Class "A" pavement according to the extent of their respective frontages thereon and the remainder of the cost of the works shall be borne by the City.
7. The special assessments shall be paid in one payment by December 31<sup>st</sup> of the current year or in the alternative by ten equal annual instalments.
8. The debentures to be issued for the loan to be effected to pay the cost of the works when completed shall bear interest at such rate as the Council may determine and be made payable within ten years on the installment plan.
9. Any person whose lot is specially assessed may commute for a payment in cash in accordance with By-law 69-436 the special rates imposed on such lot.
10. The said Schedules "A" and "B" form a part of this by-law.
11. This by-law comes into force on the day of its final passing.

Read the THIRD time and PASSED in open Council this 23rd day of January, 2012.

MAYOR – DEBBIE AMAROSO

CITY CLERK- MALCOLM WHITE

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CITY SOLICITOR

FIRST reading: December 5, 2011

SECOND reading: December 5, 2011

THIRD reading: January 23, 2012

LEGALISTAFF\BYLAWS\2011\2011-199 LOCAL IMPROVEMENTS JOHN STREET DA.DOC

10(P)

Jerry D. Dolcetti, RPP  
Commissioner

Carl Rumiel, P. Eng.  
Construction Engineer



ENGINEERING & PLANNING  
DEPARTMENT

Engineering & Construction Division

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

Civic Centre  
99 Foster Drive  
P.O. Box 580  
Sault Ste. Marie, ON P6A 5N1

**LOCAL IMPROVEMENT CONSTRUCTION BYLAW 2011-199, SECTION 3  
REGULATION 586/06 MUNICIPAL ACT**

**ENGINEER'S REPORT**

2011 12 05

|                                                            |                  |                                                                                 |
|------------------------------------------------------------|------------------|---------------------------------------------------------------------------------|
| Nature of Work                                             | Construction of: | Construction of sanitary sewer, private drain connection and Class "A" pavement |
|                                                            | On:              | John Street                                                                     |
|                                                            | From:            | Conmee Avenue                                                                   |
|                                                            | To:              | Elm Street                                                                      |
| Estimated Cost of Work                                     |                  | \$610,000.00                                                                    |
| Estimated Assessable Abutting Frontage                     |                  | 164.8m (Sanitary sewer)<br>368.7m (Class "A" pavement)                          |
| Estimated Cost to be Borne by Assessable Abutting Property |                  | \$ 8,369.40 (Sanitary sewer)<br>\$29,314.93 (Class "A" pavement)                |
| Estimated Cost to be Borne by The Corporation              |                  | \$572,315.67                                                                    |
| Special Rate per Metre Frontage                            |                  | \$30.50 (Sanitary sewer)<br>\$79.50 (Class "A" pavement)                        |
| Special Rate per Private Drain Connection                  |                  | \$304.00                                                                        |
| Estimated Interest Rate                                    |                  | 4%                                                                              |
| Term                                                       |                  | 10 years                                                                        |

-More-

The Corporation of the City of Sault Ste. Marie  
P.O. Box 580 ~ 99 Foster Drive ~ Sault Ste. Marie, ON P6A 5N1  
Telephone: (705) 759-5379 ~ Fax: (705) 541-7165  
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2011 12 05  
Page 2

|                                          |                                                        |
|------------------------------------------|--------------------------------------------------------|
| Estimated Annual Rate per Metre Frontage | \$3.76 (Sanitary sewer)<br>\$9.80 (Class "A" pavement) |
|------------------------------------------|--------------------------------------------------------|

|                                                    |         |
|----------------------------------------------------|---------|
| Estimated Annual Rate per Private Drain Connection | \$37.48 |
|----------------------------------------------------|---------|

|                                |          |
|--------------------------------|----------|
| Estimated Lifetime of the Work | 20 years |
|--------------------------------|----------|

Respectfully submitted,

Recommended for approval,



Carl Rumi, P. Eng.  
Design & Construction Engineer



Jerry D. Dolcetti, RPP  
Commissioner  
Engineering & Planning Department

CR/al  
attachments



10(p)

CORPORATION OF THE CITY OF SAULT STE. MARIE  
SANITARY SEWER AND PRIVATE DRAIN CONNECTIONS - SECTION 3

SCHEDULE "A"

BY-LAW 2011-199

| <u>JOB<br/>NUMBER</u> | <u>STREET</u> | <u>FROM</u>   | <u>TO</u>  | <u>LENGTH</u> | <u>SIZE</u> | <u>#OF<br/>P.D.C.</u> | <u>ASSESSABLE<br/>FRONTAGE</u> | <u>ESTIMATED<br/>COST</u> |
|-----------------------|---------------|---------------|------------|---------------|-------------|-----------------------|--------------------------------|---------------------------|
| A-2011-5-03           | John Street   | Conmee Avenue | Elm Street | 180m          | 250-450mm   | 11                    | 164.8m                         | \$8,369.40                |

CR/al  
2011 12 05

10(4)

CORPORATION OF THE CITY OF SAULT STE. MARIE  
CLASS "A" PAVEMENT - SECTION 3

SCHEDULE "B"

BY-LAW 2011-199

| <u>JOB<br/>NUMBER</u> | <u>STREET</u> | <u>FROM</u>   | <u>TO</u>  | <u>LENGTH</u> | <u>WIDTH</u> | <u>#OF<br/>P.D.C.</u> | <u>ASSESSABLE<br/>FRONTAGE</u> | <u>ESTIMATED<br/>COST</u> |
|-----------------------|---------------|---------------|------------|---------------|--------------|-----------------------|--------------------------------|---------------------------|
| A-2011-7-02           | John Street   | Conmee Avenue | Elm Street | 180m          | 10.0m        | n/a                   | 368.7m                         | \$29,314.93               |

CR/al  
2011 12 05

City of Sault Ste. Marie

January 2012

# Final Report

## 2012 – 2016 Public Transit Operations Review

**Submitted by:**  
HDR Corporation  
100 York Boulevard, Suite 300  
Richmond Hill, ON L4B 1J8

[www.hdrinc.com](http://www.hdrinc.com)



**City of Sault Ste. Marie**

**2012 – 2016 Public Transit  
Operations Review  
Final Report**

**Sault Ste. Marie, Ontario**

**January 2012**

**City of Sault Ste. Marie**

**2012 – 2016 Public Transit  
Operations Review  
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**Sault Ste. Marie, Ontario**

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Project # 6471



## **Client Project Team**

### **Project Manager**

Don Scott, Manager, Transit and Parking

### **Project Team**

Sam Piraino, Chief Inspector / Scheduler

Brad Miller, Training Supervisor

Susie Caron, Para bus Dispatcher

Ron Lavergne, Transit Operator

## **HDR Project Team**

### **Principal and Project Manager**

Wally Beck, C.E.T., Vice President

### **Technical Team**

Conor Adami (HDR), Technical Support

Veronica Restrepo (HDR), Technical Support

Charles Fitzsimmons (TechKnowledge Consulting Inc.), Specialized Transit

### **Quality Control**

Tara Erwin, M.A.Sc., P.Eng.



## EXECUTIVE SUMMARY

### Background

In 2006, the City of Sault Ste. Marie approved, in principle, the report entitled Comprehensive Transit Operations Review of Existing Services with Transit Ridership Growth Plan and Asset Management Plan. The 2006 plan primarily focussed on conventional transit (Sault Transit). With a growing number of Sault Ste. Marie residents entering retirement age, there have been strains placed on ParaBus and its ability to meet the community's specialized transit needs.

Given the need to address specialized transit needs, the 2012-2016 Public Transit Operations Review has focussed on the ParaBus operations while the review of Sault Transit operations is an update of the previous 2006-2011 service plan.

The 2012-2016 Public Transit Operations Review answered the following questions:

- How are Sault Transit and ParaBus performing relative to their peers?
- How has Sault Transit progressed since the 2006 study?
- What are the public expectations relative to Sault Transit and ParaBus services?
- How can service be improved and efficiencies attained?
- How will ParaBus continue to serve its existing clientele and the growing demands it's facing? What are the necessary policy changes, the required resources and the appropriate service delivery models to do so?
- What are the new performance targets for both Sault Transit and ParaBus, recognizing budgetary constraints and growing demands on the systems?

### Public Transit Vision and Mission Statements

Through consensus building with all stakeholders during the 2006 study, a vision statement and mission statement was developed, which served as a guide to the 2012-2016 Public Transit Operations Review:

#### **Vision Statement**

The preferred future of public transportation in Sault Ste. Marie:

*"Sault Transit will increase transit ridership and provide a local public transportation system that is supported by residents, academic institutions and the business community."*

#### **Mission Statement**

The purpose of Sault Transit:

*"To provide safe, efficient and environmentally friendly public transportation services that support the economic vitality, growth, environmental sustainability, and health of the community."*



## **Sault Transit Report Card**

Sault Transit does offer reasonable levels of service and investment when compared to municipalities of similar size. As documented in **Table A**, Sault Transit ridership has grown by 18% between 2006 and 2010- an annual growth rate of about 3.5%.

**Table A: Year to Year Ridership**

| <b>Year</b>        | <b>Ridership</b> | <b>Annual Growth</b> |
|--------------------|------------------|----------------------|
| 2006               | 1,659,820        |                      |
| 2007               | 1,654,788        | 0%                   |
| 2008               | 1,830,535        | 11%                  |
| 2009               | 1,904,180        | 4%                   |
| 2010               | 1,962,881        | 3%                   |
| Overall            |                  | 18%                  |
| Annual Growth Rate |                  | 3.4%                 |

### **2006 - 2010 Performance Targets**

The 2006 Operations Review also identified three performance goals to be attained by 2010. The following is a report card on the progress made:

***Performance Goal: Effectiveness***

- To increase transit use by 15% - from 22.3 to 25.6 trips per capita by 2010.

**Result:** Sault Transit increased its transit use by 26% - from 22.3 to 28.1 trips per capita in 2010 (excellent performance growth!).

***Performance Goal: Efficiency***

- To increase service utilization use by 10% from 20.4 to 22.4 passengers per hour of service by 2010.

**Result:** Sault Transit increased its service utilization by 15% from 20.4 to 23.4 trips per revenue hour in 2010 (excellent efficiency improvement!).

***Performance Goal: Financial***

- To increase the revenue to cost (R/C) ratio from 42% to 45% by 2010.

**Result:** Sault Transit's R/C ratio decreased from 42% to 28% in 2010; however this was due, in large part, to deep discounted student fares.





## 2012 - 2016 Performance Targets

Building on previous success, the Sault Transit and ParaBus performance targets have been established for the next five years:

- **Effectiveness:** Increase community-wide transit use by 10% - from 28.1 to 31.0 trips per capita by 2016.
- **Efficiency:** Increase service efficiency by 10% from 23.4 to 25.7 passengers per hour of service by 2016.
- **Financial:** Increase the revenue to cost (R/C) ratio from 28% to 35% by 2016.

## Stakeholder Consultations

Initial stakeholder consultation activities were conducted in August 2011 via informal Transit Focus Groups (TFGs). Additional meetings were then conducted in October, at which time the study's findings, conclusions and recommendations were validated through follow-up discussions.

For the August round of meetings, the consultants prepared a brief customer survey to make available on the City's web site. Sault Transit and ParaBus Transit Focus Groups (informal meetings) were held with the following groups:

- Sault Transit General Public – transit customers, non-transit customers, ParaBus registrants.
- ParaBus General Public - people with disabilities, agencies that represent or provide services to people with disabilities.
- Transit Subcommittee of the Accessibility Advisory Committee.
- Project Steering Committee.
- ParaBus management and staff, and other service providers.
- Sault Transit staff – bus operators, supervisors, maintenance staff, administration.

In addition to the TFGs, there were 175 survey responses received from the public, primarily through e-mail. The goal of the survey and the focus groups was to generate open discussions of what customers appreciate about Sault Transit and ParaBus, where they see room for improvement, what suggestions they would offer to improve service, and what they feel the priorities should be for the next five to seven years.

The recommendations of this study reflected, to the extent possible, the stakeholder feedback received.



## **Sault Transit Service Recommendations**

The 2012 – 2016 Sault Transit Service and Financial Plan has been determined so that Sault Transit can achieve the revised performance targets. The plans involve recommendations with respect to fare policy, route re-designs, alternate service delivery models and long term route restructuring.

### **Route Re-Designs**

- Route #3 Second Line should be rerouted from the downtown terminal in the outbound direction from Second Line to right on Tancred Street to left on Wellington Street E., then follow normal routing.
- Route #2 Steelton, Route #6 Cedar Heights and Route #7 North Street redesigns to add service along Third Line Road shall be presented to the public for input before being finalized and presented to Council for budget approval.

### **Alternate Service Delivery Models**

- Sault Transit should review the performance and public acceptance of the community bus route after a 12-month trial period.
- ParaBus should consider purchasing and operating a new low floor community bus on the existing community bus route and replace the conventional transit bus operated by Sault Transit.
- Sault Transit should continue with the use of taxis and explore additional opportunities to expand the TransCab service based on a revised formula that compensates the service provider for only the time travelled or for a fixed cost per trip.

### **Long-Term Route Re-structuring**

- When Sault Transit restructures its routes in the future, service should be provided in both directions on all routes to the extent reasonable.
- Sault Transit should investigate a new route structure based on a second bus terminal in the north central area of the city, complemented by an assessment of the viability of establishing a Timed Transfer System.

### **Fare Strategies**

Recommendations regarding Sault Transit's fare policy and future fare increases are given as follows:

- U-Pass negotiations with Algoma University and Sault College should be re-started.
- Re-purpose the Youth Pass and re-structure the Youth Pass to follow the proposed Fare Pricing Policy guidelines.
- Adult passes should be transferable.

In the future, the fare policy should follow the recommendations as outlined below:



- Transit fares should keep pace with inflation as a minimum.
- The unit price of a Multi pass should approximate 80% of the cost of the cash fare.
- Adult 31-day pass should be based on about 40 trips per month multiplied by the unit price of a Multi pass fare.
- Sault Transit should purchase smart card technology when funds permit.

## 2012-2016 Sault Transit Operations Budget

The 2012-2016 Sault Transit Operations Plan is given in **Table B**. Based on the City's planning department's predictions, Sault Ste. Marie is projected to grow to about 78,000 residents in 2016, representing a 0.6% growth rate from 2011. This growth rate is used to project future revenue hour needs. Ridership growth is calculated with a 2.5% growth rate, representing the additional rides required for Sault Transit to meet its efficiency target. Finally, the average fare in 2016 should be about \$1.30 so that Sault Transit can meet its financial goal, which is a R/C ratio of 35%. Therefore the average fare must increase at least 3.2% per year.

**Table B: 2012 – 2016 Sault Transit Financial Plan**

| Revenue Hours and Passengers | Base Year    |              |              |              |              |              |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                              | 2011         | 2012         | 2013         | 2014         | 2015         | 2016         |
| Population                   | 75,500       | 75,964       | 76,431       | 76,901       | 77,374       | 77,850       |
| Revenue Hours                | 83,853       | 84,369       | 84,887       | 85,409       | 85,935       | 86,463       |
| Cost per Revenue Hour        | \$ 94.61     | \$ 94.61     | \$ 94.61     | \$ 94.61     | \$ 94.61     | \$ 94.61     |
| Additional TransCab Service  | \$ -         | \$ 8,000.00  | \$ 8,000.00  | \$ 8,000.00  | \$ 8,000.00  | \$ 8,000.00  |
| Total Cost                   | \$ 7,933,332 | \$ 7,990,115 | \$ 8,039,198 | \$ 8,088,582 | \$ 8,138,270 | \$ 8,188,264 |
| Revenue Passengers           | 1,962,881    | 2,012,333    | 2,063,030    | 2,115,005    | 2,168,289    | 2,222,915    |
| Average Fare                 | \$1.10       | \$1.14       | \$1.17       | \$1.21       | \$1.25       | \$1.29       |
| Passenger Revenues           | \$ 2,159,169 | \$ 2,284,974 | \$ 2,418,109 | \$ 2,559,002 | \$ 2,708,103 | \$ 2,865,892 |
| Net Investment (Subsidy)     | \$ 5,774,163 | \$ 5,705,141 | \$ 5,621,088 | \$ 5,529,580 | \$ 5,430,167 | \$ 5,322,372 |

## Sault Transit Asset Management Plan Recommendations

### Bus Fleet

- Maintain the current fleet size, subject to a detailed route network study based on the locating of a satellite terminal facility in the north central area of the city.
- Establish a fleet replacement plan that averages 1.5 – 2 buses per year.

### Other Transit Infrastructure Recommendations

- Equip all new buses with bike racks and retrofit appropriate existing buses with bike racks.
- Purchase heated shelters on annual bus shelter installation program to improve comfort at major bus stops.
- Pursue bench advertising agreement that provides for the supply, installation and potential maintenance of bus stop benches at no cost to the City as a minimum.



- City of Sault Ste. Marie Planning Department work with Sault Transit to identify a future transit terminal site based on current land availability.
- Existing Downtown Bus Terminal should be improved to accommodate a Transit Inspector office.
- The City should investigate the opportunity to provide for a common facility to accommodate the maintenance needs of Public Works and Transportation services.
- Sault Transit should pursue additional technology that will allow it to monitor service, enhance marketing and customer service, and be more proactive in the planning process.
- That the City of Sault Ste. Marie determine an appropriate percentage of Federal Gas Tax Fund it receives to invest in transit infrastructure.

A ten-year capital budget has been identified and it is given in **Table C**. It is projected that the City of Sault Ste. Marie will require \$10.5M to improve its transit infrastructure.

**Table C: Sault Transit 10 Year Capital Budget**

| Item                              | Proposed Budget (x 1,000)          |          |          |          |        |          |        |          |        |          | Total     |
|-----------------------------------|------------------------------------|----------|----------|----------|--------|----------|--------|----------|--------|----------|-----------|
|                                   | 2012                               | 2013     | 2014     | 2015     | 2016   | 2017     | 2018   | 2019     | 2020   | 2021     |           |
| Transit Bus Replacement           | \$ 530                             | \$ 1,060 | \$ 530   | \$ 1,060 | \$ 530 | \$ 1,060 | \$ 530 | \$ 1,060 | \$ 530 | \$ 1,060 | \$ 7,950  |
| Community Bus (Parabus) Expansion | Included in Parabus Capital Budget |          |          |          |        |          |        |          |        |          | \$ -      |
| Smart Card                        | \$ 50                              | \$ 100   |          |          |        |          |        |          |        |          | \$ 150    |
| Transit Technology Reserve        | \$ 50                              | \$ 50    | \$ 30    | \$ 30    | \$ 30  | \$ 30    | \$ 30  | \$ 30    | \$ 30  | \$ 30    | \$ 340    |
| Bus Stop Infrastructure           | \$ 50                              | \$ 50    | \$ 50    | \$ 50    | \$ 50  | \$ 50    | \$ 50  | \$ 50    | \$ 50  | \$ 50    | \$ 500    |
| Bus Terminals                     |                                    |          | \$ 300   | \$ 100   | \$ 100 |          |        |          |        |          | \$ 500    |
| Maintenance Facility              |                                    |          | \$ 1,000 |          |        |          |        |          |        |          | \$ 1,000  |
| Total                             | \$ 680                             | \$ 1,260 | \$ 1,910 | \$ 1,240 | \$ 710 | \$ 1,140 | \$ 610 | \$ 1,140 | \$ 610 | \$ 1,140 | \$ 10,440 |

## ParaBus Service Quality and Adequacy

The operating and administrative staff received uniformly high praise during the stakeholder consultations. ParaBus provides excellent quality service when it has sufficient capacity to do so. Most ParaBus complaints stem from a single issue, which is insufficient service capacity that results in:

- Inability to get a ride at a desired time.
- Long waits on hold to get a reservation.
- Booking policies that allow medical trips to booked up to 7 days in advance, but not for medical specialist trips or recreational / social trips.

ParaBus reports a non-accommodated trip rate of 1.5% of all trip requests. This is 2.3 times the national average of 0.64%<sup>1</sup> for non-accommodated trips in cities of the same population range. Recommendations on how the City of Sault Ste. Marie can deal with these problems are summarized in the foregoing.

<sup>1</sup> Canadian Urban Transit Association, Specialized Transit Fact Book, 2009 data.



## Dialysis Patient Transportation

- That ParaBus consider requiring dialysis patients to qualify for service like any other applicant, and, if they are found to be able to use transit under certain circumstances, to require them to do so.
- That ParaBus pursue a partnership with the Sault Branch of the Canadian Red Cross Society and the Local Health Integration Network to enable the Red Cross to progressively assume responsibility for transporting all dialysis patients in the City.
- Assist the Red Cross to acquire an accessible vehicle for the Red Cross and begin re-directing dialysis passengers who require an accessible vehicle to the Red Cross.

## Accessibility for Ontarians Disability Act

The Accessibility for Ontarians with Disabilities Act - 2005 (AODA) aims to identify, remove, and prevent barriers to accessibility in Ontario by 2025.

The Accessibility Standards for Customer Service Regulation and, as of July 1, 2011 the Integrated Accessibility Standard has been legislated (Ontario Regulation 191/11) and are now in effect. The Transportation Standard in the Integrated Accessibility Standard has the greatest impact on Sault Transit and Parabus. Given the budgetary pressures presented to municipalities today, both efficiencies and investment are needed.

The challenges of demographic changes, AODA legislation and continued ridership growth require that specialized transit agencies need a strong strategy for the future. The response to these challenges is a multi-faceted strategic framework that contains five initiatives demonstrated below in **Table D**.

**Table D: ParaBus Five-Year Strategic Framework for AODA Compliance**

| Initiative                                | Reason                                                                                                                   | Operational Details                                                                                                                                                                                                                                            |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Eligibility                               | To enhance the eligibility, appeal and registration process.                                                             | <ul style="list-style-type: none"><li>▪ Undertake a comprehensive review of the costs and benefits of using a third party to assess ParaBus applicants and advise on their eligibility for service. ParaBus would manage the appeal process.</li></ul>         |
| Use of Sault Transit by ParaBus Customers | Dynamic trip making, reduced cost per trip                                                                               | <ul style="list-style-type: none"><li>▪ Identify existing and new customers capable of using Sault Transit services for some or all of their trips.</li></ul>                                                                                                  |
| Day Program Routings                      | To consolidate trips from multiple customers coming from different destinations going to one or more common destinations | <ul style="list-style-type: none"><li>▪ Identify existing and new groups of customers capable of using Community Bus to access key and common destinations</li><li>▪ Pick up multiple customers using one large Community Bus for Day Program trips.</li></ul> |



| Initiative            | Reason                                                                                         | Operational Details                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Technology            | To provide increased operational efficiencies for staff and customers.                         | <ul style="list-style-type: none"><li>▪ Expand the Automatic Vehicle Locator program to include all ParaBus vehicles.</li><li>▪ Implement web-based booking.</li><li>▪ Implement enhanced Interactive Voice Response telephone functions.</li><li>▪ Implement call-recording technology.</li><li>▪ Obtain computer-assisted scheduling, either from the locally-developed product, or by acquiring a commercially available product.</li></ul> |
| Travel Training       | To train all residents, including the physically and cognitively disabled to use Sault Transit | <ul style="list-style-type: none"><li>▪ Voluntary approach in the short term and gradually expand program to include more participants.</li><li>▪ Clients are identified and trained to use Sault Transit</li></ul>                                                                                                                                                                                                                            |
| Fares/Operating Hours | To comply with AODA legislation.                                                               | <ul style="list-style-type: none"><li>▪ Implement changes to fares and operating hours as per the AODA legislation.</li></ul>                                                                                                                                                                                                                                                                                                                  |

## Eligibility and Application Process

As Sault Transit becomes more accessible, the basic criterion for accessibility should be that the applicant is unable to use Sault Transit's conventional service either some or all of the time, due to a temporary or permanent disability. ParaBus should revise its eligibility structure according to the following categories:

- Fully eligible
- Conditionally eligible
- Temporarily eligible
- Visitor

The application process should also be revised. In essence, the determination as whether or not the applicant is eligible for ParaBus is solely up to the discretion of ParaBus staff. However a third party appeal process should be in place for those who feel unfairly rejected.

## Creating Additional Service Capacity

### Accessible Taxi Use

ParaBus is quite skilled at using taxis to supplement capacity at peak hours, however there improvements can be made:

- More accessible taxis available to carry wheelchair trips that cannot be accommodated on its own vehicles during peak time or for when coverage at hours when demand is too low to be able to create enough shared rides to use ParaBus vehicles cost-effectively.
- The City should explore offering taxi companies an incentive such as ParaBus contract work, so that local taxi firms will own and operate accessible taxis. This will aid offsetting these vehicles that have higher purchase and operational costs.



### **Scheduling & Ride-Sharing**

ParaBus policy is to use a ‘zero minutes early, five minutes late’ window, which constrains the scheduler to the point where it is difficult or impossible to schedule an efficient degree of ride-sharing.

- Other specialized transit systems use a much wider window; such as ‘10 minutes early, 10 minutes late’ or ‘10 minutes early, 20 minutes late’.
- A longer windows means that the scheduler can add additional passengers and modify the vehicle itinerary as long as the vehicle remains within the on-time window.
- A wider on-time window, if suitably used, can produce a substantial increase in both the capacity and the productivity of vehicles at no additional service cost.

Additionally, to help reduce staff workload and help champion ParaBus issues with the City’s transit subcommittee, the City should:

- Add one ParaBus Dispatcher position to meet the demand for prompt service.
- Designate a dispatch staff person as the Lead Dispatcher or Service Coordinator.

### **Technology**

ParaBus uses an entry-level scheduling product that has no computer-assisted scheduling capability. Although the City’s Information Technology staff have made progress on a software program, it may not meet ParaBus needs.

- If the City’s software project cannot be completed to the satisfaction of ParaBus staff, it is recommended that a more robust scheduling software is purchased for ParaBus use.
- The new scheduling software should integrate with the GPS vehicle trackers to aid dispatchers.
- When the City procures a new computer system, it shall avail of itself of Mobile Data Terminal (MDT) capabilities, which report real-time statistics to supervisors on the street.

### **ParaBus Fare Policy**

The following recommendations should be taken under advisement with respect to ParaBus fares:

- That ParaBus discontinue the policy of free travel for companions (other than attendants required for personal care).
- That ParaBus raise its fares in conjunction with those of Sault Transit.
- Implement smart card fare technology when conventional transit implements the technology on all routes.

### **2012 – 2016 ParaBus Performance Targets**

Specialized transit performance targets have been established for the next five years:

- **Effectiveness:** To increase the proportion of accommodated trips from 98.5% to 99.5% by 2016.
- **Efficiency:** To increase service utilization by 20% (from 2.0 to 2.4 passengers per hour) by 2016.



## **2012 – 2016 ParaBus Service and Financial Plan**

Based on the new policy framework outlined above, a 2012 – 2016 ParaBus Service and Financial Plan is presented below in **Table E**. The plan assumes that the City will maintain current ParaBus business model. To meet demand in 2012, ParaBus should plan on providing an additional 5,000 trips, for a total of 52,500 trips. Of these, 2,500 trips would enable ParaBus to ‘catch-up’ with current demand, and another 2,500 to absorb new growth in demand. Thereafter, ParaBus should plan to increase the number of trips by about 2,500 per year:

- 2012: 52,500 trips
- 2013: 55,000 trips
- 2014: 57,500 trips
- 2015: 60,000 trips
- 2016: 62,500 trips

**Table E: ParaBus Service and Financial Plan**

| Revenue Hours and Passengers             | Base Year  |              |              |              |              |              |
|------------------------------------------|------------|--------------|--------------|--------------|--------------|--------------|
|                                          | 2011       | 2012         | 2013         | 2014         | 2015         | 2016         |
| Trips                                    | 47,500     | 52,500       | 55,000       | 57,500       | 60,000       | 62,500       |
| Cost per Trip                            | \$ 19.36   | \$ 19.36     | \$ 19.36     | \$ 19.36     | \$ 19.36     | \$ 19.36     |
| Total Cost                               | \$ 919,600 | \$ 1,016,400 | \$ 1,064,800 | \$ 1,113,200 | \$ 1,161,600 | \$ 1,210,000 |
| Passenger Revenues(@ 1.20 per passenger) | \$ 57,000  | \$ 63,000    | \$ 66,000    | \$ 69,000    | \$ 72,000    | \$ 75,000    |
| Net Investment (Subsidy)                 | \$ 862,600 | \$ 953,400   | \$ 998,800   | \$ 1,044,200 | \$ 1,089,600 | \$ 1,135,000 |

## **ParaBus Asset Management Plan**

There are 10 wheelchair accessible ParaBus vehicles used to deliver specialized service as summarized below. One vehicle serves as a Community bus. The average ParaBus vehicle is 7.3 years old. Vehicles should be replaced every seven to nine years. The average vehicle age should be reduced to five years as soon as feasible, to help contain maintenance costs and minimize vehicle down-time due to repairs.

The replacement program should provide an average of one vehicle per year. Since ridership is estimated to increase by approximately six percent per year, additional ParaBus vehicles will likely be needed from 2012 – 2016 at a rate of one per year.

The 10-Year Capital Budget for ParaBus, presented below in **Table F**, reflects the following infrastructure needs:

- Vehicle Replacement
- Vehicle Expansion
- New technologies (scheduling software, GPS, etc.)

**About \$2M is required to improve specialized transit infrastructure.**

**Table F: ParaBus 10 Year Capital Budget**





| Item                | Proposed Budget (x 1,000) |               |               |               |               |               |               |               |               |               | Total           |
|---------------------|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|
|                     | 2012                      | 2013          | 2014          | 2015          | 2016          | 2017          | 2018          | 2019          | 2020          | 2021          |                 |
| Vehicle Replacement | \$ 100                    | \$ 100        | \$ 100        | \$ 100        | \$ 100        | \$ 100        | \$ 100        | \$ 100        | \$ 100        | \$ 100        | \$ 1,000        |
| Vehicle Expansion   | \$ 300                    | \$ 100        | \$ 100        | \$ 100        |               |               |               |               |               |               | \$ 600          |
| Dispatch Software   |                           | \$ 100        |               |               |               |               |               |               |               |               | \$ 100          |
| Technology Reserve  |                           |               |               |               |               |               |               |               |               |               | \$ -            |
|                     |                           |               |               |               |               |               |               |               |               |               | \$ -            |
|                     |                           |               |               |               |               |               |               |               |               |               | \$ -            |
| <b>Total</b>        | <b>\$ 400</b>             | <b>\$ 300</b> | <b>\$ 200</b> | <b>\$ 200</b> | <b>\$ 100</b> | <b>\$ 100</b> | <b>\$ 100</b> | <b>\$ 100</b> | <b>\$ 100</b> | <b>\$ 100</b> | <b>\$ 1,700</b> |

## Federal Funding for Sault Transit and ParaBus

In 2007, the Federal Government **Building Canada Fund** replaced several other infrastructure funds that have been in place since as early as 2001 (namely the Canada Strategic Infrastructure Fund, the Highways and Border Infrastructure Fund, and the Municipal Rural Infrastructure Fund). Building Canada will offer \$8.8 billion over the period from 2007 through 2014 for a variety of eligible investments including public transit projects. Provincial and territorial governments and municipalities are expected to match federal contributions, and the projects to be funded will be determined through both collaborative and competitive processes.<sup>2</sup>

Recently, the Federal Government of Canada legislated that the Gas Tax Fund becomes a permanent funding mechanism to help municipalities pay for capital works. While the majority of the fund has been used for engineering roadwork, many municipalities, such as the City of North Bay<sup>3</sup> as an example, have taken advantage of this revenue source to pay for transit infrastructure improvements. Across Canada, nearly 37% of the monies collected in the Gas Tax Fund are used for transit-related infrastructure.

The City of Sault Ste. Marie could consider an appropriate percentage of Federal Gas Tax Fund it receives to invest in transit infrastructure such as:

- Vehicle Replacement
- Bus Stop Infrastructure and Accessibility
- Future Bus Terminals
- Future Vehicle Maintenance Facilities
- Transit Technology (scheduling software, smart card technology, etc.)

## Final Public Open House

A final public open house was held on January 11, 2011 at City Hall. Over 30 members of the public, City staff and political representatives were in attendance to review the information boards and view a comprehensive PowerPoint presentation. Many of the attendees were participants of the Transit Focus Group meetings held throughout the study. In summary, all comments relative to the issues and recommendations were supported. HDR

<sup>2</sup> CUTA Issue paper #27 February 2008

<sup>3</sup> The City of North Bay allocated a portion of their federal gas tax revenue to complete a downtown transit terminal in 2007 and convert their entire vehicle fleet to accessible buses by 2012.



and staff are, therefore, confident that the recommendations of this report capture the community priorities relative to the provision of Sault Transit and ParaBus services over the next five years and beyond.

## **Conclusion**

The 2012-2016 Public Transit Operations Review, developed in consultation with stakeholders, is designed to grow ridership and ensure that the transit fleet and infrastructure is in place to accommodate the growth. Additionally, much focus was placed on the ParaBus service to ensure that the City is equipped with tools needed to serve the growing demands on the service due to the aging population and increased life expectancies. This is timely given the Accessibility for Ontarians Disability Act requirements that need to be met today and in the future.

The Sault Transit and ParaBus Service plan and budget estimates can be accelerated depending on:

- Revenue growth due to increased ridership or higher transit fares, and the introduction of smart card technology.
- Available vehicle replacement and expansion funding.
- Re-purposing funds from the Federal Gas Tax Fund for transit infrastructure.
- Obtaining additional staff and technology resources for ParaBus service.
- Ability to expand the use of taxis.
- Reaching an agreement to implement a U-Pass program with Sault College and Algoma University.

There is flexibility built into the plan to allow for shortfalls or increases in ridership revenues, unforeseen expenses, and gas tax allocation amounts. The plans should be followed in 2012 and 2013 and used as a guide thereafter.



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## **1. INTRODUCTION**

The City of Sault Ste. Marie retained HDR to review the operations and policies of Sault Ste. Marie Transit (herein referred to as Sault Transit), which provides conventional transit and TransCab service, and ParaBus, the specialized transit service for people with unable to board Sault Transit vehicles. This report documents the actions taken, findings, and conclusions of this review, and the recommendations for Council to consider over the next five years.

### **1.1 Study Objectives**

In 2006, the City of Sault Ste. Marie approved, in principle, the report entitled Comprehensive Transit Operations Review of Existing Services with Transit Ridership Growth Plan and Asset Management Plan. The plan focussed on conventional transit (Sault Transit), while the specialized transit (ParaBus) component of the study was more limited in scope, focusing on across the board service hour increases and larger ParaBus fleet to better adapt to the aging population.

While the population growth of the City of Sault Ste. Marie is modest, the growth in the number of residents entering retirement age is growing at a far quicker pace, placing a strain on the ability to meet specialized transit needs. Today, as conventional transit fleets become 100% wheelchair accessible, a more integrated service plan that meets the needs of both conventional transit and specialized transit customers makes financial sense.

The 2012-2016 Public Transit Operations Review is focused on the ParaBus operations while the review of Sault Transit operations consisted of an update of the previous 2006-2011 service plan, which were guided by newly established policies and strategies introduced at the time.

### **1.2 Study Process**

The review process comprised the following process:

- Peer Review: Analysis of Sault Transit and ParaBus performance data in relation to services offered in municipalities comparable to Sault Ste. Marie in terms of size.
- Stakeholder Consultations: Consultations with the people who use and provide the service, consisting of four focus groups and a brief customer survey made available on the City's web site.
- Policy Framework Update: Update of the Transit policy framework and a revised ParaBus policy framework based on stakeholder input.
- Development of recommendations, which were reviewed with the Transit Focus Group stakeholders and senior municipal administration that provided input earlier in the study.
- Preparation of five year service and financial plan.
- Draft report and open house.
- Final report and Council presentation.



## 2. PEER REVIEWS

HDR identified a number of similar-sized municipalities across Canada in a peer review to assist the City of Sault Ste. Marie in determining what the expectations are for public transit today and for the future. Two (2) separate peer reviews were carried out – one for conventional transit and another for specialized / wheelchair accessible transit. The median value of each of the peer review statistics was used as a basis to help establish reasonable expectations for stakeholders during the initial Transit Focus Group consultations.

This review uses data from the Canadian Urban Transit Association's (CUTA) 2009 Canadian and Ontario Transit Fact Book<sup>4</sup> for conventional and specialized transit systems. HDR compared various operating, financial, and performance data among municipalities with a population of about 50,000 to 100,000.

Caution should be used when assessing peer review statistics since operating environments can vary significantly from one municipality to another. The more important aspect of peer reviews is to provide a high level understanding of the transit service levels in other jurisdictions and the levels of municipal investment, which will eventually drive the decision-making.

### 2.1 Conventional Transit Peer Review

**Table 2-1** provides a comparison of key annual conventional transit operating statistics for those municipalities included in the peer review.

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<sup>4</sup> The Ontario Ministry of Transportation conducts an annual data collection study for all of Ontario's transit systems which include a large number of systems with similar characteristics as the City of Sault Ste. Marie

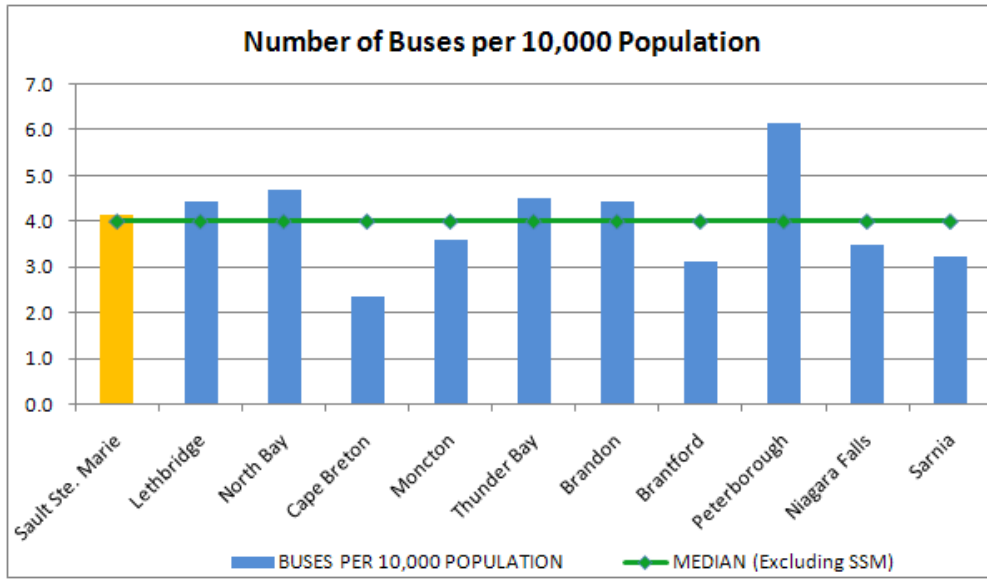
**Table 2-1: Transit Peer Review**

| TRANSIT SYSTEM                | TOTAL MUNICIPAL POPULATION | SERVICE AREA POPULATION | BUSES PER 10,000 POPULATION | ANNUAL REVENUE HOURS CAPITA | ANNUAL PASSENGERS PER CAPITA | AVERAGE FARE  | TOTAL COST PER HOUR | DEFICIT PER PASSENGER | NET INVESTMENT PER CAPITA |
|-------------------------------|----------------------------|-------------------------|-----------------------------|-----------------------------|------------------------------|---------------|---------------------|-----------------------|---------------------------|
| Sault Ste. Marie              | 74,000                     | 69,900                  | 4.1                         | 1.2                         | 27.2                         | \$1.15        | \$88.26             | \$2.69                | \$69.12                   |
| Lethbridge                    | 85,492                     | 85,492                  | 4.4                         | 1.3                         | 25.9                         | \$0.64        | \$77.47             | \$2.69                | \$69.79                   |
| North Bay                     | 53,000                     | 49,000                  | 4.7                         | 1.2                         | 38.5                         | \$1.50        | \$85.20             | \$1.21                | \$43.04                   |
| Cape Breton                   | 102,000                    | 68,000                  | 2.4                         | 0.4                         | 4.6                          | \$2.00        | \$84.20             | \$5.31                | \$16.20                   |
| Moncton                       | 100,525                    | 100,525                 | 3.6                         | 0.9                         | 22.4                         | \$1.00        | \$85.03             | \$2.36                | \$52.76                   |
| Thunder Bay                   | 110,000                    | 109,000                 | 4.5                         | 1.5                         | 32.8                         | \$1.33        | \$82.31             | \$2.46                | \$79.94                   |
| Brandon                       | 52,000                     | 52,000                  | 4.4                         | 1.2                         | 21.3                         | \$0.95        | \$63.78             | \$2.53                | \$54.01                   |
| Brantford                     | 93,399                     | 93,399                  | 3.1                         | 0.8                         | 11.5                         | \$1.93        | \$122.84            | \$5.56                | \$63.88                   |
| Peterborough                  | 80,000                     | 80,000                  | 6.1                         | 1.3                         | 52.1                         | \$1.39        | \$79.16             | \$1.00                | \$52.05                   |
| Niagara Falls                 | 85,000                     | 80,000                  | 3.5                         | 0.8                         | 18.2                         | \$1.18        | \$104.05            | \$2.79                | \$47.65                   |
| Sarnia                        | 71,419                     | 71,419                  | 3.2                         | N/A                         | 14.9                         | \$1.13        | N/A                 | \$3.09                | \$46.03                   |
| <b>MEDIAN (Excluding SSM)</b> | <b>85,246</b>              | <b>80,000</b>           | <b>4.0</b>                  | <b>1.2</b>                  | <b>21.9</b>                  | <b>\$1.26</b> | <b>\$84.20</b>      | <b>\$2.61</b>         | <b>\$52.41</b>            |

As seen in **Table 2-1**, municipal population and service area population is identified. The difference is that the municipal population identifies the total population within the municipality and the service area population, as defined by CUTA (2009 Canadian Transit Fact Book), identifies the population within “*the built-up area of the municipality receiving regular transit service; 400 metres from a service route.*” The distinction is important statistically as service area population better reflects the performance of a system. With the exception of net investment (cost) per capita, service area population is the basis for the per capita statistics shown in **Exhibit 2-2** and **Exhibit 2-3**.

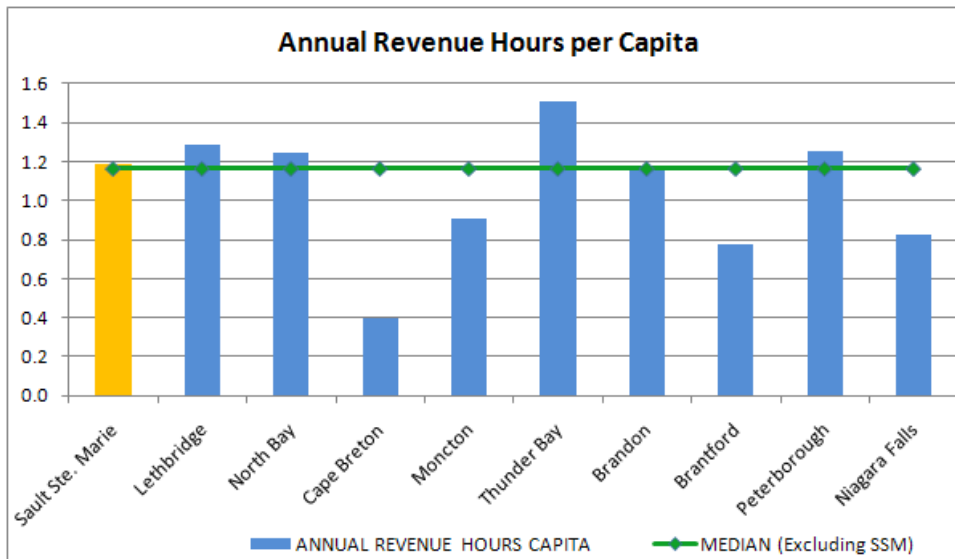
**Exhibit 2-1** through **Exhibit 2-7** graphically illustrates a number of transit statistical indicators. These indicators provided high-level guidance for this study as they help establish reasonable expectations.





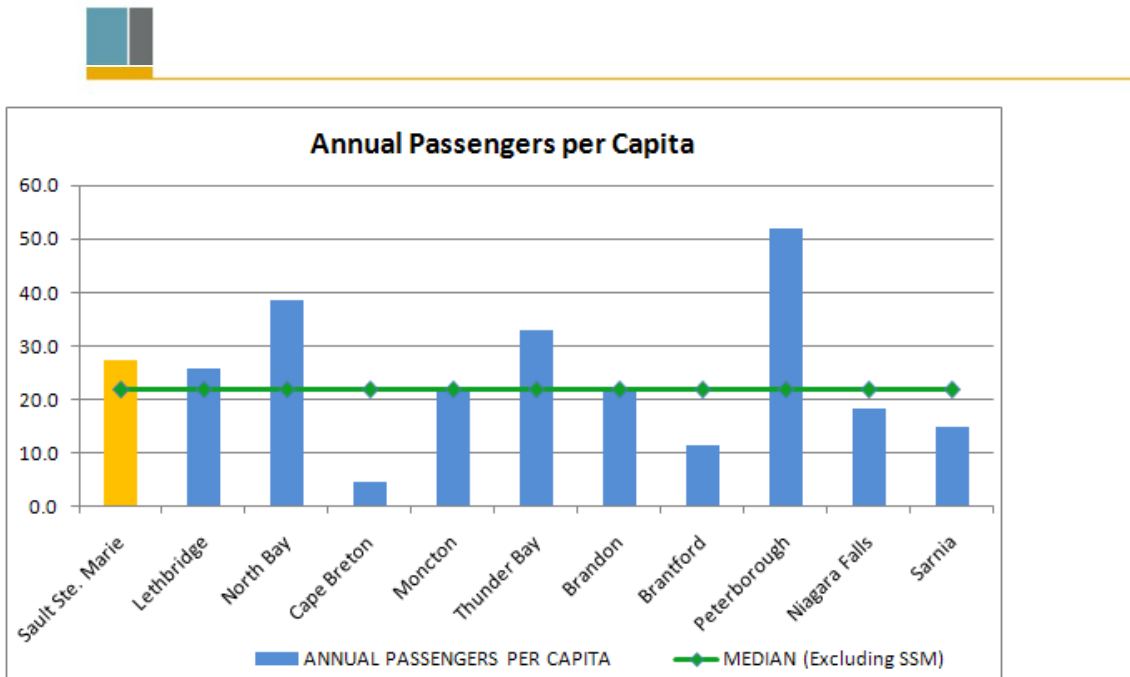
**Exhibit 2-1: Number of Buses per 10,000 People**

**Exhibit 2-1** compares the fleet size in relation to population. This value is dependent on the number of routes offered, the level of service, the fleet mix, and the age of the fleet and spare ratio. Sault Ste. Marie is in line with the median value of 4.0 buses per 10,000 people.



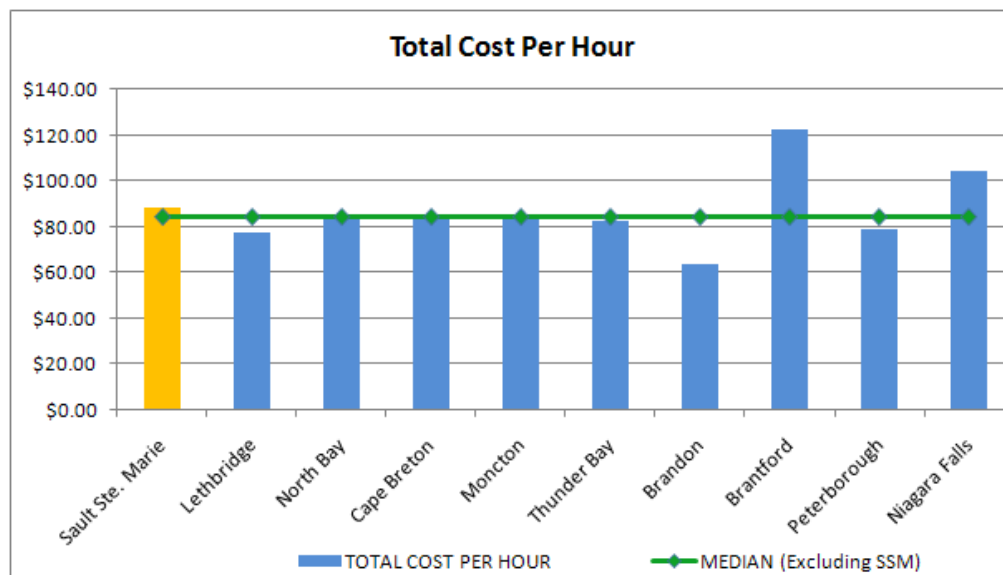
**Exhibit 2-2: Annual Revenue Hours per Capita**

As seen in **Exhibit 2-2**, Revenue Hours per Capita (Service Area) for the peer group ranges from 0.4 hours to 1.5 hours of service per resident per year. The City of Sault Ste. Marie provides 1.2 Hours per Capita, which is in line with the median value.



**Exhibit 2-3: Annual Passengers per Capita**

As seen in **Exhibit 2-3**, the average number of revenue passengers (fare paying passengers) per resident per year for the peer systems ranges from a measure of 4.6 to 52.1 trips per capita. With a median value of 21.9 passengers per capita, Sault Ste. Marie compares favourably with 27.2 passengers per capita. This indicates that the service provided in Sault Ste. Marie is more effective than the median value.

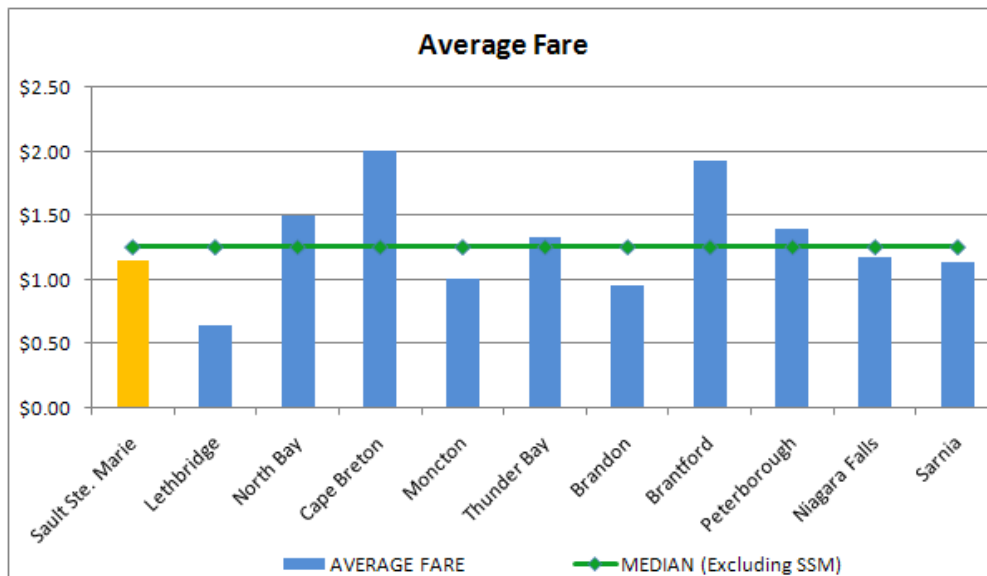


**Exhibit 2-4: Total Cost per Hour**

Cost per hour is defined as the operating cost per hour of service. As seen in **Exhibit 2-4**, Annual Cost per Hour ranges from \$63.78 to \$122.84, with a median value of \$84.20. Labour

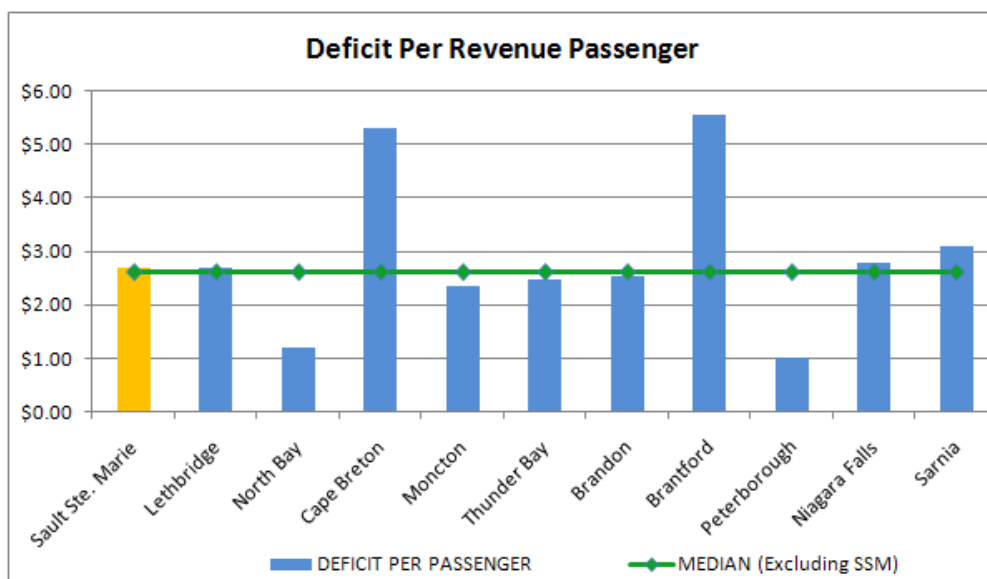


accounts for the largest portion of hourly costs and as such, can vary significantly. Sault Ste. Marie's annual cost per hour of \$88.26 is slightly above the peer group's median value.



**Exhibit 2-5: Average Fare**

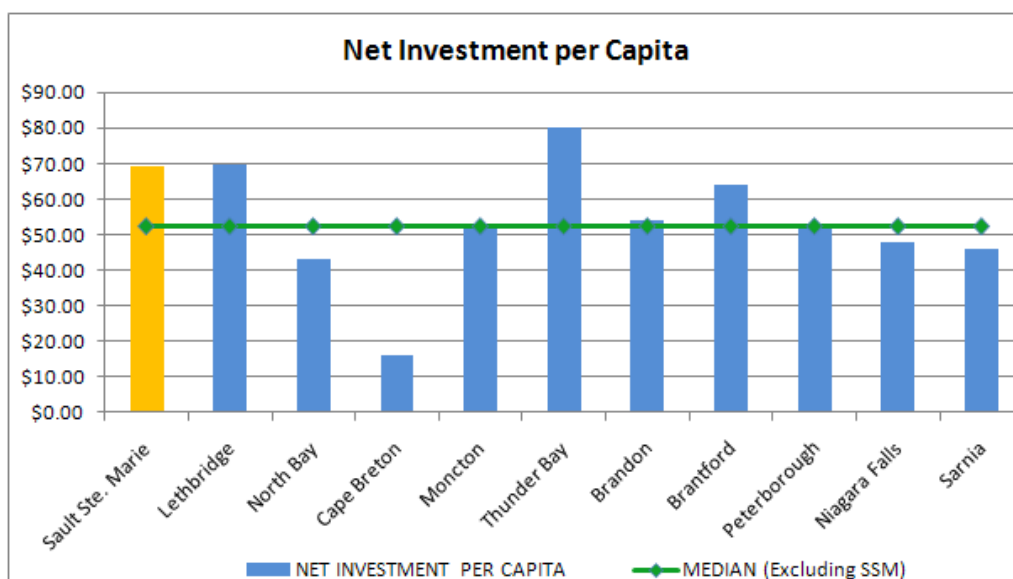
The Average Fare is calculated by dividing total fare revenues by total revenue passengers. Since bus fares can differ by passenger classification (adults, seniors, students, etc.), an average is taken. As seen in **Exhibit 2-5**, the peer review data ranges from approximately \$0.64 to \$2.00. Sault Transit's average fare is \$1.15, just below the median value of \$1.26 per passenger.



**Exhibit 2-6: Deficit per Revenue Passenger**



The Deficit per Revenue Passenger represents the subsidy required per revenue passenger, after fare and other auxiliary revenues have been applied to the total costs of service. As shown in **Exhibit 2-6**, the value ranges from \$1.00 to \$5.31 among the peer group. Sault Ste. Marie's deficit per revenue passenger of \$2.69 is representative of the \$2.61 median value.



**Exhibit 2-7: Net Investment per Capita**

As seen in **Exhibit 2-7**, the Net Investment per Capita refers to the annual net cost or the local investment made on a per capita basis during the reporting year, calculated using total cost less revenues received, divided by the number of residents. This varies significantly from \$16.20 to \$79.94 and is impacted by local hourly costs, the average fare, the effectiveness of the service, and the level of service provided.

The median net cost per capita is \$52.41, with Sault Ste. Marie well above this level of investment with a value of \$69.12. The relatively higher value for Sault Transit indicates that the City of Sault Ste. Marie places importance on the provision of public transit. In contrast, Cape Breton has the lowest cost per capita but it also offers the least amount of service per capita.

## 2.2 Specialized Transit Peer Review

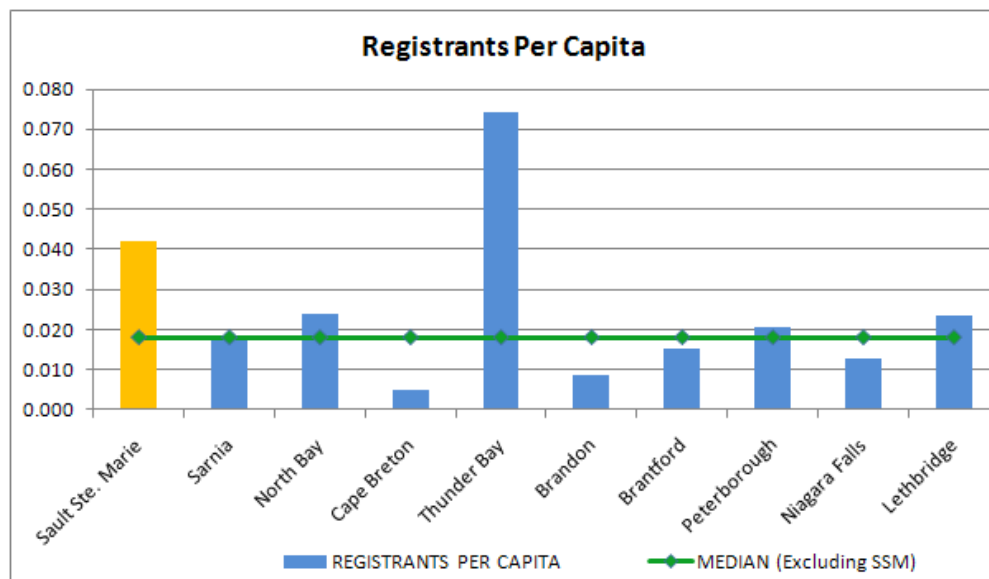
**Table 2-2** provides a comparison of key specialized transit statistics in similar sized municipalities to the City of Sault Ste. Marie.



**Table 2-2: Specialized Transit Peer Review**

| TRANSIT SYSTEM                | TOTAL MUNICIPAL POPULATION | SERVICE AREA POPULATION | REGISTRANTS | % WHEELCHAIR | DEFICIT PER REVENUE PASSENGER | NET INVESTMENT PER CAPITA | TRIPS PER CAPITA | REGISTRANTS PER CAPITA | ANNUAL TRIPS PER REGISTRANT |
|-------------------------------|----------------------------|-------------------------|-------------|--------------|-------------------------------|---------------------------|------------------|------------------------|-----------------------------|
| Sault Ste. Marie              | 74,000                     | 69,900                  | 1.4         | 61%          | \$16.71                       | \$11.38                   | 0.68             | 0.042                  | 16.21                       |
| Sarnia                        | 71,419                     | 71,419                  | 0.8         | 35%          | \$18.80                       | \$9.06                    | 0.48             | 0.018                  | 26.84                       |
| North Bay                     | 53,000                     | 56,000                  | 1.1         | 41%          | \$13.35                       | \$9.31                    | 0.70             | 0.024                  | 29.14                       |
| Cape Breton                   | 102,000                    | 68,000                  | 0.6         | 52%          | \$21.55                       | \$4.89                    | 0.25             | 0.005                  | 52.45                       |
| Thunder Bay                   | 110,000                    | 113,000                 | 2.1         | 32%          | \$14.57                       | \$12.95                   | 0.87             | 0.074                  | 11.77                       |
| Brandon                       | 52,000                     | 52,000                  | 0.8         | 62%          | \$10.88                       | \$11.31                   | 0.51             | 0.009                  | 58.76                       |
| Brantford                     | 93,399                     | 96,689                  | 1.3         | 55%          | \$21.53                       | \$11.70                   | 0.59             | 0.015                  | 38.85                       |
| Peterborough                  | 80,000                     | 80,000                  | 1.3         | 40%          | \$24.55                       | \$11.30                   | 0.46             | 0.021                  | 22.40                       |
| Niagara Falls                 | 85,000                     | 82,184                  | 0.7         | 27%          | \$18.46                       | \$5.02                    | 0.27             | 0.013                  | 21.17                       |
| Lethbridge                    | 85,492                     | 85,492                  | N/A         | 36%          | \$15.95                       | \$18.31                   | 1.43             | 0.024                  | 60.59                       |
| <b>MEDIAN (Excluding SSM)</b> | <b>85,000</b>              | <b>80,000</b>           | <b>1.0</b>  | <b>40%</b>   | <b>\$18.46</b>                | <b>\$11.30</b>            | <b>0.51</b>      | <b>0.018</b>           | <b>29.14</b>                |

**Exhibit 2-8** through **Exhibit 2-11** illustrates a number of indicators and conclusions that can be drawn from the comparisons made.



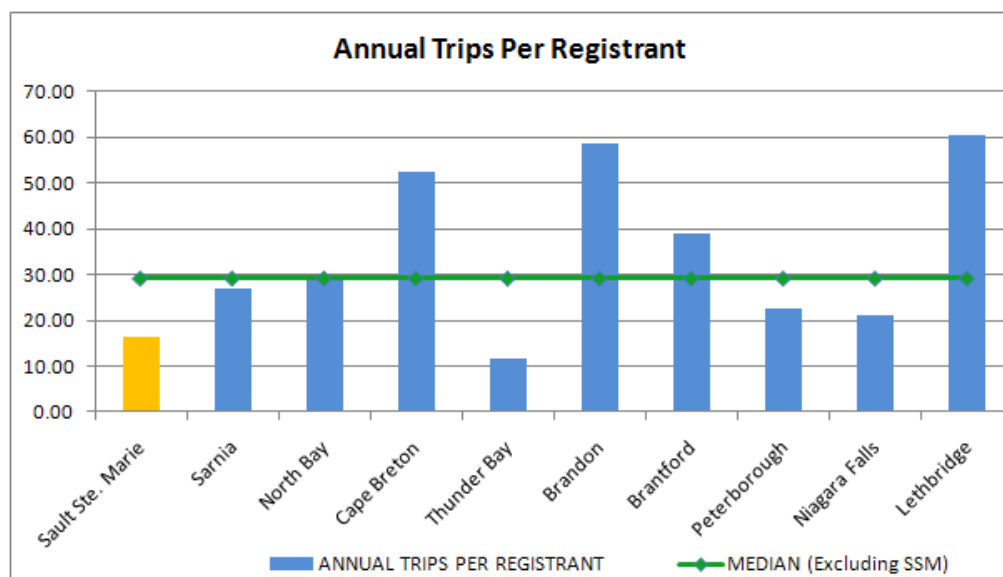
**Exhibit 2-8: Registrants Per Capita**

The number of registrants for specialized transit service is determined by the eligibility criteria, which are the grounds on which an applicant would qualify to use the service, as determined by the municipality. As shown in **Exhibit 2-8**, the range for registrants per capita (service area) among the peer group is 0.005 to 0.074, with the median value indicating approximately 0.018 per capita. The City of Sault Ste. Marie is at the high end of the range



with 0.042. This will likely increase as the average age of the general population rises, since age correlates directly with frequency of disability.

It is important to note that these figures are for all registrants, as distinct from active registrants – people who have actually used the service within the past year. Data on active registrants is often not provided, but can be very different. The consultants and ParaBus staff ran a query on the ParaBus database, which reported that only about 900 out of 3,300 registrants had taken a trip in the first nine months of 2011.



**Exhibit 2-9: Annual Trips per Registrant**

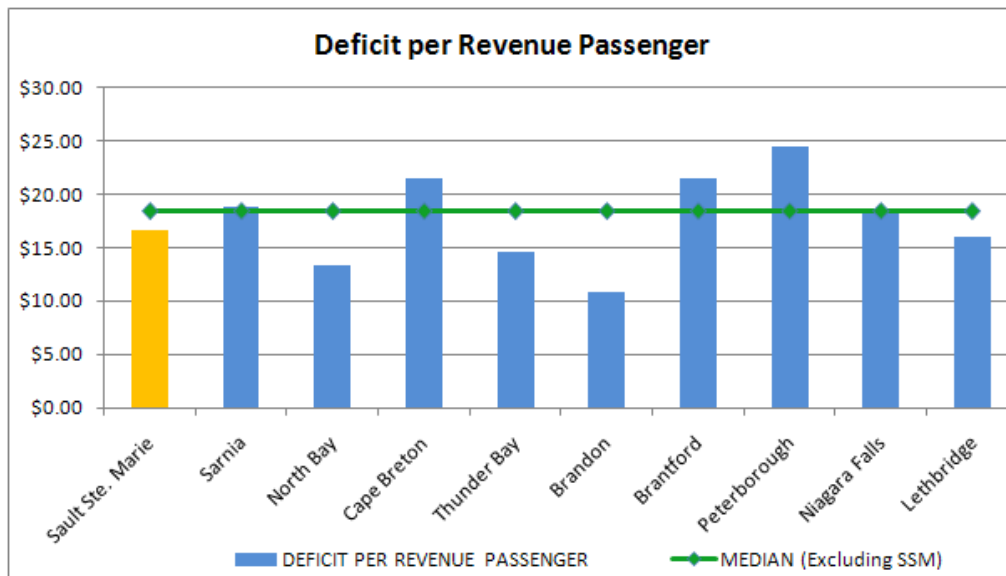
The annual trips taken per specialized transit registrant varies significantly between municipalities and is impacted by a number of factors, mainly average trip length, average speed, service availability, and how restrictive or permissive the eligibility process is.

As seen in **Exhibit 2-9**, the median value is 29.2 annual trips per registrant, which will vary depending on the maturity of the service. Sault Ste. Marie's value for this indicator is just over half of the median value, with 16.2 trips per registrant. This suggests that the amount of service available is adequate. The municipalities of Cape Breton, Brandon and Lethbridge have values that are quite high compared to the median value, which reflects restrictive eligibility, a traditionally high level of service or a combination of both.

What the statistic does not directly address is the latent demand for service. Latent demand is unexpressed demand due to constraints on the supply of service. It is indicated by two factors: non-accommodated trip requests, and trips that were never even requested because the client was discouraged by the general unavailability of service. Comparing the number of trips per registrant or per capita with the average for peer cities provides some insight into what the latent demand might be. If it is below average, and the number of non-



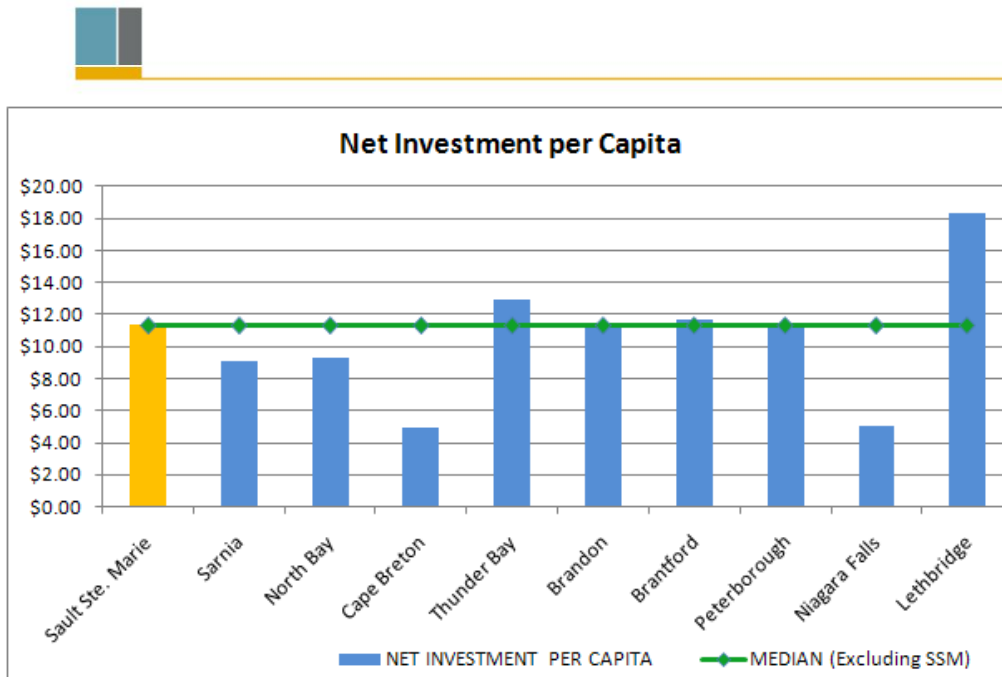
accommodated trip requests is substantial (2.5% or more of all trip requests) then significant latent demand probably exists.



**Exhibit 2-10: Deficit per Revenue Passenger**

As with the conventional transit peer review, the deficit per revenue passenger for specialized transit is the value of the subsidy required to offer a revenue passenger service. Some specialized transit agencies allow companions or attendants to ride free with the passenger that requires the service, and the cost to transport this set of passengers are included in the Deficit per Revenue Passenger calculation. The peer review for this indicator is summarized in **Exhibit 2-10**, which shows a range of \$10.80 to \$24.55 per revenue passenger, with a median value of \$18.46. The net deficit per passenger for Sault Ste. Marie's ParaBus service is below the median value with a value of \$16.71. This suggests that ParaBus is operating efficiently.

For comparison purposes, the deficit per capita for Sault Transit is \$2.69. A ParaBus client who makes their trip on transit instead of on ParaBus is therefore making a trip that is much less costly to the City. In fact, since the conventional transit bus with available capacity is operating anyway, there is no increase in costs related to the ParaBus passenger's trip. This has led some cities such as Waterloo and Hamilton to offer free fare on transit to all specialized transit registrants. Any effort to enable a ParaBus registrant to use conventional transit should be welcomed since there could be a savings of approximately \$14 or more per passenger, and more ParaBus service would be available to other registrants to meet latent and/or growing demand for service within the existing budget.



**Exhibit 2-11: Net Investment per Capita**

Many factors impact the net investment (cost) per capita to support specialized transit service in a community. As seen in **Exhibit 2-11**, the peer review revealed that the range can be significant, from \$4.89 to \$18.31 per capita; however, the median value of \$11.30 per capita provides a guide that can be followed when establishing reasonable expectations. Sault Ste. Marie's net cost per capita of \$11.38 indicates that the level of investment in Sault Ste. Marie's specialized transit services is comparable to the investment in other similar sized municipalities.

## 2.3 Peer Review Conclusions

The peer review data and analysis demonstrates that the City of Sault Ste. Marie's level of investment in public transportation and its return on investment (i.e. ridership) compares favourably with many similar-sized communities across the country. The review of somewhat larger communities also provides a glimpse into the future as Sault Ste. Marie grows and Sault Transit and ParaBus matures.

The exact performance of service in the future is difficult to predict; however, it can be surmised that service performance will improve as residents embrace transit service over time. This is especially encouraging for Sault Ste. Marie as it has been shown that the City already has a strong foundation.





### 3. COMMUNITY ENGAGEMENT AND STAKEHOLDER CONSULTATION

#### 3.1 Focus Group Participation

Initial stakeholder consultation activities were conducted in August 2011 via informal Transit Focus Groups (TFGs). Additional meetings were then conducted in October, at which time the study's findings, conclusions and recommendations were validated through follow-up discussions.

For the August round of meetings, the consultants prepared a brief customer survey to make available on the City's web site. Sault Transit and ParaBus Transit Focus Groups (informal meetings) were held with the following groups:

- Sault Transit General Public – transit customers, non-transit customers, ParaBus registrants.
- ParaBus General Public - people with disabilities, agencies that represent or provide services to people with disabilities.
- Transit Subcommittee of the Accessibility Advisory Committee.
- Project Steering Committee.
- ParaBus management and staff, and other service providers.
- Sault Transit staff – bus operators, supervisors, maintenance staff, administration.

In addition to the TFGs, there were 175 survey responses received from the public, primarily through e-mail. The goal of the survey and the focus groups was to generate open discussions of what customers appreciate about Sault Transit and ParaBus, where they see room for improvement, what suggestions they would offer to improve service, and what they feel the priorities should be for the next five to seven years.

HDR presented a PowerPoint presentation at each for the TFGs, which outlined the study objectives and gave an overview of the industry. An agenda was provided that listed the topics that were discussed, and there was an opportunity to fill out a comments sheet at the meeting or to send in email comments to either Sault Transit or HDR. During the consultation process, the HDR team had discussed best practices, if they were appropriate, and if so, how and when they could be applied to the services offered locally.

Sault Transit and ParaBus representatives were present at all meetings except for the meeting with ParaBus passengers and the general public, from which they voluntarily absented themselves in order to ensure that participants would be entirely free to voice their views frankly. The tone of the meetings was cordial, business-like, frank and positive. City officials had prepared an informative press release leading to an article in the Sault Star prior to the meetings. This article is included in **Appendix A**. In addition, CTV television covered one of the focus groups and interviewed several participants.



## **3.2 Sault Transit Focus Groups**

The Sault Transit Focus Groups are summarized in two parts, General Public and the City of Sault Ste. Marie staff and officials, whose comments were incorporated in the foregoing summaries.

### **3.2.1 General Public Transit Focus Groups**

The following section provides a summary of main points from the consultation meetings with representatives of the general public to address Sault Transit issues and opportunities.

#### **What customers like**

- Frequency and span of service (service hours) meet community needs for the most part.
- Although there are times when demand is low (i.e. late night), the service provided is appreciated since people that use the bus late at night (i.e. to get home) are captive to transit. Eliminating service would force people to use cars or expensive taxi service.
- There were few issues with respect to service coverage of the City.
- Bus operators are highly rated.
- Buses are accessible for those using mobility devices.
- Fares are considered reasonable.
- ParaBus registrants that use Sault Transit appreciate the ability to make ad-hoc trips.

#### **Improvements that customers would like to see**

- Perhaps late night Friday and Saturday service to coincide with bar hours (i.e. for students).
- Some buses are crowded.
- Some trips are being short-turned on a regular basis.
- Service quality can be improved with respect to schedule adherence, which can vary from bus operator to bus operator.
- Restrict use of cell phones by operators.
- More direct access from the east to the hospital.
- Snow clearing at bus stops should be improved.
- Would like bus operators to load passengers at terminal before the departure time.
- Would like to provide some service on statutory holidays, when service is not currently available.
- Would like to have service provided to outlying residential areas that do not meet minimum population requirements.
- Better provision for bikes and strollers.
- More predictable low floor bus schedules (i.e. not always provided as scheduled).
- Better supervision of the bus operations.
- Would like to discuss service changes before they are finalized.
- Provision of take-ones on buses to provide information to customers.
- More schedule information available (print media and web-based).
- Should look at having a second terminal where more routes can connect, rather than downtown only bus terminal.



- Would like to see the new transfer boxes more accessible to those in mobility devices.
- Takes too long to tie down wheelchairs and tie downs tend to get dirty.
- Next bus announcement volume should be higher.
- Would like maps to illustrate bus stops.

### **Consensus Reached**

- Semester pass (U-pass) should be revisited with Sault College and Algoma University.
- The low floor bus fleet is being expanded (four new buses recently purchased).
- Rear-facing wheelchair positions would improve boarding and alighting times.
- Maps should include bus stop locations.
- Improve public input process for service changes.
- Improved on-street supervision is needed and, in the longer term, use of GPS technology can be expanded to mitigate the need to hire supervisory staff.
- Post routes and schedules on the bus (individual route schedules can be handed out).
- Overall, Sault Transit provides good coverage and acceptable minimum service levels.
- The number of administrative and supervisory staff is perceived to be low and should be compared to other transit systems.
- Some tweaking of existing routes (design and schedules) should be undertaken as part of this study while more extensive long-term route design and service strategies should be identified as 'next steps'.
- The expanded use of TransCab should be explored.
- Accessibility for Ontarions Disability Act will require Sault Ste. Marie to continue to invest in accessibility.
- Travel training for all residents should be explored (i.e. for seniors, new Canadians, ParaBus customers, and cognitively disabled).
- Better accommodation for bikes and strollers.
- Improvements in bus seating layout should be explored to better accommodate mobility devices.

### **3.2.2 Sault Transit Staff Focus Group**

The following section provides a summary of main points from the consultation meetings with the Transit Sub-committee and Project Steering Committee as well as a Sault Transit focus group made up of maintenance staff, operations staff and bus operators; ParaBus staff also participated.

#### **Maintenance**

- There is difficulty in meeting service requirements where ParaBus vehicles are sometimes used for conventional transit service.
- Seventeen buses are required in the peak.
- Total fleet of 31 buses (28 + 3 long-term maintenance); spare ratio of 35% is high due to age of fleet.
- When asked about bike racks on buses, staff commented that consideration should be given to bus wash capability (this may not be an issue with the new bike racks).
- Four (low floor) Nova buses are being purchased for an 18-year replacement cycle.



- Transit garage facility on Huron Street was built in 1983 and is in need of major repairs: Bus wash is over 30 years old and requires replacement- fuel tanks, access doors, etc. require replacement soon. It was suggested consideration be given to having a more central location and sharing a common facility with Public Works and Transportation Department services.
- One more hoist required, although there should be sufficient capacity; attributed to a higher level of maintenance for an older fleet.

### **Operations**

- TransCab service seems to work well for low demand areas.
- Although a concern that TransCab would be used instead of union bus operators, it was explained that regular transit would not meet minimal performance requirements and as such, the option is no service.
- Shelter location decisions are initiated by Transit and reviewed by Traffic for safety; this should continue.
- It was agreed that rear-facing wheelchair positions on conventional transit buses will reduce boarding times.
- There were bus operator concerns about installing security cameras on buses; however, the cameras would be used primarily for driver / passenger safety and to reduce bogus lawsuits.
- The Automated Vehicle Location (AVL) system is not being fully utilized due to technical issues that are being addressed; the AVL data should provide schedule adherence reports in the future for scheduling and route design purposes.
- Inspectors can monitor route schedule adherence from their laptops; however, time is limited; consideration can be given to sending 'alerts'.
- There was agreement that the existing downtown terminal (DTT) is an important transfer point; however, it does force people to travel out-of-direction to destinations in the growing northern areas of Sault Ste. Marie.
- The DDT does not allow for independent departures, which can cause late departures. This is something that Sault Ste. Marie will have to live with until a route restructure requires fewer bus platforms.
- A Timed Transfer System (TTS) was discussed, whereby additional satellite terminals spaced 15 to 20 minutes apart could be considered in the future to reduce bus travel times; there was interest in exploring this in the future.
- It was agreed that a more central terminal is needed to adapt to the growth in the north, recognizing that the downtown terminal will still need to play a significant role.
- As the Sault Transit fleet becomes 100% low floor, it was agreed that bus stops will need to be more accessible to better enable some ParaBus registrants to use the conventional transit bus service.

### **Other**

- Fare evasion was identified as a problem where it is clear that some adults are using discounted student passes and many bus operators do not have the time to verify IDs; a student ID card or future smart card could be considered as a mandatory requirement for discounted fares.
- Bench advertising proposal from a vendor has been received.



- Semester pass (U-pass) should be revisited with Sault College and Algoma University.
- The low floor bus fleet is being expanded (four new buses recently purchased).
- Rear-facing wheelchair, scooter positions would improve boarding and alighting times.
- Maps can include bus stop locations.
- Improve public input to service changes.
- Improved on-street supervision is needed and, in the longer term, use of GPS technology can be expanded to mitigate the need to hire supervisory staff.
- Post routes and schedules on the bus (individual route schedules can be handed out).
- Overall, Sault Transit provides good coverage and acceptable minimum service levels.
- The number of administrative and supervisory staff is perceived to be low and should be compared to other similar cities.
- Some tweaking of existing routes (design and schedules) should be undertaken as part of this study while more extensive long-term route design and service strategies should be identified as ‘next steps’.
- The expanded use of TransCab should be explored.
- Accessibility for Ontarians Disability Act will require Sault Ste. Marie to continue to invest in accessibility.
- Travel training for all residents should be explored (i.e. for seniors, new Canadians, ParaBus customers, and cognitively disabled).
- Better accommodation for bikes and strollers.
- Improvements in bus seating layout should be explored to better accommodate mobility devices.

### **3.3**      **ParaBus Focus Groups**

The following section provides a summary of main points from the consultation meetings. Detailed notes can be found in **Appendix B**. As evident from this summary, the consultations were very rich and productive. The consultants owe a great vote of thanks to the many participants for their excellent contributions, and to Sault Transit and ParaBus staff for their great preparatory work.

Main points from the Focus Groups relative to the questions asked included:

#### **What is appreciated about ParaBus?**

- ParaBus service quality, drivers and staff are rated very highly by participants.
- Fares are reasonable.
- Sault Transit’s accessible service is appreciated for providing spontaneous travel.

#### **Issues Identified**

##### **Service availability:**

- More ParaBus service is needed.
- Alternative services should be available for people who can use them (taxi scrip, low floor bus, etc.).

**Booking:**

- The ability to book important trips much longer in advance should be made available (trips can currently be booked only up to one week in advance).
- It is currently difficult to book appointments in advance for health purposes, which do not fit within ParaBus' definition of a medical appointment (for example, chiropractor and audiology).
- It takes too long to make a booking as telephone hold times are too long. In order to secure a booking, clients have to call first thing in the morning before the phone lines get too congested. Sometimes the attendant has to hang up because he / she has reached the end of his / her shift without completing the call. There should be more call-takers to speed up the booking process.
- Inability to book a trip on weekends is an issue. The phones are very congested on Fridays because people have to book for Saturday, Sunday and Monday.
- Separate phone lines for medical and non-medical trip bookings.
- Prioritizing by trip purpose is not desirable, as one person's recreational trip could be just as important as someone else's doctor's appointment. The current system makes it difficult to get to a recreational event, which is also important to a person's health.
- It is difficult to obtain service at the desired times. Sometimes users have to arrive at their destination an hour or more early because there's no vehicle available later.
- An oversized wheelchair or scooter which takes up more than one space can result in an accidental overbooking; limits of lift and dimensions should be explained to clients in advance of the trip.

**Taxis:**

- Sedan taxis are difficult to use for some ambulatory passengers; more accessible taxis are needed.
- Low floor bus accessibility.
- Tie-down system for wheelchairs requires driver assistance and delays the bus.

**Eligibility:**

- The ParaBus application process needs to be reviewed. There are people using the service who do not appear to need it (for example, if you can walk up and down the shopping mall, you should not need ParaBus to get you there; conventional transit should be sufficient).
- Scheduling.
- More ride-sharing is needed.
- A better scheduling system is needed.
- Same-day cancellations are not re-booked efficiently.

**General:**

- No spontaneous travel option is available.
- Not enough buses and hours of service.
- Not enough service during peak hours.

**Vehicles:**

- Ride is uncomfortable at the back of the ParaBus van.
- Configuration of some buses is awkward for the driver to secure the fifth or the last chair loaded, especially if it is a large one.
- Tie-down system is difficult for the driver with some wheelchairs or scooters.



### **Sault Transit:**

- Sault Transit low floor buses can be a good travel option, but the tie-down system is difficult for drivers to operate; buses are often held up while the driver ties down a wheelchair.

### **Improvements that were discussed to address the issues identified**

- Trip booking:
  - Enable long-term appointments for medical and other important trips to be booked well in advance of the seven day booking.
  - Booking on weekends.
  - A faster trip booking process with more call-takers and less wait time.
  - Make email and voice mail confirmation of trip bookings available for people who want it.
- There are only three areas in the town – could use techniques to schedule groups trips to those three areas, or dedicate vehicles to serve those areas.
- Make more trips available during peak travel times.
- An ID card to make reciprocity easier when visiting another city.
- More accessible taxis.
- Eligibility changes to reserve ParaBus for people who really need it.
- Better scheduling system with more ride-sharing: “Sometimes I’m riding alone on the vehicle and don’t mind a longer trip if it means more people can be accommodated.”
- Improve the scheduling. Sometimes three buses arrive at the same location.
- Eliminate the 45-minute or 30-minute call slots, which waste capacity on short trips, in favour of scheduling based on actual travel times.
- Accommodate trips on short notice.
- Offer alternative services for people who can use them.
- More ParaBus service.
- An accessible inspector’s van to help out when a passenger is stranded.
- Separate phone lines for medical and non-medical trip bookings.
- Involve users and drivers when designing vehicle configurations.
- Purchase larger vehicles for greater capacity and ease of securing wheelchairs.
- Locate the ParaBus fleet depot in the true centre of the city (Second and Great Northern area) to economize time and deadhead miles at the start and the end of driver shifts.
- Taxi scrip, at least for ambulatory passengers.
- Offer New Year’s Eve service.
- Better coverage of peak travel hours (action underway on this by ParaBus changing driver shift times).
- Provide an orientation video or newsletter to teach people how to use the service, and explain how booking, scheduling, etc. work.

## **3.4 Community Web-based Input**

The preceding stakeholder consultations provided an excellent avenue for obtaining valuable community input from interested and representative community representatives. To



complement this, the public at-large were also given an opportunity to provide input to the study.

During August 2011, the City of Sault Ste. Marie conducted web-based and write-in surveys to gauge how Sault Transit's conventional and specialized services serve their customers. This level of consultation is required to identify where Sault Transit is successful and where improvement needs to be made to ensure passenger satisfaction. The surveys were structured around four to five open ended questions that allowed respondents to give an unlimited number of comments as they pertained to the respective questions. Write-in surveys were distributed to stakeholders that rely heavily on ParaBus, while the web-based surveys were open to all residents of the City.

A total of 175 residents participated and their comments are summarized below.

### 3.4.1 Conventional Transit Survey Results

Ninety (90) web-based surveys were completed by Sault Ste. Marie residents to obtain their thoughts and feelings towards Sault Transit's conventional services. There are five questions as follows:

1. What do you like about the current conventional transit service? Please be specific.
2. What do you dislike about the current conventional transit service? Please be specific.
3. How can we improve the conventional transit service to meet your individual or organization's current needs?
4. What would you like to see change with the conventional transit service over the next 5 to 7 years?
5. Do you have additional comments / suggestions / observations?

The responses to each question are summarized in the proceeding section.

**Question #1: *What do you like about the current conventional transit service? Please be specific.***

Forty-seven (47) comments were recorded for this question. Overall, Sault Transit users like the convenience of the conventional transit service in that it is simple enough to get from Point A to Point B. Another aspect of service that users like is Sault Transit's on-time performance which is a key aspect to ensure that transfers can be made and passengers can reach shifts or appointments on time. **Table 3-1** summarizes comments for this question.

**Table 3-1: Conventional Transit Question #1 Responses**

| Response                                             | Count | % of Comments |
|------------------------------------------------------|-------|---------------|
| Convenience / Ease of Use                            | 14    | 30%           |
| On Time Performance                                  | 10    | 21%           |
| Other (Anti-Idling, Stop Announcements, Google Maps) | 8     | 17%           |
| Customer Service & Cleanliness                       | 4     | 9%            |





| Response                     | Count | % of Comments |
|------------------------------|-------|---------------|
| New Bus Fleet                | 4     | 9%            |
| Hours of Service             | 2     | 4%            |
| Service Area Coverage        | 2     | 4%            |
| Weekday Service Frequency    | 2     | 4%            |
| Economical / Reasonable Fare | 1     | 2%            |
| Total Comments               | 47    | 100%          |

**Question #2: What do you dislike about the current conventional transit service? Please be specific.**

One hundred and thirty-eight (138) comments were recorded for this question. The biggest issue for many Sault Transit passengers is the condition of the existing bus fleet. Furthermore, the low frequency of evening and weekend services are a major cause of complaint since it has meant many passengers must leave for work earlier or return from work later. Other issues identified by customers are the level of customer service offered by bus operators and long, circuitous loop routes that result in long trips for passengers. **Table 3-2** summarizes comments for this question.

**Table 3-2: Conventional Transit Question #2 Responses**

| Response                                   | Count | % of Comments |
|--------------------------------------------|-------|---------------|
| Condition of Bus Fleet                     | 25    | 18%           |
| Evening & Weekend Service Frequency        | 23    | 17%           |
| Customer Service & Cleanliness             | 20    | 14%           |
| Current Routes (Loops, too many transfers) | 15    | 11%           |
| Driver Safety                              | 12    | 9%            |
| Weekday Service Frequency                  | 11    | 8%            |
| Poor On-Time Performance                   | 7     | 5%            |
| No Holiday Service                         | 6     | 4%            |
| Bus Stop Locations                         | 6     | 4%            |
| Hours of Service                           | 5     | 4%            |
| Passenger Courtesy & Behaviour             | 5     | 4%            |
| Over Crowding                              | 2     | 1%            |
| Other (Environmental concerns)             | 1     | 1%            |
| Total Comments                             | 138   | 100%          |

**Question #3: How can we improve the conventional transit service to meet your individual or organization's current needs?**

One hundred and nine (109) comments were received for this question. Improved frequency on routes during the evening and weekend is the number one response from transit users in areas of improvement. The number two response is revising the existing route network,



including elimination of long, circuitous, one-way loop routes and the elimination of some transfers required to make a single trip. Other customers would like to have improved frequency during the weekday time periods and a longer span of service. **Table 3-3** summarizes comments for this question.

**Table 3-3: Conventional Transit Question #3 Responses**

| Response                                     | Count | % of Comments |
|----------------------------------------------|-------|---------------|
| Improved Evening & Weekend Service Frequency | 23    | 21%           |
| Improve Routes (eliminate loops & transfers) | 21    | 19%           |
| Improved Weekday Service Frequency           | 14    | 13%           |
| Improve Amenities (signs, maps)              | 10    | 9%            |
| Longer Hours of Service                      | 8     | 7%            |
| Improve Customer Service & Cleanliness       | 8     | 7%            |
| Decrease fares (change fare policies)        | 7     | 6%            |
| New vehicles                                 | 6     | 6%            |
| Implement Holiday Service                    | 5     | 5%            |
| Better / Improve Stop Locations              | 4     | 4%            |
| Improve Scheduling                           | 3     | 3%            |
| Total Comments                               | 109   | 100%          |

**Question #4: *What would you like to see change with the conventional transit service over the next 5 to 7 years?***

Ninety-six (96) comments were recorded for this question. In the medium term, Sault Transit users would like to have newer vehicles in operation, as it is the number one response. The second most popular comment is that customers would like to see the route network revised. Other changes in the medium term that passengers would like to see include improved amenities such as schedules posted at bus stops or a new downtown transit terminal. **Table 3-4** summarizes comments for this question.

**Table 3-4: Conventional Transit Question #4 Responses**

| Response                                     | Count | % of Comments |
|----------------------------------------------|-------|---------------|
| New vehicles                                 | 23    | 24%           |
| Change Routes (eliminate loops & transfers)  | 17    | 18%           |
| Other (more amenities, new terminal)         | 13    | 14%           |
| Decrease fares (change fare policies)        | 10    | 10%           |
| Improved Evening & Weekend Service Frequency | 8     | 8%            |
| Improve Customer Service & Cleanliness       | 7     | 7%            |
| Improve Scheduling                           | 5     | 5%            |
| Longer Hours of Service                      | 4     | 4%            |
| Better / Improve Stop Locations              | 4     | 4%            |
| Improved Weekday Service Frequency           | 3     | 3%            |
| Implement Holiday Service                    | 1     | 1%            |



| Response                                 | Count | % of Comments |
|------------------------------------------|-------|---------------|
| Passenger Courtesy / Awareness Campaigns | 1     | 1%            |
| Total Comments                           | 96    | 100%          |

**Question #5: Do you have additional comments/suggestions/observations?**

Fifty (50) comments were given for this question. Generally the comments pertained to the customer service that passengers receive. **Table 3-5** summarizes comments for this question.

**Table 3-5: Conventional Transit Question #5 Responses**

| Response                                                           | Count | % of Comments |
|--------------------------------------------------------------------|-------|---------------|
| Poor Customer Service                                              | 9     | 18%           |
| Good Customer Service & Cleanliness                                | 7     | 14%           |
| Change Routes (eliminate loops & transfers)                        | 6     | 12%           |
| New vehicles                                                       | 6     | 12%           |
| Decrease fares (change fare policies)                              | 5     | 10%           |
| Passenger Courtesy / Behaviour                                     | 4     | 8%            |
| Other (safety concerns, accessibility concerns, improve amenities) | 4     | 8%            |
| Better / Improve Stop Locations                                    | 3     | 6%            |
| Improved Evening & Weekend Service Frequency                       | 2     | 4%            |
| Implement Holiday Service                                          | 2     | 4%            |
| Longer Hours of Service                                            | 1     | 2%            |
| Improved Weekday Service Frequency                                 | 1     | 2%            |
| Total                                                              | 50    | 100%          |

### 3.4.2 Specialized Transit Survey Results

Sixty-eight (68) web-based surveys were completed by Sault Ste. Marie residents to obtain their thoughts and feelings towards the City's ParaBus services. Fourteen (14) of these surveys were web based, while forty-four (44) responses received were returned paper responses. The questions for ParaBus surveys varied from stakeholder group to stakeholder group, therefore similar questions were aggregated for this exercise to form the following four questions:

1. How do you feel we can immediately improve our ParaBus service to meet your organization's needs?
2. Is there anything about our current ParaBus service that works for you?
3. What would you like to see change with the ParaBus service over the next 5 to 7 years?
4. Do you have additional comments / suggestions / observations?

The responses to each question are summarized in the proceeding section.

**Question #1: How do you feel we can immediately improve our ParaBus service to meet your organization's needs?**



Seventy-five (75) comments were recorded for this question. The number one area where ParaBus can improve its services offered is through improving the current reservation policy for non-medical purposes and weekend trips. Registrants would like to make reservations for social occasions, such as weddings, well ahead of time rather taking their chances with the existing policy that states that rides for non-medical appointments can only be booked on the same day, if there is a vehicle available. It is also highly perceived among ParaBus registrants that there is a lot of unmet demand due to capacity constraints of the service. **Table 3-6** summarizes comments for this question.

**Table 3-6: Specialized Transit Question #1 Responses**

| Response                                                        | Count | % of Comments |
|-----------------------------------------------------------------|-------|---------------|
| Improve Reservation Policy for Non-medical and weekend purposes | 17    | 23%           |
| More Service to meet demand                                     | 14    | 19%           |
| Improve Reservation Process (easier, less time on hold)         | 9     | 12%           |
| Service Area Coverage                                           | 7     | 9%            |
| Improve on-time performance                                     | 7     | 9%            |
| Longer Service Hours                                            | 4     | 5%            |
| Improve Service Utilization (Use All Seats Available)           | 3     | 4%            |
| One-on-one assistance                                           | 3     | 4%            |
| Improve Weekend & Holiday Service                               | 2     | 3%            |
| Decrease cost                                                   | 2     | 3%            |
| Change Registrant Requirements                                  | 2     | 3%            |
| Driver Safety                                                   | 1     | 1%            |
| Be available for group outings                                  | 1     | 1%            |
| Remove advertising                                              | 1     | 1%            |
| Accommodate Last Minute Requests                                | 1     | 1%            |
| Implement an Inquiry Hotline                                    | 1     | 1%            |
| Total                                                           | 75    | 100%          |

**Question #2: *Is there anything about our current ParaBus service that works for you?***

Seventy-five (75) comments were recorded for this question. ParaBus customers are extremely satisfied with the high quality customer service provided by ParaBus operators. ParaBus users also really enjoy that door-to-door service exists exclusively for their use at a reasonable price. **Table 3-7** summarizes comments for this question.

**Table 3-7: Specialized Transit Question #2 Responses**

| Response                                | Count | % of Comments |
|-----------------------------------------|-------|---------------|
| Good Customer Service                   | 21    | 28%           |
| That Service Exists                     | 13    | 17%           |
| Door to door service                    | 10    | 13%           |
| Booking Policy for Medical Appointments | 10    | 13%           |
| Reasonable Fare                         | 9     | 12%           |



| Response                  | Count | % of Comments |
|---------------------------|-------|---------------|
| Promptness                | 9     | 12%           |
| Service Area Coverage     | 1     | 1%            |
| Holiday Service           | 1     | 1%            |
| Attendant can travel free | 1     | 1%            |
| Total                     | 75    | 100%          |

**Question #3: What would you like to see change with the ParaBus and conventional transit service over the next 5 to 7 years?**

Sixty-nine (69) comments were recorded for this question. Based on the responses received, the number one need for improvement is more service to meet the high level of perceived unmet demand. Other customers would like to see improvements to the reservation process such as extra dispatchers and operators to shorten “on hold” times and busy signals. An interesting response received by many customers is that passengers would like to see service better utilized by having more than one person per vehicle per trip – ride sharing for those who have similar trips should be considered. **Table 3-8** summarizes comments for this question.

**Table 3-8: Specialized Transit Question #3 Responses**

| Response                                                        | Count | % of Comments |
|-----------------------------------------------------------------|-------|---------------|
| More service to meet demand                                     | 27    | 39%           |
| Improve Reservation Process (easier, less time on hold)         | 6     | 9%            |
| Improve fleet                                                   | 6     | 9%            |
| Improve Reservation Policy for Non-Medical and Weekend Purposes | 5     | 7%            |
| Improve Service Utilization (Use All Seats Available)           | 4     | 6%            |
| Other (Stop locations, temporary registrants)                   | 4     | 6%            |
| Keep Fares Reasonable                                           | 3     | 4%            |
| Larger Service Area Coverage                                    | 2     | 3%            |
| Change Registrant Requirements                                  | 2     | 3%            |
| Improve on-time performance                                     | 2     | 3%            |
| Accommodate last minute requests                                | 2     | 3%            |
| Improve Accessibility of Conventional Services                  | 2     | 3%            |
| Remove Advertising                                              | 1     | 1%            |
| One-on-one Assistance                                           | 1     | 1%            |
| Allow caregivers on bus                                         | 1     | 1%            |
| More public input                                               | 1     | 1%            |
| Total                                                           | 69    | 100%          |



**Question #4: Do you have additional comments / suggestions / observations?**

Twenty-eight (28) comments were received for this question. As with Question 2, ParaBus customers value the quality customer service offered by ParaBus operators. However, there are some customers who would like to see an easier reservation process. **Table 3-9** summarizes comments for this question.

**Table 3-9: Specialized Transit Question #4 Responses**

| Response                                                        | Count | % of Comments |
|-----------------------------------------------------------------|-------|---------------|
| Good Customer Service                                           | 11    | 39%           |
| Reservation Process is Difficult                                | 4     | 14%           |
| Improve on-time performance                                     | 2     | 7%            |
| Change Registrant Requirements                                  | 2     | 7%            |
| Improve fleet                                                   | 2     | 7%            |
| Reasonable Fares                                                | 2     | 7%            |
| Other (training for new staff, noticed improvements)            | 2     | 7%            |
| Wait for slow passengers                                        | 1     | 4%            |
| Implement holiday service                                       | 1     | 4%            |
| Improve Reservation Policy for Non-Medical and Weekend Purposes | 1     | 4%            |
| Total                                                           | 28    | 100%          |



## 4. SAULT TRANSIT OPERATIONS REVIEW

HDR reviewed the objectives of the Sault Transit Operations Review with municipal staff and concluded it would consist of the following components:

- Review of the Sault Transit performance between 2006 - 2010.
- Update the Sault Transit Policy Framework in place.
- Identify opportunities to improve transit services based on the priorities established during the stakeholder consultations.
- Update the fare pricing policies and revisit the use of 'smart card' technology.
- Address infrastructure needs relative to adapt to municipal growth.
- Update the 10-year Transit Asset Management Plan to include rolling stock, maintenance needs, bus stop and terminal improvements, and technology needs.
- Meet Accessibility for Ontarions Disability Act (AODA).

### 4.1 2006-2010 Transit Report Card

#### 4.1.1 Ridership and Service

Based on the information presented in **Section 2**, Sault Transit offers a reasonable level of service when compared to municipalities of similar size. Additionally, the level of investment in transit service from the city compares favourably with other municipalities. Generally, Sault Transit offers an adequate level of service to Sault Ste. Marie residents and continues to adapt to future growth in a fiscally responsible manner.

As documented in **Table 4-1**, Sault Transit has seen impressive growth in its ridership between 2006 and 2010, with an 18% increase in ridership from 2006 to 2010. This translates into an annual growth rate of about 3.5%. The increase in ridership indicates that the population is generally satisfied with the transit service.

**Table 4-1: Year to Year Ridership**

| Year               | Ridership | Year to Year % Growth |
|--------------------|-----------|-----------------------|
| 2006               | 1,659,820 |                       |
| 2007               | 1,654,788 | 0%                    |
| 2008               | 1,830,535 | 11%                   |
| 2009               | 1,904,180 | 4%                    |
| 2010               | 1,962,881 | 3%                    |
| Overall            |           | 18%                   |
| Annual Growth Rate |           | 3.4%                  |

The 2006 operations review recommended additional hours of revenue service for Sault Transit between 2006 and 2010 to meet growing demands on the system. These recommendations are compared with the actual hours of service offered over the same period in **Table 4-2**.



**Table 4-2: Recommended vs. Actual Revenue Hours of Service**

| Year | Recommended Annual Revenue Hours of Service | Actual Annual Revenue Hours of Service |
|------|---------------------------------------------|----------------------------------------|
| 2006 | 79,120                                      | 80,198                                 |
| 2007 | 83,500                                      | 80,198                                 |
| 2008 | 85,050                                      | 81,951                                 |
| 2009 | 89,600                                      | 82,916                                 |
| 2010 | 90,900                                      | 83,353                                 |

Due to budgetary and vehicle constraints, Sault Transit has not been able to implement the additional hours of revenue service recommended in the 2006 study. Due to budgetary constraints, the rising costs of fuel and vehicle maintenance and the deep discount fares offered to students (i.e. Youth Pass), Sault Transit has held back service expansion improvements.

From an operational perspective, Sault Transit offers a reasonable level of transit service. Based on the survey results presented in **Section 3**, passengers feel that Sault Transit is convenient and easy to use, buses adhere to their schedules for the most part and the services cover a significant portion of the City. The use of timed transfers and transfer points, while not ideal for many, works as planned and is not a source of major complaints.

The aging vehicle fleet is a source of concern and discomfort for many passengers as the fleet's condition and cleanliness were areas of complaint during the community surveys. While the fleet's condition does not directly affect the passenger's trip, it does have an impact on the passenger's experience.

#### **4.1.2 Sault Transit Performance**

There are metrics that were measured to see how Sault Transit has performed relative to performance goals identified during the 2006 review. The performance goals set out in the 2006 review and where Sault Transit was in 2010 versus 2006 are summarized below:

***Performance Goal: Effectiveness***

- Increase transit use by 15% - from 22.3 to 25.6 trips per capita by 2010.

**Result:** Sault Transit increased its transit use by 26% - from 22.3 to 28.1 trips per capita in 2010 (excellent performance growth!).

***Performance Goal: Efficiency***

- Increase service utilization use by 10% from 20.4 to 22.4 passengers per hour of service by 2010.

**Result:** Sault Transit increased its service utilization by 15% from 20.4 to 23.4 trips per revenue hour in 2010 (excellent efficiency improvement!).



**Performance Goal: Financial**

- Increase the revenue to cost (R/C) ratio from 42% to 45% by 2010.

**Result:** Sault Transit's R/C ratio decreased from 42% to 28% in 2010; however this is due to conscious political decisions and the provision of additional service despite rising costs such as fuel and vehicle maintenance.

### 4.1.3 Improving Schedule Adherence

Sault Transit has a reputation with its customers for its strong on-time performance; however, public schedules only contain departure times from the route end point such as the downtown terminal. This is somewhat frustrating for customers that live along the route as they cannot predict when exactly a vehicle will arrive to pick them up. Intermediate times should be provided.

By providing accurate midpoint times to customers and adhering to them, less wait time will be required and missed buses can be avoided. Time points should be provided every five to ten minutes along a route at key intersections. These timing points should be monitored to ensure that what is being advertised by Sault Transit reflects what is happening on the street.

**Recommendation:**

- Sault Transit should include publicized time points in their public schedules.

## 4.2 Sault Transit Policy Framework

Transit policy drives the decision-making process by providing transit management and political decision-makers with the tools needed to support service recommendations and to maximize transit growth opportunities, while maintaining cost effectiveness. Setting policies early also drives the planning process and clarifies, for example, whether service changes should be designed to expand the system and target new riders, or whether existing funding levels should be reallocated to better serve existing customers. It is important to ensure that the policies reflect input from all stakeholders, including both transit users and non-transit users.

The policy framework consists of:

- **Goals and Objectives** that provide general policy direction for the community.
- **Service Standards** to assist in determining where service will be provided, when service will be provided, and how it will be provided.

### 4.2.1 Goals and Objectives

Through the consensus-building process that the consultant team advocated throughout the study, HDR developed a number of goals and objectives based on the vision and mission statement developed by the Transit Focus Group. Only the performance goals required updating to guide the next five years.



### **Vision Statement**

The preferred future of public transportation in Sault Ste. Marie:

*“Sault Transit will increase transit ridership and provide a local public transportation system that is supported by residents, academic institutions and the business community.”*

### **Mission Statement**

The purpose of Sault Transit”

*“To provide safe, efficient and environmentally friendly public transportation services that support the economic vitality, growth, environmental sustainability, and health of the community.”*

To support the transit vision, a number of goals and objectives were developed.

### **Service Goals**

To provide a public transportation system as a viable alternative to the automobile in the City of Sault Ste. Marie to:

- Improve the quality of life of residents who do not have access to an automobile.
- Improve pedestrian access to transit service.
- Meet the travel demand generated by various target markets in the employment, academic, commercial, medical, and service industries.
- Recognize that transit is an integral component of urban growth.

### **Performance Goals (Updated)**

Transit performance targets have been established for the next five years:

- **Effectiveness:** Increase transit use by 10% - from 28.1 to 31.0 trips per capita by 2016.
- **Efficiency:** Increase service utilization use by 10% from 23.4 to 25.7 passengers per hour of service by 2016.
- **Financial:** Increase the revenue to cost (R/C) ratio from 28% to 35% by 2016.

The performance targets identified can be adjusted, as required, and are designed to be slightly out of reach to ensure continuous improvement is sought to help ensure ridership growth initiatives are balanced with fiscal responsibility.

### **Service Area Objective**

Sault Transit should provide service within the urbanized area of the Sault Ste. Marie.

### **Service Objective**

The minimum frequency of service and service hours to be provided shall be adequate to meet the various target markets within the community.

## **4.2.2 Transit Service Standards**

The goals and objectives provide a general policy direction for the City to follow with respect to the provision of Transit service. Transit service standards are needed to guide Sault Ste. Marie Transit in determining when transit service will be provided, how frequent it will be provided and how it will be provided through:



- A framework for making rational decisions on the level and quality of service in the community.
- Increased public awareness of the philosophy of service and growth for Sault Ste. Marie Transit.
- A strong commitment by Council to maintain service standards within the context of balancing social and environmental objectives with fiscal responsibility.
- A high degree of acceptance for Transit expenditures since the decision-making process will be perceived as fair.

### 4.2.3 Transit Service Level Policies

Recognizing fiscal restraint and the need for an expanded and sustainable public transportation system, there must be a balance between providing a desirable high level of service and affordability. The service level policies have been designed, within reason, to enable residents that are captive to transit to expect a minimum level of service.

#### **Minimum Service Hours<sup>5</sup>**

The minimum hours of service operation to accommodate the various target market groups identified shall be:

- 5:30am – 12:30am weekdays
- 7:00am – 12:30am Saturdays
- 7:00am – 12:30am Sundays

#### **Minimum Frequency of Service<sup>2</sup>**

Service shall be provided every 30 minutes Monday through Saturday and a minimum of every 60 minutes during evenings and all day Sunday.

#### **Minimum Service Coverage<sup>2</sup>**

- 95% of residents within the urbanized area of Sault Ste. Marie shall be within a 450m walk (approximately five minutes) of a bus route.
- Conventional bus service shall be provided to new subdivisions with 400 households or 1,000 residents; alternative forms of service delivery shall be considered for new subdivisions that do not meet the criteria.
- Areas outside the urban area should be provided with a low cost form of service delivery such a TransCab at least two days per week.

#### **Route Design<sup>2</sup>**

- All routes shall be provided in both directions to the extent possible. One-way service loops beyond 2km are unacceptable.
- Routes shall be located along major arterial and collector roads and only be provided along local residential roads in order to meet walk distance guidelines.

#### **Route Performance**

- Conventional transit routes must have a minimum 10 passengers per hour.

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<sup>5</sup> These standards are minimum guidelines only and do not take into account what may or may not be financially feasible.



- TransCab service should carry at least two persons per trip on average.

#### 4.2.4 Land Use Design Guidelines

The efficiency and effectiveness of public transportation (conventional and specialized) is dictated by the degree to which land use design policies support transit operations and sustainable development initiatives. By applying proven transit supportive land use guidelines, the City of Sault Ste. Marie will be able to avoid the costly mistakes of other larger municipalities. The guidelines address:

- Acceptable walk distances from developments to existing and future transit services.
- Accessibility infrastructure.
- Incorporating transit-supportive guidelines in the development approval process.

Highlights of the policies are:

- Bus Stop Locations.
  - That the location of bus stops be co-coordinated with the design of walkways, intersections and development in order to minimize walk distances and provide for reasonable bus stop spacing.
- Walk Distances.
  - 95% of all dwelling units should be within a 450m walk distance of an existing or future bus stop with 66% of the dwelling units within a 300m walk distance of the bus stop
  - All multiple dwelling units should be within a 300m walk distance of an existing or future bus stop.
  - All institutional development should within a 150m walk distance of an existing or future bus stop (NEW).
- Walkway Locations.
  - That walkways be provided such that walking distances from the residences of a subdivision to existing or future transit routes are minimized.
- Acceptable Transit Routes.
  - Transit routes can be provided on arterial roads and major collectors which have reasonable through access: not on crescents or cul-de-sacs. A nine metre pavement width is the minimum acceptable for transit routes.
  - Arterial and major collector 'through' roads should be spaced no more than 900m apart to allow adequate transit route coverage of future residential developments.
  - Provision should be made to minimize the length of one-way transit loops. One-directional loops longer than 2km are unacceptable.
  - Provision for temporary transit vehicle turning circles must be provided, where necessary, to allow transit route phasing to coincide with development phasing. A minimum 15.2m radius is required for the turning circle.
- Transit Route Length.
  - Road layouts in residential developments should be designed such that transit routes require a maximum of 1km of transit route per 1,000 residents served.
- Trade-Offs.
  - That land use / transit co-ordination is a necessary and valuable goal recognizing that, in the implementation of the design objectives, trade-offs may exist in some instances with other planning, engineering and environmental considerations.



- That secondary plans and draft plans of subdivisions recommended by staff shall reflect efforts used in trying to achieve the transit guideline objectives.

#### **4.2.5 Sault Transit Accessibility Policies**

Changes in health care services (e.g. consolidation of programs) and the trend to greater outpatient service have increased travel needs for people with disabilities. The rate of mobility disability in the population increases substantially with age. As a greater segment of the population reaches age 65 and beyond and life expectancies continue to rise, there will be a proportionate increase in travel by persons with disabilities. One way to provide additional capacity for ParaBus is the ability for some ParaBus customers to use Sault Transit.

Strategies have been developed to provide a framework for the future:

- All conventional transit vehicles shall be low floor wheelchair accessible.
- Land use design guidelines shall be designed to maximize accessibility to bus stops.
- ParaBus clients and attendants, if required, shall be able to use Sault Transit's conventional transit service at no cost.
- The current travel training program should continue to train and encourage the elderly and disabled to use conventional transit whenever possible, thereby enabling ParaBus and accessible taxis to better serve those that have no choice.

#### **4.2.6 Transit Fare Policies**

Recognizing that many transit users are captive and have no access to an automobile, transit fares must be affordable and fare policies should be conducive to attracting customers. Generally, trade-offs will be needed to balance the service provided with the estimated ridership revenue, recognizing the need to balance ridership growth strategies with fiscal responsibility.

##### **Pricing Strategies**

- The more frequently transit is used, the higher the customer discount.
- Free transfers within 90 minutes in any direction and on any route.
- Adult passes would be transferable.
- U-Pass negotiations with Algoma University and Sault College should be re-started.
- Introduction of a lower-cost high school student pass for after school hours and weekend travel; a suggested pass cost would be 10-15 times the cost of a ticket price.

##### **Future Fare Increases**

The cost of doing business increases with inflation and is increasingly vulnerable to spikes that occur in fuel prices.

- Transit fares should keep pace with inflation as a minimum.
- Cash fares should be the same for all passengers to encourage discount forms of fare payment, which encourage transit use.
- The unit price of a multi pass should be approximate 80% of the cost of the cash fare.
- Adult passes should be based on about 40 trips per month x the unit price of a Multi pass fare.



### **Ease of Fare Payment – Smart Card Technology**

In 2005, Sault Transit determined there was a business case to support the purchase and installation of an e-purse farecard system (known as “smart card”) that would eventually replace all forms of fare payment except cash and paper transfers. The technology will not require the replacement of the recently installed electronic registering fareboxes as other suppliers offer stand-alone smart card readers that can be purchased for about \$3,000 to \$5,000 per bus.

Currently, the pre-purchased 20-ride e-pass and 31 day unlimited use pass are used as a discount form of fare payment. Once the pass is inserted and validated, the passenger receives a paper transfer. Smart card technology is intended replace the need to insert the pass and print transfers. This saves time. To put the time savings into perspective, it has been assumed that a passenger that boards with punch pass requires approximately 6 seconds per transaction while a smart card customer requires less than two seconds to verify payment or validate a transfer. This would mean that if 30 passengers switched from cash or a punch pass to a smart card for a typical 30 minute one-way trip, 180 seconds (three minutes) would be saved in travel time. This would allow a bus to serve a larger residential area at no additional cost. Schedule adherence would also improve.

### **Universal Pass**

Sustainable revenue sources provide transit systems with the ability to plan and grow based on predictable revenue sources. Universal fare policies such as the “U-Pass” for colleges and universities have proved to be a boon for many transit systems due to major student ridership increases when introduced. The concept consists of a deep discounted pass that is a mandatory purchase for all students, whether or not they would use the pass every day.

Sault College and Algoma University should be approached as soon as possible to revisit the recommendation to introduce a U-pass as soon as possible. The previous student referendum was unsuccessful; however, the vote was very close and obtaining approval in a first referendum is not uncommon.

### **Youth Pass**

A recommendation from the 2006 Ridership Growth Plan was the implementation of a Youth Pass geared to high school students for transit use outside of school hours (evenings and weekends) for a nominal fee. This solution, unique to the Canadian transit industry, was viewed as a method to attract Sault Transit’s future customer base. However, the pass is now valid at all times, thereby providing a costly deep discount. Simply put, it has been an overwhelming success in terms of use which, in turn, has reduced revenues significantly.

There was also an issue with the use of the youth pass by customers that are adult. Given the concentration needed by bus operators when driving their bus, bus operators have little time to check the validity of the youth pass.

It is suggested that if the youth pass is to be for unlimited use and the City of Sault Ste. Marie consider two options:

- Keep a low-cost pass in place but limit the use to after school hours.



- Increase the cost of the pass over several years to reflect the proposed fare pricing strategy (i.e. 40 times the \$1.75 single ride cost of the student multi-pass = \$70).

**Recommendations:**

- Sault Transit purchase smart card technology when funds permit.
- The City of Sault Ste. Marie should restart negotiations with Algoma University and Sault College to have a second referendum to introduce the U-Pass program.
- Sault Ste. Marie re-purposes the Youth Pass and re-structure the Youth Pass to follow the above Fare Pricing Policy guidelines.

## 4.3 5-Year Transit Service Plan

The growth of the City of Sault Ste. Marie has primarily taken place north of Second Line East and this will continue. This will create an opportunity to restructure transit routes so that routes are more direct, transfers would be more convenient and more opportunities exist to provide alternative low-cost forms of service delivery. It was determined that HDR would review, at a high level, service concepts that should be investigated in the future and the service improvements that can be undertaken during the interim.

### 4.3.1 Proposed Transit Service Improvements

Given that the transit system will require a redesign of services to adapt to a second terminal and possibly satellite terminals in the near future, the service plan will assume that the current infrastructure is in place (i.e. business as usual) and the policy framework is applied relative to service design and fares.

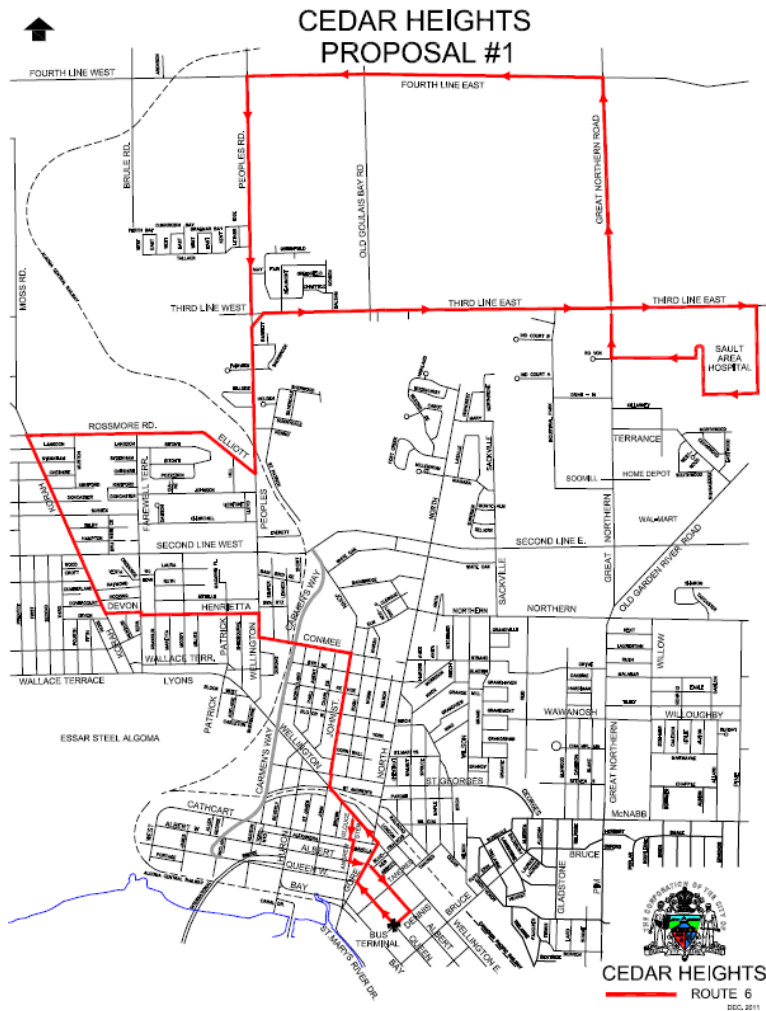
Based on the stakeholder consultations and best practices reflected in the policy framework, the following service improvements are recommended.

#### 4.3.1.1 Route #6 Cedar Heights and Route #2 Steelton

The main reason transit ridership is low on this route is because the route is provided in one direction only and service is only hourly. The relative demand and financial performance is poor primarily because the route travels along sparsely populated corridors (Peoples, Fourth Line East and Great Northern); this section of the route does not meet minimum population criteria (i.e. 1,000 residents per 1km of route). Also, with the opening of Third Line East between Peoples and Great Northern, consideration should be given to rerouting service to Third Line East.

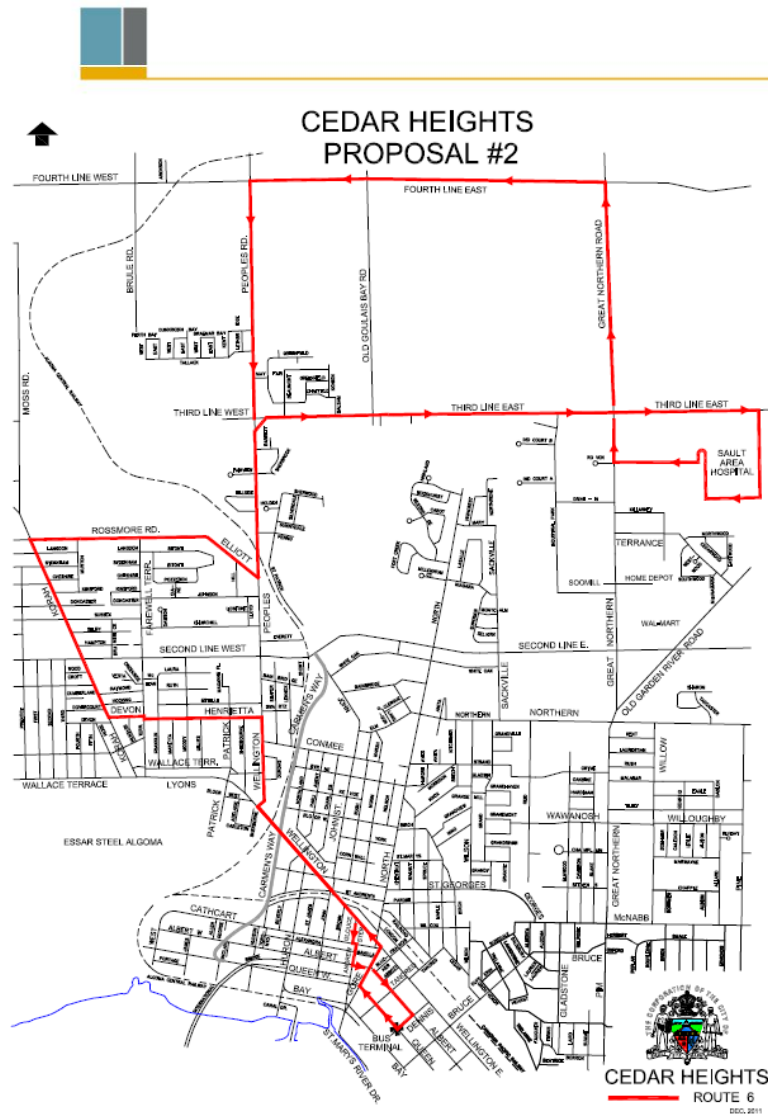
Sault Ste. Marie staff has prepared two route concepts intended to reduce one-way service. Both proposals utilize Third Line East between Peoples and Great Northern, rather than Second Line to avoid duplication of service. The only difference between the two proposals is that Proposal 1 heads north on John Street and west on Conmee before proceeding westbound on Henrietta, while Proposal 2 has the route travelling westbound on Wellington.

The two proposed route concepts for Route 6 are illustrated in **Exhibit 4-1** and **Exhibit 4-2**.



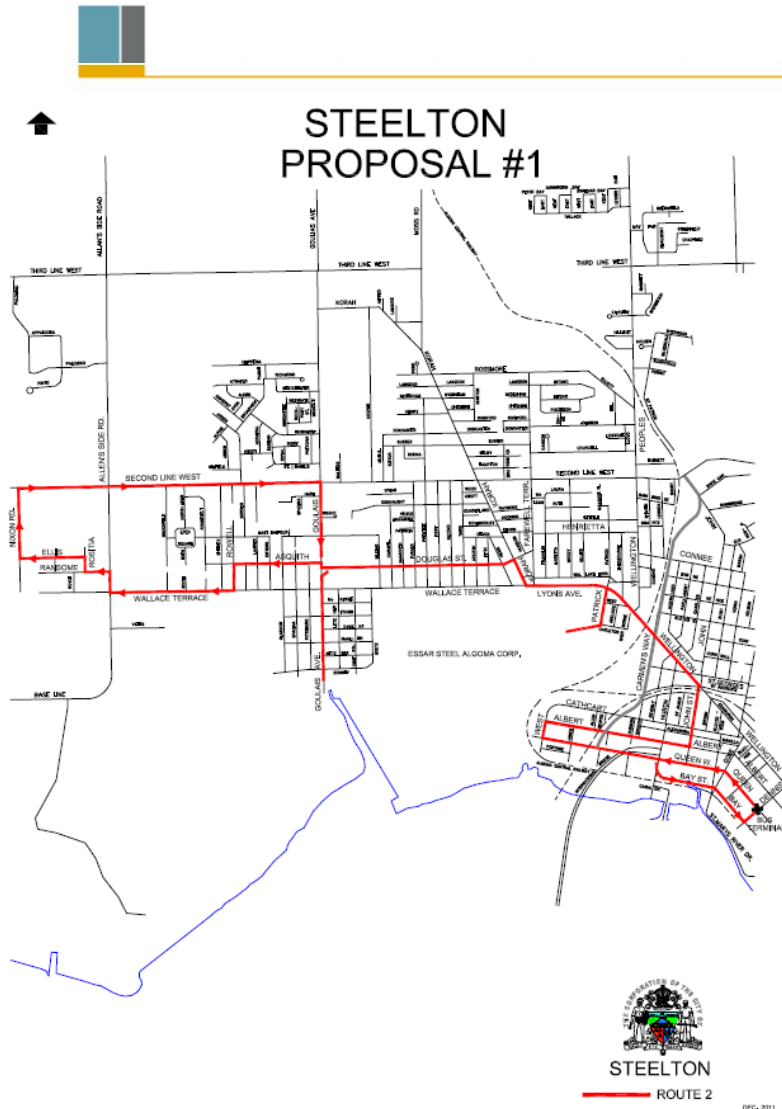
**Exhibit 4-1: Route #6 Cedar Heights Route Concept Proposal #1**





**Exhibit 4-2: Route #6 Cedar Heights Route Concept Proposal #2**

Since the two proposed route concepts for Cedar Heights would require a loss of service along either John and Conmee or Wellington, Sault Transit staff identified modifications to the Route #2 Steelton route to ensure that these corridors are still well-served by transit. These new route concepts are presented below in **Exhibit 4-3** and **Exhibit 4-3**. It should be noted that these proposals complement the Cedar Heights proposals (i.e. Cedar Heights Proposal 1 is tied to Steelton Proposal 1).



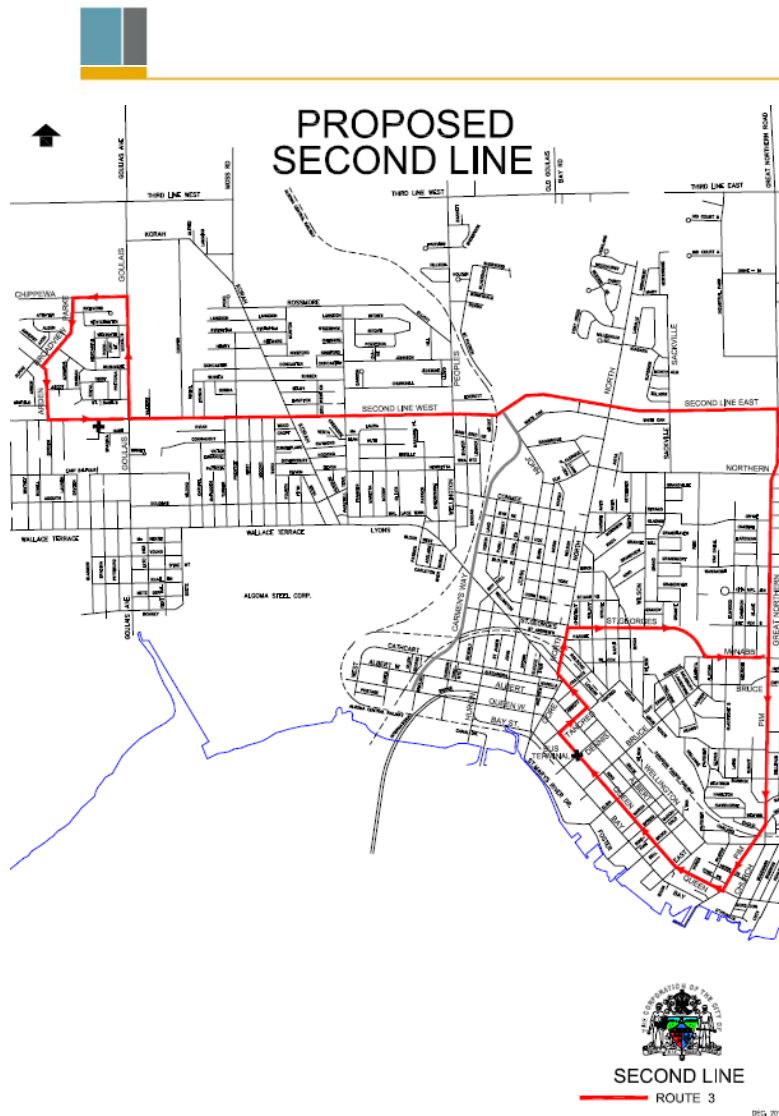
**Exhibit 4-3: Route #2 Steelton Route Concept Proposal #1**



The level of service on Route #2 Steelton is appropriate, serving the Essar Plant Gates 1 and 2, which require significant deviations that cannot be avoided. However, the large one-way loop (Goulais, Wallace, Nixon, and Second Line West) exceeds maximum one-way loop lengths of 2km; this requires significant out-of-direction travel that should be avoided. In the long term, Route #2 Steelton should be provided with two-way service every hour along Goulais, Wallace, Nixon, and Second Line West, maintaining the overall half-hour service all day.

In addition to changes to the Route #2 Steelton, Route #7 North Street needs to be re-designed as well to accommodate the changes for Route #6 Cedar Heights. The Route #7 re-design involves a slight deviation from its original routing via Terrance and Old Garden River. This change is reflected in **Exhibit 4-5** below.





**Exhibit 4-6: Route #3 Second Line Proposed Re-Design**

#### 4.3.2 Summary of Transit Route Changes

The route modifications discussed above, with the exception should be taken to the public though regular notices as per the proposed marketing plan and presented at a public open house for input before a final decision is made.

##### **Recommendation:**

- Route #3 Second Line should be rerouted from the downtown terminal in the outbound direction from Second Line to right on Tancred Street to left on Wellington Street E. then follow normal routing.
- Route #2 Steelton, Route #6 Cedar Heights and Route #7 North Street redesign and service options be presented to the public for input before being finalized and presented to Council for budget approval.



#### 4.3.2.1 Community Bus Route

The nature of a community bus route is to provide service from many origins to many destinations, serving the needs of those that are travelling for non-work trip purposes where travel time or directness of travel is not a priority. Two community bus routes were provided by Sault Transit and have been combined into one. It takes time for a new transit route and service to mature. The route should be assessed over the first 12 months to determine whether or not major changes are required, notwithstanding the fact that the route may be modified from time to time as the service matures.

At the same time, there was a need discussed during the consultation process relative to providing a low floor community bus with multiple wheelchair positions to better meet the demand for more mobility devices. There are now 9.1m (30') low floor community buses available that can meet this need, which are far less expensive than a 12.2m (40') conventional transit bus to purchase and operate. They are also more manoeuvrable for accessing senior's homes, recreation centres, medical facilities, and shopping centres.

Given the nature of the service, ParaBus could operate the low floor community bus, which would be available to all residents. The vehicle can be used in regular community bus service and be available for group trips outside of community bus service hours. The cost of the community bus service can be included in either the Sault Transit budget or ParaBus budget.

##### **Recommendations:**

- Sault Transit reviews the performance and public acceptance of the current community bus route after a 12-month trial period.
- ParaBus consider purchasing a new low floor community bus for the community bus route to replace the conventional transit bus.

#### 4.3.2.2 Expansion of TransCab Service

Sault Transit's policy is to provide service within the urban areas of the City only or there population reaches certain thresholds (i.e. meet minimum 400 households). Unfortunately, some areas of the City do not meet these criteria. For those unable to drive, no affordable option exists and limits their ability to travel, eroding their quality of life. As the population continues to age, this issue will be accentuated.

An alternative is available to conventional transit, namely Sault Transit's TransCab service, which has proven successful in that it reduces the hourly cost of service significantly, by more than 50%. Sault Transit currently provides TransCab service to the area west of Peoples Road during selected hours. The cab will follow a designated route, on a regular schedule, and pick up passengers at designated stops. Currently, Sault Transit has a budget of \$77,235 per year for TransCab service.

During the stakeholder consultations, there was a request to expand bus service to Root River Trailer Park. Since conventional transit is clearly not cost justified, the option of providing TransCab service is more appropriate.



The TransCab service is paid on a consecutive hourly basis. HDR recommends another option for the more rural areas of the City.

One concept that has worked elsewhere is that taxis can, for example, provide four trips per day from one area. If a round trip is 30 minutes and service is provided every two hours, then the taxi operator is compensated for 30 minutes on each trip. Providing service on four round trips (two hours paid per day), two days per week would cost about \$8,000 per year. The revenue received based on 4 passengers per round trip would approximate \$1,500 to \$2,000 for a net cost of \$6,000.

**Option 1 (Fixed Route Shared Ride Taxi):** This is similar to the TransCab arrangement with one exception. Taxi operators travelling to / from an outlying area to a bus transfer are hired based on pre-determined actual travel times. If the TransCab provides service from a residential area to the hospital within, for example, 30 minutes and provides service every two hours over an eight hour period, then the taxi operator is compensated two hours for the day (four roundtrips x 30 minutes).

**Option 2 (Reservation-Based TransCab Concept):** In a remote area where fixed route TransCab service is not justified, there is an option whereby the resident would pay a premium for door to door service (e.g. \$3.00 or more) at specific times of the day and on select days (e.g. two days per week). The taxi would be shared with others, if there is more than one request. The service would be timed to enable transfers to Sault Transit buses. On the reverse, the bus operator would be requested by the customer to contact Transit Dispatch or the TransCab driver to be present at the transfer point. Transfers would be provided free on the inbound, while the difference in the transit fare and TransCab cost would be paid to the TransCab Driver. Alternatively, a special ticket could be produced.

**Recommendations:**

- Sault Transit should continue with the use of taxis and explore additional opportunities to expand the TransCab service based on a revised formula that compensates the service provider for only the time travelled or for a fixed cost per trip.
- Sault Transit staff should negotiate the expansion of TransCab service to Root River Trailer Park as a priority expansion of TransCab service. This would be reassessed after 12 months.
- Sault Transit should increase the TransCab budget by \$8,000 per year to provide service to Root River Trailer Park.

It should be noted that TransCab service is designed to complement conventional transit service rather than replace it. Without TransCab service, no service could be cost justified based on the performance criteria that needs to be met. Ultimately, TransCab service helps build ridership growth system-wide and will result in growth of conventional transit use by the public.



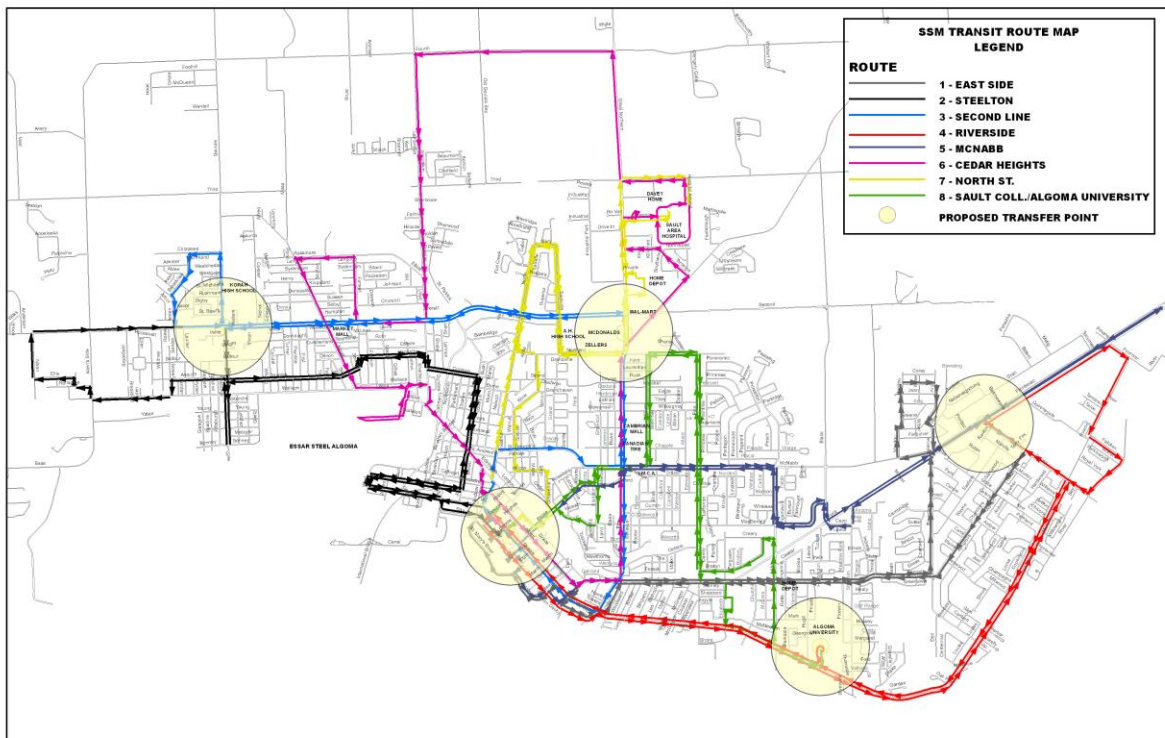
### 4.3.3 Future Route Restructuring

Sault Ste. Marie's layout and predictable traffic appears to support the development of a Timed Transfer System (TTS), which has the following characteristics:

- Satellite bus terminals (i.e. outside the downtown terminal) would be spaced about 15 to 20 minutes apart so buses can meet every 30 to 40 minutes.
- Located at activity hubs such as shopping centres and institutions; these are also referred to as 'mobility hubs'.
- Comfortable and secure customer facilities (e.g. benches, heated shelters, security cameras, enhanced transit system information, etc.).
- Multiple (more than two) routes would converge at the same time to accommodate quick transfers.
- Satellite terminals can be used to integrate with low cost methods of service delivery such as TransCab, which can serve outlying areas that do not merit conventional transit service.
- Reduces overall transit travel time and enhances service reliability by enabling, for example, 90% of passengers to get where they want to go within 30 minutes (i.e. one transfer only).
- Encourages development intensification (i.e. mobility hubs).

**Exhibit 4-7** provides a high-level Timed Transfer Terminal concept for illustration purposes only. You will note that the circled areas represent an approximate location for new terminal facilities or enhancing what is there today (i.e. downtown terminal).





#### Exhibit 4-7: Time Transfer Terminal Concept

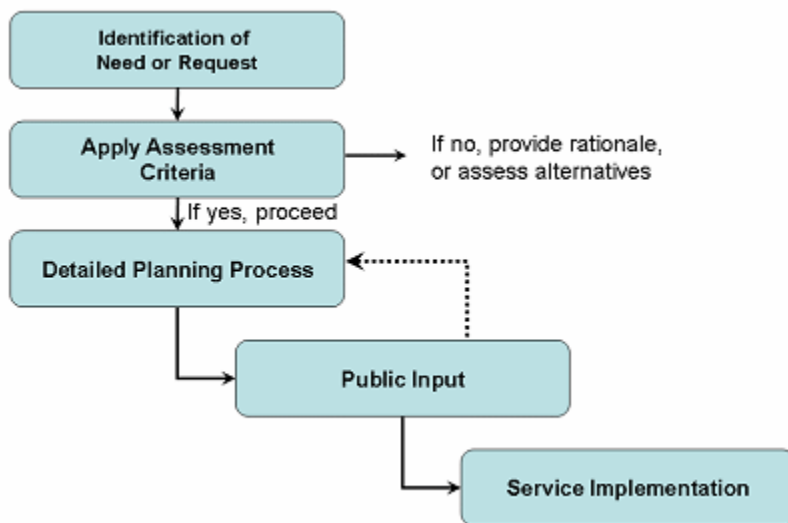
Regardless of the potential feasibility of a TTS, there is a clear need to have terminal or comfortable transfer area in the north central portion of the City (e.g. near Sault College or Zellers Plaza). This would provide more direct travel for existing and future transit customers and attract new customers by making bus travel more direct, comfortable and convenient.

#### Recommendation:

- Sault Transit should investigate a new route structure based on a second bus terminal in the north central area of the city, complemented by an assessment of the viability of establishing a Timed Transfer System.

#### 4.3.4 Service Implementation Process

When new service is to be added or when existing services are significantly changed, transit service standards and guidelines are typically applied. Therefore, a planning process that involves all stakeholders, including a properly implemented forum for front line staff input, would need to be in place. During the 2006 Ridership Growth Plan, HDR, in consultation with Sault Ste. Marie staff, developed a consultation and planning process, as illustrated in Exhibit 4-8.



#### Exhibit 4-8: Service Implementation Process

The aforementioned process should be used when there are significant changes to route design, when new routes are being proposed, and other major changes being considered. Before recommended route and service changes are finalized, Sault Transit should advertise the proposed changes and hold a local public open house in the service area affected to receive public input before service implementation steps are finalized.

### 4.4 2012-2016 Transit Service Financial Plan

Each year, Sault Transit prepares an operating budget based on the service policies established as a guide and to meet future growth in population and commercial development.

The Sault Transit Operations Plan is developed using 2011 (prorated) as the base year, with increases to reflect:

- Service changes as recommended.
- New performance targets.
- The 2012 introduction of an expanded TransCab service.
- The approved 2012 fare increase and the introduction of smart card technology in 2014.

Based on the City's planning department's predictions, Sault Ste. Marie is projected to grow to about 78,000 residents in 2016, representing a 0.6% growth rate from 2011. This growth rate is used to project future revenue hour needs. Ridership growth is calculated with a 2.5% growth rate, representing the additional rides required for Sault Transit to meet its efficiency performance target. Finally, the average fare in 2016 should be about \$1.30 so that Sault Transit can meet its financial goal, which is a R/C ratio of 35%. Therefore, the average fare must increase at least 3.2% per year.

The Sault Transit Financial Plan is given in **Table 4-3**.



**Table 4-3: Sault Transit Financial Plan**

| Revenue Hours and Passengers | Base Year    |              |              |              |              |              |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                              | 2011         | 2012         | 2013         | 2014         | 2015         | 2016         |
| Population                   | 75,500       | 75,964       | 76,431       | 76,901       | 77,374       | 77,850       |
| Revenue Hours                | 83,853       | 84,369       | 84,887       | 85,409       | 85,935       | 86,463       |
| Cost per Revenue Hour        | \$ 94.61     | \$ 94.61     | \$ 94.61     | \$ 94.61     | \$ 94.61     | \$ 94.61     |
| Additional TransCab Service  | \$ -         | \$ 8,000.00  | \$ 8,000.00  | \$ 8,000.00  | \$ 8,000.00  | \$ 8,000.00  |
| Total Cost                   | \$ 7,933,332 | \$ 7,990,115 | \$ 8,039,198 | \$ 8,088,582 | \$ 8,138,270 | \$ 8,188,264 |
| Revenue Passengers           | 1,962,881    | 2,012,333    | 2,063,030    | 2,115,005    | 2,168,289    | 2,222,915    |
| Average Fare                 | \$1.10       | \$1.14       | \$1.17       | \$1.21       | \$1.25       | \$1.29       |
| Passenger Revenues           | \$ 2,159,169 | \$ 2,284,974 | \$ 2,418,109 | \$ 2,559,002 | \$ 2,708,103 | \$ 2,865,892 |
| Net Investment (Subsidy)     | \$ 5,774,163 | \$ 5,705,141 | \$ 5,621,088 | \$ 5,529,580 | \$ 5,430,167 | \$ 5,322,372 |

## 4.5 Transit Asset Management Plan

In consultation with the City of Sault Ste. Marie and public stakeholders, a number of capital investments are required to enhance service delivery, improve accessibility and increase transit revenues.

### 4.5.1 Existing Conventional Fleet

The average vehicle age of the fleet is approximately 14 years. Ideally, the fleet should be modern, low floor design, and have an average age of nine years, which is 50% of the suggested 18-year life established by Sault Transit.

The fleet available is as follows:

- 1987 – 1 bus
- 1990 – 11 buses
- 1997 – 3 buses
- 1998 – 5 buses
- 1999 – 1 bus
- 2003 – 1 bus
- 2004 – 1 bus
- 2006 – 2 buses
- 2008 – 2 buses
- 2011 – 4 buses
- **Total: 31 conventional transit buses**

In 2005, Sault Transit had a fleet of 28 vehicles, meaning the fleet has increased by three vehicles; however, the average age of the fleet has increased from 10.5 years to 14 years, primarily due to the use of 1987 and 1990 vehicles. Breakdowns and vehicle unreliability have resulted in the need to have a larger fleet than would normally be needed, which must be considered in the fleet plan. Further, 12 of the 31 buses are not low floor and are 21 years of age or older. These buses should be replaced as soon as possible.



## **4.5.2 Transit Fleet Replacement and Expansion Program**

The Transit fleet is in various stages of planned replacement or refurbishment (see **Appendix C Current Fleet Plan**). The current fleet size is more than sufficient to meet service needs; however, due to the age of the fleet, more buses than normal are required due higher than normal breakdowns (identified by staff and confirmed by community stakeholders) and repairs associated with an aging fleet.

### **4.5.2.1 Fleet Size**

The appropriate fleet size for SAULT STE. MARIE Transit for the existing services would be 27 vehicles allocated as follows: 17 buses for fixed route service, five operating spares and five maintenance spares. Should ParaBus operate the community bus service, the conventional transit fleet complement is reduced to 30 buses from 31 at this time. This leaves three buses to be used as maintenance spares (five buses are ideal but eight will be required due to age of the fleet). Also, with service expansion recommended on Route #6 Cedar Heights and other service expansion associated with a revamped route network in the near future, the fleet size should at least be maintained but with newer vehicles.

It is further assumed that the objective of the fleet plan will be to balance the capital program so that there are no spikes in capital funds needed. For example, the eleven – 1990 MCI buses in the Sault Transit fleet will need to be replaced at roughly the same time. The replacement of these vehicles should be spread over a number of years, if possible. The three Orion VI buses purchased in 1997 will be the next set of vehicles to be replaced.

Sault Transit purchased four Nova Bus 12.2m low floor buses, which have a life expectancy of 18 years given the stainless steel body. This provides an opportunity to refurbish the mechanical and technological components of the buses given the expected longer life. Only time will tell; however, it is suggested that the bus replacement life cycle be changed from 12 years to 18 years. With a base fleet of 31 vehicles, the ideal replacement plan would require annual replacements of one to two vehicles per year (approximately 1.5 buses per year) estimated at \$530,000 per vehicle.

### **4.5.2.2 Fleet Accessibility**

The Accessibility for Ontarions Disability Act requires that all conventional transit vehicles be wheelchair accessible. Replacing all non low floor buses immediately is cost prohibitive (over \$6 million). Based on the recommended replacement schedule of one to two buses per year, the fleet will be 100% accessible by 2019.

### **4.5.2.3 Bike Racks on Buses**

During the study, it was clear that bike racks on buses are needed. Now that the technology is mature and provides much easier use, new buses should be equipped as a standard and the existing fleet should be retrofitted.

**Recommendations:**

- Establish a minimum fleet replacement plan based on 1.5 to 2 buses per year
- If funds are available, accelerate the replacement of buses older than 18 years to reduce maintenance costs, improve service reliability and enhance accessibility for those with mobility problems.
- The size of the transit fleet should be reassessed when the new route structure design is completed.
- Retrofit all buses and equip newer existing buses with bike racks.

### 4.5.3 Bus Stop Infrastructure

Bus stop infrastructure relates to the passenger boarding and alighting area, consisting of various amenities that can vary between bus stops, depending on demand and location. In order to meet accessibility requirements to improve customer comfort, the following bus stop and area improvements have been taking place since 2006:

- Ensure safe bus stop customer boarding and alighting areas are safe and accessible through hard surface material (concrete) at the front and rear doors, and are connected, where required, to sidewalks and walkways.
- Install bus stop shelters, where demand is greatest.
- Provide benches and waste receptacles.

The bus stop retrofit program has resulted in more accessible stops, with the number of bus stop shelters was increased from 46 to approximately 80 locations since 2006. This should continue. Bus stop benches can also be introduced to many locations where a shelter may not be warranted. Benches or shelters can be supplied by the private sector, in many cases, at no cost to the City. Sault Transit was recently approached to have benches installed at bus stop locations at no cost in exchange for advertising rights.

Given the harsh winter conditions, the installation of heated shelters has proven popular in many municipalities. The additional cost compared to non-heated shelters can vary. Heated shelters can cost from approximately \$20,000 each. It is suggested that the City consider purchasing heated shelters as funds become available.

**Recommendations:**

- That Sault Transit purchase and install at least one heated shelter per year.
- That the City of Sault Ste. Marie pursue advertising agreements that provides for the supply, installation and potential maintenance of bus stop benches at no cost to the City as a minimum.

### 4.5.4 Future Bus Terminal

There will be a need for a new off-street bus terminal and potential other satellite bus terminals to complement the role of the existing Downtown Bus Terminal. This would help provide more direct travel to many destinations in the City. During the consultation process, it was determined that a location in proximity to the Zellers Plaza and Sault College should



be considered. It is also in the City's best interest to identify lands that can be considered and held by the City until a future terminal is constructed. This task should be tied to the investigation into the feasibility of a Time Transit System or route network redesign.

During the interim, Sault Transit can address terminal security and on-street supervision issues by locating the Transit Inspector to the downtown terminal as the base office location during the service day rather than from the Huron Street garage. This enables the Transit Inspector to be more readily accessible to the public, available to support bus operators as required, and address operational issues and changes, as required. Incorporating the inspector's office within the existing building (e.g. canteen) should be considered.

**Recommendations:**

- The City of Sault Ste. Marie Planning Department work with Sault Transit to identify a future transit terminal site based on current land availability.
- Sault Transit should determine an appropriate low-cost solution to accommodate an on-site Transit Inspector within the existing downtown terminal building.

#### **4.5.5 Future Maintenance Facility**

The transit garage facility on Huron Street was built in 1983 and is in need of costly major repairs and upgrades. Given the aforementioned, capital improvements will need to be set aside for a new roof, new fuel storage tanks, additional hoists, additional office space, and other improvements. In addition, the southerly garage location on Huron Street is not central, which results in added travel times for buses travelling to and from the garage when beginning and ending service; this adds to costly 'deadhead' time.

During the stakeholder consultations, it was determined that consideration be given to a more central location and sharing a common facility with Public Works and Transportation Department services. This has proven favourable in other municipalities where a business case exists to build multi-purpose maintenance facilities. For example, vehicle storage and major maintenance for parks and recreation equipment is scheduled in the winter months while Transit equipment is used to its fullest; the opposite occurs in the summer months. In addition, maintenance staff can be used in more than one area provided union agreements do not prevent this sharing of maintenance staff resources.

**Recommendations:**

- The City of Sault Ste. Marie should investigate the opportunity to provide for a common Public Works and Transportation maintenance facility that will meet the long-term needs of Sault Transit and ParaBus.

#### **4.5.6 Transit Planning and Operations Technology**

Sault Transit has a lean staff complement at the administration and operations level. This makes it difficult to monitor service, enhance marketing and customer service, and be more proactive in the planning process. For example, although Sault Transit has the capability to



access schedule adherence data, there is no time to access the information in a timely manner or at the end of the work day. Although service can be adjusted from time to time based in public or operations staff input, the ability to quantify the data is lacking; technology can compensate for this in many cases.

Information that needs to be available on an ongoing basis to make service decisions (schedules adjustments, route modifications, etc.) includes:

- Route schedule adherence every five to ten minutes rather than having departure times only at the beginning of a trip.
- Bus stop on and off data by time of day and day of week.
- Transfer information.

Not only does Sault Transit operations staff require the data, the public wants the information as well. For example, there is an AODA requirement that next bus stop arrival information needs to be provided on the bus to accommodate the needs of the visually impaired.

The following is a list of transit system needs, the current practice / technology in place and the technology that can be pursued over the next five years to meet the needs identified:

| Transit System Need                             | Current Practice or Capability                                                                                  | Technology Solution / Enhancement                                                                                                                      |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Route schedule adherence                        | GPS tracking, information obtained through queries                                                              | Improved software to provide real time alerts to inspector through Automated Vehicle Location (AVL); production of on-going schedule adherence reports |
| Route ridership and revenue data                | Automated electronic fareboxes (daily reports)                                                                  | Automated Passenger Counters                                                                                                                           |
| Bus stop activities (ons and offs)              | Manual data collection (should be undertaken annually but is time consuming and costly, depending on frequency) | Automated Passenger Counters                                                                                                                           |
| Origin-destination data for customers           | Transfer trace data from farebox 'trim' transfer unit (limited information)                                     | Smart card technology tied to GPS                                                                                                                      |
| Detailed customer trip –making information data | Manual surveys                                                                                                  | Smart card technology                                                                                                                                  |
| Customer trip planning                          | Public schedules – printed and internet), limited information line                                              | Integrated trip planning software, smart phone                                                                                                         |
| Real time schedule information for the public   | Not available                                                                                                   | AVL, smart phone, schedule monitors at major bus stops                                                                                                 |
| On-board next stop announcements                | Bus operator announcement                                                                                       | Automated next bus stop announcements                                                                                                                  |
| Safety and security                             | Dispatch, limited to one on-road inspector and bus operators                                                    | Cameras on buses, downtown terminal and major bus stops                                                                                                |





#### 4.5.7 Ten-Year Capital Budget

The proposed capital budget is illustrated in **Table 4-4** which provides for more than \$10 million over the next 10 years to upgrade the fleet, upgrade transit infrastructure, and introduce / implement transit technologies designed to improve customer service and maximize operating efficiencies. The plan is also designed to balance capital requirements to the extent possible on a year to year basis so that fleet maintenance needs and other infrastructure requirements are balanced in a sustainable manner.

**Table 4-4: 10 Year Capital Budget**

| Item                              | Proposed Budget (x 1,000)          |          |          |          |        |          |        |          |        |          |           |
|-----------------------------------|------------------------------------|----------|----------|----------|--------|----------|--------|----------|--------|----------|-----------|
|                                   | 2012                               | 2013     | 2014     | 2015     | 2016   | 2017     | 2018   | 2019     | 2020   | 2021     | Total     |
| Transit Bus Replacement           | \$ 530                             | \$ 1,060 | \$ 530   | \$ 1,060 | \$ 530 | \$ 1,060 | \$ 530 | \$ 1,060 | \$ 530 | \$ 1,060 | \$ 7,950  |
| Community Bus (Parabus) Expansion | Included in Parabus Capital Budget |          |          |          |        |          |        |          |        |          | \$ -      |
| Smart Card                        | \$ 50                              | \$ 100   |          |          |        |          |        |          |        |          | \$ 150    |
| Transit Technology Reserve        | \$ 50                              | \$ 50    | \$ 30    | \$ 30    | \$ 30  | \$ 30    | \$ 30  | \$ 30    | \$ 30  | \$ 30    | \$ 340    |
| Bus Stop Infrastructure           | \$ 50                              | \$ 50    | \$ 50    | \$ 50    | \$ 50  | \$ 50    | \$ 50  | \$ 50    | \$ 50  | \$ 50    | \$ 500    |
| Bus Terminals                     |                                    |          | \$ 300   | \$ 100   | \$ 100 |          |        |          |        |          | \$ 500    |
| Maintenance Facility              |                                    |          | \$ 1,000 |          |        |          |        |          |        |          | \$ 1,000  |
| Total                             | \$ 680                             | \$ 1,260 | \$ 1,910 | \$ 1,240 | \$ 710 | \$ 1,140 | \$ 610 | \$ 1,140 | \$ 610 | \$ 1,140 | \$ 10,440 |





## 5. PARABUS OPERATIONS REVIEW

ParaBus operates a fleet of 10 vehicles, of which six are in service during peak hours. It also has a contract with a taxi provider, primarily to transport ambulatory passengers. In 2010, using a combination of ParaBus vehicles and taxis, just over 47,000 passenger trips were provided to about 1,000 active registrants.

This section addresses ParaBus:

- Service Quality and Adequacy
- Dialysis Transportation
- ParaBus Eligibility
- Accessibility for Ontarions Disability Act (AODA)
- Creating Additional Service Capacity
- Fleet Plan
- Service and Financial Plan

### 5.1 Service Quality and Adequacy

The operating and administrative staff received uniformly high praise during the consultations with passengers, agencies, the Transit Subcommittee, and the general public. ParaBus provides excellent quality service when it has sufficient capacity to do so.

All the complaints that were noted had to do with insufficient service capacity. These were mainly the inability to get a ride at the desired time, and long waits on the telephone to make a booking. Other complaints included booking policies that allow medical trips to be booked up to seven days in advance, but prevent booking more than seven days in advance for medical specialist appointments and other high priority purposes, and the policy that physiotherapy and some other therapies are not considered to be medical trips.

The default level of ParaBus service is from curb to curb, meaning that the passenger is responsible for making his or her way from the doorway to the vehicle. This is common in the U.S., but relatively rare in Canada.

Complaints related to service adequacy seem to be borne out by the comparative review undertaken by HDR, discussed in **Section 2**. ParaBus reports a non-accommodated trip rate of 1.5% of all trip requests. This is 2.3 times the national average of 0.64%<sup>6</sup> for non-accommodated trips in cities of the same population range. ParaBus' non-accommodated trip rate reflects the degree to which available service falls short of the demand for service.

These same statistics discussed in **Section 2** indicate that Sault Ste. Marie invests about the same amount per capita in specialized transit as peer cities of comparable population, and that ParaBus operating costs are slightly lower than the average for that group. However, about twice as many residents in Sault Ste. Marie are registered to use ParaBus compared to

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<sup>6</sup> Canadian Urban Transit Association, Specialized Transit Fact Book, 2009 data.



peer cities, and these registrants average only about half as many trips per year as those in other cities. In other words, ParaBus is providing a reasonable level of service compared to its peers, but this service is divided up among an unusually high number of registered users.

There are good prospects for increasing available ParaBus capacity through applying better technology, adjusting operating policies such as the ‘on-time’ window to better reflect industry standards, improving staff efficiency, and re-directing more trips to contracted services. These measures should somewhat mitigate the need for service expansion.

## **5.2      Dialysis Transportation**

Dialysis patients who are residents of the City are taxpayers who are entitled to City services. However, most have not qualified in the usual fashion for ParaBus eligibility, and with the exception of those who use a wheelchair, probably could not qualify if standard eligibility criteria were applied. The mission and mandate of ParaBus is to be an alternative service for people who are unable to use Sault Transit because of a disability.

Over the past few years, dialysis patients have come to account for a large proportion of specialized transit trips, as ParaBus is currently carrying about two thirds of the City’s dialysis patients (about 50 of the 80 people receiving hospital-based dialysis treatment). Yet many of these dialysis patients may not meet the criterion of being unable to use Sault Transit’s conventional service some or all of the time. A consequence of this is that a progressively greater proportion of ParaBus service is devoted to transporting dialysis patients, making the service less available to its traditional clientele.

Each of the 50 dialysis patients that use ParaBus accounts for an average of six trips per week on a continuous basis. In the aggregate, this represents about 300 passenger trips per week, or 15,600 trips per year, which equates to one third of all ParaBus trips. This seems somewhat higher than the average for Ontario cities which is estimated to be between 20 and 25%. Reliable data is not available. To put this number in perspective, dialysis transportation accounts for between three and four ParaBus vehicles on a full-time basis. This represents a very significant proportion of all ParaBus trips, and provides insight as to why, during stakeholder consultations, comments were so often made about the need for more ParaBus service.

This situation is not unique to Sault Ste. Marie. Most Ontario cities with specialized transit carry dialysis patients and are facing similar challenges. However, best practice in Ontario regarding dialysis transportation is exemplified by the Region of Peel’s TransHelp, which has created a service, in partnership with the Peel Branch of the Canadian Red Cross Society, to transport people to and from dialysis.

TransHelp provides the Red Cross with seven vehicles and pays about 80% of the operating costs, the remainder being paid by the Ministry of Health. This approach not only frees up TransHelp’s own vehicles for its regular clients, but also saves money by moving these trips onto a not-for-profit agency service with a lower cost structure than the municipal service,



and which is more readily funded by the Ministry of Health than a municipal service would be. It also makes dialysis transportation an identifiable cost centre for the municipality.

There is little doubt that traditional ParaBus clientele have less service available because of transportation for dialysis patients. Since dialysis is a life-sustaining treatment, it tends to be accorded a higher priority than shopping or recreational trips by non-dialysis clients. Stakeholders told us that the loss of these trips can severely compromise a disabled person's ability to live independently, and lead to their having to enter a long-term care facility. This outcome is not coherent with the Ministry of Health's Aging at Home initiative, which seeks to preserve people's ability to live independently for as long as possible.

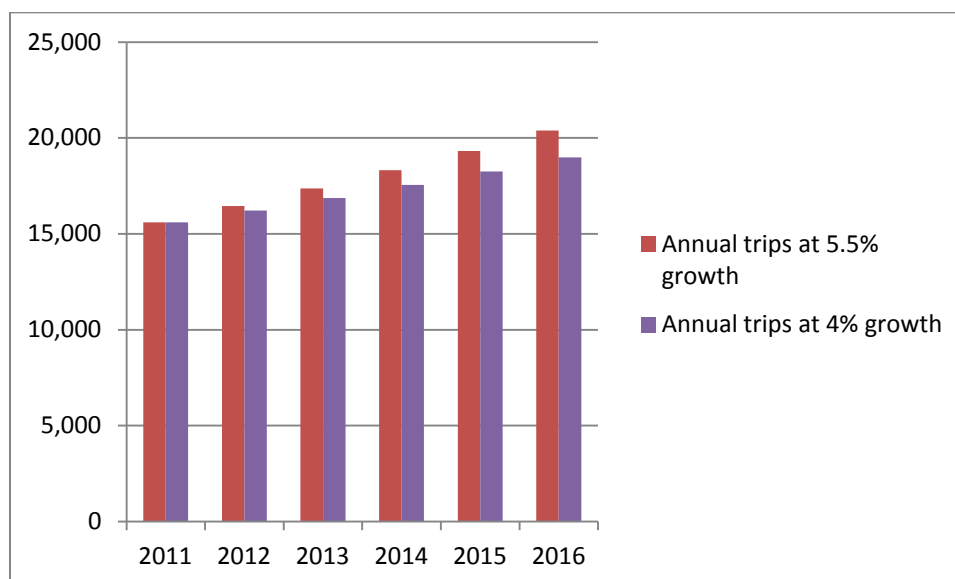
ParaBus should consult with the LHIN about this situation and enlist the LHIN's support for funding initiatives that will re-direct dialysis patients to services other than ParaBus, such as the Red Cross society. ParaBus has already begun a constructive dialogue about this with Red Cross officials.

The prospect for growth in dialysis demand in Sault Ste. Marie is difficult to estimate precisely. The Ontario Ministry of Health and Long Term Care estimates average growth of 5.5% per year in the number of Ontarians requiring dialysis over the period 2012-2016. However, there are factors that may produce growth, such as the aging of the population and the survival by more people of catastrophic illness which leaves them dependent on dialysis. Likewise there are factors that may lead to contraction, such as the effective program pioneered by Sault Ste. Marie Hospital in which a team of staff members has managed, through a combination of prevention counselling, customized medication and home dialysis to reduce the number of patients receiving hospital dialysis by about 25% over the last three years.

The actual capacity of the hospital dialysis unit is 120 outpatients, which certainly would allow for significant growth in the number of patients in the future. About 75% of the existing 76 patients are aged 65 or older. In summary, there appears to be the potential for significant growth in demand for dialysis transportation, possibly at a somewhat slower rate than for the rest of the province.



**Figure 1 Potential Annual Demand in Sault Ste Marie for Dialysis Trips 2012-2016**



One option to consider is that ParaBus might reimburse the Red Cross the net cost of carrying dialysis patients who are ParaBus-eligible, while the LHIN would be pay for transporting dialysis patients who are not ParaBus-eligible<sup>7</sup>.

The desired outcome of this process is to have ParaBus be responsible only for the transportation of dialysis patients who meet its eligibility criteria, and to fulfill that responsibility by a contract with a service such as the Red Cross that would specialize in and centralize dialysis transportation in the city.

**Recommendations:**

- That ParaBus consider requiring dialysis patients to qualify for service like any other applicant
- That ParaBus pursue a partnership with the Sault Branch of the Canadian Red Cross Society and the Local Health Integration Network to enable the Red Cross to progressively assume responsibility for transporting all dialysis patients in the City.

<sup>7</sup> The Sault Ste. Marie Branch of the Canadian Red Cross Society currently operates volunteer-based transportation funded by user fees and by the Local Health Integration Network's Aging At Home program. The Red Cross, in contrast to ParaBus, is:

- A service primarily intended for people who need to travel to and from medical care in order to remain at home.
- A recipient of LHIN funding under the Aging at Home and other programs
- An acknowledged health-care sector organization with a transportation program which is active in many Ontario communities, and in some cases such as in North Halton and Fort Erie, operates the whole specialized transit service for the municipality.



### 5.3 Accessibility for Ontarians Disability Act

The Accessibility for Ontarians with Disabilities Act - 2005 (AODA) aims to identify, remove, and prevent barriers to accessibility in Ontario by 2025. The AODA has mandated standards covering five areas including:

1. Customer Service
2. Information and Communications (part of Integrated Accessibility Standard)
3. Employment (part of Integrated Accessibility Standard)
4. Transportation (part of Integrated Accessibility Standard)
5. The Built Environment

#### **Ontario Regulation 191/11**

The Accessibility Standards for Customer Service Regulation and, as of July 1, 2011 the Integrated Accessibility Standard has been legislated (Ontario Regulation 191/11) and are now in effect. The Transportation Standard in the Integrated Accessibility Standard has the greatest impact on Sault Transit.

Key elements of the Transportation component of the Integrated Accessibility Standards include vehicle accessibility features such as on-board stop announcements, external vehicle announcements, and fare system accessibility. Also included is the need for transit agencies to operate a comparable paratransit service that include the same service hours and area coverage as the conventional network. A summary of the Integrated Accessibility Standard annual requirements can be found in **Appendix D, AODA Integrated Standards Act, Provisions For Conventional and Specialized Transit.**

### 5.4 Strategic Framework

ParaBus faces the combined challenges of demographic changes, AODA legislation and continued ridership growth. The response to these challenges is a multi-faceted strategic framework that involves utilizing the capacity of the accessible Sault Transit fixed-route system, improving ParaBus technology, and providing service delivery options to improve productivity in specific areas. In the strategy, shown in **Table 5-1**, each initiative will be phased in over the next five years, and will generally increase the level of effectiveness over time.

**Table 5-1: ParaBus Five-Year Strategic Framework for AODA Compliance**

| Initiative   | Reason                                                       | Operational Details                                                                                                                                                                                                                                   |
|--------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Eligibility  | To enhance the eligibility, appeal and registration process. | <ul style="list-style-type: none"><li>▪ Undertake a comprehensive review of the costs and benefits of using a third party to assess ParaBus applicants and advise on their eligibility for service. ParaBus would manage the appeal process</li></ul> |
| Use of Sault | Dynamic trip                                                 | <ul style="list-style-type: none"><li>▪ Identify existing and new customers capable</li></ul>                                                                                                                                                         |



| Initiative                   | Reason                                                                                                                   | Operational Details                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transit by ParaBus Customers | making, reduced cost per trip                                                                                            | of using Sault Transit services for some or all of their trips                                                                                                                                                                                                                                                                                                                                                                            |
| Day Program Routings         | To consolidate trips from multiple customers coming from different destinations going to one or more common destinations | <ul style="list-style-type: none"><li>▪ Identify existing and new groups of customers capable of using Community Bus to access key and common destinations</li><li>▪ Pick up multiple customers using one large Community Bus for Day Program trips</li></ul>                                                                                                                                                                             |
| Technology                   | To provide increased operational efficiencies for staff and customers.                                                   | <ul style="list-style-type: none"><li>▪ Expand the Automatic Vehicle Locator program to include all ParaBus vehicles</li><li>▪ Implement web-based booking</li><li>▪ Implement enhanced Interactive Voice Response telephone functions</li><li>▪ Implement call-recording technology</li><li>▪ Obtain computer-assisted scheduling, either from the locally-developed product, or by acquiring a commercially available product</li></ul> |
| Travel Training              | To train all residents, including the physically and cognitively disabled to use Sault Transit                           | <ul style="list-style-type: none"><li>▪ Voluntary approach in the short term and gradually expand program to include more participants</li><li>▪ Clients are identified and trained to use Sault Transit</li></ul>                                                                                                                                                                                                                        |
| Fares/Operating Hours        | To comply with AODA legislation.                                                                                         | <ul style="list-style-type: none"><li>▪ Implement changes to fares and operating hours as per the AODA legislation</li></ul>                                                                                                                                                                                                                                                                                                              |

One of the key recommendations for ParaBus registrants is to better utilize the entire public transportation fleet available (community bus, van, taxis), including, where possible, ParaBus feeder service to and from Sault Transit for longer trips.

To move forward toward a more effective and efficient ParaBus service, there are a number of elements to consider, the most important being the eligibility criteria and an understanding of the Accessibility for Ontarians Disability Act (AODA).

ParaBus currently has about 3,300 registered users, of which many seem to have not used the service during 2011. Inactive users should be flagged and removed after 12 months of inactivity.



### 5.4.1 Eligibility and Application Process Changes

The application process currently requires a person to declare that they need ParaBus service, with corroboration from a doctor or other medical practitioner. As Sault Transit becomes more accessible, the basic criterion for accessibility should be that the applicant is unable to use Sault Transit's conventional service either some or all of the time, due to a temporary or permanent disability.

Over time, ParaBus could probably reduce the number of people qualified to use the service by revisiting its eligibility criteria and application process to ensure that only people who are unable to use Sault Transit (either some or all of the time) qualify for ParaBus. In addition, ParaBus could set an expiry date for existing registrant, and require registrants to be re-screened for eligibility according to the new criteria.

#### 5.4.1.1 ParaBus Eligibility Requirements

ParaBus should revise its eligibility structure according to the following categories:

- **Fully eligible:** cannot use Sault Transit under any conditions.
- **Conditionally eligible:** able to use Sault Transit under certain conditions.
- **Temporarily eligible:** entitled to use ParaBus on a time-limited basis due to a temporary mobility limitation.
- **Visitor:** a person who is temporarily in the City and who is eligible for specialized transit in their community of residence.

#### 5.4.1.2 ParaBus Application Process

Concurrent to revising the eligibility criteria, ParaBus should also revise its eligibility process as follows:

- The application form should ask the applicant to state the mobility-limiting conditions that make him or her unable to use Sault Transit either some or all of the time.
- The role of the medical practitioner should be confined to documenting the diagnosis of the applicant's mobility-limiting conditions, rather than venturing an opinion about the applicant's eligibility.
- The determination as to whether the applicant is able to use Sault Transit's conventional service should be made by ParaBus. This should be done based on the application, an in-person interview and, where necessary, an assessment by a qualified person such as a physiotherapist or occupational therapist.
- The outcome of the process should be a determination that the applicant is either Fully, Conditionally (with the conditions defined, such as 'the presence of ice and snow', or Temporarily eligible (with the time limit specified).
- There should be an appeal process in place, by which an applicant may challenge their eligibility determination. An appeal panel, composed of one ParaBus staff person, a physiotherapist or occupational therapist and a community representative would be responsible for reviewing the accuracy of the information obtained during the application process and either modifying or confirming the determination of eligibility.



ParaBus should consider offering a ‘convenience fare’ equal to the full cost of a ParaBus trip, whereby a conditionally-eligible registrant can use ParaBus even for a trip for which their eligibility conditions are not met.

In addition, ParaBus should maintain its level of service as ‘curb-to-curb’, but allow for door-to-door service for passengers who cannot reach the vehicle without assistance, or for pick-up and drop-off locations which pose particular accessibility problems for the passenger.

**Recommendations:**

- The City of Sault Ste. Marie should update the eligibility requirements and application and approval process as outlined in this study.
- ParaBus registrants and attendants, if required, be allowed to use Sault Transit’s conventional transit service at no cost, with this initiative to be evaluated after a period of one year.

## **5.5 Creating Additional Service Capacity**

### **5.5.1 Demographics and travel demand analysis**

Compared to the rest of Ontario, the demographics of the City of Sault Ste. Marie show a slight bias towards seniors in the 65+, 75+ and 85+ categories. This is likely to produce higher than average demand for ParaBus, with approximately 2% to 3% annual growth in demand. This growth is compounded by the expected growth in Province-wide dialysis demand of about 5% per year, according to Ministry of Health and Long Term Care projections. Due to effective education, home dialysis and patient management approaches by Sault Hospital, it is expected that annual growth in the area will not exceed 3%.

The number of trips ParaBus has provided over the past three years has actually declined by about 3%, for a variety of reasons. In 2010, approximately 47,500 trips were provided. There is, therefore, a gap of approximately 5% between the demand and the supply of ParaBus service (about 2,500 annual trips), which is expected to grow by an additional 5% annually over the next five years. The existence of this gap is supported by the many comments by consumers about the difficulty of obtaining trips, the recent decline in trip volumes, and the high proportion of trips that dialysis patients are responsible for.

### **5.5.2 Expanding the Use of Accessible Taxis**

The traditional bugbear of all transit systems is providing enough capacity to cover peak demand periods, while minimizing costs at off-peak times. In this regard, ParaBus is quite skilled at using taxis to supplement capacity at peak hours. However, it would benefit from having accessible taxis available to carry wheelchair trips that cannot be accommodated on its own vehicles during peak times, and for coverage at hours when demand is too low to be able to create enough shared rides to use its own vehicles cost-effectively.





Efforts to coax taxi providers to put such vehicles on the road would be helpful. The main incentive that is effective in other cities is to make a commitment that ParaBus will use accessible taxis to provide a minimum number of trips, enabling the operator to have a sound business case for buying them and keeping them in service. This addresses the key problem that accessible taxis cost much more to buy, and about 30% more (according to York Region Mobility Plus) to operate, because of higher maintenance and financing costs, as well as more advanced driver training requirements.

Clause 79 of the AODA integrated standards regulations requires that by January 1, 2013 the City, its Accessibility Advisory Committee, and licensed taxi operators reach an agreement on what percentage of taxi fleets must be accessible vehicles. However, the Province has not offered an explanation as to how privately-owned businesses can be compelled to lose money. Presumably, over a period of time, taxi meter rates will have to be revised upward by the City to cover the averaged-in cost of accessible taxis. In this connection, the leading taxi provider in Sault Ste. Marie commented to the consultants that taxi rates were presently at the point where they are a disincentive for some clients, and that he saw no potential for further increases.

Consequently, it would be practical and helpful for the City to offer taxi companies incentives such as ParaBus contract work, so that the requirement to have accessible taxis can be addressed in partnership with local taxi firms, rather than having a regulatory dispute. This could also enable the City to acquire data over several years about the real costs of accessible taxis as a basis for eventual new taxi meter rates.

### **5.5.3 ParaBus Technology**

#### **5.5.3.1 Software**

ParaBus uses Trapeze PASS-Lite software to register clients, to book, schedule and dispatch trips, and to generate statistical reports. Although PASS-Lite uses the same robust database as high-end Trapeze products, it is an entry-level product that has no computer-assisted scheduling capability and no map of the service area. It therefore does not propose any scheduling solutions, and places the entire burden of scheduling casual and subscription trips on ParaBus staff. For an operation the size of ParaBus, computer-assisted scheduling would reduce staff work load, provide more efficient schedules, and higher vehicle utilization. It would enable existing resources to produce more trips.

#### **Scheduling ‘window’**

The scheduling function, which determines both service quality and productivity, is rendered more difficult by the very small ‘on-time window’ (the period before and after the negotiated pick-up time during which the vehicle is considered to be on-time). ParaBus policy is to use a ‘zero minutes early, five minutes late’ window, which constrains the scheduler to the point where it is difficult or impossible to schedule an efficient degree of ride-sharing (having more than one passenger on the vehicle at a given time). The ‘zero early / five late’ window is in fact more appropriate for a non-shared-ride service such as flat-rate taxi, and prevents ParaBus from deriving maximum advantage from the relatively high capacity of its vehicles.



The usual practice at other specialized transit systems is to use a much wider window: ‘10 minutes early, 10 minutes late’ or ‘10 minutes early, 20 minutes late’, which allows the scheduler to add additional passengers and modify the vehicle itinerary up to the point where the vehicle can still arrive within the on-time window. A wider on-time window, if suitably used, can produce a substantial increase in both the capacity and the productivity of vehicles at no additional service cost.

From the passenger’s perspective, the wider on-time window means that a passenger must be ready to travel earlier, and may have to wait longer for the vehicle. However, this is compensated by the much greater likelihood of passengers getting a ride at or near their requested time, due to the increased capacity that the wider window will create for the entire service. As a supporting measure, passengers should receive every encouragement to be ready at least 10 minutes before their negotiated pick up time, so as not to delay the vehicle.

### 5.5.3.2 GPS

ParaBus equips its fleet with a geographic positioning system (GPS) which enables the dispatcher to locate vehicles and infer where they are in relation to their scheduled trips. The GPS system is not integrated with the scheduling software, however. Communications between dispatchers and drivers takes place by written manifests supplemented by two-way radio.

### 5.5.3.3 Scheduling Software Project

The City’s Information Technology Department has undertaken the project of providing ParaBus with a computer-aided scheduling capability, which is based on using GPS historical data to calculate the running time for individual trip segments. This is a very interesting concept, and an original approach not implemented, to our knowledge, in other paratransit scheduling software. Our observation of the software in a demonstration was that it does a good job at calculating running times, provided the trip or segment has already been run and therefore exists in the GPS database.

It appears the prototype would handicap efforts accommodate group passengers together on the same vehicle, as any computer-aided scheduler would be, by the very tight constraint of the zero-early, five late on-time window mentioned above. This tends to produce a high proportion of scheduling solutions that are rejected because they violate the constraints of the on-time window. This is an issue that could be resolved by a wider on-time window. In brief, the concept IT is working on shows promise.

ParaBus and Sault Transit, while welcoming the enthusiastic support they are receiving from IT, nevertheless understand that there are reasons to be cautious about this development project. These include:

**Complex and demanding functional requirements.** Specialized transit scheduling software must be able to manage not only the assignment of trips to vehicles, but a variety of complex tasks including client registration and management, eligibility applications and status, booking of recurring and one-time trips, dispatching, tracking



driver hours and vehicle mileage, billings to clients and institutions, fare management, and statistical reporting. Commercially available software incorporates these functions as a result of thousands of hours of work by programming teams to write, test, troubleshoot, maintain and improve the computer code, and to train and coach users of the software.

Although the City's IT initiative is an innovative and interesting approach to scheduling, it is a practical impossibility to develop these other functions without investing very substantial resources and time. A brief summary of these functional requirements may be found in **Appendix C**. Therefore, the locally-developed product will lack key capabilities that are very important to efficient operation of ParaBus.

**Support and maintenance burden.** Experience has repeatedly shown, in cities such as Edmonton, Toronto, Windsor and the Waterloo townships, that software developed or extensively customized 'in-house', whatever its merits, cannot be maintained satisfactorily on an ongoing basis. This is either because the original programmers cease to be available, or because maintenance tasks require a prohibitively costly commitment in time and money, which would far, exceed the cost of commercial software license and maintenance fees.

**Return on the City's ParaBus software development investment.** ParaBus and the City's IT Department have an understanding that they will review progress on the scheduling software that is currently under development by spring 2012, and decide whether to proceed further or to seek a commercially available product. Should the decision be to go to the commercial market, it is possible that the City could trade the development work and scheduling algorithm it has developed in return for free or substantially discounted access to a high-level commercial scheduling product. If the decision is to go to the market and obtain a commercial software package, ParaBus would submit a supplementary budget request in mid-2012. Sault Transit hopes that an eventual software purchase can be funded in whole or in part by Gas Tax revenues.

#### 5.5.3.4 Mobile Data Terminals (MDTs)

Recent developments in technology, such as the use of Blackberry smart phones, and various makes of tablets as in-vehicle data devices are reducing the cost of mobile data terminals (MDTs), and bringing their advantages within reach of small specialized services. ParaBus should avail itself of this new technology, if possible, when procuring a new computer system. MDTs give dispatchers much greater awareness of how the day is running, much more flexibility in optimizing and re-assigning trips and filling spaces vacated by cancelled trips. They also reduce paperwork and provide precise data on system performance which can be used to improve scheduling productivity.

#### 5.5.4 ParaBus Fare Policy

It is recommended that ParaBus discontinue the policy of free travel for companions (other than attendants required for personal care). ParaBus is one of only two or three out of the 25



specialized transit services in Ontario who are members of CUTA, which do not require companions to pay a fare.

Also, we recommend raising fares in conjunction with Sault Transit. The 2011 ParaBus cash fare of \$2.00 and ticket fare of \$1.50 are much lower than the 2009 Ontario average of \$2.69 cash fare and \$2.45 ticket fare, and lower than Sault Transit fares. Raising ParaBus fares to match Sault Transit fares seems a reasonable course of action, and would provide additional revenues for the replacement of aging vehicles in a timely manner, thereby avoiding the higher maintenance expenses associated with older vehicles.

As a strategy to manage increasing demand for service, and to provide for the replacement of ParaBus equipment (both vehicles and software), ParaBus should strengthen its revenues.

**Recommendations:**

- ParaBus discontinue the policy of free travel for companions (other than attendants required for personal care).
- ParaBus raise its fares in conjunction with those of Sault Transit.

### 5.5.5 Increasing Service: Enhanced Family of Services

The need for service is expected to grow over the next five years due to regulatory changes (AODA requirements), the aging of the population, and the increasing need for dialysis service. ParaBus must strengthen its existing range of Family of Services approach to meet demand for accessible transportation.

To meet demand in 2012, ParaBus should plan on providing an additional 5,000 trips, for a total of 52,500 trips. Of these, 2,500 trips would enable ParaBus to ‘catch-up’ with current demand, and another 2,500 to absorb new growth in demand. Thereafter, ParaBus should plan to increase the number of trips by about 2,500 per year:

- 2012: 52,500 trips
- 2013: 55,000 trips
- 2014: 57,500 trips
- 2015: 60,000 trips
- 2016: 62,500 trips

The above estimates point to the importance of putting in place alternatives to regular ParaBus service that can absorb some of this demand. These include:

- **Free fare on Sault Transit for ParaBus registrants** upon presentation of a ParaBus ID card. Since ParaBus passengers would be using existing Sault Transit conventional transit service, the expected cost per trip would effectively be zero, but coordination and marketing of the program would require 0.25 FTE of staff time. To support this initiative, Sault Transit should adopt a program to saturate its bus routes, selected on a prioritized basis, with low-floor buses, continuing retrofitting bus stops as rapidly as capital funding permits, and market these fully accessible routes through travel training and transit familiarization programs.



- **A taxi scrip program** to subsidize taxi use by ParaBus registrants at the rate of 50%. The expected cost per trip would be \$5 to \$6, plus administrative costs: (0.25 FTE staff person; about \$12,500).
- **A dialysis transportation partnership** with the Red Cross. This will initially serve only ambulatory patients, and in limited numbers. Expected cost per trip: \$6 to \$8, plus administrative costs: (0.25 FTE staff person; about \$12,500). Wheelchair trips, when and if available, would likely cost from \$12 to \$20 if delivered by the Red Cross.
- **Add High Capacity Community Bus to ParaBus Fleet** to provide fixed route or demand responsive service that can accommodate more mobility aid customers than existing vehicles; this community bus may also be used for existing Sault Transit community bus routes as a spare.

### 5.5.6 Improving Efficiency and Effectiveness

ParaBus must become more efficient by acquiring better scheduling and dispatching technology, with the goals of:

- Improving service productivity by increasing the number of trips during which several passengers are sharing the vehicle.
- Enabling staff to re-book cancelled trips more effectively.
- Accommodating more same-day requests for service.
- Better monitoring and reporting of productivity gains to enable ParaBus staff to report progress to Council and the public.

Expanding the on-time window to 10 minutes early, 20 minutes late can probably result in productivity improvements of about 5% to 10%. This would increase by an additional 10% if computer-aided scheduling is acquired to make full use of the expanded on-time window.

ParaBus should adopt productivity improvement measures to enhance existing ParaBus van service.

#### Recommendations:

- Short-term (2012):
  - Widen the on-time window to 10 minutes early, 20 minutes late.
  - Match driver hours to peak demand periods as closely as possible.
  - Use taxis for coverage at off-peak hours.
  - Begin re-directing ambulatory dialysis passengers to the Red Cross (goal: 1,000 trips in 2013).
  - Begin collaboration plans with the Red Cross and the LHIN for a Dialysis Transportation Initiative.
  - Assess the current ParaBus software being developed by the City in the spring of 2012 and, if required, budget for state-of-the art computer-aided scheduling software which can exploit the wider on-time window to create more shared rides, increasing vehicle productivity.
- Medium- and long-term (2013-2016)
  - Acquire mobile data terminals for ParaBus vehicles.



- Assist the Red Cross to acquire an accessible vehicle for the Red Cross and begin re-directing dialysis passengers who require an accessible vehicle to it.

### 5.5.7 Recommended Performance Standards

The ParaBus Operations Review identifies many strategies to better meet existing needs and to ensure ParaBus and the City can adapt cost-effectively and efficiently to the growing future demand. To be able to quantify the progress to be made, two performance standards have been identified service productivity and accommodating demand. To ensure that the strategies are implemented to the extent possible, Sault Transit and ParaBus will need a ParaBus Co-ordinator / Supervisor to take ownership and be provided with the tools to make things happen.

#### Service Productivity

ParaBus productivity is currently about two passenger trips per hour. Over the course of the next five years, ParaBus should aim to raise this by 20%, to 2.4 passengers per hour. Additionally, as mentioned elsewhere, the high-capacity vehicles operated by ParaBus should be concentrated on periods when demand for service is sufficiently strong to take advantage of their carrying capacity, and auxiliary services (taxis, Gateway, etc.) used where possible during periods when demand is relatively low and high capacity vehicles are not needed. This will enable service productivity to be raised, and operating costs to be reduced.

#### Accommodating Demand

Making a commitment to keep accommodated trip requests at a specific target would offer several advantages:

- It ensures that service is available to ParaBus passengers when they need it.
- It would ensure that ParaBus performs to the standard which is generally accepted by the transit industry.
- It is a measurable indicator of the adequacy of the service relative to demand on an ongoing basis.
- Council and all stakeholders could refer to an objective measurement of service adequacy, which should be useful to Council when determining the funding needs of the service.

Currently, ParaBus' percentage of accommodated trips is about 98.5%, compared with the CUTA average of 99.5% for municipalities of similar population. ParaBus should adopt the objective for the coming five years, with Council's approval, of achieving and maintaining a 99.5% accommodated trip rate by implementing the main lines of action mentioned above and, when necessary, requesting funding for additional service hours.

At current productivity levels, reaching this level of trip request accommodation would require an additional 5,000 trips per year, which is roughly the equivalent to the capacity of one ParaBus vehicle.



ParaBus should also consider improving its reservation policies and procedures. A main source of customer complaint is that the existing policy dictates that only trips medical appointments can have advance booking (up to seven days in advance). Recreational or social trips can only be booked with 24 hours advance notice which makes it difficult for residents to make and confirm plans. However the existing situation exists due to the limitations of the existing scheduling and dispatching software available to ParaBus staff. It is not an issue of budgetary or vehicle constraints.

If the in-house software solution is deemed feasible or if commercially available software is purchased in the end, ParaBus should change their existing reservation policy.

**Recommendations:**

- **Effectiveness:** To increase the proportion of accommodated trips from 98.5% to 99.5% by 2016.
- **Efficiency:** To increase service utilization by 20% (from 2.0 to 2.4 passengers per hour) by 2016.

When either the in-house scheduling software is available, or if commercially available software is purchased in 2012, ParaBus should implement a new reservation policy that allows up to seven days advance notice for social and recreational trips and up to 30 days notice for medical appointments.

### 5.5.8 Service Model for ParaBus

Some Ontario specialized transit services are entirely ‘in-house’ (city-owned and operated). Others are entirely contracted out, except for core service planning and monitoring functions, which are retained by the municipality. Most are like ParaBus: a blend of in-house and contracted services in which the highest quality service and highest capacity vehicles are provided by the municipal fleet, and overflow and off-peak capacity is provided under contract by vans, and by sedan and accessible taxis.

The advantage of the current model is that contracted service can be, and are, used to ‘top-up’ ParaBus, enabling it to address peak demand periods with a somewhat smaller fleet than would otherwise be needed. This is an economical approach, compared to having a larger fleet, of which a considerable portion would be idle at off-peak hours.

Also, having both ‘in-house’ and purchased services provides an alternative in case of a labour or business interruption of either service. The two types of service also help to raise each others’ performance: the City service setting the standard for quality and stability, long-term commitment and highly trained staff, and the contracted service providing a lower cost service model that helps to contain overall costs.

ParaBus currently has a good model, and its blended operation produces costs per passenger trip that are on a par with, or better than, other Ontario services of comparable size.

The Service Improvement Plan calls for improving the productivity of ParaBus vans through better scheduling tools and practices, and for putting in place or enhancing alternatives to





ParaBus service that will absorb the expected growth in demand while reducing unit costs per passenger trip. The Plan requires no reduction in ParaBus van hours. It is a non-disruptive approach to containing costs while increasing capacity.

Our recommendation is that ParaBus retain its current operating model, while implementing the measures of the Service Improvement Plan. The Plan should enable the city to accomplish its objective of providing a specialized transit service that compares with the province's best in terms of adequacy, quality and unit cost.

A key element of the Service Improvement Plan, as mentioned above, is that ParaBus continue and develop the purchase Non-dedicated Service for as required to achieve optimum service to passengers and fleet efficiency and minimize overall service costs.

In order to ensure that the service recommendations, additional responsibilities will need to be added to Sault Transit and ParaBus staff. Currently staff resources are excessively lean, this was confirmed during the consultation with the public and other stakeholders. The expectations placed on staff are virtually impossible to meet with the current human and technical resources. At the same time, conventional transit and specialized transit services are being integrated, which may result in additional assignments for staff.

It is recommended that one additional full time ParaBus dispatcher be hired to better meet public demand today and in the future. Concurrently, it is suggested that one dispatcher, to be designated as a Lead Dispatcher or Service Coordinator, have added responsibilities relative to implementing newer dispatching technologies and improving staff efficiency and customer service. The 'Coordinator' would also play a key role in advising on service policies and technologies.

ParaBus requires a 'champion' to help upgrade ParaBus scheduling and dispatching capabilities, improve operations and the quality of customer service to make it more consistently excellent. The person can also assist Sault Transit with planning or marketing functions from time to time, advice on ParaBus issues, and generate performance reports.

**Recommendation:**

- Maintain the current ParaBus business model.
- Purchase Non-dedicated Service for ParaBus (and TransCab), as required, to achieve optimum service to passengers, and fleet efficiency, and minimize overall service costs.
- Add one ParaBus Dispatcher position to meet the demand for prompt service.
- Designate a dispatch staff person as the Lead Dispatcher or Service Coordinator.

## **5.6      2012-2016 ParaBus Service and Financial Plan**

This section of the report presents the ParaBus Service Improvement Plan for 2012-2016, which is based on the findings of:

- The stakeholder consultation process.





- Analysis of ParaBus performance indicators in comparison to peer specialized transit services.
- Estimates of demand for service and demographic considerations.
- Best practices in other communities.

The ParaBus Service and Financial Plan are given below in **Table 5-2**.

**Table 5-2: ParaBus Service and Financial Plan**

| Revenue Hours and Passengers             | Base Year  |              |              |              |              |              |
|------------------------------------------|------------|--------------|--------------|--------------|--------------|--------------|
|                                          | 2011       | 2012         | 2013         | 2014         | 2015         | 2016         |
| Trips                                    | 47,500     | 52,500       | 55,000       | 57,500       | 60,000       | 62,500       |
| Cost per Trip                            | \$ 19.36   | \$ 19.36     | \$ 19.36     | \$ 19.36     | \$ 19.36     | \$ 19.36     |
| Total Cost                               | \$ 919,600 | \$ 1,016,400 | \$ 1,064,800 | \$ 1,113,200 | \$ 1,161,600 | \$ 1,210,000 |
| Passenger Revenues(@ 1.20 per passenger) | \$ 57,000  | \$ 63,000    | \$ 66,000    | \$ 69,000    | \$ 72,000    | \$ 75,000    |
| Net Investment (Subsidy)                 | \$ 862,600 | \$ 953,400   | \$ 998,800   | \$ 1,044,200 | \$ 1,089,600 | \$ 1,135,000 |

It should be noted that the existing community bus route is not reflected in the budget.

## **5.7** **ParaBus Asset Management Plan**

### **5.7.1 ParaBus Fleet Replacement and Expansion Program**

The study team reviewed the ParaBus fleet, conducted a ride-along, examined maintenance records and consulted with drivers and maintenance staff about the adequacy and state of repair of the current ParaBus fleet. In addition, they considered vehicle replacement schedules at other specialized transit services to produce recommendations on a vehicle replacement schedule that would provide the most economical combination of capital and operating costs for the City of Sault Ste. Marie.

There are 10 wheelchair accessible ParaBus vehicles used to deliver specialized service as summarized below. One vehicle serves as a Community bus.

The fleet available is as follows:

- 1999 – 1 vehicle
- 2001 – 3 vehicles
- 2005 – 1 vehicle
- 2006 – 1 vehicle
- 2008 – 2 vehicles
- 2009 – 2 vehicles
- **Total: 10 ParaBus vehicles**

Vehicles should be replaced every seven to nine years and generally should not be refurbished. The average ParaBus vehicle is 7.3 years old. Average vehicle age should be reduced to five years as soon as feasible, to help contain maintenance costs and minimize vehicle down-time due to repairs.



The replacement program should provide an average of one vehicle per year. In terms of expansion, there is an immediate need to add one community bus vehicle in 2012 at a cost of \$200,000 with a life span of 10 years. The core ParaBus vehicle costs are estimated at \$100,000 each. Since ridership is estimated to increase by approximately 6% per year, additional ParaBus vehicles will likely be needed from 2011 – 2015 at a rate of one per year.

### 5.7.2 ParaBus 10-Year Capital Budget

The 10-Year Capital Budget for ParaBus, presented below in **Table 5-3**, reflects the following infrastructure needs:

- Vehicle Replacement
- Vehicle Expansion
- New technologies (scheduling software, GPS, etc.)

**Table 5-3: ParaBus 10-Year Capital Budget**

| Item                | Proposed Budget (x 1,000) |        |        |        |        |        |        |        |        |        |          |
|---------------------|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------|
|                     | 2012                      | 2013   | 2014   | 2015   | 2016   | 2017   | 2018   | 2019   | 2020   | 2021   | Total    |
| Vehicle Replacement | \$ 100                    | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 1,000 |
| Vehicle Expansion   | \$ 300                    | \$ 100 | \$ 100 | \$ 100 |        |        |        |        |        |        | \$ 600   |
| Dispatch Software   |                           | \$ 100 |        |        |        |        |        |        |        |        | \$ 100   |
| Technology Reserve  |                           |        |        |        |        |        |        |        |        |        | \$ -     |
|                     |                           |        |        |        |        |        |        |        |        |        | \$ -     |
|                     |                           |        |        |        |        |        |        |        |        |        | \$ -     |
| Total               | \$ 400                    | \$ 300 | \$ 200 | \$ 200 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 1,700 |

## 5.8 Federal Funding for Sault Transit and ParaBus

In 2007, the Federal Government **Building Canada Fund** replaced several other infrastructure funds that have been in place since as early as 2001 (namely the Canada Strategic Infrastructure Fund, the Highways and Border Infrastructure Fund, and the Municipal Rural Infrastructure Fund). Building Canada will offer \$8.8 billion over the period from 2007 through 2014 for a variety of eligible investments including public transit projects. Provincial and territorial governments and municipalities are expected to match federal contributions, and the projects to be funded will be determined through both collaborative and competitive processes.<sup>8</sup>

Recently, the Federal Government of Canada legislated that the Gas Tax Fund becomes a permanent funding mechanism to help municipalities pay for capital works. While the majority of the fund has been used for engineering roadwork, many municipalities, such as the City of North Bay<sup>9</sup> as an example, have taken advantage of this revenue source to pay for transit infrastructure improvements. Across Canada, nearly 37% of the monies collected in the Gas Tax Fund are used for transit-related infrastructure.

<sup>8</sup> CUTA Issue paper #27 February 2008

<sup>9</sup> The City of North Bay allocated a portion of their federal gas tax revenue to complete a downtown transit terminal in 2007 and convert their entire vehicle fleet to accessible buses by 2012.

**Recommendation:**

The City of Sault Ste. Marie could consider an appropriate percentage of Federal Gas Tax Fund it receives to invest in transit infrastructure such as:

- Vehicle Replacement
- Bus Stop Infrastructure and Accessibility
- Future Bus Terminals
- Future Vehicle Maintenance Facilities
- Transit Technology (scheduling software, smart card technology, etc.)



## 6. SUMMARY

The 2012-2016 Public Transit Operations Review, developed in consultation with stakeholders, is designed to grow ridership and ensure that the transit fleet and infrastructure is in place to accommodate the growth. Additionally, much focus was placed on the ParaBus service to ensure that the City is equipped with tools needed to serve the growing demands on the service due to the aging population and increased life expectancies. This is timely given the Accessibility for Ontarians Disability Act requirements that need to be met today and in the future.

The Sault Transit and ParaBus Service plan and budget estimates can be accelerated depending on:

- Revenue growth due to increased ridership or higher transit fares, and the introduction of smart card technology.
- Available vehicle replacement and expansion funding.
- Re-purposing funds from the Federal Gas Tax Fund for transit infrastructure.
- Obtaining additional staff and technology resources for ParaBus service and Sault Transit.
- Ability to expand the use of taxis.
- Reaching an agreement to implement a U-Pass program with Sault College and Algoma University.

There is flexibility built into the plan to allow for shortfalls or increases in ridership revenues, unforeseen expenses, and gas tax allocation amounts.

The plans should be followed in 2012 and 2013 and used as a guide thereafter.

**Appendix A**  
**Web survey, Focus Group Agenda and**  
**Sault Star Article**



## A.1 WEB SURVEY

### 2011 Operational Review Public Survey Form

1. What do you like and dislike about the current Parabus and conventional transit service? Please be specific.

2. How can we improve the Parabus and conventional transit service to meet your individual or organization's current needs?

3. What would you like to see change with the Parabus and conventional transit service over the next 5 to 7 years?

Do you have additional comments/suggestions/observations?



## A.2 SAMPLE FOCUS GROUP AGENDA

**Subject:** Parabus Registrants and Users Transit Focus Group

**Meeting Date:** 1:30 PM – 3:00 PM, August 16, 2011

**Location:** Accessibility Office, 280 Elizabeth St., Sault Ste. Marie

**Attendees:** Parabus Registrants and Users

|     | Item                                                         | By         |
|-----|--------------------------------------------------------------|------------|
| 1.0 | Introduction and Study Overview                              | Wally Beck |
| 2.0 | Peer review of transit systems for similar-sized communities | Wally Beck |
| 3.0 | Priorities for Transit                                       | All        |
| 4.0 | Parabus Registrants and Users' Priorities for Transit        | All        |
| 5.0 | Next Steps                                                   | Wally Beck |
| 6.0 | Other                                                        | All        |

The following questions will form the basis of the discussion with respect to priorities for transit.

1. What do you like and dislike about the current Parabus and conventional transit service? Please be specific.

2. How can we improve the Parabus and conventional transit service to meet your individual or organization's current needs?

3. What would you like to see change with the Parabus and conventional transit service over the next 5 to 7 years?

- Do you have additional comments/suggestions/observations?

## A.3 SAULT STAR ARTICLE

■ COLUMN: Focus session held Aug. 16

# Sault Transit to conduct review of city's parabus service

Sault Ste. Marie Transit will undergo an operational review in the upcoming months that includes an analysis of the city's parabus service.

The HDR/Trans Corporation will conduct the operational review. This company is familiar with Sault Ste. Marie's transit system as the same group co-ordinated a Transit Fare Collection Technology Assessment for Sault Transit in 2004 and developed a Ridership Growth Plan in 2005.

"Over the years the city has contracted transportation consultants to primarily review regular bus service and now, with the aging population, it is important that we look at how public transportation, including the parabus system, can meet the needs of our community as baby boomers begin to retire," says Don Scott, manager of transit and parking.

The parabus provides specialized, curb-to-curb public transit for persons with physical disabilities that prevent the use of a regular transit bus. Individuals who use mobility devices, such as a wheelchair or walker, are also eligible to ride the parabus.

Eligible users are required to complete an application form with the help of their doctor. Application forms are available online at [www.cityssm.on.ca](http://www.cityssm.on.ca) — search parabus transit — or can be picked up at the transit office at 111 Huron St., across from the Ontario Travel Information Centre.

Parabus runs Monday to Friday from 7:30 a.m. to 12 a.m., Saturday from 8:30 a.m. to 12 a.m. and Sunday from 8 a.m. to 11 p.m. Advance booking is required by calling 705-942-1404.

The municipality has operated the parabus service since 1974, with input from a transit



Lori Ballstadt  
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sub-Committee, formerly known as the parabus advisory committee.

Diane Morrell, transit sub committee member and chair of the local Accessibility Advisory Committee, considers the review essential to the effective operation of parabus.

"The Accessibility Advisory Committee is pleased to support the operational review of transit services. By creating dialogue between Sault Ste. Marie parabus service providers and its users, we will have a better understanding of which areas of service are working well and what areas may be improved as we work toward full community participation for all our citizens," Morrell says.

There are currently 3,088 registered parabus clients (1,259 are ambulatory and 1,829 are confined to wheelchairs) receiving specialized transportation. The fleet consists of 10 vehicles that operate in conjunction with contracted taxi service for ambulatory riders. Last year, parabus vehicles accumulated a total of 222,000 kilometres transporting 47,171 passengers and their attendants.

The parabus operational review will solicit input from multiple sources and will consider several factors with an overall goal of improving daily operations, client access and long-term efficiency.

Users of the parabus system will be asked:

- How well do we meet the needs of parabus customers and caregivers?
- What areas of operation can

be improved upon?

- Should low-cost vehicle alternatives be considered during periods of low demand?
- How can we improve efforts to carry more passengers per hour of service?

The transit division is looking for public input. Parabus riders and their family members are encouraged to provide comments and suggestions.

A focus group session for parabus users will be held on Aug. 16 at the Sault Ste. Marie Accessibility Centre office located at the John Rhodes Community Centre. The session will be held from 1:30 to 3 p.m. Please contact [s.caron@cityssm.on.ca](mailto:s.caron@cityssm.on.ca) if you plan to attend the focus group session. Your input is important.

Individuals unable to attend the focus group session can forward comments by email to [transit.review@cityssm.on.ca](mailto:transit.review@cityssm.on.ca) or call the transit office at 705-759-5438, Monday to Friday, between 8:30 a.m. and 4:30 p.m.

Input gathered during the review process will assist with the development of a five-to-seven-year plan that identifies ways to achieve an acceptable level of parabus service that is affordable for the municipality.

A review of regular transit services will be undertaken as well. Comments and suggestions pertaining to regular transit are welcome and can be emailed to [transit.review@cityssm.on.ca](mailto:transit.review@cityssm.on.ca)

For general information on bus fares and route schedules, please visit the City's website at [www.cityssm.on.ca](http://www.cityssm.on.ca) — search transit services — or to plan your personal destination, Google SSM Transit Trip Planner.

*Lori Ballstadt is the corporate affairs officer for the City of Sault Ste. Marie.*



## **Appendix B**

### **Proceedings of Consultations**



## **B.1 MEETING NOTES PARABUS REGISTRANTS AND CAREGIVERS FOCUS GROUP**

**Meeting Date:** 1:30 - 3:00 pm, August 17, 2011

**Location:** Accessibility Office, 280 Elizabeth St., Sault Ste. Marie

**Attendees:** Active Parabus Customers (5 of whom also use transit), members of the general public

|     | Summary of Focus Group Input                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.0 | <b>What customers like about Parabus and Sault Transit</b> <ul style="list-style-type: none"><li>• ‘In my 15 years on the system, every Parabus employee has been courteous to me’</li><li>• Bus operators are highly rated</li><li>• Fares are considered reasonable</li><li>• Parabus registrants that use Sault Transit appreciate the ability to travel spontaneously, without advance reservations</li><li>• ‘The low-floor buses make sense and we need to have more of them’</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 2.0 | <b>Where there is room for improvement</b><br><b>Parabus</b> <ul style="list-style-type: none"><li>• We need an ID card to make it easier to get service when visiting another city</li><li>• ‘If they send me a taxi without running boards I can’t get into it’</li><li>• We can’t call to make a booking on weekends</li><li>• We have to spend too long on the phone</li><li>• ‘On Fridays, you have to call for Saturday, Sunday, Monday, and also for medical trips on the following Friday.’</li><li>• ‘People’s lives should not be reduced to managing transportation to and from their appointments.’</li><li>• I can’t wheel over the gravel that exists at some locations I travel to</li><li>• My audiology appointment is not considered medical, so I can’t book it a week in advance</li><li>• I rarely, if ever, see more than one person on the Parabus. ‘In all my years on the service I have only shared my ride three times</li><li>• The service does not meet my needs. I have three chiropractor appointments per week and cannot get rides to and from them</li><li>• ‘Out of 10 to 15 appointments per month, I’m lucky if I can get rides to four of them’</li></ul> |



| <b>Summary of Focus Group Input</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                     | <p><b>Sault Transit</b></p> <ul style="list-style-type: none"><li>• Low floor bus service is not dependable – we can be stranded even though a low-floor bus was promised, when a high-floor bus shows up instead</li><li>• The kneeling feature does not operate in winter, when we need it most</li><li>• The walking (wheeling) environment in winter, at both ends of the trip, can be impossible; sidewalk ploughs and snow blowers, to avoid hitting raised uneven sections of the sidewalk, raise the blade and leave three or four inches of snow, which for either a manual or a powered wheelchair, is impossible to travel on</li><li>• The front-facing wheelchair positions are impossible to use without driver assistance because the tie-down cannot be put on by the passenger without some help</li><li>• I can't wheel over the gravel that exists at some stops</li><li>• We need the Community Bus to be daily, even on weekends</li></ul>                                                                                                                                          |
| 3.0                                 | <p><b>Improvements that customers would like to see</b></p> <p><b>Parabus</b></p> <ul style="list-style-type: none"><li>• The ability to book important trips much longer in advance than we can now</li><li>• An ID card to make reciprocity easier when visiting another city</li><li>• More accessible taxis</li><li>• Booking on weekends</li><li>• Less time to make a booking</li><li>• Eligibility needs to be looked at. I see some people on Parabus who do not seem to need it</li><li>• More call-takers for bookings</li><li>• Better scheduling system</li><li>• Alternative services for people who can use them</li><li>• More Parabus service</li><li>• Better ride-sharing</li><li>• An accessible inspector's van to help out when a passenger is stranded</li><li>• Separate phone lines for medical and non-medical trip bookings</li></ul> <p><b>Sault Transit</b></p> <ul style="list-style-type: none"><li>• Wider aisles on the low-floor buses</li><li>• Better snow removal and bus stop accessibility</li><li>• Rear-facing wheelchair positions on low-floor buses</li></ul> |
| 4.0                                 | <p><b>Preliminary comments and suggestions to be considered</b></p> <p><b>Parabus</b></p> <ul style="list-style-type: none"><li>• Improved scheduling software which is able to schedule a booking request quickly in real</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |



## Summary of Focus Group Input

time, and optimize bookings to ensure optimal ride-sharing, schedule adherence, use of slack time and general efficiency

- The adoption of on-board data terminals in vehicles to improve efficiency by enabling trip assignments to be optimized dynamically during the day, accommodate short-notice trips to replace cancellations, reduce radio traffic and provide Dispatch with detailed real-time information on trip mileage and schedule adherence
- Better matching of driver start times to the demand for Parabus service (changes in the September 5 run sign-up are a step in this direction)
- Permit longer advance booking for medical specialist appointments
- Widening the on-time window, during which the client should be ready to travel, and the vehicle is considered to be on-time, from the existing five minutes before and zero minutes after the negotiated pick-up time to ten minutes before and twenty minutes after.
- A Taxi Scrip (subsidized taxi ride) program to provide an alternative, low-cost service which can absorb some Parabus demand while providing clients with spontaneous travel and access to trips outside of Parabus hours
- Free-fare program for all Parabus users when they ride Sault Transit
- Parabus ID card issued to current registrants on request and to all new registrants
- The expanded use of taxis, allowing Parabus registrants to book their own Parabus taxi trip directly, with suitable controls (ID card, trip allowance) should be explored
- Accessibility for Ontarians Disability Act will require SSM to continue to provide extended Parabus booking hours and equivalent hours of service
- Revised eligibility criteria, application form and determination process in which eligibility status is either full, conditional or temporary based on the complete, conditional or temporary inability to use transit, and is determined by Parabus staff based information provided by the applicant on their most limiting conditions, and which is corroborated by a medical referee and supplemented where necessary by an in person interview and third-party assessment
- Use of the 'conditional eligibility' status to encourage (or require) a Parabus registrant who is 'conditionally eligible' to use Sault Transit whenever the trip can be made on transit while respecting the conditions of their eligibility. For example if the client's Parabus eligibility condition is the presence of ice and snow, then the client would be expected to use Sault Transit low-floor bus service except on icy or snow days, provided that a low-floor bus is available for both the outbound and return trips.

## Sault Transit

- Continue to expand the low floor bus fleet (4 new buses recently purchased)
- Saturate one or more key transit routes with only low-floor buses and accessible bus stops, and advertise these routes as 'fully accessible'
- Investigate measures to overcome the difficulty in kneeling low floor buses in winter, such as an adapted version of the raised platforms currently being installed by the TTC on



### **Summary of Focus Group Input**

Dundas and Roncesvalles streets to provide access to accessible streetcars. These platforms would be built to the door height of an un-kneeled low-floor Sault Transit bus

- Rear-facing wheelchair and scooter positions would improve boarding and alighting times and reduce the demands on transit operators
- Travel Training for all residents should be explored (i.e. for seniors, new Canadians, Parabus customers, and cognitively disabled)



## **B.2 MEETING NOTES: PROJECT STEERING COMMITTEE (PSC) MEETING #1**

**Meeting Date:** August 15, 2011  
11:00 –11:45 AM

**Location:** 280 Elizabeth Street, Sault Ste. Marie

|    | Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Actions                         |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| 1. | Introductions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                 |
| 2. | W. Beck provided a summary of the work plan, indicating that a draft report will be prepared in December for PSC review and a final council meeting would take place late January/ early February 2012.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                 |
| 3. | <ul style="list-style-type: none"><li>W. Beck reported that public response to the Sault Transit and ParaBus survey has been excellent; over 90 web-based responses were received in less than a week, while SSM provided a number of printed responses</li><li>W. Beck and C. Fitzsimmons provided an overview of transit and specialized transit in Canada in the area of service offered and funding</li><li>Based on peer review, Sault Transit and ParaBus performance and effectiveness does quite well</li><li>For ParaBus, the statistics suggests there is a very open eligibility criteria and that non-accommodated trips are likely a problem (committee members agreed); in essence the peer review and historical performance conclusions drawn by HDR were supported by the PSC</li></ul>                                                                                                                                                          |                                 |
| 4. | <p><b>A number of ideas and suggestions were discussed for consideration by the consulting team:</b></p> <ul style="list-style-type: none"><li><b>Saturate one or two routes with only low floor buses, and</b> promote them as fully accessible routes; this would eliminate uncertainty with the existing system as scheduled</li><li>Concept of low floor buses only operating on Sundays or Saturdays so that accessible service is guaranteed</li><li>Alternative services/Family of Services: Parabus, Transit (free pass for Parabus users), taxi scrip</li><li>Immigration Portal Funding – for making orientation videos to help immigrants; could be used to provide travel training video for Transit to attract seniors and Parabus registrants</li><li>HDR indicated the fare policy will need to be revisited since fares are quite low (too low?) in some categories</li><li>Rear-facing positions on buses – a retrofit item that makes</li></ul> | HDR to address during the study |



|    |                                                                                                                                                                                                                                                                                                                                                                                            |                                                |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
|    | sense for Sault Transit.                                                                                                                                                                                                                                                                                                                                                                   |                                                |
| 5. | <p>Next steps</p> <ul style="list-style-type: none"><li>▪ HDR to provide a high-level summary of focus group findings and web-survey results to staff before finalizing and being sent to the PSC members</li><li>▪ Confirmation that HDR will present recommendations to Transit/ ParaBus Focus Group participants in October (after Thanksgiving) before presenting to council</li></ul> | HDR to provide summary of focus group findings |



## **B.3 MEETING NOTES: TRANSIT SUB-COMMITTEE TRANSIT FOCUS GROUP**

**Meeting Date:** 1:30 PM - 3:00 PM, August 15, 2011

**Location:** Accessibility Office, 280 Elizabeth St., Sault Ste. Marie

**Attendees:** Transit Sub-Committee (See attached Sign-in sheet)

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|     | Summary of Focus Group Input                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.0 | <p><b>What do you currently appreciate about Parabus?</b></p> <ul style="list-style-type: none"><li>• It gets me out; makes being disabled easier</li><li>• They try so hard to make everyone happy</li><li>• How wonderful the staff are; how hard they work to accommodate people</li><li>• Door-to-door service appreciated by long-term care patients</li><li>• Although you can use transit to make a trip, sometimes you just have to have Parabus to get home again</li><li>• Door to door service</li><li>• Reasonable fares</li><li>• Drivers are kind</li><li>• We prefer Parabus over Gateway Transportation – the fare is much less and the service is better</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2.0 | <p><b>Where do you see room for improvement in Parabus service?</b></p> <ul style="list-style-type: none"><li>• No spontaneous travel option is available</li><li>• Being turned down when requesting a trip</li><li>• Not enough buses and hours of service</li><li>• Ride is rough at the back of the vehicle</li><li>• Configuration of some buses is awkward for the driver to secure the fifth or the last chair loaded, especially if it is a large one</li><li>• The Parabus application process needs to be looked at. I see people using the service who do not appear to need it. If you can walk up and down the shopping mall, you should not need Parabus to get you there</li><li>• I can't always get the time I want. Sometimes I have to get to my destination an hour or more early because there's no vehicle available later</li><li>• Prioritizing by trip purpose is not right. Who's to say my recreational trip is not as important as someone else's doctor's appointment? It makes it very hard to get to a recreational event, which is also important to a person's health</li></ul> |





- Telephone hold times are too long. Sometimes my attendant has to hang up because she has reached the end of her shift without completing the call
- You have to call in right at 8:30 to get your trip; getting a response is like a lottery
- There is not enough service at peak hours
- Fridays the phones are very congested because people have to book for Saturday, Sunday and Monday
- They don't re-use space cancelled on the same day very well
- Tie-down system is difficult for the driver with some wheelchairs or scooters
- An oversized wheelchair or scooter which takes up more than one space can result in an accidental overbooking (create a Capacity Type in PASS-Lite for oversize wheelchairs; you should explain limits of lift and dimensions to clients)

### 3.0 **Changes we'd like to suggest**

- The red tape has to be removed – booking in advance, process, procedures
- Involve users and drivers in vehicle configuration design decisions
- Purchase larger vehicles for greater capacity and ease of securing wheelchairs
- Locate the Parabus fleet depot in the true centre of the city (Second and Great Northern area) to economize time and deadhead miles at the start and the end of driver shifts
- Taxi scrip, at least for ambulatory passengers
- Find ways to offer trips on short notice
- Improve ride-sharing. Sometimes I'm riding alone on the vehicle and don't mind a longer trip if it means more people can be accommodated
- Improve the scheduling. Sometimes three buses arrive at the same location
- Eliminate the 45-minute or 30-minute call slots, which waste capacity on short trips, in favour of scheduling based on actual travel times
- Make email and voice mail confirmation of trip bookings available for people who want it
- Open the booking lines on the weekend
- There are only three areas in the town – how about using techniques to schedule groups trips to those three areas, or dedicate vehicles to serve those areas
- Offer New Year's Eve service
- Better coverage of peak travel hours (action underway on this by Parabus changing driver shift times)
- More efficient scheduling
- A general increase in Parabus efficiency so more people can use what is available
- Provide an orientation video or newsletter to teach people how to use the service, and explain how booking, scheduling, etc. work



|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.0 | <b>What Parabus priorities should be:</b> <ul style="list-style-type: none"><li>• Improve the booking system – less waiting time, more trips available at peak travel times</li><li>• Increase the service capacity</li><li>• Review the eligibility criteria and application process to ensure that people only qualify for Parabus if they cannot use transit either some or all of the time</li><li>• Offer bookings on weekends</li><li>• Enable long-term appointments for medical trips to be booked well in advance of the 7-day booking</li></ul> |
| 5.0 | <b>Other comments</b> <ul style="list-style-type: none"><li>• Sault Transit low floor buses can be a good travel option, but the tie-down system is hard for drivers, and I hate to feel that I am holding up the bus while the driver ties down my chair</li></ul>                                                                                                                                                                                                                                                                                       |

# **Appendix C**

## **Functional Requirements of Specialized Transit Scheduling Software**



The table below summarizes functional requirements and evaluation criteria for paratransit / specialized transit scheduling software. The term scheduling software is commonly used to refer to products which typically perform a wide range of tasks in addition to actually scheduling trips to vehicles. The eight functional areas identified are not exhaustive, but are intended to provide an indication of the scope of the tasks the software must be able to handle.

| Functional Requirements By Topic |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Client registration           | <ul style="list-style-type: none"><li>a. Name, address, billing info – prevents creating duplicate records</li><li>b. Mobility limitations</li><li>c. Mobility device, service animal, special instructions</li><li>d. Boarding and alighting time requirements</li><li>e. Special needs while in transportation (dementia, behavioural issues, etc.)</li><li>f. Escort requirement</li><li>g. Funding source information</li><li>h. * Gender</li><li>i. * Emergency contact name and number</li><li>j. * Date of intake</li><li>k. * Language</li></ul> |
| 2. Trip Booking                  | <ul style="list-style-type: none"><li>a. Origin, destination, regular or casual booking; frequency</li><li>b. Special instructions</li><li>c. Handling trip modifications and cancellations</li><li>d. Trip confirmation</li><li>e. Web-based or remote trip booking from satellite locations</li><li>f. * Time of appointment</li></ul>                                                                                                                                                                                                                 |



## Functional Requirements By Topic

### 3. Scheduling

- a. Vehicle and run creation
- b. Vehicle capacities management
- c. Can manage multiple fleets (brokerage model)
- d. Scheduling modes: triangulation, street routing, other
- e. Map integration
- f. Can provide relative costing of solutions using different providers
- g. Scheduling and routing optimization – batch process; background optimization
- h. Driver manifests: customized or standard
- i. Routine for updating database from driver manifest (cancels at door; no-show trips; add-ons)
- j. Integration with Mobile Data Terminals

### 4. Dispatching

- a. Service regulation and control
- b. Ease of transferring trips
- c. Management of breakdowns & driver out of service incidents
- d. On-time status
- e. Real-time interrogation capability

### 5. Administrative support functions

- a. Trip billing
- b. Tracks mileage for maintenance
- c. Tracks driver hours
- d. Tracks complaints



## Functional Requirements By Topic

### 6. Service Coordination

- a. Management of separate fleets for integrated scheduling, trip transfers, etc;
- b. Remote access by clients, etc. for trip booking, confirmation, and cancellations
- c. Integration with Integrated Voice Response telephone software for call-outs to clients, etc.

### 7. Reporting

- a. Statistical reporting
- b. Built-in reporting tools
- c. Custom reports available; costs
- d. Database accessible using industry standard tools
- e. Data export – can be done by user
- f. Database definition provided for report-writing

### 8. Application Features

- a. Hardware requirements
- b. Performance
- c. Backup and archiving
- d. Crash recovery
- e. Fault tolerance
- f. Supporting applications required (SQL Server, etc.)

**Appendix D**  
**AODA Integrated Standards Act,**  
**Provisions For Conventional and**  
**Specialized Transit**



## **AODA INTEGRATED STANDARDS ACT, PROVISIONS FOR CONVENTIONAL AND SPECIALIZED TRANSIT**

The following identifies the annual requirements of the Integrated Accessibility Standard.

### **2011**

- Must take reasonable steps to accommodate persons with disabilities who would otherwise use the accessibility equipment and the transportation service provider shall repair the equipment as soon as is practicable.
- There are, on request, pre-boarding verbal announcements of the route, direction, destination or next major stop.
- There are audible verbal announcements of all destination points or available route stops on its transportation vehicles while the vehicle is on route or while the vehicle is being operated.
- Specialized transportation service providers shall provide origin to destination services within its service area that takes into account the abilities of its passengers and that accommodates their abilities.
- No conventional transportation service provider shall charge a higher fare to a person with a disability than the fare, but a conventional transportation service provider may charge a lesser fare for a person with a disability.

### **2012**

- Make current information on accessibility equipment and features of their vehicles, routes and services available to the public.
- Establish, implement, maintain and document emergency preparedness and response policies that provide for the safety of persons with disabilities; and make those policies available to the public.
- Conventional transportation service providers shall:
  - Deploy lifting devices, ramps or portable bridge plates upon the request of a person with a disability;
  - Ensure that adequate time is provided to persons with disabilities to safely board, be secured and deboard transportation vehicles and that assistance be provided, upon request, for these activities;
  - Assist with safe and careful storage of mobility aids or mobility assistive devices used by persons with disabilities; and
  - Allow a person with a disability to travel with a medical aid.





- Ensure that persons with disabilities are able to board or deboard a transportation vehicle at the closest available safe location, as determined by the operator, that is not an official stop, if the official stop is not accessible and the safe location is along the same transit route.
- Operators of their transportation vehicles must promptly report to an appropriate authority where a transit stop is temporarily inaccessible or where a temporary barrier exists.
- Every conventional transportation service provider shall, if safe storage is possible, ensure that mobility aids and mobility assistive devices are stored in the passenger compartments of its transportation vehicles
- Ensure there is clearly marked courtesy seating for persons with disabilities on transportation vehicles and that the courtesy seating meets the standards set out in the AODA legislation.
- Specialized transportation service providers shall allow companions and dependants (i.e. children) to travel with persons with disabilities if space is available and will not result in the denial of service to other persons with disabilities.

## 2013

- In their accessibility plan, conventional transportation service providers shall identify the process for managing, evaluating and taking action on customer feedback. Additionally, service providers shall annually hold at least one public meeting involving persons with disabilities to ensure that they have an opportunity to participate in a review of the accessibility plan and that they are given the opportunity to provide feedback on the accessibility plan.
- Specialized transportation service providers shall, in their accessibility plans:
  - Identify the process for estimating the demand for specialized transportation services; and
  - Develop steps to reduce wait times for specialized transportation services.
  - Describe procedures for dealing with accessibility equipment failures on their respective types of vehicles.
- A conventional transportation service provider that does not provide specialized transportation services shall ensure that any person with a disability who, because of his or her disability, is unable to use conventional transportation services is provided with an alternative accessible method of transportation.
- Ensure that the same fare structure and fare payment options are available for both conventional transportation services and specialized transportation services.
- Every specialized transportation service provider shall make specialized transportation services available to visitors; and
- Where specialized transportation services are provided in adjacent municipalities within contiguous urban areas, the specialized transportation service providers shall facilitate connections between their respective services.
- Ensure that the specialized transportation services have, at a minimum, the same hours and days of service as the conventional transportation services.



- Every specialized transportation service provider, where the specialized transportation services require reservations, shall provide information on the duration of service delays (30 minutes or more) to affected passengers by a method agreed to by the specialized transportation service provider and passenger.
- Where a route or scheduled service is temporarily changed and the change is known in advance of the commencement of the trip, conventional transportation service providers shall:
  - Make available alternate accessible arrangements to transfer persons with disabilities to their route destination where alternate arrangements for persons without disabilities are inaccessible; and
  - Ensure information on alternate arrangements is communicated in a manner that takes into account the person's disability.

## **2013 – Vehicles**

**Notes:** Where a conventional transportation service provider has, on June 30, 2011, existing contractual obligations to purchase vehicles that do not meet the foregoing requirements, the transportation service provider may honour the existing contract.

Conventional transportation service providers are not required to retrofit vehicles that are within their fleet as of July 1, 2011 in order to ensure that the vehicles meet the foregoing accessibility requirements.

- All transportation vehicles that are manufactured on or after January 1, 2013 are equipped with grab bars, handholds, handrails or stanchions that are provided where appropriate.
- All transportation vehicles manufactured on or after January 1, 2013 must have:
  - Floors that produce a minimal glare and are slip resistant; and
  - Any carpeted surfaces have a low, firm and level pile or loop and are securely fastened.
- All transportation vehicles manufactured on or after January 1, 2013 must
  - Have two or more allocated mobility aid spaces, with each space being a minimum of:
    - 1,220 millimetres by 685 millimetres for vehicles designed to have a seating capacity of 24 passengers or less, and
    - 1,220 millimetres by 760 millimetres for vehicles designed to have a seating capacity of more than 24 passengers; and
  - Are equipped, as appropriate, with securement devices.
- All transportation vehicles manufactured on or after January 1, 2013 are equipped with accessible stop-requests and emergency response controls that are located throughout the transportation vehicle, including places within reach of allocated mobility aid spaces and courtesy seating locations.



- All transportation vehicles manufactured on or after January 1, 2013 are equipped with lights above or beside each passenger access door that are constantly lit when the door is open and that illuminate the lifting device, ramp, portable bridge plate or step nosings, as the case may be.
- All transportation vehicles manufactured on or after January 1, 2013 must display the route or direction of the transportation vehicle or its destination or next major stop.
- Where transportation vehicles are equipped with steps, the steps meet the following requirements:
  - The top outer edge of each step is marked by a colour strip that is high colour-contrasted with its background, to assist with visual recognition, that runs the full width of the leading edge of the step, excluding any side edge mouldings, and can be viewed from both directions of travel.
  - The steps have surfaces that are slip resistant and that produce minimal glare.
  - The steps have uniform, closed riser heights and tread depths, subject to the structural limitations of the vehicle.
- Where transportation vehicles have a ramp, lifting device or a kneeling function, each of them is equipped with a visual warning lamp indicator mounted on the exterior near the mobility aid accessible door and with an audible warning alarm.

## 2014

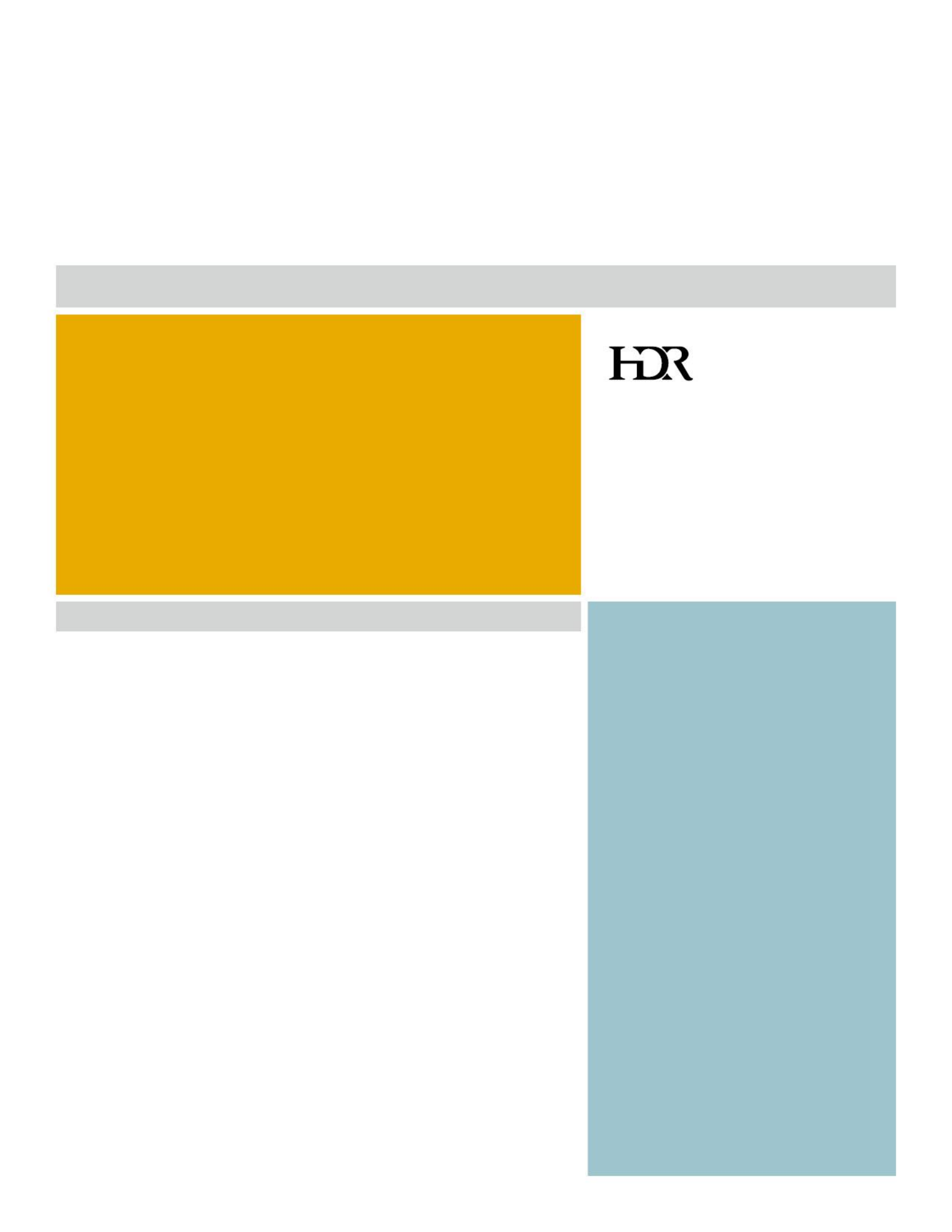
- Conduct employee and volunteer accessibility training on: safe use of accessibility equipment and features; acceptable modifications to procedures in situations where temporary barriers exist or accessibility equipment on a vehicle fails; and emergency preparedness and response procedures that provide for the safety of persons with disabilities.
- No conventional transportation service provider and no specialized transportation service provider shall charge a fare to a support person who is accompanying a person with a disability where the person with a disability has a need for a support person.
- If a person has completed an application for eligibility for specialized transportation services and the person's eligibility has not been determined within 14 calendar days after the completed application is received by the specialized transportation service provider, the person shall be considered to have temporary eligibility for specialized transportation services until a decision on his or her eligibility is made.
- A specialized transportation service provider shall establish an independent appeal process to review decisions respecting eligibility. A decision on an appeal with respect to eligibility must be made within 30 calendar days after receiving the complete appeal application, but if a final decision is not made within the 30 days, the applicant shall be granted temporary eligibility until a final decision is made.
- Specialized transportation service providers shall develop procedures respecting the provision of temporary specialized transportation services:
  - Where the services are required because of an emergency or on compassionate grounds; and



- Where there are no other accessible transportation services to meet the person's needs.
- Every specialized transportation service provider shall, where the specialized transportation services require reservations:
  - Provide same day service to the extent that it is available; and
  - Where same day service is not available, accept booking requests up to three hours before the published end of the service period on the day before the intended day of travel.

## **2017**

- There are electronic pre-boarding announcements of the route, direction, destination or next major stop on its transportation vehicles.
- Every conventional transportation service provider shall ensure that all destination points or available route stops:
  - Are announced through electronic means; and
  - Are legibly and visually displayed through electronic means.
- Every specialized transportation service provider shall have three categories of eligibility to qualify for specialized transportation services,
  - A person with a disability that prevents them from using conventional transportation services shall be categorized as having unconditional eligibility.
  - A person with a temporary disability that prevents them from using conventional transportation services shall be categorized as having temporary eligibility.
  - A person with a disability where environmental or physical barriers limit their ability to consistently use conventional transportation services shall be categorized as having conditional eligibility.



HDR