

REGULAR MEETING OF CITY COUNCIL AGENDA

Monday, November 10, 2014

4:30 p.m.

Council Chambers

	Pages
1. ADOPTION OF MINUTES	11 - 28
Mover : Councillor M. Bruni Seconder : Councillor T. Sheehan	
Resolved that the Minutes of the Regular Council Meeting of 2014 09 29 be approved.	
2. QUESTIONS AND INFORMATION ARISING OUT OF THE MINUTES AND NOT OTHERWISE ON THE AGENDA	
3. DECLARATION OF PECUNIARY INTEREST	
4. APPROVE AGENDA AS PRESENTED	
Mover : Councillor F. Fata Seconder : Councillor S. Myers	
Resolved that the Agenda for 2014 11 10 City Council Meeting as presented be approved.	
5. PROCLAMATIONS/DELEGATIONS	
5.1 Diabetes Awareness Month	
Janie Bringleston – Sault Ste. Marie and District Branch Co-ordinator, Canadian Diabetes Association will be in attendance.	
5.2 Lung Month	
Elise Nelson – Special Events Co-ordinator, The Lung Association will be in attendance.	

5.3 Cultural Advisory Board – Community Recognition Awards 29 - 31

Karen Montgomery-Jones and Susan Barber will be in attendance.

5.4 Canadian Urban Institute Brownfield Award

Don McConnell, Planning Director will be in attendance concerning Agenda item 6.17.

5.5 New Digital 9-1-1 System

Chief Keetch, Sault Police Service; Chief Provenzano, Fire Services and Robert Rushworth, Manager Emergency Medical Services will be in attendance concerning Agenda item 7.8.1.

5.6 Bucchianico: Images, Emotions, Memories 32 - 33

John DiLuzio, author, will be in attendance.

6. COMMUNICATIONS AND ROUTINE REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

Mover : Councillor M. Bruni

Secunder : Councillor T. Sheehan

Resolved that all the items listed under date 2014 11 10 – Part One – Consent Agenda be approved as recommended.

6.1 Correspondence

6.1.1 Minister of State (Social Development) 34 - 35

Honourable Candice Bergen, P.C., M.P., concerning Council's resolution in support of affordable housing.

6.1.2 Councillor Frank Manzo 36 - 36

Memo to Mayor Amaroso and members of City Council

6.1.3 County of Renfrew 37 - 38

Copy of correspondence sent to the Premier of Ontario concerning Power Dam Special Payment Program.

6.2 Street Closing – 2014 Rotary Santa Claus Parade 39 - 45

A letter of request for a temporary street closing in conjunction with the 2014 Rotary Santa Claus Parade – Saturday, November 22, 2014 is attached for the consideration of Council.

- Bay Street from East Street to Pim Street – 5:00 p.m. to 6:30 p.m.
- Pim Street from Bay Street to Queen Street East – 5:00 p.m. to 6:30 p.m.
- Queen Street East from Pim Street to Gore Street – 5:30 p.m. to 7:30 p.m.

The relevant By-law 2014-235 is listed under item 11 of the Agenda and will be read with all by-laws under that item.

6.3 Property Tax Appeals 46 - 47

A report of the City Tax Collector is attached for the consideration of Council.

Mover : Councillor F. Fata

Seconder : Councillor T. Sheehan

Resolved that the report of the City Tax Collector dated 2014 11 10 concerning Property Tax Appeals be received and the recommendation that the tax records be amended pursuant to Section 357 of the *Municipal Act* be approved.

6.4 Uncollectable Taxes – Black Loon Millworks Inc. – 59 Industrial Crt C 48 - 55

A report of the City Tax Collector is attached for the consideration of Council.

Mover : Councillor M. Bruni

Seconder : Councillor S. Myers

Resolved that the report of the City Tax Collector dated 2014 11 10 concerning Uncollectable Taxes for 59 Industrial Crt C be received and the recommendation that the tax records be amended pursuant to Section 354(4) of the *Municipal Act* be approved.

6.5 Uncollectable Taxes – Municipal Capital Facilities Agreement – Sault Ste. Marie Gym Club 56 - 66

A report of the City Tax Collector is attached for the consideration of Council.

Mover : Councillor F. Fata

Seconder : Councillor T. Sheehan

Resolved that the report of the City Tax Collector dated 2014 11 10 concerning Uncollectable Taxes for the Sault Ste. Marie Gym Club be received and the recommendation that the tax records be amended pursuant to Section 354(4) of the *Municipal Act* be approved.

6.6 The City of Sault Ste. Marie Credit Rating 67 - 75

A report of the Commissioner of Finance and Treasurer is attached for the consideration of Council.

Mover : Councillor F. Fata

Seconder : Councillor S. Myers

Resolved that the report of the Commissioner of Finance and Treasurer dated 2014 11 10 concerning City of Sault Ste. Marie Credit Rating be received as information.

6.7 2013 Results under the Municipal Performance Measurement Program 76 - 187

A report of the Manager of Audits and Capital Planning is attached for the consideration of Council.

Mover : Councillor M. Bruni

Seconder : Councillor T. Sheehan

Resolved that the report of the Manager of Audits and Capital Planning dated 2014 11 10 concerning 2013 results under the *Municipal Performance Measurement Program* be received as information.

6.8 2011-2014 Strategic Plan – Final Report 188 - 216

A report of the Deputy City Clerk and Manager of Quality Improvement is attached for the consideration of Council.

Mover : Councillor M. Bruni

Seconder : Councillor T. Sheehan

Resolved that the report of the Deputy City Clerk and Manager of Quality Improvement dated 2014 11 10 concerning 2011-2014 Corporate Strategic Plan – Final Report be received as information.

6.9 John Rhodes Community Centre Restaurant Space – Request for Proposals to Operate 217 - 243

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

Mover : Councillor F. Fata

Seconder : Councillor S. Myers

Resolved that the report of the Commissioner of Community Services dated 2014 11 10 concerning the RFP to operate the John Rhodes Community Centre Restaurant Space be received and that the RFP for the JRCC restaurant operations be issued in accordance with City policies and procedures.

6.10 Designated Heritage Property Tax Rebates 244 - 246

A report of the Manager of Recreation and Culture is attached for the consideration of Council.

Mover : Councillor F. Fata

Seconder : Councillor S. Myers

Resolved that the report of the Manager of Recreation and Culture dated 2014 11 10 concerning Designated Heritage Property Tax Rebates be received and that the recommendation of the Sault Ste. Marie Municipal Heritage Committee that the designated heritage property tax rebates for the 2013 tax year be paid to the qualified owners of designated heritage properties enrolled in the program be approved.

6.11 Steelton Seniors Centre Canopy Roof Update 247 - 252

A report of the Manager of Recreation and Culture is attached for the consideration of Council.

Mover : Councillor F. Fata

Seconder : Councillor T. Sheehan

Resolved that the report of the Manager of Recreation and Culture dated 2014 11 10 be received, and that the roof replacement project at the Steelton Senior Citizens Centre, 235 Wellington Street West, be re-tendered for the lower canopy roof work only, and further that an HVAC study be conducted on the upper (east) roof; and that the funds identified in the 2014 budget for replacement of both upper and lower roofs be used to fund the re-tendered project, with any remaining funds reserved for the future replacement of the upper roof.

6.12 Orthophotography – Floodplain Mapping 253 - 255

A report of the Commissioner of Engineering is attached for the consideration of Council.

Mover : Councillor F. Fata

Seconder : Councillor S. Myers

Resolved that the report of the Commissioner of Engineering dated 2014 11 10 be received and that City staff in co-operation with the Sault Ste. Marie Region Conservation Authority work towards seeking additional funds from the Province and other partnership options to implement orthophotography requirements be approved.

6.13 Biosolids Management Plan 256 - 257

A report of the Land Development and Environmental Engineer is attached for the consideration of Council.

Mover : Councillor M. Bruni

Seconder : Councillor S. Myers

Resolved that the report of the Land Development and Environmental Engineer dated 2014 11 10 concerning Biosolids Management Plan be received as information.

6.14 Court Security and Prisoner Transport Agreement 258 - 259

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

The relevant By-law 2014-232 is listed under Item 11 of the Agenda and will be read with all by-laws under that item.

6.15 Property Declared Surplus – Cathcart Street 260 - 262

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

Mover : Councillor M. Bruni
Secorder : Councillor S. Myers

Resolved that the report of the City Solicitor dated 2014 11 10 concerning Property Declared Surplus – Cathcart Street be received and that the subject property, legally described as PT LT 43 PL 7999 St. Mary's as in T7548; Sault Ste. Marie (PIN 31576-0294) and known as civic 113 Cathcart Street be declared surplus to the City's needs and made available for sale in accordance with the City's policy for the disposition of land.

6.16 Streetscape Consulting Services 263 - 269

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

Mover : Councillor M. Bruni
Secorder : Councillor T. Sheehan

Resolved that the report of the Planning Division dated 2014 11 10 be received and that Council authorize an agreement with The Planning Partnership to develop a detailed streetscape furniture catalogue and comprehensive tree replacement strategy for Queen Street, the Canal District and the remaining Downtown area, to a maximum of \$20,000 (exclusive of HST) (funded from previously approved Economic Diversification Fund, FedNor and NOHFC funding).

6.17 Canadian Urban Institute Brownfield Award 270 - 272

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

Mover : Councillor F. Fata
Secorder : Councillor S. Myers

Resolved that the report of the Planning Director dated 2014 11 10 concerning the Canadian Urban Institute Brownie Award be received as information.

6.18 Shopping Cart Clean-up 273 - 274

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

Mover : Councillor M. Bruni
Secorder : Councillor T. Sheehan

Resolved that the report of the Deputy Commissioner of Public Works and Transportation dated 2014 11 10 concerning clean-up of shopping carts be received as information.

6.19 Queen St – Parking Prohibition for Bicycle Lanes 275 - 277

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

Mover : Councillor F. Fata
Secorder : Councillor T. Sheehan

Resolved that the report of the Deputy Commissioner of Public Works and Transportation concerning parking prohibition amendments to Traffic Bylaw 77-200 be accepted and furthermore that Council direct the Legal Department to bring forward the appropriate by-law amendments at a later date.

6.20 Annual Traffic By-law Maintenance

278 - 282

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

Mover : Councillor M. Bruni

Seconder : Councillor T. Sheehan

Resolved that the report of the Deputy Commissioner of Public Works and Transportation concerning the annual update to the Traffic Bylaw 77-200 be accepted and furthermore that Council direct the Legal Department to bring forward the appropriate by-law amendments at a later date.

6.21 Household Special Waste Facility – Potential Relocation to the Landfill Site

283 - 285

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

Mover : Councillor M. Bruni

Seconder : Councillor S. Myers

Resolved that the report of the Deputy Commissioner of Public Works and Transportation dated 2014 11 10 concerning Household Special Waste Facility – Potential Relocation to the Landfill Site be received as information.

7. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

7.1 ADMINISTRATION

7.2 COMMUNITY SERVICES DEPARTMENT

7.3 ENGINEERING

7.4 FIRE

7.5 LEGAL

7.6 PLANNING

7.7 PUBLIC WORKS AND TRANSPORTATION

7.8 BOARDS AND COMMITTEES

7.8.1 New Digital 9-1-1 System Upgrade Costs

286 - 294

A report of the Chief of Police is attached for the consideration of Council.

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

8.1 Customer Satisfaction

Mover : Councillor S. Myers
Seconder : Councillor P. Mick

Whereas City Council is seeking to find different ways to reduce the cost of operating the City and still provide the services desired by the community and maintain a low or zero tax levy increase; and

Whereas it has been a number of years since the public has been asked by survey to prioritize the City services they wish to see provided through the municipal tax levy; and

Whereas members of the public may also have suggestions around services they have seen provided in other jurisdictions that may be worthy of consideration for our city; and

Whereas City Council would use this input as part of their preparation for the 2015 budget;

Now Therefore Be It Resolved that staff be requested to report back to City Council at the second meeting in January with a recommendation as to the best method to elicit this input from the public and the proposed list of municipal services to be ranked.

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

10. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE

11. CONSIDERATION AND PASSING OF BY- LAWS

Mover : Councillor F. Fata
Seconder : Councillor S. Myers

Resolved that all by-laws under item 11 of the Agenda under date 2014 11 10 be approved.

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

11.1.1 By-law 2014-229 (Zoning) 112 Hugill Street (Spina)

295 - 297

Mover : Councillor F. Fata
Seconder : Councillor S. Myers

Resolved that By-law 2014-229 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 112 Hugill Street

(Spina) be passed in open Council this 10th day of November, 2014.

11.1.2 By-law 2014-230 (Zoning) 83 Huron Street (Riversedge) 298 - 300

Mover : Councillor F. Fata
Seconder : Councillor S. Myers

Resolved that By-law 2014-230 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 83 Huron Street (Riversedge Developments Inc.) be passed in open Council this 10th day of November, 2014.

11.1.3 By-law 2014-232 (Agreement) Court Security and Prisoner Transportation 301 - 324

A report from the City Solicitor is on the Agenda.

Mover : Councillor F. Fata
Seconder : Councillor S. Myers

Resolved that By-law 2014-232 being a by-law to authorize the execution of an agreement between the City and Her Majesty the Queen in Right of Ontario as represented by the Minister of Community Safety and Correctional Services to extend the Court Security and Prisoner Transportation (CSPT) Program to 2016 be passed in open Council this 10th day of November, 2014.

11.1.4 By-law 2014-233 (Parking) Municipal Law Enforcement Officers 325 - 327

Mover : Councillor F. Fata
Seconder : Councillor S. Myers

Resolved that By-law 2014-233 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 10th day of November, 2014.

11.1.5 By-law 2014-234 (Agreement) Innovation Centre 328 - 336

A report from the Manager of Information Technology Division is on the agenda.

Mover : Councillor F. Fata
Seconder : Councillor S. Myers

Resolved that By-law 2014-234 being a by-law to authorize the execution of an agreement between the City and the Sault Ste. Marie Innovation Centre for the provision of integrated geomatics services (GIS) commencing January 1, 2015 be passed in open Council this 10th day of November, 2014.

11.1.6 By-law 2014-235 (Temporary Street Closing) Santa Claus Parade 337 - 337

Mover : Councillor F. Fata
Seconder : Councillor S. Myers

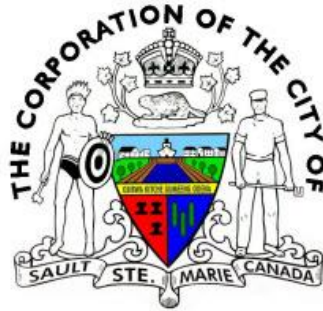
Resolved that By-law 2014-235 being a by-law to permit the temporary closing of various streets to facilitate the annual Rotary Santa Claus parade on November 22, 2014 be passed in open Council this 10th day of November, 2014.

- 11.2 By-laws before Council for FIRST and SECOND reading which do not require more than a simple majority
- 11.3 By-laws before Council for THIRD reading which do not require more than a simple majority
- 12. QUESTIONS BY, NEW BUSINESS FROM, OR ADDRESSES BY MEMBERS OF COUNCIL CONCERNING MATTERS NOT OTHERWISE ON THE AGENDA
- 13. CLOSED SESSION
- 14. ADJOURNMENT

Mover : Councillor M. Bruni

Seconder : Councillor T. Sheehan

Resolved that this Council now adjourn.



REGULAR MEETING OF CITY COUNCIL MINUTES

Monday, September 29, 2014

4:30 p.m.

Council Chambers

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

Absent: Councillor F. Manzo (illness)

Officials: J. Fratesi, R. Tyczinski, N. Kenny, L. Girardi, N. Apostle, B. Freiburger, J. Dolcetti, D. McConnell, F. Coccimiglio, M. Provenzano, M. Nadeau

1. ADOPTION OF MINUTES

Moved by: Councillor P. Mick

Seconded by: Councillor L. Turco

Resolved that the Minutes of the Regular Council Meeting of 2014 09 08 be approved.

Carried

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

3. DECLARATION OF PECUNIARY INTEREST

3.1. Councillor B. Watkins - RFP for Enterprise Document Management System (2014IA04P)

Owns a competing business

3.2. Councillor R. Niro - Chilly Willy's Sports Bar and Grill – Lease Agreement

Employer has a service agreement with Chilly Willy's Bar & Grill

4. APPROVE AGENDA AS PRESENTED

Moved by: Councillor B. Watkins

Seconded by: Councillor L. Turco

Resolved that the Agenda for 2014 09 29 City Council Meeting as presented be approved.

Carried

5. PROCLAMATIONS/DELEGATIONS

5.1. Long Term Service Award (Part-time)

Penny Allinson, Cook, Day Care Division, Community Services Department was in attendance.

5.2. Fire Prevention Week

Paul Milosevich, Assistant Fire Chief, Fire Prevention and Public Education was in attendance.

5.3. Learning Disability Month

Matt Trainor, Chair – Community Advisory Committee was in attendance.

5.4. Canadian Foster Family Week

Christine Mair, Assessment Worker was in attendance.

5.5. Pancreatic Cancer Awareness Month

Jenn Arbour (volunteer) was in attendance.

5.6. Baha'i Unity in Diversity Week

Marlina and Chris Faulkner, members of the Baha'i faith were in attendance.

5.7. United Way Launch Week

Dr. Richard Myers and Dr. Michelle Atkin, Co-Chairs for the 2014 United Way Campaign were in attendance.

5.8. Spiritual and Religious Care Week

Amanda Zuke, Secretary, Multifaith Committee was in attendance.

5.9. Age Friendly Sault Ste. Marie

Stephanie Pagnucco, Community Engagement Assistant, Office of the Mayor, was in attendance (Agenda item 6.3).

6. COMMUNICATIONS AND ROUTINE REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

Moved by: Councillor P. Mick

Seconded by: Councillor R. Niro

Resolved that all the items listed under date 2014 09 29 – Part One – Consent Agenda be approved as recommended save and except items 6.15 and 6.16.

Carried

6.1. Correspondence

a. Fort Erie – Support to Amend the Ontario Assessment Act

6.2. MTO Cancellation of Route Planning and Environmental Assessments for a New Route for Hwy 17 & Cancellation of Connecting Link Funding

6.3. Age Friendly Sault Ste. Marie

The Community Assessment report was received by Council.

Moved by: Councillor P. Mick

Seconded by: Councillor L. Turco

Resolved that the Age Friendly Sault Ste. Marie Community Assessment Report be received and referred to the 2014-2018 Strategic Planning process.

Carried

6.4. Council Travel

Moved by: Councillor P. Mick

Seconded by: Councillor R. Niro

Resolved that Councillor L. Turco be authorized to travel to AMO Board Meeting being held in Toronto (2 days in September) at a cost to the City of \$300.

Carried

6.5. Staff Travel

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

September 29, 2014

Moved by: Councillor P. Mick

Seconded by: Councillor L. Turco

Resolved that the report of the Chief Administrative Officer dated 2014 09 29 concerning Staff Travel be approved as requested.

Carried

6.6. RFP for Enterprise Document Management System (2014IA04P)

Councillor B. Watkins declared a conflict on this item. (Owns a competing business)

The report of the Manager of Purchasing was received by Council.

Moved by: Councillor P. Mick

Seconded by: Councillor L. Turco

Resolved that the report of the Manager of Purchasing dated 2014 09 29 be received and that the proposal submitted by Xerox Canada Ltd. to provide an Enterprise Document Management System for the Corporation at a price of \$70,949.68 plus H.S.T., be approved.

Carried

6.7. RFP for Landfill GPS Mapping System (2014WB03P)

The report of the Manager of Purchasing was received by Council.

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that the report of the Manager of Purchasing dated 2014 09 29 be received and that the proposal submitted by Sitech Mid-Canada Ltd. to provide a Landfill GPS Mapping System for the Municipal Landfill, with funding to be drawn from the Waste Disposal Reserve at a price of \$72,980.00 plus H.S.T., be approved.

Carried

6.8. Property Tax Appeal

The report of the City Tax Collector was received by Council.

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that the report of the City Tax Collector dated 2014 09 29 concerning Property Tax Appeal be received and the recommendation to confirm the tax record(s) be approved pursuant to Section 334 of the *Municipal Act*.

Carried

6.9. 2015 Council Meeting Schedule

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that the report of the City Clerk dated 2014 09 29 concerning 2015 Council Meeting Schedule be received and that the 2015 schedule for regular meetings of Council be approved
Carried

6.10. Retirement Home Voting Hours

The report of the City Clerk was received by Council.

The relevant By-law 2014-228 is listed under item 11 of the Minutes.

6.11. Repairs to Municipal Bridges 30 and 32

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

The relevant By-law 2014-225 is listed under item 11 of the Minutes.

6.12. Immigration Portal – Provincial MCI Innovation Project

The report of the Manager of Information Technology was received by Council.

The relevant By-law 2014-208 is listed under item 11 of the Minutes.

6.13. Heritage Discovery Centre – Gift Shop Lease Agreement

The report of the Curator, Ermatinger-Clergue National Historic Site was received by Council.

The relevant By-law 2014-200 is listed under item 11 of the Minutes.

6.14. Holiday Festival On Ice – Proposal

The report of the Commissioner of Community Services was received by Council.

The relevant By-law 2014-213 is listed under item 11 of the Minutes.

6.17. Municipal Energy Plan Program Funding Application

The report of the Environmental Initiatives Co-ordinator was received by Council.

Moved by: Councillor P. Mick

Seconded by: Councillor R. Niro

Resolved that the report of the Environmental Initiatives Coordinator dated 2014 09 29 concerning Municipal Energy Plan Program Funding Application be received and that a limited signing authority be granted to the Commissioner of Engineering and Planning until December 31, 2015 for the purposes of making application to Energy Mapping Project and entering into the subsequent transfer payment agreement.

Carried

6.18. Building Code Agreement for 131 River Road

The report of the Chief Building Official was received by Council.
The relevant By-law 2014-209 is listed under item 11 of the Minutes.

6.19. Fire Services 2013 Annual Report

The report of the Fire Chief was received by Council.

Moved by: Councillor P. Mick

Seconded by: Councillor L. Turco

Resolved that Sault Ste. Marie Fire Services 2013 Annual Report be received as information.

Carried

6.20. Easement Required Part 1915 Base Line for Improvements to Base Line

The report of the City Solicitor was received by Council.
The relevant By-law 2014-212 is listed under item 11 of the Minutes.

6.21. Street Closing Application RoVon Court – Plan H744 Tarentorus

The report of the City Solicitor was received by Council.
The relevant By-law 2014-196 is listed under item 11 of the Minutes.

6.22. Disposition of 22 MacDonald Avenue

The report of the City Solicitor was received by Council.
The relevant By-law 2014-211 is listed under item 11 of the Minutes.

6.23. Licence to Occupy City Property Agreement for the Nuit Blanche Event of October 4, 2014

The report of the Assistant City Solicitor was received by Council.
The relevant By-law 2014-226 is listed under item 11 of the Minutes.

6.24. Licence to Occupy City Property Agreement between the City and Algoma Amateur Radio Club – 65 Old Garden River Road (Emergency Operations Centre)

The report of the Assistant City Solicitor was received by Council.
The relevant By-law 2014-224 is listed under 11 of the Minutes.

6.25. Acquisition of Parkland Agreement between the City and TVM Sault Inc. (941 & 969 Queen Street East)

The report of the Assistant City Solicitor was received by Council.
The relevant By-law 2014-227 is listed under item 11 of the Minutes.

6.26. Licence to Occupy City Property – Northeast corner of Third Line East and Birkshire Place

The report of the Solicitor/Prosecutor was received by Council.
The relevant By-law 2014-219 is listed under item 11 of the Minutes.

6.27. Street Assumption and Closing Part Grand Blvd.

The report of the Solicitor/Prosecutor was received by Council.
The relevant By-laws 2014-220 and 2014-221 are listed under item 11 of the Minutes.

6.28. Surplus Property (532 Wallace Terrace)

The report of the City Solicitor was received by Council.
The relevant By-law 2014-210 is listed under item 11 of the Minutes.

6.29. Community Development Award 2014 – Chippewa Trading Post and Frontier Village

The report of the Planning Department was received by Council.

Moved by: Councillor P. Mick

Seconded by: Councillor L. Turco

Resolved that the report of the Planner dated 2014 09 29 be received and that Council award the 2014 Community Development Award to the Chippewa Trading Post and Frontier Village.

Carried

6.30. Sourcewater Protection – Appointment of Risk Management Official and Risk Management Inspector

The report of the Planning Department was received by Council.

Moved by: Councillor B. Watkins

Seconded by: Councillor L. Turco

Resolved that the report of the Planning Director dated 2014 09 29 be received and that Peter Tonazzo be appointed as Risk Management Official and Anjum Amin be appointed as Risk Management Inspector.

Carried

6.15. Chilly Willy's Sports Bar and Grill – Lease Agreement

Councillor R. Niro declared a conflict on this item. (Employer has a service agreement with Chilly Willy's Bar & Grill)

The report of the Commissioner of Community Services was received by Council.

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that the report of the Commissioner of Community Services dated 2014 09 29 concerning the Chilly Willy's Sports Bar and Grill lease agreement be received and the recommendation to have staff initiate a Request for Proposal process for the operation of the restaurant space at the John Rhodes Community Centre be approved; further that staff be authorized to extend the present lease with the existing operator under the current terms and conditions until May 1, 2015.

Carried

Recorded	For	Against	Absent/Pecuniary
Mayor D. Amaroso		X	
Councillor L. Turco	X		
Councillor S. Butland	X		
Councillor S. Myers	X		
Councillor M. Bruni	X		
Councillor J. Krmpotich	X		
Councillor B. Watkins	X		
Councillor R. Niro			X
Councillor P. Christian	X		
Councillor F. Fata	X		
Councillor F. Manzo			X
Councillor P. Mick		X	
Councillor T. Sheehan		X	

6.16. Sault Ste. Marie Harbour Improvement Project

The report of the Commissioner of Engineering was received by Council.

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that the report of the Commissioner of Engineering dated 2014 09 29 concerning the Sault Ste. Marie Harbour Improvement Project be received and that Economic Diversification Fund (EDF) funding of \$300,000 be approved as the City's contribution to Phases 1 and 2 of

the project (to be funded from previous years' unspent EDF funds and the 2014 EDF allocation).

Carried

The relevant By-laws 2014-222 and 2014-223 are listed under item 11 of the Minutes.

Moved by: Councillor S. Myers

Seconded by: Councillor P. Christian

Resolved that the Sault Ste. Marie Economic Development Corporation in consultation with the Transportation Infrastructure Committee be requested to review and report to Council at its November 10, 2014 Council meeting as follows:

- Provide an initial assessment and recommendations on the economic development and employment impacts, opportunities and benefits resulting from establishing the regional harbour, with key considerations as to how the City can make itself cost-competitive for industry to locate in Sault Ste. Marie;
- Include consideration of specific sectors, types of businesses and industries that may be interested in locating in Sault Ste. Marie in light of this developing transportation infrastructure;
- Provide a series of recommendations as to how best the EDC could pursue these opportunities with all partners, including Essar Ports, Essar Algoma, and other local businesses.

Carried

7. REPORTS OF CITY DEPARTMENTS, BOARDS AND COMMITTEES

7.1. ADMINISTRATION

7.2. COMMUNITY SERVICES DEPARTMENT

7.3. ENGINEERING

7.4. FIRE

7.5. LEGAL

7.6. PLANNING

a. A-18-14-Z – 83 Huron Street

The report of the Planning Department was received by Council.

Moved by: Councillor P. Mick

Seconded by: Councillor R. Niro

Resolved that the report of the Planning Director dated 2014 09 29 concerning A-18-14-Z be received and that the subject property be rezoned by amending the existing "C3.S" (Riverfront

Commercial zone with a Special Exception) to include small-scale manufacturing as an additional permitted use subject to the following condition:

1. For the purposes of this application, small-scale manufacturing is defined as a low intensity business with approximately 10 or fewer employees operated within an enclosed building and which has no off site emissions such as noise, vibration dust or odour

and that the Legal Department be requested to prepare the necessary by-law to this effect.

Carried

b. A-19-14-Z – 112 Hugill Street

The report of the Planning Department was received by Council.

Moved by: Councillor B. Watkins

Seconded by: Councillor L. Turco

Resolved that the report of the Planner dated 2014 09 29 concerning Application A-19-14-Z be received and that the subject property be rezoned from “R2” (Single Detached Residential Zone) to “R2.S” (Single Detached Residential Zone with a Special Exception) to permit a second dwelling unit in the basement of the existing residence, in addition to those uses permitted in an “R2” Zone, subject to the following provision:

1. That a 1.8m visually solid fence be maintained along the north and south side lot lines of the subject property, commencing from a point that is adjacent to the rear wall of the dwelling located upon the subject property

and that the Legal Department be requested to prepare the necessary by-law to this effect.

Carried

7.7. PUBLIC WORKS AND TRANSPORTATION

7.8. BOARDS AND COMMITTEES

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

8.1. John Rowswell Hub Trail Snow Removal

Moved by: Councillor S. Myers

Seconded by: Councillor T. Sheehan

Whereas the current Public Works and Transportation snow removal operation takes place along the downtown portion of the John Rowswell Hub Trail from the Mill Market to the Centennial Library; and

Whereas the winter use of the John Rowswell Hub Trail by the public has proven to be a welcome service; and

Whereas many requests have been received for additional snow removal on the John Rowswell Hub Trail in the downtown area going farther east past the Centennial Library to the

Bushplane Museum; and

Whereas in late fall 2015 the new Riverwalk Condominium Development will open with forty new homes located adjacent to the John Rowswell Hub Trail;

Now Therefore Be It Resolved that snow removal operations on the downtown portion of the John Rowswell Hub Trail be extended east, stopping at Queen Street at the bottom of Simpson Street; and further that this request be referred as a supplementary item to the 2015 budget for possible implementation for the winter of 2015-2016.

Carried

8.2. Tree Preservation

Moved by: Councillor T. Sheehan

Seconded by: Councillor S. Myers

Whereas the City of Sault Ste. Marie has one of the most beautiful urban forests in Canada; and

Whereas thousands of trees make up our urban forest and provide abundant environmental, health, esthetic and property-value benefits to our community; and

Whereas these trees are located across the City but are very prevalent in the old hospital area, downtown and in parks like Bellevue; and

Whereas various communities across this country have adopted tree preservation by-laws that have the purpose of protecting and managing our urban forest;

Now Therefore Be It Resolved that appropriate staff be requested to report as to how the City can develop and implement a tree preservation by-law.

Carried

8.3. Abandoned Shopping Carts

Moved by: Councillor F. Fata

Seconded by: Councillor S. Myers

Whereas there continues to be a problem in Sault Ste. Marie regarding shopping carts being removed from local businesses; and Whereas this results in many shopping carts being irresponsibly discarded on street corners, in ditches, and in ravines; and

Whereas this creates dangerous situations, an eyesore that detracts from our "Naturally Gifted" community, and a costly problem for Sault Ste. Marie businesses that is likely passed on to consumers;

Now Therefore Be It Resolved that appropriate staff be requested to review and report back to Council regarding this ongoing problem.

Carried

8.4. Queen Street Entrance to Essar Centre

Moved by: Councillor P. Mick

Seconded by: Councillor L. Turco

Whereas the emerald ash trees have been removed from Queen Street in front of the Essar Centre; and

Whereas there is traffic congestion both by the Queen Street entrance and the west-side handicapped entrance to the Essar Centre after an event;

Now Therefore Be It Resolved that appropriate staff be requested to review and report back to Council as to the feasibility of increasing the cut-out portion on Queen Street to accommodate those patrons who use that venue both for drop-off and pick-up, thereby easing congestion at that site.

Carried

8.5. Student Housing Plan

Moved by: Councillor T. Sheehan

Seconded by: Councillor S. Myers

Whereas the City of Sault Ste. Marie has seen exceptional growth at both Algoma University and Sault College; and

Whereas students are coming here to study from across the province, the country and from various parts of the world; and

Whereas these students require accommodations while they are here attending school;

Now Therefore Be It Resolved that staff research what other communities are doing regarding student housing and also report back on how the City can implement a local Comprehensive Student Housing Plan which will solicit input from all stakeholders within the community.

Carried

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

10. ADOPTION OF REPORT OF THE COMMITTEE OF THE WHOLE

11. CONSIDERATION AND PASSING OF BY-LAWS

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that all by-laws under item 11 of the Agenda under date 2014 09 29 be approved.

Carried

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

a. By-law 2014-196 (Street Closing) RoVon Court

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-196 being a by-law to stop up, close and authorize the conveyance of RoVon Court, Plan H744 be passed in open Council this 29th day of September, 2014.

Carried

b. By-law 2014-200 (Agreement) Voyageurs Lodge and Cookhouse Ltd.

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-200 being a by-law to authorize the execution of a Lease Agreement between the City and The Voyageurs' Lodge and Cookhouse Ltd. for the use of a portion of the Ermatinger-Clergue National Historic Site Gift Shop be passed in open Council this 29th day of September, 2014.

Carried

c. By-law 2014-207 (Zoning) 25 Eastern Avenue Hodgson

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-207 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 25 Eastern Avenue (Hodgson) be passed in open Council this 29th day of September, 2014.

Carried

d. By-law 2014-208 (Agreement) Immigration Portal

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-208 being a by-law to authorize a funding agreement between the City and Her Majesty the Queen in right of Ontario as represented by the Minister of Citizenship, Immigration and International Trade to create an Automatic Referral Application to be used on Smartphone and Tablet devices to enhance the existing Discoverthesault.ca web portal services be passed in open Council this 29th day of September, 2014.

Carried

e. By-law 2014-209 (Agreement) 131 River Road

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-209 being a by-law to authorize the execution of an agreement between the City and the registered owners of 131 River Road and the registered owners of 125 River Road, Sault Ste. Marie to accommodate a newly constructed garage on 131 River Road be passed in open Council this 29th day of September, 2014.

Carried

f. By-law 2014-210 (Property Sale) 532 Wallace Terrace – Stephney

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-210 being a by-law to authorize the sale of surplus property being 532 Wallace Terrace to Michael Jason Stephney be passed in open Council this 29th day of September, 2014.

Carried

g. By-law 2014-211 (Property Sale) 22 MacDonald Avenue

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-211 being a by-law to authorize the sale of surplus property being 22 MacDonald Avenue to Chartwell Master Care LP be passed in open Council this 29th day of September, 2014.

Carried

h. By-law 2014-212 (Easement) 1915 Base Line

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-212 being a by-law to authorize an easement agreement with John Caron and Deborah Caron over a portion of the property at 1915 Base Line be passed in open Council this 29th day of September, 2014.

Carried

i. By-law 2014-213 (Agreement) Holiday Festival on Ice

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-213 being a by-law to delegate to the Commissioner of Community Services signing authority under section 23.1 of the *Municipal Act, 2001* to execute the

necessary agreement to co-promote Holiday Festival on Ice at the Essar Centre on behalf of the City of Sault Ste. Marie be passed in open Council this 29th day of September, 2014.

Carried

j. By-law 2014-214 (Parking) Municipal Law Enforcement Officers

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-214 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 29th day of September, 2014.

Carried

k. By-law 2014-215 (Agreement) Prince Township

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-215 being a by-law to authorize an agreement between the City and The Corporation of the Township of Prince to provide technical assistance in administering the provisions of the *Ontario Building Code*, the *Plumbing Code* and Township by-laws relating to the construction of buildings be passed in open Council this 29th day of September, 2014.

Carried

l. By-law 2014-219 (Agreement) Birkshire Place

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-219 being a by-law to authorize a Licence to Occupy City Property Agreement between the City and Peggy Catania to permit the improvement and maintenance of a sign to be placed on a portion of the City owned boulevard on the northeast corner of Third Line East and Birkshire Place be passed in open Council this 29th day of September, 2014.

Carried

m. By-law 2014-220 (Street Assumption) Giuliani Subdivision

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-220 being a by-law to assume for public use and establish as a public street, a street in the Giuliani Subdivision, Plan H475 be passed in open Council this 29th day of September, 2014.

Carried

n. By-law 2014-221 (Street Closing) Giuliani Subdivision

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-221 being a by-law to stop up, close and authorize the conveyance of a street in the Giuliani Subdivision, Plan H475 be passed in open Council this 29th day of September, 2014.

Carried

o. By-law 2014-222 (Agreement) Ministry of Industry

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-222 being a by-law to authorize a funding agreement between the City and Her Majesty the Queen in right of Canada as represented by the Minister of Industry in undertaking the next phases of the public access regional harbour expansion be passed in open Council this 29th day of September, 2014.

Carried

p. By-law 2014-223 (Agreement) NOHFC Harbour Project

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-223 being a by-law to authorize a funding agreement between the City and the Northern Ontario Heritage Fund Corporation for the Sault Ste. Marie Harbour improvement project be passed in open Council this 29th day of September, 2014.

Carried

q. By-law 2014-224 (Agreement) Algoma Amateur Radio Club

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-224 being a by-law to authorize an agreement between the City and the Algoma Amateur Radio Club to permit the installation of a seventy-two foot radio tower and antennae at the southern end of the City's Emergency Operations Centre Building located at 65 Old Garden River Road be passed in open Council this 29th day of September, 2014.

Carried

r. By-law 2014-225 (Agreement) George Stone and Sons Ltd.

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-225 being a by-law to authorize the execution of an agreement between the City and George Stone and Sons Ltd. for the rehabilitation and repair of Bridge

No. 32 on Base Line, Sault Ste. Marie be passed in open Council this 29th day of September, 2014.

Carried

s. By-law 2014-226 (Agreement) Algoma Arts Festival Association

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-226 being a by-law to authorize a Licence to Occupy City Property Agreement between the City and the Algoma Arts Festival Association to facilitate the Algoma Fall Festival "Nuit Blanche" event of October 4, 2014 be passed in open Council this 29th day of September, 2014.

Carried

t. By-law 2014-227 (Agreement) 941 and 969 Queen Street East

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-227 being a by-law to authorize an Acquisition of Parkland Agreement between the City and TVM Sault Inc. for the re-development of lands formerly known as the General and Plummer Hospital Sites, known civically as 941 and 969 Queen Street East be passed in open Council this 29th day of September, 2014.

Carried

u. By-law 2014-228 (Elections)

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-228 being a by-law to provide for reduced hours of voting in institutions and retirement homes with regards to the 2014 municipal election be passed in open Council this 29th day of September, 2014.

Carried

11.2. By-laws before Council for FIRST and SECOND reading which do not require more than a simple majority

11.3. By-law 2014-216 (Local Improvement) Huron Street

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-216 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" pavement on Huron Street from Bridge Plaza to

September 29, 2014

Cathcart Street under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be read the first and second time in open Council this 29th day of September, 2014.

Carried

11.4. By-law 2014-217 (Local Improvement) McMeeken Street

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-217 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" pavement on McMeeken Street from Churchill Boulevard to Elizabeth Street under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be read the first and second time in open Council this 29th day of September, 2014.

Carried

11.5. By-law 2014-218 (Local Improvement) Upton Road

Moved by: Councillor B. Watkins

Seconded by: Councillor R. Niro

Resolved that By-law 2014-218 being a by-law to authorize the construction of sanitary sewer, private drain connection and Class "A" pavement on Upton Road from Queen Street East to Wellington Street East under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be read the first and second time in open Council this 29th day of September, 2014.

Carried

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

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

13. CLOSED SESSION

14. ADJOURNMENT

Moved by: Councillor P. Mick

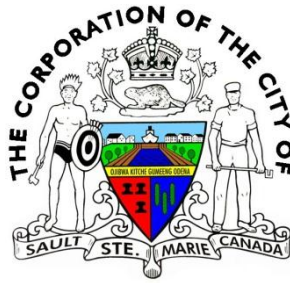
Seconded by: Councillor R. Niro

Resolved that this Council now adjourn.

Carried

Mayor

Deputy City Clerk



NEWS RELEASE

2014 11 03

Karen Montgomery-Jones and Susan Barber to Receive Cultural Community Recognition Awards

(Sault Ste. Marie, ON) The 2014 recipients of the City's Cultural Advisory Board – Community Recognition Award are Karen Montgomery-Jones and Susan Barber.

The Community Recognition Award is presented annually by the Corporation of the City of Sault Ste. Marie. This award recognizes cultural contributions for activities considered to be particularly outstanding, innovative, or which have demonstrated long-term commitment to culture as defined in the City's Cultural Policy.

Karen Montgomery-Jones receives the award for contributions in the visual and performing arts category. Susan Barber is recognized for her contributions in the performing arts (see attached backgrounders for details).

The Community Recognition Awards will be presented at the November 10, 2014 City Council meeting.

Congratulations to this year's recipients.

-30-

For more information please contact:

Joe Cain, Manager of Recreation and Culture
Community Services Department
Corporation of the City of Sault Ste. Marie
Phone: (705) 759-5312
Email: j.cain@cityssm.on.ca

The Corporation of the City of Sault Ste. Marie
PO Box 580 ~ 99 Foster Drive ~ Sault Ste. Marie, ON P6A 5N1
Telephone: (705) 759-2500 ~ Fax: (705) 759-2310
www.cityssm.on.ca

CULTURAL ADVISORY BOARD
2014 COMMUNITY RECOGNITION AWARD
VISUAL AND PERFORMING ARTS
KAREN MONTGOMERY-JONES

Karen Montgomery-Jones is a long term educator in the community as well as a tireless volunteer. As a volunteer she has devoted over 50 years within the performing arts community in Sault Ste. Marie. She has volunteered her time in a variety of roles for many organizations including: Algoma Arts Festival, Arts Council of Sault Ste. Marie and District, Sault Theatre Workshop, Art Gallery of Algoma, Musical Comedy Guild, Sault Symphony, Kiwanis Community Theatre Centre and Family Life Theatre.

Some of her major roles have included being a board member and past president of the Algoma Arts Festival, board member for the Sault Theatre Workshop costume department, and supervisor of the costume and property department at the Kiwanis Community Theatre Centre for over 15 years. As a teacher, she encouraged youth to appreciate and participate in the performing arts and fostered events at school showcasing the creative efforts of both staff and students.

Perhaps her most notable contribution has been in the area of costume organization and distribution for the use of the wider performing arts community. As supervisor of the costume and properties department at the Kiwanis Community Theatre Centre, she has assisted theatre groups, non-profit agencies, school groups and the film industry with the selection of wardrobe for specific productions or events.

She is responsible for initiating an electronic cataloguing system for a large costume collection of over 10,000 pieces. Karen makes herself available 24/7 to provide access to this community resource. With her extensive knowledge of fashion and history, she has acted as an advisor to many productions and has provided costumes for the new film industry that has developed in the city.

Many of the theatre organizations in the city have come forward to support the award nomination for Karen Montgomery-Jones. To quote one letter of support: "It is that sense of fairness and her unwavering vision of what community means, her unselfish attitude and commitment to the Arts that make her a most fitting recipient of this award."

Congratulations to Karen Montgomery-Jones – recipient of the Cultural Advisory Board 2014 Community Recognition Award for visual and performing arts.

CULTURAL ADVISORY BOARD
2014 COMMUNITY RECOGNITION AWARD
PERFORMING ARTS
SUSAN BARBER

Susan Barber has been a teacher at White Pines Collegiate for many years and has just recently retired. During her time there she was a passionate and tireless instructor dedicated to the students in her Integrated Arts and Culture Program. At the end of the school day she could be found directing back stage rehearsals for White Pines On Stage. Sue Barber has put so much of her passion for theatre, music and the arts into the program that many of her students have thrived and gone on to successful careers in the arts.

On the community scene, Sue Barber has been a champion for the arts in Sault Ste. Marie for over 25 years. Since her initial foray into musical theatre as a pianist she has been the music director for many shows. She has also directed and performed in many community theatre productions, often in lead roles.

She has worked on productions in collaboration with a number of local groups such as the Sault Symphony Orchestra, Sault Theatre Workshop and the Northland Barbershop Chorus.

She wrote and produced murder mysteries that have been used as fundraisers for many local charities. She has also directed summer productions in Garden River providing First Nations youth both stage experience and a platform to showcase their heritage.

This only touches upon the highlights of Sue Barber's involvement in the performing arts scene in Sault Ste. Marie over the years. It is quite evident that she has contributed immensely to the artistic life of the city and is a very worthy recipient of the Award.

Congratulations to Susan Barber – recipient of the Cultural Advisory Board 2014 Community Recognition Award for performing arts.

Mayor Amaroso and City Councillors,

When John Di Luzio expressed a desire to translate our historical book of Bucchianico, I was very pleased and heartened. It never occurred to me that such an undertaking could be so easily performed by someone in Canada, albeit of Italian origin. For this, I remain most grateful to John who this summer honoured us with his visit here in Bucchianico.

My historical research has been motivated by a simple observation: we all inhabit a territory and experience the beauty and challenges of life; we develop patterns of thinking and working, generating feelings and emotions about leaving our mark in the places we occupy, i.e. the landscape and space which remains for those to follow. This has also occurred in the past. The landscape of today, our hills, our agriculture, our monuments and historic town-centres are the signs of those who have gone before us, and constitute a unique and irreproducible cultural richness.

My curiosity has always been driven by the desire to discover the succession of historical events and the individuals who make these events interesting and noteworthy. Through research it turns out that the people of one hundred, two hundred years ago or more have also experienced our same feelings and emotions; they have lived in our territory breathing the same air, warmed by the same sun and surrounded by the same natural beauty. After researching and discovering that these feelings are still alive in the people of Bucchianico, I felt the desire to reveal and compare them with those experienced and told by others. And so human history becomes an extraordinary medium for us to better understand and experience our people.

I recognize and applaud the work of John di Luzio, and may his painstaking translation bring our Italian and Canadian communities increasingly closer as a result; and in this way, we can discover an extraordinary wealth of culture and events, there awaiting us.

I extend my best wishes to Mayor Amaroso and City Councillors and my gratitude for your interest in our book of Bucchianico and its people, so many of whom have made Sault Ste. Marie their home since the early 20th century. Also, I wish to recognize my aunt Maria Di Labio in Sault Ste. Marie who gave me the opportunity to know and experience your city when I was there visiting her.

Giuliano Davide Di Menna, Author & Architect

Your Worship Mayor Amaroso and City Councillors,

Thanks to the efforts of our friend John Di Luzio, I am delighted both personally and on behalf of the “Angelo Camillo De Meis” Cultural Association”to extend to you our greetings and best wishes, accompanied as well by the warm-hearted greetings of authors: Rita Leva, Enzo Di Meo and Giuliano Di Menna.

Although geographically distant, it is from the heart that we participate in this this special event which today sees Bucchianico playing the leading role in a story where many years ago, its native sons left their homeland for Canada with suitcases full of dreams, and found in Sault Ste. Marie a most generous and welcoming refuge.

I am proud of the fact that one of our own hard-working bucchianichese in the person of John Di Luzio has voluntarily translated the book of Bucchianico dedicated to our native town. Through his work, he has provided a great service of encouragement to the new generations of Italians who live abroad, and are called upon to preserve the memory of their origins, within the framework of modern society.

I extend my best wishes to all those present for an enjoyable and informative meeting. I thank you for your interest in the book of Bucchianico and for the generous consideration you have afforded us.

Pino Muriana – President of the “A. C. De Meis” Cultural Association of Bucchianico

Minister of State
(Social Development)

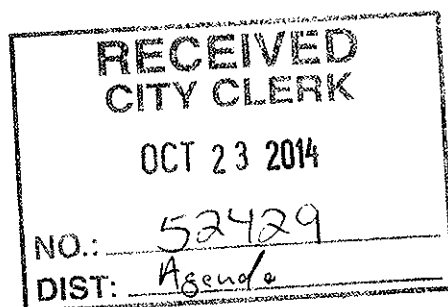


Ministre d'État
(Développement social)

Ottawa, Canada K1A 0J9

OCT 14 2014

Mr. Malcolm White
City Clerk
The Corporation of the City of Sault Ste. Marie
PO Box 580
99 Foster Drive
Sault Ste. Marie ON P6A 5N1



Dear Mr. White:

I am responding to your letter addressed to the Honourable Jason Kenney, Minister of Employment and Social Development and Minister for Multiculturalism. You wrote concerning a resolution passed by the Council of the City of Sault Ste. Marie that supports the Federation of Canadian Municipalities' housing campaign, "Fixing Canada's Housing Crunch."

I appreciate that you have taken the time to share the Council's concerns as they relate to affordable housing in Canada. I can assure you that we are continuing to make significant investments in housing.

This year, through Canada Mortgage and Housing Corporation (CMHC), we will invest approximately \$2 billion in housing. This includes support for close to 600,000 individuals and families living in existing social housing, which is provided under long-term agreements covering a 25 to 50 year period. At the end of these agreements, the federal government will have fulfilled its commitment and funding will end. At the same time, the mortgages on these properties will generally be paid off, allowing many housing groups to continue to provide affordable housing and to be free to operate their projects as they see fit.

I would also like to add that our Government is providing significant funding under the Investment in Affordable Housing (IAH). Under the IAH, provinces and territories cost match the federal investment and are responsible for program design and delivery. Provinces and territories have the flexibility to invest in a range of affordable housing programs in order to meet their local needs and priorities. Funding may be used to create new or to renovate affordable rental housing; to improve affordability such as through rent supplements; and, to foster safe independent living through accessibility modifications. From April 2011 to June 2014, more than 183,600 households have benefitted from this investment nationally.

More recently, as part of Economic Action Plan 2013, the Government of Canada announced its continued commitment to working with provinces and territories to develop and implement solutions to housing by investing more than \$1.25 billion over five years to extend the IAH to 2019.

.../2

For the Province of Ontario, this represents a combined investment of more than \$801 million over five years and was announced in August 2014. Under the IAH, Ontario has the flexibility to design and deliver a range of affordable housing programs to address local housing needs and priorities. The Province of Ontario is supporting the building and renovation of affordable housing, as well as the provision of rental and homeownership assistance to low and moderate income households. A portion of funding will be dedicated to Aboriginal households living off-reserve. Other priority groups will include seniors, persons with disabilities and victims of domestic violence.

I would also like to draw Council's attention to CMHC's Affordable Housing Centre, which helps create new affordable housing, including rental housing, for projects that do not rely on federal subsidies, by offering assistance such as Seed Funding, and Proposal Development Funding.

CMHC contributes to the stability of the housing finance system by providing mortgage loan insurance across the country, including in those markets that are less served by the private sector. CMHC offers mortgage loan insurance with greater financing flexibilities, including loan-to-value ratios of up to 95% and reduced premiums. These flexibilities are available for new affordable multi-unit residential properties, including those funded under the IAH, for rental, retirement and long-term care facilities.

The federal government also provides funding for homelessness through the Homelessness Partnering Strategy (HPS), administered by Employment and Social Development Canada. HPS is a community-based program aimed at preventing and reducing homelessness by providing direct support and funding to 61 designated communities across Canada. Economic Action Plan 2013 announced \$600 million in funding to extend the HPS for five years until 2019, with a focus on the Housing First approach.

Taken together, this broad range of housing activities supports vulnerable Canadians, homeowners, renters and the housing sector. I hope this information helps assure Council that our Government is committed to affordable housing solutions and to assisting those in housing need.

Thank you for writing.

Yours sincerely,



The Honourable Candice Bergen, P.C., M.P.

MEMO

2014 11 10

TO: Mayor Debbie Amaroso and Members of City Council

I would like to thank Mayor Amaroso and all members of City Council for your hard work during the 2010-2014 Council term. I am also grateful for your understanding of my physical limitations for the past while. Although I could not attend Council meetings, I have still been busy helping my constituents.

It has been an honour and a pleasure to work with all of you to advance the needs of Sault Ste. Marie.

I will surely miss working with all of you and wish you all the best.

Sincerely,

Frank J. Manzo, Sr.

OFFICE OF THE
COUNTY WARDEN

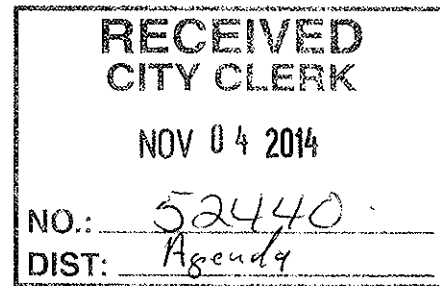
COUNTY OF RENFREW



9 INTERNATIONAL DRIVE
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www.countyofrenfrew.on.ca

October 29, 2014

The Honourable Kathleen Wynne
Premier of Ontario
Room 281, Main Legislature Building
Queen's Park
Toronto, ON M7A 1A1
Premier@ontario.ca



Dear Honourable Wynne:

RE: POWER DAM SPECIAL PAYMENT PROGRAM

As part of the 2014 Ontario Budget delivered earlier this year, it was announced the Power Dam Special Payment Program would be phased-down to \$14.3 million by 2017. It was also mentioned within the budget document the Province will work with municipalities on ways to implement the phase-down in a manner that is fair and manageable.

Encouraged by your comments made at the AMO Annual Conference in London, Ontario to task the Ministry of Finance to revisit the option of again taxing these Power Dams, staff from the County of Renfrew and the Township of Greater Madawaska participated in a pre-arranged conference call with the Ministry on September 16, 2014.

Unfortunately, it would seem that your direction has not been properly communicated to staff from the Ministry of Finance. During the conference call with Mr. Allan Doheny, Assistant Deputy Minister, Ministry of Finance and other departmental staff, they offered two phase-down approaches to the proposed cuts. One option proposed was to alleviate the damage to the most seriously affected municipalities by taking more from the less affected and asked the municipal representatives on the call if this was fair and manageable. How fair and manageable is it to pit municipality against municipality resulting in "winners" and "losers"? The other option proposed was to proportionately reduce every Power Dam Special Payment Program recipient by the same percentage for the years 2015 through to 2017. Again I ask, is this fair and manageable for host municipalities of power dams to lose funding for municipal services such as fire, ambulance and road infrastructure to these locations? I draw the parallel to unpatented crown lands, the majority of which reside within the County of Renfrew, for which we receive no compensation and yet have to provide municipal services to them.

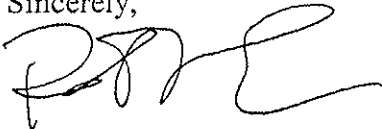
When AMO and municipal representatives on the teleconference call asked about the possibility of again taxing the power dams, Ministry of Finance staff indicated that this matter would not be discussed until some future point in time. When will that future point in time arrive? Municipalities are currently in the process of drafting their 2015 municipal budgets and have already concluded that they cannot take funding away from other municipal program expenditures to address this phase-down created by the Province of Ontario in any way that is fair or manageable.

One option available to the Province of Ontario that is revenue neutral for both the Province of Ontario and the municipal sector would be to phase-in the taxable assessment of power dams for municipal taxation purposes in the same proportion as the proposed phase-down of the Power Dam Special Payment Program.

Another option would be to postpone or completely cancel the decision to scale back the Power Dam Special Payment Program. Local governments need these funds to continue to provide efficient and cost effective services to all ratepayers.

Your positive response to these comments and the need for a permanent and predictable solution which does not increase the financial burden on the municipal sector would be appreciated.

Sincerely,



Peter R. Emon, Warden
County of Renfrew
warden@countyofrenfrew.on.ca

PRE:rmg

c: Jim Hutton, Chief Administrative Officer, County of Renfrew
James D. Kutschke, Treasurer/Deputy Clerk, County of Renfrew

ROTARY CLUB OF SAULT STE. MARIE

"SERVICE
ABOVE SELF"



"HE PROFITS MOST
WHO SERVES BEST"

CLUB 2776, DISTRICT 6290 ROTARY INTERNATIONAL
P.O. BOX 272
SAULT STE. MARIE, ONTARIO
CANADA P6A 5L8
TELEPHONE (705) 945-1279 - FAX (705) 945-5228
EMAIL: cboconnor@rotarysault.com - WEBSITE: www.rotarysault.com

28 October 2014

The Corporation of the City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, ON P6A5N1

Attention: Malcolm White, City Clerk

RE: 2014 ROTARY SANTA CLAUS PARADE

Dear Mr. White:

On behalf of the Rotary Club of Sault Ste. Marie, I am applying for temporary street closures as follows:

Date: Saturday, November 22, 2014 Start time: 1800 hours

We will keep the route as last year, with the start at the intersection of Bay Street and Pim Street.

Closure of Bay Street from East Street to Pim Street

Hours: 1700 hours to approximately 1830 hours on November 22, 2014

Closure of Pim Street to Queen Street East

Hours: 1700 hours to approximately 1830 hours on November 22, 2014

Closure of Queen Street East to Gore Street

Hours: 1730 hours to approximately 1930 hours on November 22, 2014

We thank you for your cooperation in this matter. If you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Carolyn Bunting O'Connor".

Carolyn Bunting O'Connor
Events Manager

TEMPORARY STREET CLOSURE - APPLICATION FORMCONTACT NAME: Dan K Marshall TELEPHONE: 705-942-1300ADDRESS: 364 Queen St E POSTAL CODE: P6A 1Z7

The above person hereby makes application for the closing of

See attached

(Name of street to be closed)

from _____ to _____
(reference points - street numbers, cross streets, etc.)on the 22 day of NOV, 20 14 from _____ am/pm to _____ am/pmfor the purpose of Rotary Santa Claus Parade**APPROVALS SECTION:**

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

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

Sgt. Magnan # 209 OCT 30 2014

Signature of Official

Signature of Official

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

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

Signature of Official

Signature of Official

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

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

Signature of Official

Signature of Official

CITY CLERK SECTION:City Council approval was received on _____
(date) (By-law No.)

TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Dana K Marshall TELEPHONE: 705-942-1300
ADDRESS: 364 Queen St E POSTAL CODE: PGA 1Z1

The above person hereby makes application for the closing of

See attached
(Name of street to be closed)

from _____ to _____
(reference points - street numbers, cross streets, etc.)

on the 22 day of Nov, 20 14 from _____ am/pm to _____ am/pm

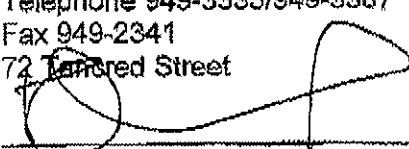
for the purpose of Rotary Santa Claus Parade

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580 Second Line East

Signature of Official

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Fax 949-2341
72 Tenthred Street



Signature of Official

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(QUEEN STREET CLOSINGS ONLY)

Signature of Official

CITY CLERK SECTION:

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

TEMPORARY STREET CLOSURE - APPLICATION FORM

CONTACT NAME: Dana K. Marshall TELEPHONE: 705-942-1300

ADDRESS: 364 Queen St E POSTAL CODE: P6A 1Z1

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(Name of street to be closed)

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(reference points - street numbers, cross streets, etc.)

on the 22 day of Nov, 20 14 from _____ am/pm to _____ am/pm

for the purpose of Rotary Santa Claus Parade

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496 Queen Street East
(QUEEN STREET CLOSINGS ONLY)

Signature of Official

Signature of Official

CITY CLERK SECTION:

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

10/26/2014 19:01 705-945-5228

ROTARY SSM

PAGE 01/02

TEMPORARY STREET CLOSURE - APPLICATION FORM

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ADDRESS: 364 Queen St E POSTAL CODE: PGA 1Z1

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(Name of street to be closed)

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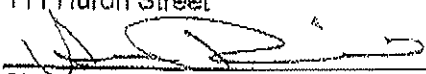
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496 Queen Street East
(QUEEN STREET CLOSINGS ONLY)

[Signature]
Signature of Official

Signature of Official

CITY CLERK SECTION:

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496 Queen Street East
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Signature of Official

Signature of Official

CITY CLERK SECTION:

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



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council
AUTHOR: Peter Liepa, Tax Collector
DEPARTMENT: Finance Department
RE: Property Tax Appeals

PURPOSE

Council approval is required pursuant to Section 357 of the Municipal Act.

BACKGROUND

Listing of applications received for adjustment of realty taxes pursuant to Section 357 of the Municipal Act.

ANALYSIS

The Municipal Property Assessment Corporation has recommended the amount of the assessment to be adjusted.

IMPACT

There is an annual budget allocation for tax write-offs.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the City Tax Collector dated 2014 11 10 concerning Property Tax Appeals be received and the recommendation that the tax records be amended pursuant to Section 357 of the Municipal Act be approved.

Respectfully submitted,

Peter A. Liepa
City Tax Collector

Recommended for approval,

W. Freiburger, CPA, CMA
Commissioner of Finance & Treasurer

APPLICATION TO COUNCIL TO CANCEL
OR REFUND PROPERTY TAXES PURSUANT TO SECTION 357
OF THE MUNICIPAL ACT, 2001

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
PROPERTY TAX APPEALS

DATE: 2014 11 10
PAGE: 1 of 1

			2013			CANCELLATIONS		TOTAL
ROLL NUMBER	PROPERTY ADDRESS	PERSON ASSESSED	TAX CLASS	REASON	APPEAL NO.	TAXES	INTEREST	ADJUSTMENT
030-062-008-01	00550 Second Line East	Roofmart (Canada) Ltd.	IH	A	13-054	7,819.49		7,819.49
040-021-151	00293 Bay Street	Algoma Central Properties Inc.	CT/ST	F	13-055	1,658.66		1,658.66
			2014					
030-060-062	00018 Selkirk Road	Parniak Stephanie Andrea	RT	D	14-006	96.00		96.00
040-018-094	00036 Birch Street	Marino Borealis Ltd.	RT	D	14-007	191.04	0.63	191.67
040-021-151	00293 Bay Street	Algoma Central Properties Inc.	CT/ST	F	14-008	19,632.36		19,632.36
040-021-152	00293 Bay Street	Algoma Central Properties Inc.	CT/ST	F	14-009	39,862.47		39,862.47
040-022-059	00124 Andrew Street	Kerns Perry Raymond	RT	D	14-010	40.00	2.49	42.49
040-023-016	00089 Wellington Street West	Simon Jason Elmer	RT	D	14-011	209.00	13.29	222.29
040-024-030	00163 Gore Street	Carmen Muto Plumbing & Heating Inc.	CT	F	14-012	680.78	4.92	685.70
060-001-100	00682 McAllen Street	Soo Environmental Services Inc.	RT	D	14-013	248.34		248.34
060-070-037	00261 Sunnyside Beach Road	Gallo Frank Paul	RT	D	14-014	150.78		150.78

Certified Correct:

REPORT	TOTAL	70,588.92	21.33	70,610.25
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Peter A Liepa
Tax Collector

A. REALTY TAX CLASS CONVERSION (COMMERCIAL TAX CLASS TO RESIDENTIAL TAX CLASS)
B. BECAME EXEMPT AFTER RETURN OF ROLL
C. RAZED BY FIRE AFTER RETURN OF ROLL

D. DEMOLISHED AFTER RETURN OF ROLL
E. OVERCHARGED BY REASON OF GROSS OR MANIFEST CLERICAL ERROR
F. REAL PROPERTY THAT COULD NOT BE USED FOR A PERIOD OF AT LEAST
3 MONTHS DUE TO REPAIRS OR RENOVATIONS



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Peter Liepa, City Tax Collector

DEPARTMENT: Finance Department

RE: Uncollectable Taxes – BlackLoon Millworks Inc. – 59 Industrial Crt C

PURPOSE

Council approval is required to write off the taxes on the above property as uncollectable pursuant to Section 354(4) of the Municipal Act as per the attached schedule.

BACKGROUND

Previously, I reported to City Council that on June 26, 2012, BlackLoon Millworks Inc. was put into receivership by court order that had been filed by the mortgagee, Business Development Bank of Canada. City Council did approve an agreement whereby the City of Sault Ste. Marie and the Business Development Bank of Canada share in the proceeds from the sale of the above property. The City has since received a nominal share of the proceeds from the sale of the above property.

ANALYSIS

The above property was sold to local interests who have been paying the taxes since August 1st of this year.

IMPACT

Provisions have been made in the current and prior years for the municipal and interest tax write-off.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Report to Council – Uncollectable Taxes – BlackLoon Millworks Inc. –
59 Industrial Crt C
2014 11 10
Page 2.

Resolved that the report of the City Tax Collector dated 2014 11 10 concerning Uncollectable Taxes for 59 Industrial Crt C be received and the recommendation that the tax records be amended pursuant to Section 354(4) of the Municipal Act be approved.

Respectfully submitted,



Peter A. Liepa
City Tax Collector

Recommended for approval,



W. Freiburger, CPA, CMA
Commissioner of Finance & Treasurer

attachments

RECOMMENDATION TO STRIKE
UNCOLLECTABLE TAXES OFF THE ROLL
PURSUANT TO SECTION 354(4) OF THE
MUNICIPAL ACT R.S.O. 2001.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
REALTY TAXES

DATE: 2014 11 10
PAGE: 1 OF 1

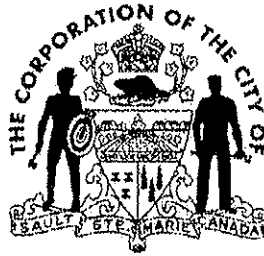
ROLL NUMBER	PROPERTY ADDRESS	REASON	UNIT CLASS	TAX CLASS	CANCELLATION		PUC	INTEREST	TOTAL
					MUNICIPAL TAXES	EDUCATION TAXES			
030-062-033-01-90	59 Industrial Pk C	Black Loon Millworks International Inc.	Industrial	IT	433,760.69	171,663.18	5,927.45	257,979.55	869,330.87
Report Total					433,760.69	171,663.18	5,927.45	257,979.55	869,330.87

Certified Correct:

Peter A.Liepa
City Tax Collector

5(5)

Peter A. Liepa
City Tax Collector



Finance Department
Tax & Licence Division

2013 08 12

Mayor Debbie Amaroso and
Members of City Council

RE: BLACKLOON MILLWORKS INC- 59 INDUSTRIAL CRT C

PURPOSE

Council approval is required to enter into an agreement with Paddon & Yorke Inc., Court Appointed Receiver and the Business Development of Canada to share in the proceeds from the sale of 59 Industrial Crt C by way of a pro rata distribution. Any resulting tax shortfall from the sale would be written-off pursuant to Section 354 of the Municipal Act.

BACKGROUND

On June 26th 2012, BlackLoon Millworks Inc. was put into receivership by a court order brought on behalf of the Business Development Bank of Canada appointing Paddon & Yorke Inc. as the Court Appointed Receiver. Currently the property is eligible for tax sale, but the court order prevents us from registering a Tax Arrears Certificate. While property taxes do have a priority lien status, any rights of the crown Provincial or Federal would survive a tax sale. The Business Bank of Canada is wholly owned by the Federal Government and as such their mortgage would survive a tax sale.

ANALYSIS

The above property is currently listed for sale at \$1,900,000. The amount of taxes currently outstanding which includes municipal, education, interest and PUC charges to date is \$763,446.54 of which \$586,925 is municipal. The amount owed to Business Development of Canada is \$2,828,524.90. As the total amount owed is \$3,591,971.44, the municipality's proportionate share would be approximately 16.34%. If the property was to sell for \$1.9 million, the municipal share would be \$310,458 and the tax write off would be approximately \$276,467. By entering into such an agreement with BDC gives us our best chance of limiting the inevitable loss of tax dollars on this property. This agreement has been reviewed by our Legal Department.

IMPACT

There is an annual budget allocation for tax write-offs.

STRATEGIC PLAN

Not applicable

The Corporation of the City of Sault Ste. Marie
P.O. Box 580 ~ 99 Foster Drive ~ Sault Ste. Marie, ON P6A 5N1
Telephone: (705) 759-5269 ~ Fax: (705) 759-1842
www.cityssm.on.ca ~ p.liepa@cityssm.on.ca

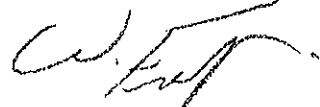
RECOMMENDATION

That the report of City Tax Collector dated 2013 08 12 be accepted and that the City of Sault Ste. Marie, the Business Development Bank and Paddon & York Inc. enter into an agreement regarding the proportion of funds received from the sale of 59 Industrial Crt C. The agreement appears elsewhere on this evening's agenda.

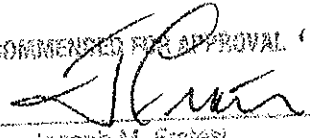
Respectfully submitted,


Peter A. Liepa
City Tax Collector

Recommended for approval,


William Freiburger
Commissioner of Finance & Treasurer

RECOMMENDED FOR APPROVAL


Joseph M. Fraesi
Chief Administrative Officer

**LETTER OF INTENT
RE PROCEED SHARING**

BETWEEN Paddon & Yorke Inc., Court Appointed Receiver of all of the assets, undertakings and properties of Black Loon Millworks International Inc. (the "debtor"), the Business Development Bank of Canada ("BDC") and the Corporation of the City of Sault Ste. Marie, Ontario, this _____ day of _____, 2013.

WHEREAS, the BDC has a Charge/Mortgage of Land registered as Instrument Number T465657 against property known municipally as 59 Industrial Park Crescent, Sault Ste. Marie, Ontario, and legally described as:

PT LT 40 RCP H744 TARENTORUS PT 3 1R1954 & PT 3 1R3205;
SAULT STE. MARIE

City of Sault Ste. Marie
District of Algoma

Pin No. 31561-0014 (R) - (hereinafter referred to as the "property")

WHEREAS, the debtor as property owner is in significant arrears of property taxes and the Corporation of the City of Sault Ste. Marie is now in a position to sell the property by way of tax sale; and

WHEREAS, the property is subject to the right of the BDC to seek payment in full of its mortgage indebtedness from any purchaser of the said property, said mortgage constituting a Crown claim; and

WHEREAS, Paddon & Yorke Inc., the BDC and the Corporation of the City of Sault Ste. Marie are desirous of cooperating to garner and effect a sale of the property in order to maximize recovery to the secured creditors and return the property to an income producing state for the benefit of the Corporation of the City of Sault Ste. Marie;

5(s)

NOW, PADDON & YORKE INC., BDC AND THE CORPORATION OF THE CITY OF SAULT STE. MARIE ACKNOWLEDGE AND AGREE as follows:

As of the 7th day of May, 2013, Black Loon Millworks International Inc. is indebted to the BDC for principal, interest, and protective disbursements in the amount of \$2,828,524.90 (exclusive of legal costs).

As of the 12th day of August, 2013, Black Loon Millworks International Inc. is indebted to the Corporation of the City of Sault Ste. Marie for unpaid property and education taxes, interest and penalties in the amount of \$763,446.54.

The parties agree that the sale proceeds of the property, after sales costs (commission, advertising, reasonable maintenance costs and legal fees) be apportioned between BDC and the Corporation of the City of Sault Ste. Marie pro rata according to the debt owed to each by the debtor irrespective of the validity, enforceability and relative priority of their security against the property. The parties agree that they will each discharge their respective security registrations against the property described above on closing in exchange for payment of their pro rata share of the net sale proceeds.

The parties acknowledge that any minor adjustment for past due taxes, paid by a Purchaser, will not be applied against the sale price for the purposes of determining the pro rata distribution of the net sale proceeds.

Executed at the City of Sault Ste. Marie, this _____ day of _____, 2013.

**THE CORPORATION OF THE CITY
OF SAULT STE. MARIE**

Per: _____

Mayor

I have authority to bind the corporation

5(s)

Per: _____

Clerk
I have authority to bind the corporation

Executed at the City of Quebec, this 26th day of July, 2013

PADDON & YORK INC., AS COURT APPOINTED
RECEIVER OF BLACK LOON MILLWORKS
INTERNATIONAL INC.

Per: _____

Ken Peake
KEN PEAKE - EXECUTIVE VICE PRESIDENT
I have authority to bind the corporation

Per: _____

I have authority to bind the corporation

BUSINESS DEVELOPMENT BANK OF CANADA

Per: _____

Marlene Rodrigue
Marlene Rodrigue
Senior Account Manager
I have authority to bind the Bank

Per: _____

I have authority to bind the Bank



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Peter Liepa, City Tax Collector

DEPARTMENT: Finance Department

RE: Uncollectable Taxes – Municipal Capital Facilities Agreement – Sault Ste. Marie Gym Club

PURPOSE

Council approval is required to write off the taxes on the above property as uncollectable pursuant to Section 354(4) of the Municipal Act as per the attached schedule.

BACKGROUND

City Council previously approved a Municipal Capital Facilities Agreement for an area in the John Rhodes Community Centre utilized by the Sault Ste. Marie Gym Club pursuant to bylaw 2013-179.

ANALYSIS

The Municipal Property Assessment Corporation has since reported back that the Municipal Capital Facilities Agreement for the Gym Club has satisfied the requirements under Section 110 of the Municipal Act for that area within the John Rhodes Community Centre to be tax exempt.

IMPACT

Provisions have been made in the current and prior years for the municipal and interest tax write-off.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the City Tax Collector dated 2014 11 10 concerning Uncollectable Taxes for the Sault Ste. Marie Gym Club be received and the recommendation that the tax records be amended pursuant to Section 354(4) of the Municipal Act be approved.

Respectfully submitted,



Peter A. Liepa
City Tax Collector

Recommended for approval,



W. Freiburger, CPA, CMA
Commissioner of Finance & Treasurer

attachments

RECOMMENDATION TO STRIKE
UNCOLLECTABLE TAXES OFF THE ROLL
PURSUANT TO SECTION 354(4) OF THE
MUNICIPAL ACT R.S.O. 2001.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
REALTY TAXES

DATE: 2014 11 10
PAGE: 1 OF 1

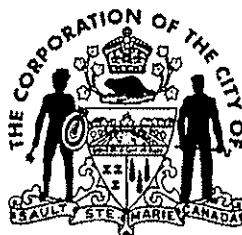
ROLL NUMBER	PROPERTY ADDRESS	REASON	UNIT CLASS	TAX CLASS	CANCELLATION		INTEREST	TOTAL
					MUNICIPAL TAXES	EDUCATION TAXES		
010-001-081-90	280 Elizabeth St	Tax Exempt- Municipal Capital Facilities Agreement By-law 2013-179	Commercial	CT	189,675.28	93,813.76	127,202.85	410,691.89
Report Total					189,675.28	93,813.76	127,202.85	410,691.89

Certified Correct:

Peter A.Liepa
City Tax Collector

5(m)

William Freiburger, CMA
Commissioner of Finance
and Treasurer



Finance Department

2013 10 21

Mayor Debbie Amaroso and
Members of City Council

**RE: CAPITAL FACILITIES EXEMPTION REQUEST –
SAULT STE. MARIE GYM CLUB**

PURPOSE

This report is to provide information concerning the request for a Capital Facilities Exemption from taxation for the area in the John Rhodes Community Centre utilized by the Sault Ste. Marie Gym Club.

BACKGROUND

The area utilized by the Sault Ste. Marie Gym Club was not subject to property tax prior to 2007. In 2009, MPAC did an assessment of the John Rhodes Centre and determined that the restaurant, pro shop and gym club were subject to property taxes retroactive to 2007.

ANALYSIS

The Sault Ste. Marie Gym Club committed in the year 2000 to provide a capital contribution of \$24,000 per year for 20 years to the City to fund the costs relating to their expanded area when the pool and second ice pad were constructed in 1999. They have honoured their obligation and are currently paid up to date.

The municipal taxes from 2007 to 2013 total \$166,318 along with \$87,261 of interest for a total of \$253,579, excluding education taxes. The municipal property taxes average \$23,760 per year.

Under a Capital Facilities Agreement that is recommended elsewhere on this agenda, the education taxes would be eliminated.

IMPACT

We have made allowances in previous years for this tax write-off so the 2013 budget impact will net to \$31,500 and will be funded from our annual allocation for tax write-offs.

STRATEGIC PLAN

Not applicable.

–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) 759-5349 ~ Fax: (705) 759-8447
www.cityssm.on.ca ~ w.freiburger@cityssm.on.ca

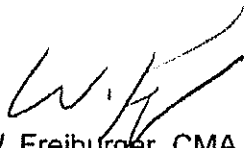
Report to Council – Sault Gym Club
2013 10 21
Page 2.

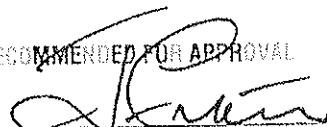
5(m)

RECOMMENDATION

That the report of the Commissioner of Finance and Treasurer concerning the request for a Capital Facilities Exemption from taxation for the area in the John Rhodes Community Centre utilized by the Sault Ste. Marie Gym Club be received as information and the recommendation that the City Tax Collector provide a report to Council at a future date once MPAC has reviewed and approved a Capital Facilities Agreement for the John Rhodes Centre be approved.

Respectfully submitted,


W. Freiburger, CMA
Commissioner of Finance and Treasurer

RECOMMENDED FOR APPROVAL

Joseph M. Fratest
Chief Administrative Officer

WF/kl

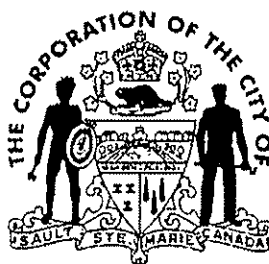
c: P. Liepa

5(m)

NUALA KENNY
CITY SOLICITOR

MELANIE BOROWICZ-SIBENIK
ASSISTANT CITY SOLICITOR

MATTHEW CAPUTO
SOLICITOR/PROSECUTOR



LEGAL DEPARTMENT

FILE NO.: LE-36/C3.15/T1

2013 10 21

Mayor Debbie Amaroso
and Members of City Council

**RE: MUNICIPAL CAPITAL FACILITIES EXEMPTION REQUEST – JOHN RHODES
COMMUNITY CENTRE AND SAULT STE. MARIE GYMNASIUM CLUB, 280
ELIZABETH STREET**

PURPOSE

The purpose of this report is to recommend that Council authorize a Municipal Capital Facilities Agreement between the City and the Sault Ste. Marie Gymnastic Club. The report also seeks Council's authorization of a by-law exempting portions of the John Rhodes Community Centre from taxation for municipal and school purposes. Finally, the report requests Council's approval for a declaration pursuant to section 6(1)(b) of Ontario Regulations 603/06, namely that the John Rhodes Community Centre located at 280 Elizabeth Street is for the purpose of the municipality and is for public use.

BACKGROUND

The Sault Ste. Marie Gymnastic Club (the "Club") has been operating in the John Rhodes Community Centre (the "Centre") since 1979. Most recently, the City and the Club entered into a lease agreement dated March 1, 2005 wherein the Club leases the gymnasium facilities, adjoining washrooms and change rooms to provide gymnastics and recreational activities for the residents of the City. The lease term is for a period commencing January 1, 2005 to December 31, 2009, with two options to renew periods of five years each, the effect being that if the Club exercises all of its options to renew, the term of the agreement shall expire on December 31, 2019.

It was never the intent for the Club to pay taxes for the areas under lease. In fact, the Club has never paid taxes since the Club operated in the Centre in 1979. The Club is a non-profit

-More-

The Corporation of the City of Sault Ste. Marie
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www.cityssm.on.ca

2013 10 21

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organization that provides gymnastics and recreational activities for the residents of the City that the City may otherwise be required to provide. In or about 2010, MPAC completed a review of the Centre as a result of various businesses operating in the Centre. The Club was caught up in the review of the Centre and was assessed for taxes. The Club cannot afford to pay the arrears in taxes.

Section 110 of the *Municipal Act, 2001* authorizes a municipality to enter into a Municipal Capital Facilities Agreement which in turn will exempt all or part of a Municipal Capital Facility from taxes levied for municipal and school purposes. Section 2(1) of Ontario Regulation 603/06 lists various classes of Municipal Capital Facilities, including a "municipal community centre". Section 6(1)(b) of Ontario Regulation 603/06 requires a municipality to declare a Municipal Capital Facility for public use in order for the taxation exemption to be valid. The City previously utilized these legislative provisions for similar reasons and declared the Essar Centre a "Municipal Capital Facility" last year.

ANALYSIS

The City owns the lands and premises located at 280 Elizabeth Street and operates same as a municipal community centre. Further, the City entered into a lease agreement with the Club for the provision of recreational and gymnastics activities for the public for a portion of the John Rhodes Community Centre. An agreement between the City and the Club is necessary to declare the lands and premises a Municipal Capital Facility for the Club to enjoy the tax exemption status provided under section 110 of the *Municipal Act, 2001*.

Further, a resolution by Council is required, declaring that the John Rhodes Community Centre property is for the purpose of the municipality and is for public use in order to finalize the exemption process pursuant to section 6(1)(b) of Ontario Regulations 603/06.

IMPACT

The financial impact in having the John Rhodes Community Centre exempt from taxes as a Municipal Capital Facility is addressed in a separate report authored by Bill Freiburger, Commissioner of Finance and Treasurer.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

The agreement that appears on the agenda this evening was drafted in consultation with Nick Apostle, Commissioner of Community Services and Bill Freiburger, Commissioner of Finance and Treasurer. By-law 2013-178 which appears elsewhere on the agenda this evening authorizes an agreement between the City and the Club and is recommended for your

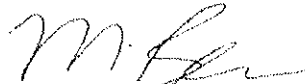
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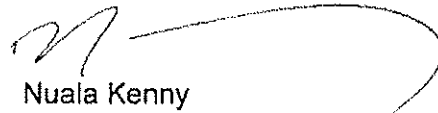
approval. Further, By-law 2013-179 appears elsewhere on the agenda and exempts portions of the John Rhodes Community Centre located at 280 Elizabeth Street from taxation for municipal and school purposes for the lands and Municipal Capital Facilities thereon and is recommended for approval. Finally, it is recommended that Council declare that the John Rhodes Community Centre property located at 280 Elizabeth Street is for the purpose of the Municipality and is for public use.

Respectfully submitted,



Melanie Borowicz-Sibenik
Assistant City Solicitor

Recommended for approval,



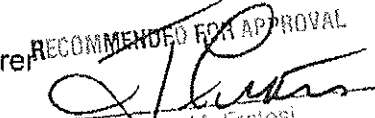
Nuala Kenny
City Solicitor

MBS/da

c.c. Nick Apostle, Commissioner Community Services

Bill Freiburger, Commissioner of Finance and Treasurer

RECOMMENDED FOR APPROVAL


Joseph M. Fratesi
Chief Administrative Officer

LEGAL\STAFF\COUNCIL REPORTS\2013\MUNICIPAL CAPITAL FACILITIES AGREEMENT JOHN RHODES OCT 21 13.DOC

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2013-179

TAXATION EXEMPTION: (LE-36/C3.15/T1) A by-law to provide for the taxation exemption for portions of the John Rhodes Community Centre as a municipal capital facility.

WHEREAS subsection 110(1) of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended, authorizes a local municipality to enter into a Municipal Capital Facilities agreement;

AND WHEREAS section 110(6) of the *Municipal Act, 2001* authorizes a municipality to exempt all or part of a Municipal Capital Facility from taxes levied for municipal and school purposes;

AND WHEREAS section 6(1)(b) of O. Reg. 603/06 authorizes the said taxation exemption for municipal capital facilities only where the municipal council declares such municipal capital facilities for public use;

AND WHEREAS the agreement between The Corporation of the City of Sault Ste. Marie and the Sault Ste. Marie Gymnastic Club dated October 21, 2013 declared portions of the John Rhodes Community Centre located at 280 Elizabeth Street, identified as assessment roll number 5761-010-001-081-00-0000 as a municipal capital facility for sports, recreational and entertainment purposes for the public;

NOW THEREFORE the Council of The Corporation of the City of Sault Ste. Marie **ENACTS** as follows:

1. EXEMPTION FROM TAXATION

The lands in the City of Sault Ste. Marie known as the John Rhodes Community Centre, located at 280 Elizabeth Street, operating as a sports, recreational and entertainment centre is exempted from taxation for municipal and school purposes for the lands and municipal capital facilities thereon, except as set out in clause 2 of this by-law.

2. EXCEPTION

The following portions of the John Rhodes Community Centre located at 280 Elizabeth Street are not exempt from municipal and school taxation:

- I) The "Pro Shop #101" and the "Room" that is located west of the area marked Lobby #102, both areas which are marked and identified on the "Overall Ground Floor Plan" attached as Schedule "A" to this by-law; and
- II) The "Lounge Area #215", which area is marked and identified on the "Overall Second Floor Plan" attached as Schedule "B" to this by-law.

3. EFFECTIVE DATE

This by-law takes effect on the day of its final passing.

PASSED in open Council this 21st day of October, 2013.

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
--

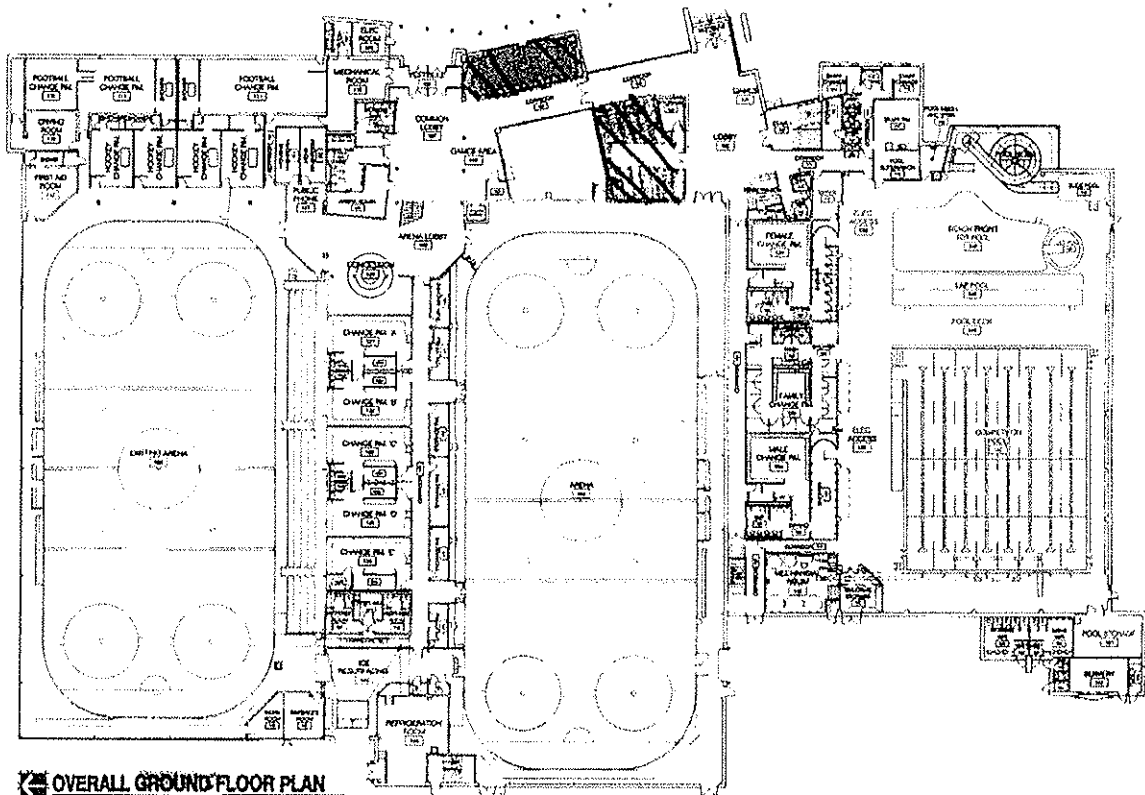
MAYOR - DEBBIE AMAROSO

CITY CLERK - MALCOLM WHITE

da \LEGAL\STAFF\BYLAWS\2013\2013-179 TAXATION EXEMPTION (JOHN RHODES CENTRE) DOC

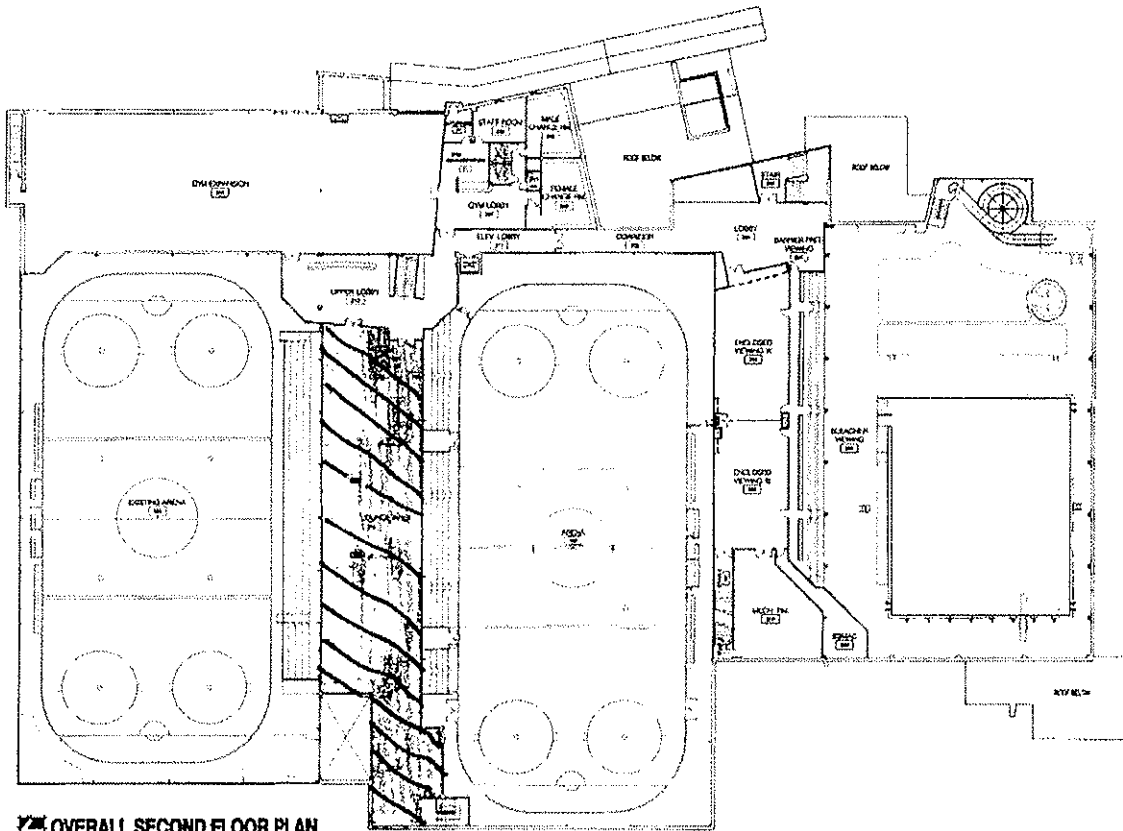
Schedule "A".

10(f)



DESIGN CONSULTANTS INC.
10000 104th Ave. S.W.
Richmond, B.C. V6X 3E9

OVERALL GROUND FLOOR PLAN



OVERALL SECOND FLOOR PLAN

Schedule "B,"

10(f)



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council
AUTHOR: W. Freiburger, Commissioner of Finance and Treasurer
DEPARTMENT: Finance Department
RE: The City of Sault Ste. Marie Credit Rating

PURPOSE

The purpose of this report is to provide information on the City's credit rating.

BACKGROUND

Each year the City has a credit review by the Standard and Poor's Rating Service. The credit rating for the City of Sault Ste. Marie has been ungraded to "A+" (positive) from "A+" (stable).

ANALYSIS

Not applicable.

IMPACT

The outlook revision reflects their opinion that, in the next two years, the City will continue to have a very low debt burden and exceptional liquidity, and that its budgetary performance will remain fairly stable such that the overall credit profile would be consistent with a higher rating.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Commissioner of Finance and Treasurer dated 2014 11 10 concerning City of Sault Ste. Marie Credit Rating be received as information.

Respectfully submitted,

W. Freiburger, CPA, CMA
Commissioner of Finance and Treasurer

WF/kl
attachment

RatingsDirect®

Research Update:

City of Sault Ste. Marie Outlook Revised To Positive On Expected Very Low Debt Burden And Exceptional Liquidity

Primary Credit Analyst:

Adam J Gillespie, Toronto 416-507-2565; adam.gillespie@standardandpoors.com

Secondary Contact:

Bhavini Patel, CFA, Toronto (1) 416-507-2558; bhavini.patel@standardandpoors.com

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Research Update:

City of Sault Ste. Marie Outlook Revised To Positive On Expected Very Low Debt Burden And Exceptional Liquidity

Overview

- We are revising our outlook on the City of Sault Ste. Marie to positive from stable.
- We are also affirming our 'A+' long-term issuer credit and senior unsecured debt ratings on Sault Ste. Marie.
- The outlook revision reflects our opinion that, in the next two years, the city will continue to have a very low debt burden and exceptional liquidity, and that its budgetary performance will remain fairly stable such that the overall credit profile would be consistent with a higher rating.

Rating Action

On Oct. 30, 2014, Standard & Poor's Ratings Services revised its outlook on the City of Sault Ste. Marie, in the Province of Ontario, to positive from stable. At the same time, Standard & Poor's affirmed its 'A+' long-term issuer credit and senior unsecured debt ratings on Sault Ste. Marie.

Rationale

The outlook revision reflects our opinion that, in the next two years, the city will continue to have a very low debt burden and exceptional liquidity, and that its budgetary performance will remain fairly stable such that the overall credit profile would be consistent with a higher rating.

The ratings on Sault Ste. Marie reflect Standard & Poor's view of the city's very low debt burden, which is lower than that of many of its similarly rated international and domestic peers, and its exceptional liquidity position. The ratings also reflect our view of the "very predictable and well-balanced" institutional framework for Canadian municipalities, and the city's satisfactory financial management and low level of contingent liabilities. We believe that partially mitigating credit factors include Sault Ste. Marie's slow population growth and lower household income, which constrain its average economy; its average but somewhat volatile budgetary performance; and average budgetary flexibility, which is constrained on the expenditure side.

We believe Canadian municipalities benefit from a very predictable and well-balanced local and regional government framework that has demonstrated a

high degree of institutional stability. Although provincial governments mandate a significant proportion of municipal spending, they also provide operating fund transfers and impose fiscal restraint through legislative requirements to pass balanced operating budgets. Municipalities generally have the ability to match expenditures well with revenues, except for capital spending, which can be intensive. Any operating surpluses typically fund capital expenditures and future liabilities.

In our view, a very low debt burden relative to that of its peers continues to support the city's credit profile. Total tax-supported debt at the end of 2013 was C\$12.5 million, equal to 6.4% of consolidated operating revenue (all figures Standard & Poor's-adjusted). This is down from 17.7% in 2005 and we do not believe that this ratio will exceed 30% during the next two years, even under our more conservative base-case scenario, which includes a higher level of debt issuance than the city has indicated it expects is required in this time. We also believe that the city's interest costs will remain fairly stable, at less than 1% of operating revenues.

In our opinion, Sault Ste. Marie's contingent liabilities are low. They include debt at self-supporting city-owned public utility companies (equal to about 35% of operating revenue in 2013), standard employee benefits, and landfill postclosure liabilities (which net of reserves totaled almost 16% of operating revenue). We believe these liabilities do not have a significant impact on the city's credit profile.

In our view, Sault Ste. Marie demonstrates satisfactory financial management. Disclosure and transparency are what we characterize as good, annual financial statements are audited and unqualified, and the city prepares annual operating and capital budgets. However, Sault Ste. Marie is still developing its long-term capital plan in conjunction with its asset management plan, which results in less visibility regarding both its spending and related borrowing plans.

We believe the city's economy is average but its prospects remain constrained by slow population growth and low GDP per capita and household income levels. City-sourced data estimate that real GDP has been fairly stable, averaging slightly more than C\$35,000 per capita in 2011-2013, which is materially less than the provincial average of more than C\$51,000 in that period. Although Sault Ste. Marie continues to gradually diversify away from its traditional resource-based roots, we believe that medium-term economic and related GDP growth will remain muted relative to some of its peers.

The city's budgetary performance is average, in our view. Volatile operating revenue growth, partially due to declining provincial grants, and rising operating expenses have resulted in operating surpluses declining to an average of about 9% of operating revenues in 2011-2013 from more than 15% before. Our base-case scenario expects that these trends will continue during the next several years but that operating balances on average will remain healthy, at greater than 5% of adjusted operating revenues, while increasing capital expenditures could push after-capital deficits to more than 5% of

total revenues by 2015. Our upside scenario forecasts marginally stronger operating balances as well as a small capital deferral rate, which will result in the after-capital deficit not exceeding 5% of total revenues within the two-year outlook horizon.

We view Sault Ste. Marie's budgetary flexibility as average. Like most Canadian municipalities, the city has somewhat limited budgetary flexibility on the expenditure side given provincially mandated service levels, labor contracts, inflation, and political pressures. The ability to set property taxes, utility rates, and user fees grants the city significant revenue-raising capabilities (modifiable revenues accounted for about 85% of its operating revenue in 2013) and helps limit revenue volatility; however, political and economic pressures can constrain the degree to which it uses these. Higher levels of capital expenditures can provide some flexibility, assuming there are discretionary or noncritical projects, and although Sault Ste. Marie's capital spending in 2013 was a low 10.4% of total expenditures, our base-case scenario (which assumes full spending under the city's current plan) and upside scenarios forecast capital expenditures increasing to about 15% of total expenditures in the next several years.

Liquidity

Sault Ste. Marie has maintained what we view as an exceptional liquidity position, similar to that of most Canadian municipalities, and has been a net creditor since 2006. Free cash and liquid assets of almost C\$50 million at year-end 2013 covered more than 17x the estimated debt service for 2014. We believe that Sault Ste. Marie will maintain its solid liquidity and net creditor positions during our two-year outlook horizon.

In our view, the city has satisfactory access to external liquidity given its proven ability to issue into public debt markets and the presence of a secondary market for Canadian municipal debt instruments.

Outlook

The positive outlook reflects Standard & Poor's expectations that we could raise the rating in the next two years if Sault Ste. Marie meets the conditions under our upside scenario. Specifically, if its tax-supported debt burden does not increase materially as a proportion of consolidated operating revenue, or that budgetary performance remains fairly stable with operating balances more than 5% of operating revenues and modest after-capital deficits not exceeding 5% of total revenues, an upgrade is possible. We could revise the outlook to stable if budgetary performance were to weaken through continued revenue volatility, affecting operating balances, high capital expenditures resulting in after-capital deficits greater than 5% of total revenues, and if Sault Ste. Marie were to issue considerably more debt than expected.

Key Statistics

Table 1

City of Sault Ste. Marie -- Economic Statistics

	--Fiscal year ended Dec. 31--				
(%)	2009	2010	2011	2012	2013
Population (total)	75,064	75,103	75,141	75,216	75,291
Population growth	0.05	0.05	0.05	0.10	0.10
National GDP (nominal) per capita (US\$)	40,764	47,465	51,791	52,409	51,958
National GDP (real) growth	(2.71)	3.37	2.53	1.71	2.02
Unemployment rate	9.50	10.00	8.90	7.50	7.00

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. Sources typically include Statistics Canada.

Table 2

City of Sault Ste. Marie -- Financial Statistics

	--Fiscal year ended Dec. 31--							
(Mil. C\$)	2012	2013	2014bc	2015bc	2016bc	2014uc	2015uc	2016uc
Operating revenues	187	195	199	202	206	199	203	207
Operating expenditures	170	176	182	188	193	182	187	191
Operating balance	17	18	16	15	13	17	16	16
Operating balance (% of operating revenues)	9.10	9.44	8.19	7.29	6.27	8.44	7.92	7.53
Capital revenues	6	7	8	10	11	8	9	10
Capital expenditures (capex)	24	20	32	38	43	29	34	37
Balance after capital accounts	(1)	5	(7)	(13)	(19)	(4)	(8)	(11)
Balance after capital accounts (% of total revenues)	(0.40)	2.65	(3.53)	(6.15)	(8.82)	(1.90)	(3.93)	(4.99)
Debt repaid	3	2	2	2	3	2	2	2
Balance after debt repayment and onlending	(4)	3	(10)	(15)	(22)	(6)	(10)	(13)
Balance after debt repayment and onlending (% of total revenues)	(1.93)	1.61	(4.61)	(6.93)	(10.03)	(2.98)	(4.71)	(6.01)
Gross borrowings	0	0	0	10	9	0	10	0
Balance after borrowings	(4)	3	(10)	(4)	(13)	(6)	0	(13)
Operating revenue growth (%)	4.53	3.96	1.98	1.82	1.78	1.98	1.97	2.05
Operating expenditure growth (%)	4.43	3.56	3.38	2.82	2.90	3.11	2.27	2.49
Modifiable revenues (% of operating revenues)	84.18	84.91	85.23	86.03	86.77	85.23	86.05	86.83
Capital expenditures (% of total expenditures)	12.21	10.35	14.89	16.71	18.36	13.64	15.36	16.09
Direct debt (outstanding at year-end)	15	12	10	19	25	10	19	17
Direct debt (% of operating revenues)	7.77	6.40	5.15	9.40	12.18	5.15	9.39	8.13
Tax-supported debt (% of consolidated operating revenues)	7.77	6.40	5.15	9.40	12.18	5.15	9.39	8.13

Table 2

City of Sault Ste. Marie -- Financial Statistics (cont.)								
Interest (% of operating revenues)	0.45	0.43	0.31	0.37	0.49	0.31	0.37	0.36
Debt service (% of operating revenues)	2.03	1.51	1.43	1.19	1.77	1.43	1.19	1.43

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. Base case reflects Standard & Poor's expectations of the most likely scenario. Downside case represents some but not all aspects of Standard & Poor's scenarios that could be consistent with a downgrade. Upside case represents some but not all aspects of Standard & Poor's scenarios that could be consistent with an upgrade. bc--Base case. uc--Upside case.

Ratings Score Snapshot

Table 3

City of Sault Ste. Marie -- Ratings Score Snapshot	
Key rating factors	Assessment
Institutional Framework	Very predictable and well balanced
Economy	Average
Financial Management	Satisfactory
Budgetary Flexibility	Average
Budgetary Performance	Average
Liquidity	Exceptional
Debt Burden	Very low
Contingent Liabilities	Low

*Standard & Poor's ratings on local and regional governments are based on eight main rating factors listed in the table above. Section A of Standard & Poor's "Methodology For Rating Non-U.S. Local And Regional Governments," published on June 30, 2014, summarizes how the eight factors are combined to derive the foreign currency rating on the government.

Key Sovereign Statistics

Sovereign Risk Indicators, Sept. 22, 2014. Interactive version available at <http://www.spratings.com/sri>

Related Criteria And Research

Related Criteria

- Methodology For Rating Non-U.S. Local And Regional Governments, June 30, 2014

Related Research

- Institutional Framework Assessments For Non-U.S. Local And Regional Governments, June 30, 2014
- International Local And Regional Governments Default And Transition Study: 2012 Saw Defaults Spike, March 28, 2013

In accordance with our relevant policies and procedures, the Rating Committee was composed of analysts that are qualified to vote in the committee, with sufficient experience to convey the appropriate level of knowledge and

understanding of the methodology applicable (see 'Related Criteria And Research'). At the onset of the committee, the chair confirmed that the information provided to the Rating Committee by the primary analyst had been distributed in a timely manner and was sufficient for Committee members to make an informed decision.

After the primary analyst gave opening remarks and explained the recommendation, the Committee discussed key rating factors and critical issues in accordance with the relevant criteria. Qualitative and quantitative risk factors were considered and discussed, looking at track-record and forecasts.

The committee's assessment of the key rating factors is reflected in the Ratings Score Snapshot above.

The chair ensured every voting member was given the opportunity to articulate his/her opinion. The chair or designee reviewed the draft report to ensure consistency with the Committee decision. The views and the decision of the rating committee are summarized in the above rationale and outlook. The weighting of all rating factors is described in the methodology used in this rating action (see 'Related Criteria And Research').

Ratings List

Outlook Revised To Positive

	To	From
Sault Ste. Marie (City of)		
Issuer credit rating	A+/Positive/--	A+/Stable/--

Rating Affirmed

Sault Ste. Marie (City of)	
Senior unsecured debt	A+

Complete ratings information is available to subscribers of RatingsDirect at www.globalcreditportal.com and at www.spcapitaliq.com. All ratings affected by this rating action can be found on Standard & Poor's public Web site at www.standardandpoors.com. Use the Ratings search box located in the left column.

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COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council
AUTHOR: Jacob Bruzas, Manager of Audits and Capital Planning
DEPARTMENT: Finance Department
RE: 2013 Results under the Municipal Performance Measurement Program

PURPOSE

The 2013 results under the Municipal Performance Measurement Program are provided under separate cover.

BACKGROUND

Municipalities are required to prepare the attached information under the Municipal Performance Measurement Program.

ANALYSIS

Staff reviewed the City's Performance Measures in relation to other Northern Ontario communities and provided comment where appropriate.

IMPACT

Not applicable.

STRATEGIC PLAN

Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Audits and Capital Planning dated 2014 11 10 concerning 2013 results under the Municipal Performance Measurement Program be received as information.

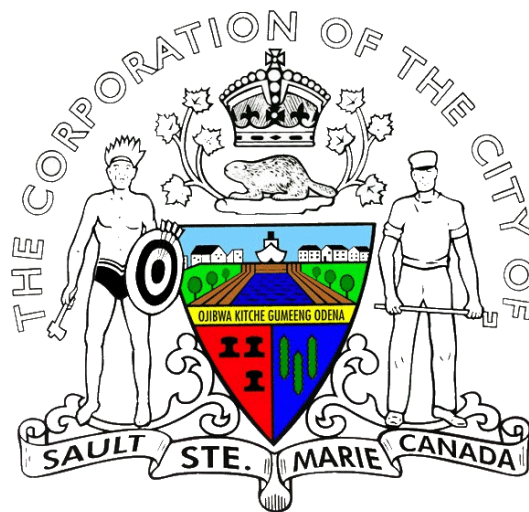
Respectfully submitted,

Jacob Bruzas, CPA, CA
Manager of Audits & Capital Planning

Recommended for approval,

W. Freiburger, CPA, CMA
Commissioner of Finance & Treasurer

*Corporation of the
City of Sault Ste. Marie*



Municipal Performance Measurement Program

2013



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2013 Municipal Performance Measurement Program

Measuring the Efficiency and Effectiveness of Key Municipal Performance Indicators for the City of Sault Ste. Marie

Introduction

The Municipal Performance Measurement Program was introduced by the Province in 2000. The Province is continually streamlining and refining the definitions and data calculations as the process is still evolving. In 2013, municipalities are asked to report on over 50 performance measures.

The performance measures are either an efficiency measure or an effectiveness measure. Efficiency measures are defined as the ratio of input to output. Input is operating costs, and when divided by total units, the resulting efficiency measure describes the cost per unit. Effectiveness measures provide information about the quality of the service delivery. Effectiveness measures compare outcomes against service goals.

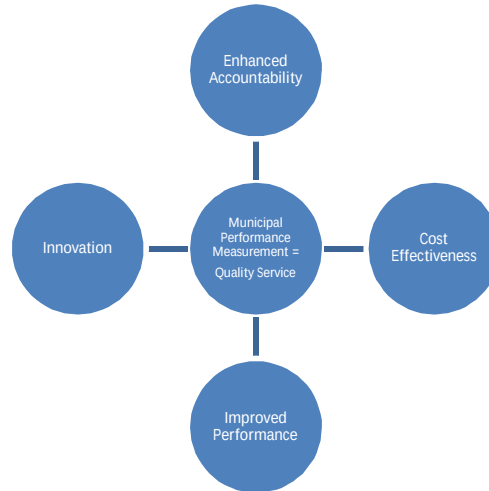
The services selected for the MPM program meet the following criteria:

- ◆ Reflect major expenditure areas for municipalities;
- ◆ Reflect areas of provincial-municipal interest;
- ◆ Reflect high interest and value to the public;
- ◆ Have data that is relatively easy to collect; and
- ◆ Fall under municipal responsibility.



Introduction Cont'd

Benefits of Performance Measurement:



Comparison between municipalities is difficult. Every municipality faces unique circumstances that are not revealed in the raw data alone. Factors such as differences in service levels and standards, geography, weather, economic conditions, the age and intensity of use of the infrastructure, socio-demographic profiles of the community and related service needs, and financial and accounting policies – have significant impact on the results.

Over time, as the program is refined and there is consistency in the municipal reporting of results, trends and best practices can be identified. The City continues to revise its own calculations and definitions in order to provide better internal comparisons. Where feasible, results for comparison years have been restated to allow for these changes.

Henceforth, where the report mentions “other Northern Municipalities,” it will be referring to the cities of North Bay, Thunder Bay, Sudbury and Timmins. The accompanying appendix provides the details of the 2013 Municipal Performance Measures for the aforementioned cities.

The City prepares its measures in accordance with its best interpretations of the measures’ definitions as provided by the Ministry of Municipal Affairs and Housing. These interpretations may not necessarily be the same as the interpretations of those same measures by the other Northern Municipalities.

In some instances throughout the report, the City’s results vary substantially to the other Northern Municipalities’ because of discrepancies in the way the measures are calculated between the municipalities.

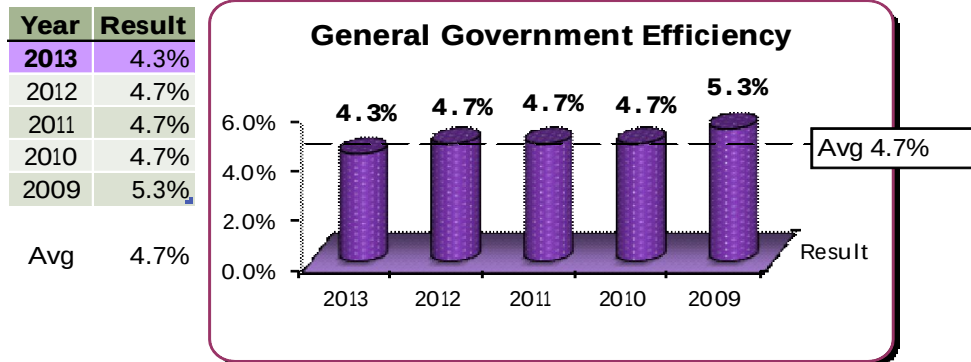


General Government

Efficiency Measure 1.1

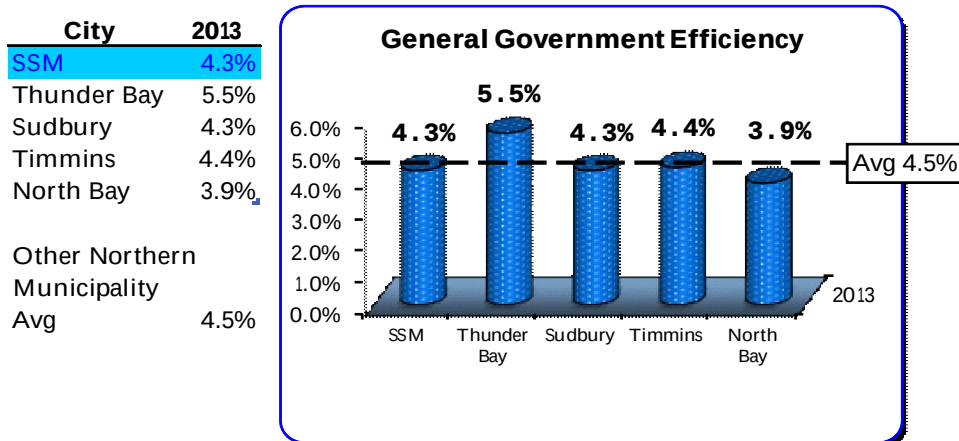
Operating Costs for Governance and Corporate Management as a Percentage of Total Municipal Operating Costs

City of Sault Ste. Marie Year to Year Results



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)





Measure 1.1: Comments

Governance and corporate management include costs for Council, Council support, Office of the Mayor, Office of the CAO and administrative support (corporate accounting, communication, financial policy and analysis, legal support, debt management, internal audit, investments, protocol and special events, real estate and taxation).

The City of Sault Ste. Marie's operating costs for governance and corporate management (the numerator for the percentage calculation) for 2013 were \$7.5 million.

The denominator of the calculation, Total Municipal Operating Costs, were \$174.8 million in 2013.

This measure is consistent with 2012 figures, and in line with the other Northern Municipalities.





Fire Services

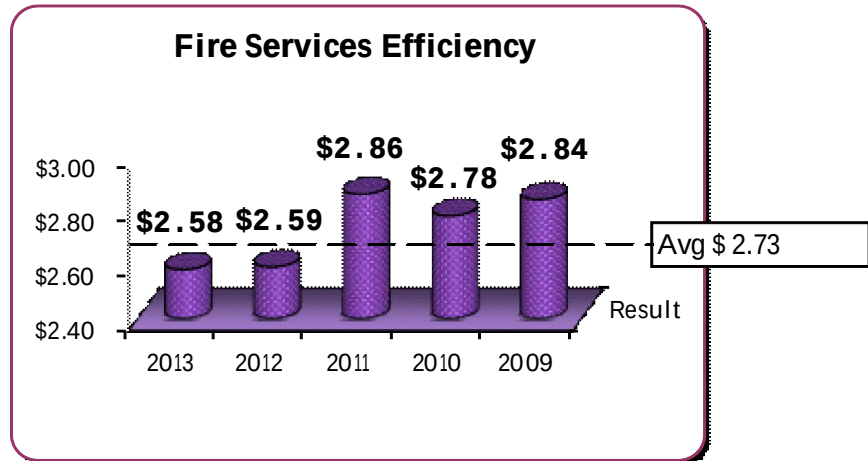
Efficiency Measure 2.1

Operating Costs for Fire Services per \$1,000 of Assessment

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 2.58
2012	\$ 2.59
2011	\$ 2.86
2010	\$ 2.78
2009	\$ 2.84

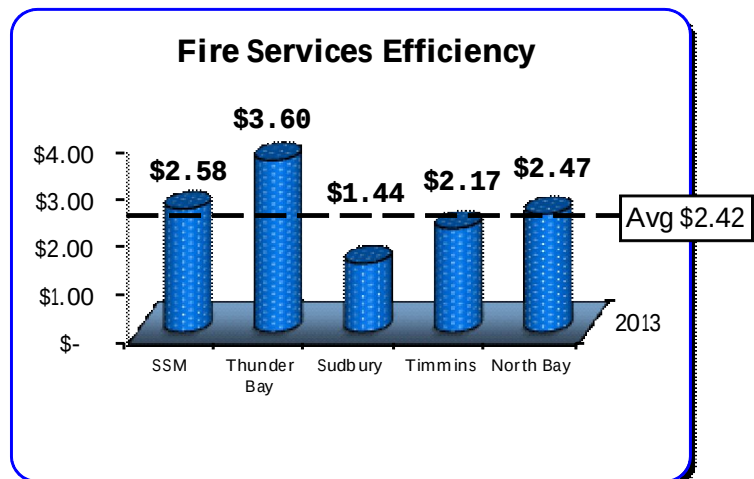
Avg \$ 2.73



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 2.58
Thunder Bay	\$ 3.60
Sudbury	\$ 1.44
Timmins	\$ 2.17
North Bay	\$ 2.47
Other Northern Municipality Avg	\$ 2.42





Measure 2.1: Comments

Fire operating costs include administration, alarm system, auxiliary service, equipment, fire fighting forces, fire halls, fire prevention and inspection, hydrant rental and wages and benefits.

Fire Services responded to 2,675 calls in 2013 (2012 – 2,436).

There were 37 out of city responses including 25 to Rankin Reserve, 1 to Garden River, 8 to Prince Township, 2 to Aweres Township and 1 to Sault Ste. Marie, Michigan.

The denominator of this calculation is Total Property Tax Assessment/1000. Property tax assessment is based upon market value. Fluctuations in market values directly affect the efficiency measurement, however regardless of the market value of any given property in the community, fire protection services are still an essential service.

	<u>2013</u>	<u>2012</u>
Number of Fire Stations	4	4
Number of Fire Fighting Vehicles	9	9
Number of Full Time Fire Fighters	88	88

This measure is consistent with the prior year figures. In general, this efficiency measure is in line with the other Northern Municipalities. When measured against just Timmins and Sudbury, these departments show lower operating costs because they are composite in nature.



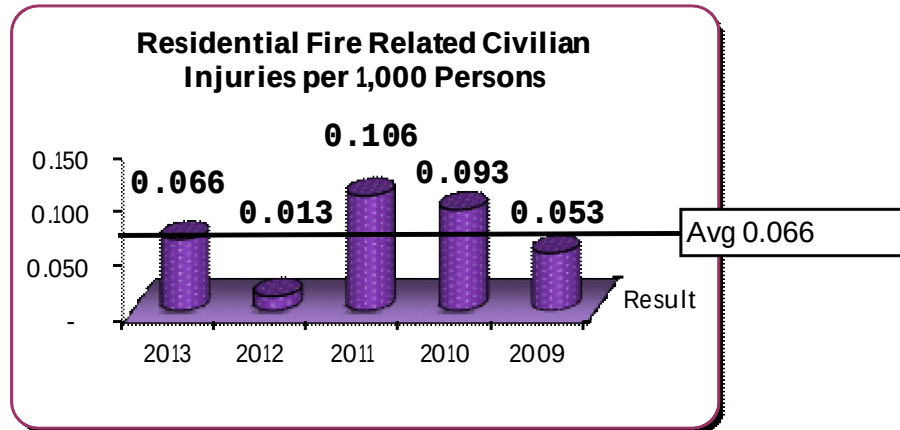


Effectiveness Measure 2.2

Number of Residential Fire Related Civilian Injuries per 1,000 Persons

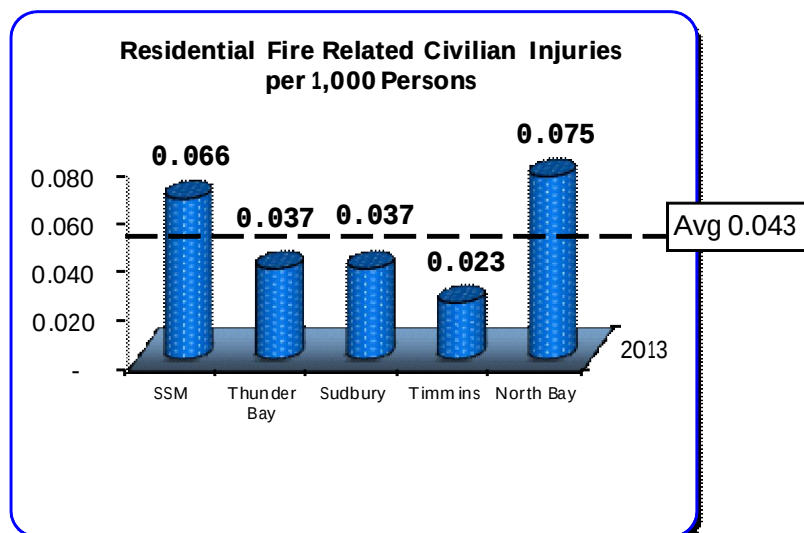
City of Sault Ste. Marie Year to Year Results

Year	Result
2013	0.066
2012	0.013
2011	0.106
2010	0.093
2009	0.053
avg	0.066



Results Comparison to Other Northern Municipalities (SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	0.066
Thunder Bay	0.037
Sudbury	0.037
Timmins	0.023
North Bay	0.075
Other Northern Municipality Avg	0.043





Measure 2.2: Comments

The total number of residential fire related civilian injuries is defined as those reported by the fire department to the Office of the Fire Marshal (OFM) in the OFM Standard Incident Report.

Fire Services reported 5 fire related civilian injuries in 2013 (2012 – 1).



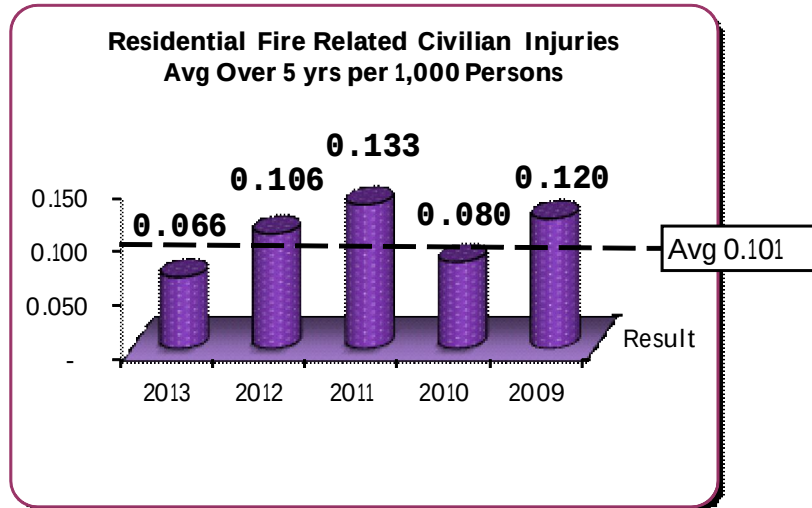


Effectiveness Measure 2.3

Number of Residential Fire Related Civilian Injuries Averaged over 5 Years per 1,000 Persons

City of Sault Ste. Marie Year to Year Results

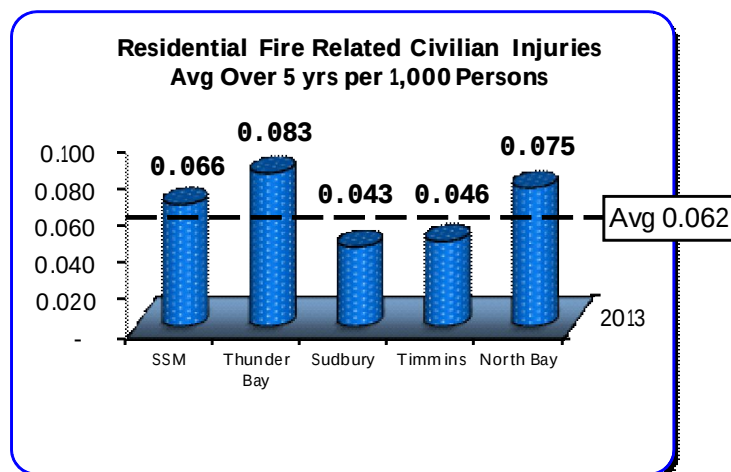
Year	Result
2013	0.066
2012	0.106
2011	0.133
2010	0.080
2009	0.120
avg	0.101



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	0.066
Thunder Bay	0.083
Sudbury	0.043
Timmins	0.046
North Bay	0.075
Other Northern Municipality Avg	0.062





Measure 2.3: Comments

The total number of residential fire related civilian injuries is defined as those reported by the fire department to the Office of the Fire Marshal (OFM) in the OFM Standard Incident Report.

This effectiveness measure averages the number of residential fire related civilian injuries over a 5 year period.

Fire Services reported 25 fire related civilian injuries between the years 2009 and 2013.



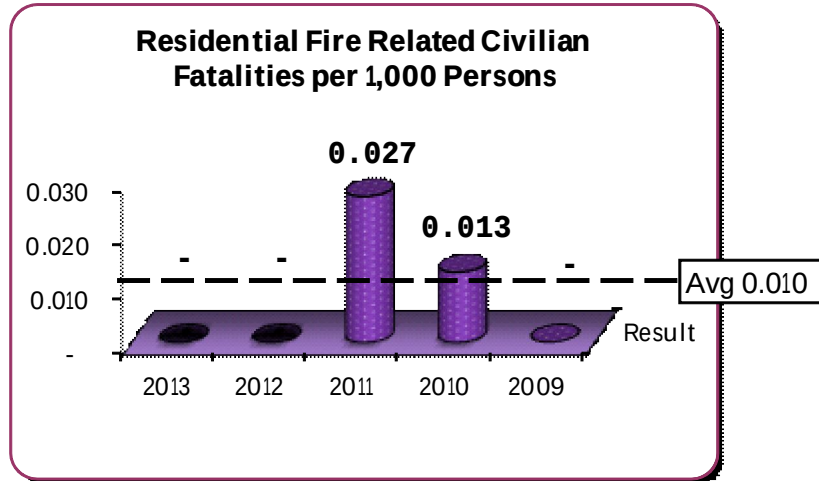


Effectiveness Measure 2.4

Number of Residential Fire Related Civilian Fatalities per 1,000 Persons

City of Sault Ste. Marie Year to Year Results

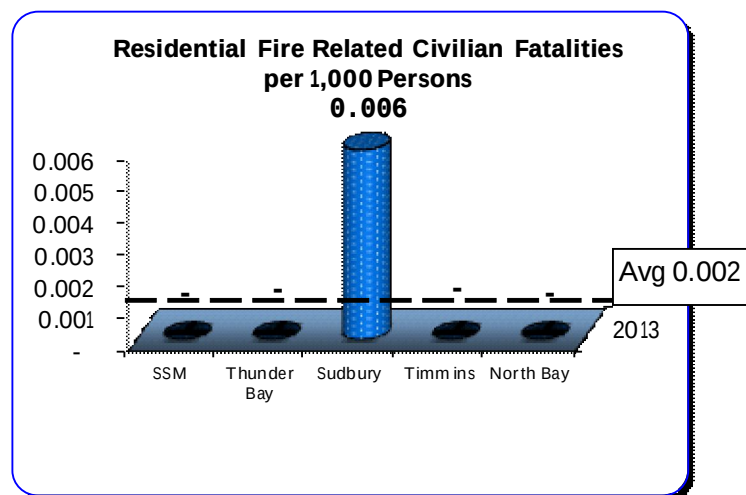
Year	Result
2013	-
2012	-
2011	0.027
2010	0.013
2009	-
avg	0.010



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	-
Thunder Bay	-
Sudbury	0.006
Timmins	-
North Bay	-
Other Northern Municipality	-
Avg	0.002





Measure 2.4: Comments

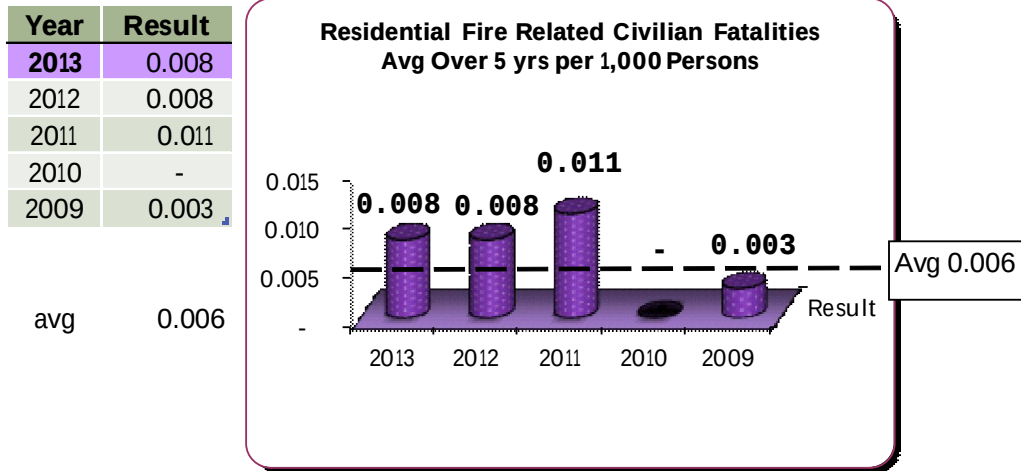
Fire Services reported no fire related civilian fatalities in 2013 (2012 – 0).



Effectiveness Measure 2.5

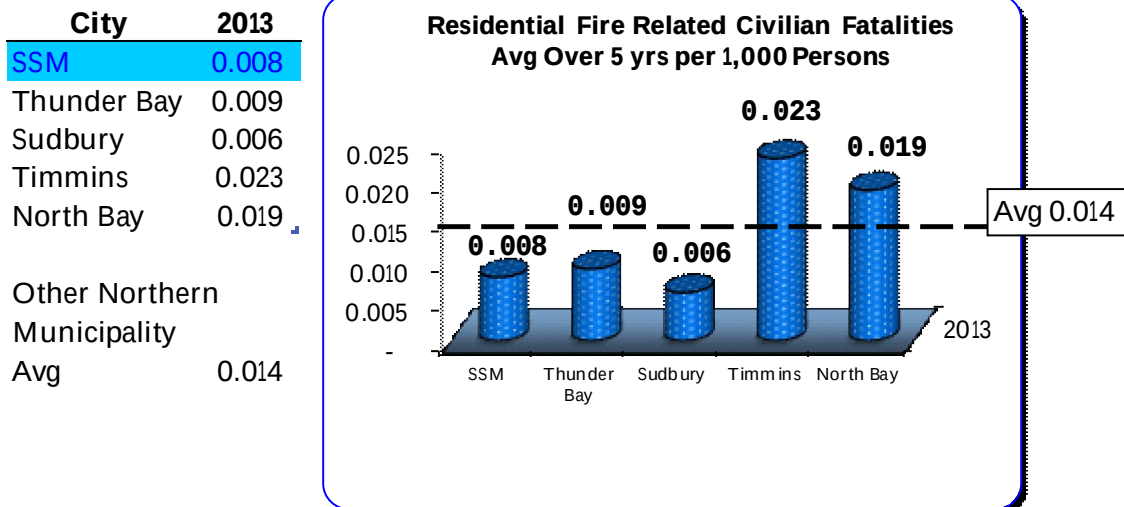
Number of Residential Fire Related Civilian Fatalities Avg Over 5 Years per 1,000 Persons

City of Sault Ste. Marie Year to Year Results



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)





Measure 2.5: Comments

This effectiveness measure averages the number of residential fire related civilian fatalities over a 5 year period.

Fire Services reported 3 fire related civilian fatalities between the years 2009 and 2013.

	2009	2010	2011	2012	2013
Civilian Fatalities	0	1	2	0	0

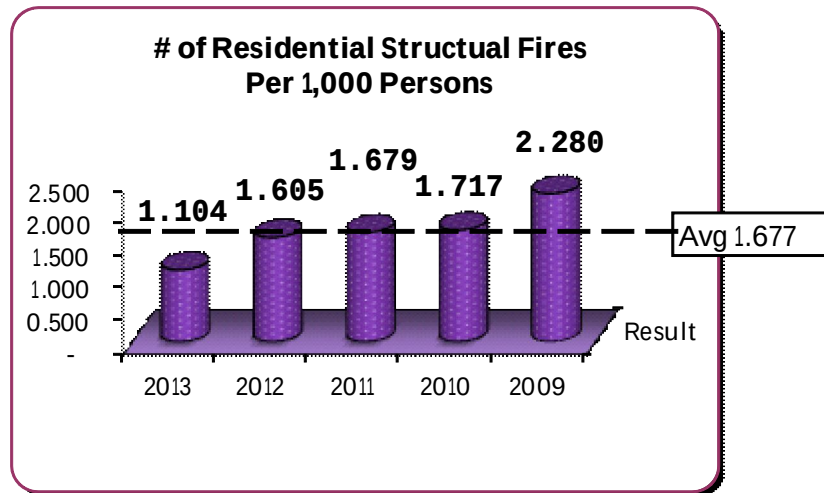


Effectiveness Measure 2.6

Number of Residential Structural Fires per 1,000 Households
City of Sault Ste. Marie Year to Year Results

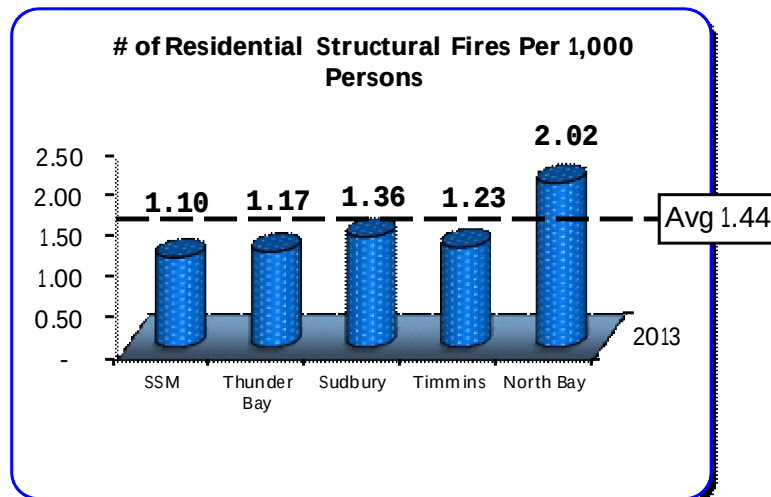
Year	Result
2013	1.104
2012	1.605
2011	1.679
2010	1.717
2009	2.280

avg 1.677



Results Comparison to Other Northern Municipalities
(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	1.10
Thunder Bay	1.17
Sudbury	1.36
Timmins	1.23
North Bay	2.02
Other Northern Municipality	
Avg	1.44





Measure 2.6: Comments

The total number of residential structural fires and explosions is defined as those reported by the fire department to the Office of the Fire Marshal (OFM) in the OFM Standard Incident Report as Code 01 (Fire) and Code 02 (Explosion) and Property Type, Group C-Residential.

Fire Services reported 38 residential structural fires in 2013 (2012 – 55).

Cooking continues to be the leading cause of residential structure fires, and consequently Fire Services is enhancing their Public Education campaign aimed at reducing these types of occurrences.





Police Services

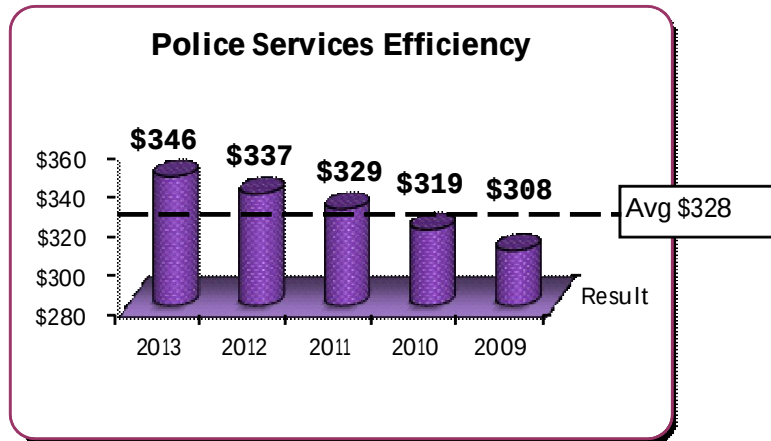
Efficiency Measure 3.1

Operating Costs for Police Services per Person

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 346
2012	\$ 337
2011	\$ 329
2010	\$ 319
2009	\$ 308

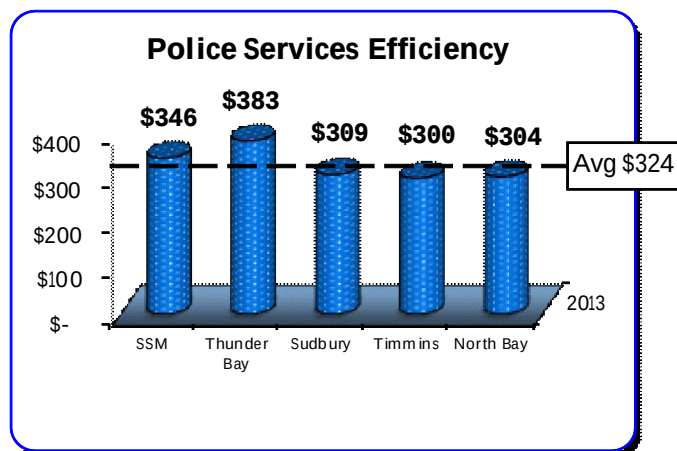
Avg \$ 328



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 346
Thunder Bay	\$ 383
Sudbury	\$ 309
Timmins	\$ 300
North Bay	\$ 304
Other Northern Municipality avg	\$ 324





Measure 3.1: Comments

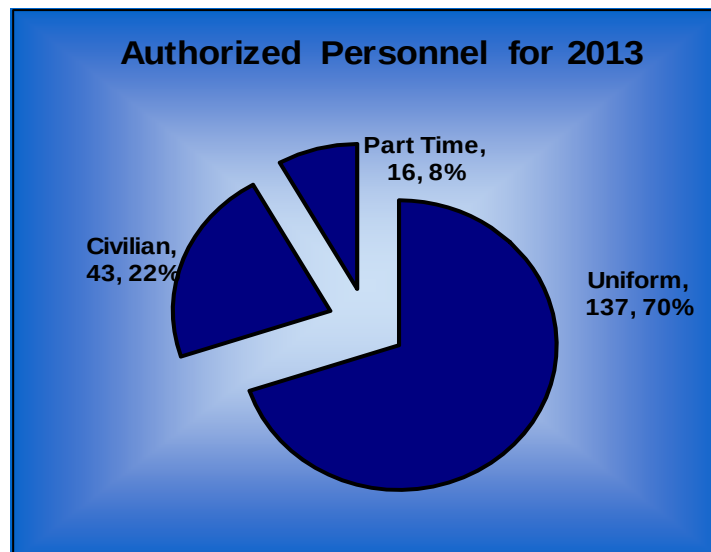
Police Services responded to 27,546 calls in 2013 (2012 – 26,528).

Operating costs include administration, police services board, conveyance of prisoners, equipment, garages, lock-ups, offices, police animals, police communication systems, and police service wages and benefits.

The City of Sault Ste. Marie incurred costs of \$26.1 million for 2013 (2012 - \$25.5 million). Operating costs for police services are in line with the other Northern Municipalities.

Costs have increased primarily due to contract salary increases. These costs for the most part are beyond the control of the City.

	2013	2012
Uniform	137	138
Civilian	43	44
Part Time	16	16





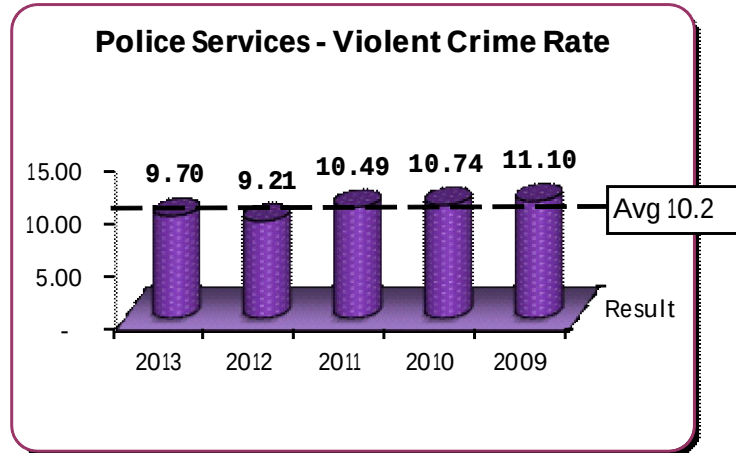
Effectiveness Measure 3.2

Violent Crime Rate per 1,000 Persons

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	9.70
2012	9.21
2011	10.49
2010	10.74
2009	11.10

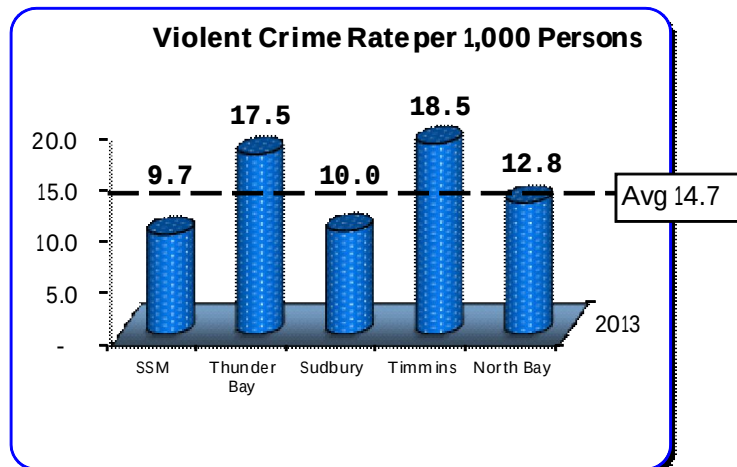
avg 10.2



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	9.7
Thunder Bay	17.5
Sudbury	10.0
Timmins	18.5
North Bay	12.8
Other Northern Municipality avg	14.7





Measure 3.2: Comments

Violent Crimes include offences that deal with the use or threat of force to a person. Includes homicide, attempted murder, sexual and non-sexual assault, abduction and robbery.

This efficiency measure experienced a slight decrease from prior year. The total number of actual incidents of violent crime went from 697 in 2012 to 731 in 2013, a 5% increase.

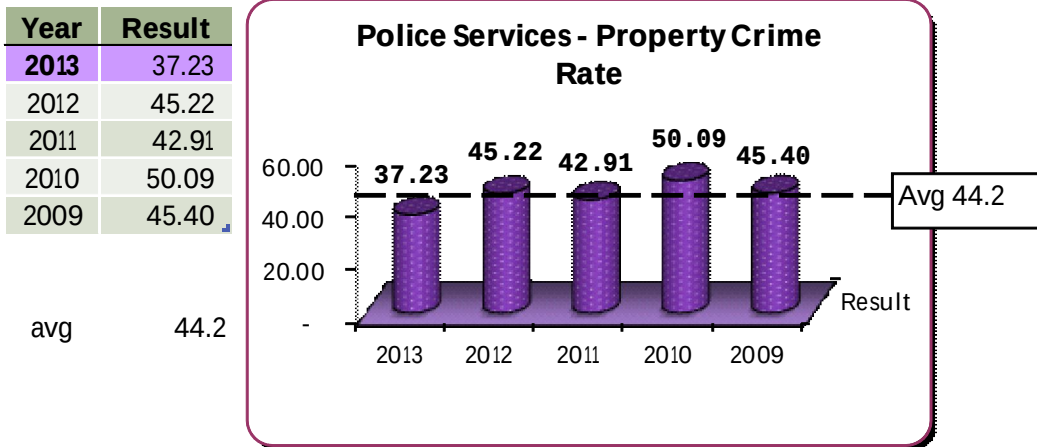




Effectiveness Measure 3.3

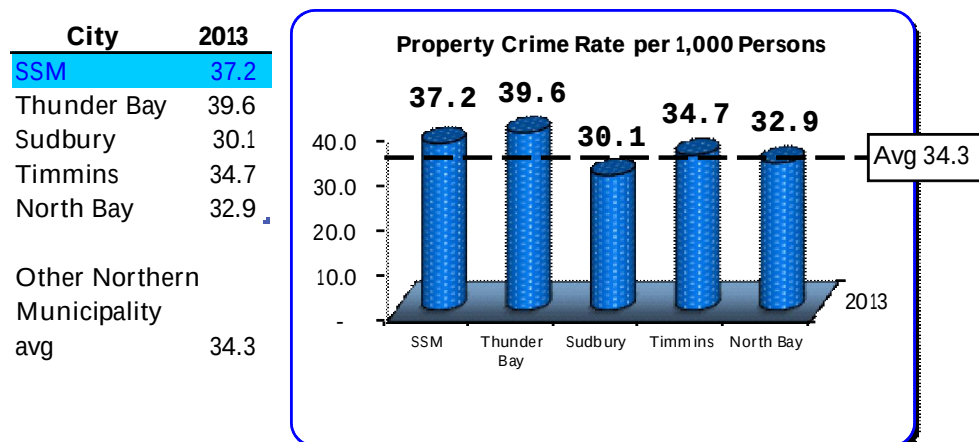
Property Crime Rate per 1,000 Persons

City of Sault Ste. Marie Year to Year Results



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)





Measure 3.3: Comments

Property Crimes involve unlawful acts with the intent of gaining property but without the use of threat of violence against an individual. Includes breaking and entering, motor vehicle theft, theft over \$5,000, theft \$5,000 and under, possession of stolen goods and fraud.

The crime rate per 1000 persons is in line with the other Northern Municipalities.





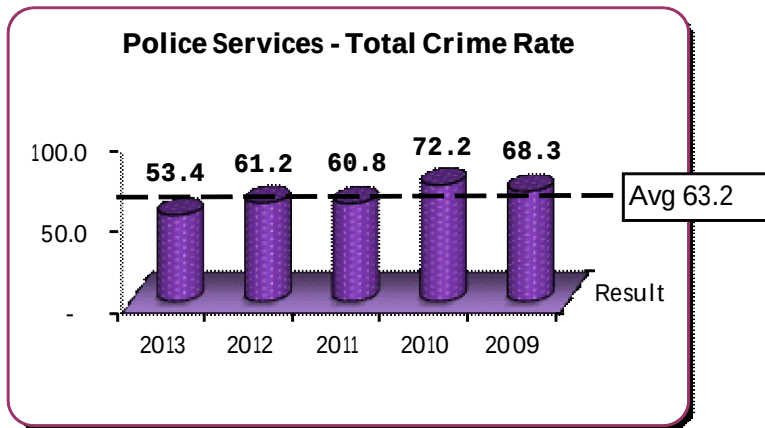
Effectiveness Measure 3.4

Total Crime Rate per 1,000 Persons (Criminal Code Offences excluding Traffic)

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	53.4
2012	61.2
2011	60.8
2010	72.2
2009	68.3

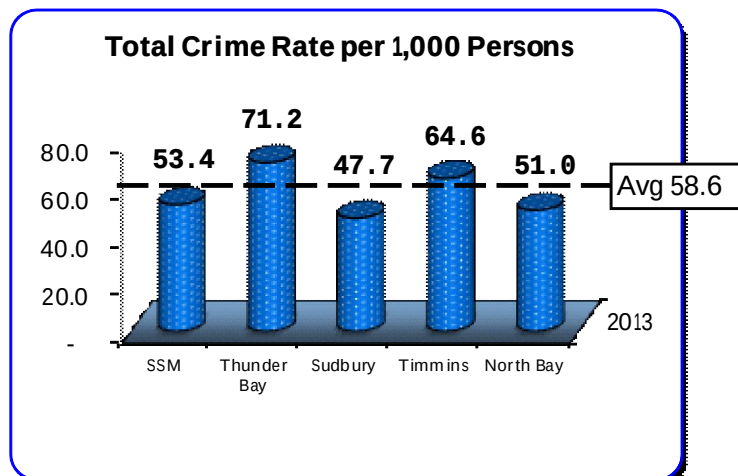
avg 63.2



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	53.4
Thunder Bay	71.2
Sudbury	47.7
Timmins	64.6
North Bay	51.0
Other Northern Municipality	
avg	58.6





Measure 3.4: Comments

Total criminal instances for 2013 were 4,029 (2012 – 4,632).

The crime rate per 1000 persons is on average with the other Northern Municipalities.

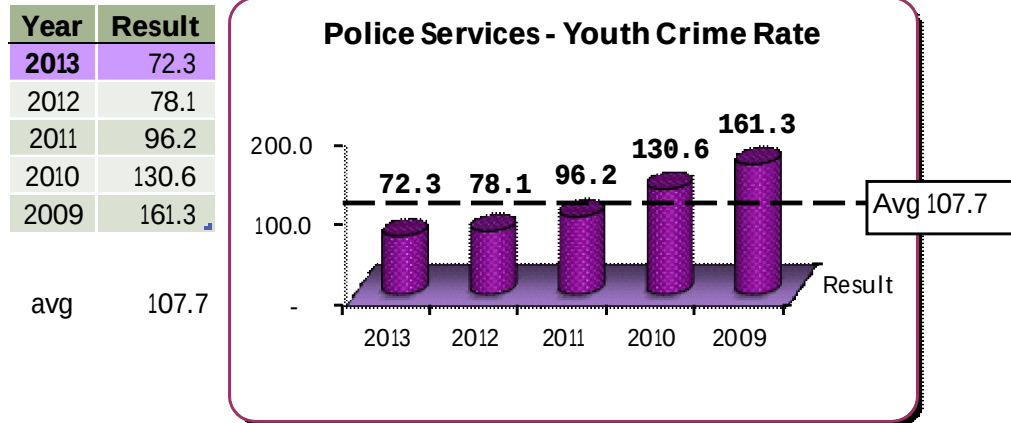




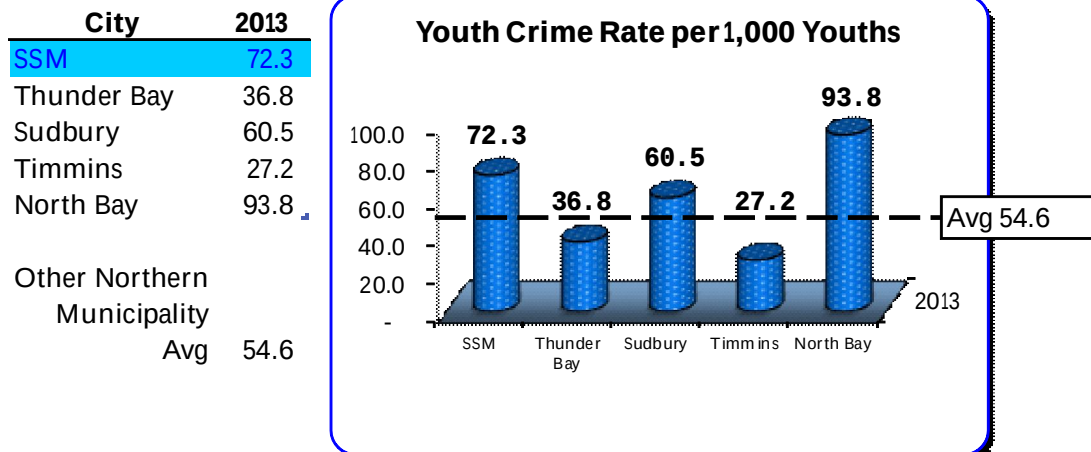
Effectiveness Measure 3.5

Youth Crime Rate per 1,000 Youths (See Definition in Notes to this Measure)

City of Sault Ste. Marie Year to Year Results



Results Comparison to Other Northern Municipalities (SSM's 2013 result compared to others' 2013 results)





Measure 3.5: Comments

Calculation:

$$\frac{\text{Total number of youths cleared by charge or cleared otherwise}}{\text{Youth population / 1,000}}$$

SSM's Results:

$$\frac{366}{5.060} = 72.332$$

Definition:

(This definition is from the 2013 guide to preparation of Schedule 92 of the MPMPs and can be found on the Ministry of Municipal Affairs and Housing website).

Total number of youths cleared by charge or cleared otherwise—

The numerator includes pre-charge resolutions such as warnings and cautions (this change was made in 2005). This is consistent with the *Youth Criminal Justice Act*. Youths are defined as persons aged 12 to 17 years of age (up to the 18th birthday). Youths cleared by charge or cleared otherwise for all categories of Criminal Code offences, excluding traffic, are included in this figure.

Crimes pertaining to drugs, traffic and other federal statutes are not part of the Criminal Code and thus are not included in this measure.

A single youth is counted as one youth regardless of the number of offences which are cleared by charge or cleared otherwise **in a single day**. Therefore, the same youth would be counted as 10 youths, if the youth was cleared by charge or cleared otherwise on 10 separate days.

In 2013, 366 youths were involved in criminal instances (2012 – 395), a decrease of 7%.

**** Sault Ste. Marie Police Services does not keep statistics on the number of youths charged. Many youth are diverted into alternative programs. Therefore the statistics reflect a youth involvement rate and not charges.**



Roads

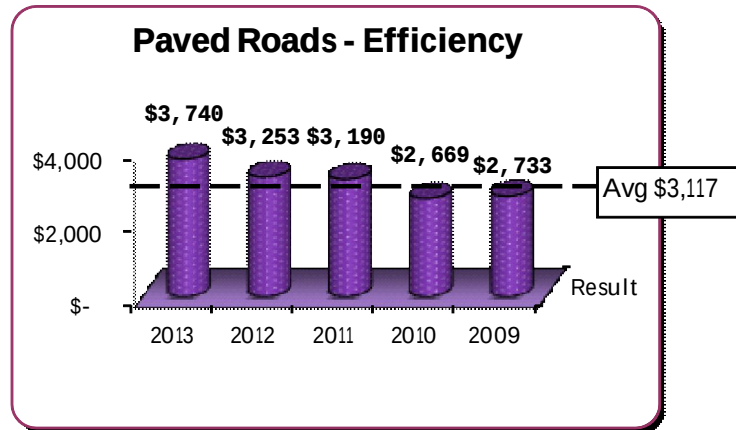
Efficiency Measure 4.1

Operating Costs for Paved (Hard Top) Roads per Lane Kilometer

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$3,740
2012	\$3,253
2011	\$3,190
2010	\$2,669
2009	\$2,733

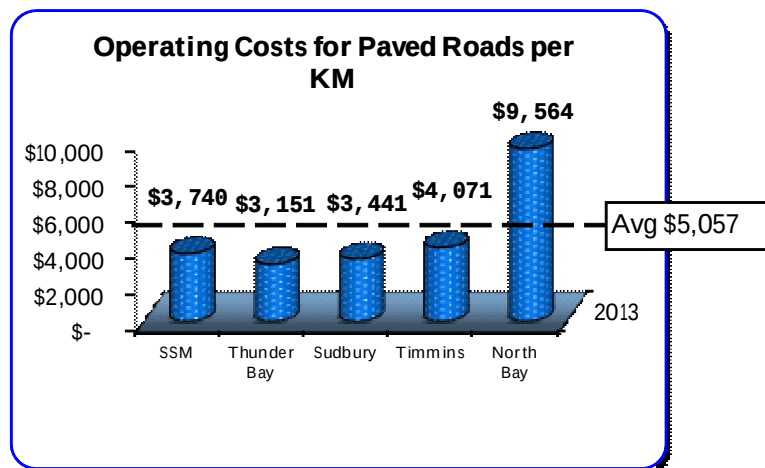
avg \$ 3,117



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 3,740
Thunder Bay	\$ 3,151
Sudbury	\$ 3,441
Timmins	\$ 4,071
North Bay	\$ 9,564
Other Northern Municipality	
Avg	\$ 5,057





Measure 4.1: Comments

Paved roads are roads with an asphalt, concrete surface or surface treatment surface. Operating costs include frost damage repair, cold or hot mix patching and other surface maintenance, and surface cleaning.

The City of Sault Ste. Marie maintains 1,212 lane km of paved roads.

Total operating costs for paved roads, which includes an allocation for overhead and miscellaneous road repaving projects, were \$4.5 million in 2013 (2012 - \$3.9 million).

The increase in this measure over the prior year is attributed to an enhanced road resurfacing program for the City.

The City of Sault Ste. Marie's efficiency measure for paved roads continues to be significantly lower than that of the other Northern Municipalities. North Bay's figure causes the average to increase substantially. North Bay has 200 fewer kms of paved roads under its control, yet there are certain fixed costs every municipality faces and cannot avoid. Sault Ste. Marie as a whole continues to do quite well in this area and continues to look for ways to improve efficiencies.





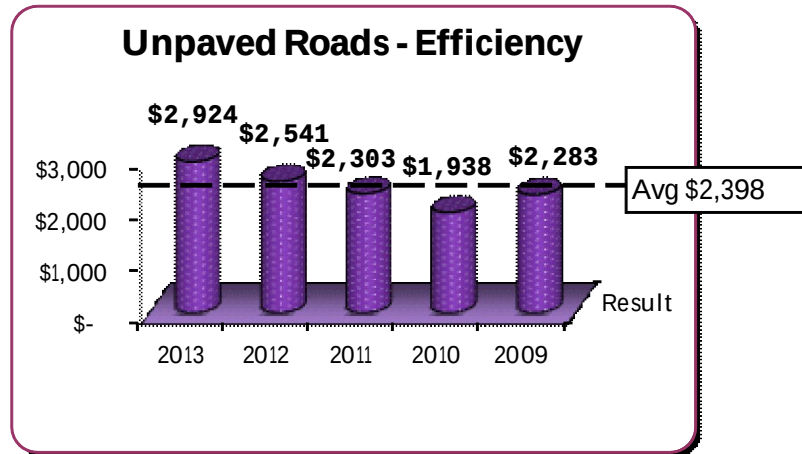
Efficiency Measure 4.2

Operating Costs for Unpaved (Loose Top) Roads per Lane Kilometer

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 2,924
2012	\$ 2,541
2011	\$ 2,303
2010	\$ 1,938
2009	\$ 2,283

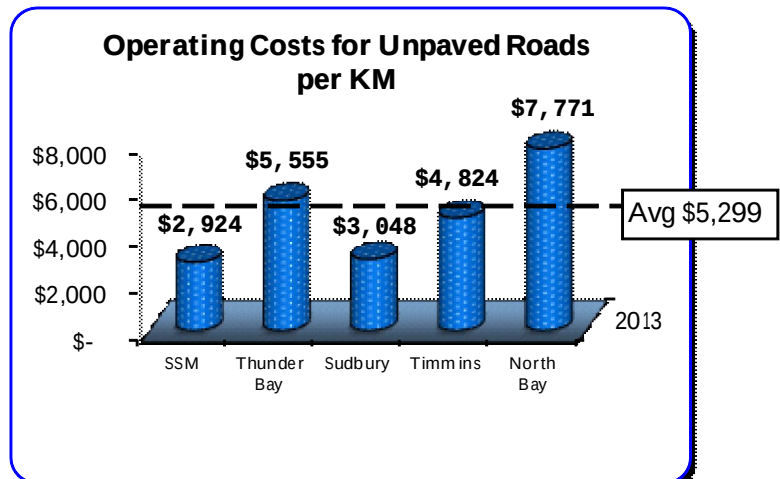
avg \$ 2,398



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 2,924
Thunder Bay	\$ 5,555
Sudbury	\$ 3,048
Timmins	\$ 4,824
North Bay	\$ 7,771
Other Northern Municipality	
Avg	\$ 5,299





Measure 4.2: Comments

Unpaved roads are roads with gravel or other loose surface. Operating costs include grading, spot and wash-out repair and dust suppression.

The City of Sault Ste. Marie maintains 22 lane kilometers of unpaved roads.

This measure will fluctuate significantly year over year because of the minimal expenditures each year. The total expenditures allocated to unpaved roads for 2013 were approximately \$64,000 (2012- \$56,000).

The City of Sault Ste. Marie's efficiency measure for unpaved roads continues to be significantly lower than that of the other Northern Municipalities. The City only maintains 22 kms of unpaved roads. This is an area that the City is also doing well in and continues to look for areas of improvement.





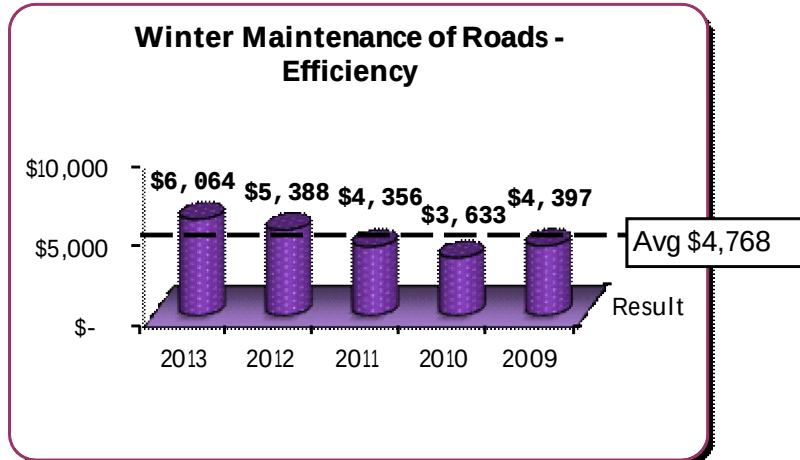
Efficiency Measure 4.3

Operating Costs for Winter Maintenance of Roadways per Lane Kilometer Maintained in Winter

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 6,064
2012	\$ 5,388
2011	\$ 4,356
2010	\$ 3,633
2009	\$ 4,397

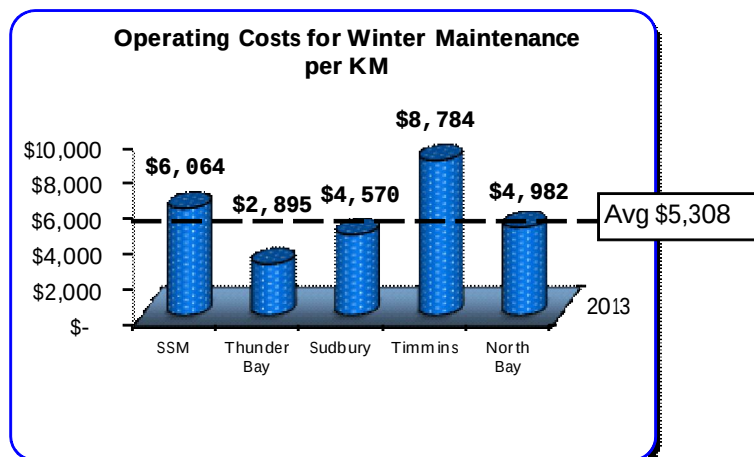
avg \$ 4,768



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 6,064
Thunder Bay	\$ 2,895
Sudbury	\$ 4,570
Timmins	\$ 8,784
North Bay	\$ 4,982
Other Northern Municipality Avg	\$ 5,308





Measure 4.3: Comments

Operating costs include plowing, sanding, salting, and snow removal. Costs are influenced by the severity of the winter (e.g. number of storms, amount of snowfall), and the service standard established by the City of Sault Ste. Marie.

	<u>2013</u>	<u>2012</u>
Total Snowfall Accumulation (cm)	303	155
Number of Winter Events	154	85

The City of Sault Ste. Marie maintains a total of 1,235 lane km of roads.

Due to the significant snowfall in 2013, more equipment overhead costs were allocated to the winter control area. In addition, due to the nature of the weather, more salt and sand were required on the roads, thus increasing the materials costs. Thus, the Winter Control efficiency measure is significantly higher than in previous years.

The City's cost per kilometer is higher than other Northern communities because it is of our opinion that the level of service for Sault Ste. Marie is higher than other communities. An example of this is that residential and collector streets are cleared within a 12 hour period after a snowstorm and the plowing and sanding of all streets takes place within a 24 hour period. In comparison, Thunder Bay residential streets are plowed within a 72 hour period.

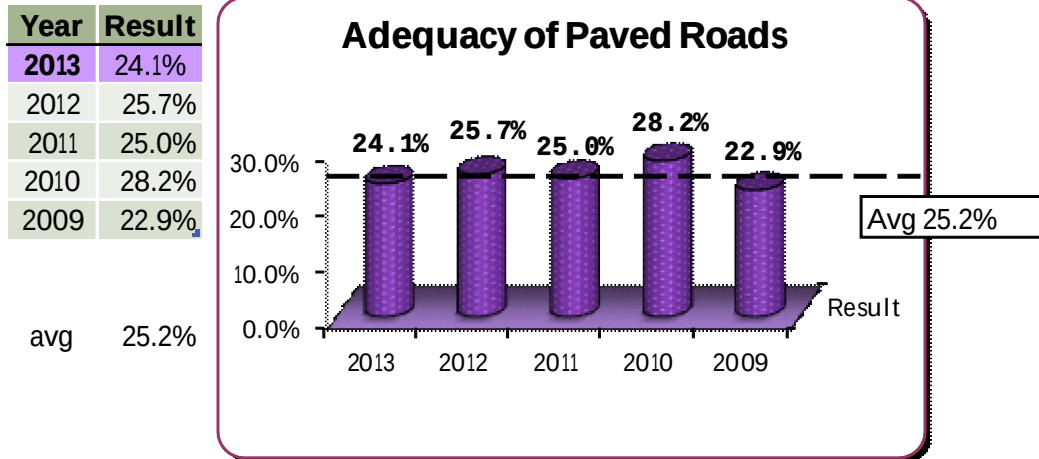




Effectiveness Measure 4.4

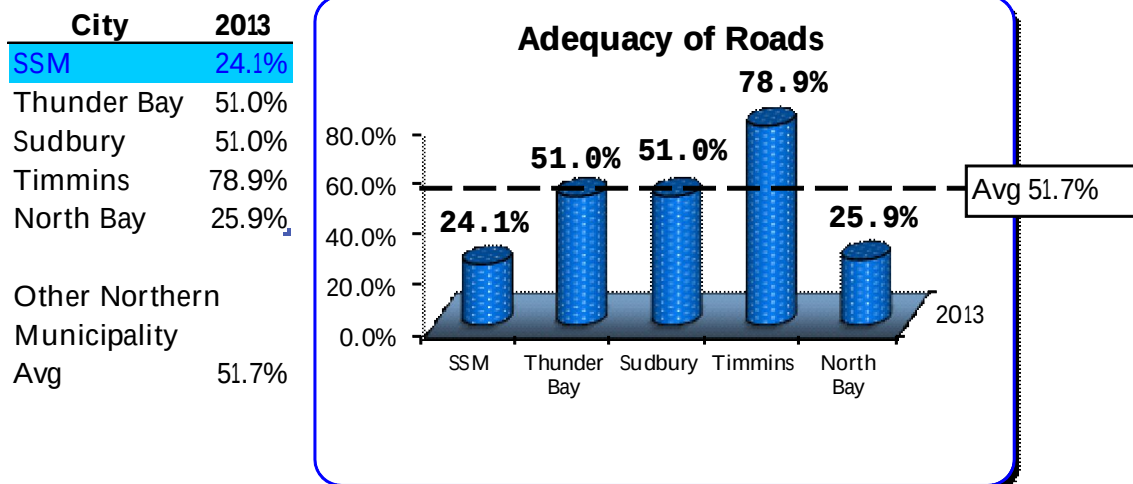
Percentage of Paved Lane Kilometers where the Condition is rated as Good to Very Good

City of Sault Ste. Marie Year to Year Results



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)





Measure 4.4: Comments

A road rated as good to very good is a road whose surface distress is minimal, no maintenance or rehabilitation action is required and the overall structure, including drainage, is good.

This reporting methodology excludes roads classified in the Road Management System (RMS) as "Reconstruct in 6 to 10 years" from the numerator. Only roads classified in the RMS as "Adequate" are considered good to very good.





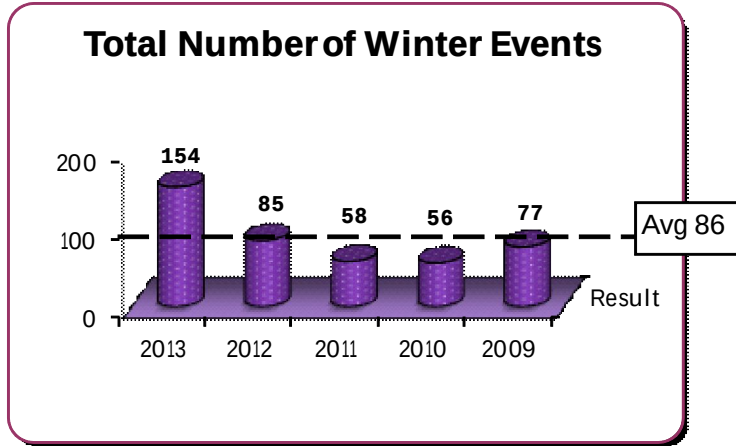
Effectiveness Measure 4.5

Percentage of Winter Events Where the Response Met or Exceeded Locally Determined Municipal Service Levels for Road Maintenance

City of Sault Ste. Marie Year to Year Results

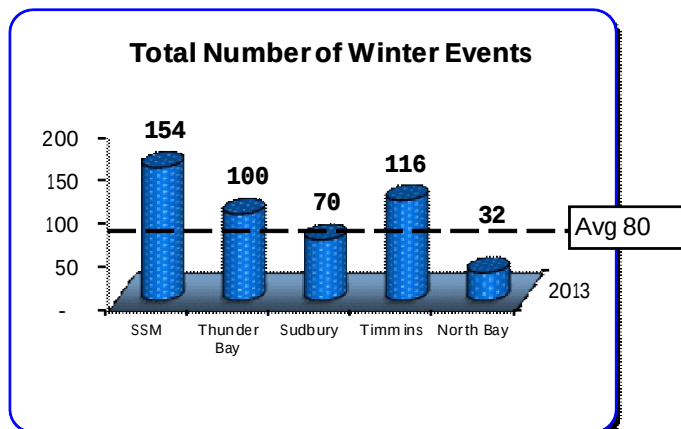
Year	Result
2013	154
2012	85
2011	58
2010	56
2009	77

avg 86



Results Comparison to Other Northern Municipalities (SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	154
Thunder Bay	100
Sudbury	70
Timmins	116
North Bay	32
Other Northern Municipality Avg	80



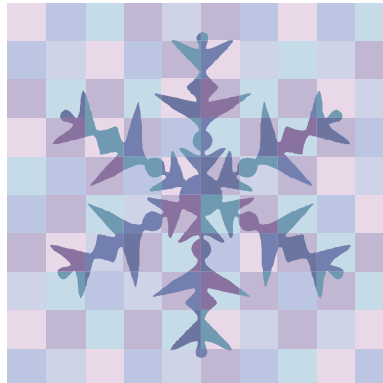


Measure 4.5: Comments

A winter event is a weather condition affecting roads, such as snowfall, windblown snow, sleet, freezing rain, frost and black ice.

In 2013 there were 154 events (2012 – 85), all of which met the City's service level.

The City has had a 100% rating for this measure in each of the past 5 years.



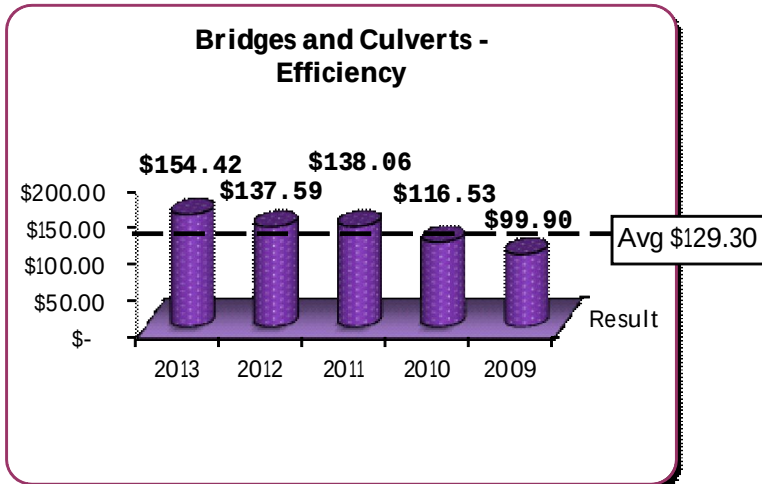


Efficiency Measure 4.6

Operating Costs for Bridges and Culverts per Square Metre of Surface Area

City of Sault Ste. Marie Year to Year Results

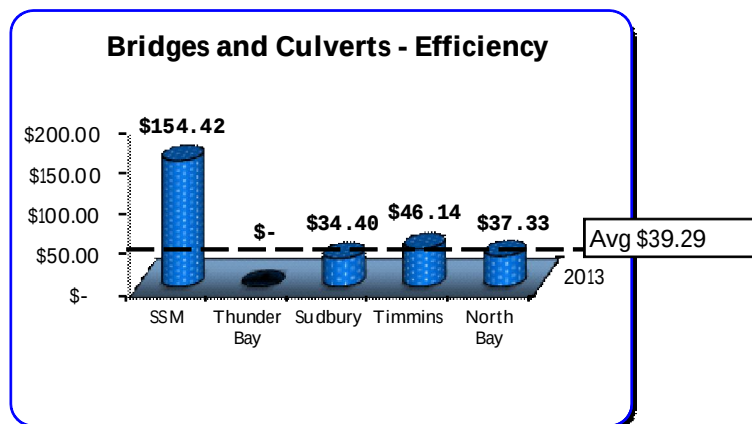
Year	Result
2013	\$ 154.42
2012	\$ 137.59
2011	\$ 138.06
2010	\$ 116.53
2009	\$ 99.90
avg	\$ 129.30



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$154.42
Thunder Bay	N/A
Sudbury	\$ 34.40
Timmins	\$ 46.14
North Bay	\$ 37.33
Other Northern Municipality	
Avg	\$ 39.29





Measure 4.6: Comments

For the purposes of this measure, a bridge is defined as a structure which provides a roadway or walkway for the passage of vehicles, pedestrians or cyclists across an obstruction, gap or facility and which is greater than or equal to 3 metres in span.

A culvert is defined as an opening through soil with a span equal to or greater than 3 metres.

Total square metres of surface area on bridges and culverts means the equivalent deck area, including sidewalks and railings

In 2013, operating costs for bridges and culverts were \$0.95 million (2012 - \$0.80 million). The City had 6,165 square metres of surface area on bridges and culverts.

The City continues to upgrade/renew it's aging bridge and culvert infrastructure. The funds that are currently being spent to accomplish this will in turn reduce the annual operating costs on the go-forward.





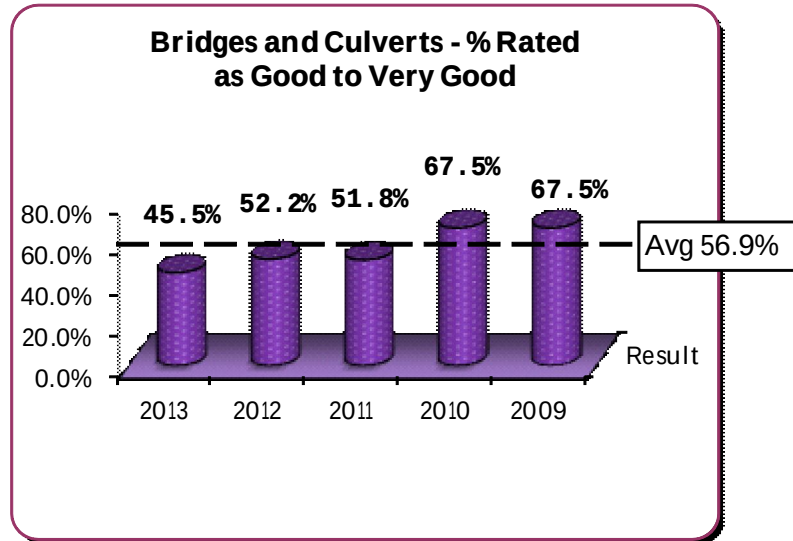
Effectiveness Measure 4.7

Percentage of Bridges and Culverts where the Condition is Rated as Good to Very Good

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	45.5%
2012	52.2%
2011	51.8%
2010	67.5%
2009	67.5%

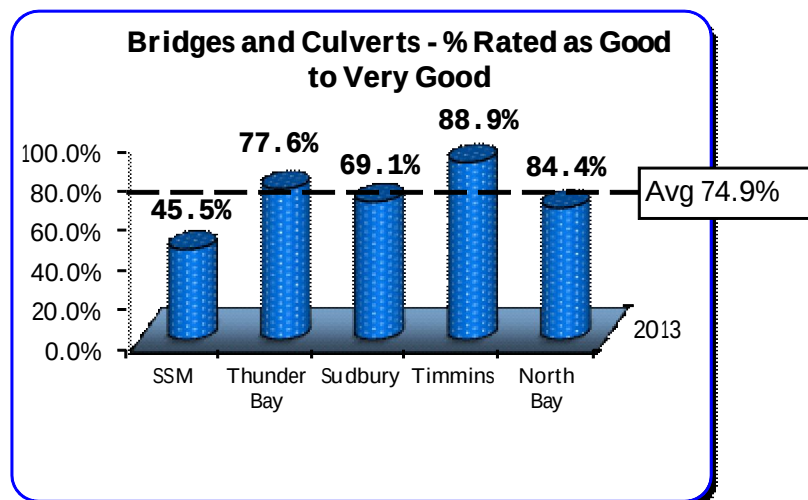
avg 56.9%



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	45.5%
Thunder Bay	75.5%
Sudbury	69.1%
Timmins	88.9%
North Bay	66.0%
Other Northern Municipality Avg	74.9%





Measure 4.7: Comments

For the purposes of this measure, a bridge or culvert is rated as good to very good if distress to primary components is minimal, requiring only regular maintenance.

Primary components are defined as the main load carrying components of the structure and include: the deck, beams, girders, abutments, foundations, etc.

In 2013, the City rated 249 out of 547 total bridges and culverts as being good to very good.

The average age of the City's bridges as of 2013 is 42 years.

As stated in the comment section of the previous measure, the City's bridge and culvert infrastructure is aging. Funds are being spent to upgrade/renew this infrastructure on an annual basis. As this is completed, the measure for adequacy of bridges and culverts will improve.





Conventional Transit

Efficiency Measure 5.1

Operating Costs for Conventional Transit per Regular Service Passenger Trip

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 4.98
2012	\$ 4.83
2011	\$ 4.51
2010	\$ 5.00
2009	\$ 4.68

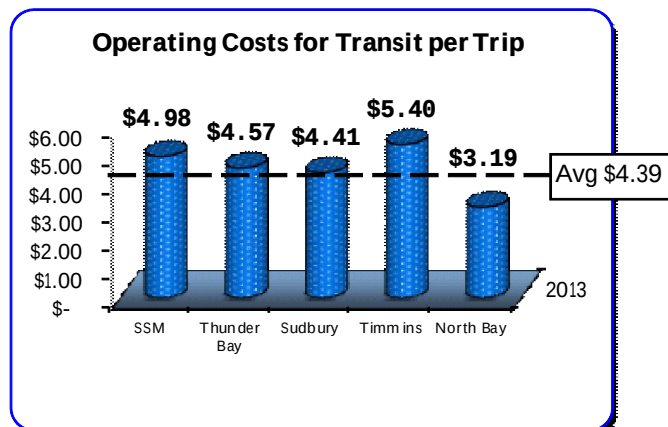
avg \$ 4.80



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 4.98
Thunder Bay	\$ 4.57
Sudbury	\$ 4.41
Timmins	\$ 5.40
North Bay	\$ 3.19
Other Northern Municipality Avg	\$ 4.39





Measure 5.1: Comments

Conventional transit is all regular public transportation. It does not include specialized services for persons with disabilities who are unable to access regular public transportation.

Total ridership decreased from 1,975,039 in 2012 to 1,950,893 in 2013. This represents a decrease in ridership of -1%, which is consistent with the rest of the north as North Bay's ridership is down by -6%, Timmins -2%, Sudbury -1% and Thunder Bay -1%.

Total operating costs increased to \$9.72 million in 2013 from \$9.53 million in 2012. Increases in repairs and maintenance, and salaries and benefits, led to the increase in operating costs in the current year.

The City's operating costs for conventional transit per regular service passenger trip are higher than that of the other Northern Municipalities on average. This corresponds to the lower than average number of passenger trips per person in the service area in a year (i.e. it costs the same amount to operate a full capacity bus as it does one that is half full).

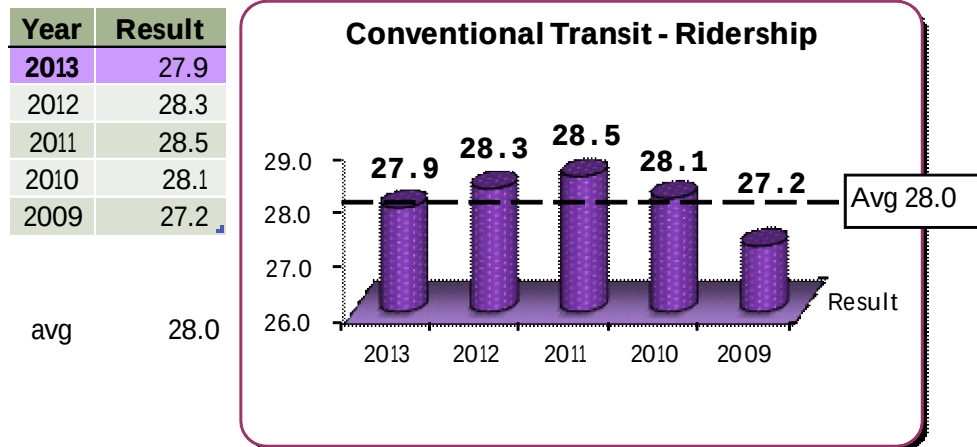




Effectiveness Measure 5.2

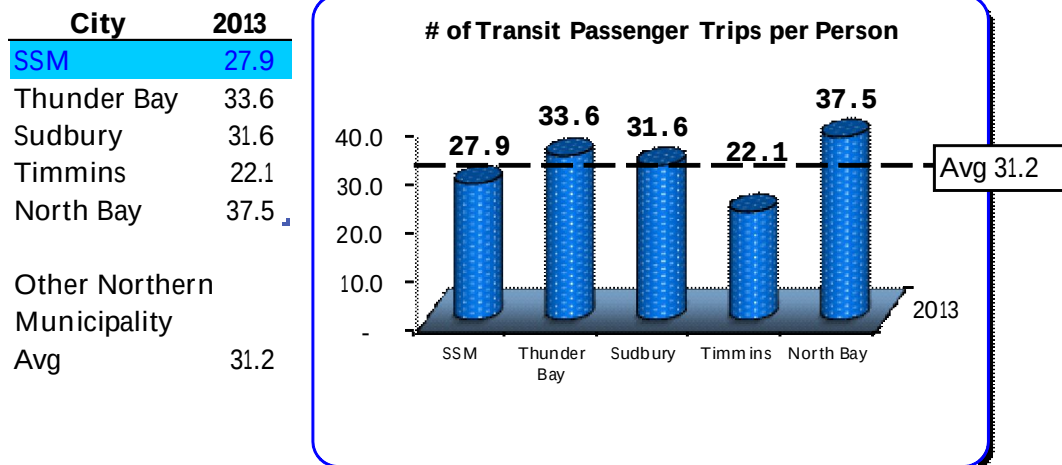
Number of Conventional Transit Passenger Trips per Person in the Service Area in a Year

City of Sault Ste. Marie Year to Year Results



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)





Measure 5.2: Comments

Regular service trips are defined as all passenger trips where the fare system is applicable. It does not include transfers.

Total ridership decreased from 1,975,039 in 2012 to 1,950,893 in 2013.

The primary reason for Sault Ste. Marie Transit and Timmins Transit carrying less passenger trips per person is that North Bay, Sudbury and Thunder Bay all have a large student population associated with the large universities that are located in their respective communities





Wastewater (Sewage)

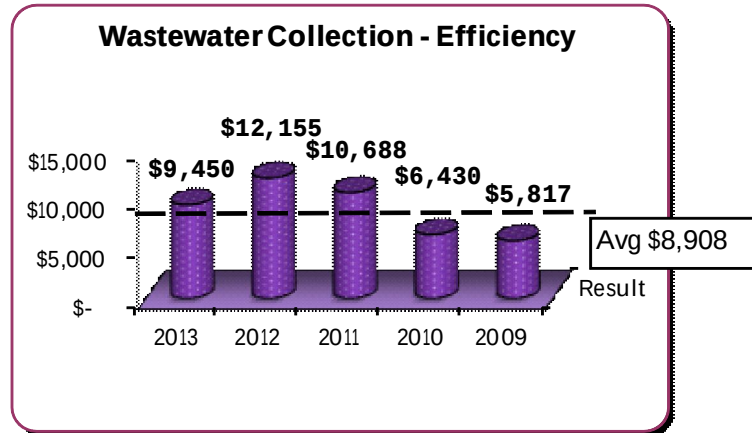
Efficiency Measure 6.1

Operating Costs for the Collection of Wastewater per Kilometer of Wastewater Main

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 9,450
2012	\$ 12,155
2011	\$ 10,688
2010	\$ 6,430
2009	\$ 5,817

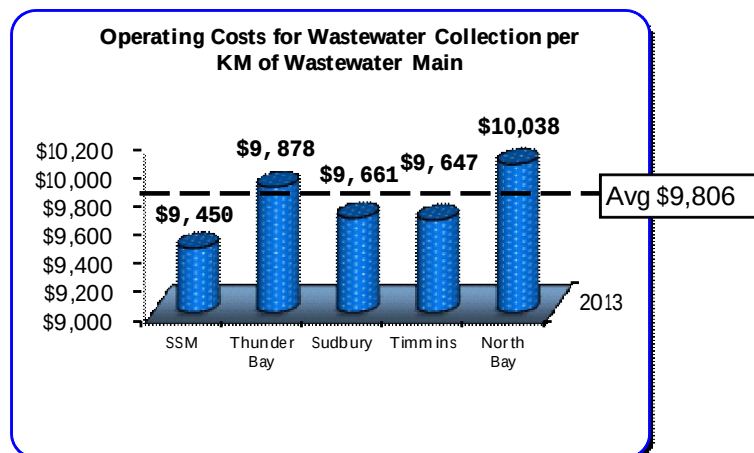
avg \$ 8,908



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 9,450
Thunder Bay	\$ 9,878
Sudbury	\$ 9,661
Timmins	\$ 9,647
North Bay	\$ 10,038
Other Northern Municipality	
Avg	\$ 9,806





Measure 6.1: Comments

Collection of wastewater includes pumping (lift stations), cleaning and maintenance of pipe, emergency operations and connections. The City operates and maintains 7 major pump stations and 18 minor pumping stations.

Operating costs for 2013 were \$3.8 million (2012 - \$4.9 million). Costs will fluctuate with the amount of repair work required on sanitary sewers, sewage plants, pump stations, laterals and manholes. From 2011 to 2013, there continues to be significant repairs done to the sewage plants and pumping stations, accounting for the increase in this measure over previous years. At the end of 2013, there were 400 KM of wastewater mains (2012- 400 KM).



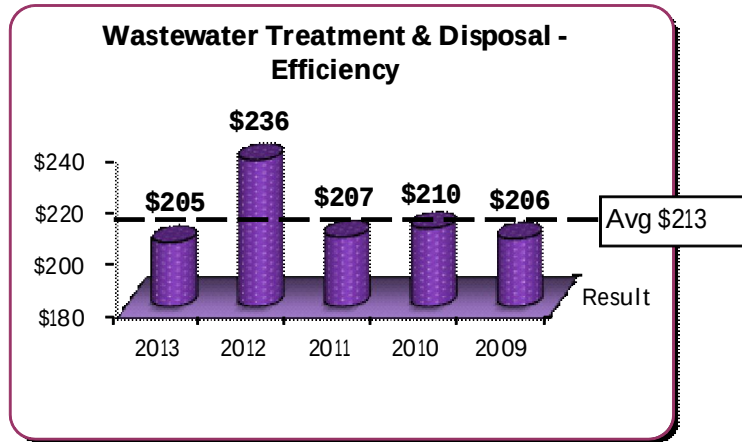
Efficiency Measure 6.2

Operating Costs for the Treatment and Disposal of Wastewater per Megalitre

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 205
2012	\$ 236
2011	\$ 207
2010	\$ 210
2009	\$ 206

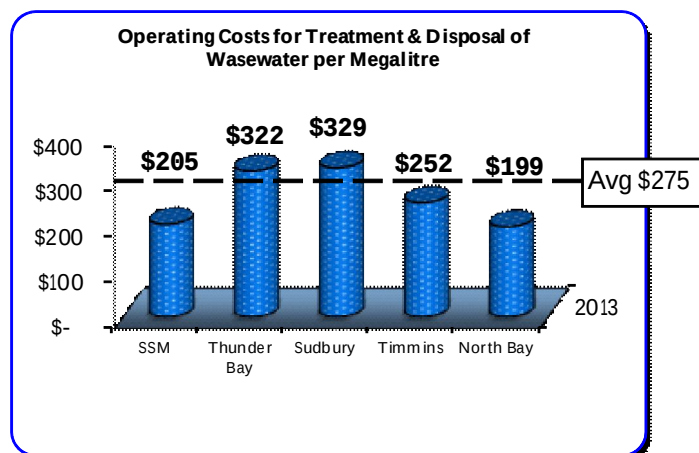
avg \$ 213



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 205
Thunder Bay	\$ 322
Sudbury	\$ 329
Timmins	\$ 252
North Bay	\$ 199
Other Northern Municipality Avg	\$ 275





Measure 6.2: Comments

Treatment and disposal of wastewater includes treatment, sludge disposal, operating and maintaining the discharge/effluent system.

Wastewater treatment and disposal for major facilities is contracted to the Sault Ste. Marie Public Utilities Commission Inc. The City owns 7 major pumping stations, 2 treatment plants and a sanitary sewer overflow tank (SSO).

Operating costs remained consistent with the prior year (2013- \$3.9 million; 2012- \$3.7 million).

In 2013, 19,117 megalitres were treated (2012 – 15,646).

The increase in the number of megalitres treated caused the decrease in the efficiency measure in the current year.





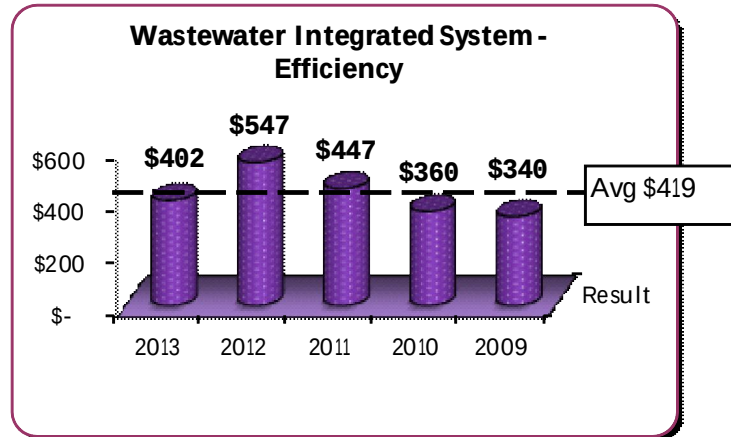
Efficiency Measure 6.3

Operating Costs for the Collection, Treatment and Disposal of Wastewater per Megalitre (Integrated System)

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 402
2012	\$ 547
2011	\$ 447
2010	\$ 360
2009	\$ 340

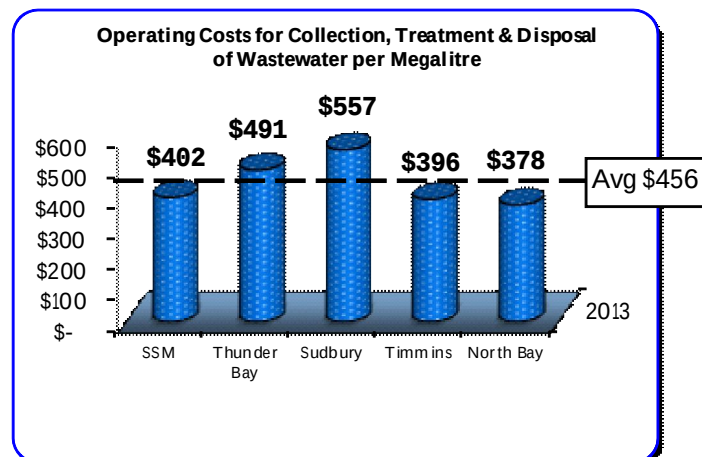
avg \$ 419



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 402
Thunder Bay	\$ 491
Sudbury	\$ 557
Timmins	\$ 396
North Bay	\$ 378
Other Northern Municipality	
Avg	\$ 456

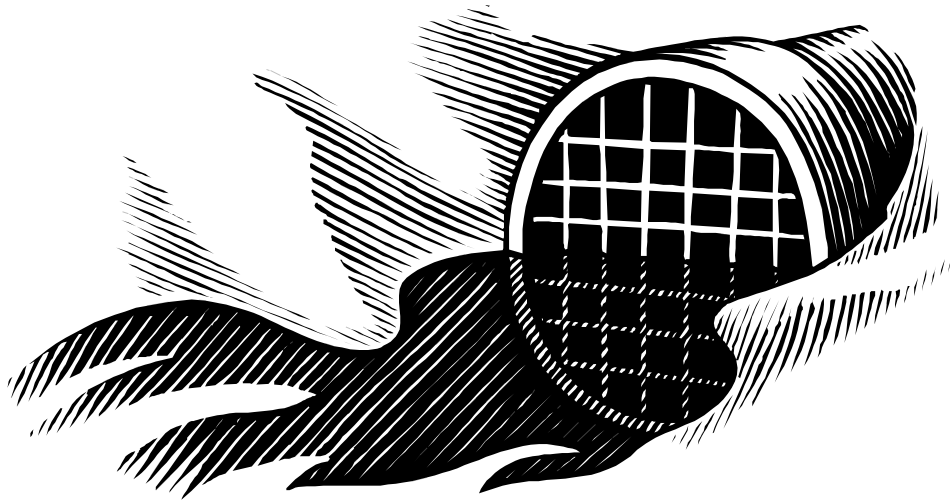




Measure 6.3: Comments

The decrease in this measure from prior year is due to the decrease in operating costs for wastewater collection in 2013 (more significant repairs were done to the sewage plants and pumping stations during the previous year).

The City of Sault Ste. Marie's efficiency measure for the collection, treatment and disposal of wastewater is consistent with that of the other Northern Municipalities.





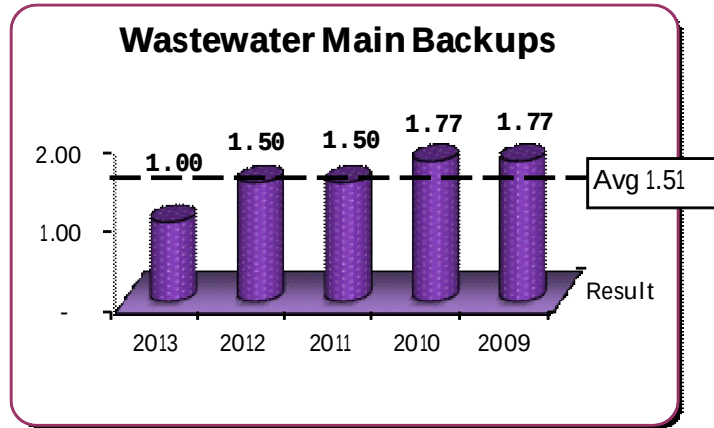
Effectiveness Measure 6.4

Number of Wastewater Backups per 100 Kilometers of Wastewater Main in a Year

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	1.00
2012	1.50
2011	1.50
2010	1.77
2009	1.77

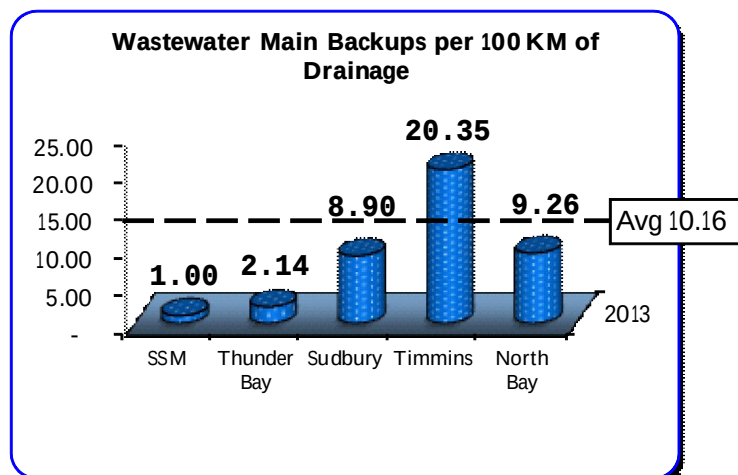
avg 1.51



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	1.00
Thunder Bay	2.14
Sudbury	8.90
Timmins	20.35
North Bay	9.26
Other Northern Municipality Avg	10.16





Measure 6.4: Comments

A backup in a wastewater connection is defined as an obstruction or hydraulic overload in a municipal system which results in a backup of wastewater which may enter a house. It does not include an obstruction in a lateral line from a house to the wastewater main as lateral lines are not the responsibility of the municipality.

In 2013, there were 4 wastewater main backups (2012 – 6).

The City consistently experiences a better than average efficiency measure for wastewater main backups. This can be credited to newer wastewater infrastructure.





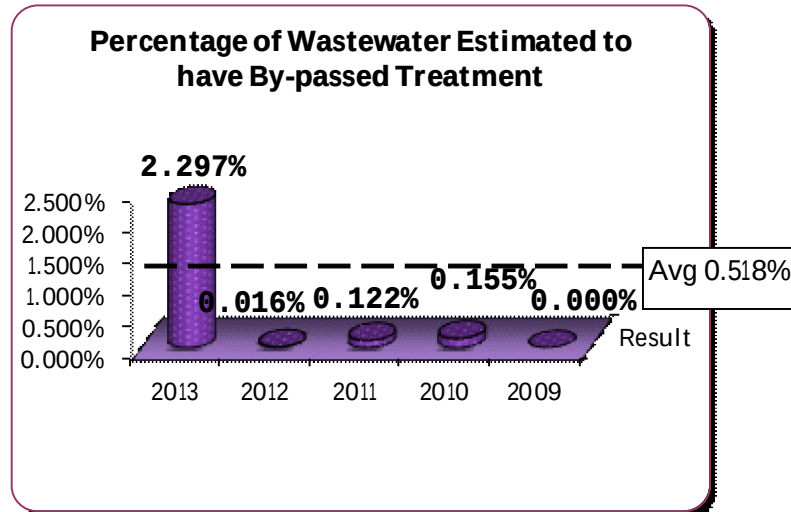
Effectiveness Measure 6.5

Percentage of Wastewater Estimated to have By-passed Treatment

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	2.297%
2012	0.016%
2011	0.122%
2010	0.155%
2009	0.000%

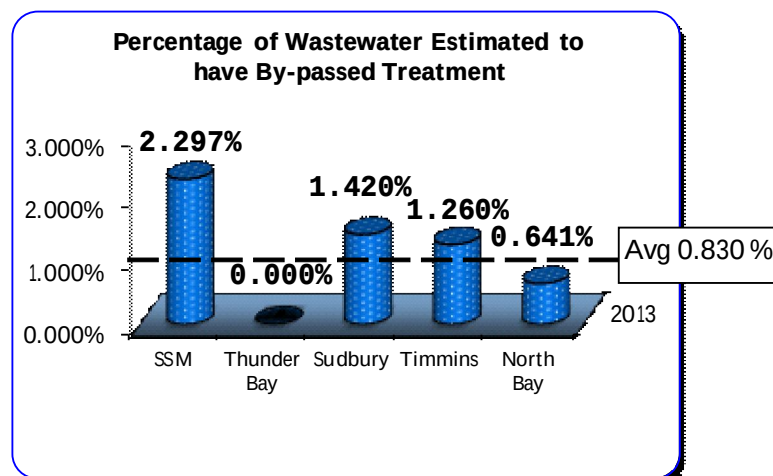
avg 0.518%



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	2.297%
Thunder Bay	0.000%
Sudbury	1.420%
Timmins	1.260%
North Bay	0.641%
Other Northern Municipality	
Avg	0.830%





Measure 6.5: Comments

This effectiveness measure refers to wastewater (sewage) which is untreated and has by-passed any form of municipal treatment. For example, bypasses at the treatment plants receive some forms of treatment, and therefore have not been included. The overflows at the pump stations and overflow manholes are untreated and have bypassed any form of treatment. Therefore, the untreated overflow volumes have been used for purposes of this calculation.

The City experienced two severe rainfall events in September and November of 2013. The infiltration to the system during these events resulted in high overflow volumes. In 2013 for example, 449.805 megalitres of wastewater was untreated (2012 – 2.580). Both the September and November 2013 events contributed to the higher than average value for percentage of wastewater estimated to have by-passed treatment.

The September event in particular exceeded a 1 in 100 year storm event. There may be multiple events in one 100-year period, and no events for several hundred years. A storm rainfall amount with a 100-year return period has a 1% chance of being exceeded in any given year.



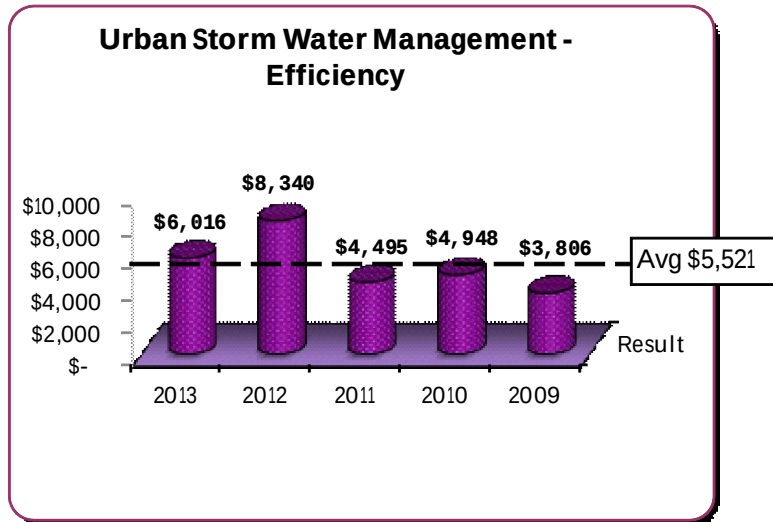
Storm Water

Efficiency Measure 7.1

Operating Costs for Urban Storm Water Management (Collection, Treatment, and Disposal) per Kilometer of Drainage System
City of Sault Ste. Marie Year to Year Results

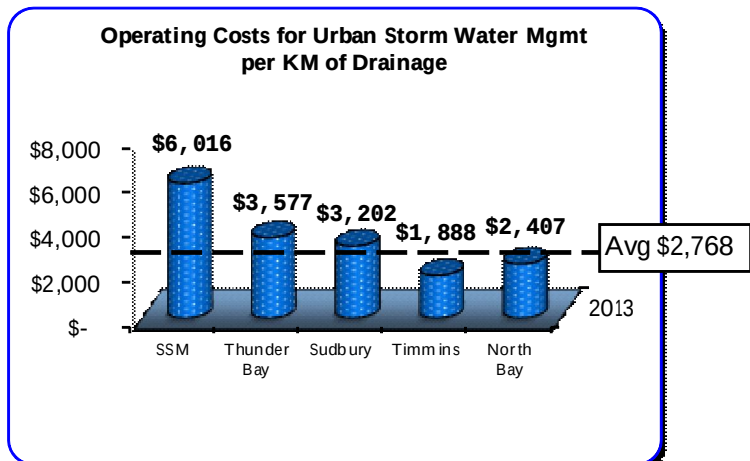
Year	Result
2013	\$ 6,016
2012	\$ 8,340
2011	\$ 4,495
2010	\$ 4,948
2009	\$ 3,806

avg \$ 5,521



Results Comparison to Other Northern Municipalities
(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 6,016
Thunder Bay	\$ 3,577
Sudbury	\$ 3,202
Timmins	\$ 1,888
North Bay	\$ 2,407
Other Northern Municipality	
Avg	\$ 2,768





Measure 7.1: Comments

An urban stormwater system is one where stormwater is conveyed primarily through closed conduits located in roadways with an urban cross section (curb and gutter). It consists primarily of closed drains, but may also include ditches, open channel flood control channels and aqueducts.

The City has 322 kilometers of urban drainage system.

This efficiency measure reports on the total operating costs for the collection, treatment and disposal of urban stormwater.

Total operating costs in 2013 were \$1.9 million (2012 - \$2.7 million). In the past, all road repair and maintenance costs were left in the general roadways expense category. The allocation of a portion of those costs to stormwater management is more reflective of the actual cost breakdown.





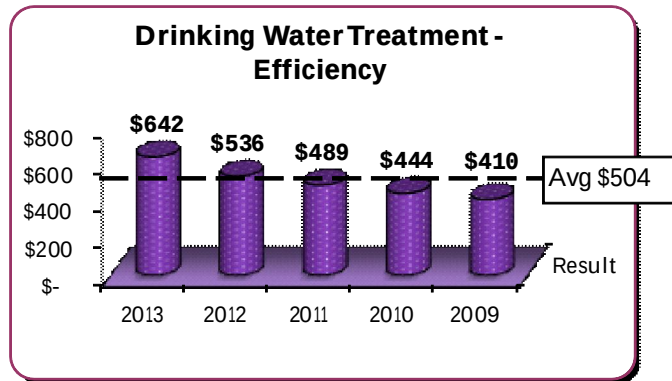
Drinking Water

Efficiency Measure 8.1

Operating Costs for the Treatment of Drinking Water per Megalitre

City of Sault Ste. Marie Year to Year Results

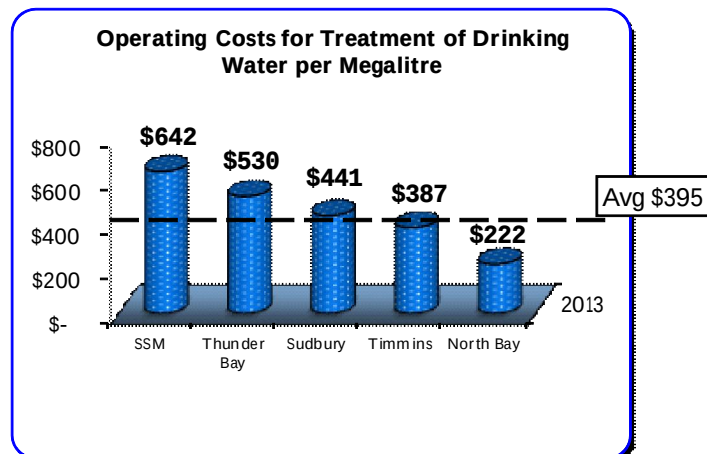
Year	Result
2013	\$ 642
2012	\$ 536
2011	\$ 489
2010	\$ 444
2009	\$ 410
avg	\$ 504



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 642
Thunder Bay	\$ 530
Sudbury	\$ 441
Timmins	\$ 387
North Bay	\$ 222
Other Northern Municipality Avg	\$ 395





Measure 8.1: Comments

The treatment of drinking water is defined as all the activities from the supply source(s) to the completion of treatment (the point where water leaves the treatment plant).

The City operates one water treatment plant, which services 25,179 households. Water is obtained from surface (Lake Superior) and also wells.

In 2013, the City treated 11,823 megalitres of water (2012 – 12,033) at a cost of \$7.6 million (2012 - \$6.4 million).

These costs come directly from the PUC financial statements.

The increase in operating costs of approximately \$1.2 million caused the increase in this efficiency measure for the current year.





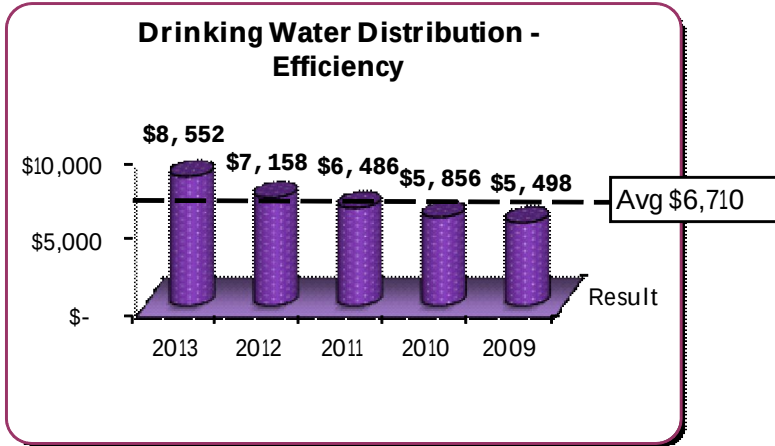
Efficiency Measure 8.2

Operating Costs for the Distribution of Drinking Water per Kilometer of Water Distribution Pipe

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 8,552
2012	\$ 7,158
2011	\$ 6,486
2010	\$ 5,856
2009	\$ 5,498

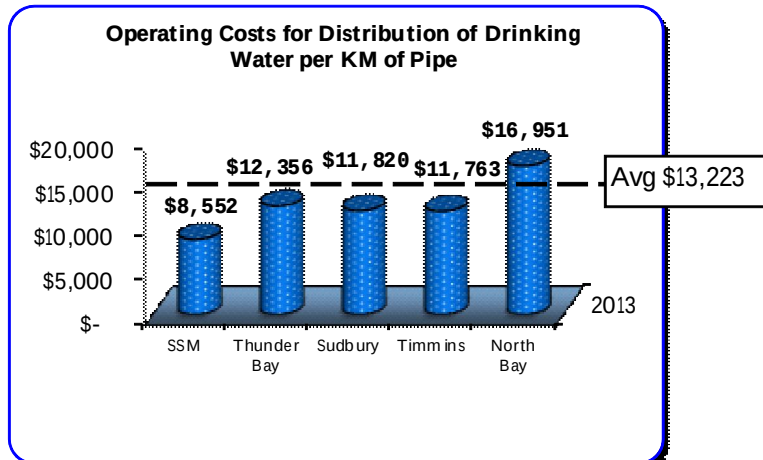
avg \$ 6,710



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 8,552
Thunder Bay	\$ 12,356
Sudbury	\$ 11,820
Timmins	\$ 11,763
North Bay	\$ 16,951
Other Northern Municipality Avg	\$ 13,223





Measure 8.2: Comments

Distribution is defined as all activities from the point where the water leaves the treatment plant and reaches private property lines.

The City has 457 kilometers of water distribution pipe.

The current year results are higher than the prior year due to an increase in operating costs experienced by the PUC. The City's cost per km of water distribution pipe figure remains lower than the average of the other Northern Municipalities.

The City has significantly lower operating costs for distribution of drinking water per km of pipe than the other Northern Municipalities. This may be due to differences in allocating costs between treatment and distribution of drinking water, as the efficiency figure for treatment of drinking water is higher than that of the other Northern Municipalities, while the combined efficiency measure of treatment AND distribution of drinking water is in line with the other Northern Municipalities.





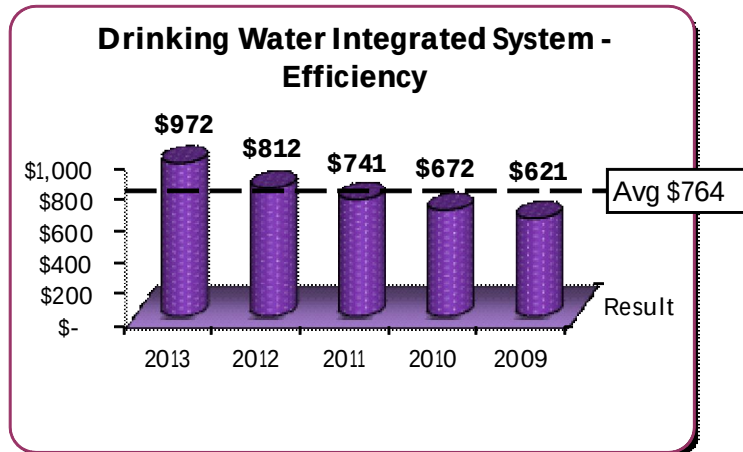
Efficiency Measure 8.3

Operating Costs for the Treatment and Distribution of Drinking Water per Megalitre (Integrated System)

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 972
2012	\$ 812
2011	\$ 741
2010	\$ 672
2009	\$ 621

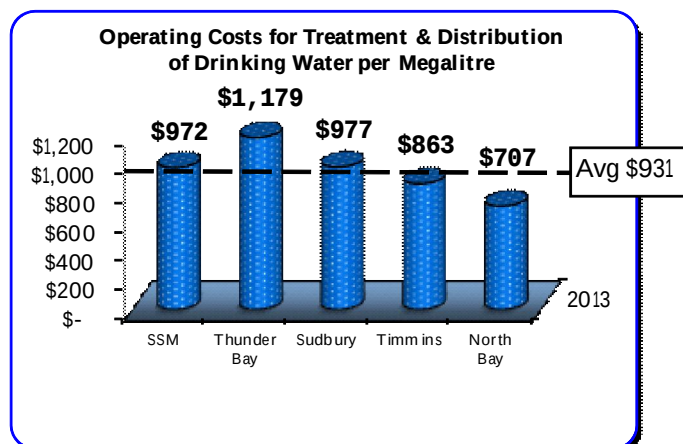
avg \$ 764



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 972
Thunder Bay	\$ 1,179
Sudbury	\$ 977
Timmins	\$ 863
North Bay	\$ 707
Other Northern Municipality	
Avg	\$ 931





Measure 8.3: Comments

In 2013, the City treated 11,823 megalitres of water (2012 – 12,033).

The increase in this measure correlates to the increase in total operating costs incurred by the PUC during the year for drinking water management.

This efficiency measure is in line with the other Northern Municipalities. See the appendix for further details.





Effectiveness Measure 8.4

Weighted Number of Days when a Boil Water Advisory Issued by the Medical Officer of Health, Applicable to a Municipal Water Supply, Was in Effect

In 2013, the PUC issued, as a precautionary measure, a boil water advisory at 1 location for a period of 7 days.

In 2012, the PUC issued, as a precautionary measure, boil water advisories at 12 locations for a period of 7 days each.

In 2011, the PUC did not issue any boil water advisories.

In 2010, the PUC issued, as a precautionary measure, boil water advisories at 10 locations for a period of 5 days each.

In 2009, the PUC issued, as a precautionary measure, boil water advisories at 2 locations for a period of 3 days each.





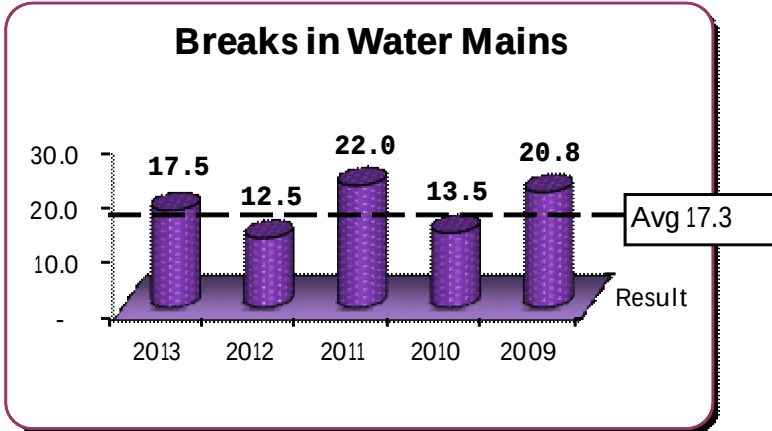
Effectiveness Measure 8.5

Number of Water Main Breaks per 100 Kilometers of Water Distribution Pipe in a Year

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	17.5
2012	12.5
2011	22.0
2010	13.5
2009	20.8

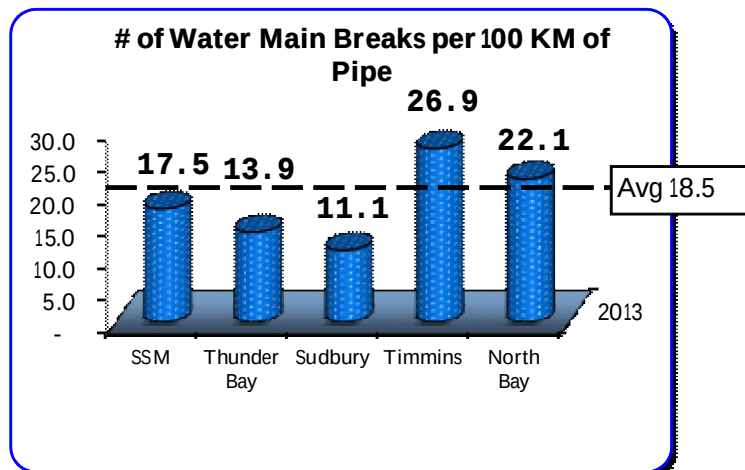
avg 17.3



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	17.5
Thunder Bay	13.9
Sudbury	11.1
Timmins	26.9
North Bay	22.1
Other Northern Municipality	
Avg	18.5





Measure 8.5: Comments

Water main breaks are defined as the number of breaks or leaks which require digging to repair.

The number of watermain breaks is influenced by the severity of winter weather and thus the extent of frost penetration as well as the age of the water mains.

In 2013 there were 80 breaks (2012 – 58).

The City's effectiveness measure for water main breaks is in line with the other Northern Municipalities.





Solid Waste Management (Garbage)

Efficiency Measure 9.1

Operating Costs for Garbage Collection per Tonne (Residential Sector Only)

City of Sault Ste. Marie Year to Year Results

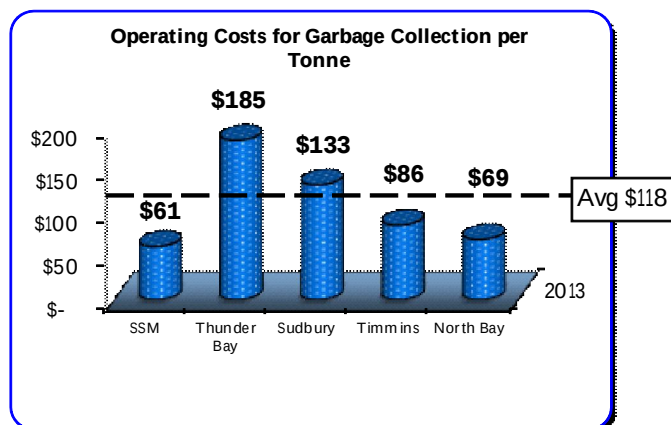
Year	Result
2013	\$ 61
2012	\$ 53
2011	\$ 64
2010	\$ 78
2009	\$ 59
avg	\$ 63



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 61
Thunder Bay	\$ 185
Sudbury	\$ 133
Timmins	\$ 86
North Bay	\$ 69
Other Northern Municipality Avg	\$ 118





Measure 9.1: Comments

Garbage collection costs include administration and the collection of garbage from all property classes by the City and contractors. It excludes pick up for diversion and recycling.

The City of Sault Ste. Marie operates one landfill site and one hazardous waste depot.

In 2013, the City collected 19,784 (2012- 22,676) tonnes of residential solid waste at a total cost of \$1.2 million (2012 - \$1.2 million).

The City of Sault Ste. Marie's efficiency measure of operating costs for garbage collection per tonne (residential sector only) is lower than that of the other Northern Municipalities on average. This is partially caused by the two bag limit imposed by the City.



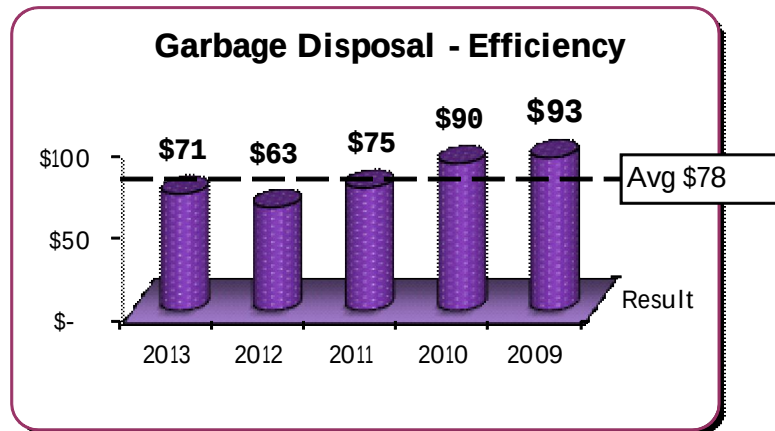


Effectiveness Measure 9.2

Operating Costs for Garbage Disposal per Tonne (Residential Sector Only)

City of Sault Ste. Marie Year to Year Results

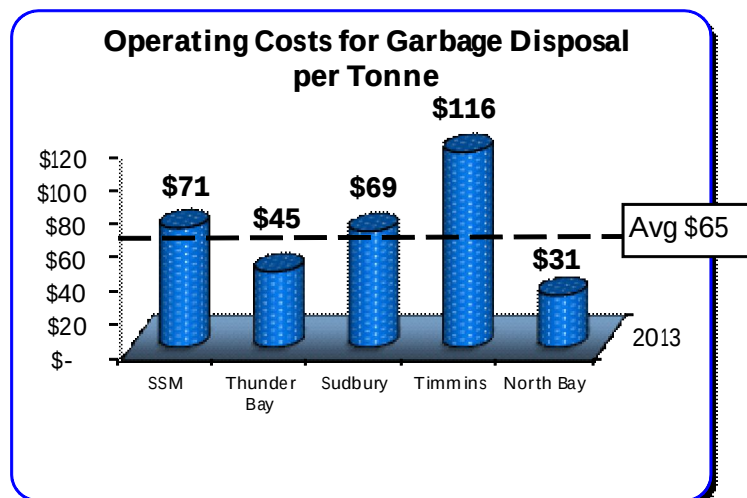
Year	Result
2013	\$ 71
2012	\$ 63
2011	\$ 75
2010	\$ 90
2009	\$ 93
avg	\$ 78



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 71
Thunder Bay	\$ 45
Sudbury	\$ 69
Timmins	\$ 116
North Bay	\$ 31
Other Northern Municipality Avg	\$ 65





Measure 9.2: Comments

Solid waste disposed of excludes diverted tonnes.

Solid waste disposed of in 2013 was 19,784 tonnes (2012- 22,676 tonnes).

Operating costs for garbage disposal were consistent with the prior year (2013- \$1.4 million; 2012- \$1.4 million). (Note: This operating costs figure not only includes expenditures for the residential sector, but includes costs for the industrial and commercial business class also. Adding the industrial and commercial business class waste figures to the residential waste disposed of, would bring the total tonnage figure up to 56,300 tonnes for 2013).

The City's efficiency measures pertaining to operating costs for garbage disposal per tonne; operating costs for recycling for tonne; and average operating cost for solid waste management, are higher than the average of the other Northern Municipalities. A contributing factor to the higher cost is the fact that the City of Sault Ste Marie has one of the most comprehensive recycling programs in Northern Ontario; which includes multifamily collection, leaf and yard waste collection and processing, chipping of wood waste and the operation of a Household Hazardous Waste Facility.

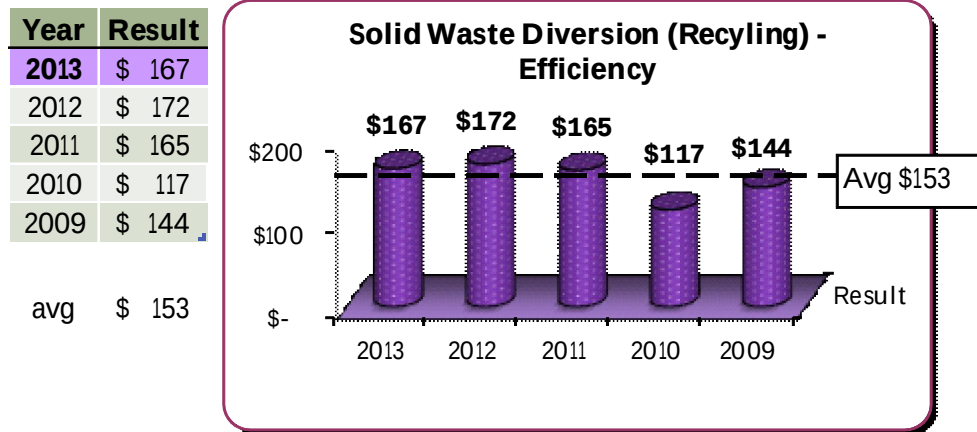




Effectiveness Measure 9.3

Operating Costs for Solid Waste Diversion (Recycling) per Tonne

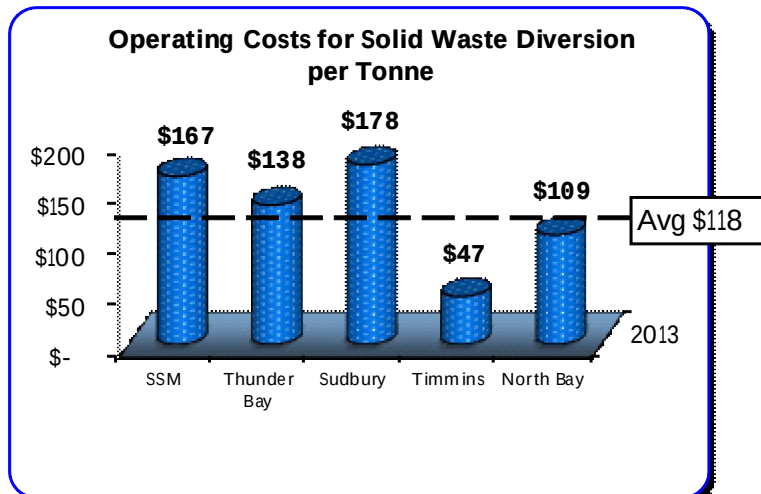
City of Sault Ste. Marie Year to Year Results



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 167
Thunder Bay	\$ 138
Sudbury	\$ 178
Timmins	\$ 47
North Bay	\$ 109
Other Northern Municipality Avg	\$ 118





Measure 9.3: Comments

Diverted tonnes are for residential only. Currently there is no method of tracking Industrial/Commercial/Institutional (ICI) tonnes.

This measure does not include revenue from WDO funding or other funding sources however it does include revenue from the sale of goods. Revenue from the sale of goods in 2013 was consistent with the revenue for 2012, remaining at \$0.3 million.

Types of materials recycled are household papers, boxboard, corrugated cardboard, aluminum and steel cans, #1 and #2 plastics. Pick up of recycled material is once per week. Seasonal bi-weekly leaf and yard waste was started in the fall of 2005.

In 2013 the City recycled 16,249 (2012 -15,112) residential tonnes, or 45% (2012-40%) of residential collected waste.

Total operating costs for solid waste diversion were \$2.7 million in 2013 (2012- \$2.6 million).

The City's efficiency measures pertaining to operating costs for garbage disposal per tonne; operating costs for recycling for tonne; and average operating cost for solid waste management, are slightly higher than the average of the other Northern Municipalities. A contributing factor to the higher cost is the fact that the City of Sault Ste Marie has one of the most comprehensive recycling programs in Northern Ontario; which includes multifamily collection, leaf and yard waste collection and processing, chipping of wood waste and the operation of a Household Hazardous Waste Facility.





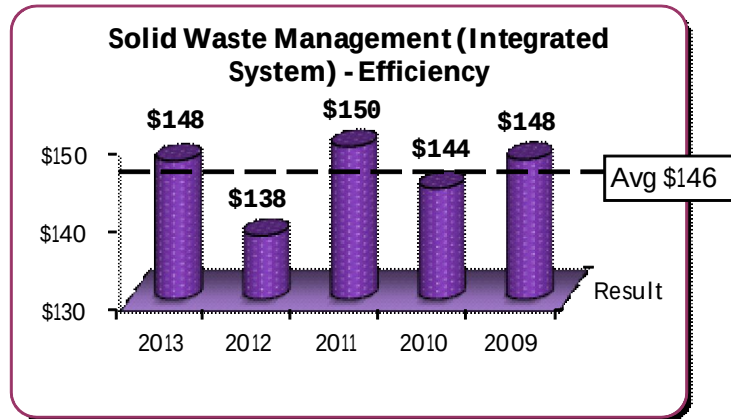
Effectiveness Measure 9.4

Average Operating Costs for Solid Waste Management (Collection, Disposal, and Diversion) per Tonne

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 148
2012	\$ 138
2011	\$ 150
2010	\$ 144
2009	\$ 148

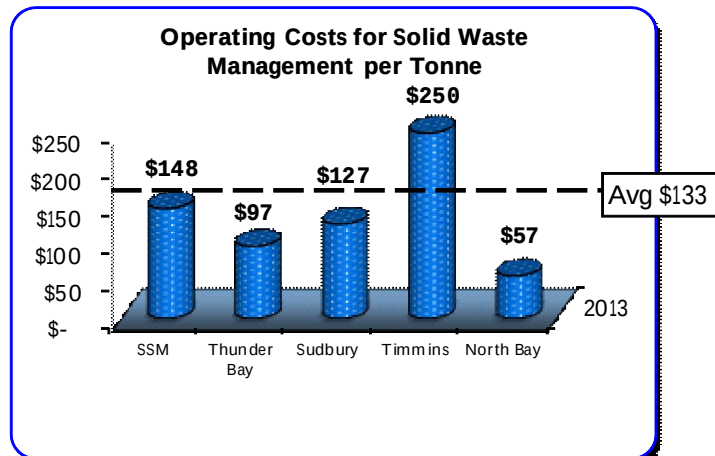
avg \$ 146



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 148
Thunder Bay	\$ 97
Sudbury	\$ 127
Timmins	\$ 250
North Bay	\$ 57
Other Northern Municipality	2013
Avg	\$ 133





Measure 9.4: Comments

The City's efficiency measures pertaining to operating costs for garbage disposal per tonne; operating costs for recycling for tonne; and average operating cost for solid waste management, are higher than the average of the other Northern Municipalities. A contributing factor to the higher cost is the fact that the City of Sault Ste Marie has one of the most comprehensive recycling programs in Northern Ontario; which includes multifamily collection, leaf and yard waste collection and processing, chipping of wood waste and the operation of a Household Hazardous Waste Facility.

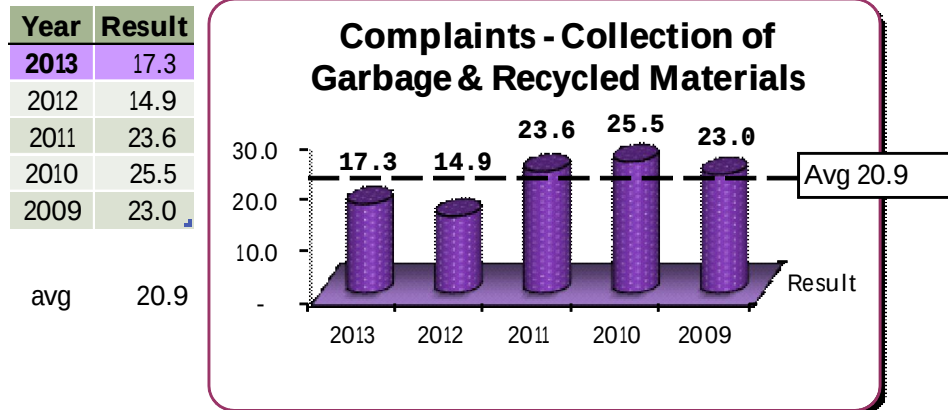




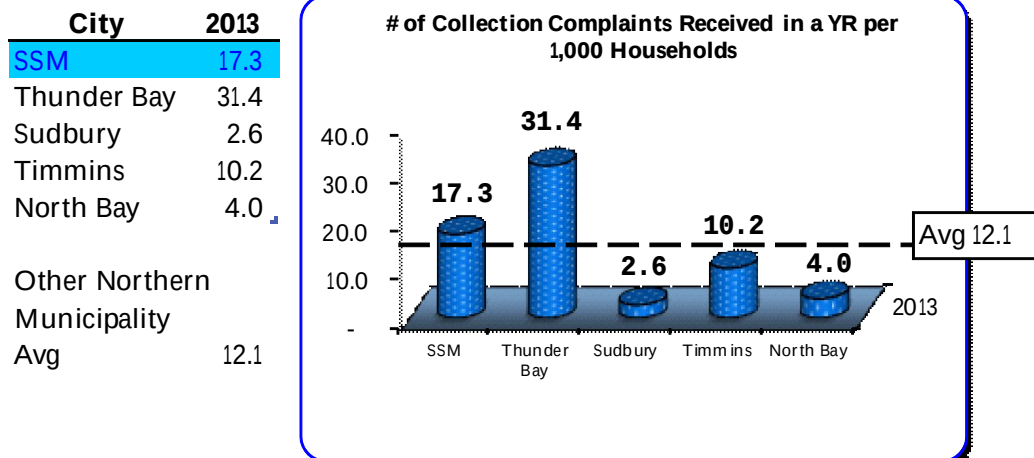
Effectiveness Measure 9.5

Number of Complaints Received in a Year Concerning the Collection of Garbage and Recycled Materials per 1,000 Households

City of Sault Ste. Marie Year to Year Results



Results Comparison to Other Northern Municipalities (SSM's 2013 result compared to others' 2013 results)





Measure 9.5: Comments

Complaints are defined as the total number of formally recorded complaints concerning the collection of garbage and recycled materials when a customer does not receive, or perceives not to have receive, the prescribed level of service.

In 2013 the City received 594 complaints (2012 – 511).





Effectiveness Measure 9.6

Total Number of Solid Waste Management Facilities Owned by Municipality with a Ministry of Certificate Approval

The City of Sault Ste Marie owns two (2) solid waste management facilities with a Ministry of Certificate Approval:

- Fifth Line Landfill;
- Hazardous Waste Disposal Site

Effectiveness Measure 9.7

Number of Days Per Year when a Ministry of Environment Compliance Order for Remediation Concerning an Air or Groundwater Standard was in Effect for a Municipally Owned Solid Waste Management Facility, by Facility

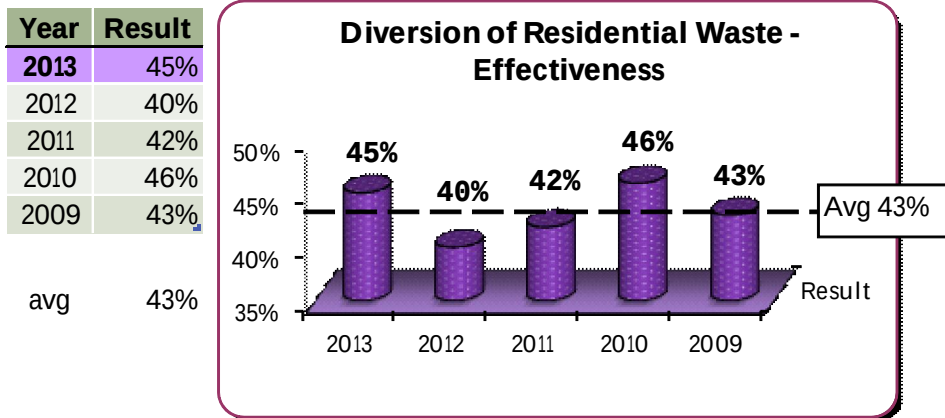
Facility Name	Days 2013	Days 2012	Days 2011	Days 2010	Days 2009
5th Line Landfill Site	0	0	0	0	0
Hazardous Waste Depot	0	0	0	0	0



Effectiveness Measure 9.8

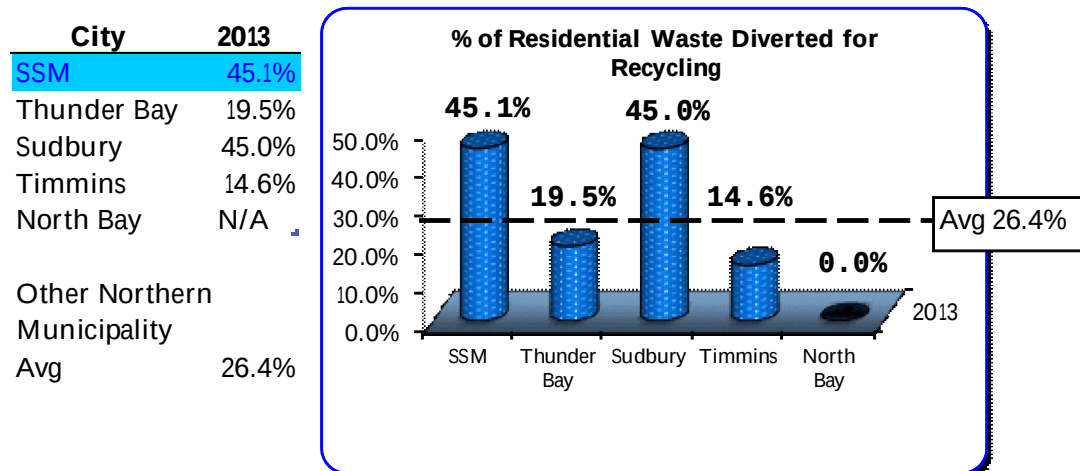
Percentage of Residential Solid Waste Diverted for Recycling

City of Sault Ste. Marie Year to Year Results



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)



In 2013 the City recycled 16,249 (2012- 15,112) of 36,034 residential tonnes of total collected waste (2012- 37,789).



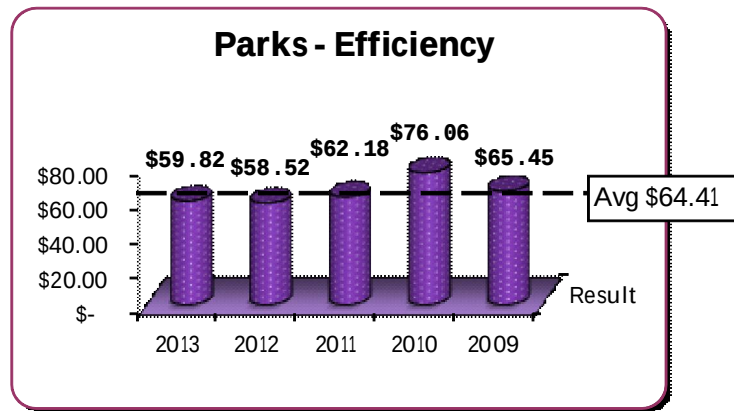
Parks and Recreation

Efficiency Measure 10.1

Operating Costs for Parks per Person

City of Sault Ste. Marie Year to Year Results

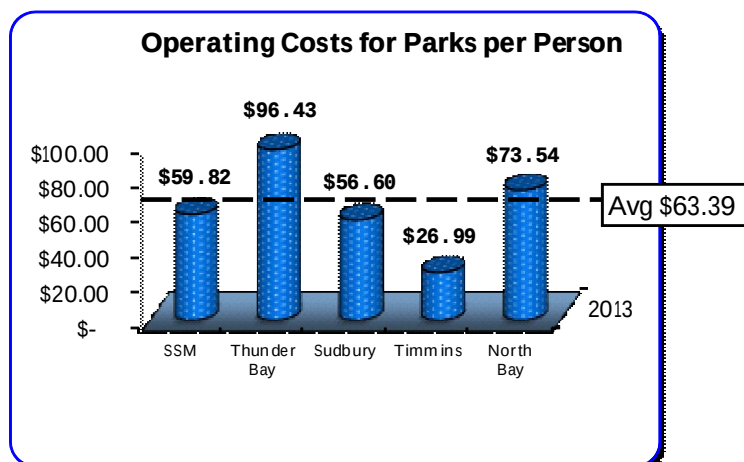
Year	Result
2013	\$ 59.82
2012	\$ 58.52
2011	\$ 62.18
2010	\$ 76.06
2009	\$ 65.45
avg	\$ 64.41



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 59.82
Thunder Bay	\$ 96.43
Sudbury	\$ 56.60
Timmins	\$ 26.99
North Bay	\$ 73.54
Other Northern Municipality Avg	\$ 63.39





Measure 10.1: Comments

General comments in regards to Parks and Recreation measurements:

The figures for the above-noted efficiency measure and the following three related to parks and recreation are generally not comparable to other municipalities because there are too many anomalies in the numbers for the other municipalities such as:

- ♦ types of programs offered
- ♦ number of participants
- ♦ number of facilities
- ♦ size of facilities

Parks are outdoor open spaces that provide opportunities and benefits for active, passive and programmed community recreation and leisure. Parks are generally accessible to the public all of the time.

Total operating costs were \$4.5 million in 2013 compared to \$4.4 million in 2012. The efficiency measure figure remains consistent year over year and comparable to the other Northern Municipalities.





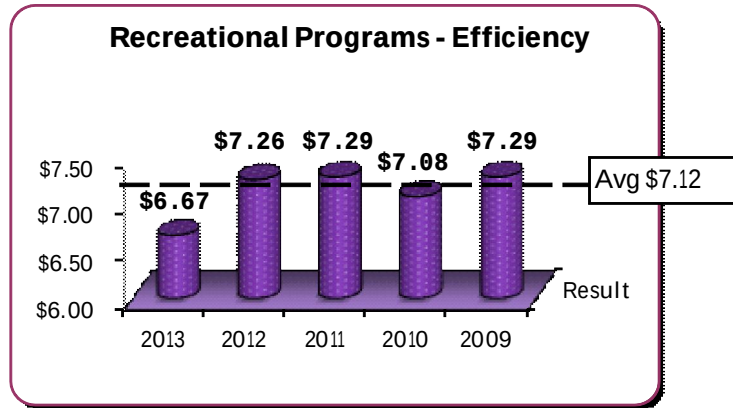
Effectiveness Measure 10.2

Operating Costs for Recreation Programs per Person

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 6.67
2012	\$ 7.26
2011	\$ 7.29
2010	\$ 7.08
2009	\$ 7.29

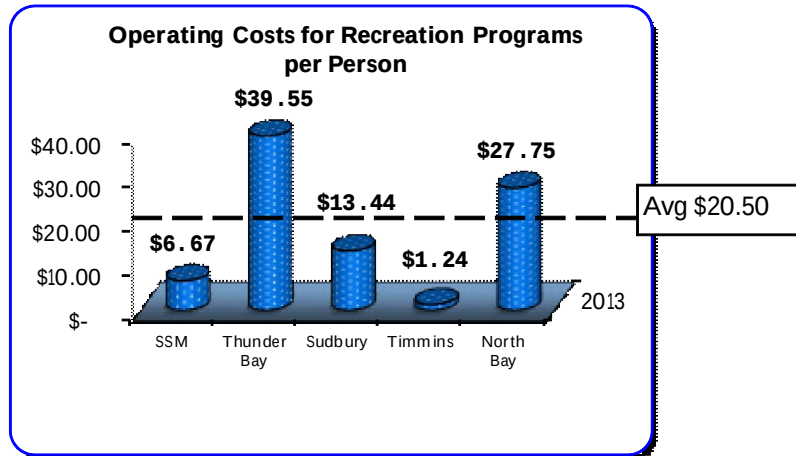
avg \$ 7.12



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 6.67
Thunder Bay	\$ 39.55
Sudbury	\$ 13.44
Timmins	\$ 1.24
North Bay	\$ 27.75
Other Northern Municipality	
Avg	\$ 20.50





Measure 10.2: Comments

General comments in regards to Parks and Recreation measurements:

The figures for the above-noted efficiency measure and the other three related to parks and recreation are generally not comparable to other municipalities because there are too many anomalies in the numbers for the other municipalities such as:

- ♦ types of programs offered
- ♦ number of participants
- ♦ number of facilities
- ♦ size of facilities

In particular, the recreational program operating costs of the City of Sault Ste. Marie can not effectively be compared to other Northern Municipalities because of the Community Services Department's mandate to assist user groups in operating programs. The only programs that are directly run by the City are the Aquatics and the Seniors Programs. The City provides no other direct programming. This uniqueness must be considered in all Effectiveness Measures related to recreational programming.

A recreation program involves some form of activity taking place in a municipally owned or leased facility or area. Programs include both registered programs and unregistered drop-in programs or clubs.

Total operating costs allocated to recreation programs for 2013 were \$0.50 million (2012- \$0.55 million).

The effectiveness measure for recreation programs is consistent with prior years.



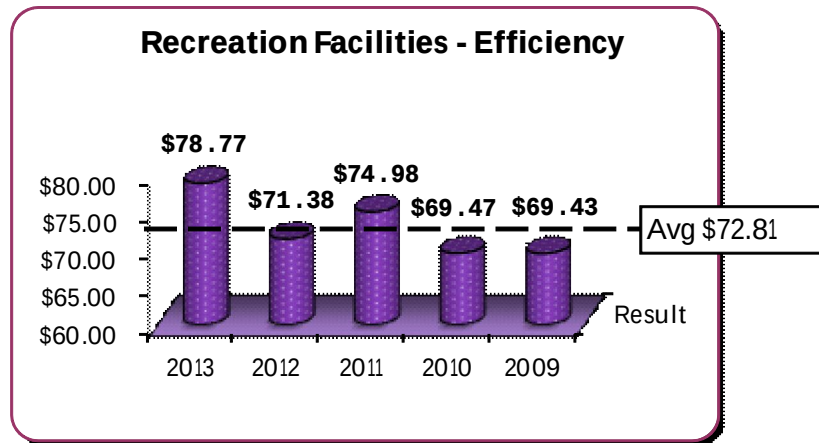
Effectiveness Measure 10.3

Operating Costs for Recreation Facilities per Person

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 78.77
2012	\$ 71.38
2011	\$ 74.98
2010	\$ 69.47
2009	\$ 69.43

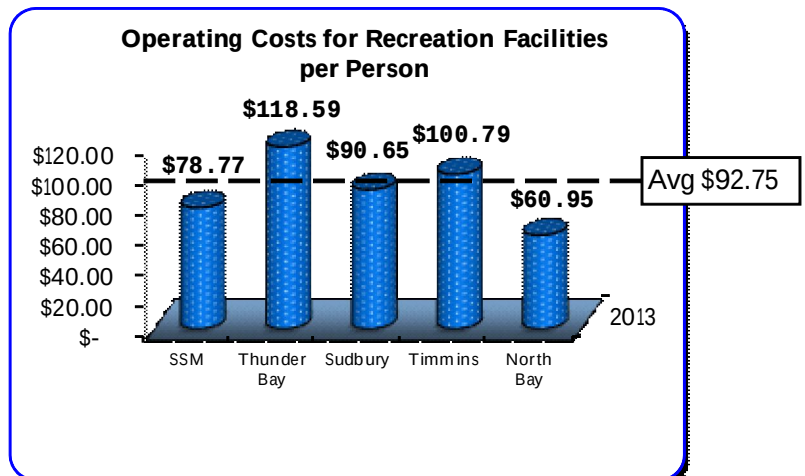
avg \$ 72.81



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 78.77
Thunder Bay	\$ 118.59
Sudbury	\$ 90.65
Timmins	\$ 100.79
North Bay	\$ 60.95
Other Northern Municipality Avg	\$ 92.75





Measure 10.3: Comments

Recreational facilities include built or enclosed structures used for the purposes of community recreation and leisure. Usually involve some form of operating function (mechanical, electrical) and some form of controlled access.

Operating costs in 2013 were \$5.9 million (2012 - \$5.4 million).

This measure remains consistent with prior years and the other Northern Municipalities.





Effectiveness Measure 10.4

Operating Costs for Parks, Recreation Programs and Recreation Facilities per Person (Subtotal)

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 145
2012	\$ 137
2011	\$ 144
2010	\$ 153
2009	\$ 142

avg \$ 144



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 145
Thunder Bay	\$ 255
Sudbury	\$ 161
Timmins	\$ 129
North Bay	\$ 162
Other Northern Municipality	
Avg	\$ 177





Measure 10.4: Comments

A recreation program involves some form of activity taking place in a municipally owned or leased facility or area. Programs include both registered programs and unregistered drop-in programs or clubs.

Recreational facilities include built or enclosed structures used for the purposes of community recreation and leisure. They usually involve some form of operating function (mechanical, electrical) and some form of controlled access.

This effectiveness measures remained consistent with the prior year.



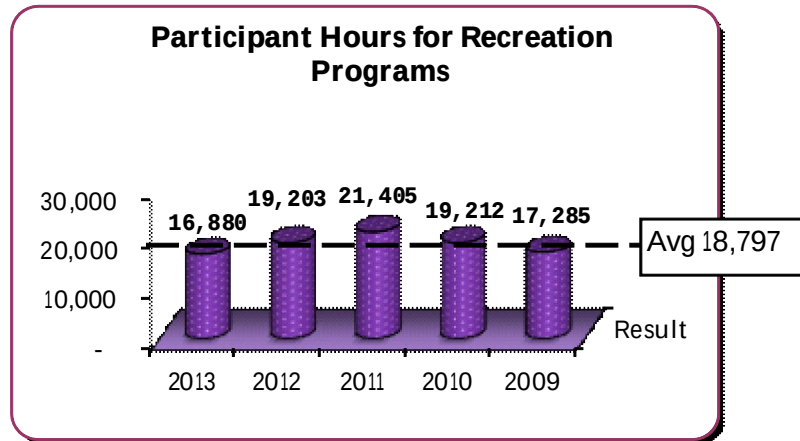


Effectiveness Measure 10.5

Total Participant Hours for Recreation Programs per 1,000 Persons

City of Sault Ste. Marie Year to Year Results

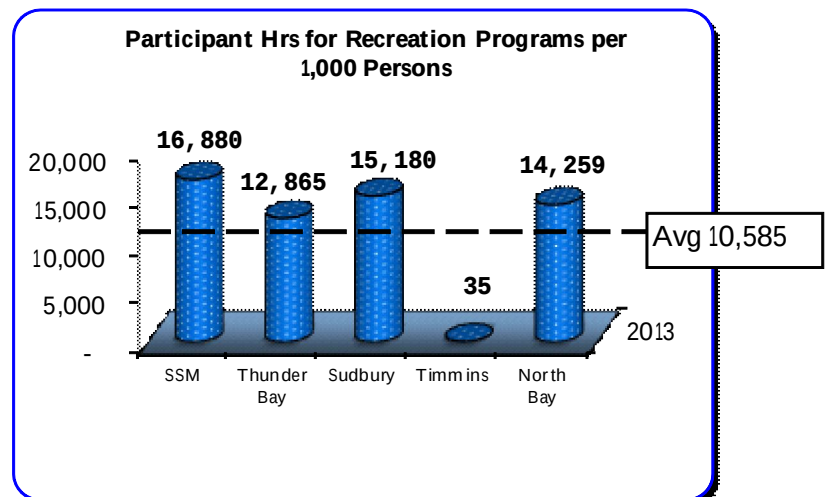
Year	Result
2013	16,880
2012	19,203
2011	21,405
2010	19,212
2009	17,285
avg	18,797



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	16,880
Thunder Bay	12,865
Sudbury	15,180
Timmins	35
North Bay	14,259
Other Northern Municipality Avg	10,585





Measure 10.5: Comments

Recreation programs must meet both of the following criteria:

- 1) activity takes place in a municipally owned or leased facility or area
- 2) involves municipal staff in the planning or delivery of the program

Participant hours are based on the number of active registrants or participants in a program and do not include spectators or observers.

The City saw a decrease in total participant hours to 1,272,767 in 2013 from 1,453,310 in 2012, accounting for the decrease in the effectiveness measure for the current year.

The decrease in participant hours was due to a reduction in the number of youths participating in soccer as well as the bookings of parks and green space by the general public.



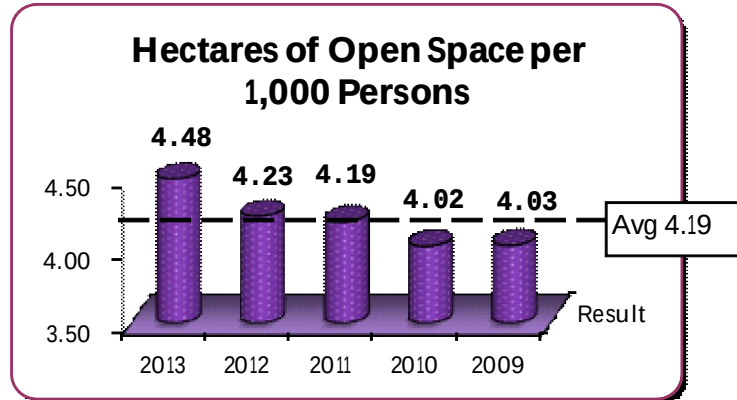


Effectiveness Measure 10.6

Hectares of Open Space

City of Sault Ste. Marie Year to Year Results

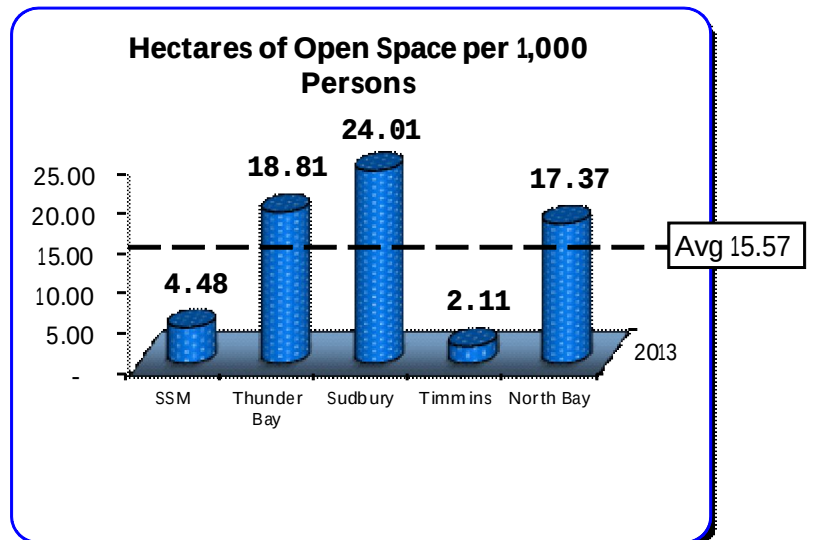
Year	Result
2013	4.48
2012	4.23
2011	4.19
2010	4.02
2009	4.03
avg	4.19



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	4.48
Thunder Bay	18.81
Sudbury	24.01
Timmins	2.11
North Bay	17.37
Other Northern Municipality Avg	15.57

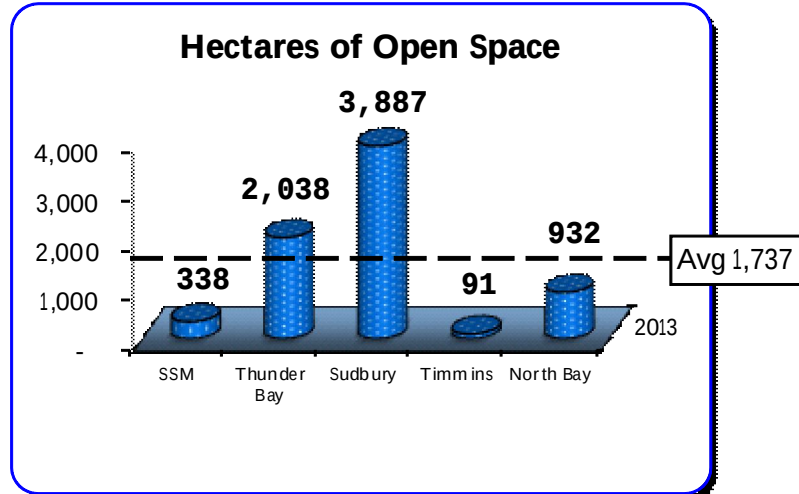




Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	338
Thunder Bay	2,038
Sudbury	3,887
Timmins	91
North Bay	932
Other Northern Municipality Avg	1,737



Measure 10.6: Comments

Open space includes all outdoor open spaces that provide opportunities and benefits for active, passive and programmed community recreation and leisure; contribute to the preservation and protection of open space and the environment and are generally accessible to the public.

The City has below Northern Municipality average hectares of open space per 1000 persons. This is due to differences in assumptions used by the different municipalities in calculating this measure.



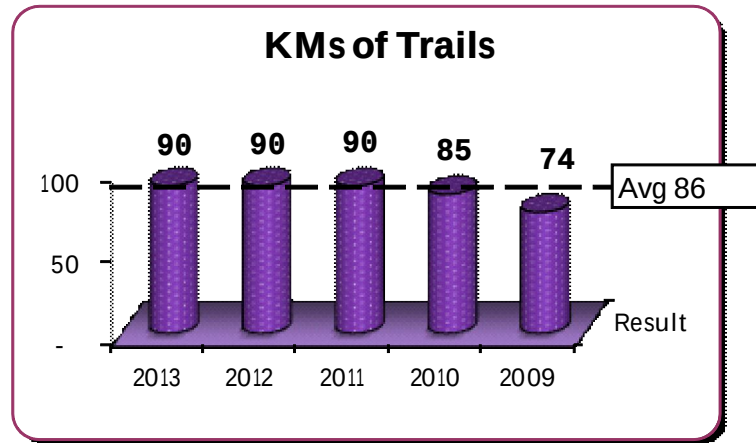
Effectiveness Measure 10.7

Trails

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	90
2012	90
2011	90
2010	85
2009	74

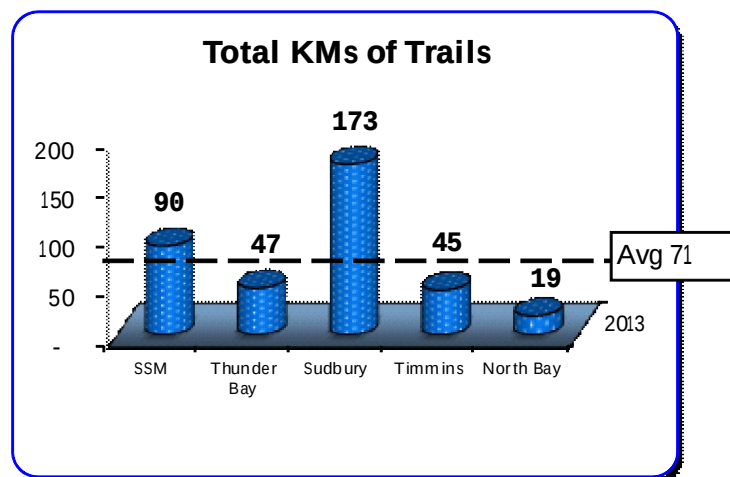
avg 86



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	90
Thunder Bay	47
Sudbury	173
Timmins	45
North Bay	19
Other Northern Municipality Avg	71

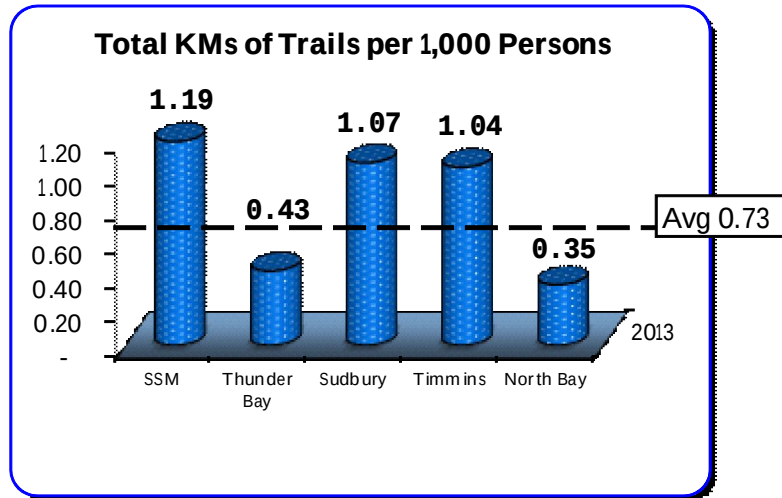




Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	1.19
Thunder Bay	0.43
Sudbury	1.07
Timmins	1.04
North Bay	0.35
Other Northern Municipality	
Avg	0.73



Measure 10.7: Comments

Total kilometers of trails include the length of all trails that fall under municipal responsibility or control. A trail is defined as land that is dedicated to trail use, is mapped and has signage.

The 90.2 total kilometers of trails is broken down as follows:

- ◆ Completed Hub Trail – 25.5 Kms;
- ◆ Bellevue Park Trails – 4.7 Kms; and
- ◆ SSMRCA Trail Network – 60.0 Kms.

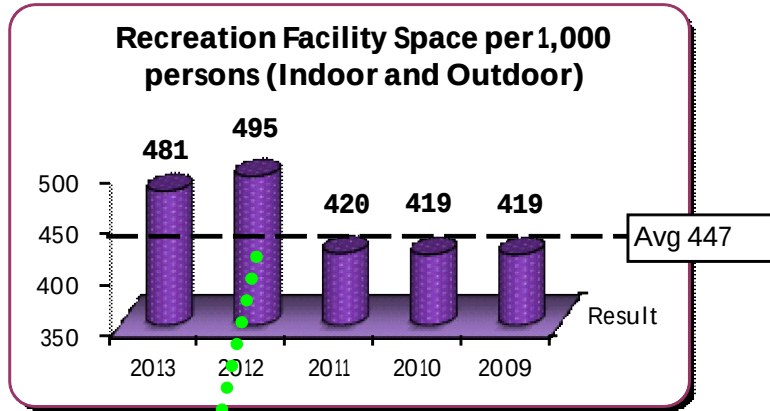


Effectiveness Measure 10.8

Recreation Facility Space

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	481
2012	495
2011	420
2010	419
2009	419
avg	447

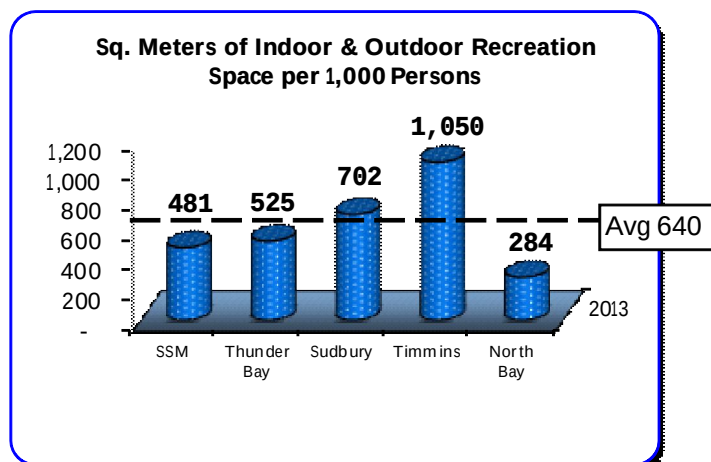


The Northern Community Centre came on board in 2012, accounting for the increase in recreation space during the year.

Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

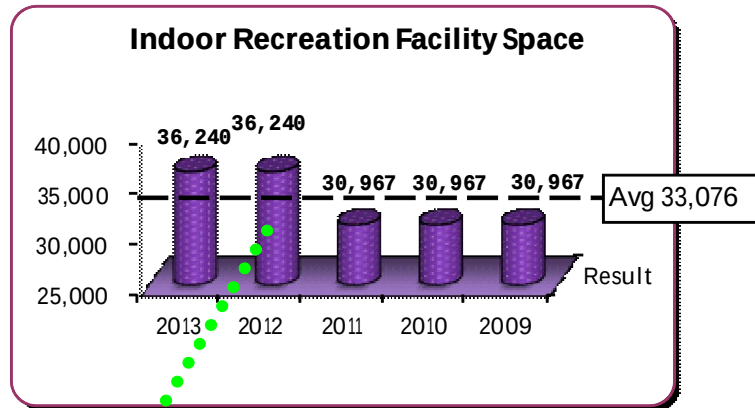
City	2013
SSM	481
Thunder Bay	525
Sudbury	702
Timmins	1,050
North Bay	284
Other Northern Municipality Avg	640





City of Sault Ste. Marie Year to Year Results

Year	Result
2013	36,240
2012	36,240
2011	30,967
2010	30,967
2009	30,967
Avg	33,076

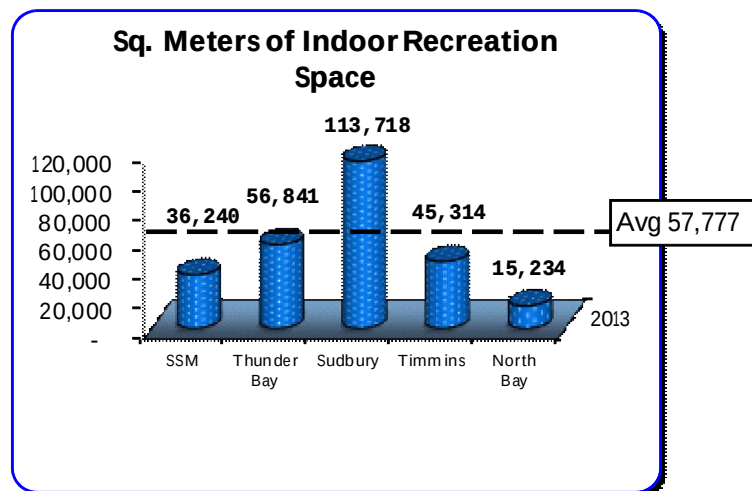


The Northern Community Centre came on board in 2012, accounting for the increase in recreation space during the year.

Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	36,240
Thunder Bay	56,841
Sudbury	113,718
Timmins	45,314
North Bay	15,234
Other Northern Municipality	
Avg	57,777





City of Sault Ste. Marie Year to Year Results

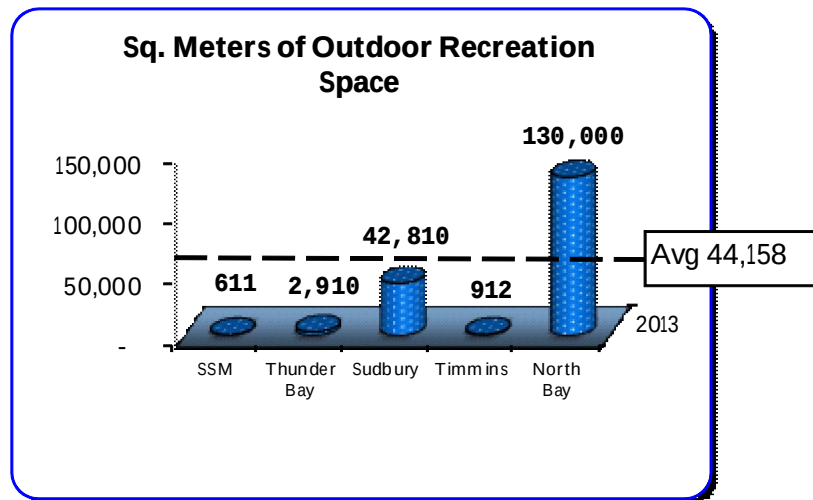
Year	Result
2013	611
2012	611
2011	611
2010	611
2009	611
Avg	611



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	611
Thunder Bay	2,910
Sudbury	42,810
Timmins	912
North Bay	130,000
Other Northern Municipality	
Avg	44,158





Measure 10.8: Comments

Recreation facility space includes facilities built or enclosed structures used for the purpose of community recreation and leisure.

The City's results vary substantially to the other Northern Municipalities' because of discrepancies in the way the measures are calculated between the municipalities.

The City prepares its measures in accordance with its best interpretations of the measure's definition as provided by the Ministry of Municipal Affairs and Housing. These interpretations may not necessarily be the same as the interpretations of those same measures by the other Northern Municipalities.





Libraries

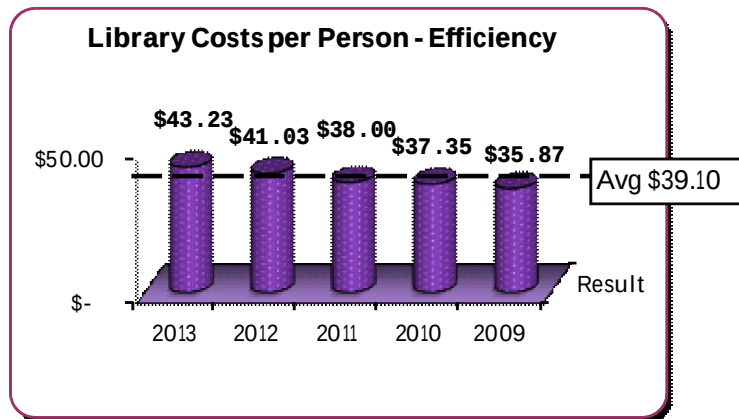
Efficiency Measure 11.1

Operating Costs for Libraries per Person

City of Sault Ste. Marie Year to Year Results

Year	Result
2013	\$ 43.23
2012	\$ 41.03
2011	\$ 38.00
2010	\$ 37.35
2009	\$ 35.87

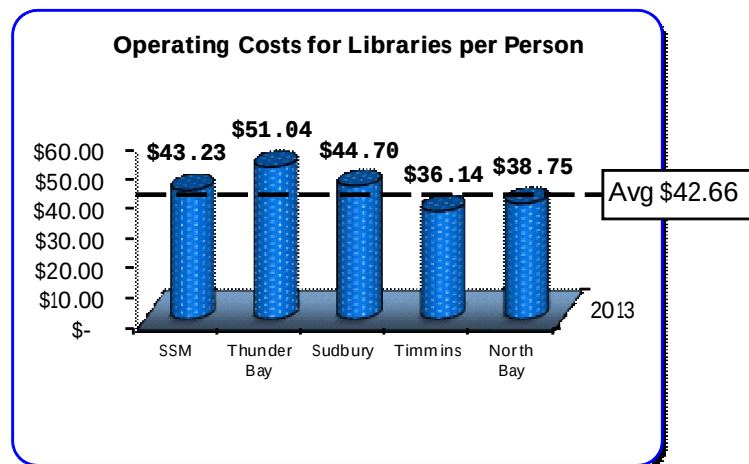
avg \$ 39.10



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 43.23
Thunder Bay	\$ 51.04
Sudbury	\$ 44.70
Timmins	\$ 36.14
North Bay	\$ 38.75
Other Northern Municipality	
Avg	\$ 42.66

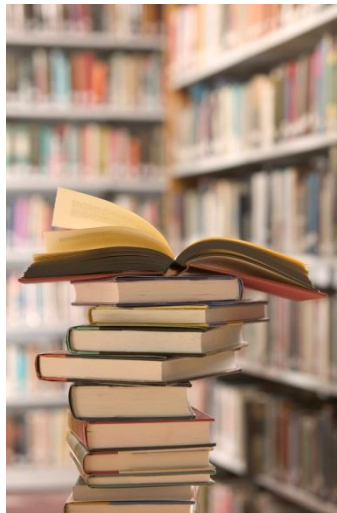




Measure 11.1: Comments

Calculation: Operating Cost of Libraries divided by Municipal Population

- 2013 operating costs of the Sault Ste. Marie Public Library (SSMPL), reported in accordance with PSAB standards, were \$3,259,744 (2012- \$3,105,189) which, for a population of 75,400 translates into \$43.23 per person.
- SSMPL is slightly below average in per capita operating costs and this efficiency measure remains in line with the other Northern Municipalities. Of the five comparator libraries, 2 libraries have higher per person operating costs and 2 have lower per person operating costs.



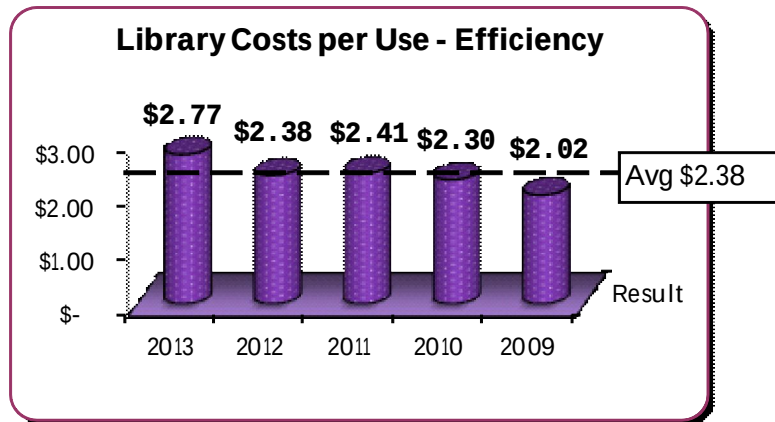


Efficiency Measure 11.2

Operating Costs for Libraries per Use

City of Sault Ste. Marie Year to Year Results

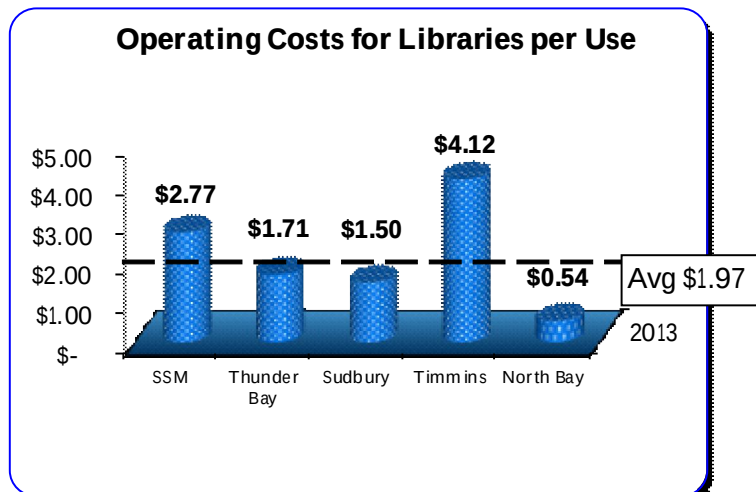
Year	Result
2013	\$ 2.77
2012	\$ 2.38
2011	\$ 2.41
2010	\$ 2.30
2009	\$ 2.02
avg	\$ 2.38



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	\$ 2.77
Thunder Bay	\$ 1.71
Sudbury	\$ 1.50
Timmins	\$ 4.12
North Bay	\$ 0.54
Other Northern Municipality	
Avg	\$ 1.97

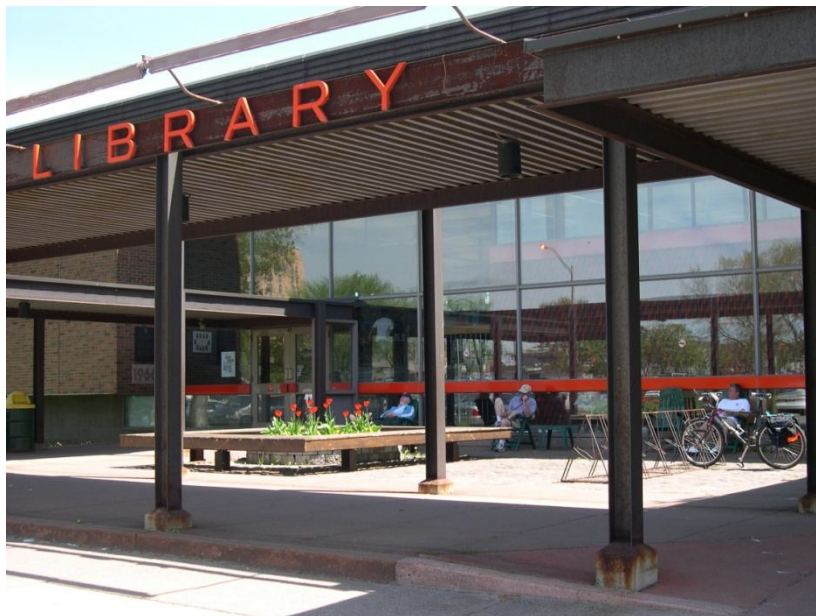




Measure 11.2: Comments

Calculation: Operating Cost of Libraries divided by Total Library Uses

- The Sault Ste. Marie Public Library was used 1,177,614 times in 2013 (2012- 1,305,683)
- 2013 operating costs of the library were \$3,259,744 (2012- \$3,105,189)
- The measure increased slightly over prior year due to an increase in the costs associated with updating the Centennial Library, a decrease in the funds directed to collections and a slight decrease in the number of library uses.



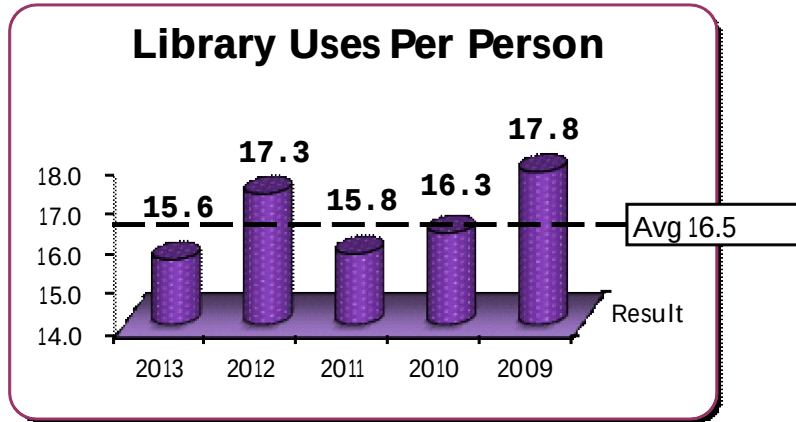


Effectiveness Measure 11.3

Library Uses per Person

City of Sault Ste. Marie Year to Year Results

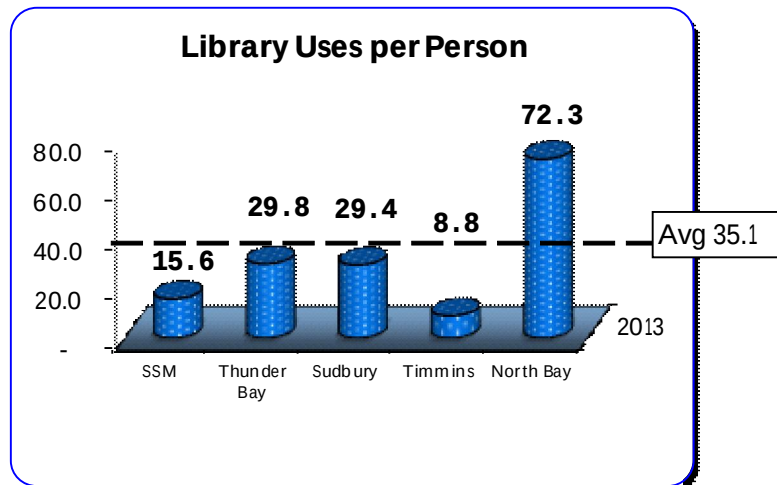
Year	Result
2013	15.6
2012	17.3
2011	15.8
2010	16.3
2009	17.8
avg	16.5



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)

City	2013
SSM	15.6
Thunder Bay	29.8
Sudbury	29.4
Timmins	8.8
North Bay	72.3
Other Northern Municipality Avg	35.1





Calculation: Total Library Uses divided by Municipal Population

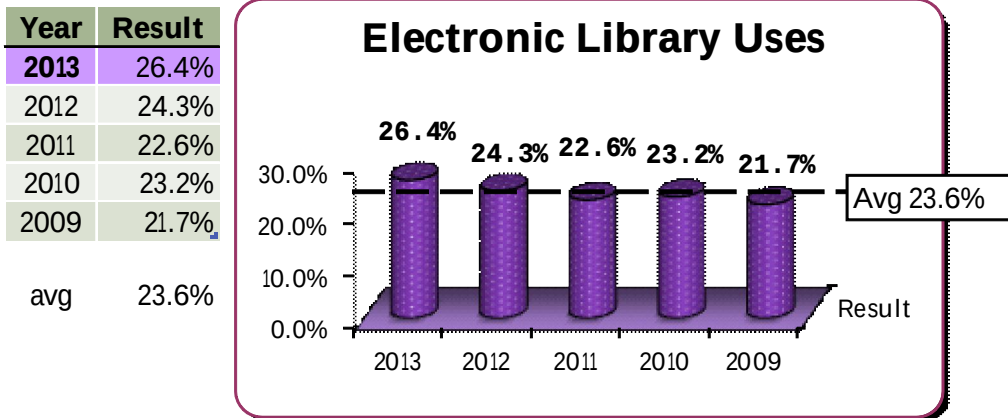
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Effectiveness Measures 11.4

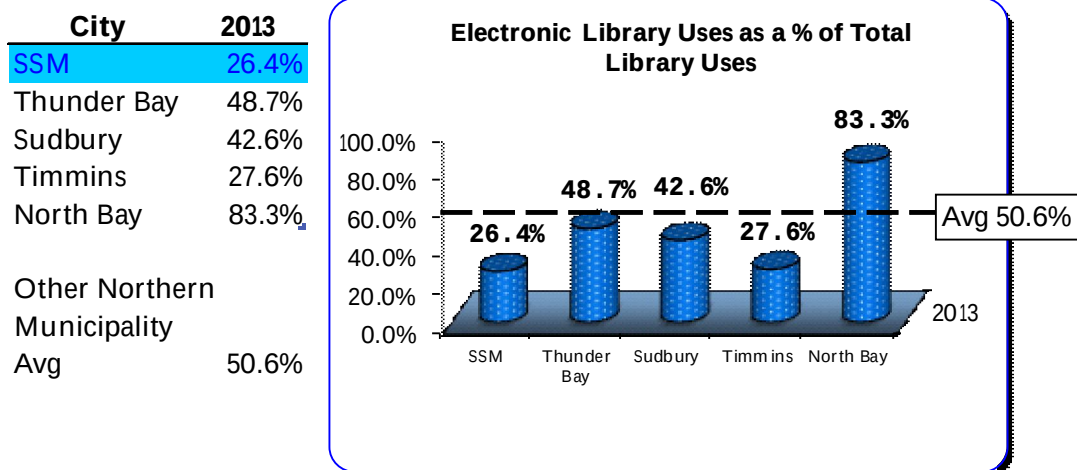
Electronic Library Uses as a Percentage of Total Library Uses

City of Sault Ste. Marie Year to Year Results



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)





Measure 11.4: Comments

- Electronic use consists of visits to the library website, use of the library's electronic databases, use of the library's public Internet workstations, and number of reference questions posed electronically (email or website)
- The SSMPL has over the past 5 years increased its programs to youth, redesigned its website, and introduced wireless services throughout all three branches. The public is becoming more aware of these services and the services available to them remotely from a home, school or office workstation.
- Although SSMPL is still the lowest of the Northern Ontario Municipalities with respect to electronic library use, as the Library's eBook user base grows it is anticipated that SSMPL will soon be on par with the other Northern Ontario Municipalities.

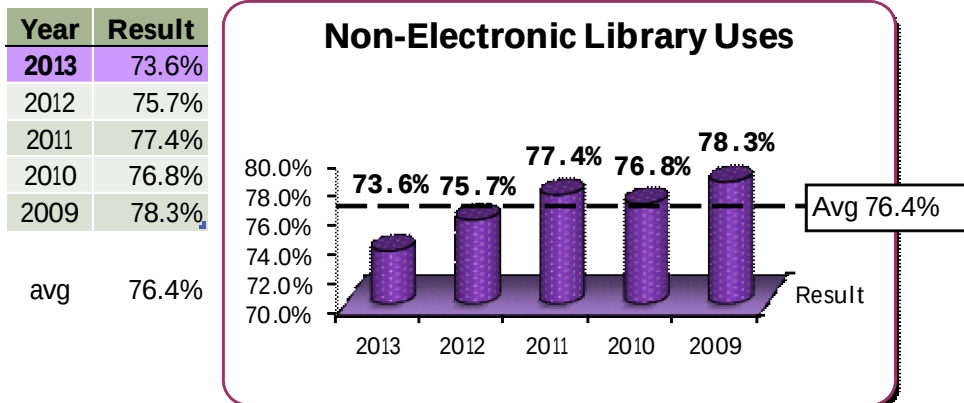




Effectiveness Measures 11.5

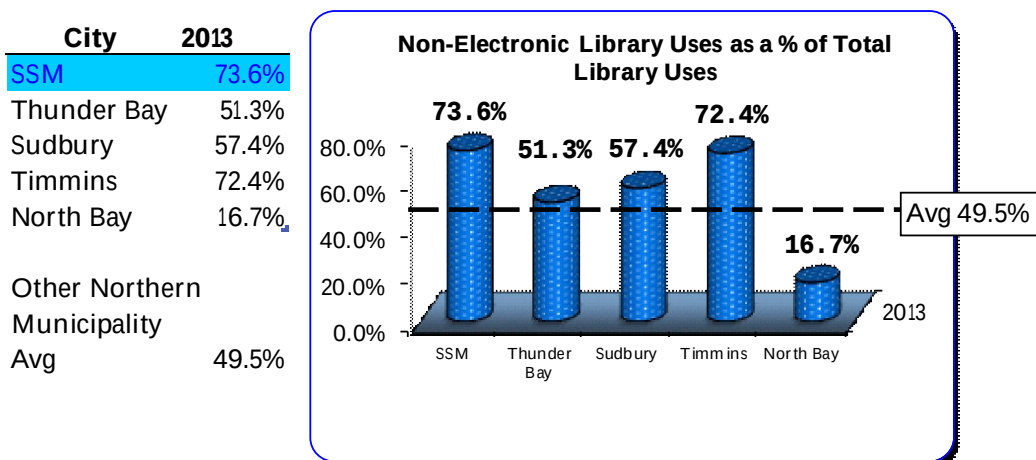
Non-electronic Library Uses as a Percentage of Total Library Uses

City of Sault Ste. Marie Year to Year Results



Results Comparison to Other Northern Municipalities

(SSM's 2013 result compared to others' 2013 results)





Measure 11.5: Comments

- Non-electronic Library uses consist of total annual circulation of library materials, attendance of library programmes, in-library use of library materials, number of in-person reference transactions, and number of in-person library visits.
- The Electronic Library uses and Non-electronic Library uses figures currently work in tandem. How services are delivered dictates usage. Currently SSMPL offers more services non-electronically than electronically. SSMPL is in a transition stage whereby non-electronic library users are also beginning to embracing electronic uses. The other Northern Municipalities may be further along in this transition.
- The City of Sault Ste. Marie's efficiency measure of non-electronic library uses as a percentage of total library uses is the highest amongst the Northern Municipalities.
- The two largest contributors to this figure are in person visits and circulation of library materials. Circulation of non-electronic resources has been declining somewhat but in-person library visits have remained steady or in some cases increased. This increase speaks to the efforts the library has made in creating and delivering programs of interest to the municipality.





Appendix



APPENDIX
MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM
COMPARISON OF PM RESULTS (NORTHERN COMMUNITIES)

2013 Results						Other Northern Municipalities* 2013 Avg	City Of SSM Difference	% Diff	Explanation #
MEASURE	SSM	THUNDER BAY	SUDBURY	TIMMINS	NORTH BAY				
Local Government									
1.1 Operating costs for governance and corporate management as a percentage of total municipal operating costs	4.30%	5.50%	4.30%	4.40%	3.90%	4.53%	(0.23%)	(5.0%)	R
Fire Services									
2.1 Operating costs for fire services per \$1,000 of assessment	\$ 2.58	\$ 3.60	\$ 1.44	\$ 2.17	\$ 2.47	\$ 2.42	\$0.16	6.6%	R
2.2 Residential fire related civilian injuries: Number of residential fire related civilian injuries per 1,000 persons	0.066	0.013	0.106	0.093	0.053	0.066	(0.000)	(0.4%)	R
2.3 Residential fire related civilian injuries- 5 year avg: Number of residential fire related civilian injuries averaged over 5 yrs per 1,000 persons	0.066	0.083	0.043	0.046	0.075	0.062	0.004	6.9%	R
2.4 Residential fire related civilian fatalities: Number of residential fire related civilian fatalities per 1,000 persons	0.000	0.000	0.006	0.000	0.000	0.002	(0.001)	(100.0%)	R
2.5 Residential fire related civilian fatalities- 5 year avg: Number of residential fire related civilian fatalities averaged over 5 yrs per 1,000 persons	0.013	0.009	0.006	0.023	0.019	0.014	(0.001)	(8.8%)	R
2.6 Number of residential structural fires: Number of residential structural fires per 1,000 households	1.100	1.170	1.360	1.230	2.020	1.45	(0.345)	(23.9%)	R
Police Services									
3.1 Operating costs for police services per person	\$ 346.00	\$ 383.00	\$ 309.00	\$ 300.00	\$ 304.00	\$ 324.0	\$22.00	6.8%	R
3.2 Crime rate: Violent crime rate per 1,000 persons	9.70	17.50	10.00	18.50	12.80	14.70	(5.00)	(34.0%)	R
3.3 Crime rate: Property crime rate per 1,000 persons	37.20	39.60	30.10	34.70	32.90	34.33	2.88	8.4%	R
Crime rate: Other Criminal Code offences, excluding traffic, per 1,000 persons	6.51	14.01	7.60	11.40	5.31	9.58	(3.07)	(32.0%)	R
3.4 Crime rate: Total crime rate per 1,000 persons	53.40	71.20	47.70	64.60	51.00	58.63	(5.23)	(8.9%)	R
3.5 Youth crime rate: # of youths involved in criminal instances per 1,000 youths	72.30	36.80	60.50	27.20	93.80	54.58	17.73	32.5%	1
Transportation - Roads									
4.1 Paved roads: Operating costs for paved (hard top) roads per lane km	\$ 3,740.00	\$ 3,151.00	\$ 3,441.00	\$ 4,071.00	\$ 9,564.00	\$ 5,056.75	(\$1,316.75)	(26.0%)	2
4.2 Unpaved roads: Operating costs for unpaved (loose top) roads per lane km	\$ 2,924.00	\$ 5,555.00	\$ 3,048.00	\$ 4,824.00	\$ 7,771.00	\$ 5,299.50	(\$2,375.50)	(44.8%)	3
4.3 Winter control: Operating costs for winter maintenance of roadways per lane km maintained in winter	\$ 6,064.00	\$ 2,895.00	\$ 4,570.00	\$ 8,784.00	\$ 4,982.00	\$ 5,307.75	\$756.25	14.2%	4
4.4 Adequacy of roads: Percentage of paved lane km where the condition is rated as good to very good.	24.1%	51.0%	51.0%	78.9%	25.9%	51.7%	(27.6%)	(53.4%)	5
4.5 Winter event response: Percentage of winter events where the response met or exceeded locally determined municipal service levels for road maintenance.	100%	100%	100%	100%	100%	100.0%	0.0%	0.0%	R
4.6 Bridges and Culverts: Operating costs for bridges and culverts per square metre of surface area	\$ 154.42	NA	\$ 34.40	\$ 46.14	\$ 37.33	\$ 39.29	\$115.13	293.0%	6
4.7 Adequacy of bridges and culverts: Percentage of bridges and culverts where the condition is rated as good to very good.	45.5%	75.5%	69.1%	88.9%	66.0%	74.9%	(29.4%)	(39.2%)	7
Transit									
5.1 Conventional transit: Operating costs for conventional transit per regular service passenger trip.	\$ 4.98	\$ 4.57	\$ 4.41	\$ 5.40	\$ 3.19	\$ 4.39	\$0.59	13.4%	R
5.2 Conventional transit ridership: Number of conventional transit passenger trips per person in the service area in a year.	27.90	33.60	31.60	22.10	37.50	31.20	(3.30)	(10.6%)	R
Wastewater System									
6.1 Wastewater collection: Operating costs for the collection of wastewater per km of wastewater main.	\$ 9,450.00	\$ 9,878.00	\$ 9,661.00	\$ 9,647.00	\$ 10,038.00	\$ 9,806.00	(\$356.00)	(3.6%)	R
6.2 Wastewater treatment & disposal: Operating costs for the treatment and disposal of wastewater per megalitre.	\$ 205.00	\$ 322.00	\$ 329.00	\$ 252.00	\$ 199.00	\$ 275.50	(\$70.50)	(25.6%)	R
6.3 Total cost: Operating cost for collection, treatment and disposal of wastewater per megalitre.	\$ 402.00	\$ 491.00	\$ 557.00	\$ 396.00	\$ 378.00	\$ 455.50	(\$53.50)	(11.7%)	R
6.4 Wastewater main backups: Number of wastewater main backups per 100 km of wastewater main in a year.	1.00	2.14	8.90	20.35	9.26	10.16	(9.16)	(90.2%)	8
6.5 Wastewater bypass treatment: Percentage of wastewater estimated to have by-passed treatment	2.30%	0.00%	1.42%	1.26%	0.64%	0.83%	1.47%	176.7%	NA



APPENDIX
MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM
COMPARISON OF PM RESULTS (NORTHERN COMMUNITIES)

2013 Results						Other Northern Municipalities' 2013 Avg	City Of SSM Difference	% Diff	Explanation #
MEASURE	SSM	THUNDER BAY	SUDBURY	TIMMINS	NORTH BAY				
Storm Water System									
7.1 Urban storm water: Operating costs for urban storm water management (collection, treatment, disposal) per km of drainage system.	\$ 6,016.00	\$ 3,577.00	\$ 3,202.00	\$ 1,888.00	\$ 2,407.00	\$ 2,768.50	\$3,247.50	117.3%	9
7.2 Rural storm water: Operating costs for rural storm water management (collection, treatment, disposal) per km of drainage system.	NA	\$ 802.72	\$ 333.72	NA	NA	\$ 568.22	NA	NA	NA
Water									
8.1 Treatment of drinking water: Operating costs for the treatment of drinking water per megalitre.	\$ 642.00	\$ 530.00	\$ 441.00	\$ 387.00	\$ 222.00	\$ 395.00	\$247.00	62.5%	R
8.2 Distribution of drinking water: Operating costs for the distribution of drinking water per km of water distribution pipe.	\$ 8,552.00	\$ 12,356.00	\$ 11,820.00	\$ 11,763.00	\$ 16,951.00	\$ 13,222.50	(\$4,670.50)	(35.3%)	R
8.3 Total cost: Operating cost for treatment and distribution of drinking water per megalitre.	\$ 972.00	\$ 1,179.00	\$ 977.00	\$ 863.00	\$ 707.00	\$ 931.50	\$40.50	4.3%	R
8.4 Boil water advisories: Weighted number of days when a boil water advisory issued by the Medical Officer of Health, applicable to a municipal water supply, was in effect.	0.0028	0.0083	0	0	0	0	0	NA	NA
8.5 Water main breaks: Number of water main breaks per 100 km of water distribution pipe in a year.	17.50	13.90	11.10	26.90	22.10	18.50	(1.00)	(0.05)	R
Solid Waste Management (Garbage)									
9.1 Garbage collection: Operating costs for garbage collection per tonne.	\$ 61.00	\$ 185.00	\$ 133.00	\$ 86.00	\$ 69.00	\$ 118.25	(\$57.25)	(48.4%)	10
9.2 Garbage disposal: Operating costs for garbage disposal per tonne (residential sector only)	\$ 71.00	\$ 45.00	\$ 69.00	\$ 116.00	\$ 31.00	\$ 65.25	\$5.75	8.8%	10
9.3 Recycling: Operating costs for solid waste diversion (recycling) per tonne.	\$ 167.00	\$ 138.00	\$ 178.00	\$ 47.00	\$ 109.00	\$ 118.00	\$49.00	41.5%	10
9.4 Total: Average operating costs for solid waste management (collection, disposal, diversion) per tonne.	\$ 148.00	\$ 97.00	\$ 127.00	\$ 250.00	\$ 57.00	\$ 132.75	\$15.25	11.5%	10
9.5 Complaints: Number of complaints received in a year concerning the collection of garbage and recycled materials per 1,000 households	17.30	31.40	2.60	10.20	4.00	12.05	5.25	43.6%	R
9.6 Facilities: Total number of solid waste management facilities owned by the municipality with a Ministry of Environment Certificate of Approval	2	1	21	6	2	7.5	(5.5)	(73.3%)	N/A
9.7 Compliance: Number of days per year when a Ministry of Environment compliance order for remediation concerning air or groundwater standard was in effect for a municipal owned solid waste management facility	0	0	0	0	0	0.00	0.00	NA	N/A
9.8 Diversion of Residential Solid Waste: Percentage of residential solid waste diverted for recycling	45.1%	19.5%	45.0%	14.6%	NA	26.4%	18.7%	71.0%	11
Parks and Recreation									
10.1 Parks: Operating costs for parks per person	\$59.82	\$96.43	\$56.60	\$26.99	\$73.54	\$63.39	(\$3.57)	(5.6%)	R
10.2 Recreation programs: Operating costs for recreation programs per person	\$6.67	\$39.55	\$13.44	\$1.24	\$27.75	\$20.50	(\$13.83)	(67.5%)	R
10.3 Recreation facilities: Operating costs for recreation facilities per person	\$78.77	\$118.59	\$90.65	\$100.79	\$60.95	\$92.75	(\$13.98)	(15.1%)	R
10.4 Subtotal:	\$145.00	\$255.00	\$161.00	\$129.00	\$162.00	\$176.75	(\$31.75)	(18.0%)	R
10.5 Participant hours for recreation programs: Total participant hours for recreation programs per 1,000 persons	16,880.0	12,865.0	15,180.0	35.0	14,259.0	10,584.8	6,295.3	59.5%	R
10.6 Open space: Hectares of open space	338	2034	3887	91	932	1736	(1,398)	(80.5%)	R
10.6 Open space: Hectares of open space per 1,000 persons	4.48	18.81	24.01	2.11	17.37	15.58	(11.10)	(71.2%)	R
10.7 Trails: Total km of trails	90	47	173	45	19	71.00	19.00	26.8%	12
10.7 Trails: Total km of trails per 1,000 persons	1.19	0.43	1.07	1.04	0.35	0.72	0.47	64.7%	12
10.8 Recreation facility space: Square metres of indoor recreation facility space	36,240	56,841	113,718	45,314	15,234	57,777	(21,537)	(37.3%)	13
10.8 Recreation facility space: Square metres per 1,000 persons (indoors)	480.64	524.56	702.40	1,049.79	283.95	640.17	(159.54)	(24.9%)	13
10.8 Recreation facility space: Square metres of outdoor recreation facility space	611	2,910	42,810	912	130,000	44,158.00	(43,547)	(98.6%)	14
10.8 Recreation facility space: Square metres per 1,000 persons (outdoors)	8.1	26.9	264.4	21.1	2,423.1	683.87	(675.7)	(98.8%)	14
Libraries									
11.1 Library services: Operating costs for libraries per person	\$43.23	\$51.04	\$44.07	\$36.14	\$38.75	\$42.50	\$0.73	1.7%	R
11.2 Library services: Operating costs for libraries per use.	\$2.77	\$1.71	\$1.50	\$4.12	\$0.54	\$1.97	\$0.80	40.8%	15
11.3 Library services: Library uses per person	15.60	29.80	29.40	8.80	72.30	35.08	(19.48)	(55.5%)	16
11.4 Electronic library uses as a percentage of total library uses	26.4%	48.7%	42.6%	27.6%	83.3%	50.6%	(24.2%)	(47.8%)	17
11.5 Non-electronic library uses as a percentage of total library uses	73.6%	51.3%	57.4%	72.4%	16.7%	49.5%	24.2%	48.8%	18



APPENDIX **MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM** **COMPARISON OF PM RESULTS (NORTHERN COMMUNITIES)**

Explanations for Variance from Northern Average

*Note: **R** means that the efficiency measure is in line with the other Northern Municipalities and no further explanation needed.

1	The City has experienced a reduction in the youth crime rate over the past 3 years. This performance measure is now in line with the other Northern Municipalities.
2	The City of Sault Ste. Marie's efficiency measure for paved roads continues to be lower than that of the other Northern Municipalities. North Bay's figure causes the average to increase substantially. North Bay and Timmins both have fewer kms of paved roads under their control, yet there are certain fixed costs every municipality faces and cannot avoid. Sault Ste. Marie as a whole continues to do quite well in this area and continues to look for ways to improve efficiencies.
3	The City of Sault Ste. Marie's efficiency measure for unpaved roads continues to be significantly lower than that of the other Northern Municipalities. The City only maintains 22 kms of unpaved roads. This is an area that the City is also doing well in and continues to look for areas of improvement.
4	The City's cost per kilometre is higher than other Northern communities because it is our opinion that the level of service for Sault Ste. Marie is higher than other communities. An example of this is that residential and collector streets are cleared within an 8 hour period after a snowstorm and the plowing and sanding of all streets takes place within a 12 hour period. In comparison, Thunder Bay residential streets are plowed within a 72 hour period. The final results tend to differ substantially between municipalities because of differences in what exactly each community is considering to be an event. In the past Sault Ste. Marie recorded an event only after 2.5 cms of snow had fallen and in fact some communities were recording it when ever equipment was deployed for purposes other than plowing snow which included sanding and salting for rain like conditions recorded in a winter season.
5	The City and the other Northern Municipalities use varying road rating systems. Although the City ranks low in its adequacy of paved roads rating, it is of the opinion that sufficient work is being done annual on the repair and maintenance of its roads, given the resources available.
6	The City continues to upgrade/renew it's aging bridge and culvert infrastructure. The funds that are currently being spent to accomplish this will in turn reducing the annual operating costs on the go-forward.
7	As stated in #6 above, the City's bridge and culvert infrastructure is aging. Funds are being spent to updgrade/renew this infrastructure on an annual basis. As this is completed, the measure for adequacy of bridges and culverts will improve.
8	The City consistently experiences a better than average efficiency measure for wastewater main backups. This can be attributed to newer wastewater infrastructure.
9	In the past, all road repair and maintenance costs were left in the general roadways expense category. The allocation of a portion of those costs to stormwater management is more reflective of the actual cost breakdown, but has led to an increase in this measure over prior years.
10	The City's efficiency measures pertaining to operating costs for garbage disposal per tonne; operating costs for recycling for tonne; and average operating cost for solid waste management, are higher than the average of the other Northern Municipalities. A contributing factor to the higher cost is the fact that the City of Sault Ste Marie has one of the most comprehensive recycling programs in Northern Ontario; which includes multifamily collection, leaf and yard waste collection and processing, chipping of wood waste and the operation of a Household Hazardous Waste Facility.
11	The higher than average measure for recycling efficiency shows how well residents have taken to the City's recycling program.
12	The construction of the Hub Trail has led to the rise in these efficiency measures over the years.
13	The large difference from average square meters of indoor recreation facility space is largely caused by Sudbury's reported figure. Removing Sudbury's measure puts the City in line with the average of the other Northern Municipalities.
14	The large difference in these measures is due to differences in interpretations as to how the measures are to be calculated. The figures reported by the different municipalities vary widely. The City calculates its measure in accordance to it's best understanding of the measure's definitions as provided by the minsitry.
15	The measure increased slightly over prior year due to an increase in the budget to cover cost of living increases combined with a slight decrease in overall library usage.
16	SSMPL is lower than the average of the other Northern Municipalities for this measure. This may be due to the continued transitioning our Library users are experiencing in preferring eBooks over print material. With eBooks coming into their own as a preferred format of choice the Library has had to purchase more eBook titles and at the same time maintain print collections, with no increase in the overall collection budget. Lack of access to print or eBooks titles may have resulted in a reduction of overall use.
17	Although SSMPL is still the lowest of the Northern Ontario Municipalities with respect to electronic library use, as the Library's eBook user base grows it is anticipated that SSMPL will soon be on par with the other Northern Ontario Municipalities.
18	The two largest contributors to this figure are in person visits and circulation of library materials. Circulation of non-electronic resources has been declining somewhat but in-person library visits have remained steady or in some cases increased. This increase speaks to the efforts the library has made in creating and delivering programs of interest to the municipality.



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council
AUTHOR: Rachel Tyczinski, Deputy City Clerk
DEPARTMENT: City Clerk's Department
RE: 2011-2014 Strategic Plan – Final Report

PURPOSE

Please find attached a final copy of the 2011-2014 Corporate Strategic Plan.

BACKGROUND

The 2011-2014 Corporate Strategic Plan was approved by Council on June 26, 2011. A mid-term update of the Plan was approved by Council on June 10, 2013.

ANALYSIS

Council has been provided with progress reports over the term to indicate status of activities.

IMPACT

There is no direct budgetary impact.

STRATEGIC PLAN

This is the final report regarding the 2011-2014 Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy City Clerk and Manager of Quality Improvement dated 2014-11-10 concerning 2011-2014 Corporate Strategic Plan – Final Report be received as information.

Respectfully submitted,

Rachel Tyczinski
Deputy City Clerk &
Manager of Quality Improvement

Recommended for approval,

Malcolm White
City Clerk

CITY OF SAULT STE MARIE

CORPORATE STRATEGIC PLAN

2011-2014

As at September 30, 2014

Dated



Message from Mayor Debbie Amaroso



Thank you for taking the time to review the City of Sault Ste. Marie 2011-2014 Strategic Plan. This plan captures the priorities of the 2011-2014 City Council and reflects our accomplishments and activities.

The 2011-2014 City Council has worked diligently to develop solutions and pursue opportunities to make our community a place of respect, dignity and integrity. Our commitment was to work in harmony with all levels of government, local businesses, and residents to ensure the provision of efficient, affordable and quality municipal services supporting a progressive and sustainable community.

This City Council has recognized the importance of a caring and inclusive community. The Strategic Plan aimed to capitalize on opportunities to develop solid infrastructure, deliver excellent services and, above all, ensure a sustainable quality of life for all citizens now and in the years to come.

As our community grows, we too will continue to develop, strengthen and positively adapt in order to address the needs of our community. This Strategic Plan is a testament to both Council's and City staff's dedication to providing the citizens of Sault Ste. Marie with an exceptional quality of life.

Message from CAO Joe Fratesi



I am pleased to present this update of the City of Sault Ste. Marie's 2011-2014 Corporate Strategic Plan. The Plan guides the activities of the nine departments reporting to City Council through the Chief Administrative Officer.

It is the foundation of the organization's planning process, setting out strategic directions and articulating specific activities under each direction.

The City of Sault Ste. Marie is built on strong values and commitment to its citizens. Each employee contributes to achieving our mission to provide quality and cost-effective services in a responsible and supportive manner.

The work we all do each day makes a difference! Thank you to our dedicated staff, City Council and the citizens of Sault Ste. Marie for working collaboratively to achieve our goals.

Mayor and City Council



Debbie Amaroso

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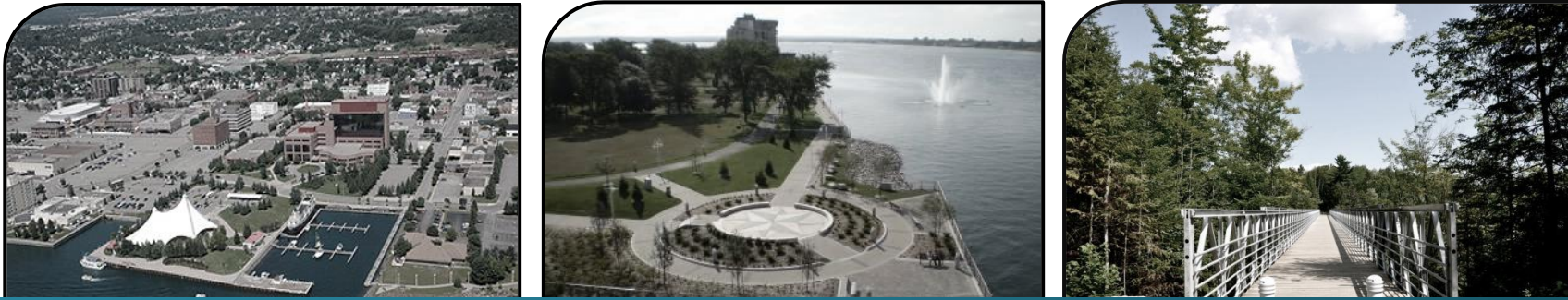
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The City of Sault Ste. Marie

As the third largest city in Northern Ontario, Sault Ste. Marie is strategically located at the heart of the Great Lakes, on the U.S. border and at the centre of Canada.

From its pristine waterfront to its bustling arts community, Sault Ste. Marie has a high quality of life that's second to none. With a diverse population of approximately 75,000, the community is a four-season wonderland, offering a vibrant and healthy lifestyle for everyone. All the amenities of a large urban centre in a safe and clean environment, Sault Ste. Marie is home to excellent schools, malls, stores, restaurants, cinemas, galleries, museums, sports facilities, and sites of interest. Serving as an international port of entry to the United States, the city has recently experienced unprecedented growth economically and culturally.

From its rich history and quality-of-life benefits, to its growing economy and competitive advantages for businesses, Sault Ste. Marie is a great place to live, learn, work and play.

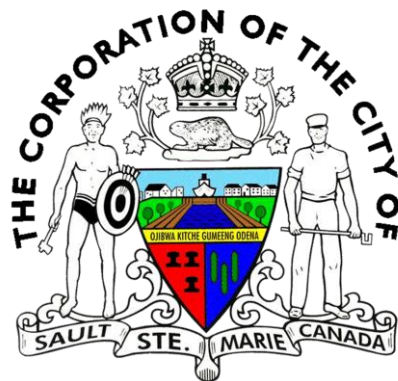


VISION

“The Corporation will be a leader in the provision of efficient, affordable, and quality services supporting a progressive and sustainable community”

MISSION

“To provide quality and cost-effective municipal services in a responsible and supportive manner”



CORPORATE VALUES

Integrity and honesty

We will demonstrate honesty, sincerity and fairness in carrying out our responsibilities.

Accountability and transparency

We will be accountable to our citizens and transparent in our decision-making processes.

Commitment to citizens and the community

Putting people first is a hallmark of success. We are committed to working together to provide inclusive and accessible services to protect, support and enrich quality of life in our community.

Respect and appreciation of employees

We will strive to create an environment where all employees share a common purpose and direction. We value energized and enthusiastic employees who make the most effective use of available physical and financial resources to deliver the best possible service.

Fiscal responsibility

We will manage municipal finances in a responsible and prudent manner to provide quality and affordable services. We pursue best practices to lower costs and ensure best value in service delivery.

Environmental stewardship

We will use resources wisely to maintain and create a livable city for future generations, minimizing the footprint of our activities on the environment.

Strategic Plan Framework

STRATEGIC FOCUS AREAS

1 Developing Solid
Infrastructure

2 Delivering Excellent
Services

3 Enhancing Quality
of Life

STRATEGIC DIRECTIONS

1.A. Environmental Leadership

1.B. Transportation Network Improvements

1.C. Property Management and Development

2.A. Communications

2.B. Process Improvement

2.C. Leadership and Staff Development

2.D. Technological Innovation

3.A. Recreational/Cultural Infrastructure

3.B. Planning for the Future

Strategic Direction 1: Developing Solid Infrastructure
Objective 1A – Environmental Leadership

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Solid waste management - Bio-solids management study - Implementation of bio-solids facility - Design - Construction - EA for solid waste disposal	2007	Underway	Reduction in waste/refuse	D. Elliott	Engineering PUC PWT Consultants	\$65,000	\$65,000	Sewer Surcharge Operations Budget + Sewer Surcharge	Approved	2010-2011	Study scheduled for completion fall 2014
	2006	2014	Increased capacity			\$12 m	\$12 m	Capital Budget	Approved	2005 to	
	Unknown	2014				\$975,000	\$975,000	Waste Disposal Site Reserve		unknown	
Wastewater Infrastructure West End Sewer Investigative Study - Upgrades to west end sewage plant - Infiltration reduction projects	2010	2014	Study to guide improved wastewater quality and operations	D. Elliott	Engineering PUC PWT Consultants	\$120,000	\$120,000	Sewer Surcharge Capital Budget	Approved	2009	Completed Feb. 2014
			Reduce costs, reduce by-passes and overflows to river (\$100,000 annually)			TBD	TBD				
						\$400,000	\$400,000	Sewer Surcharge Capital Budget	Approved	2011-2014	Ongoing initiative
Major pump stations Clark Creek Pump Station – valves and sluice gates	2012	2014	Replace aging equipment	D. Elliott	Engineering, Consultants	\$2.4 m	\$2.4 m	Sewer Surcharge	Approved	2012-2013	Underway – anticipated completion s fall 2014
Rehabilitation of aqueducts / open channels - Fort Creek - Central Creek - Review sanitary sewer construction – sewers not associated with roadways	2012	2021	Improved storm water management and flood protection;	D. Elliott	Engineering, PUC, PWT, Consultants, Conservation Authority	\$31 m	\$31 m	Capital Works (Urban Only) Budget			Phase 1 construction complete; Phase 2 design underway
	2012	2018	extend life of flood control facilities			\$7 m	\$7 m				
	2006	Ongoing	\$100,000 annually			\$400,000	\$400,000	Sewer Surcharge Capital Budget			Phase 1 construction complete
									Approved	Ongoing	

Strategic Direction 1: Developing Solid Infrastructure
 Objective 1A – Environmental Leadership

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Reconstruction of small pumping stations - Fort Creek - Tallack Boulevard - Pine Street - Muriel Drive	2012 2012 2012 2012	2014 2014 2014 2014	Upgrade/replace aging sanitary pump stations Reduce overflows	D. Elliott	Engineering PWT Consultants	\$650,000	\$650,000	Sewer Surcharge			Contract awarded – construction underway – Completion 2014
Underground fuel tank replacement PWT (Sackville) – new above ground tanks and new fuel management system	2012	2014	Reduce liability	L. Girardi	PWT	\$221,750	\$250,000	Capital from Current	Approved		Scheduled for completion 2014

Strategic Direction 1: Developing Solid Infrastructure
Objective 1B – Transportation Network Improvements

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Long Range Capital Road Construction Environmental Assessments for - Third Line East and Black Road – hospital to Second Line - Black Road widening – Second Line to McNabb - Northern Avenue extension Connecting link reconstruction - Miscellaneous resurfacing	2010	2014	Improved pedestrian and vehicular traffic flow	D. Elliott	Engineering Consultants	\$80,000	\$80,000	Miscellaneous Construction Budget	Approved	2010-2011 2013-2014	To be completed 2014 (blended both into one EA)
Second Line – Old Garden River Rd to Gt. Northern and Great Northern – Second Line to Third Line	2013	2013	Improved pavement surface Extend longevity	D. Elliott	Engineering Consultants	\$50,000	\$50,000	Capital Works budget + connecting link funding	Approved	2014	Future initiative Provincial program cancelled 2013 Mayor has requested funding assistance from Minister Underway
Second Line Phase II – Pine to Strathclair	2014	2014				\$3 m	\$3 m	Capital	Approved	2014	Underway
Capital Works Road Reconstruction - Kohler – Queen to Wellington - Queen Street – Pine to Gravelle - Forest Ave – Putney to Upton - St. Andrew's Terrace – John to North Street - London St – North to Tancred - March – Queen to Wellington	2014	2015	Improved longevity of infrastructure	D. Elliott	Engineering Consultants	\$11.6m	\$11.6 m	Capital Works Budget; Federal gas tax; sewer surcharge urban only capital			Completion – fall 2014 Completion – fall 2014 Resurfacing – 2014 Completion – fall 2014
	2014	2014				\$11.6 m	\$11.6m				Completion – fall 2015 Completion – fall 2015
Bridge improvements (all shared with Prince Township) Base Line #14 and #15			Improved longevity Removal of load restrictions	D. Elliott	Engineering Consultants Prince Twp.			Misc. construct-			MIII funding approved. Completion 2015

Strategic Direction 1: Developing Solid Infrastructure
Objective 1B – Transportation Network Improvements

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Town Line #12 and #13 Preliminary design Construction	2011	2013 2015	Contingent upon Prince obtaining funding			\$72,000 \$200,000	\$144,000 \$4 m	ion; 50% cost share with Prince Capital Works Budget, MIII \$\$ & Prince Twp.	Approved	2012 2014	MIII funding approved. Completion 2015
Improved transportation systems – assume lead role as transportation hub for Northern Ontario (Northern Ontario Growth Plan)	2011	2014	Monitor finalization of capital improvement approved in 2010	J. Fratesi							Underway
Rail – Huron Central	2014										
Rail – Algoma Central	2011	2014	Secure 1 year extension; work with other stakeholders to review & suggest alternatives that would see service become viable	J Fratesi				Federal, Province			Funding received for preliminary engineering design and EA process
Harbour – Implementation and funding for expansion / construction	2011		Shipping access to expedite ingress of raw materials and egress of finished products (SSM and Northern Ontario)	Transportation Committee	EDC Consultants Essar Ports	TBD	\$121 m	Funding from federal, provincial and private industry			Study for business case complete. Co-ordinate with Essar priorities for capital expansion. Design and implement Project Management framework Facilitate funding applications
Air			Improve air service	Air Services Committee							Ongoing efforts with Airport Dev. Corp.

Strategic Direction 1: Developing Solid Infrastructure
Objective 1B – Transportation Network Improvements

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Transportation master plan update	2012	2014	Transportation master plan for capital forecasting	D. Elliott	Engineering Consultants PWT	\$200,000	\$200,000	Capital Works Budget	Approved	2012	Underway – completion – fall 2014

Strategic Direction 1: Developing Solid Infrastructure
Objective 1C – Property Management and Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Development of Asset Management Plan • Report	2012 2013	2014 2013	Financial plan to maintain municipal assets	B. Freiburger J. Dolcetti J. Bruzas D. Elliott		\$150,000	\$150,000	Facility Reserve	Approved Report	2012-2014	Facility assessment report complete. Further reports forthcoming, followed by funding options.
PWT Equipment Program Review • Adding public works, landfill and cemetery equipment to 10 year capital plan • Review credit system	2010	2014	Report with recommendations for financing equipment renewal /replacement	S. Schell	L. Girardi M. Blanchard M. Pinder J. King J. Bruzas				Report only		Included in Asset Management Plan process
PWT – Traffic • Uninterrupted traffic signal power supply						\$82,000	\$82,000	Capital from Current	Approved		Ongoing and subject to funding by 2020
PWT – Buildings • Cold storage building • Sand storage • Enhance internal communications • Separate welding shop • Re-roof north garage	2013 2014 2014	2013 2014 2014	Equipment storage	L. Girardi M. Blanchard		\$250,000 \$550,000 \$50,000 \$140,000 \$300,000	\$250,000 \$550,000 \$50,000 \$140,000 \$300,000	Equipment Reserve	Approved	2013	Scheduled for completion 2014/15 Subject to funding Scheduled for completion by 2014-15 Subject to funding Subject to funding
Fire – Vehicle replacement • 55' Quint (pumper/aerial apparatus) • Pumper 1 Replacement	2013 2014	2014 2015	Replace 15-year-old apparatus Replace 15-year-old apparatus	M. Provenzano	J. St. Jules F. Brescacin F. Brescacin J. St. Jules	\$812,000 \$585,500	\$812,000 \$585,500	Fire Capital Equipment Reserve	Pending Pending	2013-2014 2015	Apparatus ordered with completion – Nov. 2014 Planning phase
Transit • Replace roof – vehicle storage building (Huron Street)	2013	2014	Maintain building integrity	D. Scott	Transit	\$850,000	\$850,000	Capital from Current			Subject to funding
Waste management – surface treatment of landfill roadways	2013	2014				\$40,000	\$40,000	Landfill Reserve	Approved		Scheduled for completion by 2015

Strategic Direction 1: Developing Solid Infrastructure
Objective 1C – Property Management and Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Civic Centre - Flooring upgrade - Council Chambers refresh (A/V etc.) - Service elevator upgrade - Window & cladding study	Underway Underway 2015 2014	2014 2013 2015 2014	Building upgrades to maintain integrity \$50,000/year from 2011-2013	J. Dolcetti R. Caron	Engineering Clerk's	\$150,000 \$50,000 \$225,000 \$25,000	\$150,000 \$50,000 \$225,000 \$25,000	Capital from Current Capital from Current	Approved	2011-2013 2013 2015 2014	Co-ordinating with other renovations Complete. Scheduled for 2015 Scheduled for 2015
Fire - Resurface parking lot Station 1 - Electronic fuel card lock dispensing system - Energy upgrades	2015 2015 2015	2015 2015 2015	Enhanced tracking system Reduce carbon footprint and costs	M. Provenzano J. St. Jules J. St. Jules	J. St. Jules	\$250,000 \$50,000 \$10,550	\$250,000 \$50,000 \$10,550				2015 budget request 2015 budget request 2015 budget request
Fish Hatchery Building demolition				N. Apostle		\$114,000	\$114,000				Riversedge Development taking over this building on an interim basis to be used as a Farmers' Market
Downtown development initiative Part 2	2013	2015	Revitalization of downtown area	D. McConnell S. Turco	Planning Downtown Association	\$300,000	\$2,535,000	FedNor, NOHFC		2014-2016	Approved by Council Feb 3, 2014. FedNor and NOHFC funding requested.
Rooftop Solar photovoltaic systems	2009	2014 2014	Review feasibility West End Community Centre for SmallFIT solar project Review feasibility – municipal facilities	M. Zuppa	Engineering CSD Legal Finance	\$21,000		Capital			Lease agreement with PUC – NCC Application to OPA – FIT 2.0 – denied; FIT 3.0 – denied; FIT 4.0 – consultation underway for re-application Consultation underway for potential FIT 4.0 locations

Strategic Direction 2: Delivering Excellent Services
Objective 2A – Communications

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
External corporate communications strategy - Citizen satisfaction survey and other methods to receive client/stakeholder input i.e. Internet surveys, feedback forms - Community engagement	2012	2014	Integrate with website refresh	M. White	Clerk's IT						
Refresh website - Determine if existing hardware/software suitable - Design, including mobile site - Expand use of My Sault Ste. Marie	2013	2013 2014		IT Clerk's							Underway – scheduled to go live November 2014
Improved communications/relationships with employees Communication of policies and procedures to staff	Underway	2013	Posting of human resources policies on corporate intranet	F. Coccimiglio P. Niro	Clerk's IT Human Resources						Policies, procedures updated – proceeding to SMT for review in 4 th ¼. Policies are available on intranet.
Accredited municipal coat of arms	2012	2014	Development of a municipal coat of arms accredited by the Canadian Heraldic Authority	Clerk's							Preliminary artwork approved.

Strategic Direction 2: Delivering Excellent Services
Objective 2B – Process Management

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Review of corporate programs and services on a departmental basis to ensure effective and efficient delivery	Underway	2014	Improved efficiencies Cost savings	B. Freiburger J. Fratesi							All Departments report as to cost reductions and cost avoidance
Customer service/Best Practices Pilot projects to be undertaken by each department annually to improve service Presentations to Council Clerk's: Accessible elections; Social media, Twitter CSD: Day care (curriculum); Community Centres digital information system; online swimming registration; Best for Kids pilot summer program; Clean Marine, Recreation & Culture program update (ultimate Frisbee; cricket and pickle ball) Engineering: Environmental Initiatives Map; Building permit tracking system developed in-house with IT; purchase of recycled Police Service vehicles for use by building inspectors and by-law enforcement officer; enhanced communications with residents during road reconstruction projects Finance: On-line tax inquiry system. IT assisted other departments with automation best practices. Fire: Smoke Alarm; IV Therapy programs; revised fire suppression deployment strategy HR: Corporate training calendar; Employee life insurance beneficiary re-enrolment Legal: Flyers explaining routine legal processes (lane closures, Freedom of Information requests); Early Resolutions initiative; Remote Interpretations PWT: Traffic calming; inventory control; pothole repair process; compost production; defensive driving; ShiftLog; Queenstown new refuse containers; uninterrupted power supply for intersections; tree inventory; horticulture/flower displays; traffic graffiti wrap; bridge work; railroad job; new storage building ; landfill gas collection/flaring; waste water mapping; administration – traffic weather camera Social Services: Cultural sensitivity training; indigenous awareness training	Ongoing	2014	Improved customer service; adoption of best practices	J. Fratesi	All Depts.			Costs absorbed in existing operational budgets			
Corporate records management - Updated records retention by-law - Document management system - Phase 1 Building Division	2012	2014	Revision of by-law, review of records management issues. Precise identification of records; who holds actual corporate record.	M. White F. Coccimiglio	All Depts.			n/a			
	2013	2014				\$100,000	\$100,000	Building Permit Reserve	Approved	2013	RFP September 2014

Strategic Direction 2: Delivering Excellent Services
Objective 2C – Leadership and Staff Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Succession planning	2013	2015	Updated annual report to Council	P. Niro					Report only		Draft prepared – implementation by fall 2015
Staff training plans to address specific training needs on a departmental basis			Analysis of individual training needs	All Depts.	Human Resources						Ongoing
CSD: Providing training required by legislation Engineering: Spills response training provided by Pinchin Environmental Ltd. Fire: Training is ongoing and regularly monitored and reviewed; swift water rescue training to enhance response capabilities during heavy rainfall incidents is in planning phase Social Services: Training sessions developed. Standardized orientation for new staff. Mental Health and Addiction training											
Develop and implement annual employee and management development training to include: • Customer service excellence • AMCTO workshops • Excellence Canada (NQI) • In-house policy/procedure training • Leadership Development • Attendance Management and Accommodation orientation • Orientation – Employee Assistance Plan • Legal issues (facility liability, risk management, etc.) • Workshops to update staff after collective agreements ratified • Use of video-conferencing; “virtual” classroom – webinars	2012 As available 2013	2013 2013	Corporate-wide training Departmental training absorbed through existing operational budgets	P. Niro	Legal						Clerks delivering Municipal Administration Program Draft complete – rollout in 2014 Group 1 complete. Group 2 – fall 2013 Scheduled for completion in fall 2014 Complete
Wellness program	Ongoing		Health promotion; disease prevention/ management	P.Niro	SMT A. Iacoe L. Bell			Absorbed through HR training budget			Activities to improve health “Lunch and Learn” wellness sessions

Strategic Direction 2: Delivering Excellent Services
Objective 2C – Leadership and Staff Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Healthy Workplace Initiatives (NQI) - Physical exercise options available to staff - Employee recognition program e.g. perfect attendance - Inspire camaraderie	2011	Ongoing		P. Niro	SMT A. Iacoe						Fitness classes, walking challenge, etc.

Strategic Direction 2: Delivering Excellent Services
Objective 2D – Technological Innovation

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Council administration software - Phase 1 – electronic agenda - Software - Hardware - Phase 2 –webstreaming Council meetings	2013	2013	Increased accessibility to staff and public	M. White R. Tyczinski	IT Clerk's Legal	\$15,000	\$15,000	Cost savings offset initial cost	Approved	2013	Implementation underway
		2014	Better archiving capabilities			\$15,000	\$15,000	General levy		2014	Subject to budget approval
Election technology review – Election 2014	2013	2014	To ensure most efficient and appropriate use of technology	M. White	IT Clerk's				Report only		Scheduled for completion in 2014
Phone system upgrade, VOIP – investigate VOIP technology as alternative to traditional phone system	Underway	June 2014	Ensure most cost effective and up-to-date technology with minimal capital cost	R. Caron F. Coccimiglio					Report only		Not proceeding at this time.

Strategic Direction 3: Enhancing Quality of Life
Objective 3A – Recreational/Cultural Infrastructure

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
West End (Northern) Community Centre • Phases 1 and 2 enhancements • Phase 3 – Review – rehabilitation/ reconstruction of McMeeken Centre	2013	2014 2016	Portable floor, fencing, canopy, marquee sign Arena and ice surface	N. Apostle N. Apostle		\$300,000 \$4 m	\$12 m	Invest Ontario grant + debt issue + NOHFC Senior levels of government	Report only	2011-2012	CIIF (FedNor) appl'n submitted Design development drawings completed Currently no funding programs available
McMeeken Centre score clock replacement				N. Fera		\$18,000	\$18,000				Subject to budget approval
Essar Centre • Fire-rated blackout panels • Electrical surge protection	2013 2013	2014 2014		N. Fera		\$20,000 \$18,000	\$20,000 \$18,000	Capital from Current	Approved Approved		Blackout panels partially complete. Electrical surge protection complete.
John Rhodes Community Centre upgrades – condensor replacement and controls	2013	2014		N. Fera		\$175,000	\$175,000	Capital from Current	Approved		Purchase order issued. Completion – June 2014
Ermatinger•Clergue National Historic Site – Heritage Discovery Centre	2013	2014	Visitor Centre, summer kitchen redesign, site accessibility improvements	Historic Sites Board N. Apostle	B. Freiburger Historic Sites Board K. Fisher	\$850,000	\$4m	NOHFC \$1m; Cultural Spaces \$1.779m 1812 \$140,000			Substantially complete. Facility to open June 2014.
Bellevue Park locomotive – site upgrade				J. Cain		\$50,000	\$50,000				Subject to budget approval.
Waterfront Walkway decking replacement	Ongoing			PWT							Subject to funding. Ongoing
Bicycle Pump Park at Esposito Park			Report confirming scope of project	N. Apostle					Report only		Funding approved in 2014 budget.
Hub trail construction (as part of future construction) • Queen Street – Simpson to Churchill Blvd	2013	2014	25 km multi-use trail Cost is \$1m but not	D. McConnell D. Elliott S. Turco	Planning & Engineering PWT STAC	\$50,000	\$50,000			2013-2016	Design work currently underway Under construction

Strategic Direction 3: Enhancing Quality of Life
Objective 3A – Recreational/Cultural Infrastructure

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
- Finnish Rest Home connection – Fort Creek extension - Strathclair connection – Second Line crossing - International Bridge area – Albert to Huron Street section	2013	2015	noted as a net cost in this activity as the work takes place as part of other construction								Design work complete Funding application submitted Review in 2015
	2013	2016									
	2014	2015									Part of International Bridge reconstruction
Implement cycling master plan Completion of Hub Trail to Hwy 17 E; Hub Trail to Hwy 17 N; Hub Trail to West End Community Centre – design phase	2013		Design in tandem with hub trail funding	D. McConnell D. Elliott S. Turco	Engineering & Planning PWT STAC				Design approved	2013	Design work and estimate complete
Parks upgrades - Queen Elizabeth “A” field – bleachers - Pointe des Chenes				T. Reid		\$25,000	\$25,000	Subdividers’ Reserve			Scheduled for completion 2014/15 Scheduled for completion 2014/15
Strathclair field lighting	2012	2013	Lighting of slo-pitch field “A”	N. Apostle	J. Cain T. Reid/Parks	\$90,000	\$240,000	Capital from Current 5% subdivider fees, user groups			Funding approved in 2014 budget.
Bellevue Park duck pond engineering study	2012	2014	Study of proper water circulation	C. Taddo	S. Hamilton Beach	\$20,000	\$20,000	Capital from Current	Approved	2012	Funding for engineered study approved in 2012 budget. To be completed third year of monitoring.
Adult-oriented fitness equipment in parks	2012	2013	Report identifying cost/location of equipment	J. Cain	V. McLeod PRAC	\$37,500	\$37,500	Capital from Current			Report submitted December 2013. Referred to 2014 budget.

Strategic Direction 3: Enhancing Quality of Life
Objective 3B – Planning for the Future

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Master Strategy Plan – Parks, Recreation and Culture	2011	2013	Replace 1986 plan	N. Apostle	J. Cain; PRAC; Cultural Advisory Bd	\$25,000	\$25,000	5% subdividers reserve account	Approved	2012	Presented to Council – fall 2013. Proceeding with short-term objectives
Environmental awareness – reduction in CO2 emissions	2011	2014	Action plans and strategies for improved environmental leadership	M. Zuppa	Green Committee						Ongoing
• No idling policy – staff/public education/awareness	2011	2013	Establish targets \$15,000/audit – target 1 to 2 buildings/year	J. Dolcetti	Engineering PWT, Fire, Finance	\$6,732	\$21,720	Ontario Power Authority, Union Gas, Environmental Initiatives project budget	Approved	2011-2014	Bellevue Park – complete
• Energy audits to identify efficiencies	2011	2014		All Depts							
• Comprehensive property management plan linked to energy audits to identify efficiencies	2011	2013		All Depts							Templates for 2011 & 2013 submitted to province
• Corporate energy management plan (as mandated by Ontario Regulation 397/11)	2012	2014									
• Report facility energy consumption	2011	2015		M. Zuppa	Facility managers, PUC	\$13,200	\$13,200		Approved	2014	Plan submitted to province
• Develop five year Energy Conservation plan	2011	2014			Facility managers, Engineering, Finance, PUC						Consultation underway
• Energy management software	2011	2014									
Cultural attractions and activities; tourist attractions (Gateway)	2000	2014	Feasible development opportunities	Gateway Steering Committee	Engineering & Planning, Legal, Council	\$21,000		\$5m NOHFC grant, balance unknown, City to recover \$2m	Report only		.

Strategic Direction 3: Enhancing Quality of Life
Objective 3B – Planning for the Future

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Update industrial land strategy	2013	2014	Review industrial land strategy to ensure adequate supply for future development	D. McConnell EDC	Engineering & Planning Legal, EDC				Report only		
Long term municipal housing plan (DSSAB responsibility)	2011	2014	Housing plan per MMAH legislation	M Nadeau	R. Cobean D. McConnell			DSSAB			Draft plan completed. And submitted to MMAH
Local immigration partnership plans (including: encouraging racial/ethnic tolerance, developing a welcoming community)	2012	2014	Community partnership to develop range of services to attract and retain new immigrants \$150,000/annually	D. Krmpotich	IT Social Services	\$0	\$600,000	Federally funded	Approved		Developing new strategies, regional model implemented in September 2013.
Official Plan – 5 year comprehensive review	2011	2014	Official Plan that reflects provincial and local trends	D. McConnell P. Tonazzo		n/a	n/a			n/a	Final approval – summer 2014
Comprehensive signs By-law	2012	2014	Simplified by-law balancing various community needs	D. McConnell P. Tonazzo		\$45,000	\$45,000		Approved	2013	Underway. Anticipated completion June 2014
Canal District Master Plan	2013	2014	Comprehensive public realm plan for Gateway/St. Mary's Paper, Gore Street area	D. McConnell S. Turco	EDC	\$40,000	\$40,000		Approved	2013	Complete. Project design underway
OLG Modernization			Continuation of meaningful OLG head office presence postmodernization. Ensure any private sector spin-	J. Fratesi EDC							

Strategic Direction 3: Enhancing Quality of Life
Objective 3B – Planning for the Future

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
			offs of OLG activities and accompanying employment remains/ grows in SSM								
Northern Ontario Growth Plan	2012	Ongoing	Ensure that Sault Ste. Marie (and other 4 major N. Ontario cities) is as prominent in implementation as in the base growth plan document	J. Fratesi							Northern Mayors and CAOs are collaborating.
Age-Friendly Community Attaining World Health Organization designation		2014	Report outlining next steps required to obtain designation	Mayor's Office							Phase 4 – report to Council September 2014 Final report to WHO

CELEBRATING OUR SUCCESSES!
COMPLETED PROJECTS/ACTIVITIES

Completed Activities – September 2014

Strategic Direction	Activity	Results	Lead Role
Developing Solid Infrastructure			
	Wastewater Infrastructure Implement SCADA system to monitor operations of waste water facilities - System construction / installation / commissioning - System improvements (check valves, removal of overflows) Reconstruction of small pumping stations - Lake Stret - McGregor Avenue	Improved operations and communications	D. Elliott
		Upgrade/replace aging sanitary pump stations Reduce overflows	D. Elliott
	Underground Fuel Tank Replacements - Fire –#1 Station - Cemetery		J. St. Jules S. Hamilton Beach/J. King
Transportation Network Improvements	Long Range Capital Road Construction Environmental Assessments - Great Northern Road – Second Line/Third Line - Second Line – Old Garden River Road to Black Road Pine Street extension – Northern Ave to Second Line (Phase 1 & 2)) Connecting link reconstruction - Miscellaneous resurfacing: Second Line – Great Northern Road to Pine - Root River bridges McNabb/South Market connection Third Line extension Capital Works Road Reconstruction - John Street – Wellington to Elm - Queen Street – Pim to Simpson - Queen Street – Simpson to Pine - Euclid Road –Wemyss to Pim - Glenholme Drive/Arthur Street - White Oak Drive – North to John St. - People’s Road – Everett to Third Line (resurfacing)	Improved pedestrian and vehicular traffic flow	D. Elliott
		Improved traffic flow	D. Elliott
		Improved traffic flow at McNabb/Boundary/Adeline Improved traffic flow Improved longevity	D. Elliott

Completed Activities – September 2014

Strategic Direction	Activity	Results	Lead Role
	- Maretta – Wallace Terrace to Henrietta - Kohler – Queen to Wellington		
Property Management and Development	Transit – 40-foot transit buses (four)		L. Girardi
	Corporate fuel adjustment	Mitigate volatile fuel prices	S. Schell
	Fire - roof replacement – Station 4 - Lighting fixture upgrades – Stations 1, 2, 3 - Direct capture exhaust systems – Stations 2, 3 - Office reconfiguration – Station 1 - Energy upgrades – Station 1 stall heating system (Design) - Security fencing - Platoon Chief’s vehicle	Eliminate leaks Cost saving, reduce carbon footprint Improved health and safety Optimize efficiency Security for staff vehicles	M. Provenzano
	PWT - Admin building energy retrofit HVAC - Admin building window replacement - Lighting retrofit - Shop exhaust - Replace overhead doors (26) - New gate operators - Nitrogen monoxide sensors - Separate welding shop rom mechanic shop - Power washer equipment cleaner - Traffic light LED installations - Demolish pipe plant	Improved energy conservation Health and safety	L. Girardi Green Committee
	Jessie Irving roof replacement		C. Ferguson
	Ontario Works building Carpet replacement		R. Caron
	Transit - Replace one parabus - One 40-foot bus	Transit vehicles replaced on a managed timeline	
	Cemetery – Mausoleum Phase XIII	Increased capacity	J. King

Completed Activities – September 2014

Strategic Direction	Activity	Results	Lead Role
	PWT – parts for vehicles – transit addition	Budget for increasing costs of replacement	B. Freiburger
	Downtown Development initiative	Revitalization of downtown area	D. McConnell
	Parking lot reconstruction – Jessie Irving Centre		
	Civic Centre • Accessible doors • Asbestos abatement		
Communications			
	Improved communications/relationships with employees – communication of policies and procedures to staff	Updated policies available on intranet	
	911 Central Emergency Reporting Bureau Infrastructure Upgrade		
	Council-to-Council communications (blogs, etc.) External communications – Twitter Electronic message board for employees Video screens for Council Chambers	Review of technology and report Social media presence to disseminate information	M. White L. Ballstadt F. Coccimiglio
Process Management	Transit operational review	Improved efficiencies	B. Freiburger
	Customer service/Best Practices	Ongoing	J. Fratesi
Leadership and Staff Development	Succession planning – 2012 report		J. Luszka
	Wellness program		J. Luszka
	Healthy Workplace initiatives		J. Luszka
Technological Innovation	Electronic commerce – online swimming registrations; online process for issuing open air burning permits My Sault Ste Marie completed in-house 2014	Improved customer service	F. Coccimiglio
Recreational/Cultural Infrastructure	West End Community centre – Phase 1	Indoor turf, library	N. Apostle
	Hub trail construction v		S. Turco
	Roberta Bondar pavilion – exterior fabric replacement		
	Pools • Greco Pool mechanical • Manzo Pool mechanical • Manzo Pool roof replacement		

Completed Activities – September 2014

Strategic Direction	Activity	Results	Lead Role
	John Rhodes Community Centre upgrades – condensor replacement and controls		
	Celebrate 100! Anniversary celebrations		
	Bellevue Marina – building and landscape upgrade		
	Pilot Project Children’s Recreation Programming at Greco Pool/Etienne Brule Playground		
	Community improvement plan to create new rental housing	Incentives to encourage new rental housing	D. McConnell
	Ermatinger-Clergue National Historic Site – Heritage Discovery Centre	Visitor Centre, summer kitchen redesign, site accessibility	N. Apostle
	MacDonald Park upgrades		N. Apostle
Planning for the Future	Implement plan for Community Archaeological Assessment		D. McConnell
	Environmental awareness – reduction in CO2 emissions - Green fleet plan – report - Comprehensive property management plan linked to energy audits		
	Digital signage section of signs by-law		D. McConnell
	Extensive review of the City By-laws regulating Minimum Standards for buildings and Property Standards for yards		
	Rooftop solar – West End Community Centre		



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Nicholas J. Apostle, Commissioner Community Services

DEPARTMENT: Community Services Department

RE: John Rhodes Community Centre Restaurant Space – Request for Proposals to Operate

PURPOSE

At the September 29, 2014 Council meeting staff was asked to have the Request for Proposal (RFP) document come back to Council for their review prior to it being issued.

BACKGROUND

The lease with Mr. Jody Wilson for the operation of Chilly Willy's Sports Bar and Grill expired on September 30, 2014.

Following Council's approval to extend the lease to May 1, 2015 two adult hockey tournaments were booked; therefore, the lease will be further extended to May 15, 2015. The extension is being coordinated through the Legal Department.

The Purchasing Division, Finance Department, and Community Services Department had input in creating the RFP document.

ANALYSIS

The 2011 RFP was used as a template for the new RFP. The major changes are in the "Terms of Reference" section – pages 17 to 22.

The rental structure for the lease has been changed to reflect a fixed rental rate. In addition, the RFP allows for proponents to incorporate alternatives that provide for either owner-funded or lessee-funded fitups including kitchen appliances and tables and chairs.

IMPACT

This section does not apply to this matter.

STRATEGIC PLAN

This item is not specifically mentioned in the Corporate Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Commissioner of Community Services dated November 10, 2014 concerning the RFP to operate the John Rhodes Community Centre Restaurant Space be received and the recommendation that the RFP for the JRCC restaurant operations be issued in accordance with City policies and procedures, be approved.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'N. Apostle'.

Nicholas J. Apostle
Commissioner Community Services

attachment – RFP



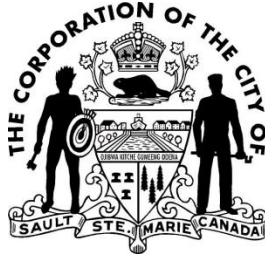
THE CORPORATION OF THE CITY OF SAULT STE. MARIE

REQUEST FOR PROPOSAL

LEASING & OPERATION OF RESTAURANT/LOUNGE AREA

JOHN RHODES COMMUNITY CENTRE

**December 1, 2014
File #2015CExxP**



THE CORPORATION OF THE CITY OF SAULT STE. MARIE

REQUEST FOR PROPOSAL

LEASING & OPERATION OF RESTAURANT/LOUNGE AREA

JOHN RHODES COMMUNITY CENTRE

The Corporation of the City of Sault Ste. Marie invites you to submit a Proposal to lease and operate the Restaurant/Lounge Area located in the John Rhodes Community Centre.

The purpose of this request is to prompt a response from experienced Proponents interested in leasing and operating the Restaurant/Lounge Area located in the John Rhodes Community Centre.

Your Proposal must contain recommendations to satisfy the requirements described in the "Terms of Reference" section supplied with this request.

During the period for Proposal preparation, any questions concerning the requirements or intent of the statements contained herein should be addressed to Mr. Norm Fera, Manager of Community Centres, telephone 705-759-5259.

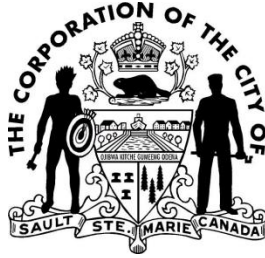
If you are in a position to submit a Proposal for this requirement, the completed Form of Proposal and any required attachments and schedules must be returned, in the Proposal envelope provided, to the Manager of Purchasing, Civic Centre, Sault Ste. Marie, Ontario, prior to the closing date. You are encouraged to make a full copy of the document for your file.

Proposals are due and will be accepted no later than 4:00 o'clock p.m., local time, Friday, January 9, 2015.

We look forward to receiving your response.

Yours sincerely

Tim Gowans
Manager of Purchasing



THE CORPORATION OF THE CITY OF SAULT STE. MARIE

REQUEST FOR PROPOSAL

LEASING & OPERATION OF RESTAURANT/LOUNGE AREA

JOHN RHODES COMMUNITY CENTRE

Sealed Proposals plainly marked as to contents, will be received by the Manager of Purchasing, Civic Centre, Sault Ste. Marie, Ontario until:

4:00 O'CLOCK P.M., LOCAL TIME, FRIDAY, JANUARY 9, 2015

for :

LEASING & OPERATION OF RESTAURANT/LOUNGE AREA

located in the **JOHN RHODES COMMUNITY CENTRE**

Each Proposal must be accompanied by a Security Deposit in the amount of \$10,000.00, in the form of a certified cheque, or commitment from a recognized Financial Institution to provide an irrevocable letter of credit, payable to the Corporation of the City of Sault Ste Marie, to qualify.

Proponents are required to make a Site Inspection of the Restaurant/Lounge Area accompanied by Mr. Norm Fera, telephone 705-759-5259, or his designate, prior to submitting a Proposal.

Request for Proposal Documents may be obtained from the office of the Manager of Purchasing, Civic Centre, 99 Foster Drive, Sault Ste. Marie, Ontario.

The highest or any Proposal will not necessarily be accepted.

Tim Gowans
Manager of Purchasing

I N D E X

- 1) INFORMATION TO PROPONENTS
- 2) FORM OF PROPOSAL
- 3) TERMS OF REFERENCE
- 4) BUILDING DIAGRAMS

SECTION 1

INFORMATION TO PROPONENTS

REQUEST FOR PROPOSALS
INFORMATION TO PROPONENTS
LEASING & OPERATION OF RESTAURANT/LOUNGE AREA
JOHN RHODES COMMUNITY CENTRE

1.0 Delivery and Opening of Proposals

Sealed Proposals properly marked as to the contents in the Corporation of the City of Sault Ste. Marie Proposal Envelopes (***please note that alternative packaging will be accepted for Proposal submissions exceeding the capacity of the envelope – use the Proposal Envelope supplied as a label***), will be received by the Manager of Purchasing, Level 2, Civic Centre, 99 Foster Drive Sault Ste. Marie, Ontario, until 4:00 o'clock p.m., local time, Friday, January 9, 2015. Late Proposals will not be accepted and will be returned unopened.

The Corporation reserves the right to reject any or all Proposals and the highest or any Proposal will not necessarily be accepted.

2.0 Errors, Omissions, Clarifications

All requests for technical information or to clarify the Terms of Reference shall be addressed to Mr. Norm Fera, Manager of Community Centres, telephone 705-759-5259 or by email to n.fera@cityssm.on.ca.

All questions and requests for clarification relating to the Request for Proposal process and/or identification of any errors or omissions in the Request for Proposal documents shall be directed to Mr. Tim Gowans, Manager of Purchasing, at (705) 759-5298, or by email to t.gowans@cityssm.on.ca. The Manager of Purchasing may, at his sole discretion, issue a written addendum. Neither the named City Contact nor the Manager of Purchasing will make oral interpretations or clarifications, as to the meaning of the Proposal documents.

3.0 Informal Proposals

Proposals which are incomplete, conditional, or obscure, or which contain additions not called for, erasures, alterations, or irregularities of any kind, may be rejected as informal.

Information to Proponents (cont'd)

Leasing & Operation of Restaurant/Lounge Area – John Rhodes Community Centre

4.0 Ability and Experience of Proponents

No Proposal will be considered from any Proponent unless known to have a background of experience in a related enterprise of a character similar to that covered by this document.

5.0 Conditions and Requirements of Work

Proponents are required to submit their Proposals upon the express conditions that they shall satisfy themselves by personal examination of the location of the proposed works. **To satisfy this requirement, Proponents are required to make a Site Inspection of the Restaurant/Lounge Area accompanied by Mr. Norm Fera, or his designate, prior to submitting a Proposal. The Date and Time of the Site Inspection shall be noted on the Form of Proposal submitted.**

6.0 Execution of Contract

The successful Proponent will be required to agree upon a Lease within 30 calendar days after the conclusion of any negotiations and approval by City Council...

7.0 Proposal Left Open

The Proponent shall keep their Proposal open for acceptance for ninety (90) days after the closing date.

8.0 Right To Accept or Reject Proposals

The City reserves the right to reject any or all Proposals or to accept any Proposal should it be deemed in the interests of the City to do so and if only one Proposal is received, the City reserves the right to reject it.

Notwithstanding the foregoing, in the event that a preferred Proposal does not exactly and entirely meet the City's requirements, the City reserves the right to enter into negotiations with the selected Proponent to arrive at a mutually satisfactory arrangement with respect to any modifications to the Proposal.

Information to Proponents (cont'd)
Leasing & Operation of Restaurant/Lounge Area – John Rhodes Community Centre

9.0 Schedule

A- Release of RFP	December 1, 2014
B- Submission of Proposal	January 9, 2015
C- Proposal Evaluation	January/February 2015
D- Recommendation of Award	February 2015
E- Award of Contract	February/March 2015

The City reserves the right to alter the scheduling of items “C” to “E”.

10.0 Proposal Copies

Five (5) complete sets of the Proposal documents are to be submitted– one (1) marked as ***“Original”*** and four (4) sets marked as ***“Copy”***. The ***“Form of Proposal”*** included with the Proposal documents marked ***“Original”*** must bear original signatures to qualify.

Proponents are asked to designate one contact person to whom any additional information deemed to be relevant to the Proposal may be communicated.

11.0 Indemnity

The successful Proponent will indemnify and save harmless the City against and from all actions, causes of action, interest, claims, demands, costs, damages, expenses or loss which the City may bear, suffer, incur become liable for or be put to by reason of any damage to property or injury or death to persons by reason of, arising out of or in consequence of breach, violation of non-performance by the successful Proponent of any provision of the agreement, or by reason of or arising out of the use of the premises or in connection with the work covered by this contract, or by reason of or arising out of any act, neglect or default by the successful Proponent or any of its agents or employees or any other person or persons, in, on, or about the premises.

The Proponent further covenants that the indemnity herein contained shall extend to all claims, loss, cost and damages by reason of or arising out of improper or faulty erection of equipment erected or installed in connection with this Agreement by the Proponent, its servants or agents, whether or not these have been approved by the City, its servants or agents. The rights to indemnity contained in this paragraph shall survive any termination of this agreement, anything in this agreement to the contrary notwithstanding.

Information to Proponents (cont'd)

Leasing & Operation of Restaurant/Lounge Area – John Rhodes Community Centre

12.0 Insurance Policy & Certificate

The successful Proponent will indemnify and save harmless the Corporation of the City of Sault Ste. Marie of any action arising out of the course of this agreement and will provide a Certificate of Insurance certifying Public Liability and Property Damage Insurance for a minimum of \$2,000,000.00 per occurrence, prior to the commencement of the contract.

The successful Proponent shall maintain such insurance as will protect the Proponent and the City Corporation from all claims for damage or loss, or personal and bodily injury, including death, and from all claims of property damage on an occurrence basis which may arise from their operation under this contract.

The insurance shall be Comprehensive Liability Insurance, including Product and Completed Operations Liability, Contractual Liability, Owners and/or Contractors Protective Liability, Contingent Employers Liability, and shall contain a Cross Liability Clause protecting the City Corporation as if separately insured. The insurance shall have a limit of not less than \$2,000,000.00 inclusive for any one occurrence.

The deductible amount or amounts in any insurance policy required by the City pursuant to this contract shall be subject to the approval of the City. In the event that the City does not accept the deductible amount as proposed by the Contractor, the Contractor shall provide insurance coverage with a deductible amount acceptable to the City.

13.0 Health & Safety Requirements

The successful Proponent will be required to meet all of the requirements of the City's Contractor Prequalification Program prior to the commencement of occupancy of the leased space. Details of the Program requirements may be obtained by contacting Aldo Iacoe, Health & Safety Coordinator - Human Resources Department at 705-759-5367. Preference may be given to Proponents who have completed, or are in the process of completing this requirement prior to submitting a Proposal in response to this RFP.

The successful proponent will be required to submit an original Certificate of Good Standing from the Ontario Workplace Safety & Insurance Board on request by the City and shall provide additional certificates as often as is deemed necessary by the City during the term of the contract to ensure continued good standing with the Workplace Safety & Insurance Board.

Information to Proponents (cont'd)

Leasing & Operation of Restaurant/Lounge Area – John Rhodes Community Centre

14.0 Subletting

The successful Proponent shall keep the work under their personal control, and shall not assign, transfer or sublet any portion without first obtaining the written consent of the Commissioner of Community Services Department. The consent of the Commissioner of any such assignment, transfer or subletting, shall not, however, relieve the successful Proponent of any responsibility for the proper commencement, execution and completion of the work according to the terms of the contract, and the successful Proponent shall, either in person or through an accredited agent, receive all notices, communications, orders, instructions or legal service as if the Proponent were performing the work with their own plant and employees.

15.0 Security Deposit

Each Proposal must be accompanied by a Security Deposit in the amount of \$10,000.00, in the form of a certified cheque, or commitment from a recognized Financial Institution to provide an irrevocable letter of credit, payable to the Corporation of the City of Sault Ste Marie, to qualify.

The Security Deposit of the successful Proponent will be retained by the City (no Interest will be paid) for the duration of the Lease Agreement and any extensions; and until all monies due to the City as a result of the lease and operation of the Restaurant/Lounge Area have been paid, as determined by the Commissioner of Community Services at his sole discretion. The Security Deposits of the unsuccessful Proponents will be returned after award of the Contract is made.

16.0 Incurred Costs

The City will not be liable nor reimburse any Proponent for costs incurred in the preparation of Proposals, inspections, demonstrations, or any other services that may be required as part of the evaluation process. **Whenever possible, at the sole determination of the City, additional information and/or clarifications will be obtained by telephone or other electronic means.**

17.0 Alterations to Documents

No electronic reproduction or alteration of the original document will be permitted under any circumstance. The Proponent shall not change the wording of the Proposal after submission; and no words or comments shall be added to the general conditions or detailed specifications unless requested by the Manager of Purchasing for the purpose of clarification.

Information to Proponents (cont'd)

Leasing & Operation of Restaurant/Lounge Area – John Rhodes Community Centre

18.0 *Confidentiality & Post-Award Comment*

No Proponent shall have the right to review or receive any information with respect to a Proposal, documentation, or information submitted by any other Proponent. The content of the Proposal, and all documentation, and information shall be held in confidence by the City subject only to the provision of freedom of information and privacy legislation, including without limitation, the *Municipal Freedom of Information and Protection of Privacy Act*. Post-Award Comment by the City regarding this Request for Proposal will be limited to written notification to all Proponents of the successful Proponent's name and address **only**. In submitting a Proposal, Proponents acknowledge and agree to this provision.

19.0 *Municipal Freedom Of Information & Protection Of Privacy Act*

The Corporation of the City of Sault Ste. Marie is governed by the provisions of the Municipal Freedom of Information and Protection of Privacy Act. The Act gives persons a right of access to information held by the municipality. The right of access is subject to the exemptions contained in the Act.

SECTION 2

FORM OF PROPOSAL

FORM OF PROPOSAL

LEASING & OPERATION OF RESTAURANT/LOUNGE AREA

JOHN RHODES COMMUNITY CENTRE

Mr. Tim Gowans
Manager of Purchasing
Civic Centre
Sault Ste. Marie

I/We the undersigned, having carefully examined the specifications provided, and having read the general conditions and instructions to bidders, attached to and forming a part of this Proposal, hereby propose and agree to lease the Restaurant/Lounge Area located in the John Rhodes Community Centre commencing operations on or before September 1, 2015; as outlined in this Request for Proposal.

I/We have included the required Security Deposit in the amount of \$10,000.00, in the form of a certified cheque, or commitment from a recognized Financial Institution to provide an irrevocable letter of credit, payable to the Corporation of the City of Sault Ste Marie with the Proposal. I/We are aware that Proposals submitted in the absence of the required Security Deposit will not be considered.

The mandatory Site Inspection accompanied by Norm Fera, Manager of Community Centres, or his designate, was conducted on _____ (state date & time).

I /We have attached the required Rent Schedule, specified documentation including references and details of experience of key personnel, and all other requirements of this Request for Proposal.

I/We understand that any Proposal submitted without the required attachments and documentation may not be considered.

I/We understand that the Proposal submitted shall include five (5) complete sets of Proposal documents labeled as outlined in Section 1 – Information to Proponents.

It is hereby understood and agreed that upon acceptance of this Proposal by the Corporation of the City of Sault Ste. Marie, a Lease Agreement covering the terms of the Agreement will be prepared by the City, at its own expense, and executed by all parties. This lease will constitute the Agreement for the lease of the space for the Restaurant/Lounge Area in conjunction with the Request for Proposal document and the Proposal submitted.

Form of Proposal (cont'd)

Leasing & Operation of Restaurant/Lounge Area – John Rhodes Community Centre

I/We agree that this Proposal shall be irrevocable from the time and date that Proposals are opened until the contract is awarded or ninety (90) days after the closing date, whichever occurs first.

I/We agree that this Proposal is made without any connection, knowledge, comparison of figures or arrangements with any other person or persons submitting a Proposal for the same purpose and is in all respects fair and without collusion or fraud.

I/We further declare that no member of the City Council, or any officer or employee, of the Corporation of the City of Sault Ste Marie, is, or will become interested directly or indirectly as a contracting party, partner, surety or otherwise in the performance of the Contract, or in the supplies, work or business to which it relates or in any portion of the profits thereof, or of any such supplies to be used therein, or in any of the monies to be derived therefrom.

It is further understood and agreed that the highest, or any Proposal, will not necessarily be accepted, and that the City Corporation reserves the right in its absolute discretion to reject any or all Proposals or accept the Proposal including any options deemed most acceptable to the City Corporation.

The City further reserves the right to negotiate further with the successful Proponent to finalize terms and conditions of the Proposal.

This ***“Form of Proposal”*** must be completed, signed in ink, and returned as part of the Proposal submission to qualify.

Form of Proposal (cont'd)

Leasing & Operation of Restaurant/Lounge Area – John Rhodes Community Centre

NAME OF FIRM

ADDRESS

CITY

POSTAL CODE

SIGNING OFFICER SIGNATURE

WITNESS' SIGNATURE

(must be present if Corporate Seal is not affixed to Form of Proposal)

SIGNING OFFICER'S NAME (please print)

TELEPHONE NUMBER

DATE

FAX NUMBER

SECTION 3

TERMS OF REFERENCE

TERMS OF REFERENCE

LEASING & OPERATING RESTAURANT/LOUNGE AREA JOHN RHODES CENTRE

1. Introduction

The Corporation of the City of Sault Ste. Marie (“the City”) is seeking Proposals from qualified Proponents to lease and operate the restaurant/lounge area located the John Rhodes Community Centre. The restaurant/lounge area caters to both users of the John Rhodes Community Centre, and outside patrons. The restaurant/lounge area is approximately 6,000 square feet in size and is located on the Second Level of the John Rhodes Community Centre. It has viewing to both arenas; and is in close proximity and easily accessible to the Sault Ste. Marie Gymnastic Club and the Municipal Pool. Layout Drawings of the John Rhodes Community Centre are included in Section 4 of this RFP.

The restaurant/lounge area has been operated by a private sector operator since its opening in 1999. The Gross Sales reported for the restaurant/lounge area for 2011, 2012, and 2013 averaged \$543,574.00/year excluding H.S.T. Previously for 2008, 2009, and 2010, the Gross Sales reported averaged \$785,470.00 excluding H.S.T. annually. Future Sales Levels are not guaranteed.

The City’s intention through this Request for Proposals is to select a Proponent to lease and operate the restaurant/lounge area under an agreement that would be similar for comparable operations located in a similar environment.

Proponents are required to make a Site Inspection of the Restaurant/Lounge Area accompanied by Mr. Norm Fera, telephone 705-759-5259, or his designate prior to submitting a Proposal.

Each Proposal must be accompanied by a Security Deposit in the amount of \$10,000.00, in the form of a certified cheque, or commitment from a recognized Financial Institution to provide an irrevocable letter of credit, payable to the Corporation of the City of Sault Ste Marie.

2. The Venue

Though originally constructed in 1978, and expanded in 1999/2000, the John Rhodes Community Centre remains a state-of-the-art sports and recreation facility. The restaurant/lounge area is to be operated in a manner consistent with this status.

Terms of Reference (cont'd)

Leasing & Operation of Restaurant/Lounge Area – John Rhodes Community Centre

The John Rhodes Community Centre houses a twin pad arena, a 25 meter - 8 lane pool, the Sault Ste. Marie Gymnastic Club, a Pro Shop along with other amenities. The site also has two football fields, an all weather track, a Skate Park, a Slo-Pitch diamond, mini-soccer fields, and a cricket pitch.

3. Background

At their September 29, 2014 meeting, City Council authorized staff to initiate a Request for Proposal process for the restaurant/lounge area at the John Rhodes Community Centre. The timing of the process is such that the City expects a proponent to be selected and operational prior to September 1, 2015. The present tenant's lease expires in May of 2015.

4. Scope of Operation and Leasing of the Lounge

The City in consultation with private sector consultants provided the fit-up of the restaurant/lounge area in 1999. Most of the furniture, fixtures and equipment are approximately 14 years old.

The successful Proponent will operate a full-service restaurant bar operation in accordance with all applicable laws; and maintain operations in a manner appropriate for a venue of this type. Expenses associated with this requirement will be the responsibility of the successful Proponent.

Operation of the restaurant/lounge area includes but is not limited to the following:

- the restaurant/bar located at the John Rhodes Community Centre, 260 Elizabeth Street, Sault Ste. Marie, ON;
- the lounge will provide a family-oriented "SMOKE FREE" environment;
- the hours of operation will be somewhat flexible depending on the events. The City may require the restaurant/lounge area to be open during certain hours when the Community Centre is open.
- there are numerous special events at this facility and the successful Proponent will be required to work together with the events organizers;
- serving of alcohol is required as part of the operation. The successful Proponent must be able to lawfully hold a Liquor License in Ontario.
- the furniture, fixtures and equipment are 14 years old. The proponent's proposed rental structure can incorporate alternatives that provide for owner-funded, or lessee-funded fitups. It is estimated that a maximum cost of \$100,000.00 could be attributed to upgrades.

Terms of Reference (cont'd)

Leasing & Operation of Restaurant/Lounge Area – John Rhodes Community Centre

Details concerning these proposed upgrades should be included in the Proposal.

If the event, that the Proponent wishes the City to fund all or a portion of the upgraded fitups, these would be limited to tables and chairs, major kitchen appliances, and similar items. Proponent should provide a list of the items to be upgraded. City-funded upgrades will remain the property of the City. Proponent should indicate the ownership and disposition of any lessee-funded upgrades funded after the lease is ended.

Upgrades to furniture, fixtures and equipment, whether owner or lessee funded, are subject to written approval in advance by the City. Significant changes to the existing décor of the Restaurant/Lounge Area also require advance written permission.

The City will provide existing tables, chairs, millwork, and kitchen equipment. The successful Proponent will provide all of the smallware, (dishes, knives, forks, glasses, pots, pans, etc.), however some smallware items may be available at start up. Clarification of included equipment and furnishings can be obtained during the Site Inspection.

- qualified “Smart Serve” personnel will be required;
- qualified serving and cooking staff will be required;
- the cleaning (janitorial) duties and supplies will be responsibility of the lessee;
- the City tenders for certain products on a Corporation-wide basis. Some of these products, i.e. soft drinks, will be used in the operation of the restaurant/lounge area. The successful Proponent will be required to use products awarded under these tenders in their operations and will be eligible for City pricing;
- the City will be operating food/beverage concessions in other areas of the building.

5. Structure of Agreement

The successful Proponent will be required to enter into a standard lease agreement with the City; similar to those employed for establishments located in a similar facility. The City will prepare the lease based upon the terms proposed by the successful Proponent. The terms of the lease will include, but not be limited, to the following:

- the length of the agreement - the City prefers a 5 year term with option to renew, contingent upon successful negotiations between the City and the successful Proponent;

Terms of Reference (cont'd)

Leasing & Operation of Restaurant/Lounge Area – John Rhodes Community Centre

- lease payments - the City prefers that rent be calculated based on a Fixed Monthly Rental Rate plus H.S.T. for the lease of the restaurant space and use of the common area amenities such as lobby area, parking, etc. The City understands that programming of the facility fluctuates from season to season, with the fall and winter months being the busiest, and is receptive to rent schedules that account for this. Alternative Rent Proposals may be considered;
- additional items - the successful Proponent will also be responsible for additional items which include, but are not limited to:
 - cleaning costs
 - property taxes (Municipal Taxes for 2014 approximately \$18,600.00)
 - payment of all applicable Sales Taxes (i.e.: H.S.T.)
 - maintaining Commercial General Liability Insurance (minimum of \$2,000,000.00 per occurrence – City to be named as Co-Insured)
 - maintaining a Security Deposit in the prescribed form and amount with the City for the duration of lease agreement.

6. Minimum Qualifications

An important evaluation criteria will be demonstrated experience in the operation of restaurant/lounge services. Proposals shall include details of the experience of the Principals and other Key Personnel. Proposals which do not demonstrate this level of experience will not be considered.

The City may also examine the Proponent for responsibility. Responsibility shall include such measures as financial stability, references, and other information related to responsibility. Proponents should be prepared to satisfy the City, upon request, that they possess the financial ability to support the start-up and ongoing costs associated with the lease and operation of the restaurant/lounge area.

7. Proposal Content

Five (5) sets of the Proposal documents shall be submitted – one (1) marked as ***“Original”*** and four (4) marked as ***“Copy”***.

To aid the City in evaluation of the Proposals submitted, the following components are to be included in each set of Proposal documents. The order is to be maintained in the Proposal Submission. Pages are to be numbered and each document securely bound (method at discretion of Proponent):

Terms of Reference (cont'd)

Leasing & Operation of Restaurant/Lounge Area – John Rhodes Community Centre

Title Page - Showing RFP name and file number, closing date and time, Proponent's name, address, telephone number, facsimile number and Contact Person.

Table of Contents - Include page numbers.

Letter of Introduction - One page, introducing the Proponent and signed by the person(s) authorized to sign on behalf of, and bind the Proponent to, statements made in response to this RFP.

Form of Proposal - As included in Section 2 of the Request for Proposal – alterations not permitted. Signed and witnessed as required – original signatures must be present on the Proposal Document set marked “**Original**”.

Proponent's Response –

Summary – Short one or two page summary of the key features of the Proposal. Proponents should outline their vision for the type of operation that they are proposing.

Leasing Term & Lease Payments – State proposed length for the Lease as well as the lease payment amounts and terms. **It should be noted that the Lease Payments require the payment of H.S.T. in addition to the Fixed Monthly Rental Rate.** See Section 5 above in the Terms of Reference for information regarding the City's minimum expectations for the Lease Agreement.

Marketing, Hours of Operation, & Menu – Detail the marketing, programming and/or systems that the Proponent plans to use to enhance the number of patrons and revenues, both from users of the John Rhodes Community Centre and outside.

Proponents should detail their proposed hours of operation – should reflect any seasonal changes.

A sample Menu should be included. Menu should include a variety of offerings appropriate for the patrons of the facility as well as the general public.

Qualifications & Experience – detail skills, qualifications and certifications of Proponent (Principals) and Key Staff for their proposed roles in the operation of the restaurant/lounge area as demonstrated in operations of a similar type, size and complexity.

References – Proponents are required to provide a minimum of four (4) references – should include personal, professional and financial parties with whom the Proponent has had relationships with in the last five (5) years.

Terms of Reference (cont'd)

Leasing & Operation of Restaurant/Lounge Area – John Rhodes Community Centre

Proponents should also include any other information or documentation that they deem to be of assistance to the City during the Evaluation Process.

8. Evaluation

The City of Sault Ste. Marie will evaluate all Proposals received on the basis of defined evaluation criteria. These criteria will not be made available to prospective Proponents. The evaluation criteria will reflect the submission requirements above and include:

- The degree to which all objectives of the City of Sault Ste. Marie are met;
- Quality and clarity of the submission;
- Demonstrated experience and qualifications;
- Financial responsibility;
- Financial Return to the City based on proposed lease payments.

The above list of criteria represents areas which are to be specifically addressed in the Proposal. The evaluation process will not be limited to these areas. Other criteria not specifically listed above will also receive consideration. The order in which the criteria are listed does not indicate the weighting of the evaluation.

As noted, the City of Sault Ste. Marie reserves the right, in its sole and absolute discretion to select a preferred Proponent with which to negotiate a final contract, terminate the Proposal call and negotiate with one or more Proponents, or reject any and all Proposals. The City of Sault Ste. Marie will not necessarily select the Proposal with the highest proposed revenue; or any other Proposal.

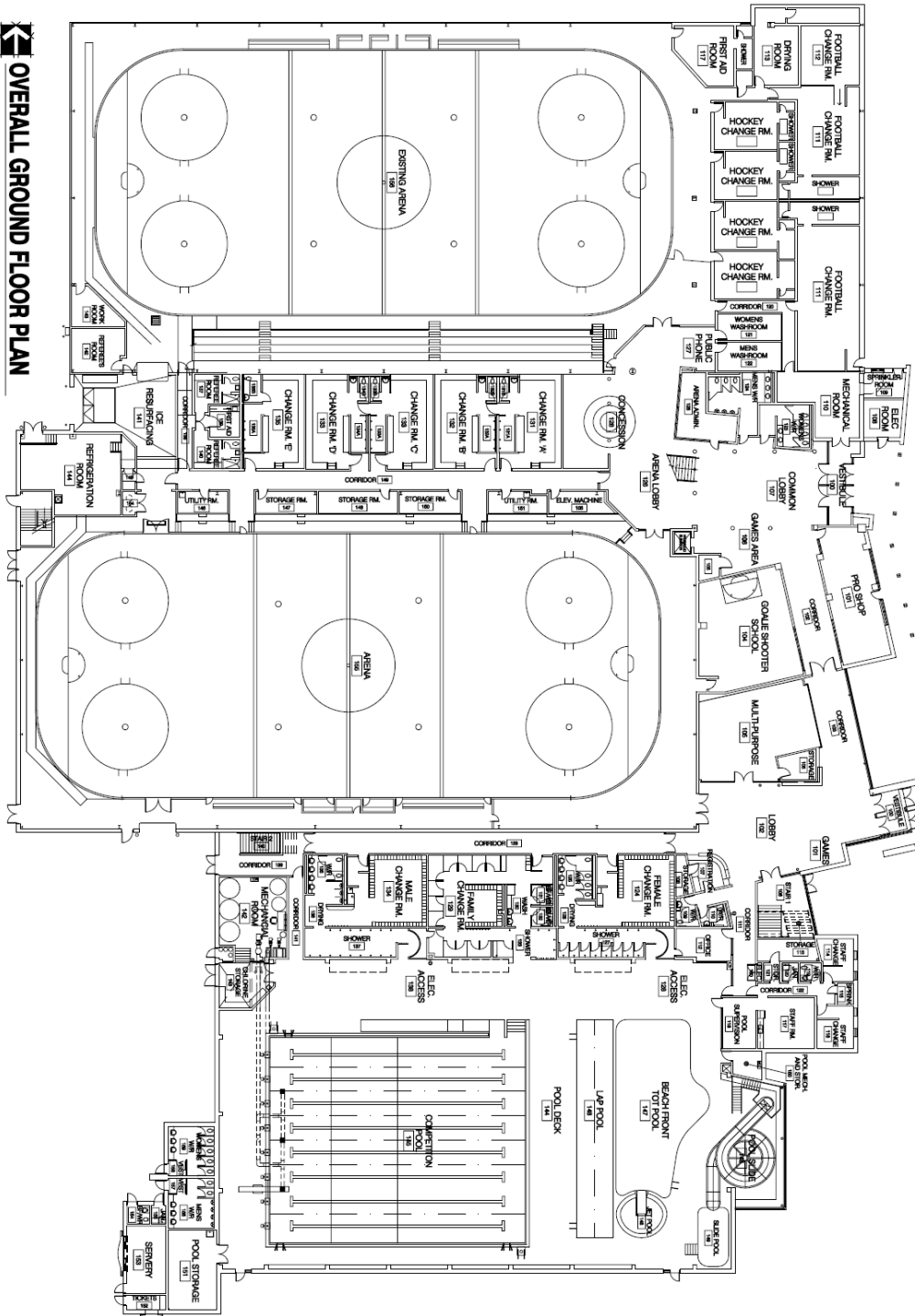
Proponents are reminded that there is no recourse to the City of Sault Ste. Marie for its decision and the City of Sault Ste. Marie will not provide any compensation to Proponents for costs incurred in the preparation of Proposals; or preparation for, or attendance at, any interview requested as part of the evaluation process for Proposals received.

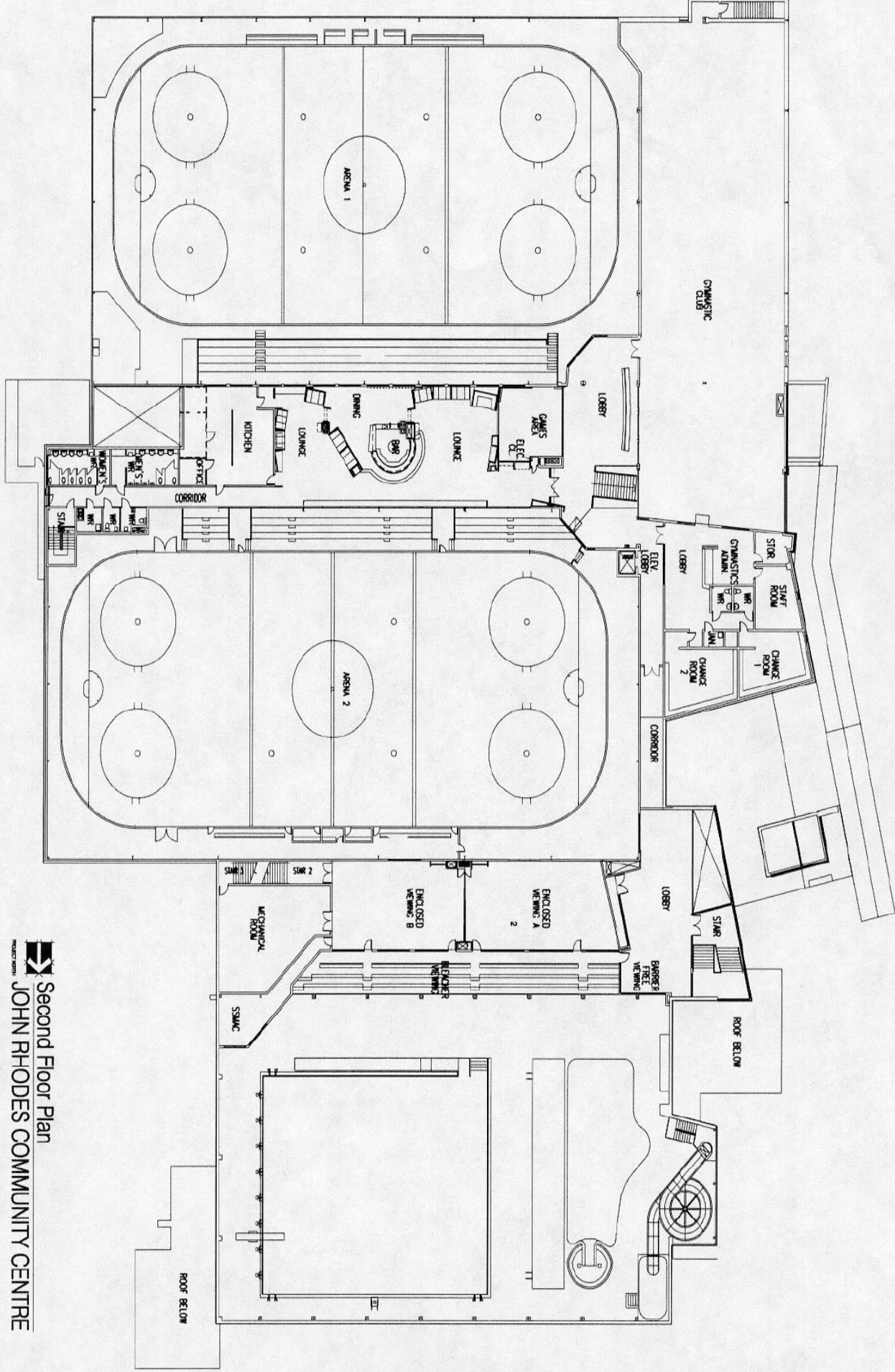
The City of Sault Ste. Marie will endeavour to complete the evaluation process in the shortest time possible. **The City of Sault Ste. Marie reserves the right to contact Proponents to seek clarification of the Proposals, as submitted, to assist in the evaluation process.**

SECTION 4

BUILDING DIAGRAMS

OVERALL GROUND FLOOR PLAN







COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Joseph J. Cain, Manager Recreation and Culture

DEPARTMENT: Community Services Department

RE: Designated Heritage Property Tax Rebates

PURPOSE

To provide Council with a summary of, and to seek Council's approval for, the tax rebates being recommended for the 2013 tax year by the Sault Ste. Marie Municipal Heritage Committee for those owners of heritage properties enrolled in the Heritage Property Tax Rebate Program.

BACKGROUND

The Ontario Government, under the Municipal Act, allows municipalities to grant tax rebates of 10% to 40% on the value of an "eligible" heritage property in order to stimulate the restoration and preservation of Ontario's unique heritage assets. In the spring of 2005, City Council passed a resolution accepting the implementation of a 40% Tax Rebate Program in our community. Bylaw 2005-186 outlines the guidelines for those enrolled in the program.

Heritage properties are an important community resource; however, increased costs are often associated with their restoration and maintenance. Programs such as the Sault Ste. Marie Heritage Property Tax Rebate Program recognize these costs, and are seen as an investment in the community by preserving our City's unique cultural heritage and supporting owners of heritage properties. Currently there are 15 owners of 16 heritage properties enrolled in the program. There are a total of 37 heritage sites in the city of Sault Ste. Marie designated under Part IV of the Ontario Heritage Act, and 6 registered sites of cultural heritage value under section 27(1.2) of the Act. Enrolment into the program requires the completion of a Heritage Easement Agreement between the City and the property owner which is then registered on the property title.

ANALYSIS

Owners enrolled in the Heritage Property Tax Rebate Program must complete an annual application for the rebate and indicate what work they plan to do to maintain their heritage property. Property inspections are conducted annually by members of the Sault Ste. Marie Municipal Heritage Committee and a City Building Inspector to ensure that adequate ongoing maintenance is occurring and that owners are following their maintenance plans. Recommendations for owners to receive the tax rebate are made based upon current and previous inspections and the owners maintenance record.

Applications for the 2013 tax rebates have been received from 13 owners for 14 designated heritage properties in the City.

The following properties and owners qualify for the Heritage Property Tax Rebate for the 2013 tax year.

1. **875 Queen Street – Forest Insect Laboratory** - Owned by 1022291 Ontario Ltd.
2. **69 Church Street – Air Service Hanger** – Owned by 1022291 Ontario Ltd.
3. **10 Kensington Terrace, Unit #1- Upton House** – Owned by Dawn MacPhee
4. **10 Kensington Terrace, Unit #2 – Upton House** – Owned by Margaret Keenan
5. **10 Kensington Terrace, Unit #3- Upton House** – Owned by Domenic and Brenda DiSisto in 2013
6. **193 Pim Street – Wellington Square Townhouses** – Owned by Mark Coleman
7. **189 Pim Street – Wellington Square Townhouses** – Owned by Jacques Potvin and Joanne Zeppa
8. **191 Pim Street – Wellington Square Townhouses** – Owned by Greg and Patricia Vaughan
9. **115 Upton Road – 1902 Family Residence** – Owned by Dr. T. Best and Dr. M. Leahy
10. **242 - 246 Queen Street East – Hussey Block** – Owned by W. M. Watts Investments Limited
11. **864 Queen St. East – Algonquin Hotel** – Owned by Martin Fiser
12. **1048 Queen Street East – Eastbourne Manor** – Owned by Essar Steel Algoma Inc.
13. **358 – 356 Queen Street – Barnes/ Fawcett Block** – Owned by Sault Financial (Corp) Limited
14. **143 McGregor Avenue – McLeod Family Residence** – Owned by Jacob and Sarah St. Amour

The Sault Ste. Marie Municipal Heritage Committee passed the following resolution at their November 3, 2014 meeting:

Moved by: Dr. R. Ewing
Seconded by: R. Kinghorn

“Resolved that the Sault Ste. Marie Municipal Heritage Committee endorse the 2014 property inspection report for those designated heritage properties enrolled in the Designated Heritage Property Tax Rebate program and that based on the results of the property inspections, recommends to City Council that the Designated Heritage Property Tax Rebate for the 2013 tax year be paid to all enrolled owners and further that a report be sent to City Council to approve the rebates.” **CARRIED**

IMPACT

The amount of the rebate varies annually depending on the number of applicants. The rebate for the 2012 tax year totaled \$71,555.85 of which the municipal portion was \$53,377.96 and the education portion \$18,177.89. It is expected that the 2013 tax year will be similar to that of the 2012 tax year. This is pending Council's approval and final calculations by the Finance Department.

STRATEGIC PLAN

This item does not relate to the Corporate Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

That the report of the Manager of Recreation and Culture concerning Designated Heritage Property Tax Rebates be received and that the recommendation of the Sault Ste. Marie Municipal Heritage Committee that the designated heritage property tax rebates for the 2013 tax year be paid to the qualified owners of designated heritage properties enrolled in the program, be approved.

Respectfully submitted,

Recommended for approval,



Joseph J. Cain
Manager Recreation and Culture



Nicholas J. Apostle
Commissioner Community Services

cc: B. Freiburger, City Treasurer
P. Liepa, City Tax Collector



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Joseph J. Cain, Manager Recreation and Culture

DEPARTMENT: Community Services Department

RE: Steelton Seniors Centre Canopy Roof Update

PURPOSE

The purpose of this report is to update City Council on the status of the roof replacement project at the Steelton Senior Citizens Centre at 235 Wellington Street West and to seek Council's approval to revise the original project plan..

BACKGROUND

As a result of a consultant's analysis, a report was presented to City Council at the January 20, 2014 meeting (attached) regarding the replacement of the two flat roofs at the Steelton Centre, as well as performing required structural repairs to the entrance canopies.

The Steelton Seniors Centre complex includes two buildings joined by an enclosed vestibule and entrance canopies. The west building has a high-pitched shingled roof which is in good condition. The east building has a flat PVC roof that will require replacement in the near future. In between the two buildings are the entrance vestibule and canopies which has a flat PVC roof and is in need of replacement in 2015.

This project was approved as a part of the 2014 budget in the amount of \$115,820 including \$50,320 for the lower roof replacement and canopies repair; and \$65,500 for the upper roof replacement of the east wing of the building.

The plan for the project included using City forces to do the repairs to the canopy structure.

Three bidders responded to the roofing tender. The lowest tender was \$129,000 plus HST. This, in addition to the work to be done by PWT forces to repair the canopy structure, put the project substantially over budget. The consultant (STEM Engineering) accounted for this stating that it was "volatility in the current pricing due to an unpredictable and saturated market". Part of this was attributed to the tender being offered late in the season after most contractors were committed to other projects. The

decision was made to postpone the project until the spring of 2015 when it is anticipated that market conditions will be more favourable.

ANALYSIS

Recently, the consultant advised that a revised budget should be developed for the project given that the original budget appeared to be lower than current market conditions. The lower canopy roof needs to be replaced at this time since it is leaking constantly, the roof membrane is beyond repair, and structural repairs are required to the canopy. The upper roof, although near the end of its life span, is not as in need of immediate replacement and could wait for another year or two.

STEM Engineering has provided a revised budget for the lower canopy roof and repairs to the canopy structure including structural repairs to the canopy, roof replacement, consulting fees and additional items to the original plan, such as pointing and sealing the masonry on both sides of the canopy to prevent leakage through the existing brick, replacement of deteriorated caulking, and the installation of an access ladder to the upper roof.

Further to this, the consultant is recommending preparatory work for the future replacement of the upper roof. The roof top units (RTUs) for heating and air conditioning are beyond their life expectancy and should be changed before or at the same time as the roof is replaced. This avoids work being done after the new roof membrane is installed thus avoiding punctures to the new PVC membrane. To prepare for the replacement of the RTUs it is recommended by the consultant that an HVAC study be done to determine a scope and budget. The HVAC and roof replacement budgets will then be combined to determine a total project budget for the upper roof. The HVAC study will cost an additional \$2,500 plus miscellaneous disbursements. Funding is within the project budget.

Staff recommends that any remaining funds be reserved for the future replacement of the upper (east) roof membrane.

IMPACT

Funding in the amount of \$115,820 was provided in the 2014 budget and could be carried over to 2015 to complete the lower roof project and fund the HVAC study. Remaining funds would be reserved for the future replacement of the upper (east) roof.

STRATEGIC PLAN

This item is not included in the strategic plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

That the report of the Manager of Recreation and Culture be received, and that the recommendation that the roof replacement project at the Steelton Senior Citizens Centre, 235 Wellington Street West, be re-tendered for the lower canopy roof work only, and further that an HVAC study be conducted on the upper (east) roof; and that the

funds identified in the 2014 budget for replacement of both upper and lower roofs be used to fund the re-tendered project, with any remaining funds reserved for the future replacement of the upper roof, be approved.

Respectfully submitted,



Joseph J. Cain
Manager Recreation and Culture

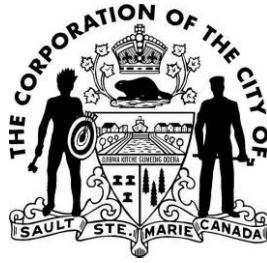
Recommended for approval,



Nicholas J. Apostle
Commissioner Community Services

cc: B. Freiburger

attachment



COUNCIL REPORT

January 20, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Joseph J. Cain, Manager Recreation & Culture

DEPARTMENT: Community Services Department

RE: STEELTON SENIORS CENTRE – CANOPY ROOF AND ROOF ON THE EAST WING

PURPOSE

To advise Council on the condition of the canopy roof and canopy structures which cover the exterior and interior entrance areas of the Steelton Seniors Citizens Centre at 235 Wellington Street West. In addition the report addresses the main roof of the east wing of the building.

BACKGROUND

The Steelton Senior Citizens Centre is a complex of two buildings which are joined by a vestibule. The west building is the former Steelton Library and has a peaked roof. The east building was built in the early 1960's and has a flat roof. At the time it was joined to the Library by a vestibule which also has a flat roof and extends to the exterior on both the north and south sides to form an entrance canopy. For several years the interior entrance vestibule and the exterior canopy of the facility have had a persistent problem with a leaking roof. The canopy roof has been patched numerous times over the years. The roof of the east wing of the complex has also been leaking and has had to be patched numerous times over the past several years. Both roofs are well past their normal life expectancy.

Staff determined that a company, capable of providing an independent analysis on the roofs, needed to be engaged to perform an inspection of the roofs and provide a report. In January of 2013 Garland Inc. was contracted to do an inspection of the roofs and provide a report.

It was also determined that a structural review of the canopy roof support system should be undertaken to determine if the extensive leaking had caused damage to the wood frame and roof decking. STEM Engineering was contracted in the fall of 2013 to conduct the structural review.

ANALYSIS

A copy of the inspection reports are not included as part of this report due to their size. A copy (electronic or hard copy) can be obtained from the Community Services Department office. The Inspection Report by Garland Inc. states that “overall the inspection found the canopy roof to be in a failed state and the existing PVC membrane has run the course of its serviceable life and needs to be replaced”. The recommendation is that it be replaced as soon as possible. The cost estimate to replace the canopy roof is \$28,000.

The inspection of the east wing roof, referred to in the report as the upper roof, indicates that overall it is in generally poor condition and should be replaced by 2015. The cost estimate to replace this section of roof is \$56,000.

The STEM Engineering report on the structural integrity of the canopy roof support system indicates that the roof deck and wood frame is in varied degrees of deterioration due to water leakage over a long period of time. The south exterior canopy is in the worst condition with 50% of the roof deck being saturated with water or rotten. Some support joists are rotten and the steel framing contains surface rust from the high moisture penetration. Similar conditions exist on the north exterior canopy but the roof deck is showing less decay. The roof support system over the interior entrance of the building, although showing the signs of water stains on the wood frame, is not showing any signs of rot.

The solution being proposed is to:

- Remove the roof and the roof decking to conduct a structural assessment from the top of the structure;
- Reinforce/replace the specific joists which contain rot;
- Clean the steel members and coat with protective paint;
- Replace the roof decking.

The estimated cost to do this work is \$15,000. STEM states that the canopy does not require any stabilizing prior to repairs being done.

It is recommended that both the canopy roof and the west wing roof replacements be done, if possible at the same time as one project which will save money, rather than having the projects done separately. As well, the repairs to the structural support system for the canopy roof will also need to be performed at the same time. City forces will be used where possible to do the

repairs to the canopy structure. A roofing engineer will be contracted, as required, to draw up the specifications and drawings for the replacement roofs and to perform necessary inspections. The estimated cost to replace the roofs and do the canopy structural repairs is \$99,000. It is recommended that a 15% contingency be added for unforeseen costs, inflation and engineering services as required, which brings the estimated cost to \$113,850.

IMPACT

This project has been included in the 2014 budget as a capital from current request. Due to the deteriorated condition of the canopy structure and roof, it is recommended for immediate replacement in the spring of 2014.

STRATEGIC PLAN

This item is not included in the Corporate Strategic Plan.

RECOMMENDATION

That the report of the Manager, Recreation and Culture on the condition of the flat roofs and the canopy structure at the Steelton Seniors Centre at 235 Wellington Street West be received as information and that the estimated cost to replace the roofs and repair the canopy structure of \$113,850 be referred to the 2014 budget.

Respectfully submitted,



Joseph J. Cain
Manager Recreation & Culture

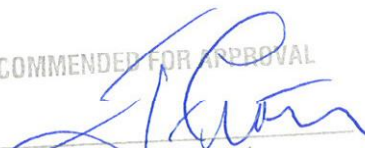
Recommended for approval,



Nicholas J. Apostle
Commissioner Community Services

jb/council/2014/steelton seniors centre canopy roof

RECOMMENDED FOR APPROVAL



Joseph M. Fratesi
Chief Administrative Officer



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Jerry Dolcetti, Commissioner

DEPARTMENT: Engineering and Planning Department

RE: Orthophotography – Floodplain Mapping

PURPOSE

The purpose of this report is to update Council regarding the status of orthophotography in assisting floodplain mapping.

BACKGROUND

Subsequent to the unprecedented flooding that occurred in September and November 2013, Sault Ste. Marie Regional Conservation Authority (SSMRCA), City staff and the Innovation Centre investigated opportunities to secure updated orthophotography to assist in producing floodplain mapping for the city and area.

Partnerships were explored between the Province (MNR), City, PUC, SSMRCA and the Innovation Centre. Initial estimates to bring forward this review were in the range of \$80,000; \$40,000 from the Province, \$20,000 from the City and \$20,000 from PUC. In conversation with the Innovation Centre, the level of effort to carry out this task requires contour intervals to be mapped at one (1) meter intervals. Carrying out this effort would require a budget of between \$150,000 – \$200,000.

ANALYSIS

The original funding estimates are inadequate to address the level of need in producing a suitable result and therefore the project cannot proceed this fall. However, staff are assessing various other options which include requesting additional funds from the Province. The SSMRCA Board has accepted staff's report (attached) and passed the following resolution:

Whereas due to the age of the floodplain mapping currently used for regulatory planning and the results from the dramatic flood events of 2013; Resolved that the SSMRCA seek funding from the Province to assist in meeting the local orthophotography needs,

and further that the SSMRCA seek funding from the Federal Government to assist in meeting the local orthophotography needs, and further that the Board encourages SSMRCA staff and the City of Sault Ste. Marie to continue to seek alternative funding and other partnership options.

IMPACT

The cost associated with carrying out this task has more than doubled. It is therefore Staff's position that efforts be made to reassess options with the Province and other funding partners with a follow-up report to Council outlining revised budget requests and participation levels from funding sources.

STRATEGIC PLAN

Stormwater management is linked with Strategic Direction 1A – Environmental Leadership under Developing Solid Infrastructure.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Commissioner of Engineering, dated 2014 11 10 be received and that City staff in cooperation with the SSMCRA work towards seeking additional funds from the Province and other partnership options to implement orthophotography requirements, be approved.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'J. Dolcetti', with a stylized flourish at the end.

Jerry Dolcetti, RPP
Commissioner
Engineering & Planning Department

/bb
Attach.

MEMO

Date: September 30, 2014

To: Chair and Members
Conservation Authority Board

From: Rhonda Bateman

Re: Ortho-photography Update

As a result of the flooding that occurred in the summer and fall of 2013, the Innovation Centre initiated a call for support from the Sault Ste. Marie Region Conservation Authority (SSMRCA) for an ortho-photography update. THE SSMRCA staff responded to the request with a letter of support to the Ministry of Natural Resources (MNR). Discussions with the MNR were conducted through the Innovations Centre staff. A budget estimate was obtained, presented to the City staff and passed through the City's budget process. Both the City and PUC agreed to partner in the project at a cost of \$20,000 each assuming matching funds with the MNR.

Subsequent communication from MNR indicated that they would be willing to assist with \$15,000 and that the team would work with Land Information Ontario (LIO) on their existing ortho-photography program to meet their project deliverables. As a result of negotiation with the LIO group, the Innovations Centre staff has indicated that the project for which MNR had agreed to assist does not correspond to the data standards required for the City's needs and did not include the contour data which is essential for use by the SSMRCA.

The last communication for the Innovations Centre indicated that the general cost estimates for the regular Orthophotography and the inclusion of 1 metre contours for the whole City limit will be in the \$150,000 to \$200,000 range.

In recent discussions with City staff we have concluded that the current funding model is not adequate for the product delivery that is required. Therefore the ortho-photography flight will not occur this fall as originally anticipated. It is recommended that additional options be pursued to increase the number of partners to share in the cost of the project.

Respectfully submitted,

Rhonda Bateman,
General Manager



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Catherine Taddo, P. Eng., Land Development and Environmental Engineer

DEPARTMENT: Engineering and Planning Department

RE: Biosolids Management Plan

PURPOSE

The purpose of the report is to advise Council of an upcoming Public Information Centre related to the Biosolids Class Environmental Assessment, and to provide an update on the study.

BACKGROUND

A summary of Council Approvals and Public Information Centres in relation to the Biosolids Management Plan is as follows:

- On May 28, 2007, Council authorized a request for proposal process for a biosolids management/disposal study at a cost not to exceed \$50,000;
- On November 13, 2007 Council authorized TSH/Dillon to conduct the Biosolids Management Study;
- On December 10, 2007 Council authorized the execution of the engineering agreement under By-law 2007-208;
- On December 11, 2008, the City held a Public Information Centre in relation to the Biosolids Class EA to discuss the alternatives, the evaluation criteria, and the preliminary preferred alternative;
- On February 9, 2009 Council authorized an adjustment to the engineering fee to \$65,000.

ANALYSIS

Following the 2008 Public Information Centre, additional time was required to finalize the biosolids study. Several vendors approached the City to review their particular solution in the context of the EA process. Significant time was also required to facilitate pilot studies in some cases, and develop cost proposals. In addition, modified compost quality standards were introduced by the province in

2012 which impacted the evaluation of the compost alternative. Further analysis of alternatives was completed based on the information gathered.

A preliminary preferred alternative has been identified as follows:

- Construction of an alkaline stabilization or composting facility at the City landfill;
- Use of the final product for daily cover;
- Consideration of other uses of the processed material in the future;
- Use of modified transportation units for odour control in transit.

A Public Information Centre will be held on Tuesday, December 2, 2014, from 3:30 p.m. to 7:30 p.m. in the Russ Ramsay Room to present the information and solicit public input.

IMPACT

The estimated lifecycle cost, per wet tonne, based on an assumed energy inflation rate ranging from 5% to 12.5% per annum is in the range of \$165 to \$200. Although the estimate is based on existing technical data, a request for proposal (RFP) process would more accurately reveal the true cost for each process. The preferred alternative would ultimately be funded through the sanitary sewer surcharge account. The Engineering Department will report back to Council prior to proceeding with a RFP.

STRATEGIC PLAN

Biosolids management is linked to Strategic Direction 1, Developing Solid Infrastructure, and Objective 1A, Environmental Leadership.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Land Development and Environmental Engineer dated 2014 11 10 concerning the Biosolids Management Plan be received as information.

Respectfully submitted,

Recommended for approval,



Catherine Taddo, P. Eng.
Land Development &
Environmental Engineer



Jerry Dolcetti, RPP
Commissioner
Engineering & Planning Department



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Nuala Kenny, City Solicitor

DEPARTMENT: Legal Department

RE: Court Security and Prisoner Transport Agreement

PURPOSE

The purpose of this report is to seek Council's approval to extend an agreement with the Ministry of Community Safety and Correctional Service for funding for court security and prisoner transport until 2016.

BACKGROUND

The current agreement with the Ministry expires on December 31, 2014. The funding agreement with the Province has been in place since 2012. The City provides the Province with its court security and prisoner transportation costs and the Province allocates funds accordingly.

ANALYSIS

The new agreement continues on the same terms in essence. The City through Police provides court security and prisoner transport for court appearances and for transport between correctional institutions. The Province agrees to provide funding for the same. The Province makes payments to the City in instalments throughout the term of the contract.

IMPACT

The funding is of significant assistance in providing the essential services of court security and prisoner transportation.

STRATEGIC PLAN

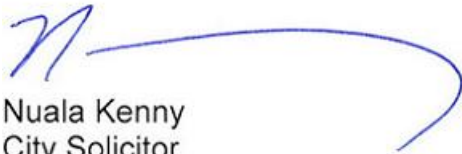
The agreement is consistent with the City's commitment to fiscal responsibility through providing quality and affordable services.

RECOMMENDATION

It is therefore recommended that Council take the following action:

The Agreement with the Province for funding of court security and prisoner transportation is recommended for your approval. By-law 2014-232 which authorizes the execution of the agreement is located elsewhere on the agenda and is recommended for approval.

Respectfully submitted,



Nuala Kenny
City Solicitor

NK/da

LEGAL\STAFF\COUNCIL REPORTS\2014\COURT SECURITY AND PRISONER TRANSPORTATION PROGRAM
P2.DOCX



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Nuala Kenny, City Solicitor

DEPARTMENT: Legal Department

RE: Property Declared Surplus Cathcart Street

PURPOSE

The purpose of this report is to recommend to Council that the property known civically as 113 Cathcart Street and legally described as PT LT 43 PL 7999 St. Mary's as in T7548; Sault Ste. Marie (PIN 31576-0294) be declared surplus and be offered for sale by the City in accordance with the City's new policy for the disposition of land.

ATTACHMENT

Attached as Schedule "A" is a drawing of the property, with the property shown as "Subject Property".

BACKGROUND

The City was contacted in June of this year by an abutting owner of the Subject Property. The request was then circulated to various City officials.

The Engineering and Planning Department advised that permits cannot be issued without significant variances to the Zoning By-law. No additional concerns were expressed by Engineering in declaring the Subject Property surplus to the City's needs. The Building Division also had no objections or concerns with declaring the property surplus. The Department of Public Works and Transportation also had no concerns with this request.

ANALYSIS

If Council declares the Subject Property surplus the property will be advertised once in the Sault Star and also appear on the City web page.

IMPACT

If the City decides to dispose of the Subject Property it would be consistent with the City's plan to dispose of surplus property. There would also be a tax benefit to the City.

STRATEGIC PLAN

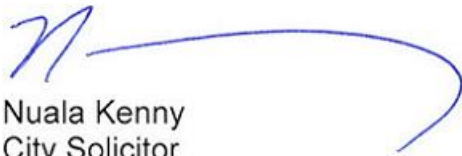
Not applicable.

RECOMMENDATION

It is therefore recommended that Council take the following action:

That the Subject Property, legally described as PT LT 43 PL 7999 St. Mary's as in T7548; Sault Ste. Marie (PIN 31576-0294) and known civically as 113 Cathcart Street be declared surplus to the City's needs and made available for sale in accordance with the City's policy for the disposition of land.

Respectfully submitted,

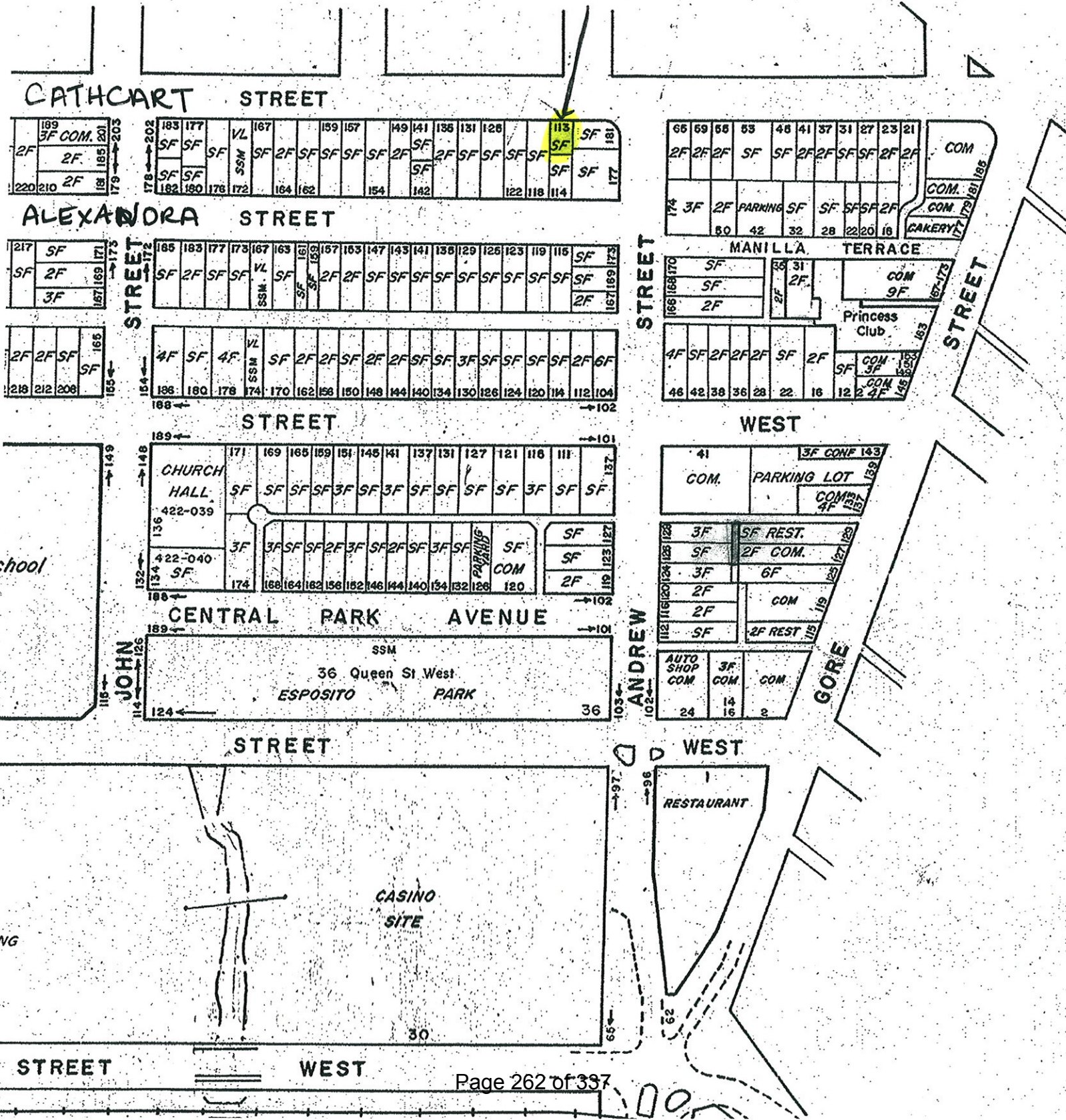


Nuala Kenny
City Solicitor

NK/cf



Subject Property





COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Stephen Turco, MCIP, RPP, Planner

DEPARTMENT: Engineering and Planning Department

RE: Streetscape Consulting Services

PURPOSE

The purpose of this report is to authorize an agreement with The Planning Partnership to develop a streetscape furniture catalogue and tree replacement strategy for the Downtown and to inform Council on proposed streetscape design work for Huron Street and Bay Street. These projects serve to initiate the implementation of the Canal District Neighbourhood Study, presented to Council on July 14, 2014, where Council directed staff to proceed on the priority projects identified in that study.

BACKGROUND

As part of the City's Downtown Community Improvement Plan, approved by Council in February 2014, a number of streetscape improvements were recommended. Specific projects that were to include streetscape improvements are Gore Street, Huron Street, and Bay Street. Both Huron Street and Bay Street are scheduled to be improved as part of the 2015 Capital Works program. Gore Street would be a stand-alone project, to be completed in either 2015 or 2016.

In addition to the projects outlined above, a street furniture and amenity strategy was also recommended for the Downtown area, which would identify a new palette of street furniture and amenities that could be used to enhance pedestrian and tourists' experience of this area of the community.

Another important issue is the eventual replacement of ash trees throughout the Downtown. On August 11, 2014, Council requested that a comprehensive plan be developed to address the endangered ash trees.

ANALYSIS

The recently approved Downtown Community Improvement Plan encourages an improved public realm and for the City to foster a “sense of place”, in order to attract new private sector investment.

This sense of place can be cultivated through the implementation of streetscape improvements throughout the Downtown. Both Huron Street and Bay Street have been identified in the 2015 Capital Works program. The inclusion of a beautification strategy for these streets will foster a better integration of the Riversedge and Gateway development sites into the Downtown, as well as provide a sense of entry into the community and Downtown.

Streetscape improvements will also help to establish improved linkages between existing tourism developments such as Art Gallery of Algoma, the Canadian Bushplane Heritage Centre, and the Ermatinger-Clergue National Historic Site. For both Huron Street and Bay Street, it is recommended that as part of the engineering design, streetscape and landscape design strategies should be assessed for incorporation into these two projects.

It is also recommended that a streetscape furniture palette and tree replacement strategy be developed for Queen Street, the Canal District and the remaining Downtown area. Furniture upgrades along Queen Street will encourage an age-friendly form that encourages pedestrian travel, as well as opportunities for gathering or rest. In addition, it will also establish a unique identity for Queen Street by incorporating distinctive elements such as benches, garbage and recycling bins, bike racks, etc.

Compatible but distinctive streetscape elements should also be determined for the Canal District and the surrounding Downtown, to foster the unique character of these areas and to establish an overall sense of place for the larger Downtown area.

As part of the street furniture assessment, a tree replacement strategy will be developed that will address what type of trees should replace the endangered ash trees, as well as recommending planting techniques that allow the trees to thrive in urban environments. The furniture and tree replacement strategy will also be used as an implementation guide for the entire Downtown.

With respect to Gore Street, streetscape improvements will assist in creating an environment that attracts private sector investment into this under-utilized area. Although Gore Street has been identified for these streetscape improvements, City staff is currently investigating the condition of existing underground services. Should the services need replacing, the streetscape improvements will be incorporated as part of an overall reconstruction in 2016. However, if the existing services are adequate, a streetscape improvement project may commence 2015.

IMPACT

The funding to implement the Downtown Development Initiative has been approved by Council, FedNor, and NOHFC. As part of the overall budget for implementation, approximately \$50,000 was allotted for streetscape design work. This is in addition to the approved \$1.25 million for streetscape improvements.

At this time, staff is recommending that an agreement with The Planning Partnership, to a maximum of \$20,000 (exclusive of HST) be authorized to commence the streetscape furniture assessment, as well as develop a tree replacement strategy. This funding will allow staff to also commence preliminary design work on other Canal District and Downtown Development initiatives.

For both the Huron and Bay Street reconstruction projects, The Planning Partnership will be retained as sub-consultants to the lead civil engineering consultants for those projects. This will ensure that any potential landscape and streetscape elements will be properly coordinated with the proposed civil and road design. The remaining streetscape budget allowance will go towards the landscape and design fees associated with these two projects.

STRATEGIC PLAN

The implementation of the Downtown Development Initiative (CIP) is identified in the Corporate Strategic Plan under Strategic Direction 1: Developing Solid Infrastructure – Objective 1C – Property Management and Development.

SUMMARY

The importance of streetscape improvements were re-enforced in the Canal District Neighbourhood Study, recently completed by The Planning Partnership. In that study, a number of conceptual designs were presented, as well as general design considerations that should be included in the projects mentioned in this report.

Given the context knowledge, as well as the technical expertise in urban and landscape design, it is recommended that The Planning Partnership coordinate the detailed streetscape design work for the Huron and Bay Street projects outlined in this report. The intent is that The Planning Partnership would work in conjunction with the local engineering consultants responsible for these projects and will be independently retained by those firms.

With respect to the Downtown streetscape palette and tree replacement strategy, it is also recommended that The Planning Partnership be retained. Attached to this report is a proposal from The Planning Partnership to offer the required design services associated with this strategy, to a maximum of \$20,000.00 (exclusive of HST).

As part of the design work, staff will continue to collaborate with Riversedge Development, the Downtown Association, as well as other interested stakeholders in the area.

RECOMMENDATION

Resolved that the report of the Planning Division, dated November 10, 2014, be submitted, and that Council authorize an agreement with The Planning Partnership, to develop a detailed streetscape furniture catalogue and comprehensive tree replacement strategy for Queen Street, the Canal District and the remaining Downtown area, to a maximum of \$20,000.00 (exclusive of HST).

Respectfully submitted,



Stephen Turco, MCIP, RPP
Planner

Recommended for approval,



Donald B. McConnell, MCIP, RPP
Planning Director

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner Engineering & Planning

ST:ps

Attachment(s)

November 3rd, 2014

Donald McConnell
Planning Director
Level V - Civic Centre
99 Foster Drive, P.O. Box 580
Sault Ste. Marie, ON P6A 5N1

Dear Don,

Re: Streetscape Manual and Tree Replacement Strategy for the City of Sault Ste. Marie

Thank you for the opportunity to provide professional consulting services to the City of Sault Ste. Marie with respect to advancing the concepts illustrated in the Canal District Neighbourhood Plan. In order to have a cohesive and complete family of streets in the downtown, our team will develop a streetscape manual. This manual will provide a materials and furnishings palette for the downtown, with specific recommendations for different streets that highlight unique characteristics, but are part of the greater family of elements. The manual will include recommendations on paving, seating, bollards, planters, tree grates, waste receptacles, bicycle parking and more.

The document will also include a detailed tree list, as well as an associated tree planting strategy and guide and detail for long term tree health and maintenance that will be developed through consultation with Bioforest Technologies Inc. and the Ontario Forestry Research Institute.

The following is a more detailed account of individual tasks:

Task 1: Project Initiation, Data Collection and Base Mapping

Project objectives, scope of work, deliverables and scheduling are to be confirmed, and all available background information collection is coordinated at a start-up meeting. Site and time of this meeting are to be determined depending on whether we will be in Sault Ste. Marie for other works.



t 416.975.1556
www.planpart.ca

1255 Bay Street, Suite 201
Toronto, Ontario, M5R 2A9

Task 2: Site Inventory, Assessment & Consultation

Incorporating the new background information collected, we will conduct an existing conditions assessment to identify opportunities and constraints.

Task 3: Preliminary Streetscape Manual and Tree Replacement Strategy

- Review background information in great detail;
- Informed by our consultation and site assessment, we will assess the opportunities and challenges identified, and develop preliminary recommendations.
- Assess opportunities for sustainable and innovative design approaches;
- Develop preliminary order of magnitude costing;
- Prepare presentation materials;
- Attend presentations and meetings as required.

Task 4: Presentation of Streetscape Manual and Tree Replacement Strategy

We will return to Sault Ste. Marie early in 2015 to present our recommendations to City staff and stakeholders to receive input.

Task 5: Draft Streetscape Manual and Tree Replacement Strategy

Based on the feedback and input from the City and interested stakeholders, we will prepare a draft Strategy and Manual for review. This document will contain a site inventory and assessment, recommended streetscape family and palette, tree replacement strategy and maintenance guide, implementation strategies, costing, phasing and visually compelling graphic illustrations.

Task 6: Review of Draft Manual and Tree Replacement Strategy

We will hold a conference call with City staff to review the draft and agree upon any additional changes.

Task 7: Council Presentation of Streetscape Manual and Tree Replacement Strategy

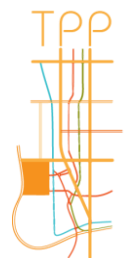
In early spring 2015 we will prepare and deliver a presentation of the revised document to Council for comments and feedback prior to finalizing the Manual. We will also meet with any interested stakeholders to advance the initiation of the plan's recommendations.

Task 8: Finalize the Manual

Based on any final input from the City, stakeholders, and the public, we will finalize the document and submit it to the City.

t 416.975.1556
www.planpart.ca

1255 Bay Street, Suite 201
Toronto, Ontario, M5R 2A9



PROPOSED FEES:

Based on the above scope of work, we anticipate that the fees will amount to \$20,000 (excluding HST). This fee will include both consulting fees and disbursements. If additional tasks not included in this proposal arise, we bill according to the following hourly rates:

- Partners: \$210/hr
- Associates: \$125/hr
- Senior Designers: \$85/hr
- Designers: \$75/hr
- Support: \$50/hr

I look forward to your response. If you have any questions please do not hesitate to contact me.

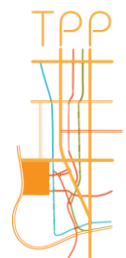
Sincerely,



David Leinster
Partner, The Planning Partnership

t 416.975.1556
www.planpart.ca

1255 Bay Street, Suite 201
Toronto, Ontario, M5R 2A9





COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Donald B. McConnell, MCIP, RPP

DEPARTMENT: Engineering and Planning Department

RE: Canadian Urban Institute Brownfield Award

PURPOSE

This report provides background information on the recently announced Canadian Urban Institute Brownie Award for Sault Ste. Marie's Downtown Waterfront Revitalization Project

This award should not be confused with the Canadian Institute of Planners "Great Places in Canada" award in which Sault Ste. Marie's downtown waterfront has also been announced as a finalist.

BACKGROUND

The Canadian Urban Institute is a national urban policy organization based in Toronto. Their mandate is to build knowledge and inspire leadership for healthy urban development and is widely recognized as a leader in promoting the economic, social and environmental benefits of brownfield redevelopment. For the past 14 years, the Institute has awarded the brownfield redevelopment or "Brownie Awards" for excellence in various brownfield redevelopment categories.

The jury panel consists of nine individuals who are appointed by the following organizations to ensure impartiality:

- Canadian Brownfields Network
- Canadian Institute of Planners
- Federation of Canadian Municipalities
- Canadian Real Estate Association
- Association of Professional Geoscientists of Ontario
- Ontario Professional Planners Institute
- Ontario Association of Architects
- Professional Engineers of Ontario
- Renew Canada

Sault Ste. Marie was nominated in the Excellence in Project Development: Neighbourhood Scale category. The four finalists were:

- Sault Ste. Marie Waterfront Revitalization
- Victoria Common (Kitchener, Ontario)
- Edmonton Inner City Airport Redevelopment (Blatchford Field)
- Williamsville Main Street Revitalization (Kingston, Ontario)

Sault Ste. Marie was announced as the award recipient on October 29, 2014 at an awards ceremony held in Toronto. The Planning Director attended the ceremony on behalf of the City.

ANALYSIS

This award acknowledges the political leadership, public investment and private sector commitment to the redevelopment of the city's industrial waterfront over many years to create a nationally recognized place. It should be noted that this process continues with the redevelopment of the former St. Mary's Paper and Sault Area Hospital properties, and the implementation of the Canal District Neighbourhood Plan.

IMPACT

There are no costs to the municipality associated with this award. However, this confirms that the municipality's long-standing initiative to redevelop the waterfront has created significant economic, environmental and social benefits for the community.

STRATEGIC PLAN

Revitalization of the downtown area is a key component of the City's Corporate Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Planning Director dated 2014 11 10 concerning the Canadian Urban Institute Brownie Award be received as information.

Recommended for approval,



Donald B. McConnell, MCIP, RPP
Planning Director

Recommended for approval,



Jerry Dolcetti, RPP
Commissioner Engineering & Planning

CUI Brownfield Award
2014 11 10
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DBM:ps



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council
AUTHOR: Susan Hamilton Beach, P. Eng. Deputy Commissioner
DEPARTMENT: Public Works and Transportation Department
RE: Shopping Cart Clean-up

PURPOSE

The purpose of this report is to address the following resolution passed at the 2014 09 29 meeting:

“Whereas there continues to be a problem in Sault Ste. Marie regarding shopping carts being removed from local businesses; and

Whereas this results in many shopping carts being irresponsibly discarded on street corners, in ditches, and in ravines; and

Whereas this creates dangerous situations, an eyesore that detracts from our "Naturally Gifted" community, and a costly problem for Sault Ste. Marie businesses that is likely passed on to consumers;

Now Therefore Be It Resolved that appropriate staff be requested to review and report back to Council regarding this ongoing problem.”

BACKGROUND

The Public Works and Transportation Department ('PWT') has historically picked up shopping carts found within the right of way or on City property and returned them to the appropriate store, if at all possible. PWT has a 24/7 dispatch service which will accept calls from residents that identify a location of a cart. A worker will pick up the cart as soon as is possible.

ANALYSIS

No analysis was conducted as this is a current practice within the PWT Department for all litter calls.

IMPACT

As this is current practice there is no further impact noted.

STRATEGIC PLAN

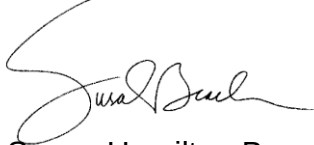
The topic of this report is not linked to any item of the Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

That the report of the Deputy Commissioner of Public Works and Transportation concerning the clean-up of shopping carts be received as information.

Respectfully submitted,



Susan Hamilton Beach, P. Eng.
Deputy Commissioner, PWT

Recommended for approval,



Larry Girardi
Commissioner, PWT



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Susan Hamilton-Beach, P. Eng.

DEPARTMENT: Public Works and Transportation Department

RE: Queen St - Parking Prohibition for Bicycle Lanes

PURPOSE

The purpose of this report is to implement parking prohibitions on Queen Street East due to the new bicycle lanes associated with the capital road upgrade project.

BACKGROUND

The recent addition of dedicated bicycle lanes on Queen Street East has brought about the need for specific parking prohibitions to be implemented.

ANALYSIS

For increased safety specific parking prohibitions are being implemented on Queen Street East from Pim St to the end of the bicycle lanes 200m east of Gravelle Street. Traffic bylaw 77-200 needs to be revised to include the additions and deletions as listed below:

Schedule A Section 6 – Parking Prohibited

Delete:

STREET	SIDE	FROM	TO	PROHIBITION TIMES OR DAY
Queen Street East	North	Church Street	Pim Street	0730 hrs to 1900 hrs 1230 hrs to 1330 hrs
Queen Street East	North	Leo Avenue	Pine Street	0730 hrs to 1000 hrs 1230 hrs to 1730 hrs
Queen Street East	North	Leo Avenue	Church Street	Anytime

Report to Council – Parking Prohibitions on Queen Street East

2014 11 10

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STREET	SIDE	FROM	TO	PROHIBITION TIMES OR DAY
Queen Street East	North	30m east of east entrance to Algoma College	30m west of east entrance to Algoma College	Anytime
Queen Street East	Both	West limit of golf course	35m east of Lorna Dr	Anytime
Queen Street East	North	In front of the Rankin School between the signs as laid out for a distance of 80m		Anytime
Queen Street East	South	Pim Street	Simpson Street	Anytime
Queen Street East	South	Simpson	Pine Street	1100 hrs to 1830 hrs Saturdays, Sundays and holidays excepted
Queen Street East	South	46m east of Lake St	46m west of the westerly entrance to Bellevue Park	Anytime

Add:

STREET	SIDE	FROM	TO	PROHIBITION TIMES OR DAY
Queen Street East	North and south	Pim Street	200m east of Gravelle Street	Anytime

IMPACT

No budgetary impact as the costs associated with the installation of the new parking prohibition will be associated with the Queen Street East road reconstruction project.

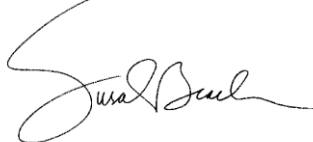
STRATEGIC PLAN

The recommendations of this request are linked to several activities listed in the Corporate Strategic Plan including the road reconstruction of Queen Street East from Pim Street to Gravelle Street and the additions/construction of the hub trail/bike lanes in the area.

RECOMMENDATION

Resolved that the report of the Deputy Commissioner concerning the parking prohibition amendments to Traffic Bylaw 77-200 be accepted and furthermore that Council direct the Legal Department to bring forward the appropriate by-law amendments at a later date.

Respectfully submitted,



Susan Hamilton Beach, P. Eng.
Deputy Commissioner

Recommended for approval,



Larry Girardi
Commissioner



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Susan Hamilton Beach, P. Eng.

DEPARTMENT: Public Works and Transportation Department

RE: Annual Traffic By-law Maintenance

PURPOSE

The purpose of this report is to seek Council approval of amendments to the Traffic By-law No. 77-200.

BACKGROUND

The Traffic Division of Public Works and Transportation is in the 4th year of reviewing Traffic By-law 77-200. Part of this review is to confirm the by-law matches what is currently in effect in the field. The following is a list of changes to the by-law that are required based on this field review and issues noted throughout the year.

ANALYSIS

Schedule A Section 6 - Parking Prohibited

ADD:				
Street	Side	From	To	Prohibited Times or Days
East Street	West	50m north of Bay St.	77m north Bay St.	Anytime
Elm Avenue	Northwest	John Street	Langdon Cres.	Nov. 1 st to Apr. 30 th
Elm Avenue	Southeast	John Street	Langdon Cres.	Nov. 1 st to Apr. 30 th
Grace Street	South	Bruce Street	Elgin Street	Nov. 1 st to Apr. 30 th
Grosvenor Avenue	South	Dufferin Street	Bruce Street	Anytime

Report to Council – Annual Traffic By-law Maintenance

2014 11 10

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Grosvenor Avenue	South	Bruce Street	East limit Civic 123	Anytime
Morrison Avenue	North	Hargreaves Avenue	North Street	Nov. 1 st to Apr. 30 th
Morrison Avenue	South	Hargreaves Avenue	North Street	Nov. 1 st to Apr. 30 th
Trelawne Avenue	North and south	Dufferin Street	Dead End	Nov. 1 st to Apr. 30 th
REMOVE:				
Boston Avenue		In turnaround		Nov. 1 st to Mar. 31 st
Caesar Road	North	West limit of 64 Caesar Rd.	East limit of 64 Caesar Rd.	Nov. 1 st to Mar. 31 st
Chestnut Street	West	Railroad Avenue	Pardee Avenue	Nov. 1 st to Mar. 31 st
Douglas Street	North	Sixth Avenue	Fifth Avenue	Nov. 1 st to Mar. 31 st
Douglas Street	South	Fourth Avenue	Second Avenue	Nov. 1 st to Mar. 31 st
Elizabeth Street	East	Wellington Street	183m North of Breton Rd	Nov. 1 st to Mar. 31 st
Elm Avenue	Northwest	John Street	Langdon Cres.	Nov. 1 st to Mar. 31 st
Elm Avenue	Southeast	John Street	Langdon Cres.	Nov. 1 st to Mar. 31 st
Ferguson Avenue		In turnaround		Nov. 1 st to Mar. 31 st
First Avenue	West	Douglas Street	Connaught Avenue	Nov. 1 st to Mar. 31 st
Gladstone Avenue	East	Bruce Street	McNabb Street	Anytime Dec. 15 th to Mar. 31 st
King Street	North	Bruce Street	100 metres east of Bruce St	Nov. 1 st to Mar. 31 st
Morrison Avenue	Northwest	Strand Avenue	Opposite northwest limit of Lot 51 Moffley "B" subd.	Nov. 1 st to Mar. 31 st
Morrison Avenue	Southwest	Strand Avenue	Northwest limit of Lot 51 Moffley	Nov. 1 st to Mar. 31 st

Report to Council – Annual Traffic By-law Maintenance

2014 11 10

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			"B"	
Pardee Avenue	South	North Street	Walnut Street	Nov. 1 st to Mar. 31 st
Royal Park Blvd	East	Queen Street East	River Road	Anytime Nov. 1 st to Mar. 31 st
Sixth Avenue	West	Douglas Street	Wallace Terrace	Nov. 1 st to Mar. 31 st
Third Avenue	West	Douglas Street	Devon Road	Nov. 1 st to Mar. 31 st
Kohler Street	East	Queen St	23m North of Queen St	Anytime
Kohler Street	East	Queen St	Wellington St E	0900 hrs to 1000 hrs 1500 hrs to 1600 hrs
Kohler Street	East	24m south of Wellington St E	101m south of Wellington St E	0800 hrs to 1700 hrs Saturdays, Sundays & Holidays excepted
Kohler Street	East	58 m north of Queen St	118m north of Queen St	Anytime
Kohler Street	East	162m north of Queen St	192m north of Queen St	Anytime
Huntington Park	West	Wellington St E.	North limit	0900 hrs. to 1000 hrs. 1400 hrs. to 1500 hrs. Saturdays, Sundays and holidays excepted; September 1st to June 15th
Huntington Park	East	Wellington St E	South limit of driveway to Civic No. 12 Huntington Pk	0900 hrs. to 1000 hrs. 1400 hrs. to 1500 hrs. Saturdays, Sundays and holidays excepted; September 1st to October 31st April 1st to June 15th
Huntington Park	East	South limit of driveway to Civic No. 12 Huntington Pk.	North limit of Huntington Pk.	0900 hrs. to 1000 hrs; 1400 hrs.to 1500 hrs, Saturday, Sunday & holidays excepted; Sept. 1 st to June 15th
Grosvenor Avenue	south	Dufferin Street	Easterly intersection with Trelawne Avenue	Anytime

Report to Council – Annual Traffic By-law Maintenance

2014 11 10

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Ontario Avenue	North	30m east of Simpson	30m west of Simpson	Anytime
Trelawne Avenue	North and west	Wilson Street	15m north of Wilson Street	Anytime
Trelawne Avenue	North and west	North limit of Civic No. 20	Dufferin Street	Anytime
Trelawne Avenue	both	Dufferin Street	Easterly dead end near Bruce St	Anytime; November 1 st to March 31 st
Trelawne Avenue	North and east	Westerly dead end near Bruce Street	East limit of Civic No. 120	Anytime
Trelawne Avenue	East	North limit of Civic No. 162	110m south of Civic No. 162	Anytime
Trelawne Avenue	East	110m south of Civic No. 162	Fauquier Ave.	0900 hrs to 1000 hrs 1400 hrs to 1500 hrs April 1 st to October 31 st
Trelawne Avenue	West	South limit of Civic No 173 (Loebs)	Fauquier Ave	0900hrs to 1000 hrs 1400 hrs to 1500 hs
Trelawne Avenue	West	South limit of Civic No 165	5m south of lane	anytime
Grace Street	South	Bruce Street	Elgin Street	2400 hrs. to 1200 hrs. Nov. 1 st to Mar. 31 st

Schedule V Section 6 - Parking – Limited Period of Time

ADD:				
Street	Side	From	To	Period
Kohler Street	East	South Limit of civic 112	North limit of civic 138	15 minutes

Schedule G Section 22 – Locations of Signal-Lights Traffic Signals

DELETE:
Intersection or other Location
Queen St and Kohler Street

ADD:
Intersection or other Location
Second Line and Black Road

Schedule L Section 39 – Zones of Quiet

REMOVE:	
Street	Between
Queen St. E.	Woodward Ave & Simpson Street

Schedule F Section 21 – Stop Signs & Intersections

REMOVE:		
Intersection	Direction of Traffic	Stop Street
Caesar Road and Nicolas Avenue	Easterly	Caesar Road

IMPACT

The Traffic Division sign maintenance budget has sufficient funds for the new signs that are affected by these amendments.

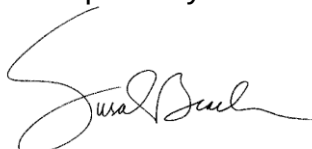
STRATEGIC PLAN

The recommendations of this request are not linked to any activity of the Corporate Strategic Plan.

RECOMMENDATION

Resolved that the report of the Deputy Commissioner concerning the annual update to the Traffic Bylaw 77-200 be accepted and furthermore that Council direct the Legal Department to bring forward the appropriate by-law amendments at a later date.

Respectfully submitted,



Susan Hamilton Beach, P. Eng.
Deputy Commissioner

Recommended for approval,



Larry Girardi
Commissioner



COUNCIL REPORT

November 10, 2014

TO: Mayor Debbie Amaroso and Members of City Council

AUTHOR: Susan Hamilton Beach, Deputy Commissioner

DEPARTMENT: Public Works and Transportation Department

RE: Household Special Waste Facility – Potential Relocation to the Landfill Site

PURPOSE

The purpose of this report is to seek Council approval for further investigation of the potential relocation of the Household Special Waste Depot to the Municipal Landfill site.

BACKGROUND

The existing facility is located at 115 Industrial Park Crescent, at the rear of the Public Works and Transportation ('PWT') site and has been in operation since September, 2001. The program and the service have been well utilized by the community and the surrounding area(s). There have been several complaints and/or criticisms throughout the years of operation. In general, the complaints are:

- The facility should be open year-round; and
- Visitors generally need to divide their waste into that going to the Landfill Site and that waste that needs to go to the Household Special waste facility.

Challenges have existed throughout the years to address these complaints as the existing building was not designed and built to provide year round service (ie. no heat within the explosion proof facility).

ANALYSIS

PWT has been trying to improve the overall service in this area for several years. Recently, with the termination of the lease to the Elementa Group, the building which housed their pilot project has become available. The preliminary analysis has indicated that the former Elementa building is suitable to meet our needs on a year-round basis for the transfer of household special waste. There are many

advantages to moving this operation, including it will address the two (2) primary complaints noted above, in addition to the following:

- More efficient staffing – the HSW facility is managed and staffed from the Landfill Division. All of the landfill staff will be trained to operate the facility allowing for more flexibility and better coverage based on daily needs;
- A combined “one-stop shopping” waste management facility may bring about a greater capture rate as ‘customers’ of the landfill may currently be tempted to place household hazardous waste into the bins at the landfill instead of delivering it to the separate Industrial Park location;
- Preliminary design includes modifications to the landfill access so that this service remains *free of charge*. The design changes will consider the expansion of the free services at the landfill site to include the curbside recycling products. Bins will be included to capture paper (including cardboard) and container products (plastics and metal) without having to pass over the weigh scales and being charged the gate fee.
- The existing building located on the PWT property is planned to be re-purposed and bring about overall efficiencies in the Carpentry Division within the Works Operation.

IMPACT

With Council’s support, further design details and a cost estimate will be prepared with appropriate public consultation also being satisfied. An amendment to the existing Environmental Compliance Approval for the landfill will be required. The capital costs involved are anticipated to be minimal in comparison to the overall efficiencies and improvements expected with the relocation. All efficiencies, both for PWT Landfill Division and Carpentry, are expected to be long-term improvements.

Provincial funding does exist to cover annual operational costs and the level of funding may also be re-considered to acknowledge the year-round service.

AECOM is the Consultant most knowledgeable of the Landfill Site and currently is our Waste Management Consultant. This would be an expansion to their existing scope of work. Consideration also needs to be given to the potential future expansion of the landfill so that operational conflicts are not created as a result of this move.

STRATEGIC PLAN

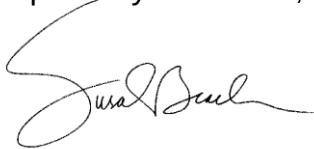
The focus of this report is not an item specifically found within the Corporate Strategic Plan, although, bringing about efficiencies and a higher level of service for the area of environmental services is the core intent of several categories of the Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

That the report of the Deputy Commissioner be received as information.

Respectfully submitted,



Susan Hamilton Beach, P. Eng.
Deputy Commissioner

Recommended for approval,



Larry Girardi
Commissioner



SAULT STE. MARIE POLICE SERVICE

580 Second Line East
Sault Ste. Marie, Ontario P6B 4K1

ROBERT A. KEETCH
Chief of Police

EMERGENCY DIAL 9-1-1
TELEPHONE 705-949-6300

EXECUTIVE FAX 705-949-3082
OPERATIONS FAX 705-759-7820

October 23, 2014

Mayor D. Amaroso & City Council
City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie ON P6A 5X6

Dear Mayor Amaroso and City Council:

Re: New Digital 9-1-1 System Upgrade Costs

In 1972, Canada recognized the three-digit telephone number "911" as the "Universal Emergency Number," for citizens to request emergency assistance. The number is a nationwide telephone number that gives the public fast and easy access to a Public Safety Answering Point (PSAP) where the PSAP answers and routes the callers to the appropriate emergency responders.

The 911 service allows individuals to dial one three-digit number to access any emergency services including medical, fire, and police. Without the 911 service, an individual would have to either know or find the applicable emergency number and dial up to eleven digits to access these services in Canada.

The Canadian Radio-television & Telecommunication Commission (CRTC) has recently mandated an enhancement in equipment to 911 call centres (NG 911). The existing 911 infrastructure was outdated and had been previously identified for replacement. This new digital infrastructure will allow many new operational capabilities including the ability to receive digital messages including text messages and video. These enhancements are intended to provide 911 services to the hard of hearing, deaf and speech impaired individuals. The Sault Ste. Marie Police Service is one of approximately 300 Public Service Answering Points (PSAP's) in Canada which are now in the position of having to replace existing 911 infrastructures.

Although 911 infrastructures are housed within the Police Service's building and 911 calls from within the City of Sault Ste. Marie, Prince Township, Rankin and Garden River, are initially received at police dispatch, calls may be handed off to secondary PSAP's including the Sault Fire Services, EMS, and the Ontario Provincial Police. The costs associated with infrastructure to support 911 services (PSAP's) are a municipal responsibility and are not contained within the annual Police Service's budget.

Bell Canada will cover costs of their equipment up to the demarcation point, which in our case would be the server room. All remaining costs associated with making PSAP's infrastructures work on the Bell IP network are the responsibility of the Municipalities who operate PSAP's. It should be pointed out that there is not one solution to fit all requirements. Each PSAP network and infrastructure is unique amongst the different PSAP's.

Committed to Excellence in our Community

The installation of new NG 911 infrastructures will coincide and complement new call recording software within the Police Service. The costs of the call recording software are budgeted for and will be funded within the existing Police Service's capital budget.

In 2013 the Police Service identified that our current communications recording system (ComLog) was nearing end of life. The server system was starting to "fail" more often and we were finding it more difficult to find replacement parts for service. We researched various telephone/radio recording systems and we decided to go with a system manufactured by Komutel Communication Solutions. The Police Services Board approved \$50,000 from the 2014 Capital Reserve for this item. We thought it prudent to go this route as Komutel is also the vendor of record for the middleware solution for implementing the new IP technology 9-1-1 system between our PSAP infrastructure and Bell infrastructure. Costs which were realized are relative to infrastructure requirements, software licenses, maintenance and support agreements, voice and data capturing capability, training as well as required middleware to facilitate the new work functionality within the Computer Aided Dispatch station.

Call Recording	
Komutel Software	425,000.00
Server	10,000.00
Data Storage	20,000.00
Bix Work	3,000.00
	\$58,000.00

T911	
Komutel Software	\$60,000.00
2 Servers	30,000.00
2 Switches	7,000.00
2 Switches - Bell	7,000.00
Server Rack & KVM	3,500.00
Network Cards	2,000.00
Power\Electrical	3,000.00
Cables	2,000.00
Monitor Stands CERB	600.00
	\$115,100.00

PSAP at Back-up Site	
Layer 3 Switch	\$2,000.00
Firewall	1,000.00
Antennae for Roof	1,200.00
	\$4,200.00

Total	\$177,300.00
--------------	---------------------

The projected costs as we know them at this time are \$119,300.00 for equipment and software required to proceed with implementing NG 911. Being a major PSAP, we must ensure that our operations are not affected. If one system went down it would switch over to the second identical (backup) system maintaining seamless operation. We have learned the Komutel middleware solution requires more powerful servers and larger storage arrays. In addition, the equipment will be required to be mounted in a secure rack mount system which will meet the security requirements established.

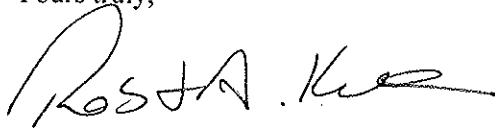
Our tentative timeline for implementation once the budget request has been approved by City Council involves the following steps:

- IP lines were ordered in June 2014.
- Once the IP lines have been installed we can schedule testing with Bell and project a go-live date for NG 911 in 2015.

In addition it should be pointed out that, out of the 300 PSAP's across Canada, there is only three in Ontario capable of running with the new NG 911 infrastructure.

As the \$58,000 to implement the call recording component is a Police Service responsibility and has been approved from the Police Services Board to come from our Capital Reserves, at this time I am making a budget request of \$119,300 from City Council to purchase and implement NG 911 for Sault Ste. Marie.

Yours truly,



Robert A. Keetch
Chief of Police

RAK:ah

Attachment

cc: Fire Chief M. Provenzano, Sault Ste. Marie Fire Services
Mr. R. Rushworth, Manager, Sault Ste. Marie Emergency Medical Services

Quote #10660

Presented to:

**Sgt. Steve Miron
Sault Ste. Marie Police Service
580 Second Line East
Sault Ste. Marie
(705) 949-6300 #116**

Prepared by

**Mark Thompson
Komutel
mark.thompson@komutel.com
Tel: (877)-225-9988**

2014-09-18

15120, Lacroix boulevard
Office 202
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(Québec) G5Y 1R7

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Presentation

Komutel provides customers with innovative and effective software solutions that increase efficiency and reduce costs. Business processes are improved through the design and implementation of computerized telecommunications management systems, automated call processing (PC Console) solutions and call recording solutions.

At Komutel, we strive to harness new technologies in order to offer the most advanced solutions to our customers. Our team is dedicated to the development of powerful, user friendly software applications that help realize the full potential of your business by responding to the specific needs of your industry. Combined with carefully selected hardware, our software solutions are flexible and easily configured to your requirements.

We are your partners in improving your business and we are proud to provide:

- Implementation of our products
- Overall technology strategy consulting
- Custom development tailored to your needs
- Outsourcing and Training
- Technical Support
- Recommendations for equipment and supplies

Project

Sault Ste. Marie Police Service Public Safety Answering Point Upgrade Project

Transition from BID-13 Version 14 (X.25/Serial) to BID-13 Version 16 (IP/XML)

Komutel AQS middleware and SIT 911 Operator Console (CPID) software with central SQL database provides the solution architecture required as a foundation for NG9-1-1 and is designed and tested to meet or exceed mission critical PSAP requirements. The Komstat reporting tool provides the data filters and metrics required for compliance.

- AQS dual mode middleware compatible with BID-13 Version 14 (X.25/Serial), BID-13 Version 16 (IP/XML) and Intergraph CAD.
- SIT911 Operator Console captures Call Position ID (CPID) and communicates with AQS middleware to enable accurate ALI delivery to the CAD.
- Deployment in current X.25 environment recommended as phase 1 of transition to IP/XML.
- AQS enables seamless operation of Intergraph CAD in X.25 / Serial BID 13 Version 14 environment and in the new IP / XML BID 13 Version 16 environment.

To be supplied and installed by Komutel:

- Qty of 2 AQS Servers to enable redundancy between dual IP/XML circuits (DMARC) and the Intergraph CAD.
- Qty of 1 Komsync database synchronization tool (LDAP, Active Directory, CSV, etc)
- Qty of 3 SIT 911 Operator Consoles for Call Taker/Dispatch positions
- Qty of 1 Administrator Console with ANI-ALI Display
- REC call recording (32 channels)
- REC Supervisor (10 client licenses)
- Qty of 1 Komstat report generator

To be supplied by PSAP

- Server and SQL license (redundant, VMware compatible) to support Komutel database and KomSync
- Servers to support Komutel AQS middleware (VMware compatible)
- Server or PC workstation to support REC call recording
- Qty of 4 PC workstations to support SIT 911 and Administrator Console
- Qty of 4 Avaya BCM LAN CTE Client licenses
- Avaya BCM and IT configuration to support Komutel applications

Justification for Komutel AQS and SIT 911 (CPI) Solution

The change in PSAP 9-1-1 Data communications to native IP will start late 2013 and beyond. It is required, in part, to support the following features and enhancements:

1. Improved Wireless Call Location Data (Wireless E9-1-1 Phase II Stage 2) ☐ deployment of the In-Call Location Update [ICLU] tool (per ESTF0059);
2. Preparation for evolution to NG9-1-1;
3. T9-1-1 ☐ Text to 9-1-1 for the deaf, hard of hearing, and speech impaired (DHHSI) community (InCanada per ESTF0061).

To help address these challenges, Komutel has developed easy to deploy middleware solutions that delivers a solid foundation to support future NG911 features while addressing the immediate need to solve the impending call position ID issue.

1. Automatic Location Identification (ALI): the **Komutel ALI Query Server (AQS)** is a dual mode software solution that provides interoperability between current x.25 serial data interface environment and the new IP based terminal interfaces.

Benefits:

- ☐ Reduces or eliminates changes to the CAD and Telephony systems
- ☐ Protects existing investments
- ☐ Allows smooth operational continuity
- ☐ Provides reliability and future 911 feature evolution

Komutel ALI Query Server (AQS) Features

- ☐ Capable of capturing information from serial as well as IP interfaces and sharing it with existing and new applications, printer, CAD or any other external applications, effectively acting as a translator where required.
- ☐ Existing CAD software deployed with Komutel's AQS can continue to receive information in the format required in order to deliver maximum performance without making costly changes.
- ☐ The impact on current assets, systems and processes is minimized while providing a flexible platform for communicating with future mandated ☐ Terminal-to-Network Interfaces ☐ and associated features.

2. Call Position ID (CPID) handling: the **Komutel CPID Telephony Interface (SIT 911)** performs all the essential call handling, forwarding and statistics, including the required CTI integration for Call Position ID (CPID). Furthermore,

The SIT 911 computer telephony interface (CTI) specifically created for PSAPs is compatible with and certified on all major TDM and VoIP Telephony Platforms including Avaya, Cisco, Mitel and DMS Centrex.

Benefits:

- ☐ Synchronizes voice and data (CPID) communication between the 911 network, Telephony, the CAD Systems and more
- ☐ Provides position specific call logging and reporting
- ☐ Merges in the same GUI mission critical information and access to media
- ☐ Reduces time required to handle communications

Komutel SIT 911 Features

- ☐ SIT 911 provides the telephony interface with the PBX, and presents an easy to use interface for PSAP Operator.
- ☐ 911 GUI: Consolidated in one view you will find the ANI/ALI, internal directories and procedures updated by external parties, enabling 911 operators to take better action.
- ☐ Unlimited phone status definitions: available to receive calls, on-line, logged out, (etc.) to be shared between all intervening parties and agents, including dry-contact visual indicators.
- ☐ Supports PBX queues and in-turn call handling features.
- ☐ Real-time display with status of all 911 call taking positions.
- ☐ Ring-back and intervening parties' intuitive shortcuts.
- ☐ Rapid access to mission critical resources and information.
- ☐ Supports PBX call intrusion features.
- ☐ Logs all actions to SQL database in real-time.

AQS and SIT911 compatible options from the Komutel suite of software solutions:

- ☐ Call Recording ☐ 911 call distribution ☐ Notification, Fan Out ☐ IP Camera Integration
- ☐ Agent and supervisor chat / help request - Special 911 Call transfer buttons; EMS, Police, Fire.
- ☐ Handling of multiple media to interact, directly or grouped, with intervening parties: radio, chat, Smartphones, pagers and much more.

Sold to
Sault Ste. Marie Police Service
580 Second Line East
Sault Ste. Marie
P6B 4K1

Shipped to
Sault Ste. Marie Police Service
580 Second Line East
Sault Ste. Marie
P6B 4K1

Reference	Quantity	Description	Unit price	Amount
KOMAND (SIT 2)				
GESTDOC	4	Option: Document/ Emergency Procedures Management- Copy to Call	595.00	2,380.00
BROWSERSIT	4	Option: Web Browser	195.00	780.00
CHATSIT	4	Option: Chat / Help Request Option	195.00	780.00
ALIANISIT	1	ANI/ALI Option (X25-BID 13)	595.00	595.00
BASESIT	1	Komand Administration (without telephony)	995.00	995.00
		Sub-total		5,530.00
KOM911				
SIT911	3	SIT911 PSAP Operator Console with ANI-ALI Display and CPI Interface. Requires ANI-ALI (AQS) Server	2,995.00	8,985.00
ALIANISERV	2	ALI-ANI AQS Server IP-XML / X25 Protocol BID 13 Format	9,995.00	19,990.00
		Sub-total		28,975.00
REC (Call Recording)				
RECCEN	10	REC Supervisor Version	995.00	9,950.00
RECANA32	32	REC Call Recording Solution - Cost per Station (11 -75 users)	400.00	12,800.00
		Sub-total		22,750.00
KOMSTAT: CALL ACCOUNTING				
RAPBLF	2	Komstat: Call Accounting with Email Distribution	1,995.00	3,990.00
		Sub-total		3,990.00
Synchronization				
INTEXCH	1	Komsync Synchronization Module (Active Directory, ODBC, LDAP, MAPI, etc.)	2,495.00	2,495.00
		Sub-total		2,495.00
Services				
PRJGES	1	Project Management (8Hr.)	1,400.00	1,400.00
MDO	24	Training (Hourly rate with contract)	160.00	3,840.00
INST	80	Installation (Hourly rate with contract)	160.00	12,800.00

FRSDEP	1500	Travel expenses	1.00	1,500.00
ANASU	1	Needs Analysis	800.00	800.00
		Sub-total		20,340.00
		Others		
	1	OPTIC credit for second AQS for backup purposes	-9,995.00	-9,995.00
		Sub-total		-9,995.00
ASSAN		Annual Service Contract		10,452.05
			Total	<u>CAD 84,537.05</u>

THIS PROPOSAL IS VALID FOR 90 DAYS

Valid for 30 days.

Taxes not included

Hours listed in the above quote are subject to change since they are based on an average of time required.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2014-229

ZONING: A by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 112 Hugill Street (Spina).

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 34 of the *Planning Act*, R.S.O. 1990, c. P.13 and amendments thereto, **ENACTS** as follows:

1. **112 HUGILL STREET; LOCATED ON THE EAST SIDE OF HUGILL STREET, APPROXIMATELY 36M SOUTH OF ITS INTERSECTION WITH MARK STREET; CHANGE FROM R2 TO R2.S WITH A "SPECIAL EXCEPTION"**

The zone designation on the lands described in section 2 of this by-law, which lands are shown on Map 1-8 of Schedule "A" to By-law 2005-150, is changed from R2 (Single Detached Residential) zone to R2.S (Single Detached Residential) zone with a "Special Exception".

2. **BY-LAW 2005-151 AMENDED**

Section 2 of By-law 2005-151 is amended by adding the following subsection 2(344) and heading as follows:

"2(344) 112 Hugill Street

Despite the provisions of By-law 2005-150, the zone designation on the lands located on the east side of Hugill Street, approximately 36m south of its intersection with Mark Street and having civic no. 112 Hugill Street and outlined and marked "Subject Property" on the map attached as Schedule 344 hereto is changed from R2 (Single Detached Residential) zone to R2.S (Single Detached Residential) zone with a "Special Exception" to permit, in addition to those uses permitted in an R2 zone, a second dwelling unit to be located in the basement of the existing residence, subject to the following condition:

- i) That a 1.8m visually solid fence be maintained along the north and south side lot lines of the Subject Property, commencing from a point that is adjacent to the rear wall of the dwelling located upon the Subject Property."

3. **SCHEDULE "A"**

Schedule "A" hereto forms a part of this by-law.

4. **CERTIFICATE OF CONFORMITY**

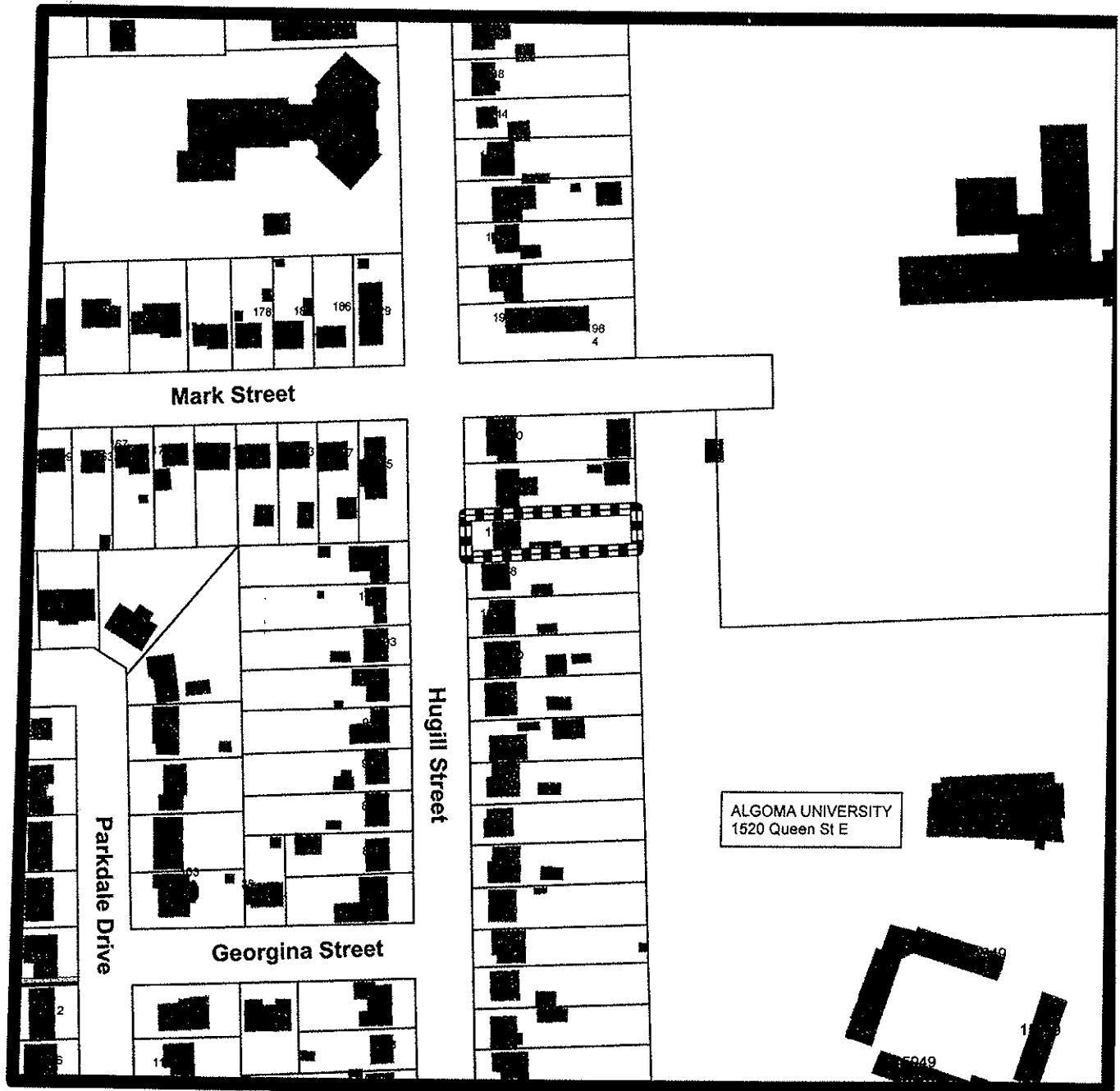
It is hereby certified that this by-law is in conformity with the Official Plan for the City of Sault Ste. Marie authorized and in force on the day of the passing of this by-law.

PASSED in Open Council this 10th day of November, 2014.

MAYOR - DEBBIE AMAROSO

CITY CLERK - MALCOLM WHITE

da legal\Staff\LEGAL\ZONING\2014\2014-229 Kristen Spina\2014-229 112 Hugill.doc



SUBJECT PROPERTY MAP

112 HUGILL STREET

Planning Application: A-19-14-Z



METRIC SCALE
1 : 2000

ROLL NUMBER
010-008-080-00

MAP NUMBERS
3 & 1-8

LABEL ID
A-19-14-Z

Legend



Subject Property = 112 Hugill Street

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2014-230

ZONING: A by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 83 Huron Street (Riversedge Developments 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, c. P.13 and amendments thereto, **ENACTS** as follows:

1. **83 HURON STREET; MOST OF THE FORMER ST. MARY'S PAPER PROPERTY LOCATED ON THE WEST SIDE OF HURON STREET BETWEEN THE ALGOMA CENTRAL RAILWAY RIGHT-OF-WAY AND THE FRANCIS H. CLERGUE GENERATING STATION, BUT DOES NOT INCLUDE THE FORMER ST. MARY'S PAPER OFFICE BUILDING**

The zone designation on the lands described in section 2 of this by-law, which lands are shown on Map 2-25 of Schedule "A" to By-law 2005-150, is changed from C3.S (Riverfront) zone with a "Special Exception" to C3.S (Riverfront) zone with an amended "Special Exception".

2. **BY-LAW 2005-151 AMENDED**

Section 2 of By-law 2005-151 is amended by repealing section 2(320) and adding the following subsection 2(320) and heading as follows:

"2(320) 75 & 83 Huron Street

Despite the provisions of By-law 2005-150, the zone designation on the lands that comprises most of the former St. Mary's Paper property, located on the west side of Huron Street, between the Algoma Central Railway right-of-way and the Francis H. Clergue Generating Station, and outlined and marked "Subject Property" on the map attached as Schedule 320 hereto is changed from C3.S (Riverfront) zone with a "Special Exception" to C3.S (Riverfront) zone with an amended "Special Exception", to permit, in addition to those uses permitted in a C3 zone, on Block "A", "B" and "C", the following uses:

1. Assembly facilities;
2. Parks and playgrounds;
3. Places of worship;

4. Schools;
5. Information technology services;
6. Motion picture and sound recording studios;
7. Professional scientific and technical services; and
8. Pilot plants relating to bio-energy research.

To further permit, in addition to those uses permitted in a C3 zone, on Block "A" only, small-scale manufacturing, subject to the following condition:

1. For the purposes of this application, small-scale manufacturing is defined as a low intensity business with approximately ten (10) or fewer employees operated within an enclosed building and which has no off-site emissions such as noise, vibration, dust or odour."

3. **SCHEDULE "A"**

Schedule "A" hereto forms a part of this by-law.

4. **CERTIFICATE OF CONFORMITY**

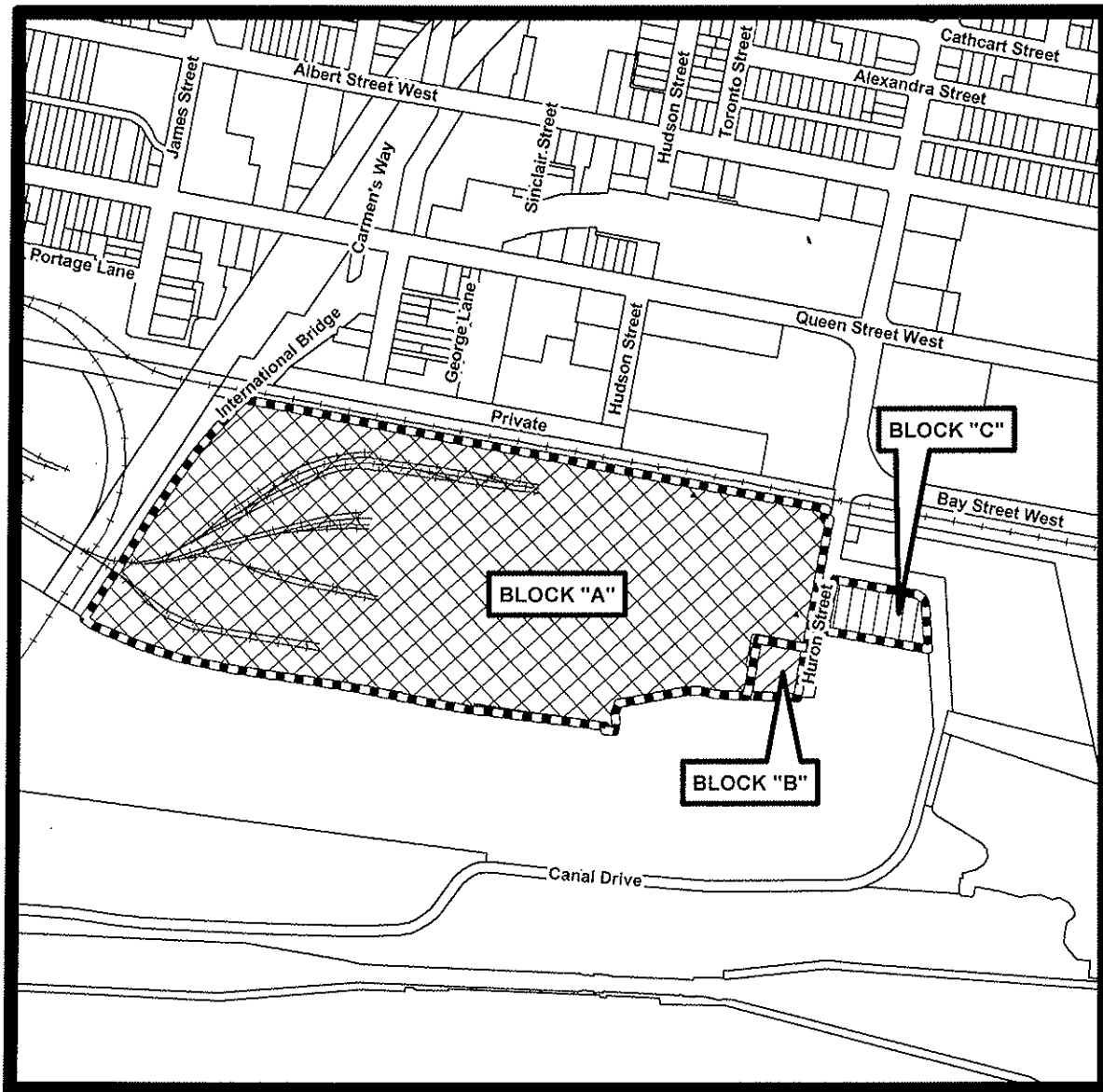
It is hereby certified that this by-law is in conformity with the Official Plan for the City of Sault Ste. Marie authorized and in force on the day of the passing of this by-law.

PASSED in Open Council this 10th day of November, 2014.

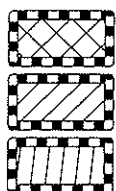
MAYOR - DEBBIE AMAROSO

CITY CLERK - MALCOLM WHITE

SCHEDULE "A" TO BY-LAW 2014-230
AND SCHEDULE 320 TO BY-LAW 2005-151



SUBJECT AREA MAP
Planning Application A-18-14-Z-OP



BLOCK "A" = 83 Huron Street

BLOCK "B" = 75 Huron Street

BLOCK "C" = Southeast Corner of Huron/Canal Intersection



Metric Scale
1 : 5000

Maps
15, 16 & 2-25

Mail Label ID
A-30-12-Z

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2014-232

AGREEMENT: (P2) A by-law to authorize the execution of an agreement between the City and Her Majesty the Queen in Right of Ontario as represented by the Minister of Community Safety and Correctional Services to extend the Court Security and Prisoner Transportation (CSPT) Program to 2016.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to an agreement between the City and Her Majesty the Queen in Right of Ontario as represented by the Minister of Community Safety and Correctional Services, a copy of which is attached as Schedule "A" hereto. This agreement extends the Court Security and Prisoner Transportation (CSPT) Program to 2016.

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 10th day of November, 2014.

MAYOR - DEBBIE AMAROSO

CITY CLERK - MALCOLM WHITE

THE AGREEMENT effective as of the 1st day of January, 2015.

B E T W E E N :

HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO
as represented by the Minister of Community Safety and
Correctional Services

(the "Province")

- and -

City of Sault Ste. Marie

(the "Recipient")

BACKGROUND:

- A. As part of the 2008 Provincial-Municipal Fiscal and Service Delivery Review (PMFSDR), the Ontario government committed to upload court security and prisoner transportation costs from municipalities, beginning in 2012 and phased in by an equal amount over seven years, to a maximum of \$125 million annually at maturity by 2018.
- B. The Province established the Court Security and Prisoner Transportation (CSPT) Program (the "Program") in 2012 to assist municipalities in offsetting their costs of providing CSPT services in their jurisdictions;
- C. The Recipient is a municipality who is responsible for the costs of providing security for court premises during hours of court operations and security of persons attending court; and the costs of transporting prisoners and custodial minors (i.e., persons between twelve and seventeen years of age) between correctional institutions, custodial facilities and court locations for the purposes of court attendance;
- D. The Recipient has provided its 2013 CSPT costs, as confirmed in the 2013 Annual Financial Report, which the Recipient submitted as part of the reporting requirements for the 2012-2014 agreement for the Program;
- E. Funding will be provided based on the Recipient's relative share of the total 2013 provincial CSPT costs.

CONSIDERATION:

In consideration of the mutual covenants and agreements contained herein and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Parties agree as follows:

ARTICLE 1 INTERPRETATION AND DEFINITIONS

1.1 **Interpretation.** For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the background and the headings do not form part of the Agreement; they are for reference only and shall not affect the interpretation of the Agreement;
- (d) any reference to dollars or currency shall be to Canadian dollars and currency; and
- (e) "include", "includes" and "including" denote that the subsequent list is not exhaustive.

1.2 **Definitions.** In the Agreement, the following terms shall have the following meanings:

"Agreement" means this agreement entered into between the Province and the Recipient and includes all of the schedules listed in section 31.1 and any amending agreement entered into pursuant to section 34.2.

"BPSAA" means the *Broader Public Sector Accountability Act, 2010* (Ontario).

"Business Day" means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year's Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

"Court Security and Prisoner Transportation Services" means the services and activities eligible for funding, as set out in Schedule "B".

"Effective Date" means the date set out at the top of the Agreement.

"Event of Default" has the meaning ascribed to it in section 14.1.

"Funding Year" means:

- (a) in the case of the first Funding Year, the period commencing on the Effective Date and ending on the following December 31; and
- (b) in the case of Funding Years subsequent to the first Funding Year, the period commencing on January 1 following the end of the previous Funding Year and ending on the following December 31.

"Funds" means the money the Province provides to the Recipient pursuant to the Agreement.

"Indemnified Parties" means Her Majesty the Queen in right of Ontario, Her ministers, agents, appointees and employees.

"Maximum Funds" means a total of **\$1,166,698.75** being **\$518,532.78** for Funding Year 1 and **\$648,165.97** for Funding Year 2.

"Notice" means any communication given or required to be given pursuant to the Agreement.

"Notice Period" means the period of time within which the Recipient is required to remedy an Event of Default, and includes any such period or periods of time by which the Province considers it reasonable to extend that time.

"Parties" means the Province and the Recipient.

"Party" means either the Province or the Recipient.

"Project" means the undertaking described in Schedule "A".

"Reports" means the reports described in Schedule "A".

"Timelines" means the Project schedule set out in Schedule "A".

ARTICLE 2 REPRESENTATIONS, WARRANTIES AND COVENANTS

2.1 **General.** The Recipient represents, warrants and covenants that:

- (a) it is, and shall continue to be for the term of the Agreement, a validly existing legal entity with full power to fulfill its obligations under the Agreement;
- (b) it has, and shall continue to have for the term of the Agreement, the experience and expertise necessary to carry out the Project;
- (c) it is in compliance with all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules and by-laws related to any aspect of the Project, the Funds or both;
- (d) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and shall continue to be true and complete for the term of the Agreement.

- 2.2 **Execution of Agreement.** The Recipient represents and warrants that:
- (a) it has the full power and authority to enter into the Agreement; and
 - (b) it has taken all necessary actions to authorize the execution of the Agreement.
- 2.3 **Governance.** The Recipient represents, warrants and covenants that it has, and shall maintain, in writing for the period during which the Agreement is in effect:
- (a) a code of conduct and ethical responsibilities for all persons at all levels of the Recipient's organization;
 - (b) procedures to ensure the ongoing effective functioning of the Recipient;
 - (c) decision-making mechanisms for the Recipient;
 - (d) procedures to enable the Recipient to manage the Funds prudently and effectively;
 - (e) procedures to enable the Recipient to complete the Project successfully;
 - (f) procedures to enable the Recipient, in a timely manner, to identify risks to the completion of the Project, and strategies to address the identified risks;
 - (g) procedures to enable the preparation and delivery of all Reports required pursuant to Article 7; and
 - (h) procedures to enable the Recipient to deal with such other matters as the Recipient considers necessary to ensure that the Recipient carries out its obligations under the Agreement.
- 2.4 **Supporting Documentation.** Upon request, the Recipient shall provide the Province with proof of the matters referred to in this Article 2.

ARTICLE 3 TERM OF THE AGREEMENT

- 3.1 **Term.** The term of the Agreement shall commence on the Effective Date and shall expire on December 31, 2016 unless terminated earlier pursuant to Article 12, Article 13 or Article 14.

ARTICLE 4
FUNDS AND CARRYING OUT THE PROJECT

4.1 Funds Provided. The Province shall:

- (a) provide the Recipient up to the Maximum Funds for the purpose of carrying out the Project;
- (b) provide the Funds to the Recipient in accordance with the payment plan attached to the Agreement as Schedule "A";
- (c) deposit the Funds into an account designated by the Recipient provided that the account:
 - (i) resides at a Canadian financial institution;
 - (ii) is in the name of the Recipient; and
- (d) in addition to the Province's rights under Section 15.1, if the Recipient identifies that any Funds for the Funding Year are not expected to be used for the Project in that Funding Year, the Province may reallocate the Funds to other municipalities.

4.2 Limitation on Payment of Funds. Despite section 4.1:

- (a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the insurance certificate or other proof as the Province may request pursuant to section 11.2;
- (b) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Project;
- (c) the Province may adjust the amount of Funds it provides to the Recipient in any Funding Year based upon the Province's assessment of the information provided by the Recipient pursuant to section 7.1; and
- (d) if, pursuant to the *Financial Administration Act* (Ontario), the Province does not receive the necessary appropriation from the Ontario Legislature for payment under the Agreement, the Province is not obligated to make any such payment, and, as a consequence, the Province may:
 - (i) reduce the amount of the Funds and, in consultation with the Recipient, change the Project; or
 - (ii) terminate the Agreement pursuant to section 13.1.

- 4.3 **Use of Funds and Project.** The Recipient shall:
- (a) carry out the Project in accordance with the terms and conditions of the Agreement; and
 - (b) use the Funds only for the purpose of carrying the Project; and
 - (c) spend the Funds only on activities and services eligible for funding as set out in Schedule "B".
- 4.4 **No Changes.** The Recipient shall not make any changes to the Project, the Timelines, or spend any of the Funds on any activities or services that are not eligible for funding as set out in Schedule "B" without the prior written consent of the Province.
- 4.5 **Interest Bearing Account.** If the Province provides Funds to the Recipient prior to the Recipient's immediate need for the Funds, the Recipient shall place the Funds in a separate interest bearing account in the name of the Recipient at a Canadian financial institution.
- 4.6 **Interest.** If the Recipient earns any interest on the Funds, the Province may:
- (a) deduct an amount equal to the interest from any further instalments of Funds; or
 - (b) demand from the Recipient the repayment of an amount equal to the interest.
- 4.7 **Maximum Funds.** The Recipient acknowledges that the Funds available to it pursuant to the Agreement shall not exceed the Maximum Funds.
- 4.8 **Rebates, Credits and Refunds.** The Recipient acknowledges that the amount of Funds available to it pursuant to the Agreement is based on the actual costs to the Recipient, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit or refund.

ARTICLE 5 ACQUISITION OF GOODS OR SERVICES

- 5.1 **Acquisition.** Subject to section 28.1, if the Recipient acquires goods, services, or both with the Funds, it shall do so through a process that promotes the best value for money.
- 5.2 **Disposal.** The Recipient shall sell, lease or otherwise dispose of any asset purchased with the Funds or for which Funds were provided only in accordance with its asset disposal policies and procedures, unless the Province agrees otherwise.

ARTICLE 6 CONFLICT OF INTEREST

- 6.1 **No Conflict of Interest.** The Recipient shall carry out the Project and use the Funds without an actual, potential or perceived conflict of interest.
- 6.2 **Conflict of Interest Includes.** For the purposes of this Article, a conflict of interest includes any circumstances where:
- (a) the Recipient; or
 - (b) any person who has the capacity to influence the Recipient's decisions, has outside commitments, relationships or financial interests that could, or could be seen to, interfere with the Recipient's objective, unbiased and impartial judgment relating to the Project, the use of the Funds, or both.
- 6.3 **Disclosure to Province.** The Recipient shall:
- (a) disclose to the Province, without delay, any situation that a reasonable person would interpret as an actual, potential or perceived conflict of interest; and
 - (b) comply with any terms and conditions that the Province may prescribe as a result of the disclosure.

ARTICLE 7 REPORTING, ACCOUNTING AND REVIEW

- 7.1 **Preparation and Submission.** The Recipient shall:
- (a) submit to the Province at the address provided in section 18.1, all Reports in accordance with the timelines and content requirements set out in Schedules "A", "B" and "C", or in a form as specified by the Province from time to time;
 - (b) submit to the Province at the address provided in section 18.1, any other reports as may be requested by the Province in accordance with the timelines and content requirements specified by the Province;
 - (c) ensure that all Reports and other reports are completed to the satisfaction of the Province; and
 - (d) ensure that all Reports and other reports are signed on behalf of the Recipient by an authorized signing officer.

- 7.2 **Record Maintenance.** The Recipient shall keep and maintain:
- (a) all financial records (including invoices) relating to the Funds or otherwise to the Project in a manner consistent with generally accepted accounting principles; and
 - (b) all non-financial documents and records relating to the Funds or otherwise to the Project.
- 7.3 **Inspection.** The Province, its authorized representatives or an independent auditor identified by the Province may, at its own expense, upon twenty-four hours' Notice to the Recipient and during normal business hours, enter upon the Recipient's premises to review the progress of the Project and the Recipient's allocation and expenditure of the Funds and, for these purposes, the Province, its authorized representatives or an independent auditor identified by the Province may take one or more of the following actions:
- (a) inspect and copy the records and documents referred to in section 7.2;
 - (b) remove any copies made pursuant to section 7.3(a) from the Recipient's premises; and
 - (c) conduct an audit or investigation of the Recipient in respect of the expenditure of the Funds, the Project, or both.
- 7.4 **Disclosure.** To assist in respect of the rights set out in section 7.3, the Recipient shall disclose any information requested by the Province, its authorized representatives or an independent auditor identified by the Province, and shall do so in the form requested by the Province, its authorized representatives or an independent auditor identified by the Province, as the case may be.
- 7.5 **No Control of Records.** No provision of the Agreement shall be construed so as to give the Province any control whatsoever over the Recipient's records.
- 7.6 **Auditor General.** For greater certainty, the Province's rights under this Article are in addition to any rights provided to the Auditor General pursuant to section 9.2 of the *Auditor General Act* (Ontario).

ARTICLE 8 COMMUNICATIONS REQUIREMENTS

- 8.1 **Acknowledge Support.** Unless otherwise directed by the Province, the Recipient shall acknowledge the support of the Province in a form and manner as directed by the Province.
- 8.2 **Publication.** The Recipient shall indicate, in any of its publications, of any kind, including written, oral, or visual, relating to the Project, that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

**ARTICLE 9
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY**

- 9.1 **FIPPA.** The Recipient acknowledges that the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act.
- 9.2 **MFIPPA.** The Province acknowledges that the Recipient is bound by the *Municipal Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Recipient in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act.

**ARTICLE 10
INDEMNITY**

- 10.1 **Indemnification.** The Recipient hereby agrees to indemnify and hold harmless the Indemnified Parties from and against any and all liability, loss, costs, damages and expenses (including legal, expert and consultant fees), causes of action, actions, claims, demands, lawsuits or other proceedings, by whomever made, sustained, incurred, brought or prosecuted, in any way arising out of or in connection with the Project or otherwise in connection with the Agreement, unless solely caused by the negligence or wilful misconduct of the Province.

**ARTICLE 11
INSURANCE**

- 11.1 **Recipient's Insurance.** The Recipient represents and warrants that it has, and shall maintain for the term of the 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 and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including 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 five million dollars (\$5,000,000) per occurrence. The policy shall include the following:
- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, the Agreement;
 - (b) a cross-liability clause;
 - (c) contractual liability coverage; and
 - (d) a 30 day written notice of cancellation, termination or material change.

- 11.2 **Proof of Insurance.** The Recipient shall provide the Province with certificates of insurance, or other proof as may be requested by the Province, that confirms the insurance coverage as provided for in section 11.1. Upon the request of the Province, the Recipient shall make available to the Province a copy of each insurance policy.

ARTICLE 12 TERMINATION ON NOTICE

- 12.1 **Termination on Notice.** The Province may terminate the Agreement at any time upon giving at least 30 days Notice to the Recipient.
- 12.2 **Consequences of Termination on Notice by the Province.** If the Province terminates the Agreement pursuant to section 12.1, the Province may take one or more of the following actions:
- (a) cancel all further instalments of Funds;
 - (b) demand the repayment of any Funds remaining in the possession or under the control of the Recipient; and
 - (c) determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:
 - (i) permit the Recipient to offset the costs determined pursuant to section 12.2(c), against the amount owing pursuant to section 12.2(b); and
 - (ii) subject to section 4.7, provide Funds to the Recipient to cover the costs determined pursuant to section 12.2(c).

ARTICLE 13 TERMINATION WHERE NO APPROPRIATION

- 13.1 **Termination Where No Appropriation.** If, as provided for in section 4.2(d), the Province does not receive the necessary appropriation from the Ontario Legislature for any payment the Province is to make pursuant to the Agreement, the Province may terminate the Agreement immediately by giving Notice to the Recipient.
- 13.2 **Consequences of Termination Where No Appropriation.** If the Province terminates the Agreement pursuant to section 13.1, the Province may take one or more of the following actions:
- (a) cancel all further instalments of Funds;
 - (b) demand the repayment of any Funds remaining in the possession or under the control of the Recipient; and

- (c) determine the reasonable costs for the Recipient to wind down the Project and permit the Recipient to offset such costs against the amount owing pursuant to section 13.2(b).
- 13.3 **No Additional Funds.** For purposes of clarity, if the costs determined pursuant to section 13.2(c) exceed the Funds remaining in the possession or under the control of the Recipient, the Province shall not provide additional Funds to the Recipient.

ARTICLE 14

EVENT OF DEFAULT, CORRECTIVE ACTION AND TERMINATION FOR DEFAULT

- 14.1 **Events of Default.** Each of the following events shall constitute an Event of Default:
 - (a) in the opinion of the Province, the Recipient breaches any representation, warranty, covenant or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:
 - (i) carry out the Project;
 - (ii) use or spend Funds; or
 - (iii) provide, in accordance with section 7.1, Reports or such other reports as may have been requested pursuant to section 7.1(b);
 - (b) the Recipient's operations, or its organizational structure, changes such that it no longer meets one or more of the eligibility requirements of the program under which the Province provides the Funds;
 - (c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or a creditor makes an application for an order adjudging the Recipient bankrupt, or applies for the appointment of a receiver;
 - (d) the Recipient ceases to operate.
- 14.2 **Consequences of Events of Default and Corrective Action.** If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:
 - (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;
 - (b) provide the Recipient with an opportunity to remedy the Event of Default;
 - (c) suspend the payment of Funds for such period as the Province determines appropriate;

- (d) reduce the amount of the Funds;
- (e) cancel all further instalments of Funds;
- (f) demand the repayment of any Funds remaining in the possession or under the control of the Recipient;
- (g) demand the repayment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- (h) demand the repayment of an amount equal to any Funds the Province provided to the Recipient; and
- (i) terminate the Agreement at any time, including immediately, upon giving Notice to the Recipient.

14.3 Opportunity to Remedy. If, in accordance with section 14.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province shall provide Notice to the Recipient of:

- (a) the particulars of the Event of Default; and
- (b) the Notice Period.

14.4 Recipient not Remediating. If the Province has provided the Recipient with an opportunity to remedy the Event of Default pursuant to section 14.2(b), and:

- (a) the Recipient does not remedy the Event of Default within the Notice Period;
- (b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or
- (c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections 14.2(a), (c), (d), (e), (f), (g), (h) and (i).

14.5 When Termination Effective. Termination under this Article shall take effect as set out in the Notice.

ARTICLE 15
FUNDS AT THE END OF A FUNDING YEAR

- 15.1 **Funds at the End of a Funding Year.** Without limiting any rights of the Province under Article 14, if the Recipient has not spent all of the Funds allocated for the Funding Year, the Province may take one or both of the following actions:
- (a) demand the return of the unspent Funds; and
 - (b) adjust the amount of any further instalments of Funds accordingly.

ARTICLE 16
FUNDS UPON EXPIRY

- 16.1 **Funds Upon Expiry.** The Recipient shall, upon expiry of the Agreement, return to the Province any Funds remaining in its possession or under its control.

ARTICLE 17
REPAYMENT

- 17.1 **Repayment of Overpayment.** If at any time during the term of the Agreement the Province provides Funds in excess of the funds to which the Recipient is entitled under the Agreement, the Province may:
- (a) deduct an amount equal to the excess Funds from any further instalments of Funds; or
 - (b) demand that the Recipient pay an amount equal to the excess Funds to the Province.
- 17.2 **Debt Due.** If, pursuant to the Agreement:
- (a) the Province demands the payment of any Funds or an amount equal to any Funds from the Recipient; or
 - (b) the Recipient owes any Funds or an amount equal to any Funds to the Province, whether or not their return or repayment has been demanded by the Province,

such Funds or other amount shall be deemed to be a debt due and owing to the Province by the Recipient, and the Recipient shall pay or return the amount to the Province immediately, unless the Province directs otherwise.

- 17.3 **Interest Rate.** The Province may charge the Recipient interest on any money owing by the Recipient at the then current interest rate charged by the Province of Ontario on accounts receivable.

- 17.4 **Payment of Money to Province.** The Recipient shall pay any money owing to the Province by cheque payable to the "Ontario Minister of Finance" and delivered to the Province at the address provided in section 18.1.

ARTICLE 18 NOTICE

- 18.1 **Notice in Writing and Addressed.** Notice shall be in writing and shall be delivered by email, postage-prepaid mail, personal delivery or fax, and shall be addressed to the Province and the Recipient respectively as set out below, or as either Party later designates to the other by Notice:

To the Province:

Ministry of Community Safety and
Correctional Services
Public Safety Division
External Relations Branch
Program Development Section
12th Floor, 25 Grosvenor Street
Toronto ON M7A 2H3

To the Recipient:

City of Sault Ste. Marie
99 Foster Drive, P.O. Box 580
Sault Ste. Marie ON P6A 5N1

Attention:

Fionne Yip
Community Safety Analyst

Attention:

Mr. Joseph Fratesi
Chief Administrative Officer

Fax: 416-314-3092
Email: Fionne.Yip@ontario.ca

Fax: 705-759-5952
Email: j.fratesi@cityssm.on.ca

- 18.2 **Notice Given.** Notice shall be deemed to have been received:
- (a) in the case of postage-prepaid mail, seven days after a Party mails the Notice; or
 - (b) in the case of email, personal delivery or fax, at the time the other Party receives the Notice.
- 18.3 **Postal Disruption.** Despite section 18.2(a), in the event of a postal disruption:
- (a) Notice by postage-prepaid mail shall not be deemed to be received; and
 - (b) the Party giving Notice shall provide Notice by email, personal delivery or by fax.
- 18.4 **Despite Section 18.2.** Despite section 18.2, if either Party receives a Notice on a non-Business Day, or after 5 p.m. on a Business Day, the Notice shall be deemed to have been received on the next Business Day.

ARTICLE 19
CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT

- 19.1 **Consent.** When the Province provides its consent pursuant to the Agreement, it may impose any terms and conditions on such consent and the Recipient shall comply with such terms and conditions.

ARTICLE 20
SEVERABILITY OF PROVISIONS

- 20.1 **Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of the Agreement shall not affect the validity or enforceability of any other provision of the Agreement. Any invalid or unenforceable provision shall be deemed to be severed.

ARTICLE 21
WAIVER

- 21.1 **Waivers in Writing.** If a Party fails to comply with any term of the Agreement, that Party may only rely on a waiver of the other Party if the other Party has provided a written waiver in accordance with the Notice provisions in Article 18. Any waiver must refer to a specific failure to comply and shall not have the effect of waiving any subsequent failures to comply.

ARTICLE 22
INDEPENDENT PARTIES

- 22.1 **Parties Independent.** The Recipient acknowledges that it is not an agent, joint venturer, partner or employee of the Province, and the Recipient shall not represent itself in any way that might be taken by a reasonable person to suggest that it is, or take any actions that could establish or imply such a relationship.

ARTICLE 23
ASSIGNMENT OF AGREEMENT OR FUNDS

- 23.1 **No Assignment.** The Recipient shall not, without the prior written consent of the Province, assign any of its rights, or obligations under the Agreement.
- 23.2 **Agreement Binding.** All rights and obligations contained in the Agreement shall extend to and be binding on the Parties' respective heirs, executors, administrators, successors and permitted assigns.

**ARTICLE 24
GOVERNING LAW**

- 24.1 **Governing Law.** The Agreement and the rights, obligations and relations of the Parties shall be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement shall be conducted in the courts of Ontario, which shall have exclusive jurisdiction over such proceedings.

**ARTICLE 25
FURTHER ASSURANCES**

- 25.1 **Agreement into Effect.** The Recipient shall provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains, and shall otherwise do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

**ARTICLE 26
JOINT AND SEVERAL LIABILITY**

- 26.1 **Joint and Several Liability.** Where the Recipient is comprised of more than one entity, all such entities shall be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

**ARTICLE 27
RIGHTS AND REMEDIES CUMULATIVE**

- 27.1 **Rights and Remedies Cumulative.** The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

**ARTICLE 28
BPSAA**

- 28.1 **BPSAA.** For the purposes of clarity, if the Recipient is subject to the BPSAA and there is a conflict between any of the requirements of the Agreement and the requirements of the BPSAA, the BPSAA shall prevail.

ARTICLE 29
ACKNOWLEDGEMENT OF OTHER LEGISLATION

- 29.1 **Recipient Acknowledges.** The Recipient acknowledges that by receiving Funds it may become subject to legislation applicable to organizations that receive funding from the Government of Ontario, including the BPSAA, the *Public Sector Salary Disclosure Act, 1996* (Ontario), and the *Auditor General Act* (Ontario).

ARTICLE 30
FAILURE TO COMPLY WITH OTHER AGREEMENTS

- 30.1 **Other Agreements.** If the Recipient:
- (a) has failed to comply (a “**Failure**”) with any term, condition or obligation under any other agreement with Her Majesty the Queen in right of Ontario or a Crown agency;
 - (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
 - (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
 - (d) such Failure is continuing,
- the Province may suspend the payment of Funds for such period as the Province determines appropriate.

ARTICLE 31
SCHEDULES

- 31.1 **Schedules.** The Agreement includes the following schedules:
- (a) Schedule “A” - Project Description, Payment and Reporting Schedule;
 - (b) Schedule “B” - Court Security and Prisoner Transportation Services and Activities Eligible for Funding; and
 - (c) Schedule “C” – Template for Annual Financial Report.

ARTICLE 32 SURVIVAL

- 32.1 **Survival.** The following Articles and sections, and all applicable cross-referenced sections and schedules, shall continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1 and any other applicable definitions, section 4.2(d), 4.6, 5.2, section 7.1 (to the extent that the Recipient has not provided the Reports to the satisfaction of the Province), sections 7.2, 7.3, 7.4, 7.5, 7.6, Article 8, Article 10, section 12.2, sections 13.2 and 13.3, sections 14.1, 14.2(d), (e), (f), (g) and (h), Article 16, Article 17, Article 18, Article 20, section 23.2, Article 24, Article 26, Article 27, Article 29, Article 30, Article 31, Article 32 and Article 34.

ARTICLE 33 COUNTERPARTS

- 33.1 **Counterparts.** The Agreement may be executed in any number of counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

ARTICLE 34 ENTIRE AGREEMENT

- 34.1 **Entire Agreement.** The Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.
- 34.2 **Modification of Agreement.** The Agreement may only be amended by a written agreement duly executed by the Parties.

The Parties have executed the Agreement on the dates set out below.

**HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO
as represented by the Minister of Community Safety and Correctional
Services**

Name: Glenn Murray
Title: Assistant Deputy Minister
Public Safety Division

Date

Pursuant to Delegated Authority

City of Sault Ste. Marie

Name: Debbie Amaroso
Title: Mayor

November 10, 2014
Date

Name: Malcolm White
Title: City Clerk

November 10, 2014
Date

I/We have authority to bind the Recipient.

SCHEDULE "A"

PROJECT DESCRIPTION

As part of the 2008 PMFSDR, the Ontario government committed to upload court security and prisoner transportation costs from municipalities, beginning in 2012 and phased in by an equal amount over seven years, to a maximum of \$125 million annually at maturity by 2018.

The Recipient is responsible for the costs of providing security for court premises during hours of court operations and security of persons attending court. The Recipient is also responsible for the costs of transporting prisoners and custodial minors (i.e., persons between twelve and seventeen years of age) between correctional institutions, custodial facilities and court locations for the purposes of court attendance.

Funding is allocated based on the Recipient's relative share of the total 2013 provincial CSPT costs.

PAYMENT AND REPORTING SCHEDULE

The Funds in the amount of **\$1,166,698.75** will be provided to the Recipient according to the following schedule:

Funding Year 1 – January 1, 2015 to December 31, 2015:

- A. First instalment: **\$129,633.20** will be paid to the Recipient once the Recipient has signed the Agreement, provided adequate proof of insurance to the Province in accordance with Article 11.2 of the Agreement, and the Agreement has then been signed by the Province.
- B. Final instalment: **\$388,899.58** will be paid to the Recipient, following the Province's receipt and approval of the 2014 Annual Financial Report (due April 15, 2015), which is part of the reporting requirements of the 2012-2014 agreement for the Program.

Funding Year 2 – January 1, 2016 to December 31, 2016:

- A. First instalment: **\$162,041.49** will be paid to the Recipient, following the Province's receipt and approval of the 2015 Annual Financial Report (due January 30, 2016).
- B. Final instalment: **\$486,124.48** will be paid to the Recipient by the end of April 2016, subject to the Province's receipt and approval of the 2015 Annual Financial Report.
- C. The Recipient must submit the 2016 Annual Financial Report to the Province by April 15, 2016.

SCHEDULE "B"

COURT SECURITY AND PRISONER TRANSPORTATION SERVICES AND ACTIVITIES ELIGIBLE FOR FUNDING

A. COURT SECURITY includes:

1. Facility Perimeter Security
Costs associated with external and/or internal police presence during regular or non-regular hours to secure the perimeter of the facility, to respond to a specific threat or for high-profile matters.
2. Courtroom Security
Costs associated with the presence of police staff in the courtroom to ensure the safety and security of the proceedings and attendees.
3. General Courthouse Security Presence
Costs associated with the use of screening stations to screen all public visitors to the courthouse, including the use of magnetometers and x-ray machines, and police staff assigned to perform roving patrols of the court facility.
4. Prisoner Movement in Courthouse
Costs associated with monitoring the movement of prisoners between holding cells and other areas within the courthouse.
5. Prisoner Guarding in Holding Cells
Costs associated with guarding and monitoring of prisoners brought to court for trial and held in courthouse holding cells (where applicable).
6. Prisoner Feeding
Costs associated with the provision of meals to prisoners required while in the custody of local police services for the purpose of attending court.

B. PRISONER TRANSPORTATION includes:

1. Prisoner Transport
Costs associated with the movement of prisoners between correctional institutions and court locations for the purposes of attending trial.
2. Prisoner Transport - Youth
Costs associated with the movement of custodial minors (i.e. 12-17 years old) between correctional and/or custodial facilities and court locations for the purposes of attending trial.

***PRISONER includes:** Persons being held in custody as a result of provincial or federal offence proceedings, including persons under immigration detention.

C. TRAINING, EQUIPMENT AND RECRUITING includes:

1. Costs associated with training that is relevant to court security and prisoner transportation only.
2. Cost associated with equipment that is unique to the member's deployment within court security and prisoner transportation and does not include equipment that would be utilized if the member was deployed in any other capacity within the police service.
3. Costs associated with recruiting that is relevant to the staffing of court security and prisoner transportation only. Costs may include advertising for applicants, physical fitness and/or psychological testing, applicant screening, interviews or any other related human resources expense.

COURT SECURITY AND PRISONER TRANSPORTATION do NOT include:

Court Administration

Costs associated with performing court administrative duties including the scheduling of staff for daily deployment, the service of legal documents, the preparation/maintenance of Crown Brief materials, the entry of data into court information systems, preparing or swearing/affirming legal documentation, scheduling of court appearances or other duties of a related nature.

SCHEDULE "C"

TEMPLATE FOR ANNUAL FINANCIAL REPORT

SCHEDULE C - ANNUAL FINANCIAL REPORT - 201_ (YEAR _)

REPORTING MUNICIPALITY: (please select from drop down list)			
CONTACT INFORMATION:			
Salutation:	First Name:	Last Name:	Title:
Tel:	Ext:	Fax:	E mail:
Address:			
City:		Postal Code:	
LOCAL POLICE SERVICE:			
Name of Municipal or Regional Police Service or OPP Detachment:			
ANNUAL EXPENDITURE SUMMARY:			
PLEASE COMPLETE THE FOLLOWING SECTION IN RELATION TO THE COURT SECURITY AND PRISONER TRANSPORTATION SERVICES/ACTIVITIES ELIGIBLE FOR FUNDING LISTED IN SCHEDULE B (ATTACHED).			
For lines b, c, d, g, h, and i, please provide details on a separate page, identifying the name of the municipality/funding source and the amount of funding.			
201_ (Year _) Allocation:			
COURT SECURITY COSTS			
a) Total gross annual court security costs:			
b) Total annual payments provided to other municipalities for court security:			
c) Total annual payments received from other municipalities for court security:			
d) Total annual payments received from other funding sources for court security:			
e) Total net annual court security costs (a + b - c - d):			\$0.00
PRISONER TRANSPORTATION COSTS			
f) Total gross annual prisoner transportation costs:			
g) Total annual payments provided to other municipalities for prisoner transportation:			
h) Total annual payments received from other municipalities for prisoner transportation:			
i) Total annual payments received from other funding sources for prisoner transportation:			
j) Total net annual prisoner transportation costs (f + g - h - i):			\$0.00
Total Net Annual Court Security and Prisoner Transportation Costs (e + j):			\$0.00
Variance (Allocation - Total Net Annual Costs):			\$0.00
SIGNATURE OF AUTHORIZED OFFICIAL:			
I, hereby certify that the information provided in the Annual Financial Report is true and correct and is in agreement with the books and records of the municipality and its consolidated entities.			
Title:		Print Name:	
Signature:		Date:	

Ministry of Community Safety and Correctional Services

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2014-233

PARKING: (P3.9(3)) 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.

THE COUNCIL of the Corporation of the City of Sault Ste. Marie pursuant to Section 15 of the *Police Services Act*, R.S.O. 1990, chapter P.15 and amendments thereto, **ENACTS** as follows:

1. **SCHEDULE "A" TO BY-LAW 90-305 AMENDED**

Schedule "A" to By-law 90-305 is hereby repealed and replaced with Schedule "A" attached to this by-law.

2. **EFFECTIVE DATE**

This by-law takes effect on the day of its final passing.

PASSED in open Council this 10th day of November, 2014.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

SCHEDULE "A"

<u>BADGE</u>	<u>SPECIAL CONSTABLE</u>	<u>EMPLOYER</u>	<u>PROPERTY LOCATION</u>
26	MCLEOD, ROD	FLEMING & SMITH	378 QUEEN ST E & APARTMENTS & 27 KING ST.
30	RENDELL, VERN	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
109	SEBECIC, JOHN, LUDVIC	DENTAL BUILDING	946 & 216 QUEEN ST E
138	CAIN, JOSEPH	CITY OF SAULT STE MARIE	BELLUVUE MARINA & BONDAR MARINE & PARK
151	PARR, DEREK, RAYMOND	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
153	TASSONE, VITO	TASSONE CHIROPRACTIC	673 QUEEN ST E
163	BUMBACCO, PHILIP	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
178	D'AGOSTINI, ROSEMARY	DR. RAYMOND CHO	71 & 131 EAST ST / 129 SECOND LINE W
191	BROWN, STEVEN	SEP. SCHOOL BOARD	SEPARATE SCHOOL BOARD PROPERTIES
196	MCGRAYNE, LAURA LEE	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
241	COGHILL, ROBIN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
246	CHAN, GILBERT	DR. RAYMOND CHO	71 & 131 EAST ST / 129 SECOND LINE W
249	CHO, LINDA	DR. RAYMOND CHO	71 & 131 EAST ST / 129 SECOND LINE W
253	TRAVSON, TERRANCE (TERRY)	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
267	CORBIERE, JOHN (TED)	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
276	SMITH, DENNIS, ROBERT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
314	AASEN, PAULINE	STANDARD PARKING	ONTARIO REALTY CORP/ ROBERTA BONDAR PLACE / 426 QUEEN ST E
321	LORENZO, COREY	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
334	MILLER, BRADLEY	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREAS
335	GROSSO, DONALD	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
344	HARPE, KEN	HOLIDAY INN.	HOLIDAY INN (BAY ST.)
346	HAZLETON, MARGARET	CITY OF SAULT STE MARIE	BELLUVUE MARINA & BONDAR MARINE & PARK
366	TROINOW, VICTORIA	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
369	CARMICHAEL, MARY	ON. FINNISH HOME. ASS.	FINNISH REST HOME
370	HANSEN, LOUIS	ON. FINNISH HOME. ASS.	FINNISH REST HOME
372	BENOIT, ALAIN	ON. FINNISH HOME. ASS.	FINNISH REST HOME
374	TAAVEL, ANDRE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREAS
376	FINN, ROBERT	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
391	MCLEOD, HEATHER,	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
397	LAFRAMBOISE, YVON	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
400	JOHNSON, MICHAEL	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
406	LEBLANC, SERGE	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
410	POYNER, HAROLD	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
411	MOORE, ROBERT	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
420	FABIANO, ANTONIO	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
430	RUSCIO, DOMINIC	MAJOR CONTR.	DAY'S INN HOTEL
431	DICKSON, SHANE	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
435	TRAMBLE, GEORGE	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
439	LAMBERT, JOSEPH	STANDARD PARKING	ONTARIO REALTY CORP/ ROBERTA BONDAR PLACE / 426 QUEEN ST E
440	HAMMERSTEDT, ERIC	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
441	WILSON, DAVID	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
442	MACLENNAN, MATTHEW	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
443	MARCIL, MARK	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
446	HALLIDAY, DANA	SAULT COLLEGE	SAULT COLLEGE
450	CHAPMAN, DANIEL	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
456	CONEYBEARE, KEVIN	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
459	SLEEMAN, RAY	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
460	BOUGIE, DAN	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
463	MORIN ALEX	CORPS OF COMM.	
464	DITOMMASO, RYAN	2220917 ONT. INC.	489 BAY ST / 535 QUEEN ST E
465	DELAVALLE, DON	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
467	BERNIER, JUNE	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
468	AGNEW, BRENDAN	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
469	SANTELLI, DOMINIC	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
470	WOOLEY, NATHANIEL	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
471	STOYCHEFF, CHRISTOPHER	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
474	MANCUSO, ANTHONY	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
480	TELFORD, JASON	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
481	FORD, BRIAN	NORTH EAST SECURITY	S. COLLEGE/A. UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
484	MCLEOD, VIRGINIA	CITY OF SAULT STE MARIE	BELLUVUE MARINA & BONDAR MARINE & PARK
485	ARMSTRONG, KENNETH	CITY OF SAULT STE MARIE	BELLUVUE MARINA & BONDAR MARINE & PARK
486	LONGO, NADIA	GT. NORTHERN RETIREMEI	760 GREAT NORTHERN RD.
487	ROUGEAU, MARISA	GT. NORTHERN RETIREMEI	760 GREAT NORTHERN RD.
488	LEFLEUR, MARILYN	GT. NORTHERN RETIREMEI	760 GREAT NORTHERN RD.
489	MCQUEEN, WANDA	GT. NORTHERN RETIREMEI	760 GREAT NORTHERN RD.
490	LUXTON, JEFF	GT. NORTHERN RETIREMEI	760 GREAT NORTHERN RD.

492	PARKER,MICHAEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
493	BROWN,FRASER	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
501	QUARRELL,ROBERT	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
502	HAMEL,CHRIS	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
503	HAMEL,MELANIE	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
505	JONES,CHELSEY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
511	ADAIR,BRENDAN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
512	DIMMA,JUSTIN	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
516	GAY,JAMES	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
517	ROY,BRENDA	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
522	MCNAMA,STEVEN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
523	MCBRIDE,GUY	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
524	DUNLOP,DAVID	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
526	JOHNSTON,CORY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
529	ROMAIN,GERALDINE	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
532	BROUILLARD,BERNARD	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
537	GRAWBARGER,KYLE	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
541	DIMMA,WILLIAM	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
542	RALPH,NANCY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
543	HAYNES,MICHAEL	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
547	LIEPA,MATTHEW	ALGOMA CENTRAL PROP	STATION MALL/STATION 49/STATION TOWER
548	CARON,ROGER	CITY OF SAULT STE MARIE	99 FOSTER DR. (CIVIC CENTRE)
549	WICKSTROM,IZAAK	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
552	SENEGAL,DANIEL	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
556	ARCAND,SCOTT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
562	DEARING,DEVIN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
565	LISCUMB,GERALD	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
566	SWEET,WILLARD	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
567	BOSTON,CODY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
568	PICK,DENNY	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
569	ZEPPA,JACOB	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
571	BRESNAHAN,JAMES	SSM.AIRPORT CORP.	AIRPORT - SUPERVISOR OF BUSINESS OPERATIONS
572	BELANGER,COWAN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
573	RHODES,LILIAN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
574	BOUCHARD,DARYL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
575	LALODE,DANIEL	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
576	HULL,BRADLEY	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
580	CHARETTE,ROBERT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
581	PAVONI,JORDAN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
582	MAITLAND,DARLA	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
583	MADIGAN,LORRI-ANNE	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
586	WERTH,KARL	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
587	GIULETTI,MATTHEW	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
589	TWENTYMAN,DANIEL	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
590	WARMINGTON,KAYLA	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
594	PELOSO,MATT	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
596	WAGNER,TODD	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
598	COULL,ROBIN	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
599	BUMBACCO,CARL	CB HOME INSTALLATIONS	321 JOHN ST.
601	HART,JASON	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
602	GREENWOOD,LESLIE	GREENWOODS HARDWAR	41 ALBERT ST W
603	LAMMING,DAVE	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREAS
604	WAGNER,MATTHEW	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL
606	SHEWLFELT,CHERYL	PANORMIC PROPERTIES	621,627,631 MACDONALD AVE
607	FROST,CHRISTIAN	CITY OF SAULT STE MARIE	TRANSIT SERVICE AREAS
608	ALISAT,THOMAS	ALISATS RUST PROOFING	24 QUEEN ST W
609	ROBINSON,SHAWN	ALISATS RUST PROOFING	24 QUEEN ST W
610	GREGANITI,BARETT	NORTH EAST SECURITY	S.COLLEGE/A.UNIVERSITY & RES./ESSAR CENTRE/GHC/CAMBRIAN MALL/TENARIS
611	MIZZI,PRESTON	WENDY'S	1 QUEEN ST W
612	HURLEY,BRITTNEY	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
613	SULLIVAN,SHAWN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
614	AGBONIFO,OSAMUDIAMEN	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
616	LUCIER,RUSSELL	NORPROP SECURITY	REGENT PRO./DAVEY HOME/GHC/QUEENSCENTRE/ST MARY'S PAPER/ELGIN TOWER/APH
617	SAVAGE,SAMUEL	G4S SECURE SOLUTIONS	SAULT AIRPORT / HOSPITAL

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2014-234

AGREEMENT: (P1.8) A by-law to authorize the execution of an agreement between the City and the Sault Ste. Marie Innovation Centre for the provision of integrated geomatics services (GIS) commencing January 1, 2015.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENTS**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and to affix the seal of the Corporation to an agreement in the form of Schedule "A" hereto dated the 10th day of November, 2014 between the City and the Sault Ste. Marie Innovation Centre for the provision of integrated geomatics service (GIS) commencing January 1, 2015.

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 10th day of November, 2014.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

Staff/By-laws/2014/2014-234 Agr GIS

SCHEDULE "A"

THIS AGREEMENT made the 10th day of November, 2014.

BETWEEN:

SAULT STE. MARIE INNOVATION CENTRE

(hereinafter referred to as the "Consultant")

OF THE FIRST PART

-and-

**THE CORPORATION OF THE CITY OF
SAULT STE. MARIE**

(together hereinafter referred to as the "client")

OF THE SECOND PART

WHEREAS

- A) The consultant is in the business of providing integrated geomatics services; and**
- B) The client wishes to retain the Consultant to provide geomatics services and maintain the integrated geomatics solution currently in place.**

IN CONSIDERATION of the premises and the mutual covenants and agreements contained herein the parties hereto agree as follows:

1.0 SERVICES

- 1.1. The Client hereby retains the Consultant to provide and maintain a geographic information system (the "Services"), the description, stages, terms and conditions of which are set forth in Schedule A which forms an integral part of this agreement.**
- 1.2. Schedule A to this Agreement will continue to be modified after this Agreement is signed, over time and in accordance with the project, schedule and milestones referred to in Schedule A. The parties acknowledge that the Schedule and the milestones therein may have to be adjusted from time to time based on experience. Schedule A shows the state of development of the planning to date and all additions and changes to Schedule A are intended to be incorporated into and form part of this Agreement as they are made. Notwithstanding the foregoing the parties agree that no changes to Schedule A will be effective without the prior written consent of both parties.**

2.0 SHARED INITIATIVE

- 2.1. The client recognizes that both the City of Sault Ste. Marie (City) and the PUC Services Inc (PUC) share common goals and objectives and that the delivery of the Services for both are closely related. Accordingly, a model described in Schedule A for the delivery of Services provides for one work plan for both the City and PUC. Schedule A defines the management of the project by the City and PUC through the City PUC Status Committee and the City PUC GIS Steering Committee.

3.0 APPLICABLE CHARGES

- 3.1. Schedule A sets forth the fees payable by the client for the services.
- 3.2. All sales taxes, Goods and Services Taxes and other taxes applicable to the Services shall be in addition to the fees. Changes in taxes, due to the introduction of the new Harmonized Sales Tax (HST) are set to take effect starting July 1, 2010. This may affect the amount of taxes applicable to the services.
- 3.3. The Consultant will submit invoices of all applicable charges incurred by it in respect to the Services on a monthly basis and any invoice submitted shall be due and payable within 30 days of receipt by the Client

4.0 TERM

- 4.1. The term of this agreement shall be for five years from January 1, 2015 to December 31, 2019.
- 4.2. If this agreement is not renewed or extended at the expiration of the term the Consultant shall deliver to the Client all data and source code for the customized applications and data models developed pursuant to this Agreement. All costs associated with the relocation of the geographic information system shall be the responsibility of the Client.

5.0 TERMINATION

- 5.1. If either party (the "Defaulting Party") shall at any time neglect, fail or refuse to perform under any of the provisions of this Agreement, then the other party may serve upon the Defaulting Party, notice of intention to terminate this Agreement, which notice shall specify the alleged neglect, failure or refusal and shall be served by registered mail, and, if within ninety (90) days after the date of service of this notice, the Defaulting Party shall not have fully cured all the defaults indicted in the notice, or presented a plan acceptable to the other party to cure these defaults, then upon expiration of the ninety (90) days, the other party may, at its option, elect to terminate this Agreement.

- 5.2. If the Client fails to pay the Consultant as set forth in this Agreement, the Consultant may immediately suspend all activity related to this Agreement upon delivery of written notice to the Client and may, in addition to any other rights it may have under this Agreement or otherwise under law, pursue termination pursuant to 5.1 above.
- 5.3. The right of either party to terminate this Agreement hereunder shall not be affected by its failure to take action with respect to any previous default.
- 5.4. In the event of termination, as set forth in this clause, the Consultant shall be paid on a pro rata basis for all Services performed up to the date of termination

6.0 ACCEPTANCE OF DELIVERABLES

- 6.1. The Client will tell the Consultant in writing within ten (10) days of receipt of a paper deliverable and within 90 days of receipt of a data set deliverable whether it accepts or rejects such deliverable. The Client may reject any deliverable which does not comply with the description of work and/or with the Client's standards. If the Client fails to notify the Consultant within the specified time, the Client will accept the deliverable. If the Client rejects it, the Client shall allow the Consultant five days to revise a paper deliverable and 30 days to revise a data set deliverable to render such deliverable acceptable to the Client
- 6.2. Special customization projects beyond the allotted customization days in the contract will be administered through the Clients Information Technology Division.

7.0 STATUS REPORTING

- 7.1. Information with respect to the status of the work and issues of accomplishments and difficulties shall be addressed at Status Committee meetings and Steering Committee meetings between representatives of the parties. Status reporting procedures shall be further detailed in Schedule A. The Consultant shall provide to the Client an agenda for Steering Committee meetings not less than five working days prior to such meeting and shall provide to the Client sufficient copies of all agendas and reports for delivery to all members of the Steering Committee.

8.0 WARRANTY

- 8.1. The Consultant warrants that the Services will be performed consistent with mutually acceptable industry standards. With respect to software applications this warranty shall be for the duration of the Contract and for software applications delivered within the last six months of the Contract this warranty shall extend to such applications for a period of six months after the date of delivery. This warranty is exclusive and in lieu of all other warranties, whether express or implied. For any breach of this warranty, the Client's exclusive remedy, and the Consultant's entire liability, shall be the re-performance of the Services. If the Consultant is unable to re-perform the Services as warranted, the Client shall be entitled to recover the fees paid to the Consultant for the deficient Services.

9.0 LIMITATION OF LIABILITY

- 9.1. In no event shall either party be liable for any indirect, incidental, special or consequential damages, or damages for loss of profits, revenue, data or use, incurred by either party whether or not such damages are foreseeable or whether or not the other party or any other person has been advised of the possibility of such damages.

10.0 CLIENT OBLIGATIONS

- 10.1. The Client shall be responsible for the timeliness, accuracy and completeness of any data supplied to the Consultant. If such data is incorrect or incomplete the Client shall have the option to either correct, complete or otherwise prepare such data or to request in writing that the Consultant correct, complete or otherwise prepare such data at such additional cost as the parties may agree in writing.
- 10.2. The cost of the fibre connection from the Client to the GIS data warehouse will be funded by the Client.
- 10.3. The Client shall be responsible to maintain under its care adequate backup materials that will enable the regeneration of files and other data in the event of loss, damage or destruction thereof. The Consultant shall be responsible to back up the GIS data warehouse using a "Grand Father, Father, Son" backup methodology [Monthly (Grand Father), Weekly (Father) and 3 Days a week (Son)].
- 10.4. The Client shall be responsible for re-engineering work flows resulting from the introduction of the geographic information system and the Consultant will provide such consultation and support as required to assist the Client in this regard.

10.5. The Client shall ensure that the users of the system attend the training sessions provided by the Consultant.

10.6. The Client shall appoint data custodians to ensure all data is kept updated on the system.

11.0 CLIENT PREMISES

11.1. The Consultant agrees that access to any of the Client's premises by any of the Consultant's employees which is necessary for the performance of the Services shall only be granted by the Client during the normal hours of the Client's premises in question unless otherwise previously authorized by the Client. The Consultant also agrees to observe all of the Client's security requirements and measures in effect at any of the Client's premises to which access is granted by this Agreement.

12.0 CHANGES IN SCOPE OF WORK

12.1. Changes in the scope of work will only be made in strict compliance with the "change request" procedure set forth in Schedule A.

13.0 CONSULTANT, STAFFING AND TRAINING

13.1. The consulting and professional personnel provided by the Consultant shall have appropriate technical and application skills to enable them to perform their duties. The Consultant shall supply the necessary instruction and training to enable the Client to utilize the Services contracted for hereunder. All instructions shall be given by qualified personnel.

14.0 PROPERTY RIGHTS TO DATA, CONFIDENTIALITY AND SECURITY

14.1. The Consultant hereby acknowledges that all data provided by the Client is proprietary to the Client and constitutes valuable, confidential information. The Consultant agrees that it shall keep confidential all such data and shall not disclose or divulge or use any of such data otherwise without the prior written consent of the Client. The Consultant shall maintain reasonable security relating to the data belonging to the Client held at the premises of the Consultant or stored on any computer storage media under the care, custody and control of the Consultant or its agents.

14.2. The Consultant agrees that all information, records, files, input materials, forms and other data received, computed, created, used or stored pursuant to this Agreement are the exclusive property of the Client.

15.0 INTELLECTUAL PROPERTY RIGHTS TO DEVELOPED MODELS AND TOOLS

15.1. All developed database models, software tools, training materials are the intellectual property of the Consultant during this Agreement and after any termination of this Agreement.

The Client has full access to the use of all developed database models, software tools, training materials during this Agreement and after any termination of this Agreement. No fees will be charged for the continued use of these items.

16.0. RELATIONSHIP BETWEEN THE PARTIES

16.1. The Consultant is an independent contractor and nothing in this Agreement shall be construed to create a partnership, joint venture or agency relationship between the parties.

17.0. GOVERNING LAW

17.1. This Agreement and all matters arising out of or relating to this Agreement shall be governed by the laws of the Province of Ontario.

18.0. NOTICES

18.1. All notices, demands or other communications including notices of address changes required or permitted to be sent hereunder shall be in writing, and sent either by personal delivery, overnight courier or facsimile or e-mail transmission to the respective address of the parties. Any notice, demand or communication delivered in person or by overnight courier shall be deemed to have been received on the day of its delivery and if sent by facsimile transmission or e-mail, on the first business day following its transmission.

19.0. SEVERABILITY

19.1. In the event any provision of this Agreement is held to be invalid or unenforceable, the remaining provisions of this Agreement shall remain in full force.

20.0. WAIVER

20.1. No term or provision of this Agreement shall be deemed waived by either party, and no breach excused by either party, unless the waiver or consent shall be in writing signed by the party granting such waiver or consent.

21.0. ENTIRE AGREEMENT

21.1. Schedule A together with the terms of this Agreement represents the entire Agreement of the parties and supercedes all previous agreements, proposals or representations written or oral with respect to the Services specified in this Agreement and Schedule A. Modification to Schedule A or this Agreement shall be valid only when made in writing and signed by both parties.

22.0 SUCCESSORS AND ASSIGNS

22.1. This Agreement shall be binding upon and enure to the benefit of each of the parties hereto and their respective successors and assigns. This Agreement may not be assigned by either party except with the prior written consent of the other party.

IN WITNESS WHEREOF the parties hereto have executed this agreement by their duly authorized representatives as of the reference date.

THE PARTIES AGREE that a facsimile copy signature shall be deemed as effective as an original signature for purposes under this agreement.

SAULT STE. MARIE INNOVATION CENTRE

Per: _____

Per: _____

I/We have authority to bind the Corporation

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

Per: _____
Debbie Amaroso, Mayor

Per: _____
Malcolm White, City Clerk

I/We have authority to bind the Corporation

Schedule A to Agreement

	2015	2016	2017	2018	2019
Sanitary Sewer Surcharge	\$134,176.79	\$131,577.83	\$140,120.91	\$151,502.28	\$153,320.91
Building Permit Reserve	\$38,292.21	\$38,035.17	\$38,880.09	\$40,005.72	\$40,680.09
GIS Levy Yearly Budget	\$253,000.00	\$253,000.00	\$253,000.00	\$253,000.00	\$253,000.00
Total	\$425,469.00	\$422,613.00	\$432,000.00	\$444,508.00	\$452,001.00

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2014-235

TEMPORARY STREET CLOSING: (S4.1) A by-law to permit the temporary closing of various streets to facilitate the annual Rotary Santa Claus parade on November 22, 2014.

THE COUNCIL of the Corporation of the City of Sault Ste. Marie pursuant to Section 10 of the *Municipal Act, 2001*, S.O. 2001, c. 25 and amendments thereto **ENACTS** as follows:

1. **TEMPORARY STREET CLOSING OF VARIOUS STREETS**

The Council of the Corporation of the City of Sault Ste. Marie hereby authorizes the closing to vehicular traffic of the following streets to facilitate the annual Rotary Santa Claus parade:

- (a) Closure of Bay Street from East Street to Pim Street from 5:00 p.m. to 6:30 p.m.
- (b) Closure of Pim Street to Queen Street East from 5:00 p.m. to 6:30 p.m.
- (c) Closure of Queen Street East to Gore Street from 5:30 p.m. to 7:30 p.m.

2. **EFFECTIVE DATE**

This by-law takes effect on the day of its final passing.

PASSED in Open Council this 10th day of November, 2014.

MAYOR – DEBBIE AMAROSO

CITY CLERK – MALCOLM WHITE

cf LEGAL\STAFF\BYLAWS\2014\2014-235 -SANTA CLAUS PARADE STREET CLOSURE.DOC